



SHAKER HEIGHTS

2019 Operating and
Capital Budgets
November 9, 2018

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SHAKER HEIGHTS

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** The 2019 Capital Plan is presented in a separate document.*



SHAKER HEIGHTS

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

This year as we fashioned the annual budget for the City of Shaker Heights, we sought guidance from the public and Council earlier in the process. In July at a public work session, Council reviewed the assumptions underlying the development of the budget, such as the General Fund reserve policy, trends in revenue growth, subsidies to Special Revenue funds, steady state departmental operating budgets, and maintaining an annual operating surplus. The citizen members of the Finance and Administration Committee joined Council at their October work session where they reviewed the first draft of the 2019 capital budget and considered what projects might be added should additional funds be available. Public comment was sought at these work sessions and at two other Council meetings prior to the development of the proposed 2019 operating and capital budgets that are presented in this budget book. Input by the public will be sought at three more public meetings before Council votes on the final budget on December 17, 2018.

The “2018 Accomplishments” listed in the budget book demonstrate how each City department has worked to further the four strategic goals that Council adopted in 2014. Within these four broad goals the following are the current priorities of the City: Economic Development; Fiscal Stewardship; Planning; Housing and Neighborhood Revitalization; Sustainability and Technology; Transparency; and Attracting and Retaining Residents and Businesses. Some of the new or continuing initiatives that are imbedded within these goals and priorities are as follows:

I. Effective, Cost-Efficient Government

Technology

- The development of a Disaster Recovery Plan for quickly reactivating the Information Technology Department’s data center should a disaster impact its City Hall location.
- A new Time, Attendance and Scheduling system to significantly reduce staff time in scheduling employee shifts in our largest departments.
- Seek proposals to outsource the Fire Department’s life safety medical alarm systems to provide better service to those residents who subscribe to this service.

Sustainability

- A consultant to assist in the researching and implementation of energy-saving programs in City facilities to reduce utility costs and to research and recommend best practices for sustainability throughout the City.

Transparency

- Purchase and implementation of a public meeting live streaming system for City Hall Council Chambers.
- Join Ohio's Open Checkbook database of state and local spending.
- Expand listings on Sunshine Calendar.

Fiscal Stewardship

- Reduction in costs by continued partnership with the City of Solon for prisoner jail services and the Heights Hillcrest Communications Center for joint police/fire dispatch.
- Research into possible measures to offer tax relief to our residents.
- Joint facilities planning for the City, schools and library.

II. Vibrant Commercial and Retail Development

Planning

- Van Aken district Phase II.
- Streetscape plan for a pilot project on Lee Road to enhance redevelopment of that corridor.
- Legal and financial consulting services to identify additional funding sources or other incentives for economic development projects.

Economic Development

- Upgrade part-time economic development staff to full-time to better serve the City's businesses and merchants.
- Add to the available resources in the Economic Development and Housing Reserve Fund for property acquisition or other initiatives to spur redevelopment.
- Continue and expand the Police Bike Patrol in our business districts.

III. High Quality, High Functioning Neighborhoods

Housing and Neighborhood Revitalization

- Upgrade part-time Teen Program Coordinator to full-time to partner with other City departments, residents, and our schools and library to reach and engage more youth, especially in the Lomond neighborhood.
- Model Block Program for curb appeal improvements to homes in Moreland.
- Traffic and pedestrian improvements at Warrensville Center Road and Shaker Boulevard and at Chagrin and Lynnfield.
- Continue aggressive repair of the City's sanitary and storm sewer infrastructure.

IV. Attractive, Desirable Quality of Life

Attract and Retain

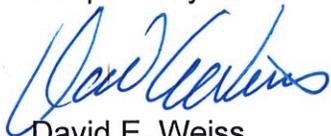
- Marketing of infill opportunities in Moreland.
- Develop new resident attract and retain campaign including print advertising, direct mail, and social media campaigns.
- Expand “#Shaker Plays,” our recently-introduced adult and youth recreation programs, to increase use of our parks and playgrounds and explore other programming and services to our residents.
- Build the Warrensville multipurpose path to add to the walkability of the City.

The City’s financial structure, which follows mandatory government accounting practices, results in a complex budget process. The 2019 budget documents provide background information about the City’s varied funding sources and explain how these sources relate to individual departmental functions. The departmental budget summaries included in the budget explain all of the activities funded by the budget, and explain any significant changes in the 2019 budget compared to 2018. We welcome comments from Council and the public on the presentations and background documents.

The budget process will conclude on December 17, 2018 when Council votes to adopt ordinances to appropriate the dollars to fund the budget. One-time projects and initiatives will be undertaken in 2019 while day-to-day operations continue as we strive to provide the highest quality services that our residents and businesses expect and deserve.

We are proud of our dedicated workforce, of our committed and engaged residents, of our healthy and growing business community, and of our knowledgeable and supportive Council. We look forward to working with you all in 2019.

Respectfully submitted,



David E. Weiss
Mayor



Jeri E. Chaikin
Chief Administrative Officer



Robert H. Baker
Director of Finance

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2019 Budget Process Timeline

Date	Meeting	Action
Jul 9, 7:00 p.m.	Council Work Session	<ol style="list-style-type: none"> 1. Overview of 2018 General Fund Operating Budget. 2. 2017, 2018 Capital Budgets and 2019 Capital Plan. 3. Review and discussion of Historical Assumptions for Operating Budget. 4. Review and discussion of Four Goals and Historical Priorities and what has been “missing.”
Sep. 12, 7:00 p.m.	Council Work Session	<ol style="list-style-type: none"> 1. 2019 budget process timeline. 2. Discuss assumptions re: 2019 General Fund Operating Budget. 3. Review capital budget submissions for 2019 per current 10-year Capital Plan. 4. Discuss assumptions re: 2019 Capital Budget. 5. Discuss “other initiatives to be considered” for 2019 Operating and Capital Budgets. 6. Public input.
Oct. 9, 7:00 p.m.	Council/Finance Committee Work Session	<ol style="list-style-type: none"> 1. Third quarter 2018 General Fund revenue/expense projections. 2. High level 2019 General Fund operating budget presentation. 3. High level 2019 Capital Budget presentation and discussion of reductions and additions based on 2018 projected General Fund surplus. 4. Public input.
Oct. 22, 7:00 p.m.	Council meeting followed by Work Session	<ol style="list-style-type: none"> 1. Council feedback and discussion of 2019 Operating and Capital budget. 2. Public input.
Nov. 9		<ol style="list-style-type: none"> 1. 2019 Budget Book distributed and posted on City website.
Nov. 12, 7:00 p.m.	Council/Finance Committee Work Session	<ol style="list-style-type: none"> 1. Updated 2019 high level Operating Budget presentation. 2. Public input.
Nov. 26, 7:00 p.m.	Council meeting followed by Work Session with Finance Committee	<ol style="list-style-type: none"> 1. Updated 2019 high level Capital Budget presentation. 2. Council feedback and discussion of 2019 Operating and Capital budgets. 3. Public input.
Dec. 3, 7:00 p.m.	Council Work Session	<ol style="list-style-type: none"> 1. Proposed final 2019 Operating and Capital budgets presented. 2. Public input.
Dec. 17, 7:30 p.m.	Council meeting	<ol style="list-style-type: none"> 1. Adoption of final 2019 budget ordinances.

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2018 General Fund Revenue & Expenditure Results

General Fund Revenue

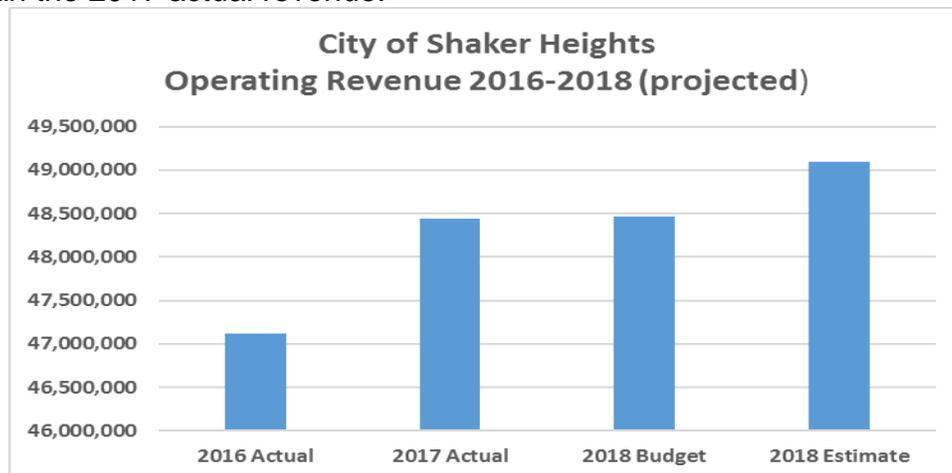
Total General Fund revenue for 2018 was budgeted at \$48.459 million from General Fund sources and is projected at \$49.089 million exceeding the 2018 budget by 1.3%. Total General Fund operating revenue received through September 30th was \$39.932 million or 82.4% of the 2018 budget.

Table 1

Summary of General Fund Operating Revenue *						
2016-2017 Actual 2018 Budget & Estimate						
Revenue Source	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	18 Budget Var. 2018 Est.	% Chg from 2018 Budget
Local Tax Revenue						
Income Tax	\$32,818,535	\$34,237,225	\$34,494,635	\$34,947,210	\$452,575	1.3%
Property Tax	\$6,254,454	\$6,209,468	\$6,208,275	\$6,287,101	\$78,826	1.3%
Estate Tax	\$105,763	\$8,845	\$0	\$9,185	\$9,185	NA
Other Taxes **	\$979,022	\$965,365	\$974,722	\$944,214	(\$30,508)	-3.2%
Local Government Fund	\$629,398	\$596,573	\$592,134	\$592,123	(\$11)	0.0%
Intergovernmental Revenue	265,735	\$143,587	\$138,436	\$108,709	(\$29,727)	-27.3%
Charges For Services	\$3,328,329	\$3,254,256	\$3,240,856	\$3,213,286	(\$27,570)	-0.9%
Fines & Forfeitures	\$588,268	\$503,144	\$550,050	\$450,050	(\$100,000)	-22.2%
License & Permits	\$1,119,660	\$1,291,854	\$1,244,030	\$1,113,054	(\$130,976)	-11.8%
Investment Earnings	\$219,189	\$340,360	\$300,000	\$613,833	\$313,833	51.1%
Miscellaneous	\$805,897	\$885,853	\$715,558	\$810,401	\$94,843	11.7%
Total Operating Revenue	\$47,114,250	\$48,436,530	\$48,458,696	\$49,089,166	\$630,470	1.3%

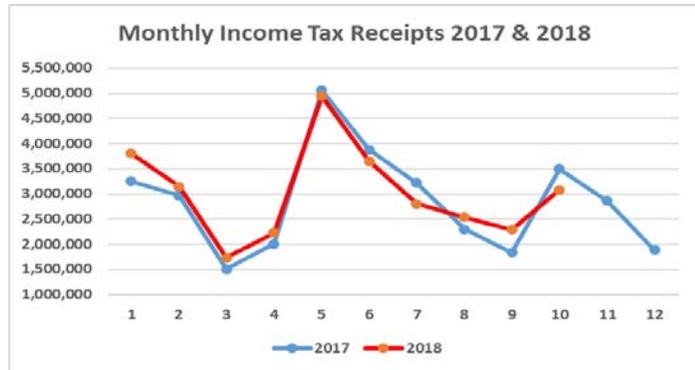
** Operating revenue only.*
*** Includes locally enacted taxes on admissions, alcohol, cigarettes and proper*

The increase is mostly attributable to the income tax which is expected to exceed the budget by 1.3% and come in 2.1% over gross collections for 2017. Total projected 2018 revenues from all other General Fund revenue sources, except Property Taxes, Estate Tax, Investment Earnings and Miscellaneous Revenues, are expected to be less than the 2018 budgeted amounts. Total General Fund revenue for 2018 is expected to be 1.3% higher than the 2017 actual revenue.



- Total income tax revenue (gross) is projected to be \$34.947 million and is 2.07% over the 2017 actual exceeding the 2018 budget by 1.3%. Income tax collected from individuals is expected to be flat from 2017 while Income tax from withholding is expected to grow by over 2.0% from the prior year's collection.

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



- The City received a retainer refund from RITA of \$596,121 for reimbursement of 2017 collection costs.

- Property tax was \$6.287 million for the 2018 collection year, not counting the state reimbursements. This amount is \$78,826 higher than 2017 collections.

- The City received \$9,185 in estate tax revenue in 2018, but is not expected to receive any more in future years.

- Local Government Fund (LGF) revenue in 2018 is projected at \$592,123 which is only \$11 below the 2018 budget.

- Total charges for services were \$3.213 million in 2018. This amount is 1.3% lower than the charges for services in 2017 of \$3.254 million and -0.9% below the 2018 budget.

- Court cost revenue is the largest component of charges for services revenue. Despite the 2018 budget for Court revenue being reduced from 2017 actuals, the 2018 estimated revenue is still under budget by 2.6%. The fines collected by the Court on behalf of the City are projected to be \$450,000 in 2018 which equals the 2018 budget and will be less than 2017 fine receipts by 10.5% as a result of reduced filing of court cases.

- Revenue from other charges for services is slightly lower (1 %) than 2017 actual and is .8% lower than 2018 budget. Estimated charges for EMS billing (\$620,000) are slightly lower than 2017 actual revenue for these charges, and the cable franchise fee (\$450,820) is projected to increase by 3.2% from 2017.

- License and permit fee revenue was budgeted in 2018 for a 3.7% decrease from 2017 actual receipts. The 2018 estimate of license and permit fee revenue of \$1.113 million in 2018 is 13.8% lower than 2017 actual revenue and 10.5% lower than the 2018 budget as a result of reduced building plan approvals in 2018 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 2012-2017 Actual and 2018 Estimate							
Source	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Estimate
Total State and Local Revenue	31,491,081	38,093,932	38,281,859	39,393,850	40,776,003	42,017,475	42,779,833
Total Revenue	39,382,702	43,776,945	45,202,465	45,058,187	47,114,249	48,436,530	49,089,166
% of Total Revenue	79.96%	87.02%	84.69%	87.43%	86.55%	86.75%	87.15%

2018 General Fund Operating Expenditures

The projected 2018 operating expenditures (excluding transfers) are 2.7% or \$1.004 million below the 2018 budget for the General Fund. The 2018 budget anticipated an increase in operating expenditures over 2017 actual operating expenditures of 6.3%, but the 2018 estimate for operating expenditures is only 3.5% over 2017 expenditures rather than 6.3%. Total expenditures for 2018, including transfers out, are expected to exceed the 2018 budget (0.9%) due to an increase in the transfers out to the General Capital Fund and Sewer Capital Fund from the 2018 budget level to provide funding for the 2019 capital projects and new sewer needs.

The total projected expected expenditures for personal services (wages and fringe benefits) are -1.6% (\$424,615) below the 2018 budget. A sizeable portion of the underspending in the personal services budget is a result of vacant positions within the Police Department that are in process of being filled.

Budgetary surpluses were mainly concentrated in the Police, Planning, Neighborhood Revitalization and Economic Development departments and the Municipal Court and were attributable to a variety of reasons. The majority of the underspending was as a result of timing of the expenditure for grants and other neighborhood and economic development programs, vacancies in Police and the Municipal Court and in expenditure categories for contractual services and other expenditures. The actual levels for non-payroll expenditures for 2018 are 5.7% (\$580,296) lower than the 2018 budget but 8.5% above the 2017 actual.

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

Summary of General Fund Operating Expenditures *						
2016-2017 Actual 2018 Estimate vs 2018 Budget						
General Fund Summary	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	Budget Var. 2018 Est	% 2017 Est to Budget
Personal Services	\$25,707,676	\$26,141,527	\$27,030,616	\$26,606,001	-\$424,615	-1.6%
Other Expenditures	\$8,252,358	\$8,857,496	\$10,187,354	\$9,607,058	-\$580,296	-5.7%
Total Operating Expenditure	\$33,960,034	\$34,999,023	\$37,217,970	\$36,213,059	-\$1,004,911	-2.7%

- Overall, the City's departmental operating expenditures for 2018 will come in –2.7% below the original 2018 budget.
- Aggregate year to date departmental general fund operating expenditures (not including transfers out) through September 30 were 0.3% higher in 2018 as compared to the aggregate departmental general fund operating expenditures (not including transfers out) as of the 2017 third quarter.
- Approximately \$424,615 of the 2018 surplus in the total compensation budget is due to vacant positions within the uniformed divisions of the Police Department. An additional \$186,540 of the surplus is attributable to lower than budgeted salary costs in the Economic Development Department with the vacancy of the director and the Municipal Court also due to vacancies.
- Much of the budget surplus in the other expenditures categories is attributable to lower than expected expenditures for contractual services. Expenditures for this category are projected to be under budget in Planning, Neighborhood Revitalization, Economic Development and Law.
- The recommended final budget for transfers out in 2018 will be higher than the 2018 budget by \$1.415 million as a result of increasing the transfer out to the Street Lighting Fund by \$15,000 and to the Sewer Capital Fund by \$1.6 million while decreasing the transfer out to the General Capital Fund by \$450,000 and adding a transfer of \$250,000 to the Economic Development Fund. All other 2018 transfers out will remain the same.

2018 General Fund Operating Result and Ending Balance

Summary of General Fund Operating Results 2016-2017 Actual 2018 Estimate & Budget						
General Fund Summary	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2018 Est Var. 2018 Budget	% 18 Est to 18 Budget
Total Revenue *	\$47,114,250	\$48,436,530	\$48,458,697	\$49,089,166	\$630,469	1.3%
Personal Services	\$25,707,676	\$26,141,527	\$27,030,616	\$26,606,001	(\$424,615)	-1.6%
Other Expenditures	\$8,252,358	\$8,857,496	\$10,187,354	\$9,607,057	(\$580,297)	-5.7%
Total Operating Expenditure	\$33,960,034	\$34,999,023	\$37,217,970	\$36,213,058	(\$1,004,912)	-2.7%
Total Transfers Out	\$11,377,800	\$12,734,457	\$10,887,127	\$12,302,127	\$1,415,000	13.0%
Total Expenditures	\$45,337,834	\$47,733,480	\$48,105,097	\$48,515,185	\$410,088	0.9%
<i>Net operating Result</i>	<i>\$1,776,416</i>	<i>\$703,050</i>	<i>\$353,600</i>	<i>\$573,981</i>	<i>\$220,381</i>	

The current estimates for operating revenues and expenditures indicate a net operating surplus in the General Fund for 2018. The positive net operating result in 2018 is a product of better than expected receipts from the income tax and investment earnings and lower than budgeted departmental expenditures.

City Council's policy of maintaining a General Fund cash reserve has set a floor of a balance equal to at least 20% of annual expenditures. The ending available balance in the General Fund will be \$16,606,603 or 32.99% of total disbursements for 2018.

- Based on current revenue and expenditure estimates, a positive net operating result of approximately \$573,980 is projected for the General Fund by the end of 2018.
- The projected reserve level is in compliance with the 20% floor reserve policy established by Council resolution.

2019 Budget Overview

The 2019 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 2019 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 2019 is \$50,384,896 for General Fund expenditures (including transfers out) and an all funds operating budget of \$64,047,539.

Summary of 2019 Operating Budget					
Budget Summary	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	% 18 Budget to 2019 Budget
General Fund					
Total Operating Revenue	\$48,436,530	\$48,458,696	\$49,089,166	\$50,384,896	3.97%
Total Operating Expenditures	\$34,999,022	\$37,217,970	\$36,213,059	\$39,459,212	6.02%
Transfer to Other Funds	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	-6.30%
All Operating Funds					
Total Operating Revenue	\$56,575,161	\$58,080,482	\$62,606,021	\$64,047,539	10.27%
Total Operating Expenses	\$58,226,209	\$55,942,179	\$62,606,021	\$64,047,539	14.49%

2019 General Fund Budget Overview

The 2019 budget for the General Fund totals \$50,384,896 in operating revenue and \$49,659,906 for budgeted expenditures including transfers. The revenue estimate for 2019 includes growth from income tax and property tax revenues while most other sources are flat. 2019 budgeted operating expenditures (excluding transfers out) are 6.0% higher than the 2018 budget and include impacts related to wage increases and the cost of employee healthcare. Of the increased 2019 operating expenditures, half of the proposed increase are one-time costs which will not remain in the base budget in future years.

Summary of 2019 General Fund Budget						
2017 Actual 2018 Estimate vs 2018 Budget 2019 Budget						
General Fund Summary Net Operating Result	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	19 Budget Var. 2018 Est	%18 Budget To 19 Budget
Total Revenue *	\$48,436,530	\$48,458,696	\$49,089,166	\$50,384,896	\$1,295,730	4.0%
Personal Services	\$26,141,527	\$27,030,616	\$26,606,001	\$28,030,609	\$1,424,608	3.7%
Other Expenditures	\$8,857,496	\$10,187,354	\$9,607,058	\$11,428,603	\$1,821,545	12.2%
Total Operating Expenditure:	\$34,999,023	\$37,217,970	\$36,213,059	\$39,459,212	\$3,246,153	6.0%
Total Transfers Out	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	(\$2,101,433)	-6.3%
Total Expenditures	\$47,733,480	\$48,105,097	\$48,515,186	\$49,659,906	\$1,144,720	3.2%

2019 Budget Parameters

The 2019 budget development process started with the 2018 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 2019 operating budget. The main components of the base budget for 2019 were developed based on the following assumptions and guidance:

- Revenue estimates were based on the trends used to project 2018 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.
- The budgets for salary and fringe benefits are based on anticipated levels of staffing for 2019. The budget funds a 2% COLA to the wages for all employees for 2019 including members of the bargaining units. A new agreement has not been reached for the Public Works bargaining unit employees. Their contract expired on December 31, 2017 and is still being negotiated. If a contract is not reached before the end of 2018, there will be a retroactive pay for 2018 that must be paid in 2019. The Police and Fire bargaining unit agreements expire on December 31, 2018 as well as the agreement with the Recreation Department maintenance workers. Subsequent wage requirements for these units will be determined based on the outcome of their contract negotiations and any appropriations for increases above the 2% COLA will need to be added to the 2019 budget and funded from the operating surplus.
- Employee health care costs were adjusted based on the expected change in premium equivalents for 2019. The budget includes an increase of 8.77% (Medical Mutual and prescription drugs). The rate for dental insurance will increase by 1.6% from the 2018 rate. The combined rate increase is 8.44%.
- The employer and employee portions of the cost of healthcare premium equivalent payments will remain at an 85% / 15% apportionment in 2019.
- Contractual services and other expenditures were based on the 2018 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.

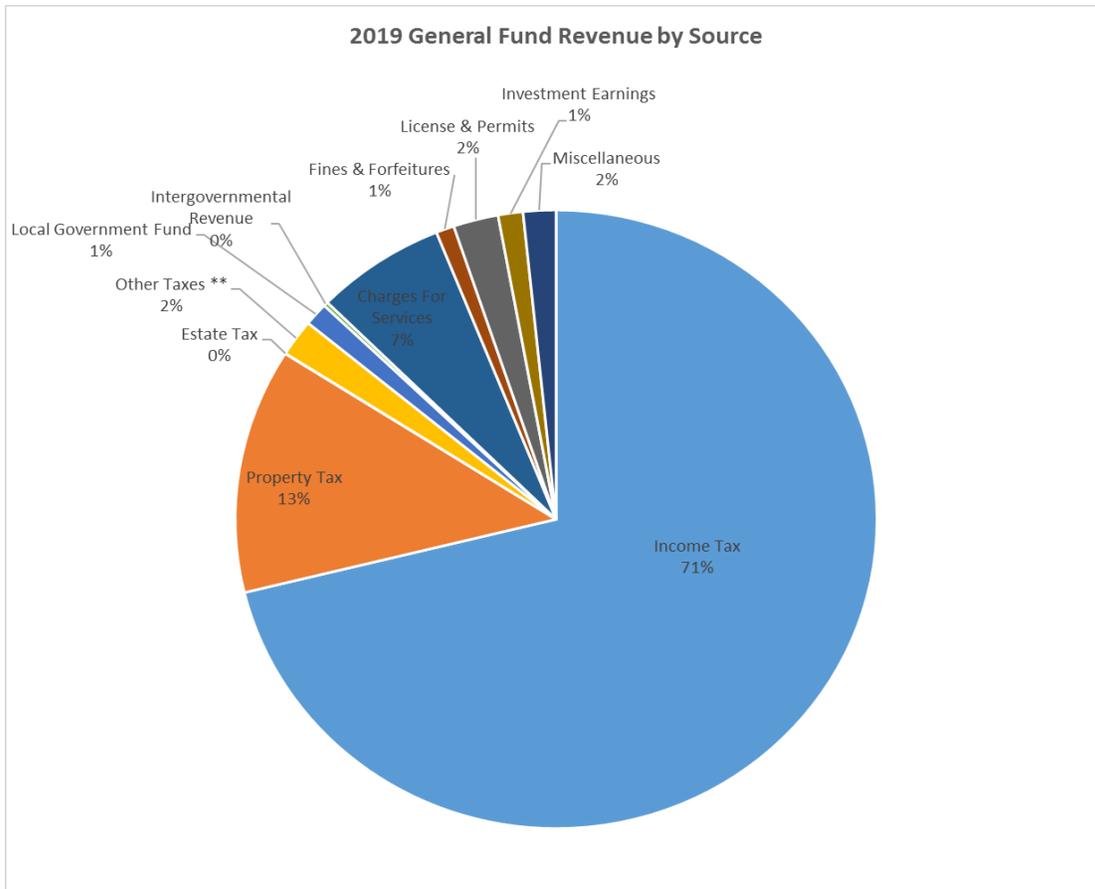
2019 General Fund Revenue Budget

The budget for General Fund revenue was based on trends refined as part of the third quarter updates in 2018, except that the estimate for income tax does not reflect additional income tax collections in the last quarter of 2018 which may be lower than in 2017. The budgeted revenue of \$50.384 million is higher than the 2018 estimate by \$1.295 million. Income tax revenue is expected to grow by 2% from 2018 and property tax revenue will increase as a result of the 2018 reappraisal of property values. The overall trend in revenue other than income and property tax is flat or lower. Revenue categories that are expected to increase in 2019 are local taxes that includes the income and property tax, charges for services and investment earnings. State shared taxes, intergovernmental revenue, fines, licenses and permits and miscellaneous are all projected to be flat or slightly down.

Summary of General Fund Operating Revenue *						
2017 Actual 2018 Budget & Estimate 2019 Budget						
Revenue Source	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	19 Budget Var. 2018 Est.	% 18 Est to 19 Budget
Local Tax Revenue						
Income Tax	\$34,237,225	\$34,494,635	\$34,947,210	\$35,646,497	\$699,287	2.0%
Property Tax	\$6,209,468	\$6,208,275	\$6,287,101	\$6,787,101	\$500,000	8.0%
Estate Tax	\$8,845	\$0	\$9,185	\$0	(\$9,185)	
Other Taxes **	\$965,365	\$974,722	\$944,214	\$1,021,771	\$77,557	8.2%
Local Government Fund	\$596,573	\$592,134	\$592,123	\$600,000	\$7,877	1.3%
Intergovernmental Revenue	\$143,587	\$138,436	\$108,709	\$92,236	(\$16,473)	-15.15%
Charges For Services	\$3,254,256	\$3,240,856	\$3,213,286	\$3,259,568	\$46,282	1.4%
Fines & Forfeitures	\$503,144	\$550,050	\$450,050	\$450,050	\$0	0.0%
License & Permits	\$1,291,854	\$1,244,030	\$1,113,054	\$1,043,720	(\$69,334)	-6.2%
Investment Earnings	\$340,360	\$300,000	\$613,833	\$703,833	\$90,000	14.7%
Miscellaneous	\$885,853	\$715,558	\$810,401	\$780,120	(\$30,281)	-3.7%
Total Operating Revenue	\$48,436,530	\$48,458,696	\$49,089,166	\$50,384,896	\$1,295,730	2.6%
* Operating revenue only.						
** Includes locally enacted taxes on admissions, alcohol, cigarettes and property tax reimbursements from the State.						

- Income tax revenue is budgeted at \$35.646 million in 2019. Income tax revenue is the largest source of revenue providing over 70% 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, and the County has advised that the City should receive increased property tax revenue as a result of the reappraisal. The 2019 estimate for property tax revenue projects a growth of \$500,000 from the 2018 actual receipts.
- Local Government Fund (LGF) revenue is budgeted to increase by \$7,877 from the 2018 estimate. Action by the Ohio General Assembly could increase or decrease this revenue source.

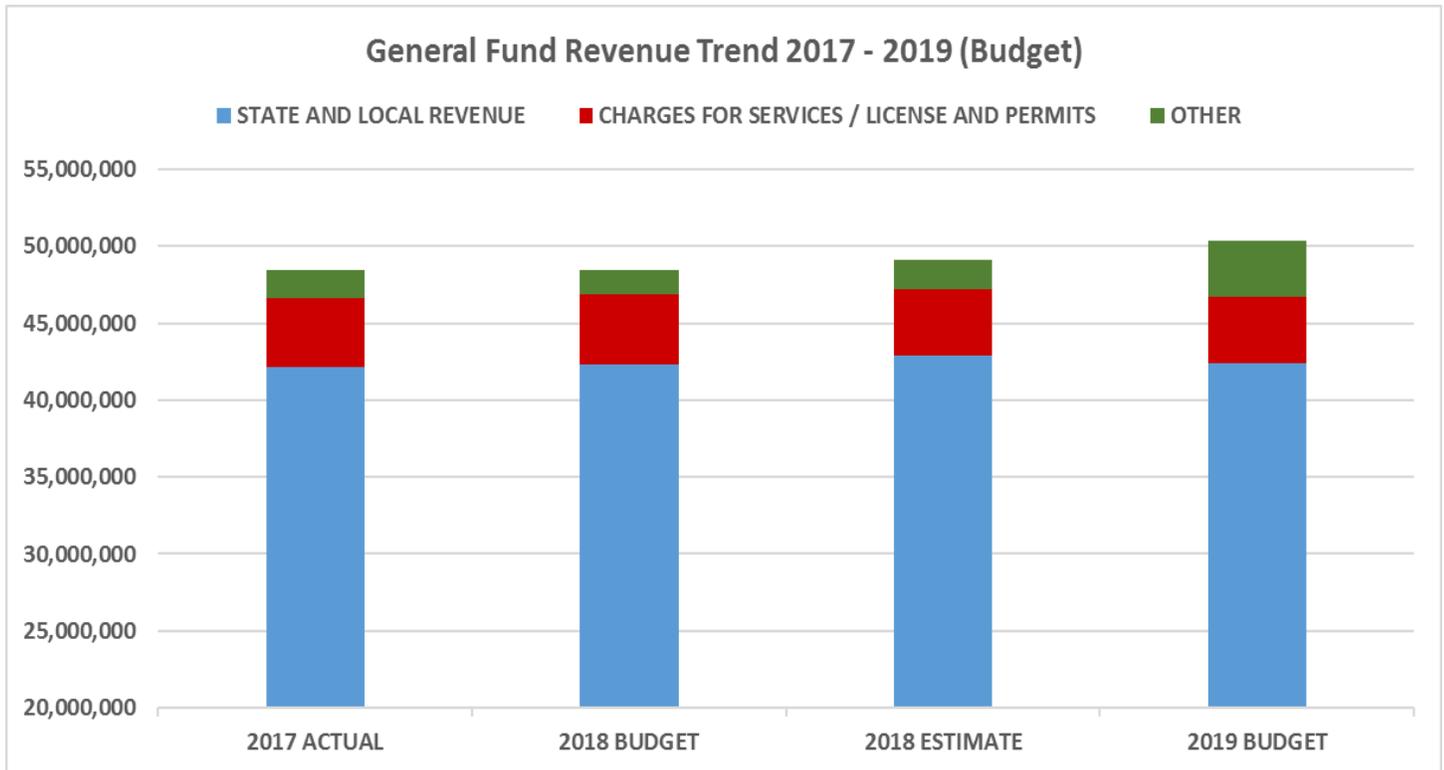
- Charges for services are budgeted at \$3.259 million in the 2019 budget which is an increase of 1.4% from the 2018 estimated revenue from this source. The major component of charges for services revenue, court costs, is budgeted to be \$50,000 higher than the 2018 estimate based on a projected higher case load. The budget for EMS billing (\$645,000) is \$25,000 higher than the 2018 estimate while the budget for cable franchise fees (\$450,820) equals the 2018 estimate for this source. Advertising for Shaker Life magazine is projected to be similar to 2018.
- The City's share of fines collected by the Municipal Court is budgeted at \$450,050 in 2019 which equals the 2018 projection.
- License and permit fee revenue is budgeted 6.2% lower than the 2018 estimate as a result of decreased examination of building plans for the Van Aken District now that Phase 1 construction is nearly complete.
- The budget for investment earnings is \$703,833 which is an increase of \$90,000 from the 2018 estimated revenue. As a result of increased interest rates, investment earnings have increased. Additional interest earnings will be realized from a partial shift of City holdings from bank sweep accounts into insured certificates of deposit and longer term Treasuries that earn better returns than sweep accounts.
- The 2019 budget includes no estate tax revenue. Although amounts of estate tax revenue was received in 2016, 2017 and 2018, the tax was eliminated by the state General Assembly in 2012 out for any decedents who died on or after January 1, 2013.



2019 general fund revenue is expected to increase by \$1,295,730 from the 2018 estimate. Income tax (\$699,287), property tax (\$500,000) and investment earnings (\$90,000) produce almost all of this increase. 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 impact from the income tax increases since 2013 have 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 property reappraisal will increase 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.



2019 General Fund Expenditure Budget

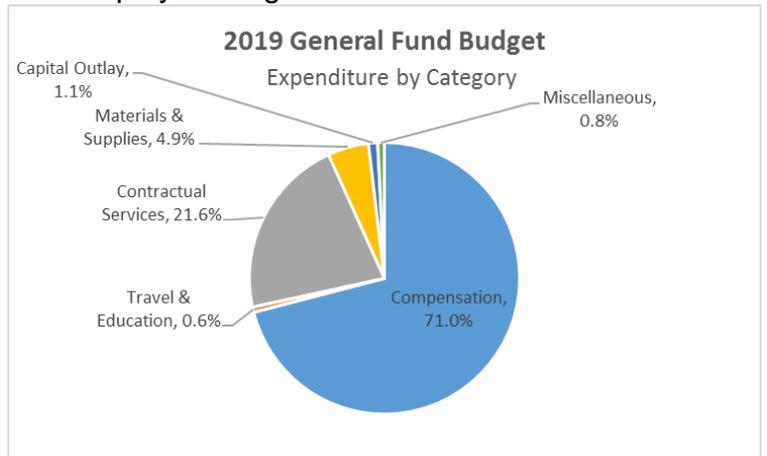
The budget for general fund operating expenditures is \$39,459,212 for personal services and other expenditures combined. The operating budget was developed based on the 2018 budgeted levels and adjusted using the previously discussed parameters.

Summary of 2019 General Fund Budget						
2017 Actual 2018 Estimate vs 2018 Budget 2019 Budget						
General Fund Summary	2017	2018	2018	2019	19 Budget	%18 Budget
Net Operating Result	Actual	Budget	Estimate	Budget	Var. 2018 Est	To 19 Budget
Total Revenue *	\$48,436,530	\$48,458,696	\$49,089,166	\$50,384,896	\$1,295,730	4.0%
Personal Services	\$26,141,527	\$27,030,616	\$26,606,001	\$28,030,609	\$1,424,608	3.7%
Other Expenditures	\$8,857,496	\$10,187,354	\$9,607,058	\$11,428,603	\$1,821,545	12.2%
Total Operating Expenditure:	\$34,999,023	\$37,217,970	\$36,213,059	\$39,459,212	\$3,246,153	6.0%
Total Transfers Out	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	(\$2,101,433)	-6.3%
Total Expenditures	\$47,733,480	\$48,105,097	\$48,515,186	\$49,659,906	\$1,144,720	3.2%

The resulting recommended 2019 operating budget is 6.0% higher than the 2018 operating budget, and 2.3% higher than the estimated 2018 expenditures including the increased transfers out. The reason for the difference between these two comparisons is that 2018 estimated revenues are projected to be \$630,470 higher than the 2018 estimated budget and actual 2018 operating expenditures are expected to be \$1,004,912 below the 2018 budget.

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 71.04% of budgeted operating expenditures in 2019.
- 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 21.56% of the General Fund operating budget. Contractual services include allocations for services, consulting and utilities.
- The 2019 budget includes a 2% COLA for all employees, but does not reflect the effect of future agreements with the Public Works bargaining unit that is currently being negotiated and the Police, Fire and Recreation bargaining units that will be

under negotiation for 2019. The budgeted appropriations for Personal Service in the 2019 Budget may be changed by the results of these negotiations.

- The remaining expenditure categories including materials costs, training and capital expenditures (non-capital plan) account for 7.41% of the operating budget.
- The budget for personal services (compensation) is 3.70% higher than the 2018 budget as a result of the 2.0% COLA, health care cost increases of 8.44%, the cost of two part-time employees moving to full-time status, three new full-time positions paid by a corresponding reduction in Contractual Services and the \$122,000 expense for retirement payouts for several known firefighter retirements in 2019.

Summary of General Fund Expenditures						
2017 Actual 2018 Budget & 2018 Estimate 2019 Budget						
General Fund	2017	2018	2018	2019	Budget Var.	% 18
Budget by Expenditure Category	Actual	Budget	Estimate	Budget	2018 Est	Budget to 19 Budget
EXPENSES						
Compensation	\$26,141,527	\$27,030,616	\$26,606,001	\$28,030,609	\$1,424,608	3.70%
Travel & Education	\$155,976	\$228,822	\$157,475	\$219,568	\$62,093	-4.04%
Contractual Svcs	\$6,619,940	\$7,717,693	\$7,423,292	\$8,506,268	\$1,082,976	10.22%
Materials & Supplies	\$1,484,910	\$1,588,145	\$1,496,584	\$1,941,256	\$444,672	22.23%
Capital Outlay	\$392,525	\$360,567	\$290,874	\$436,384	\$145,510	21.03%
Misc. Expense	\$204,145	\$292,127	\$238,833	\$325,127	\$86,294	11.30%
Other Exp.	\$8,857,496	\$10,187,354	\$9,607,058	\$11,428,603	\$1,821,545	12.18%
Total Operating Exp.	\$34,999,023	\$37,217,970	\$36,213,059	\$39,459,212	\$3,246,153	6.02%
Transfers Out	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	(\$2,101,433)	-6.30%
Total Expenditures	\$47,733,480	\$48,105,097	\$48,515,186	\$49,659,906	\$1,144,720	3.23%

- The 2019 budget does not include 2018 salary increases for bargaining unit employees in Public Works as that contract that may be paid in 2019 depending upon when the contract is agreed to. If the new Public Works contract is not reached until 2019, the 2018 retroactive pay for the Public Works bargaining unit will be included in the 2019 budget by amendment funded from the proposed operating surplus of \$724,990. The budget for compensation includes the impact of increases in health care costs (See 2019 Budget Parameters).
- The budget includes funds for the full complement of officers in the Police department. Overtime for Fire was reduced by cost of the the addition of a fifty-first firefighter.
- Overall non personal service (“other”) expenditures are budgeted at \$11,428,603 and are increasing by 12.18% when compared to 2018 budget as a result of increased costs for the lease/purchase of a replacement fire truck, the hiring of certain consultants and movement of \$560,196 into the budget for the Human

Resources Department for risk management costs at the suggestion of the City's auditor.

- The budget for contractual services is 10.22% higher than the 2018 budget. The budget for contractual services was based on 2018 budgeted levels and adjusted using guidance from departments on the anticipated level of ongoing contracts in 2019.
- 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 2019. These changes result in a 22.23% increase in the total General Fund budget for this category over the 2018 budget.
- Travel and education was based on the 2018 budget and departmental plans resulting in a decrease of 4.04%.
- Miscellaneous expenditures were based on the 2018 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 \$10,200,694 in 2019, a 17.08% decrease from 2018 estimated transfers out and 6.3% from the 2018 budget. For a number of prior years, there has been a transfer out of \$945,000 from the general fund to the self-insurance funds. For 2019, this transfer out has been eliminated with the increase in the Human Resources Department budget at the recommendation of the City's auditors. The budgeted transfers from the General Fund to other funds form 2019 include:

- \$2.4 million to fund the 2020 General Capital Plan. A transfer from the General Fund of \$3.55 million will be made in 2018 will fund the 2019 capital plan requests.
- A transfer of \$2.0 million to support sewer infrastructure improvements. A transfer from the General Fund of \$2.0 million made in 2018 will also fund additional sewer improvement needs.
- \$1.886 million to fund the City's share of Police and Fire pension costs in 2019 which is an increase of \$256,230 from 2018.
- A transfer of \$1.248 million to fund the 2019 debt service payments for outstanding bonds and notes in 2019, including the City's obligation to pay debt service on the Port Authority bonds for the Van Aken District which is an increase of \$42,875 from 2018.

- A transfer of \$1.500 million for operational support of the Recreation Fund budget which is an increase of \$424,940 from 2018.
- \$265,000 to support operating costs in the Street Lighting Assessment Fund which is an increase of \$15,000 from 2018.
- General Fund support of the Street (\$400,000) and Sewer Maintenance (\$502,000) Funds for 2019 is the same as 2018.
- A transfer of \$372,440 is included in the Building and Housing 2019 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 \$372,440 is included in the General Fund transfers out to the Debt Service Fund of \$1,248,061 and not in addition to that amount.

2019 Net Operating Result and General Fund Balance

The 2019 General Fund budget includes a positive operating result of \$724,990 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 2019 General Fund Budget						
2017 Actual 2018 Estimate vs 2018 Budget 2019 Budget						
General Fund Summary	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	18 Budget Var. 2018 Est	%18 Budget to 19 Budget
Total Revenue *	\$48,436,530	\$48,458,696	\$49,089,166	\$50,384,896	\$1,295,730	4.0%
Personal Services	\$26,141,527	\$27,030,616	\$26,606,001	\$28,030,609	\$1,424,608	3.7%
Other Expenditures	\$8,857,496	\$10,187,354	\$9,607,058	\$11,428,603	\$1,821,545	12.2%
Total Operating Expenditure:	\$34,999,023	\$37,217,970	\$36,213,059	\$39,459,212	\$3,246,153	6.0%
Total Transfers Out	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	(\$2,101,433)	-6.3%
Total Expenditures	\$47,733,480	\$48,105,097	\$48,515,186	\$49,659,906	\$1,144,720	3.2%
<i>Net operating Result</i>	<i>\$703,050</i>	<i>\$353,599</i>	<i>\$573,980</i>	<i>\$724,990</i>	<i>\$151,010</i>	
Ending General Fund Balance	\$15,432,623	\$15,786,222	\$16,006,603	\$16,731,593		
Ending Balance as % of Expendit	32.33%	32.82%	32.99%	33.69%		

The 2019 ending General Fund balance is expected to be \$16.731 million based on the budgeted levels of operating revenue and expenditures. The reserve level as a percentage of annual expenditures would be 33.69% at the end of 2019 and in compliance with the City's ending reserve policy for the General Fund.

While the 2019 budget does anticipate a positive operating result, the amount of the budgeted surplus is relatively small at only 1.46% of total expenditures. A net change in revenue downward or an increase in expenditures of 1.46% in 2019 would effectively eliminate the budgeted operating surplus.

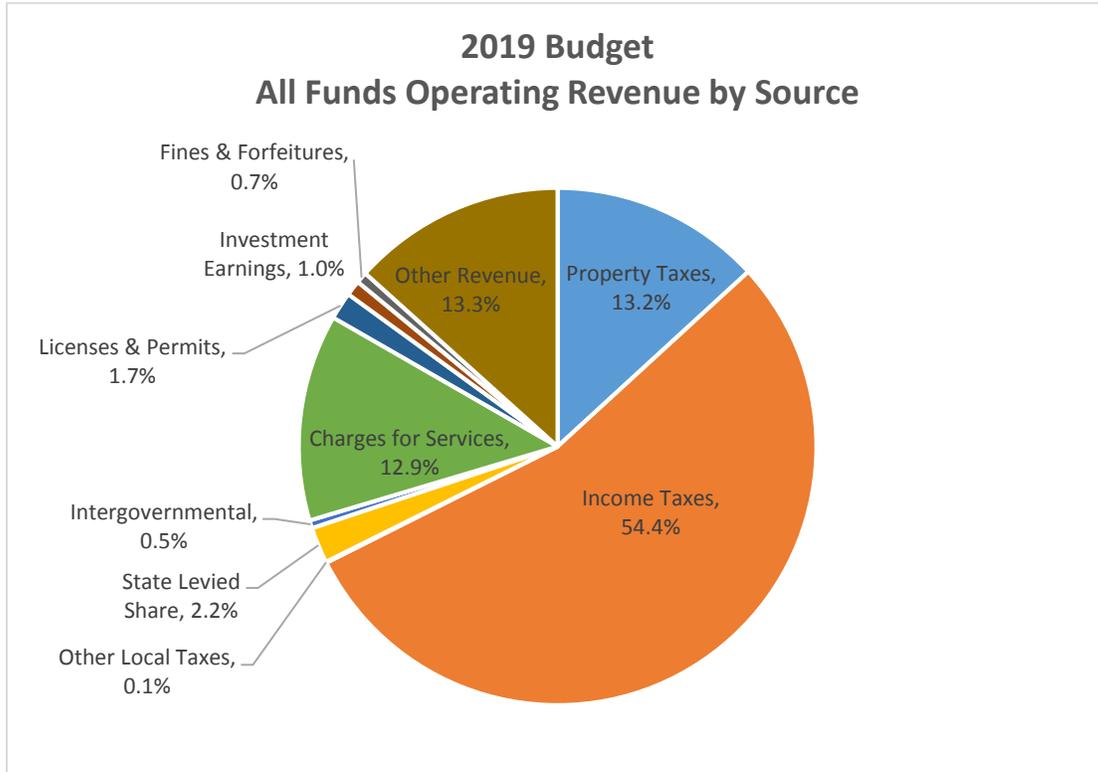
It is important to note that the budgeted surplus does not include the impact of increases in wages or benefits for Public Works, Police, Fire and Recreation bargaining unit employees if any of new collective bargaining agreements require a 2019 pay increase above the 2.0% COLA for all employees.

Other Operating Fund Budgets

The total all funds operating budget for 2019 totals \$64.047 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 \$1.053 million for the maintenance of City streets.
- Property tax revenue of \$491,690 will be used to fund a portion of Police and Fire pension costs.
- Special assessment revenue of \$1.328 million to fund the cost of tree maintenance and the operation of street lighting in City right-of-ways.
- Sewer user fees revenue of \$950,000 is budgeted to fund maintenance of the City's sewers.
- Program and other fee revenue related to recreation and school aged care programs of \$1.724 million to support Recreation Fund operations.

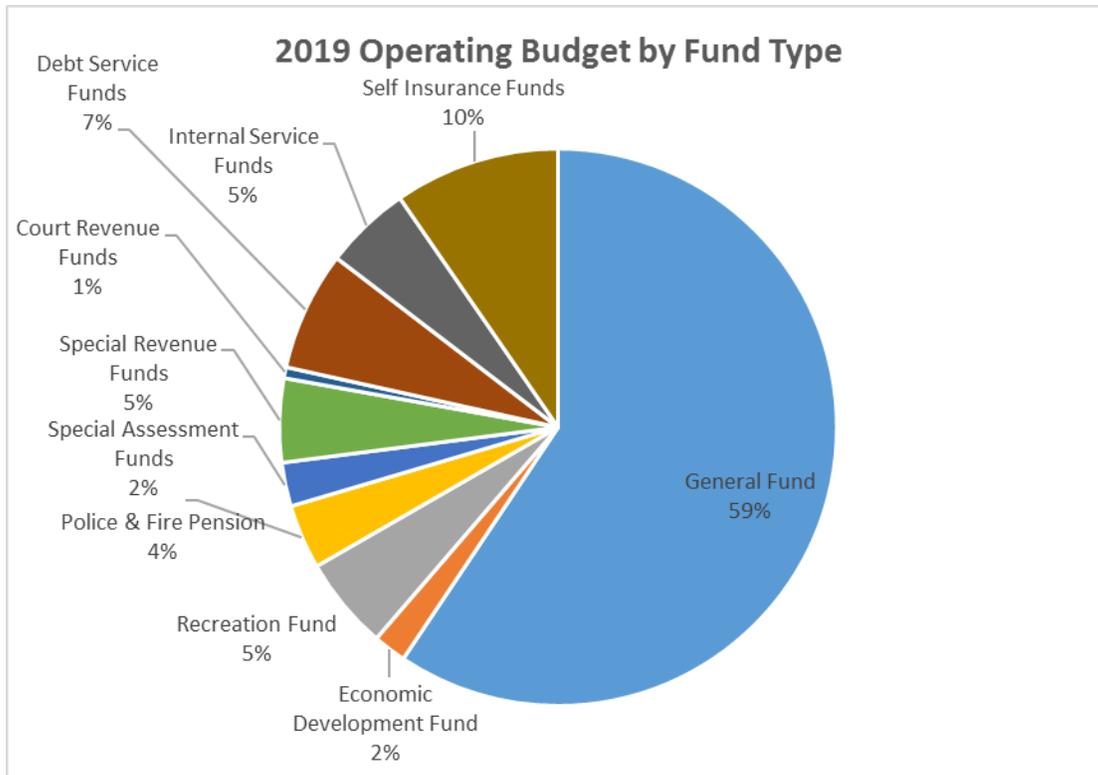
The all funds operating budget includes individual fund budgets that are separate and distinct from the General Fund. There are twenty-six other operating fund budgets that are in addition to the General Fund budget.

Table 7 replace below

Summary of 2019 All Funds Budget by Fund Type			
2018 Operating Budget 2019 Operating Budget			
Fund Type	2018 Operating Budget	2019 Operating Budget	% Chg from 2018 Budget
General Fund	\$37,217,970	\$39,459,212	6.02%
Economic Development Fund	1,203,373	401,739	-66.62%
Recreation Fund	3,361,008	3,498,958	4.10%
Police & Fire Pensions	2,338,297	2,389,662	2.20%
Special Assessment Funds	1,590,768	1,590,945	0.01%
Special Revenue Funds	3,040,593	2,991,166	-1.63%
Court Revenue Funds	397,283	398,042	0.19%
Debt Service Funds	4,323,513	3,934,197	-9.00%
Internal Service Funds	3,123,797	3,346,790	7.14%
Self Insurance Funds	\$6,009,419	6,036,828	0.46%
Total All Funds	\$62,606,021	\$64,047,539	2.30%

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 2019 budget and includes the budgets for the Recreation Fund (\$3.498 million) and the Economic Development & Housing Fund (\$401,739).
- The next largest fund budget is for the Self-Insurance Fund (\$6.036 million) and accounts for approximately 10% of the all funds operating budget.
- The budgets for the various special revenue funds for the City, Court, Pensions and Assessment funds total \$7.369 million in 2019 and account for about 11.51% of the all funds operating budget.



The individual other fund budgets are presented in the corresponding departmental section of the 2019 budget document.

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 20% 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 a 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 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 7.67% 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. The transfer of the functions of the Shaker Health Department to the Cuyahoga County Board of Health and Shaker ceasing to be the fiduciary for Ohio HIDTA will reduce intergovernmental revenues in 2019.

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

it's 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.

City of Shaker Heights
General Fund Revenue Summary
 Actual 2016-2018 | 2019 Budget

Source of Revenue	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	% Chg from 18 Budget	2019 Budget	% Chg 2018 Estimate
Local Taxes							
Real Estate & Public Utility	\$6,254,454	\$6,208,275	\$6,208,275	\$6,287,101	1.27%	6,787,101	7.95%
Rollback/Homestead	911,909	901,102	901,102	895,788	-0.59%	967,451	8.00%
Tangible Personal Property	0	1,193		0		0	
Income Tax	32,818,535	34,237,225	34,494,635	34,947,210	1.31%	35,646,497	2.00%
Admission Tax	55,944	50,009	60,000	39,365	-34.39%	45,000	14.31%
State Shared Tax							
Local Government	629,398	596,573	592,134	592,123	0.00%	600,000	1.33%
Estate Tax	105,763	8,845	0	9,185		0	
Liquor & Beer Permits	10,753	13,846	13,300	8,741	-34.28%	9,000	2.96%
Cigarette Tax	416	408	320	320	0.00%	320	0.00%
Intergovernmental Revenue							
Title IIIB - Senior Adults	2,162	0	0	0		0	
Other Federal Grants	101,815	41,711	58,737	18,551	-68.42%	8,737	-52.90%
State Health Subsidy	20,337	5,337	0	0	0.00%	0	
State Grants	98,373	30,117	2,499	3,360	34.45%	2,499	-25.63%
Local Governments	43,048	66,419	77,200	86,798	12.43%	81,000	-6.68%
Charges For Services							
Court Costs	1,995,911	1,916,586	1,900,000	1,850,000	-2.63%	1,900,000	2.70%
Ambulance Fees	580,280	620,856	645,000	620,000	-3.88%	645,000	4.03%
CATV Fee	456,946	436,674	435,346	450,820	3.55%	450,820	0.00%
Shaker Magazine	201,618	196,042	182,000	197,000	8.24%	197,000	0.00%
Other Fees	93,574	84,098	78,508	95,466	21.60%	66,748	-30.08%
Fines							
Fines & Forfeitures	588,268	503,144	550,050	450,050	-18.18%	450,050	0.00%
Licenses							
Licenses & Permits	1,119,660	1,291,854	1,244,030	1,113,054	-10.53%	1,043,720	-6.23%
Miscellaneous							
Interest	219,189	340,360	300,000	613,833	104.61%	703,833	14.66%
Local Grants & Donations	19,962	85,960	2,500	6,730	169.20%	6,530	-2.97%
Refunds & Rebates	636,060	637,082	594,861	733,257	23.27%	702,608	-4.18%
Rents & Leases - Governmental	333	0	0	0	0.00%	0	
Rents & Leases - Non-Govt.	35,100	35,100	35,100	35,100	0.00%	35,100	0.00%
Sale of Public Property	51,119	123,262	79,100	31,314	-60.41%	31,882	1.81%
Transfers In	63,322	4,451	4,000	4,000	0.00%	4,000	0.00%
	\$47,114,249	\$48,436,529	\$48,458,696	\$49,089,166	1.30%	\$50,384,896	2.64%

City of Shaker Heights, Ohio
 General Operating Fund Summary
 Actual 2016-2017 Actual, 2018 Budget and Estimate, 2019 Budget

Department	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	% Chg 2018 Budget
Operating Expenditures:						
Police						
Personal Services	8,446,357	8,399,286	8,816,595	8,371,855	8,993,186	2.00%
Other	793,875	1,197,882	1,834,099	1,757,099	1,835,556	0.08%
Total Police	\$9,240,232	\$9,597,168	\$10,650,694	\$10,128,954	\$10,828,742	1.67%
Fire						
Personal Services	5,602,775	5,828,666	6,048,645	6,203,645	6,334,123	4.72%
Other	707,004	864,367	623,263	623,263	674,811	8.27%
Total Fire	\$6,309,779	\$6,693,033	\$6,671,908	\$6,826,908	\$7,008,934	5.05%
Public Works						
Personal Services	4,097,029	4,187,927	4,383,269	4,389,269	4,580,400	4.50%
Other	3,282,297	3,365,382	3,572,619	3,572,619	3,854,061	7.88%
Total Public Works	\$7,379,326	\$7,553,309	\$7,955,888	\$7,961,888	\$8,434,461	6.02%
Municipal Court						
Personal Services	1,956,495	1,965,927	2,207,591	2,100,000	2,325,816	5.36%
Other	88,424	93,273	102,463	98,056	102,463	0.00%
Total Municipal Court	\$2,044,919	\$2,059,200	\$2,310,054	\$2,198,056	\$2,428,279	5.12%
Health						
Personal Services	365,230	323,859	-	-	0	
Other	50,635	48,450	-	-	0	
Total Health	\$415,865	\$372,309	\$0	\$0	0	
Recreation						
Personal Services	287,255	301,737	304,516	319,516	311,277	2.22%
Other	153,429	161,231	156,513	135,000	156,513	0.00%
Total Recreation	\$440,684	\$462,968	\$461,029	\$454,516	\$467,790	1.47%
Building Inspection						
Personal Services	366,954	436,738	1,335,736	1,351,736	1,474,891	10.42%
Other	152,316	88,354	201,201	210,156	170,730	-15.14%
Total Building Inspection	\$519,270	\$525,092	\$1,536,937	\$1,561,892	\$1,645,621	7.07%
Housing Inspection						
Personal Services	886,689	899,760	-	-	0	
Other	46,892	50,781	-	-	0	
Total Housing Inspection	\$933,581	\$950,541	\$0	\$0	\$0	
City Council						
Personal Services	130,863	130,495	142,342	142,342	143,870	1.07%
Other	6,243	10,233	15,083	15,083	15,083	0.00%
Total City Council	\$137,106	\$140,728	\$157,425	\$157,425	\$158,953	0.97%
Mayor						
Personal Services	203,413	218,495	212,776	212,776	217,762	2.34%
Other	27,175	24,094	31,675	31,675	32,775	3.47%
Total Mayor	\$230,588	\$242,589	\$244,451	\$244,451	\$250,537	2.49%
Chief Administrative Officer						
Personal Services	232,315	231,765	231,976	231,976	238,090	2.64%
Other	6,569	7,571	13,979	13,979	13,979	0.00%
Total Chief Administrative Officer	\$238,884	\$239,336	\$245,955	\$245,955	\$252,069	2.49%
Law						
Personal Services	561,118	585,328	599,143	600,343	616,782	2.94%
Other	105,918	80,164	113,050	95,050	139,525	23.42%
Total Law	\$667,036	\$665,492	\$712,193	\$695,393	\$756,307	6.19%
Finance						
Personal Services	695,582	639,402	651,617	677,617	650,020	-0.25%
Other	152,433	158,424	169,120	169,120	176,695	4.48%
Total Finance	\$848,015	\$797,826	\$820,737	\$846,737	\$826,715	0.73%
Human Resources						
Personal Services	227,210	263,887	226,334	226,334	256,745	13.44%
Other	57,793	79,610	128,546	106,546	132,636	3.18%
Total Human Resources	\$285,003	\$343,497	\$354,880	\$332,880	\$389,381	9.72%
Civil Service						
Personal Services	21,469	22,250	22,993	22,993	23,709	3.11%
Other	49,331	30,500	75,056	72,056	75,056	0.00%
Total Civil Service	\$70,800	\$52,750	\$98,049	\$95,049	\$98,765	0.73%

City of Shaker Heights, Ohio
 General Operating Fund Summary
 Actual 2016-2017 Actual, 2018 Budget and Estimate, 2019 Budget

Department	2016 Actual	2017 Actual	2018 Budget	2018 Estimate	2019 Budget	% Chg 2018 Budget
Information Technology						
Personal Services	415,666	426,240	441,856	441,856	455,836	3.16%
Other	106,680	125,506	140,597	133,097	170,597	21.34%
Total Information Technology	\$522,346	\$551,746	\$582,453	\$574,953	\$626,433	7.55%
CCSE						
Personal Services	30,468	34,511	105,978	105,978	38,000	-64.14%
Other	1,408,849	1,498,035	1,731,166	1,731,617	2,497,082	44.24%
Total CCSE	\$1,439,317	\$1,532,546	\$1,837,144	\$1,837,595	\$2,535,082	37.99%
Communications and Marketing						
Personal Services	320,203	324,910	339,985	339,985	350,647	3.14%
Other	377,241	429,464	471,745	466,745	471,745	0.00%
Total Comm & Marketing	\$697,444	\$754,374	\$811,730	\$806,730	\$822,392	1.31%
Economic Development						
Personal Services	172,530	252,280	269,253	190,304	321,401	19.37%
Other	281,700	318,879	531,315	236,633	569,432	7.17%
Total Economic Development	\$454,230	\$571,159	\$800,568	\$426,937	\$890,833	11.28%
Planning						
Personal Services	544,178	514,837	536,218	523,683	539,929	0.69%
Other	202,197	91,588	167,435	108,833	217,435	29.86%
Total Planning	\$746,375	\$606,425	\$703,653	\$632,516	\$757,364	7.63%
Neighborhood Revitalization						
Personal Services	144,177	153,227	153,793	153,793	158,125	2.82%
Other	194,956	133,707	108,429	30,431	122,429	12.91%
Total Neighborhood Revit.	\$339,133	\$286,934	\$262,222	\$184,224	\$280,554	6.99%
Total Operating Expenditures	\$33,959,934	\$34,999,023	\$37,217,970	\$36,213,059	\$39,459,212	6.02%
Transfers Out	\$11,377,800	\$12,734,457	\$10,887,127	\$12,302,127	\$10,200,694	-6.30%
Recreation Fund Subsidy	793,925	875,000	1,075,060	1,075,060	1,500,000	39.53%
Economic Development Fund	23,225	29,058	0	250,000	0	
Street Lighting Assessment Fund	248,000	250,000	250,000	265,000	265,000	6.00%
Tree Maintenance Assessment Fund	237,000	0	0	0	0	
Debt Service Fund	810,000	609,500	1,205,186	1,205,186	1,248,061	3.56%
Urban Renewal Debt Service Fund	523,700	490,000	480,478	480,478	0	
General Capital Fund	4,900,000	4,950,000	4,000,000	3,550,000	2,400,000	-40.00%
Sewer Capital Fund	340,000	2,050,000	400,000	2,000,000	2,000,000	400.00%
Street Maintenance Fund	330,000	413,359	400,000	400,000	400,000	0.00%
Sewer Maintenance Fund	502,000	502,000	502,000	502,000	502,000	0.00%
Self Insurance Fund	945,540	945,540	945,000	945,000	0	
Van Aken District Fund	0	10,000	0	0	0	
Police Pension Fund	859,041	750,000	803,094	803,094	972,056	21.04%
Fire Pension Fund	865,369	860,000	826,309	826,309	913,577	10.56%
Total Disbursements	45,337,734	47,733,480	48,105,097	\$48,515,186	\$49,659,906	3.23%
Total Revenue	\$47,114,249	\$48,436,529	\$48,458,696	\$49,089,166	50,384,896	3.97%
Excess Revenue Over/Under Expenditures	1,776,515	\$703,049	353,599	573,980	724,990	105.03%
Ending Balance December 31	\$ 12,907,925	\$ 15,432,623	\$ 15,786,222	\$ 16,006,603	\$ 16,731,593	5.99%
Ending Balance % Reserve	28.47%	32.33%	32.82%	32.99%	33.69%	

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2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
Police				
General Fund				
Crime Control	1,322,280	1,306,805	1,294,690	2,107,829
Crime Suppression	5,113,815	5,099,579	5,926,007	5,587,141
Auxiliary Services	1,685,755	2,164,161	2,286,295	1,944,304
Police Administration	713,886	622,134	707,759	769,683
Safety Patrol	115,263	128,300	160,493	175,635
Jail Holding Facility	289,233	276,189	275,450	244,150
Total General Fund	9,240,232	9,597,168	10,650,694	10,828,742
Special Revenue Funds				
Police Pension	200,776	282,807	379,522	245,845
County Community Diversion Program	5,784	2,065	13,624	13,624
Street Maintenance and Repair - Traffic Signals	116,269	134,210	149,152	154,235
HIDTA	3,666,413	1,892,286	140,000	0
Law Enforcement Trust - Local	6,780	5,823	101,200	128,930
Law Enforcement Trust - Federal	70,234	157,716	172,301	172,301
Total Special Revenue Funds	4,066,256	2,474,907	955,799	714,935
Internal Service Funds				
Uniform Carryover	0	0	0	0
Total Internal Service Funds	0	0	0	0
General Capital Fund				
Equipment/Traffic improvements	410,000	446,000	364,000	465,700
Total General Capital Fund	410,000	446,000	364,000	465,700
Total Police	13,716,488	12,518,075	11,970,493	12,009,377
Fire				
General Fund				
Fire Suppression/EMS	5,115,955	5,468,459	5,677,853	6,003,298
Fire Prevention	146,100	158,878	155,536	164,407
Fire Administration	1,047,725	1,065,696	838,519	841,229
Total General Fund	6,309,780	6,693,033	6,671,908	7,008,934
Special Revenue Funds				
Fire Pension	223,385	276,377	329,372	258,184
Total Special Revenue Funds	223,385	276,377	329,372	258,184
Internal Service Funds				
Life Safety Transmitters	19,383	19,636	21,870	21,870
Total Internal Service Funds	19,383	19,636	21,870	21,870
General Capital Fund				
Equipment	246,500	583,000	235,000	710,000
Total General Capital Fund	246,500	583,000	235,000	710,000
Total Fire	6,799,048	7,572,046	7,258,150	7,998,988

2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
Public Works				
General Fund				
Animal Control	87,500	67,710	67,393	68,400
Parks & Public Land Maintenance	1,013,553	1,076,387	1,200,403	1,103,461
Tree Maintenance	19,394	22,780	19,000	19,000
Leaf Collection	426,709	400,214	452,330	443,758
Commercial District Maintenance	41,514	65,537	142,153	150,319
Waterline Maintenance	41,065	41,065	46,351	46,351
Refuse Collection & Disposal	2,117,744	2,235,085	2,066,765	2,212,938
Recycling	141,082	161,012	121,272	129,203
Brush Collection & Disposal	688,259	776,642	705,658	816,969
Sidewalk Maintenance	12,946	11,532	10,201	10,201
Ice & Snow Control	835,255	707,269	852,195	1,096,078
Public Service Administration	695,934	704,291	747,231	745,562
Public Building Cleaning	339,228	359,016	393,259	430,833
Public Building Maintenance	919,142	924,769	1,131,677	1,161,388
Total General Fund	7,379,325	7,553,309	7,955,888	8,434,461
Special Revenue Funds				
Street Maintenance and Repair	1,289,506	1,113,619	1,335,321	1,306,414
State Highway Maintenance	63,280	43,900	54,480	55,293
Sewer Fund -Storm Sewer Maintenance	677,488	767,978	734,360	804,923
Sewer Fund - Sanitary Sewer Maintenance	690,109	655,690	628,731	550,793
Sewer Fund - Lakes Management	26,973	26,948	24,500	31,500
Street Lighting	804,984	812,302	812,872	812,872
Tree Maintenance	806,900	718,811	777,896	778,073
Total Special Revenue Funds	4,359,240	4,139,248	4,368,160	4,339,868
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	6,825	26,818	12,000	12,000
Utility Openings	86,705	118,218	102,863	131,908
Sidewalk Repair	368,410	378,485	406,431	407,687
Fire Hydrant Repairs	0	0	9,987	9,987
Public Property Damages	0	0	4,090	3,595
Private Property Maintenance	31,711	34,413	76,253	72,660
RTA Snow Plowing	16,708	30,162	34,572	35,643
RTA Shaker Line Maintenance	113,868	109,200	136,180	118,499
RTA Van Aken Line Maintenance	115,449	107,902	119,163	166,497
Total Internal Service Funds	739,676	805,198	901,539	958,476
General Capital Fund				
Equipment and Projects	366,000	480,000	639,000	655,000
Street Maintenance and Repair	3,555,000	2,000,000	2,249,040	2,000,000
Facilities Repair	953,352	719,000	1,324,821	1,120,000
Sewer improvements	2,351,500	875,000	2,550,000	2,850,000
Total General Capital Fund	7,225,852	4,074,000	6,762,861	6,625,000
Total Public Works	19,704,093	16,571,755	19,988,448	20,357,805

2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
Municipal Court				
General Fund				
Municipal Court	2,044,919	2,059,200	2,310,054	2,428,279
Municipal Court - Housing Case Srvc				
Total General Fund	2,044,919	2,059,200	2,310,054	2,428,279
Special Revenue Funds				
Indigent Driver Alcohol Treatment	32,385	12,516	45,358	45,358
Court Computer	33,626	22,304	75,044	75,044
Clerk's Computerization	38,252	109,771	227,855	227,855
Court Alternate Dispute Resolution	21,935	23,336	24,418	24,418
Court Security Project	7,231	5,577	9,608	9,608
Indigent Driver Interlock	8,971	9,000	15,000	15,759
Total Special Revenue Funds	142,400	182,504	397,283	398,042
Total Municipal Court	2,187,319	2,241,704	2,707,337	2,826,321
Public Health				
General Fund				
Public Health	379,633	334,675		0
West Nile Virus Prevention	14,112	13,153		0
Community Responsive Initiative Grant	4,207			0
Mosquito EPA Control Grant				0
Public Health Readiness grants	17,913	24,480		0
Total General Fund	415,865	372,308	0	0
Total Public Health	415,865	372,308	0	0
Recreation				
General Fund				
Office For Senior Adults	196,370	203,959	195,167	196,732
Administration	172,682	186,997	191,055	194,487
Community Events	71,631	72,012	74,807	76,571
Total General Fund	440,683	462,968	461,029	467,790
General Recreation Fund				
Administration	291,505	264,454	302,144	349,573
Promotion	12,374	27,228	22,327	21,527
School Age Care	517,494	648,855	629,888	629,222
Building Monitors	12,840	23,714	21,660	21,660
Playgrounds	48,837	52,852	141,338	100,797
Youth Programs	80,786	87,499	106,789	98,205
Teen Programs	3,387	9,221	60,412	91,539
Summer Camps	184,267	212,671	349,594	363,490
Adult Programs	37,436	38,445	43,171	53,781
Safety Town	6,391	5,452	9,345	7,428
Tennis	44,983	44,636	45,443	49,245
Field Maintenance	91,331	88,536	93,526	88,459
Sports Programs	190,698	179,535	205,175	213,067
Ice Skating Programs	802,292	807,543	834,088	921,369
Swimming Programs	339,423	353,945	474,958	468,471
Concessions	1,944	1,753	3,683	3,703
Thornton Park Amenities	6,485	15,239	17,467	17,422
Total General Recreation Fund	2,672,473	2,861,578	3,361,008	3,498,958

2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
General Capital Fund				
Demolitions, Acquisitions of property	420,000	440,000		
Equipment and Facilities	60,000	100,000	496,200	230,000
Total General Capital Fund	480,000	540,000	496,200	230,000
Total Recreation	3,593,156	3,864,546	4,318,237	4,196,748
Building/Housing Inspection				
General Fund				
Building/Housing Inspection	1,452,852	1,475,633	1,536,937	1,645,621
Total General Fund	1,452,852	1,475,633	1,536,937	1,645,621
Total Building/Housing Inspection	1,452,852	1,475,633	1,536,937	1,645,621
Special Revenue Funds				
Nuisance Abatement	0	0	50,000	50,000
Total Special Revenue Funds	0	0	50,000	50,000
Total Building /Housing Inspection	0	0	50,000	50,000
Council				
General Fund				
Council	137,106	140,728	157,425	158,953
Total General Fund	137,106	140,728	157,425	158,953
Total Council	137,106	140,728	157,425	158,953
Mayor				
General Fund				
Mayor's Office	230,588	242,589	244,451	250,537
Total General Fund	230,588	242,589	244,451	250,537
Total Mayor	230,588	242,589	244,451	250,537
Chief Administrative Officer				
General Fund				
Chief Administrative Officer	238,884	239,336	245,955	252,069
Total General Fund	238,884	239,336	245,955	252,069
Total Chief Administrative Office	238,884	239,336	245,955	252,069
Information Technology				
General Fund				
Information Technology	522,346	551,746	582,453	626,433
Total General Fund	522,346	551,746	582,453	626,433
General Capital Fund				
Hardware and Software	157,000		177,000	270,000
Total General Capital Fund	157,000	0	177,000	270,000
Total Information Technology	679,346	551,746	759,453	896,433
Law				
General Fund				
Legal Administration	667,036	665,492	712,193	756,307
Total General Fund	667,036	665,492	712,193	756,307
Special Revenue Funds				
Fair Housing Grant	2,362	12,344	24,074	24,384
Total Special Revenue Funds	2,362	12,344	24,074	24,384

2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
Total Law	669,398	677,836	736,267	780,691
Finance				
General Fund				
Finance Administration	848,015	797,826	820,737	826,715
Total General Fund	848,015	797,826	820,737	826,715
Total Finance	848,015	797,826	820,737	826,715
Human Resources				
General Fund				
Human Resource Administration	285,003	343,497	354,880	389,381
Civil Service Commission	70,800	52,750	98,049	98,765
Total General Fund	355,803	396,247	452,929	488,146
Internal Service Funds				
Inactive Employee Benefits	2,814	2,433	2,500	2,500
Self-Insurance - General	812,413	702,483	1,009,419	436,828
Self-Insurance - Employee Healthcare	0	0	0	0
Total Internal Service Funds	815,227	704,916	1,011,919	439,328
Total Human Resources	1,171,030	1,101,163	1,464,848	927,474
Communication and Marketing				
General Fund				
Communications & Marketing	480,068	545,728	588,386	599,048
Shaker Life Magazine	217,377	208,646	223,344	223,344
Total General Fund	697,445	754,374	811,730	822,392
Total Communications and Outreach	697,445	754,374	811,730	822,392
Planning				
General Fund				
Planning	361,895	412,770	412,233	511,463
Planning Commission	59,984	61,706	64,377	66,079
Landmark Commission	11,035	11,457	32,651	32,642
Architectural Board of Review	98,166	101,745	108,417	111,205
Housing Assistance Programs	143,392	18,748	85,975	35,975
Housing Accessibility Grants	71,903	0		0
Total General Fund	746,375	606,426	703,653	757,364
Economic Development Fund				
Avalon Station Mortgage Assistance	0	25,000	54,000	104,000
Total Economic Development Fund	0	25,000	54,000	104,000
Special Revenue Funds				
Housing Grant Fund	107,449	2,500	26,351	0
Total Special Revenue Funds	107,449	2,500	26,351	0
General Capital Fund				
Streetscape & repairs	700,000		832,209	
Traffic Studies			78,250	
Total General Capital Fund	700,000	0	910,459	0
Total Planning	1,553,824	633,926	1,694,463	861,364

2016-2019 DEPARTMENTAL EXPENDITURE SUMMARIES - All Funds

	2016 Actual	2017 Actual	2018 Revised * Budget	2019 Budget
Neighborhood Revitalization				
General Fund				
Neighborhood Revitalization	339,133	286,934	262,222	280,554
Total General Fund	339,133	286,934	262,222	280,554
Economic Development Fund				
Economic Development	7,623		0	0
Total Economic Development Fund	7,623	0	0	0
General Capital Fund				
Housing Initiatives	0		0	0
Total General Capital Fund	0	0	0	0
Total Neighborhood Revitalization	346,756	286,934	262,222	280,554
Economic Development				
General Fund				
Economic Development	454,231	476,903	800,568	690,833
Housing Grants		94,256		200,000
Total General Fund	454,231	571,159	800,568	890,833
Economic Development Fund				
Economic Development	817,485	10,040	1,149,373	297,739
Total Economic Development Fund	817,485	10,040	1,149,373	297,739
Total Economic Development	1,271,716	581,199	1,949,941	1,188,572
Misc. Funds				
General Fund				
Contract Charges and Statutory Expenses	1,439,317	1,532,545	1,837,144	1,974,886
CCSE-Risk & Prop Management				560,196
Total General Fund	1,439,317	1,532,545	1,837,144	2,535,082
Debt Service Funds				
General Obligation	1,386,631	645,040	3,021,688	2,627,120
Urban Renewal	4,855,297	1,313,302	1,301,825	1,307,077
Total Debt Service Funds	6,241,928	1,958,342	4,323,513	3,934,197
Internal Service Funds-Chargeback Expenditures				
Copier Management				
Postage				
Total Internal Service Funds-Chargeback Expenditures	0	0	0	0
Total Miscellaneous	7,681,245	3,490,887	6,160,657	6,469,279
TOTAL ALL DEPARTMENTS	63,394,174	54,114,611	63,137,751	62,799,893

Some or all expenses are included in other department budgets

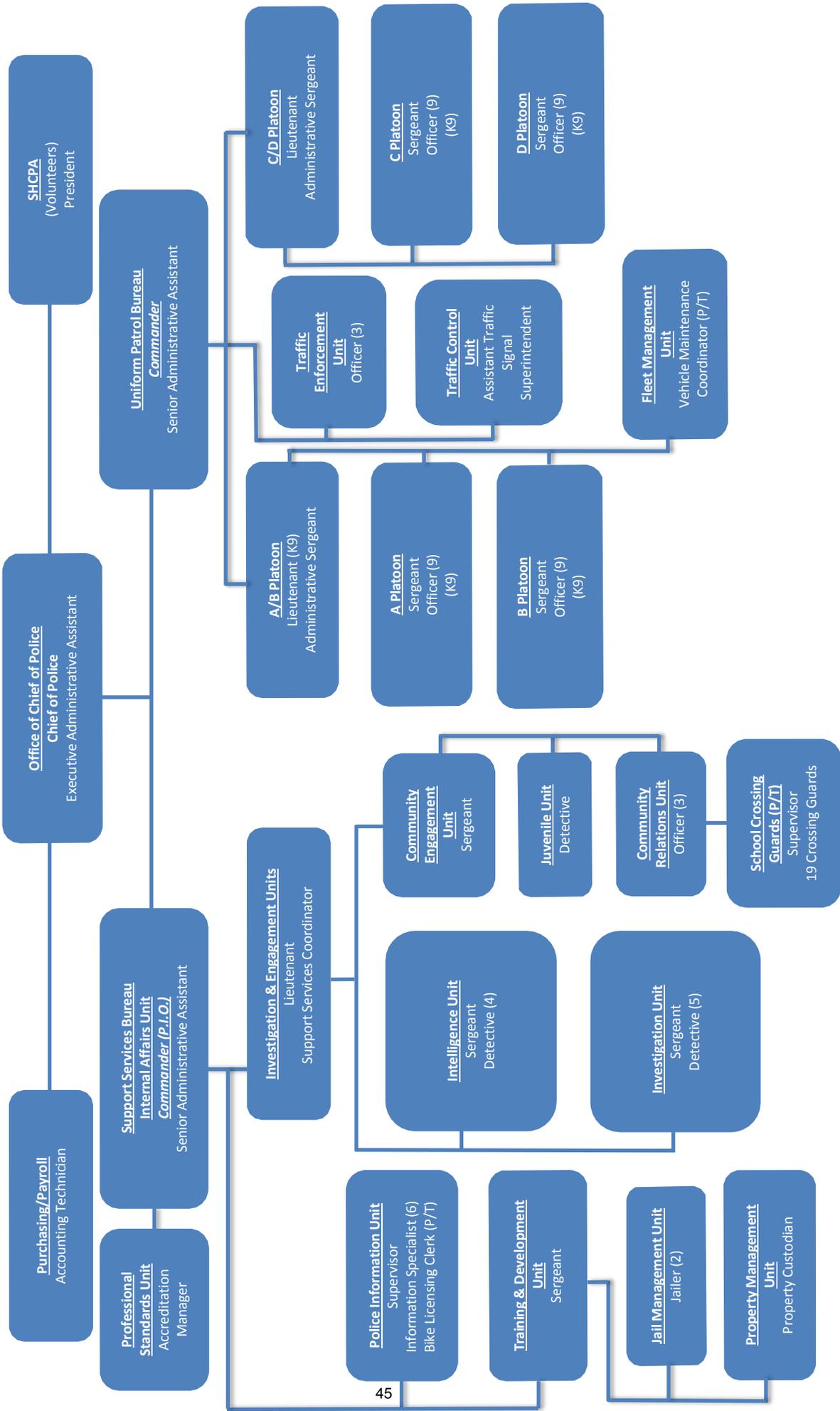
Totals by Fund Type

General*	33,959,935	34,999,021	37,217,970	39,459,212
Recreation	2,672,473	2,861,578	3,361,008	3,498,958
Economic Develop	825,108	35,040	1,203,373	401,739
Special Revenue	8,901,092	7,087,880	6,151,039	5,785,413
Debt Service	6,241,928	1,958,342	4,323,513	3,934,197
General Capital **	9,219,352	5,643,000	8,945,520	8,300,700
Internal Service	1,574,286	1,529,750	1,935,328	1,419,674
Total All Funds	63,394,174	54,114,611	63,137,751	62,799,893

*Includes Ordinances passed in October

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

City of Shaker Heights Police Department



POLICE DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	10,099,274	10,347,168	11,453,788	11,800,798	3.0%
Other Funds	1,288,649	1,174,905	1,501,592	1,569,690	4.5%
All Funds	\$ 11,387,923	\$ 11,522,073	\$ 12,955,380	\$ 13,370,488	3.2%

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

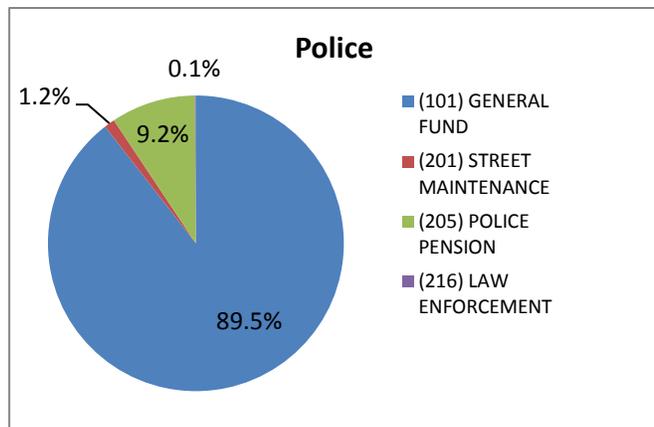
General Fund

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

Special Revenue

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

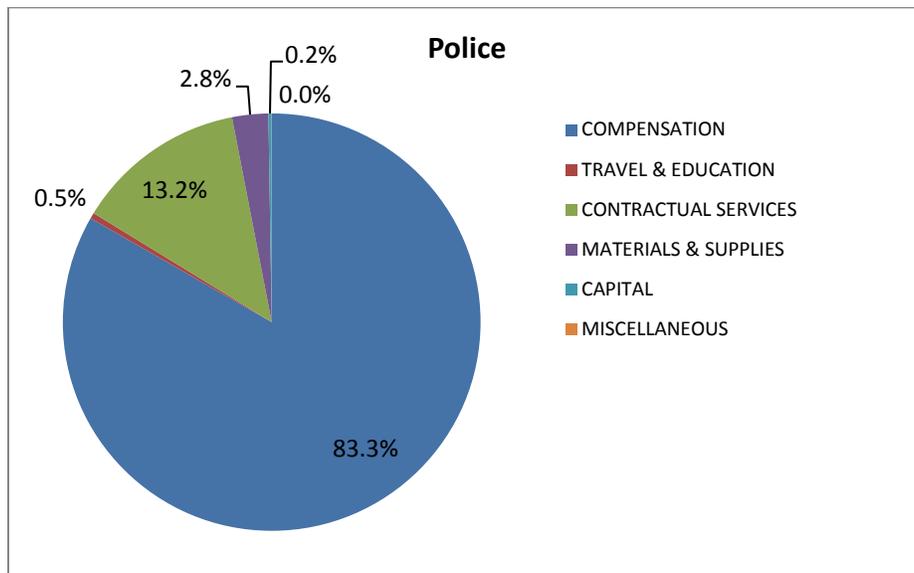
- **Payroll/Purchasing** – Manages payroll function, prepares accounts payables and receivables, and prepares bid specifications.
- **SHCPA** – Shaker Heights Citizen Police Association provides vital citizen volunteers for a variety of City sponsored events. Volunteers also provide vehicle and foot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

2018 Accomplishments

- End of third quarter, recorded a Part I crime rate of 5% below 2017's record low rate;
- Successfully completed all Capital Budget projects: new cruisers, patrol rifles, in-car computers, Tasers, K-9's and Bike Unit;
- Hired nine (9) new Officers and two (2) new support personnel (Property Room Custodian and Assistant Traffic Signal Superintendent) achieving full budgeted manpower strength in September 2018;
- Hired four (4) new Crossing Guards and established a new post at South Woodland and Green Roads;
- In collaboration with other City departments, implemented a new intersection configuration including signalization and signage at Van Aken Blvd. and Lee Road;
- Removed approximately 700 old/faded traffic signs and posts and replaced them as needed;
- As part of annual maintenance program and in line with industry standards, certified all 63 conflict monitors in city-wide traffic control boxes;
- Received national media attention for 2 Officers' efforts in providing CPR to choking infant;
- Detective Bruce Adkins chosen Rotary Police Officer of the Year;
- Promoted 1 Lieutenant, 3 Sergeants and 3 Detectives;
- Through grant from the County, installed Automatic License Plate Readers (ALPR) cameras at intersection of Warrensville Center Road and Chagrin Blvd.;
- Due to increased manpower, temporarily assigned two (2) Officers to the Traffic Enforcement Unit in response to community-wide hazardous moving violation concerns;
- Began utilizing Arc Mapping software to enhance intelligence and crime analysis functions;
- Provided A.L.I.C.E. training to personnel of Shaker Heights schools and library institutions;
- Provided internships to students from Shaker Heights, Solon and Walsh Jesuit High Schools;
- Continued collaborative participation in MYCOM (My Community group) which includes, Future Leaders of the World (FLOW); Making Our Own Space (MOOS); Recreation Department After School Program 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;
- Completed final phase of department reorganization intended to efficiently partner and meet needs of the public;
- Conducted two (2) public Forfeited Property Auctions yielding a total \$2,848;
- One (1) Jailer received Ohio Peace Officer Certification providing more efficient armed Jailer/Prisoner transports;
- Initiated online direct reporting of accidents to BMV for greater timeliness and efficiency;
- Collaborated with Communications & Marking Department in developing Crisis Communications protocols;
- Initiated a Memorandum of Understanding between Rape Crisis Center and Police Department for assistance and training with sexual assault investigations;
- Completed CCTV projects at Chelton Park and South Municipal Lot;
- End of third quarter, Police Department personnel participated in 2,655 hours Career Development training, 2,455 hours In-Service training and 1,454 hours Specialized Unit training;
- Revised a number of processes/procedures for greater efficiency including Probable Cause Affidavits, vehicle inspections, witness statement forms, private property accidents, forfeiture audit process, Chief Prosecutor case management review, complainant notification on "No Solvability" cases, jail management with SHMC and Solon Jail, Daily Staff Briefing, false alarms and billing, public record requests for video and Early Identification System;
- 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 up 10.3% and 31% for OVI compared to same time period 2017;
- 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;
- Launched departmental Bike Unit which was met by overwhelmingly positive response from residents and commercial merchants;

- Two (2) Officers received significant media coverage for assistance to a pregnant female in labor while in traffic and freeing a fawn trapped in a fence;
- Established Van Aken District Security Plan through collaboration with RMS and Clean and Safe Ambassadors.
- Conducted 27th Citizen’s Police Academy which began on September 6, 2018;
- Continued relationship with Shaker Heights Citizen Police Association who volunteered, through third quarter, 2,139 hours for the benefit of the Police Department;
- Added additional specialized services to EDGE regional collaboration with Accident Investigation Unit (AIU) and Bomb Squad;
- Police Department projected to answer approximately 51,000 calls for service in 2018.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
POLICE DEPARTMENT				

101 GENERAL FUND				

CRIME CONTROL (DETECTIVE)				

COMPENSATION	1,318,629	1,301,290	1,284,520	2,098,418
CONTRACTUAL SVCS	541	1,210	1,988	1,988
MATERIALS & SUPPLIES	3,109	4,305	8,182	7,423
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL CRIME CONTROL (DETECTIVE)	1,322,280	1,306,806	1,294,690	2,107,829
CRIME SUPPRESSION (PATROL)				

COMPENSATION	4,964,898	4,963,346	5,749,251	5,431,173

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
POLICE DEPARTMENT				
CONTRACTUAL SVCS	48,618	37,554	45,515	46,079
MATERIALS & SUPPLIES	100,299	98,679	131,241	109,889
TOTAL CRIME SUPPRESSION (PATROL) AUXILIARY SERVICES	5,113,815	5,099,578	5,926,007	5,587,141

COMPENSATION	1,545,120	1,642,499	1,281,643	938,017
CONTRACTUAL SVCS	120,594	501,353	980,506	981,806
MATERIALS & SUPPLIES	20,042	20,308	24,146	24,481
TOTAL AUXILIARY SERVICES	1,685,755	2,164,161	2,286,295	1,944,304
POLICE ADMINISTRATION				

COMPENSATION	482,648	363,851	340,688	349,943
TRAVEL & EDUCATION	28,442	44,074	61,684	55,984
CONTRACTUAL SVCS	98,615	109,307	134,074	192,387
MATERIALS & SUPPLIES	89,682	103,803	171,313	171,369
MISCELLANEOUS	14,500	1,098	0	0
TRANSFERS-OUT	859,041	750,000	803,094	972,056
TOTAL POLICE ADMINISTRATION	1,572,927	1,372,134	1,510,853	1,741,739
SAFETY PATROL				

COMPENSATION	115,263	128,300	160,493	175,635
TOTAL SAFETY PATROL	115,263	128,300	160,493	175,635
JAIL HOLDING FACILITY				

COMPENSATION	19,499	0	0	0
CONTRACTUAL SVCS	264,529	267,915	266,500	235,200
MATERIALS & SUPPLIES	5,205	8,275	8,950	8,950
TOTAL JAIL HOLDING FACILITY	289,233	276,190	275,450	244,150
TOTAL GENERAL FUND	10,099,274	10,347,168	11,453,788	11,800,798

201 STREET MAINTENANCE AND REPAIR

TRAFFIC SIGNAL MAINTENANCE

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
POLICE DEPARTMENT				

COMPENSATION	68,741	70,553	74,598	79,681
CONTRACTUAL SVCS	40,626	47,178	55,405	55,344
MATERIALS & SUPPLIES	6,901	16,480	19,149	19,210
	<u>116,269</u>	<u>134,210</u>	<u>149,152</u>	<u>154,235</u>
TOTAL TRAFFIC SIGNAL MAINTENANCE				
	<u>116,269</u>	<u>134,210</u>	<u>149,152</u>	<u>154,235</u>
TOTAL STREET MAINTENANCE/REPAIR	<u><u>116,269</u></u>	<u><u>134,210</u></u>	<u><u>149,152</u></u>	<u><u>154,235</u></u>
205 POLICE PENSION				

POLICE PENSION				

COMPENSATION	1,059,691	1,032,743	1,182,466	1,217,751
CONTRACTUAL SVCS	126	64	150	150
	<u>1,059,817</u>	<u>1,032,807</u>	<u>1,182,616</u>	<u>1,217,901</u>
TOTAL POLICE PENSION				
	<u>1,059,817</u>	<u>1,032,807</u>	<u>1,182,616</u>	<u>1,217,901</u>
TOTAL POLICE PENSION	<u><u>1,059,817</u></u>	<u><u>1,032,807</u></u>	<u><u>1,182,616</u></u>	<u><u>1,217,901</u></u>
216 LAW ENFORCEMENT GRANTS				

COUNTY COMMUNITY DIVERSION PRO				

COMPENSATION	3,350	1,765	7,300	7,300
MATERIALS & SUPPLIES	2,433	300	5,124	5,124
MISCELLANEOUS & TRANSFERS	0	0	1,200	1,200
	<u>5,784</u>	<u>2,065</u>	<u>13,624</u>	<u>13,624</u>
TOTAL COUNTY COMMUNITY DIVERSION				
	<u>5,784</u>	<u>2,065</u>	<u>13,624</u>	<u>13,624</u>
TOTAL LAW ENFORCEMENT GRANTS	<u><u>5,784</u></u>	<u><u>2,065</u></u>	<u><u>13,624</u></u>	<u><u>13,624</u></u>
701 LAW ENFORC TRUST-LOCAL 291				

LOCAL LAW ENFORCEMENT				

COMPENSATION	0	0	28,930	28,930
TRAVEL & EDUCATION	2,542	0	0	0
CONTRACTUAL SVCS	4,065	5,718	27,270	70,000
CAPITAL OUTLAY	0	0	45,000	30,000
MISCELLANEOUS	173	105	0	0
	<u>6,780</u>	<u>5,823</u>	<u>73,200</u>	<u>70,000</u>

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
POLICE DEPARTMENT				
TOTAL LOCAL LAW ENFORCEMENT	6,780	5,823	101,200	128,930
TOTAL LAW ENFORC TRUST-LOCAL 291	<u>6,780</u>	<u>5,823</u>	<u>101,200</u>	<u>128,930</u>
702 LAW ENFORC TRUST-FED 292				

FEDERAL LAW ENFORCEMENT				

TRAVEL & EDUCATION	0	0	0	0
CONTRACTUAL SVCS	0	0	55,000	55,000
MATERIALS & SUPPLIES	0	0	0	0
CAPITAL OUTLAY	0	0	0	0
ADVANCE TO HIDTA	100,000	0	0	0
TOTAL FEDERAL LAW ENFORCEMENT	<u>100,000</u>	<u>0</u>	<u>55,000</u>	<u>55,000</u>
TOTAL LAW ENFORC TRUST-FED 292	<u>100,000</u>	<u>0</u>	<u>55,000</u>	<u>55,000</u>
GRAND TOTAL	<u>11,387,923</u>	<u>11,522,073</u>	<u>12,955,380</u>	<u>13,370,488</u>

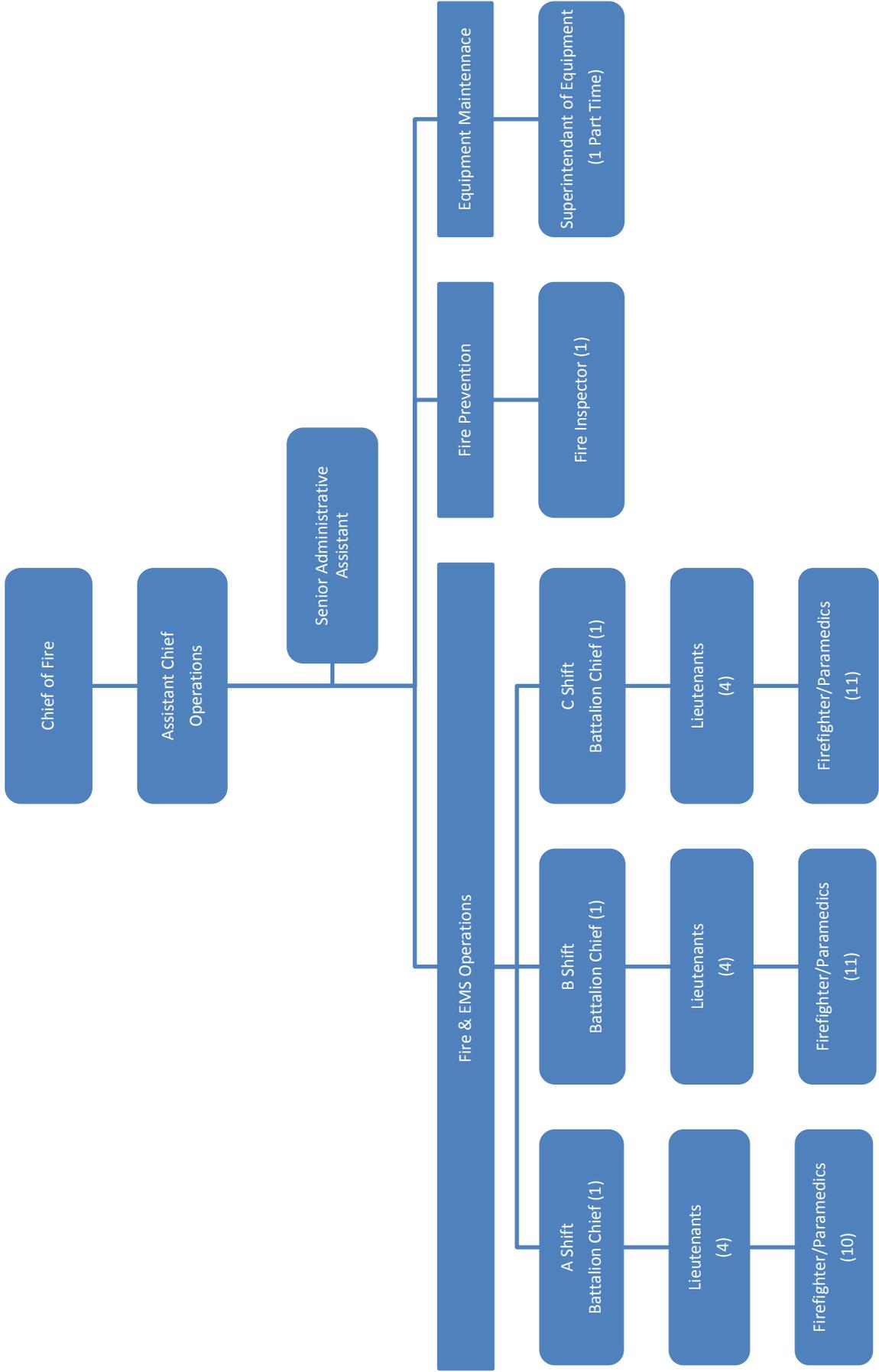
2019 Budget Highlights

- Overall General Fund Budget increase of 3.0%
- Anticipate two Officer vacancies through retirement
- Contracting of Deer Management Program \$55,000
- EDGE fee remains at \$35,079
- Solon Jail Contract \$229,200, a \$34,800 reduction
- Personal Services Budget
 - 68 Officers
 - 22 Support Personnel
 - 22 Part-time (Crossing Guards, Fleet Mgmt., License Clerk)

2019 Capital Budget

<u>Police Department Equipment and Traffic Improvement:</u>	
Replacement Police Vehicles and Equipment	\$262,000
Warrensville Center Road/Shaker Blvd. Intersection Traffic Pedestrian Improvements – City Match	173,000
Chagrin/Lynnfield Intersection Traffic and Pedestrian Improvements	30,000
Total New Equipment	<u>\$465,000</u>

City of Shaker Heights Fire Department



FIRE DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	7,175,149	7,553,033	7,498,217	7,922,511	5.7%
Other Funds	1,108,137	1,156,013	1,177,551	1,193,631	1.4%
All Funds	\$ 8,283,286	\$ 8,709,046	\$ 8,675,768	\$ 9,116,142	5.1%

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

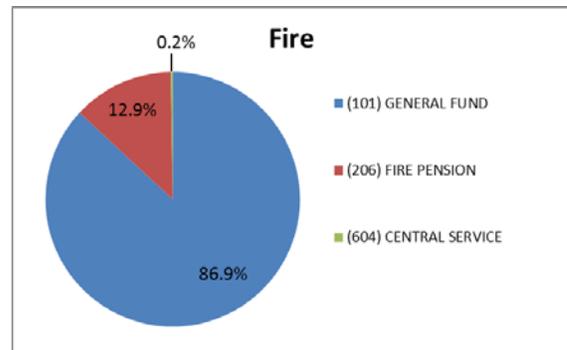
General Fund

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.

2018 Accomplishments

EASTCOM to HHCC Transition

- On November 1, 2017 the Shaker Heights Fire Department dispatch operations transitioned from Eastcom to the newly formed Heights Hillcrest Communications Center. This regional communications center provides 911 emergency fire/police dispatching for the cities of Shaker Heights, Cleveland Heights, University Heights, South Euclid, and Richmond Heights.

EMS Billing

- The Fire Department completed an analysis of our emergency medical services billing agreement currently provided by Life Force Billing. After this comparative analysis, the department developed a request for proposals for EMS billing services. The department received three proposals. After a review and approval by Council, the department is renewing our contract with Life Force Billing with a reduced commission rate which will provide an anticipated savings of approximately \$12,000.

New Employee Hiring

- Two new Firefighters were hired in 2018 to fill vacancies due to retirements. Both cadets have completed the department orientation and recruit training and have been assigned to active shift duty.

Command Vehicle – Capital Project

- The department undertook a capital project to replace a current 10 year old command vehicle. This vehicle responds daily to emergencies and needs to be a safe, reliable, front line response vehicle for the officer in charge. The department purchased a 2018 Chevy pickup truck in early 2018. Over the summer, the vehicle was delivered and design started on the up fitting and graphics for the vehicle. The up fitting will include, emergency lighting, radio communications equipment installation, and command and control boards and accessories. Currently these items have all been ordered. Once they all arrive, the equipment will be installed and the vehicle will be ready for service before the end of 2018.

New Rescue Squad In-Service

- A new rescue squad which was ordered in 2017 was completed and delivered in early 2018. This vehicle was completed in early 2018 and has been in-service throughout the rest of 2018.

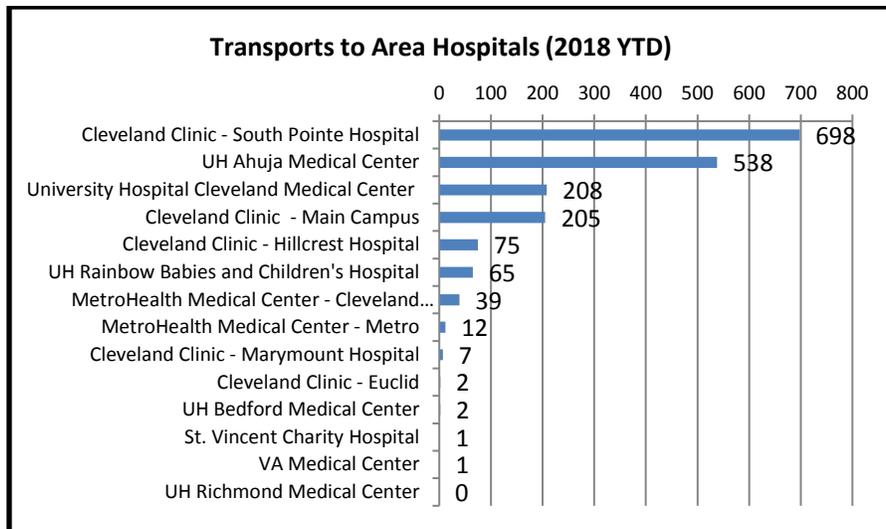
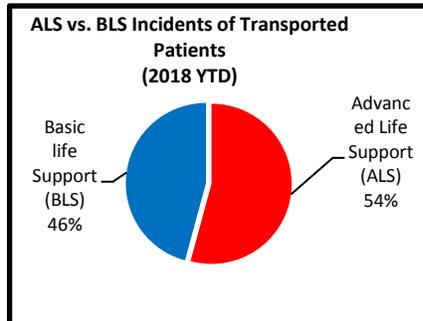
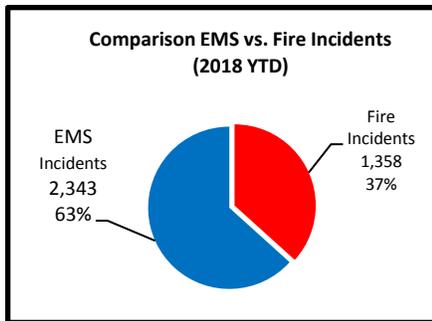
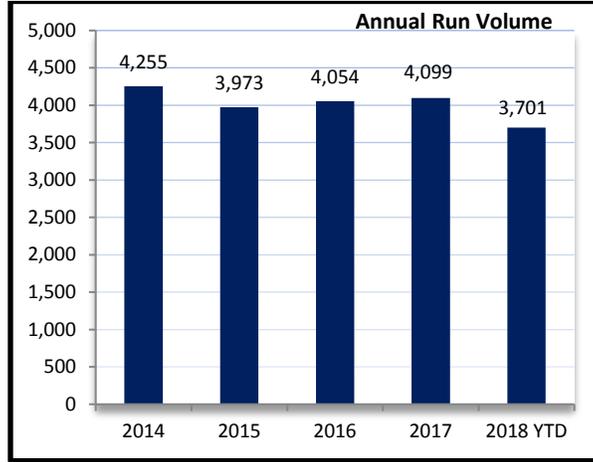
New Portable radios – Capital Project

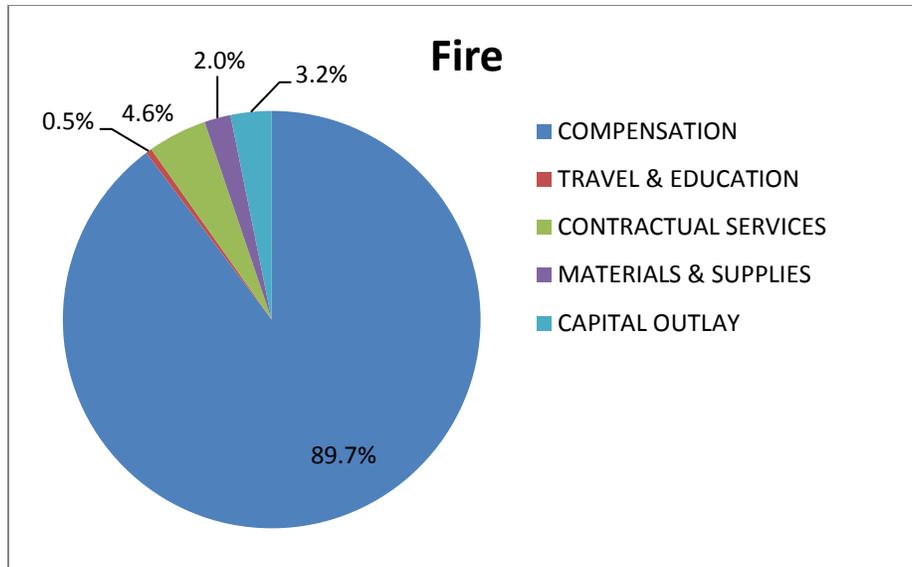
- As a capital project, 25 aging portable radios were replaced. These radios which are used by the firefighters and officers for critical communication are vital to the operations by our members. In early 2018 brand new state of the art “P25” Motorola radios were purchased. Once programed, the department was trained on the new radios and they were placed in service.

New Extrication Equipment – Capital Project

- In 2018 new extrication equipment was purchased to replace currently in service, 30 year old equipment. This new equipment not only replaced aging tools but also

brought new stronger tools and new battery operated technology. This new battery operated equipment will allow us to work away from the trucks without the need of long hydraulic hoses and also allows us to get into tighter spaces to operate. This equipment was purchased and placed in-service on Engine 216.





2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
FIRE DEPARTMENT				

101 GENERAL FUND				

FIRE SUPPRESSION				

COMPENSATION	5,059,595	5,263,120	5,474,008	5,737,636
CAPITAL OUTLAY	<u>0</u>	<u>144,054</u>	<u>144,055</u>	<u>261,412</u>
TOTAL FIRE SUPPRESSION	5,059,595	5,407,174	5,618,063	5,999,048
FIRE PREVENTION				

COMPENSATION	<u>146,100</u>	<u>158,878</u>	<u>155,536</u>	<u>164,407</u>
TOTAL FIRE PREVENTION	146,100	158,878	155,536	164,407
EMERGENCY MEDICAL SERVICES				

CAPITAL OUTLAY	<u>56,360</u>	<u>61,285</u>	<u>59,790</u>	<u>4,250</u>
TOTAL EMERGENCY MEDICAL SERVICES	56,360	61,285	59,790	4,250
FIRE ADMINISTRATION				

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
FIRE DEPARTMENT				
COMPENSATION	397,080	406,668	419,101	432,080
TRAVEL & EDUCATION	24,503	24,410	26,014	26,014
CONTRACTUAL SVCS	496,778	509,410	264,954	241,144
MATERIALS & SUPPLIES	125,613	121,682	128,450	141,991
MISCELLANEOUS	3,750	3,525	0	0
TRANSFERS-OUT	865,369	860,000	826,309	913,577
TOTAL FIRE ADMINISTRATION	<u>1,913,094</u>	<u>1,925,696</u>	<u>1,664,828</u>	<u>1,754,806</u>
TOTAL GENERAL FUND	<u>7,175,149</u>	<u>7,553,033</u>	<u>7,498,217</u>	<u>7,922,511</u>
206 FIRE PENSION				

FIRE PENSION				

COMPENSATION	1,088,628	1,136,313	1,155,531	1,171,611
CONTRACTUAL SVCS	126	64	150	150
TOTAL FIRE PENSION	<u>1,088,754</u>	<u>1,136,377</u>	<u>1,155,681</u>	<u>1,171,761</u>
TOTAL FIRE PENSION	<u>1,088,754</u>	<u>1,136,377</u>	<u>1,155,681</u>	<u>1,171,761</u>
604 CENTRAL SERVICES OPERATION				

LIFE SAFETY SYSTEM				

COMPENSATION	11,403	10,745	12,338	12,338
MATERIALS & SUPPLIES	7,979	8,845	9,532	9,532
MISCELLANEOUS	0	45	0	0
TOTAL LIFE SAFETY SYSTEM	<u>19,383</u>	<u>19,636</u>	<u>21,870</u>	<u>21,870</u>
TOTAL CENTRAL SERVICES OPERATION	<u>19,383</u>	<u>19,636</u>	<u>21,870</u>	<u>21,870</u>
TOTAL FIRE DEPARTMENT	<u>8,283,285</u>	<u>8,709,046</u>	<u>8,675,768</u>	<u>9,116,142</u>
GRAND TOTAL	<u>8,283,285</u>	<u>8,709,046</u>	<u>8,675,768</u>	<u>9,116,142</u>

2019 Budget Highlights

- Overall general fund budget increase of 5.7%.

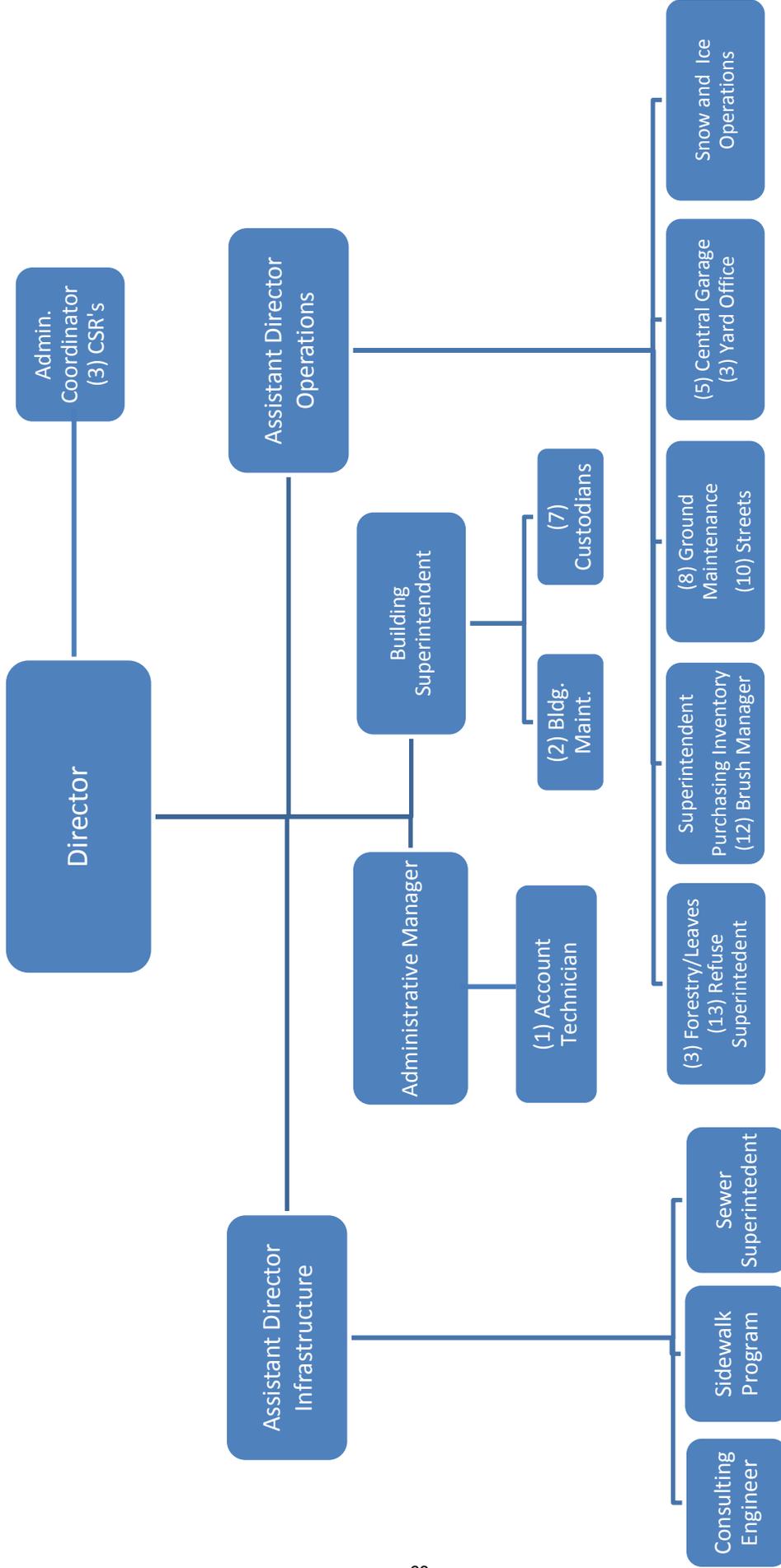
- Added 1 Firefighter/Paramedic to return to 2016 staffing level of 51 and reduce actual overtime spending by \$106,000 in the past few years the Fire Department overtime budget has been supplemented by a transfer from other departments to enable the department to meet shift staffing level.
- Lease/purchase payments increase by \$65,500 net as the lease payments for a rescue squad ends and the 7 year lease/purchase of replacement 2001 fire engine begins.
- The Fire Department will be developing specifications for the replacement of a 2001 Pierce Fire Engine. The department would like to have the specifications completed by the end of January with the truck ordered and delivered by the 4th quarter of 2019.
- The Fire Department has provided residents with Life Safety Medical Alarm Systems in their homes along with the associated monitoring services through the Heights Hillcrest Communications Center. The monitoring equipment at the dispatch center is nearing end of life and will require a significant capital investment. The department will seek requests for proposals from Medical Alarm monitoring companies to assume providing these services to our resident subscribers.
- The department received a \$25,000 grant to purchase photoelectric smoke detectors for homes in Shaker Heights. The award was received the 4th quarter of 2018 with a project timeline of 12 months. The department anticipates installing approximately 1000 smoke detectors in Shaker homes during this timeline.
- Shaker Heights Fire Department will be the hosting agency for a series of Firefighter/Officer Development Programs which include:
 - Ohio Fire Chiefs Association
 - John Maxwell's 21 Irrefutable Laws of Leadership as applied for the Fire Service.
 - Fire Officer I & II development program.
 - All Hazard Incident Commander Training – Sponsored by Cuyahoga County Office of Emergency Management

2019 Capital Budget

Replacement of Cylinders (Year 4 of 5)	\$10,000
Replacement 2001 Fire Engine	<u>\$700,000</u>
Total Fire Capital	<u><u>\$710,000</u></u>

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City of Shaker Heights Public Works



(10) Labor Pool

PUBLIC WORKS DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	7,379,326	7,553,309	7,955,888	8,434,461	6.0%
Other Funds	6,874,509	6,901,311	7,462,587	7,657,288	2.6%
All Funds	\$ 14,253,835	\$ 14,454,620	\$ 15,418,475	\$ 16,091,749	4.4%

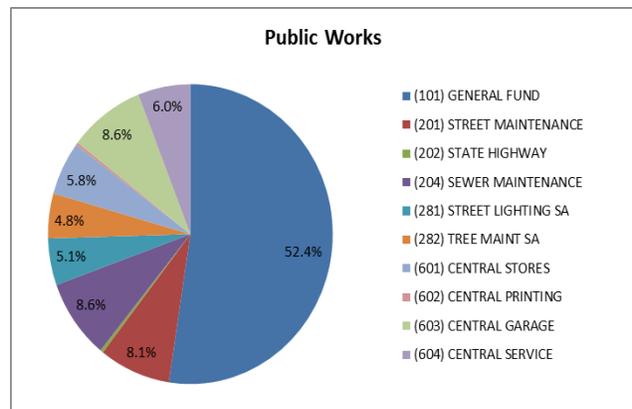
Department Description

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 and the Sewer Assessment Fund in 2019.



Special Revenue

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

Internal Service Funds

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

General Capital Fund

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.

2018 Budget Accomplishments:

SEWERS & LAKES

- Constructed the Kendall, Northwood, Cheshire Flood Relief project in early 2018. The total value of work performed was approximately \$844,000. We were **15% under budget**. This is significant as it was the first project the City had coordinated with NEORSD, we were able to show that we can design and construct projects on schedule and under budget.
- Constructed the Farnsleigh Sewer Relocation Project in the late spring of 2018. The total value of work performed was approximately \$775,000 we were **5% under budget**.
- Public Works completed flow monitoring related to the Fernway SSO VA9 project. Internal inspection of the sanitary and storm mains was completed. Public Works staff inspected all sanitary and storm laterals in the project area. After competitive process, GPD was awarded the contract for this project. They have reviewed existing data and have developed plans for spot repairs and lining.
- We continued our efforts to reduce Infiltration and Inflow in the Northeast Quadrant of the City. This includes inspection, spot repairs and lining. Specific to the Northeast Quadrant, we have spent \$1.3 million dollars on this work. Cuyahoga County Department of Public Works bid and awarded the CIPP lining contract in the late summer of 2018.
- With our contractor, 12.75 miles of sanitary and storm pipe were cleaned and inspected. Using in-house staff, an additional 11.57 miles of sanitary and storm pipe were cleaned. The total to date for sewer cleaning is 24.32 miles. Public Works yearly goal for sewer cleaning is 20 miles. Having an aggressive sewer maintenance program has significantly minimized the amount of reports of basement backup calls after wet weather events.
- Inspected, cleaned and/or repaired an estimated 80 catch basins with Public Works staff. With our contractor, an additional 567 basins were cleaned.
- Crews performed 288 city side lateral SSO inspections on Huntington and Fernway and then in the Northeast Quadrant (Dryden, Cranlyn, Belvoir Area). As deficiencies were identified, crews replaced the lateral.
- Crews jetted, snaked and televised 375 city-side laterals prior to resurfacing streets along with tree trimming. If deficiencies were found in the laterals, they were replaced.
- Continuing with our commitment to reduce the frequency of SSO activations, Public Works applied and was awarded the Huntington SSO project through NEORSD's MCIP program. Proposals for engineering are currently being solicited. Public Works is conducting internal inspections of all sanitary and storm laterals in the project area. The estimated cost for this project is \$850,000. This is our second of seven SSO's to be addressed.
- Over the course of the year, Public Works was actively involved with NEORSD concerning the design of Green and Lower Lake dam repairs.
- After inspections from Ohio Department of Natural resources, there were concerns about the structural integrity of the spillway at Horseshoe Lake. The Lake elevation had to be reduced by 3-feet. The cost for this emergency project was \$67,000; NEORSD reimbursed the City for \$50,000 and the city paid the remaining \$17,000.

- Emergency Action Plans and Operations, Maintenance & Inspection Manuals for Lower and Horseshoe Lake were submitted to ODNR for their review in the summer of 2018.
- To reduce the probability of flooding at Fire Station 2, Public Works coordinated the design in the summer of 2018 and bid the project in the fall of 2018. We anticipate construction to start after Thanksgiving.

WATERLINES

- The waterline on Farnsleigh Road, east of Warrensville Center Road was completed and we were **29% under budget**.
- The construction of the Colby Waterline line was completed in late summer of 2018. Of note, we were able to coordinate the completion of the waterline project, sewer improvements and the road resurfacing project. There was less than a two week delay between the projects. We were **11% under budget**. Again, CWD funds the waterline projects and we have proven we can successfully administer these types of projects.
- Public Works oversaw the design of the Huntington Waterline. The design is complete and the project is currently out to bid. Design cost was \$65,000. The engineer's estimate for this project is \$1,284,878.
- Public Works applied and was awarded two more waterlines through CWD's Suburban Water Main Replacement project for 2019. The two waterline projects are Avalon Rd. (Fernway Rd. to Van Aken Blvd.) and Strathavon Rd. (Lomond to Scottsdale Rds.). The estimate to complete the Avalon project is \$523,428.00; the estimate for the Strathavon project is \$456,420.
- TOTAL Waterline funds received for Farnsleigh, Colby, Huntington, Strathavon and Avalon is **\$2,850,000**.

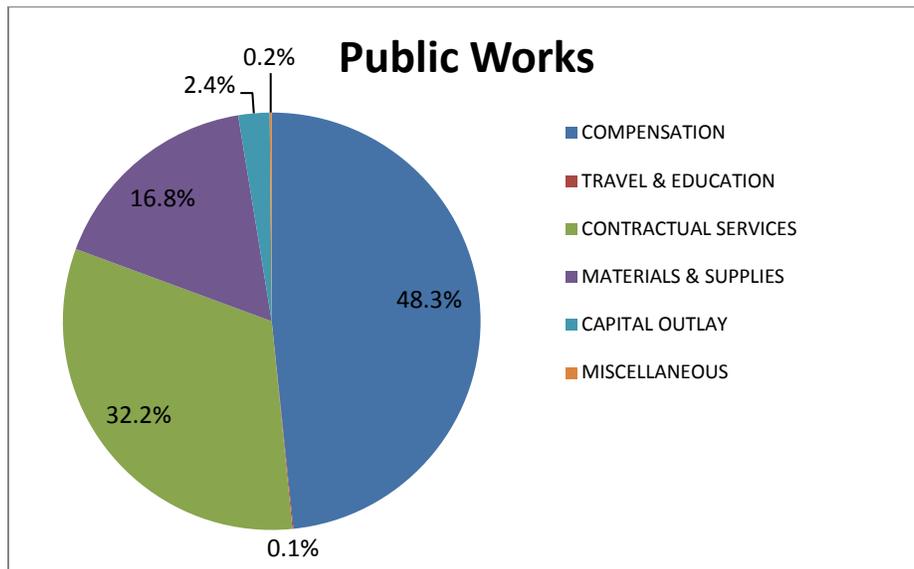
ROADS, CURBS, & SIDEWALKS

- Public Works bid and awarded our 2018 Road Resurfacing project in the spring of 2018; substantial completion was late summer of 2018. To date, we have expended approximately \$1.75 million. We were not able to resurface Farnsleigh Road, between Helen Rd and Van Aken Blvd. due to other construction projects in this vicinity; the estimate cost for this work is approximately \$210,000. We will be **2% under budget**.
- With a 50 / 50 grant from Cuyahoga County Department of Public Works, we were able to resurface Fairhill Road between the western corp. limit to Coventry Road. The cost of this project was **11% under budget**. Similar to the CWD projects, this is significant as our Department has demonstrated to the County that we can administer these types of projects on schedule and under budget.
- Given the current condition of Coventry Road between Shaker and the northern corp. limit, we have submitted a grant application to Cuyahoga County. The overall project is estimated to be \$620,000. It is a 50/50 grant. We expect to hear if the grant was awarded in the fall of 2018.
- Crews repaired 75 Cleveland Water Dept. digs which include repairing of streets, after city repairs were made over 400 tons of hot mix asphalt was used on those projects.
- Inspected, oversaw and invoiced \$183,000 in Sidewalk Repairs.
- Inspected, oversaw an estimated 5000' of new curbing installed in the Malvern Neighborhood.

- The Department oversaw close to **\$7,000,000** worth of infrastructure improvements with **\$2,005,000** of the funding provided by grants or reimbursements.

RIGHT OF WAY

- Staff from Public Works was actively involved with all work in the right of way for the Van Aken Development. This included but was not limited to oversight of construction observation firm, installation of sewers, waterlines and road work.
- Recognizing the trend of increased work within the right of way, City Council amended the Right-of-Way ordinance to require Inspection Services to be paid for by the appropriate utility. This has been extremely beneficial in protecting the City’s assets when utilities or non-utilities are working in the right of way.
- Dominion East Ohio (DEO) has had multiple projects in the City. The larger 2018 DEO projects have been on North Moreland Road, South Woodland Road, Stoer Rd and Warrensville Center Road.
- In an effort to better protect the City’s underground infrastructure, Public Works bid and awarded a contract for Utility Markings in the right of way. Our sewers and traffic signal infrastructure will be identified.
- Reviewed and issued 84 Right of Way permits for various work in the ROW.
- Planted 350 trees in the right of way.
- Planted 80 Hawthorn Trees along Shaker RTA.
- Filled vacant Forestry Superintendent position with City Arborist/Utility Coordinator.



2016-2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
PUBLIC WORKS DEPARTMENT				

101 GENERAL FUND				

ANIMAL CONTROL				

CONTRACTUAL SVCS	87,500	67,710	67,393	68,400
TOTAL ANIMAL CONTROL	<u>87,500</u>	<u>67,710</u>	<u>67,393</u>	<u>68,400</u>

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
PARKS AND PUBLIC LAND MAINT				

COMPENSATION	614,313	645,803	778,620	676,678
TRAVEL & EDUCATION	130	35	576	576
CONTRACTUAL SVCS	322,693	320,331	328,878	333,878
MATERIALS & SUPPLIES	76,416	108,578	89,609	89,609
CAPITAL OUTLAY	0	1,640	2,720	2,720
TOTAL PARKS & PUBLIC LAND MAINT	1,013,553	1,076,387	1,200,403	1,103,461
TREE MAINTENANCE				

CONTRACTUAL SVCS	139	450	0	0
MATERIALS & SUPPLIES	19,255	22,330	19,000	19,000
TOTAL TREE MAINTENANCE	19,394	22,780	19,000	19,000
LEAF COLLECTION				

COMPENSATION	255,660	242,840	275,337	264,730
CONTRACTUAL SVCS	109,404	109,876	105,030	107,065
MATERIALS & SUPPLIES	61,645	47,498	71,963	71,963
TOTAL LEAF COLLECTION	426,709	400,214	452,330	443,758
COMMERCIAL PROPERTY MAINTENANCE				

COMPENSATION	26,206	51,076	109,133	117,299
CONTRACTUAL SVCS	11,872	10,681	11,530	11,530
MATERIALS & SUPPLIES	3,435	3,780	21,490	21,490
TOTAL COMMERCIAL PROPERTY MAINT	41,514	65,537	142,153	150,319
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	1,155,305	1,190,503	1,104,959	1,266,132
TRAVEL & EDUCATION	0	0	259	259
CONTRACTUAL SVCS	774,365	850,582	790,428	765,428
MATERIALS & SUPPLIES	113,073	118,998	96,117	106,117
CAPITAL OUTLAY	75,002	75,002	75,002	75,002
TOTAL REFUSE COLLECTION & DISPOSAL	2,117,744	2,235,085	2,066,765	2,212,938
SOLID WASTE RECYCLING				

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019

COMPENSATION	105,962	125,957	96,595	99,526
CONTRACTUAL SVCS	10,566	17,736	12,961	12,961
MATERIALS & SUPPLIES	<u>24,554</u>	<u>17,318</u>	<u>11,716</u>	<u>16,716</u>
TOTAL SOLID WASTE RECYCLING	<u>141,082</u>	<u>161,012</u>	<u>121,272</u>	<u>129,203</u>
BRUSH COLLECTION AND DISPOSAL				

COMPENSATION	471,347	518,873	406,779	518,090
CONTRACTUAL SVCS	151,295	165,973	213,588	213,588
MATERIALS & SUPPLIES	<u>65,617</u>	<u>91,797</u>	<u>85,291</u>	<u>85,291</u>
TOTAL BRUSH COLLECTION & DISPOSAL	<u>688,259</u>	<u>776,643</u>	<u>705,658</u>	<u>816,969</u>
STREET SWEEPING				

MATERIALS & SUPPLIES	<u>1,649</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL STREET SWEEPING	<u>1,649</u>	<u>0</u>	<u>0</u>	<u>0</u>
SIDEWALK MAINTENANCE				

COMPENSATION	8,753	0	0	0
CONTRACTUAL SVCS	155	155	0	0
MATERIALS & SUPPLIES	<u>2,389</u>	<u>11,377</u>	<u>10,201</u>	<u>10,201</u>
TOTAL SIDEWALK MAINTENANCE	<u>11,297</u>	<u>11,532</u>	<u>10,201</u>	<u>10,201</u>
ICE AND SNOW CONTROL				

COMPENSATION	284,570	248,487	383,196	317,079
TRAVEL & EDUCATION	50	0	0	0
CONTRACTUAL SVCS	102,248	91,023	106,005	106,005
MATERIALS & SUPPLIES	<u>448,387</u>	<u>367,758</u>	<u>362,994</u>	<u>672,994</u>
TOTAL ICE AND SNOW CONTROL	<u>835,255</u>	<u>707,268</u>	<u>852,195</u>	<u>1,096,078</u>
PUBLIC WORKS ADMINISTRATION				

COMPENSATION	644,946	650,074	665,688	664,019
TRAVEL & EDUCATION	6,659	7,462	6,393	6,393
CONTRACTUAL SVCS	23,991	28,864	51,691	51,691
MATERIALS & SUPPLIES	<u>20,338</u>	<u>17,890</u>	<u>23,459</u>	<u>23,459</u>
TOTAL PUBLIC WORKS ADMINISTRATION	<u>695,934</u>	<u>704,290</u>	<u>747,231</u>	<u>745,562</u>

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
PUBLIC BUILDING CLEANING				

COMPENSATION	318,720	323,078	362,314	399,888
CONTRACTUAL SVCS	2,255	192	9,635	9,635
MATERIALS & SUPPLIES	18,254	35,746	21,310	21,310
TOTAL PUBLIC BUILDING CLEANING	<u>339,228</u>	<u>359,016</u>	<u>393,259</u>	<u>430,833</u>
PUBLIC BUILDING MAINTENANCE				

COMPENSATION	211,246	191,237	200,648	256,959
CONTRACTUAL SVCS	627,783	656,614	783,372	756,772
MATERIALS & SUPPLIES	80,113	76,918	147,657	147,657
TOTAL PUBLIC BUILDING MAINTENANCE	<u>919,142</u>	<u>924,769</u>	<u>1,131,677</u>	<u>1,161,388</u>
TOTAL GENERAL FUND	<u>7,379,326</u>	<u>7,553,309</u>	<u>7,955,888</u>	<u>8,434,461</u>
201 STREET MAINTENANCE AND REPAIR				

GENERAL STREET MAINTENANCE				

COMPENSATION	763,746	729,529	792,016	818,817
TRAVEL & EDUCATION	0	0	500	500
CONTRACTUAL SVCS	294,112	129,974	204,064	204,064
MATERIALS & SUPPLIES	131,648	129,115	213,741	158,033
CAPITAL OUTLAY	100,000	125,000	125,000	125,000
TOTAL GENERAL STREET MAINTENANCE	<u>1,289,506</u>	<u>1,113,618</u>	<u>1,335,321</u>	<u>1,306,414</u>
TOTAL STREET MAINT & REPAIR	<u>1,289,506</u>	<u>1,113,618</u>	<u>1,335,321</u>	<u>1,306,414</u>
202 STATE HIGHWAY				

STATE HIGHWAY				

COMPENSATION	8,710	0	9,810	8,623
CONTRACTUAL SVCS	8,000	6,000	8,689	10,689
MATERIALS & SUPPLIES	46,570	37,900	35,981	35,981
TOTAL STATE HIGHWAY	<u>63,280</u>	<u>43,900</u>	<u>54,480</u>	<u>55,293</u>
TOTAL STATE HIGHWAY	<u>63,280</u>	<u>43,900</u>	<u>54,480</u>	<u>55,293</u>
204 SEWER MAINTENANCE				

STORM SEWER MAINTENANCE				

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019

COMPENSATION	277,596	351,396	220,944	393,095
TRAVEL & EDUCATION	1,000	0	1,000	1,000
CONTRACTUAL SVCS	278,691	294,002	328,793	242,793
MATERIALS & SUPPLIES	82,700	85,080	105,122	89,534
CAPITAL OUTLAY	37,501	37,500	78,501	78,501
TOTAL STORM SEWER MAINTENANCE	677,488	767,978	734,360	804,923
SANITARY SEWER MAINTENANCE				

COMPENSATION	68,585	51,053	99,444	107,506
CONTRACTUAL SVCS	608,077	575,740	504,739	418,739
MATERIALS & SUPPLIES	13,447	28,897	24,548	24,548
TRANSFERS-OUT	0	0	0	0
TOTAL SANITARY SEWER MAINTENANCE	690,109	655,690	628,731	550,793
LAKES MANAGEMENT				

CONTRACTUAL SVCS	8,973	8,947	6,500	6,500
MISCELLANEOUS	18,000	18,000	18,000	25,000
TOTAL LAKES MANAGEMENT	26,973	26,947	24,500	31,500
TOTAL SEWER MAINTENANCE	1,394,569	1,450,615	1,387,591	1,387,216
281 STREET LITING SPEC ASSESSMENT				

STREET LIGHTING				

CONTRACTUAL SVCS	804,940	812,301	812,872	812,872
MISCELLANEOUS	44	0	0	0
TOTAL STREET LIGHTING	804,984	812,301	812,872	812,872
TOTAL STREET LITING SPEC ASSESSMENT	804,984	812,301	812,872	812,872
282 TREE MAINT SPEC ASSESSMENT				

TREE MAINTENANCE				

COMPENSATION	392,969	356,129	394,305	394,482
TRAVEL & EDUCATION	1,146	397	1,801	1,801
CONTRACTUAL SVCS	238,472	219,737	228,515	228,515
MATERIALS & SUPPLIES	24,320	34,548	45,231	45,231

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
CAPITAL OUTLAY	149,994	108,000	108,044	108,044
TOTAL TREE MAINTENANCE	806,900	718,811	777,896	778,073
TOTAL TREE MAINT SPEC ASSESSMENT	806,900	718,811	777,896	778,073
601 CENTRAL STORES PURCHASING				

CENTRAL STORES				

CONTRACTUAL SVCS	23,964	36,013	27,490	27,490
MATERIALS & SUPPLIES	625,204	660,351	818,698	903,624
TRANSFERS-OUT	40,000	110,000	0	0
TOTAL CENTRAL STORES	689,168	806,364	846,188	931,114
TOTAL CENTRAL STORES PURCHASING	689,168	806,364	846,188	931,114
602 CENTRAL PRINTING OPERATION				

CENTRAL PRINTING OPERATION				

CONTRACTUAL SVCS	36,857	36,253	46,000	46,000
TRANSFERS-OUT	10,000	10,000	0	0
TOTAL CENTRAL PRINTING OPERATION	46,857	46,253	46,000	46,000
TOTAL CENTRAL PRINTING OPERATION	46,857	46,253	46,000	46,000
603 CENTRAL GARAGE OPERATION				

CENTRAL GARAGE				

COMPENSATION	702,761	781,790	919,233	981,093
TRAVEL & EDUCATION	270	1,167	2,402	2,402
CONTRACTUAL SVCS	267,762	257,318	305,960	325,230
MATERIALS & SUPPLIES	68,774	63,977	73,105	73,105
TOTAL CENTRAL GARAGE	1,039,567	1,104,251	1,300,700	1,381,830
TOTAL CENTRAL GARAGE OPERATION	1,039,567	1,104,251	1,300,700	1,381,830
604 CENTRAL SERVICES OPERATION				

TREE MAINTENANCE				

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
CONTRACTUAL SVCS	6,825	26,818	12,000	12,000
TOTAL TREE MAINTENANCE	6,825	26,818	12,000	12,000
SIDEWALK MAINTENANCE -----				
MATERIALS & SUPPLIES	355	490	0	0
TOTAL SIDEWALK MAINTENANCE	355	490	0	0
UTILITY PAVEMENT STREET OPENING -----				
COMPENSATION	32,906	94,084	70,263	99,308
MATERIALS & SUPPLIES	53,799	24,134	32,600	32,600
TOTAL UTILITY PAVEMENT STREET	86,705	118,218	102,863	131,908
RTA SNOW PLOWING -----				
COMPENSATION	708	11,162	14,776	15,847
MATERIALS & SUPPLIES	16,000	19,000	19,796	19,796
TOTAL RTA SNOW PLOWING	16,708	30,162	34,572	35,643
RTA SHAKER LINE MAINTENANCE -----				
COMPENSATION	58,969	56,827	77,531	80,000
CONTRACTUAL SVCS	39,354	29,891	30,958	20,808
MATERIALS & SUPPLIES	15,545	22,482	27,691	17,691
TOTAL RTA SHAKER LINE MAINTENANCE	113,868	109,200	136,180	118,499
RTA VAN AKEN LINE MAINTENANCE -----				
COMPENSATION	61,612	61,064	69,054	123,388
CONTRACTUAL SVCS	15,460	18,681	16,352	26,352
MATERIALS & SUPPLIES	38,378	28,157	33,757	16,757
TOTAL RTA VAN AKEN LINE MAINTENANCE	115,449	107,901	119,163	166,497
SIDEWALK REPAIR PROGRAM -----				
COMPENSATION	95,839	99,731	106,431	107,687
CONTRACTUAL SVCS	272,216	278,264	300,000	300,000
TOTAL SIDEWALK REPAIR PROGRAM	368,055	377,995	406,431	407,687

PUBLIC WORKS DEPARTMENT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
FIRE HYDRANT MAINTENANCE -----				
CONTRACTUAL SVCS	<u>0</u>	<u>0</u>	<u>9,987</u>	<u>9,987</u>
TOTAL FIRE HYDRANT MAINTENANCE	<u>0</u>	<u>0</u>	<u>9,987</u>	<u>9,987</u>
PUBLIC PROPERTY DAMAGE -----				
COMPENSATION	<u>0</u>	<u>0</u>	<u>4,090</u>	<u>3,595</u>
TOTAL PUBLIC PROPERTY DAMAGE	<u>0</u>	<u>0</u>	<u>4,090</u>	<u>3,595</u>
PRIVATE PROPERTY MAINT -----				
COMPENSATION	<u>25,094</u>	<u>26,759</u>	<u>68,223</u>	<u>64,630</u>
CONTRACTUAL SVCS	<u>6,617</u>	<u>7,655</u>	<u>8,030</u>	<u>8,030</u>
TOTAL PRIVATE PROPERTY MAINT	<u>31,711</u>	<u>34,413</u>	<u>76,253</u>	<u>72,660</u>
TOTAL CENTRAL SERVICES OPERATION	<u><u>739,677</u></u>	<u><u>805,196</u></u>	<u><u>901,539</u></u>	<u><u>958,476</u></u>
TOTAL PUBLIC WORKS DEPARTMENT	<u><u>14,253,835</u></u>	<u><u>14,454,620</u></u>	<u><u>15,418,475</u></u>	<u><u>16,091,749</u></u>
GRAND TOTAL	<u><u>14,253,835</u></u>	<u><u>14,454,620</u></u>	<u><u>15,418,475</u></u>	<u><u>16,091,749</u></u>

2019 Budget Highlights

- Overall general fund budget increase of 6%; (2019 budget includes the cost of 2% cola for union employees assuming this is agreed to in the current labor negotiated).
- We will complete the Fernway SSO VA9 project in 2019. Remaining work will include additional flow monitoring, reconstruction the SSO and complete a final report for NEORSD.
- Construction of the Huntington waterline project will start in the spring of 2019.
- After securing a contract for engineering consulting services, we will proceed with the Huntington SSO S1BX project. Our intent is to phase construction – complete the Huntington waterline project, perform the sewer & SSO work, then resurface in the late fall 2019.
- We will continue to work with Cuyahoga Department of Public Works to reduce infiltration and inflow in the northeast quadrant.
- Sewer Maintenance fund continues to be subsidized with General Fund transfer of \$502,000 for maintenance and operations due to insufficient revenue from property owners' sewer assessments.

- Street Maintenance fund supplemented with \$400,000 General Fund transfer for large area repair, crack sealing, and street striping.
- No General Fund subsidy needed for Tree Fund.
- \$300,000 additional for salt cost increase \$29.12 ton to \$64.76 ton.
- Fuel cost increase from \$2.01 to \$2.68.
- 2 FTE's added in streets division and Contractual Services reduced for more efficient sewer maintenance and repair operations; no net increase.

2019 Capital Budget

Public Works Equipment:

Replacement Mower 410 (2009)	15,000
Replacement Leaf Vac (Unit 803 – 1999)	50,000
Replacement Truck No. 63 (2002)	100,000
Replacement Scoot – Diesel (1)	30,000
Recycling Dumpster Packer No. 60 (2006)	175,000
Replacement Snow Plow (1)	10,000
Replacement Dump Truck No. 24 (2002)	125,000
Mechanics Life Machine	20,000
Replacement Aerial Bucket Truck No. 61 (2000)	130,000
Total New Equipment	<u>\$655,000</u>

Public Works Streets:

2019 Street Resurfacing including curb repairs, ADA ramps	\$2,000,000
Total Streets	<u>\$2,000,000</u>

Public Works Sewer System Improvements:

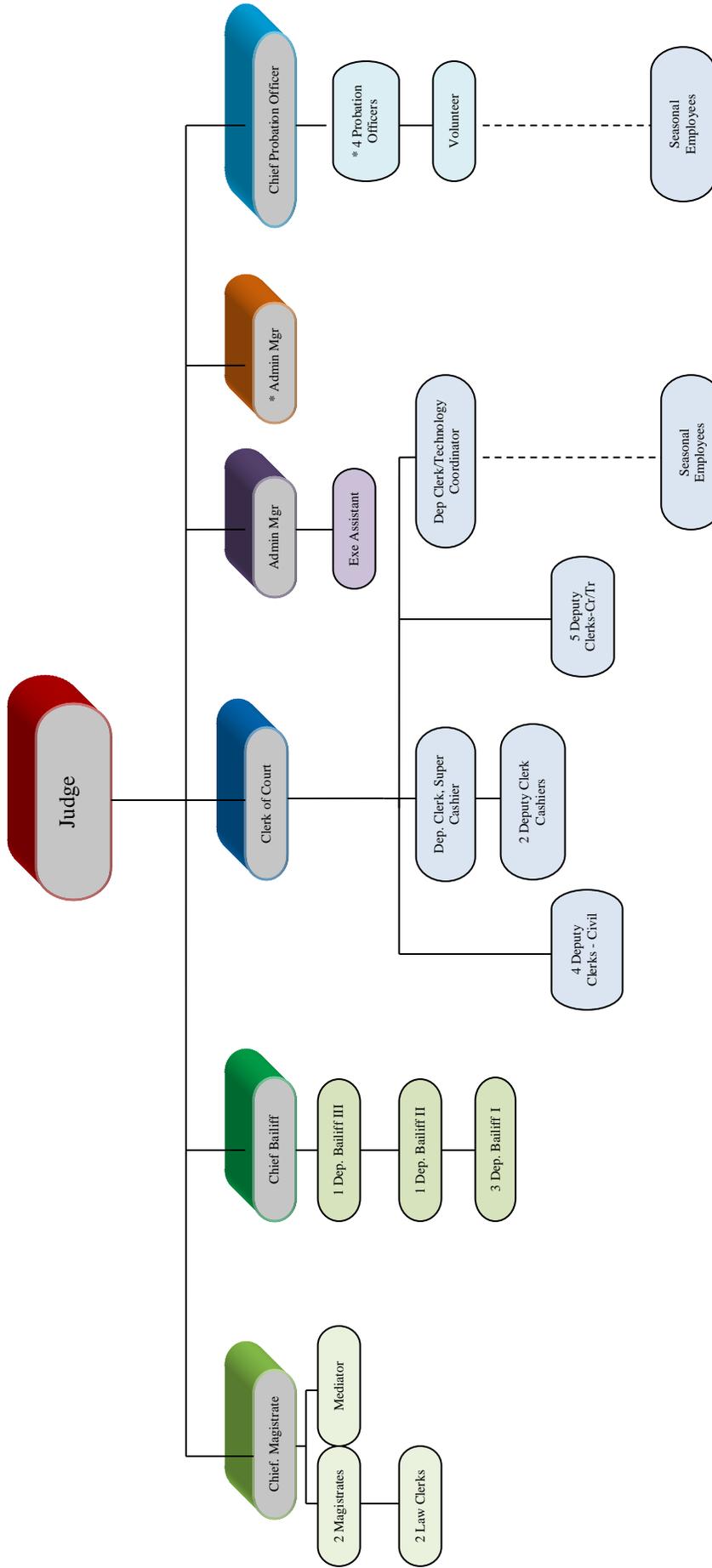
Sewer Improvements and Lining	\$2,000,000
Huntington SSO 50/50 Grant with NEORS	850,000
Total Sewer Capital Maintenance	<u>\$2,850,000</u>

Public Works Facilities and Maintenance:

City Hall	\$225,000
Generator Replacement and Upgrade Community Building	130,000
Elevator Modernization Police/Court	80,000
Emergency Generator System Replacement Fire Station II	75,000
Service Yard Pavement Repairs and Improvements (Year 2 of 3)	150,000
Structural Issues – Transfer Station Public Works	400,000
Paint All Exterior Wood Trim (Lead Paint) Shaker Family Center	60,000
Total Facilities Maintenance	<u>\$1,120,000</u>

Total Public Works Capital Budget	<u>\$6,625,000</u>
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SHAKER HEIGHTS MUNICIPAL COURT ORGANIZATIONAL CHART



* 1 Probation Officer position also performs Administrative Manager functions

MUNICIPAL COURT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	2,044,919	2,059,200	2,310,054	2,428,279	5.1%
Other Funds	142,399	182,504	397,283	398,042	0.2%
All Funds	\$ 2,187,318	\$ 2,241,704	\$ 2,707,337	\$ 2,826,321	4.4%

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.

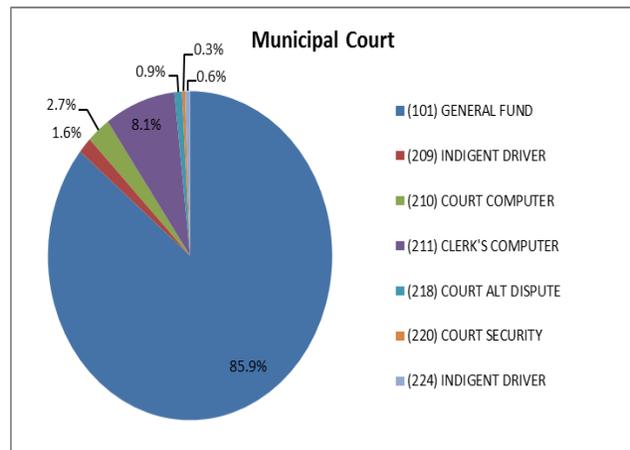
Funding Sources

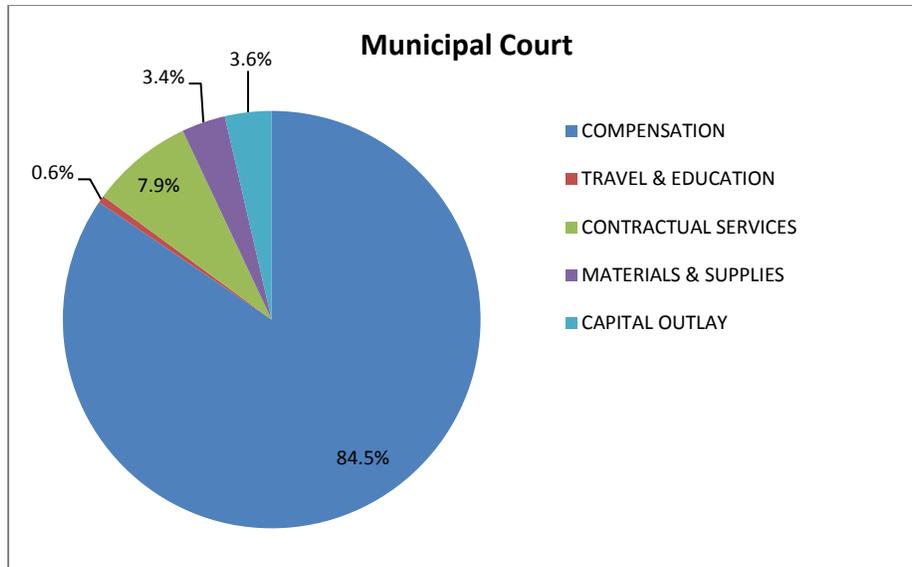
General Fund

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 Fund

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





2016 - 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
MUNICIPAL COURT				

101 GENERAL FUND				

MUNICIPAL COURT				

COMPENSATION	1,956,495	1,965,927	2,207,591	2,325,816
TRAVEL & EDUCATION	7,023	9,591	12,025	12,025
CONTRACTUAL SVCS	37,503	28,888	28,915	28,915
MATERIALS & SUPPLIES	43,898	54,795	61,523	61,523
	<u>2,044,919</u>	<u>2,059,200</u>	<u>2,310,054</u>	<u>2,428,279</u>
TOTAL MUNICIPAL COURT				
	<u>2,044,919</u>	<u>2,059,200</u>	<u>2,310,054</u>	<u>2,428,279</u>
TOTAL GENERAL FUND				
	<u>2,044,919</u>	<u>2,059,200</u>	<u>2,310,054</u>	<u>2,428,279</u>
209 INDIGENT DRIVR ALCOHL TREATMNT				

INDIGENT DRIVER ALCOHOL TREATM				

CONTRACTUAL SVCS	31,583	12,375	45,000	45,000
MATERIALS & SUPPLIES	802	142	358	358
	<u>32,385</u>	<u>12,517</u>	<u>45,358</u>	<u>45,358</u>
TOTAL INDIGENT DRIVER ALCOHOL TREATM				
	<u>32,385</u>	<u>12,517</u>	<u>45,358</u>	<u>45,358</u>
TOTAL INDIGENT DRIVR ALCOHL TREATMNT				
	<u>32,385</u>	<u>12,517</u>	<u>45,358</u>	<u>45,358</u>

MUNICIPAL COURT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
210 COURT COMPUTER ----- COURT COMPUTER -----				
COMPENSATION	9,602	16,245	39,023	39,023
TRAVEL & EDUCATION	0	0	23,194	23,194
CONTRACTUAL SVCS	15,495	2,848	7,827	7,827
MATERIALS & SUPPLIES	8,529	1,258	5,000	5,000
CAPITAL OUTLAY	0	1,953	0	0
TOTAL COURT COMPUTER	<u>33,626</u>	<u>22,304</u>	<u>75,044</u>	<u>75,044</u>
TOTAL COURT COMPUTER	<u><u>33,626</u></u>	<u><u>22,304</u></u>	<u><u>75,044</u></u>	<u><u>75,044</u></u>
211 CLERK'S COMPUTERIZATION ----- CLERKS COMPUTERIZATION -----				
TRAVEL & EDUCATION	0	189	1,968	1,968
CONTRACTUAL SVCS	12,276	35,109	106,020	106,020
MATERIALS & SUPPLIES	4,333	13,872	22,867	22,867
CAPITAL OUTLAY	21,643	60,600	97,000	97,000
TOTAL CLERKS COMPUTERIZATION	<u>38,252</u>	<u>109,770</u>	<u>227,855</u>	<u>227,855</u>
TOTAL CLERK'S COMPUTERIZATION	<u><u>38,252</u></u>	<u><u>109,770</u></u>	<u><u>227,855</u></u>	<u><u>227,855</u></u>
218 COURT ALT DISPUTE RESOLUTION ----- ALTERNATE DISPUTE RESOLUTION -----				
COMPENSATION	21,935	22,795	23,668	23,668
TRAVEL & EDUCATION	0	50	750	750
CONTRACTUAL SVCS	0	350	0	0
MATERIALS & SUPPLIES	0	142	0	0
TOTAL ALTERNATE DISPUTE RESOLUTION	<u>21,935</u>	<u>23,336</u>	<u>24,418</u>	<u>24,418</u>
TOTAL COURT ALT DISPUTE RESOLUTION	<u><u>21,935</u></u>	<u><u>23,336</u></u>	<u><u>24,418</u></u>	<u><u>24,418</u></u>
220 COURT SECURITY PROJECT FUND ----- COURT SECURITY PROJECT				

MUNICIPAL COURT	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019

TRAVEL & EDUCATION	335	0	1,000	1,000
CONTRACTUAL SVCS	5,007	1,459	5,308	5,308
MATERIALS & SUPPLIES	1,890	4,119	3,300	3,300
CAPITAL OUTLAY	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL COURT SECURITY PROJECT	<u>7,231</u>	<u>5,577</u>	<u>9,608</u>	<u>9,608</u>
TOTAL COURT SECURITY PROJECT FUND	<u>7,231</u>	<u>5,577</u>	<u>9,608</u>	<u>9,608</u>
224 INDIGENT DRIVER INTERLOCK				

UNDEFINED				

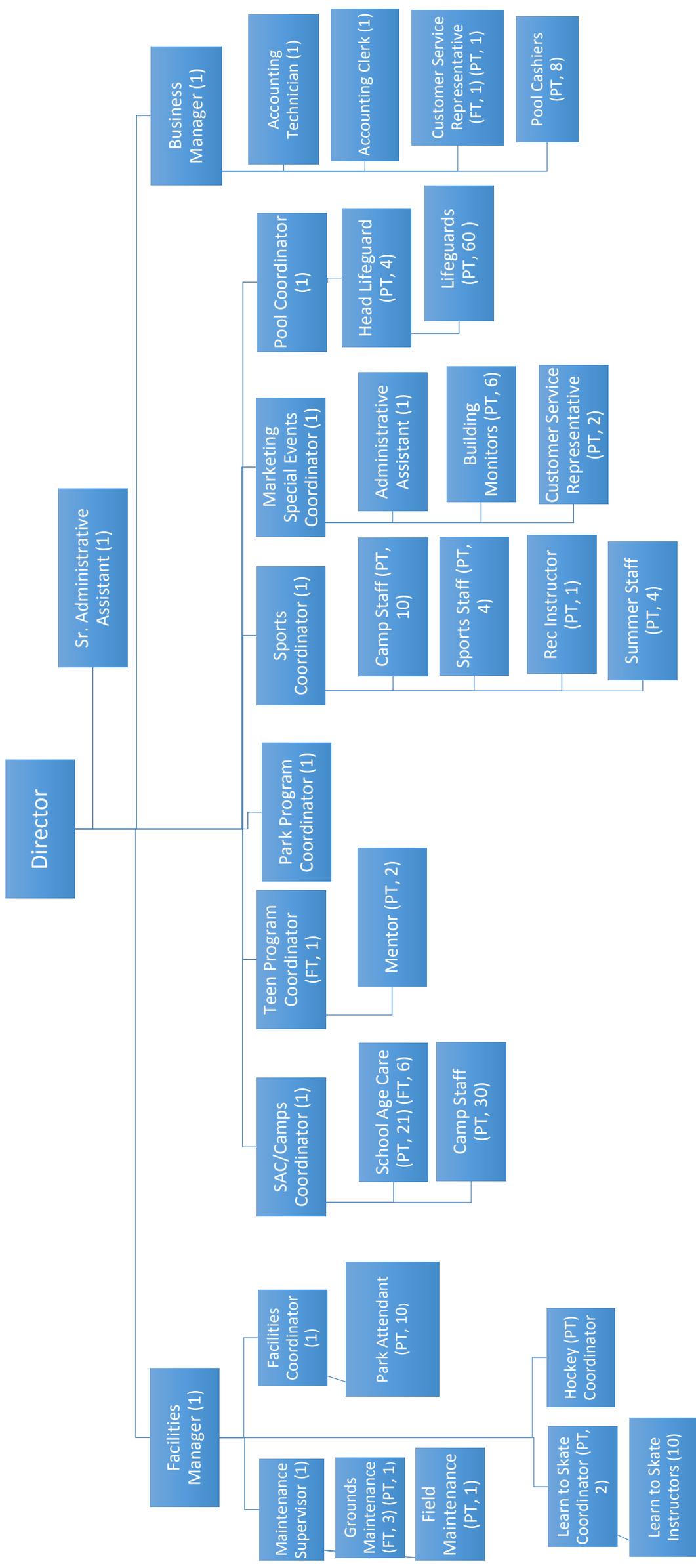
CONTRACTUAL SVCS	<u>8,971</u>	<u>9,000</u>	<u>15,000</u>	<u>15,759</u>
TOTAL UNDEFINED	<u>8,971</u>	<u>9,000</u>	<u>15,000</u>	<u>15,759</u>
TOTAL INDIGENT DRIVER INTERLOCK	<u>8,971</u>	<u>9,000</u>	<u>15,000</u>	<u>15,759</u>
TOTAL MUNICIPAL COURT	<u>2,187,318</u>	<u>2,241,704</u>	<u>2,707,337</u>	<u>2,826,321</u>
GRAND TOTAL	<u>2,187,318</u>	<u>2,241,704</u>	<u>2,707,337</u>	<u>2,826,321</u>

2019 Budget Highlights

- Overall General Fund budget increase of 5.1%

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City of Shaker Heights Recreation Department- 2019



RECREATION DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	440,684	462,968	461,029	467,790	1.5%
Other Funds	2,672,523	2,861,578	3,361,008	3,498,958	4.1%
All Funds	\$ 3,113,207	\$ 3,324,546	\$ 3,822,037	\$ 3,966,748	3.8%

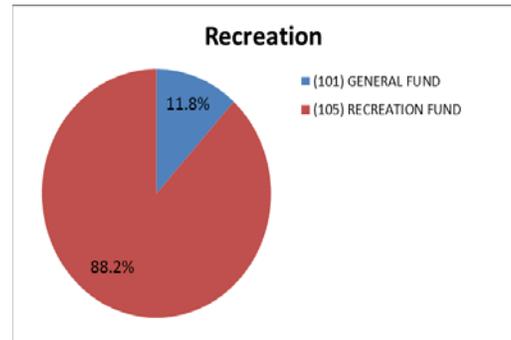
Department Description

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, Administration, and Community Events, plus a transfer out of the General Fund into the Recreation subfund of the General Fund. The Recreation subfund receives fees for services from program participants.



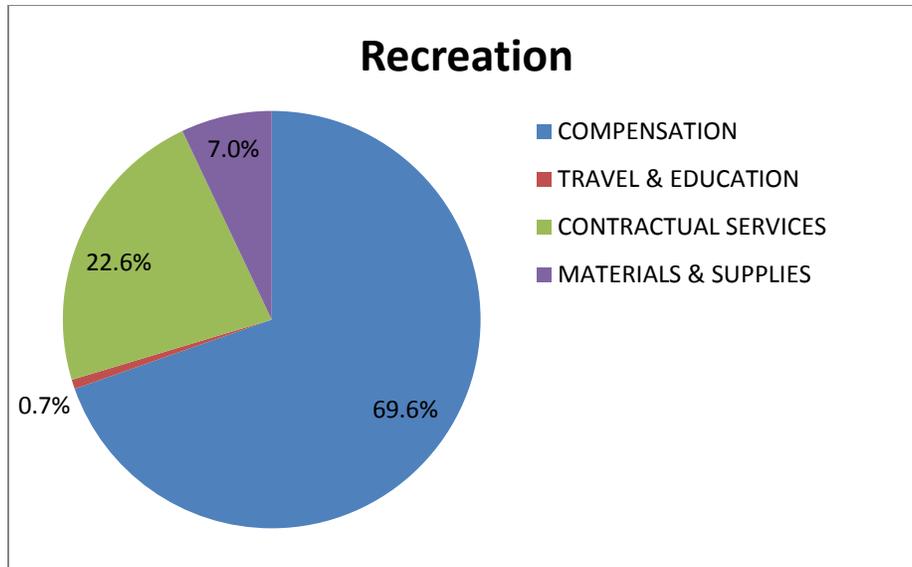
Functions

- **Office for Senior Adults** – Leisure learning; referral and emergency intervention services for the frail elderly; senior transportation services.
- **Community Events** – Memorial Day Parade; Colonnade programming.
- **Administration** – Management; procurement; accounting; budget; customer service; special events and marketing.
- **Promotion** – Recreation Book design.
- **School Age Care** – Before and after school care in Shaker schools (Boulevard; Fernway; Lomond; Mercer; Onaway; Woodbury) and Fundaze activities during school holidays.
- **Building Monitors** – For programs offered in school and City facilities.
- **Playgrounds** – Attendants at Horseshoe Lake Park and Shaker Town Center sports field.
- **Youth Programs** – Band and theater camps.
- **Summer Camps** – Various summer camps; and before and after camp care.
- **Adult Programs** – Adult sports activities.
- **Safety Town** – Child safety program with Police officers.
- **Tennis** - Summer Youth Tennis Program.
- **Field Maintenance** – Maintenance of City and some schools' fields for spring, summer, and fall sports; field scheduling.
- **Sports Programs** – Sports camps, basketball, girls softball, men's softball, t-ball, coach pitch, swimming soccer, football, golf and other sports programs; indoor swimming.
- **Ice Skating Programs** – Hockey and Learn to Skate programs; ice show; summer camps; Thornton Park Ice arena maintenance.

- **Swimming Programs** – Outdoor and indoor swimming program including Learn to Swim lessons, lifeguards, special events at Thornton Park pool.
- **Concession** – Management of outsourced concession at Thornton Park.
- **Thornton Park Amenities** – Seasonal supervision and supplies for Thornton Park pool and outdoor amenities.

2018 Accomplishments

- Developed teen driven programs at The Getaway and implemented community building activities and life skills programs.
- Completed the ice rink study and plan to present a summary of the findings to the Recreation Committee in early 2019.
- Expanded adult summer fitness programs to include more offerings and branded these Pop Up programs as #ShakerPlays.
- Developed youth based craft, STEM, and game activities as a part of #ShakerPlays.
- Following two pool manager vacancies, converted these positions to one full time permanent position to grow our swim programs.
- Piloted float making for community groups for the Memorial Day Parade.
- Reviewed and evaluated program fees for camps, sports leagues and other programs to ensure financial viability of programs.
- Researched rink fees at other Cleveland region public skating rinks to see how Shaker fees compare.
- Transitioned from traditional field chemical applications to organic for turf athletic fields.
- Implemented electronic timekeeping by using a module as a part of the registration system.
- Worked with Shaker African American Moms Support (S.A.M.S) group to implement tutoring at Lomond aftercare.
- Working on a plan to add fishing at Lower Lake in collaboration with the Ohio Department of Natural Resources and Cleveland Heights.



2016 - 2019 Budget

RECREATION	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019

101 GENERAL FUND				

RECREATION ADMINISTRATION				

COMPENSATION	287,255	301,737	304,516	311,277
TRAVEL & EDUCATION	0	10	1,059	1,059
CONTRACTUAL SVCS	149,335	158,617	149,916	146,716
MATERIALS & SUPPLIES	4,018	2,549	4,038	7,238
MISCELLANEOUS	77	55	1,500	1,500
TOTAL RECREATION ADMINISTRATION	<u>440,684</u>	<u>462,968</u>	<u>461,029</u>	<u>467,790</u>
TOTAL GENERAL FUND	<u>440,684</u>	<u>462,968</u>	<u>461,029</u>	<u>467,790</u>
RECREATION				

105 RECREATION FUND				

RECREATION ADMINISTRATION				
COMPENSATION	364,828	344,860	367,460	408,050
TRAVEL & EDUCATION	13,494	9,661	17,444	16,444
CONTRACTUAL SVCS	83,010	74,642	85,823	88,073
MATERIALS & SUPPLIES	17,271	23,336	21,669	27,258
MISCELLANEOUS	<u>(187,098)</u>	<u>(188,045)</u>	<u>(190,252)</u>	<u>(190,252)</u>

RECREATION	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
TOTAL RECREATION ADMINISTRATION	291,505	264,454	302,144	349,573
RECREATION PROMOTION				

CONTRACTUAL SVCS	20,652	38,034	33,100	32,300
MATERIALS & SUPPLIES	12,190	9,661	11,194	11,194
MISCELLANEOUS	<u>(20,467)</u>	<u>(20,467)</u>	<u>(21,967)</u>	<u>(21,967)</u>
TOTAL RECREATION PROMOTION	12,374	27,228	22,327	21,527
SCHOOL AGED CHILD CARE				

COMPENSATION	399,196	506,803	500,711	494,055
TRAVEL & EDUCATION	1,871	9,778	3,434	8,164
CONTRACTUAL SVCS	30,995	44,918	31,274	30,510
MATERIALS & SUPPLIES	29,080	31,004	38,117	40,141
MISCELLANEOUS	<u>56,352</u>	<u>56,352</u>	<u>56,352</u>	<u>56,352</u>
TOTAL SCHOOL AGED CHILD CARE	517,494	648,855	629,888	629,222
TENNIS				

COMPENSATION	33,774	34,177	35,595	38,083
CONTRACTUAL SVCS	0	480	0	0
MATERIALS & SUPPLIES	8,047	6,817	6,686	8,000
MISCELLANEOUS	<u>3,162</u>	<u>3,162</u>	<u>3,162</u>	<u>3,162</u>
TOTAL TENNIS	44,983	44,636	45,443	49,245
BUILDING MONITORS				

COMPENSATION	12,378	23,252	21,198	21,198
MISCELLANEOUS	<u>462</u>	<u>462</u>	<u>462</u>	<u>462</u>
TOTAL BUILDING MONITORS	12,840	23,714	21,660	21,660
PLAYING FIELDS MAINTENANCE				

COMPENSATION	30,474	27,843	37,046	31,777

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
RECREATION				
TRAVEL & EDUCATION	15	0	0	0
CONTRACTUAL SVCS	50,972	45,709	39,798	40,000
MATERIALS & SUPPLIES	7,466	12,579	14,278	14,278
MISCELLANEOUS	2,404	2,404	2,404	2,404
TOTAL PLAYING FIELDS MAINTENANCE	91,331	88,536	93,526	88,459
PLAYGROUNDS				
COMPENSATION	39,377	34,564	111,289	68,607
TRAVEL & EDUCATION	0	7,899	0	0
CONTRACTUAL SVCS	6,746	0	16,896	19,037
MATERIALS & SUPPLIES	2,251	9,927	12,691	12,691
MISCELLANEOUS	462	462	462	462
TOTAL PLAYGROUNDS	48,837	52,852	141,338	100,797
YOUTH PROGRAM				
COMPENSATION	336	0	9,200	0
CONTRACTUAL SVCS	66,402	62,202	83,040	83,040
MATERIALS & SUPPLIES	1,286	12,534	1,787	2,403
MISCELLANEOUS	12,762	12,762	12,762	12,762
TOTAL YOUTH PROGRAM	80,786	87,498	106,789	98,205
SPORTS PROGRAMS				
COMPENSATION	106,044	104,762	96,878	103,711
CONTRACTUAL SVCS	48,415	41,857	64,205	64,905
MATERIALS & SUPPLIES	19,266	15,942	27,119	27,478
MISCELLANEOUS	16,973	16,973	16,973	16,973
TOTAL SPORTS PROGRAMS	190,698	179,535	205,175	213,067
TEEN PROGRAMS				
COMPENSATION	3,387	5,721	36,412	62,039
CONTRACTUAL SVCS	0	3,500	0	0
MATERIALS & SUPPLIES	0	0	3,000	8,500

RECREATION	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
MISCELLANEOUS	0	0	21,000	21,000
TOTAL TEEN PROGRAMS	3,387	9,221	60,412	91,539
SUMMER CAMPS				

COMPENSATION	126,575	135,190	286,276	291,845
TRAVEL & EDUCATION	7	0	0	0
CONTRACTUAL SVCS	27,670	44,811	31,462	39,789
MATERIALS & SUPPLIES	8,798	11,454	10,640	10,640
MISCELLANEOUS	21,216	21,216	21,216	21,216
TOTAL SUMMER CAMPS	184,267	212,670	349,594	363,490
ADULT PROGRAMS				

COMPENSATION	14,276	10,152	8,948	29,558
CONTRACTUAL SVCS	18,897	24,071	30,000	20,000
MATERIALS & SUPPLIES	40	0	0	0
MISCELLANEOUS	4,223	4,223	4,223	4,223
TOTAL ADULT PROGRAMS	37,436	38,445	43,171	53,781
SAFETY TOWN				

COMPENSATION	4,196	3,658	7,264	4,997
CONTRACTUAL SVCS	280	380	400	750
MATERIALS & SUPPLIES	1,433	933	1,200	1,200
MISCELLANEOUS	481	481	481	481
TOTAL SAFETY TOWN	6,391	5,452	9,345	7,428
ICE SKATING RINK				

COMPENSATION	419,534	451,535	431,294	519,753
TRAVEL & EDUCATION	104	1,062	2,161	2,803
CONTRACTUAL SVCS	251,315	223,677	266,918	266,918
MATERIALS & SUPPLIES	61,855	61,785	64,231	62,411
MISCELLANEOUS	69,484	69,484	69,484	69,484

RECREATION	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
TOTAL ICE SKATING RINK	802,292	807,543	834,088	921,369
SWIMMING POOL				

COMPENSATION	243,708	260,391	367,393	359,985
TRAVEL & EDUCATION	39	1,447	0	500
CONTRACTUAL SVCS	48,245	49,586	55,861	55,861
MATERIALS & SUPPLIES	26,215	21,305	30,488	30,909
MISCELLANEOUS	<u>21,216</u>	<u>21,216</u>	<u>21,216</u>	<u>21,216</u>
TOTAL SWIMMING POOL	339,423	353,945	474,958	468,471
CONCESSIONS				

CONTRACTUAL SVCS	872	428	982	1,002
MATERIALS & SUPPLIES	81	284	1,660	1,660
MISCELLANEOUS	<u>1,041</u>	<u>1,041</u>	<u>1,041</u>	<u>1,041</u>
TOTAL CONCESSIONS	1,994	1,753	3,683	3,703
THORNTON PARK AMENITIES				

COMPENSATION	5,299	13,759	15,986	16,441
CONTRACTUAL SVCS	0	600	0	0
MATERIALS & SUPPLIES	705	399	1,000	500
MISCELLANEOUS	<u>481</u>	<u>481</u>	<u>481</u>	<u>481</u>
TOTAL THORNTON PARK AMENITIES	<u>6,485</u>	<u>15,239</u>	<u>17,467</u>	<u>17,422</u>
TOTAL 105 RECREATION FUND	<u>2,672,523</u>	<u>2,861,578</u>	<u>3,361,008</u>	<u>3,498,958</u>
GRAND TOTAL RECREATION	<u>3,113,207</u>	<u>3,324,546</u>	<u>3,822,037</u>	<u>3,966,748</u>

2019 Budget Highlights

- Overall General Fund budget increase of 1.5%. Recreation Fund increase overall 4.1%.
- Perform quarterly program evaluations to identify areas for improvement in programming.

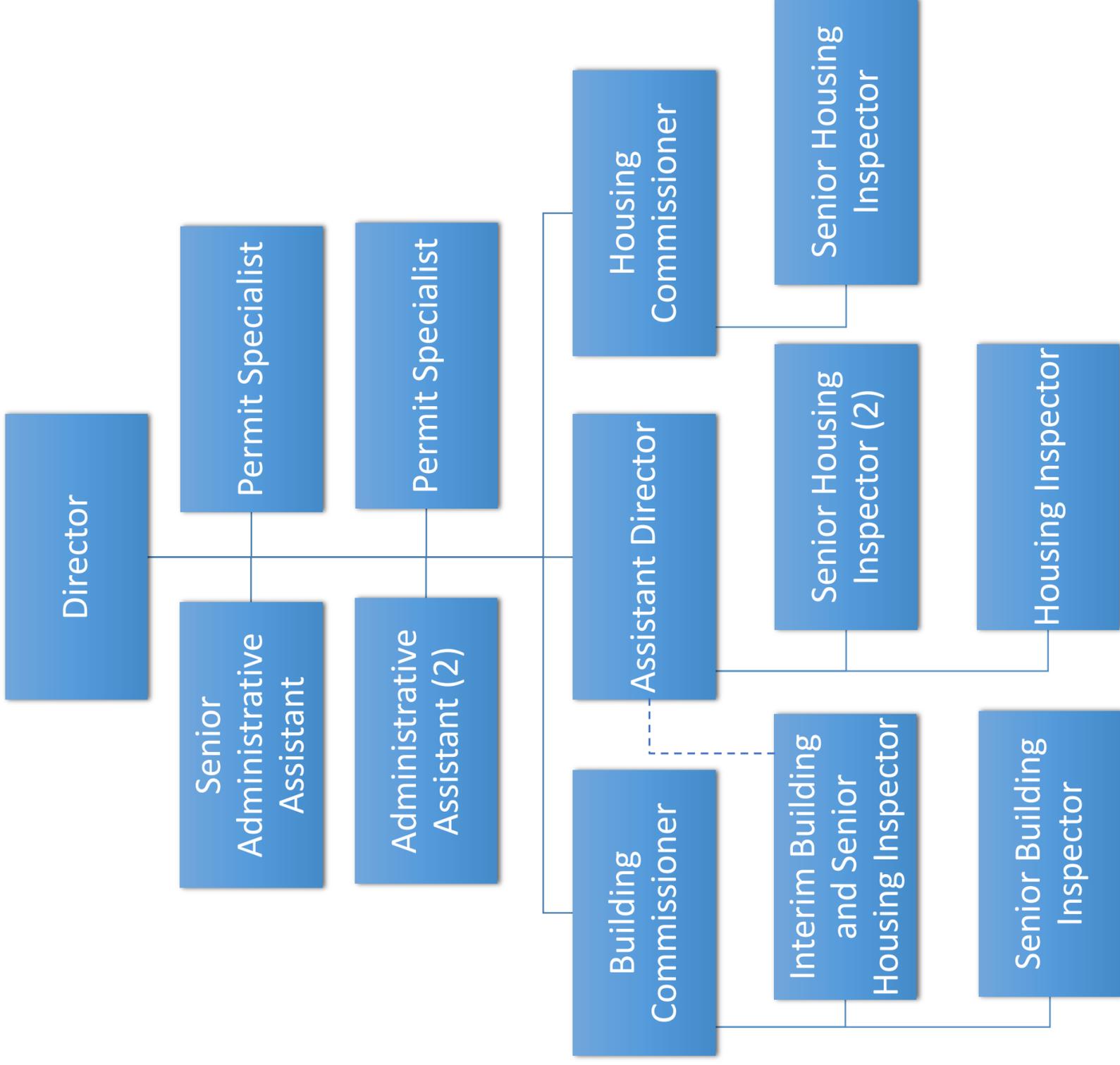
- Change Teen Program Coordinator from part-time to full-time. Expand teen afterschool program (i.e. teen advisory board to retain the youth driven focus) offerings and to increase youth engagement.
- Complete pool entrance study to design an improved entry pool control.
- Revise traditional camp plans and activities for improved camper experience.
- Increase the quality of swim lessons by expanding the number of certified water safety instructors.
- Expand #ShakerPlays participation through new programs and identify paid pop up type programs.
- Increase donations and funding for the Lynn Ruffner Recreation for Youth Scholarship Fund to provide additional scholarship programs to a larger number of qualified youth.

2019 Capital Budget

Around the World – CCI staining	5,000
Pool Replacement Lane Lines	5,000
Pool Building Heaters	10,000
Zamboni Overhaul – Electric	20,000
Pool Picnic Area Shade Structure and Concrete Slab	25,000
Shaker Town Center Trail Repair	30,000
Ice Arena Cooling Tower – replacement	60,000
Replacement of Pool Slides	75,000
Total Recreation Capital	<u>\$230,000</u>

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Building and Housing Department



BUILDING/HOUSING DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	1,452,852	1,475,633	1,910,015	2,018,699	5.7%
Other Funds	0	0	50,000	50,000	0.0%
All Funds	\$ 1,452,852	\$ 1,475,633	\$ 1,960,015	\$ 2,068,699	5.5%

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.

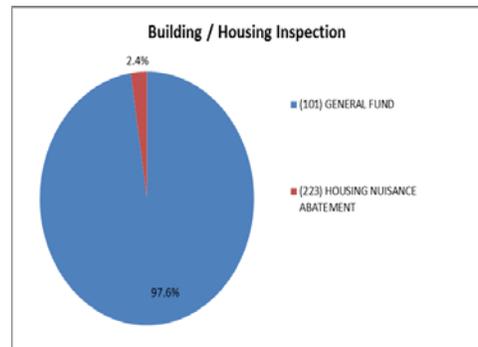
Other activities of the department include: collection of permit and application fees, regular reporting of activities to local and state agencies, administration of the residential Community Reinvestment Area tax abatement program, and FEMA Flood Plain administration.

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.



2018 Accomplishments

Response to Significant Commercial and Residential Developments

- The Van Aken District project, the largest commercial development in the history of Shaker Heights, has placed a tremendous demand on the Building and Housing Department resources. Despite this fact, by leveraging technology and streamlining workflows, we have maintained a high level of customer service.
- About 30 commercial plans are reviewed in a typical year. Year to date, there have been over 160 commercial plans that have been routed and reviewed for the Van Aken District alone. Depending on the scope, plans are routed to the Commercial Plans Examiner, Planning Department, Fire Department, Public Works, and the City Engineer.
- Code allows for the review period to be 30 days. Year to date, the average review period for Van Aken District is 7 working days.
- Conducted plan reviews, issued permits, and conducted inspections for dozens of commercial renovation and new construction projects including: over a dozen school district projects, Shaker Rocks, multiple renovations at Tower East, Townhomes of Van Aken, and several Chagrin and Lee Road businesses.
- Maintained contracts with three state-licensed commercial plans examiners, the City Engineer, and outsourced 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 vacant properties.
- Ordered the commercial office building at 3570 Warrensville Center Road to be vacated after discovering dozens of mechanical devices were installed incorrectly and without permits or inspections. A comprehensive joint inspection with the Fire Department revealed the presence of dozens of other critical life safety violations. The owner is now working to bring the building back into compliance so that it can be safely occupied.

Housing Trends

- **Corporate Ownership of Residential Structures:** The number of residential properties owned by business entities such as LLC's has almost doubled from 358 in 2013 to 706 in October of 2018. This increase is likely from investors purchasing properties to rehab them and resell them.
- **CMHA:** The number of housing rental units occupied by tenants participating the Housing Choice Voucher Program through CMHA has decreased by 40% from 312 units in 2013 to 186 units in 2018.
- **Foreclosures:** Due to the collaboration between the City and the County, the processing of tax foreclosure cases has improved and the number of foreclosure filings has increased from 11 in 2017 to 57 in 2018.
- **Sheriff's Sales:** The number of Sheriff's Sales has decreased from 62 in 2017 to 47 in 2018.
- **Vacant Residential Structures:** There are currently 272 vacant homes in Shaker compared to 332 in 2013.

- **City Owned Vacant Lots:** There has been a 50% increase in the number of City owned vacant lots since 2013. The city currently owns and maintains 210 vacant lots.

Other Housing Programs

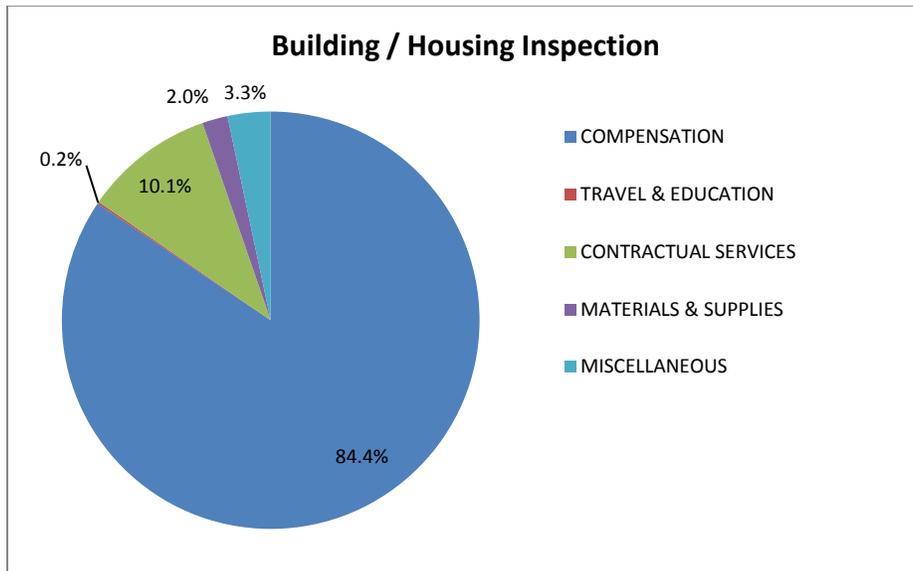
- **Exterior Systematic Inspection of Single Family Houses:** Program placed on hold in 2018 to focus on outstanding violations as well as a result of shifting staff to focus on the Van Aken District Development. The program is set to resume in 2019 with the Fernway/Onaway neighborhoods.
- **New Landlord Letters:** For the third year, we have continued to send letters signed by the Chief of Police and Housing Commissioner to new landlords to make them aware of policies and ordinances designed to keep rental properties safe and well-maintained. This has proven to be a useful tool to remind landlords of the importance of maintaining their properties.
- **Tax Abatement:** Processed four tax abatement applications for the Transit Village Community Reinvestment Area (CRA).
- **County Demolition Fund:** Submitted a proposal requesting funding for 20 additional demolitions of blighted residential properties.

Efficiency and Customer Service Improvements

- By merging the Building Department with the Housing Inspection Department, we have been able to cross train staff. One of our Housing Inspectors has received State Building Certifications which has allowed us to shift his availability over to cover building inspections. This was necessary to keep up with the aggressive inspection schedule of the Van Aken District.
- With the goal of increased citizen satisfaction, in order to ensure the 600+ phone calls per week to our general line are answered in a timely fashion, the Building and Housing phone trees and ring structure have been overhauled. Additionally, the Customer Service Representatives (CSR) have been added to the ring sequence so that the CSRs are answering calls when Building and Housing Staff are assisting other customers. This has led to a sharp reduction of complaints about phones not being answered.
- Transitioned to storing more file types electronically. This has made the office more efficient, as well as reduced physical file storage needs.
- Continued to collaborate with five other First Suburbs Consortium cities as well as the county for the implementation of the parcel-based permit and code enforcement platform. Considerable advances have been made with the structure of the system and data migration scrubbing has commenced. The goal had been to be much further along in the actual implementation and rollout of the platform in 2018, however, prioritization of the Van Aken District Development caused the rollout to be slowed down significantly. A \$200,000 county grant to the First Suburbs Consortium (FSC) was awarded in 2018 for the implementation of the platform.
- Worked with Communications and Marketing to overhaul the Building and Housing website to make it more user-friendly. While most of the information is on the website, much of the critical information was buried in multi-page PDF's. The most commonly requested information is being placed in more prominent locations. An FAQ section is also being developed. This will lead to a reduction

in phone calls, better compliance, and improved customer services. Changes are anticipated to go live in the coming months.

- Continued to modify processes, forms, and internal templates to better comply with Ohio Board of Building Standards requirements. While Hot Work Permits have been required for a long time, we are now requiring the Hot Work Permit be issued prior to issuance of a Roof Permit where Hot Work is occurring.



2016 - 2019 Budget

BUILDING / HOUSING INSPECTION	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
----- 101 GENERAL FUND ----- BUILDING / HOUSING INSPECTION -----				
COMPENSATION	1,253,643	1,336,498	1,335,736	1,474,891
TRAVEL & EDUCATION	1,047	1,273	2,743	2,743
CONTRACTUAL SVCS	168,447	109,437	161,619	126,523
MATERIALS & SUPPLIES	24,804	26,449	32,839	34,464
CAPITAL OUTLAY	0	0	1,500	0
MISCELLANEOUS	4,911	1,976	2,500	7,000
TRANSFERS OUT	0	0	373,078	373,078
TOTAL BUILDING / HOUSING INSPECTION	1,452,852	1,475,633	1,910,015	2,018,699

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
BUILDING / HOUSING INSPECTION				
TOTAL GENERAL FUND	<u>1,452,852</u>	<u>1,475,633</u>	<u>1,910,015</u>	<u>2,018,699</u>
 0223 HOUSING NUISANCE ABATE ----- 0000 UNDEFINED -----				
CONTRACTUAL SVCS	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>
TOTAL HOUSING NUISANCE ABATE	<u>0</u>	<u>0</u>	<u>50,000</u>	<u>50,000</u>
 GRAND TOTAL	<u>1,452,852</u>	<u>1,475,633</u>	<u>1,960,015</u>	<u>2,068,699</u>

2019 Budget Highlights

- Overall general fund budget increase of 5.7%.
- Construction at the Van Aken District is winding down. While there will continue to be some construction activity, the amount that has been budgeted for Commercial Plans Examiner services has been reduced accordingly.
- Full-time Administrative Assistant added for 2 years in lieu of using contracted temporary labor agency to improve customer service and turnaround time for inspection reports, especially for Point of Sale. This will give us the stability needed to operate smoothly as we move through the implementation process of the new software platform and begin to realize efficiencies.
- In 2019 much of the staff will go through two types of training. The first is LEAN Six Sigma to map out revised streamline process for programming into the new platform. The second will be training on how to actually use the new platform. This impacts the budget in the following two ways:
 - a. Some of the training will occur during the business hours and \$6,000 is allocated to cover outsourcing permit inspections while the inspectors are in training.
 - b. Overtime of \$17,318 is allocated to cover costs for training that will likely occur outside of normal business hours.
- Software implementation and first year costs for parcel based inspection platform will be covered from grant funding and previously allocated capital funds. There are no operating funds allocated toward the first year software costs in the 2019 budget. Starting with the 2020 budget, approximately \$23,000 will need to be allocated to cover the ongoing software license costs.

CITY COUNCIL

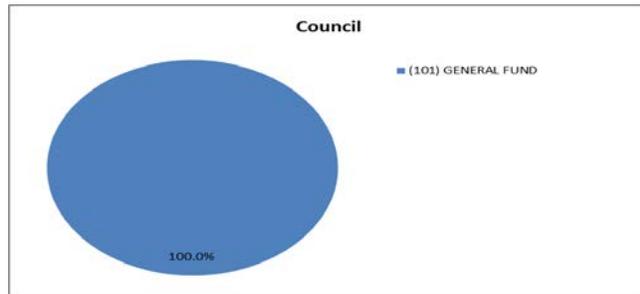
	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	137,106	140,728	157,425	158,953	1.0%
General Fund	\$ 137,106	\$ 140,728	\$ 157,425	\$ 158,953	1.0%

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.



2016 - 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
COUNCIL				

101 GENERAL FUND				

COUNCIL				

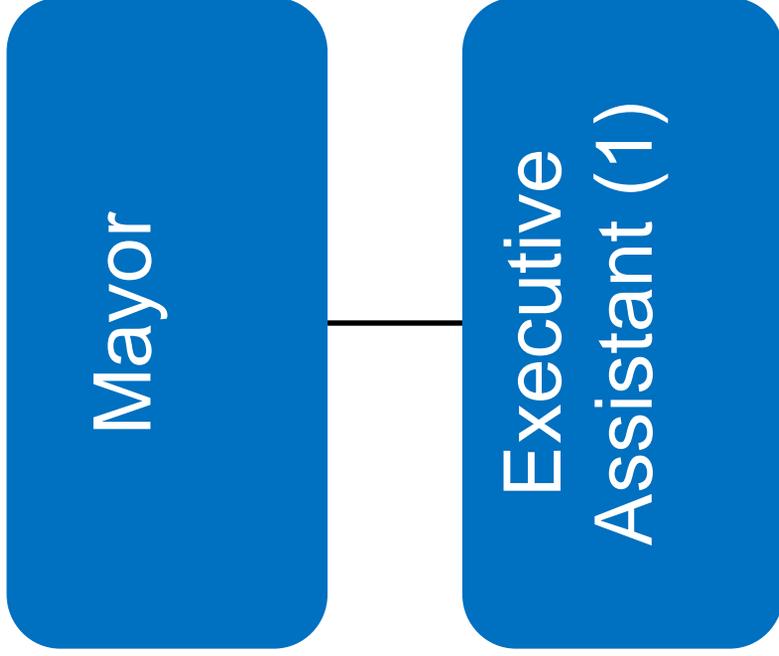
COMPENSATION	130,863	130,495	142,342	143,870
TRAVEL & EDUCATION	150	1,583	2,918	2,918
CONTRACTUAL SVCS	1,864	4,747	5,574	5,574
MATERIALS & SUPPLIES	4,160	3,798	6,591	6,591
MISCELLANEOUS	70	105	0	0
	137,106	140,728	157,425	158,953
TOTAL COUNCIL				

2019 Budget Highlights

- Overall general fund budget increase of 1%.

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Organizational Chart
Mayor's Office



MAYOR

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	230,588	242,589	244,451	250,537	2.5%
Other Funds	-	-	-	-	
All Funds	\$ 230,588	\$ 242,589	\$ 244,451	\$ 250,537	2.5%

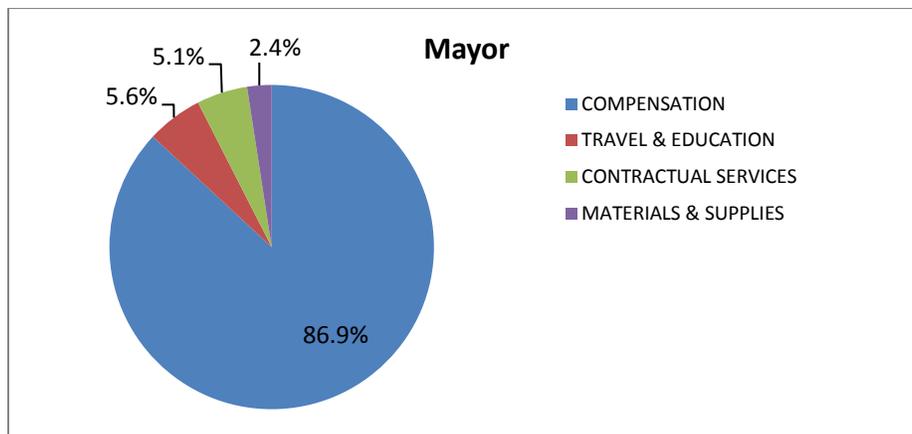
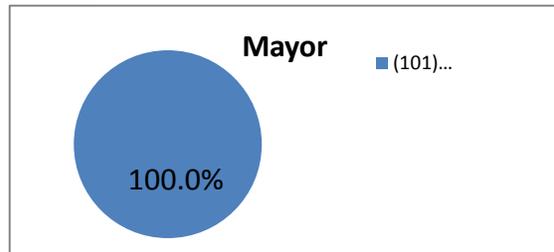
Department Description

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.



2016 - 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
MAYOR'S OFFICE				

101 GENERAL FUND				

MAYOR'S OFFICE				

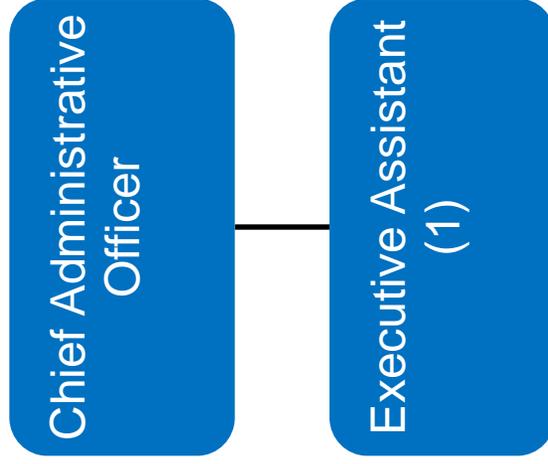
COMPENSATION	203,413	218,495	212,776	217,762
TRAVEL & EDUCATION	7,754	8,537	12,300	13,975
CONTRACTUAL SVCS	12,477	10,644	12,875	12,700
MATERIALS & SUPPLIES	6,944	4,914	6,500	6,100
TOTAL MAYOR'S OFFICE	<u>230,588</u>	<u>242,589</u>	<u>244,451</u>	<u>250,537</u>

2019 Budget Highlights

- Overall general fund budget increase of 2.5%.

Organizational Chart

Chief Administrative Office

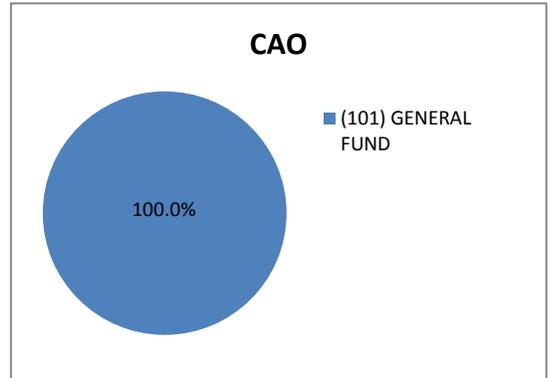


CHIEF ADMINISTRATIVE OFFICER (CAO)

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	238,884	239,336	245,955	252,069	2.5%
Other Funds	-	-	-	-	
All Funds	\$ 238,884	\$ 239,336	\$ 245,955	\$ 252,069	2.5%

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

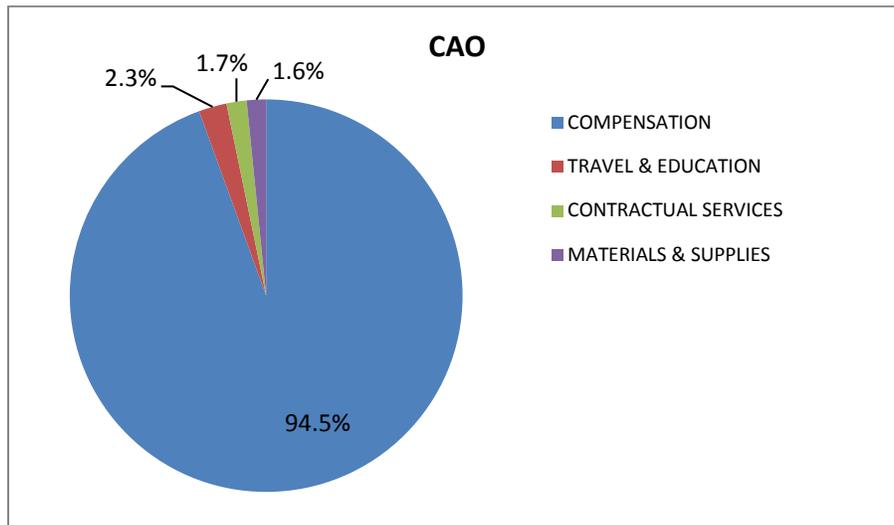
General Fund

The General Fund supports the CAO's budget.

2018 Accomplishments

- Worked with Mayor to plan annual Council Retreat.
- Planned topics for monthly Council Work Sessions.
- Participate in final interviews for police and firefighter civil service hiring.
- Coordinated work to move all employees to same pay schedule in advance of procurement and implementation of an automated time attendance and scheduling system; communicated change to all employee and union representatives.
- Completed transition to Cuyahoga County Board of Health.
- Led interdepartmental Major Projects meetings to ensure communication and coordination on various capital projects throughout the City.
- Instituted regular City/Schools/Library Major Projects meetings.
- With Communication and Marketing, formalized employee Social Media Policy and Media Relation's Policy.
- Worked with Mayor and Communications and Marketing on designing 2018 Resident Attitude Survey and communicated the results to employees and the public.
- With Law Director, assisted Vice-Mayor on process for Council to recruit and select replacement Mayor when the position became vacant in March 2018 when Mayor Earl Leiken resigned to become Chief of Staff to the Cuyahoga County Executive.
- Prepared grant submission to NOPEC for replacement energy efficient boiler at the Police/Court building.
- Coordinated work of Deer Task Force including 2018 resident questionnaire and recommendations for 2018/2019 Deer Management Program.

- Oversaw recruitment of candidates to fill Economic Development Director vacancy and this managed Economic Development staff in their day to day operations during this transition.
- Worked with Mayor and Finance Department to revise the annual budget timeline and process to increase engagement with Council and the public.
- 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.
- Continued to serve 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.
- Worked closely with new Mayor appointed by Council effective April 9, 2018.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
CHIEF ADMINISTRATIVE OFFICER'S				

101 GENERAL FUND				

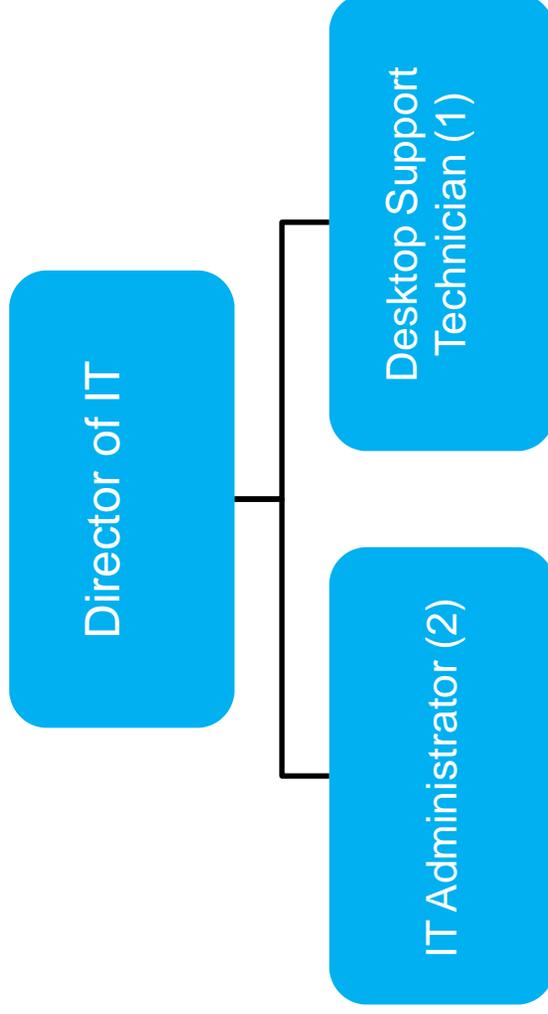
CHIEF ADMINISTRATIVE OFFICER'S				

COMPENSATION	232,315	231,765	231,976	238,090
TRAVEL & EDUCATION	1,355	1,918	5,800	5,800
CONTRACTUAL SVCS	3,010	3,332	4,172	4,172
MATERIALS & SUPPLIES	<u>2,204</u>	<u>2,322</u>	<u>4,007</u>	<u>4,007</u>
TOTAL CHIEF ADMINISTRATIVE OFFICER'S	<u>238,884</u>	<u>239,336</u>	<u>245,955</u>	<u>252,069</u>

2019 Budget Highlights

- Continue implementation of Envisio software to report on departments' annual action plans and results.
- Update Special Events permit and fee requirements and recommend ordinance changes to Council.
- Manage Sustainability Consultant and coordinate the work of Sustainability/Information Technology Committee.
- Work with Information Technology (IT) and Communication and Marketing (C&M) to select and implement public meeting live streaming system.

Organizational Chart Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	522,346	551,746	582,453	626,433	7.6%
All Funds	\$ 522,346	\$ 551,746	\$ 582,453	\$ 626,433	7.6%

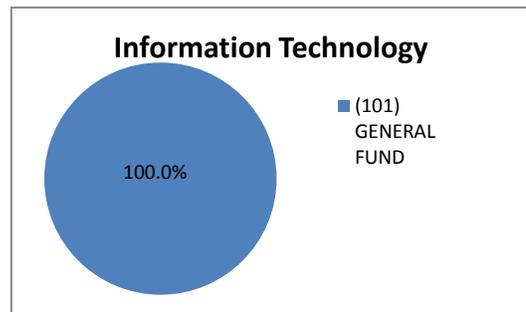
Department Description

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

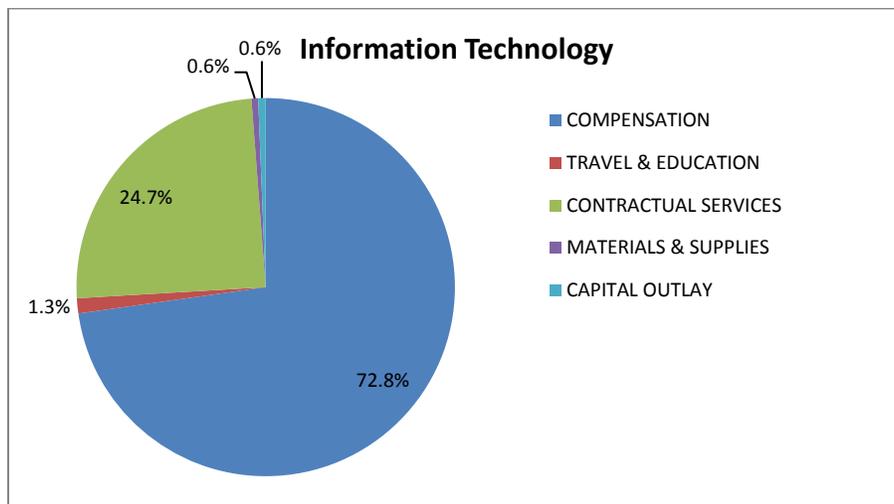
- **Help Desk** – Operate Help Desk that provides timely technical assistance to staff. Resolve hardware or software conflicts, maximizing the employee’s ability to provide services.
- **Equipment** – Maintain reliable IT equipment through a managed program of hardware service and improvements. Minimize 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.

2018 Accomplishments

- Upgraded network link with the New Heights Hillcrest Communications Center for more reliable regional dispatching services for Police and Fire.
- Help Desk Support (1,400+ requests completed; 600+ supporting Police and Fire).
- Desktop Computer Workstation replacements (36).
- Additional Computer Workstations added/deployed (12).
- Decommissioned seven mobile computer system for Shaker Heights Fire and twenty-four mobile computing systems for Shaker Heights Police.
- Completed decommission and disposal of 25 obsolete personal computers
- Configured the City’s new Email archive system.
- Upgraded the wireless networking equipment and enhanced wireless network coverage for Shaker Heights City Hall.
- Coordinated the five-year renewal of maintenance for the dark fiber (Net) that connects City buildings to the computer network.
- Completed redesign of network addressing schema and began process of re-addressing all network connected devices to improve networking performance.
- Managed program of software maintenance, coordinated renewals for backup software, virtualization software, imaging software, office productivity software and design software.
- Worked extensively with Police personnel on the deployment of additional Security Video servers and cameras.
- System Hardware Additions and Updates.
 - Implemented new network environment monitoring systems in the data centers at Fire Station #1.
 - Deployed multi-monitor setups for five additional locations, re-purposing aging equipment to benefit department users.
 - Upgraded the Personal Computer Image Deployment Server.
 - Install Desktop Scanners for Police TAC system processing.
 - Updated Network Switch Software.
 - Replaced five obsolete network printers.
 - Assisted with deployment of replacement Pitney Bowes Mail machine.
- Software Upgrades.

- Appasure Data Replication Software upgraded.
- Backup Exec Software upgrade.
- Edgeway iPrism Software upgraded.
- Trend Micro Worry Free Business Security Software upgraded.
- Barracuda Anti-Spam System Software upgraded.
- Continued Microsoft Office upgrades (2010 to 2016).
- 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 forty-five additional users.
- Managed program of telecommunications equipment maintenance and telecommunications services including for telephone system administration, invoice processing and service condition.



2016 - 2019 Budget

INFORMATION TECHNOLOGY	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
----- 101 GENERAL FUND				

 INFORMATION TECHNOLOGY

COMPENSATION	415,666	426,240	441,856	455,836
TRAVEL & EDUCATION	7,994	7,801	8,100	8,100
CONTRACTUAL SVCS	91,181	108,932	124,951	154,951
MATERIALS & SUPPLIES	3,506	4,772	3,546	3,546
CAPITAL OUTLAY	<u>3,999</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>
TOTAL INFORMATION TECHNOLOGY	<u>522,346</u>	<u>551,746</u>	<u>582,453</u>	<u>626,433</u>
TOTAL GENERAL FUND	<u><u>522,346</u></u>	<u><u>551,746</u></u>	<u><u>582,453</u></u>	<u><u>626,433</u></u>

2019 Budget Highlights

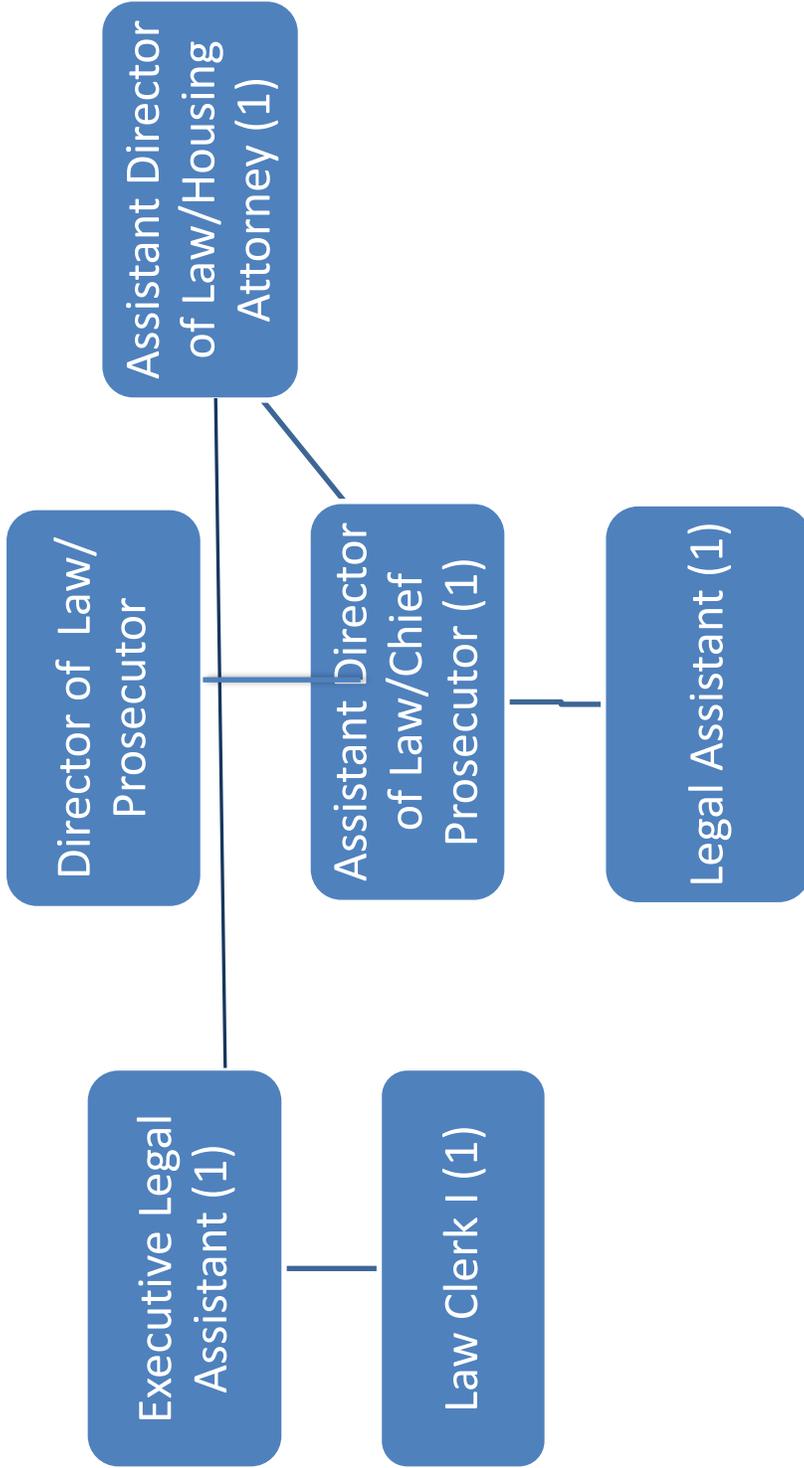
- Continue network upgrades, including expansion of the wireless networking capabilities.
- Complete implementation of replacement telecommunications system.
- Upgrade the City’s data storage networking environment.
- Upgrade file servers.
- De-commission legacy New World System servers, Red Alert system and HIDTA VPN.
- Replace network internet Firewall and Intrusion Prevention System.
- Additional \$30,000 for development of a disaster response plan for City IT operations.

2019 Capital Budget

Software – Replacement and Upgrade Assurance	\$38,000
Computer Workstation Replacements	\$36,000
Hardware – Storage Network Replacement/Upgrade	\$50,000
Timekeeping/Schedule System/Employee Self-Serve	\$95,000
Public Meeting Live Streaming System	\$51,000
Total Information Technology Capital	<u><u>\$270,000</u></u>

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**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	667,036	665,492	712,193	756,307	6.2%
Other Funds	2,362	12,344	24,074	24,384	1.3%
All Funds	\$ 669,398	\$ 677,836	\$ 736,267	\$ 780,691	6.0%

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

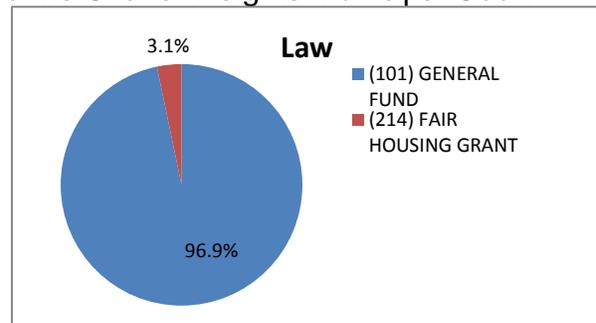
Funding Sources

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.

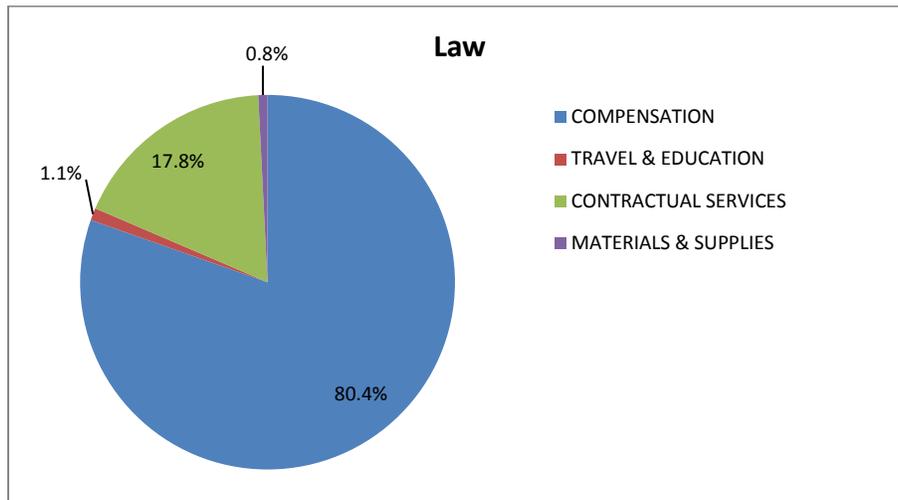
- Provide public records response coordination and training, and serve on the City's Records Commission.
- Respond to requests for technical assistance involving the Americans with Disabilities Act (ADA).
- Conduct the City's Fair Housing Program, including complaint investigation and enforcement, and 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).

2018 Accomplishments – through October 20, 2018

- **Prosecution of Traffic and Criminal Cases:** Includes the preparation and filing of thousands of misdemeanor and traffic cases, and about 100 felonies, as well as the issuance of subpoenas, review of traffic reports, and the handling of over a 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:** Provides comprehensive reviews of police vehicle pursuits, conducts internal affairs investigations reviews, and provides advice on general orders.
- **Joint Dispatch:** Serves as Law Director for the Heights Hillcrest Communications Center (HHCC). Organized monthly Board meetings, prepared agendas, minutes, and resolutions, and provided legal advice for the opening of the new emergency dispatch center for five cities.
- **Enforcement of Housing, Building, Fire, Health, and 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.

- **Fair Housing Program:** Attorneys handle receipt and investigation of complaints, and preparing charges, conciliation agreements and other documents. Attorneys schedule and handle quarterly meetings of the Fair Housing Review Board. Attorneys also organize and present trainings. Staff handle receipt and reporting on HUD grant funds. A grant of \$14,200 has been awarded for 2018-2019. In 2018, an ad was placed in Shaker Life, we participated with the Rec Dept. in a Consumer Protection Awareness Week event, participated in an event at the Shaker Heights Library on the Pulitzer-winning book, Evicted: Poverty and Profit in the American City, presented to City Council about the 50th anniversary of the Fair Housing Act this year, and coordinated participation of 8 employees in the National Civil Rights Summit at the City Club where the City received a fair Housing Award.
- **ADA:** Provide advice on handicap ramps at intersections, and for the Recreation regarding requests for accommodations for school age care and camps. Also, has coordinated the City's response to a request by a business for handicap parking along Chagrin.
- **Legislation:**
 - Prepared 102 ordinances and resolutions for presentation to Council.
 - Prepared 3 amendments to the Codified Ordinances adopted by City Council regarding: Pool and Rink fees, extensive small cellular site regulations, and a new small lot infill development amendments to the Zoning Code.
- **Contracts:** Prepared and/or reviewed over 243 contracts.
- **Utilities:** Gas Aggregation: Worked with supplier to enter into a new contract for the City's natural gas aggregation program.
- **Property Taxes:** Reviewed 52 tax bills for City-owned properties for first half of 2017, and 23 for second half of 2017.
- **Property Acquisitions and Transfers:**
 - Assisted in the acquisition of 6 properties, and transfer of 4 properties.
 - Assisted in the property transfers of a home on Winslow to the Cleveland Restoration Society, the property on Warrensville to Shaker Rocks, a small parcel in the Van Aken Center, and a condominium on Van Aken.
 - Prepared 73 land bank affidavits to advise the County of the City's interest in properties where tax foreclosures to be filed.
- **Board of Appeals:** Handled 22 appeals, with 14 appeals heard at 7 meetings.
- **Litigation:** Handled in-house – 9 lawsuits against the City and Shaker Municipal Court. Provided oversight for outside counsel – 5 lawsuits.
- **Resident Inquiries:** Handled 130 general inquiries from residents, 1 concerning the electric aggregation program, 3 concerning the gas program, 4 about ADA issues.
- **Public Records:** Handled or coordinated 66 public records requests, and the response to 6 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 2 film projects.
- **Law Department attorneys gave presentations to:** 3rd graders at Lomond School.
- Group for the Van Aken District Development Project, bi-monthly Council, 2 City Records Commission, 10 Board of Appeals, 5 Shaker Heights Development Corporation, 8 HHCC, 3 Fair Housing Review Board, and various Council Committees.
- **Weddings:** Officiated one wedding in the Mayor's absence.
- **Ribbon Run:** Established the Ribbon Run as a separate non-profit organization and trademarked its name.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
LAW DEPARTMENT				

101 GENERAL FUND				

LEGAL ADMINISTRATION				

COMPENSATION	561,118	585,328	599,143	616,782
TRAVEL & EDUCATION	79	1,200	1,300	800
CONTRACTUAL SVCS	83,441	56,889	105,950	132,650
MATERIALS & SUPPLIES	<u>22,397</u>	<u>22,075</u>	<u>5,800</u>	<u>6,075</u>
TOTAL LEGAL ADMINISTRATION	<u>667,036</u>	<u>665,492</u>	<u>712,193</u>	<u>756,307</u>
TOTAL GENERAL FUND	<u><u>667,036</u></u>	<u><u>665,492</u></u>	<u><u>712,193</u></u>	<u><u>756,307</u></u>

214 FAIR HOUSING GRANT

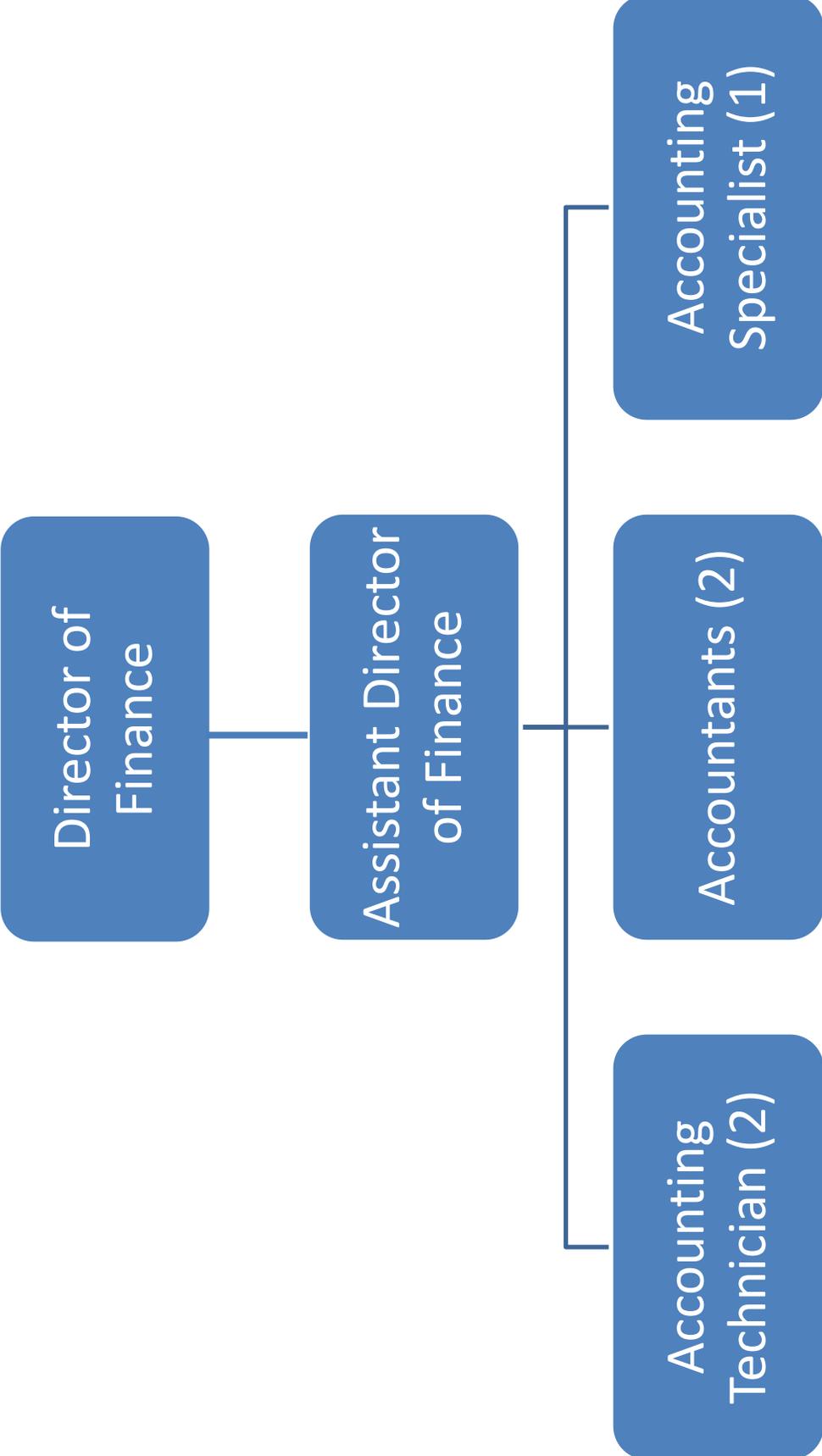
 FAIR HOUSING

COMPENSATION	0	10,149	10,470	10,780
TRAVEL & EDUCATION	1,935	400	7,500	7,500
CONTRACTUAL SVCS	427	1,795	6,000	6,000
MATERIALS & SUPPLIES	<u>0</u>	<u>0</u>	<u>104</u>	<u>104</u>
 TOTAL FAIR HOUSING	 <u>2,362</u>	 <u>12,344</u>	 <u>24,074</u>	 <u>24,384</u>
 TOTAL FAIR HOUSING GRANT	 <u>2,362</u>	 <u>12,344</u>	 <u>24,074</u>	 <u>24,384</u>
 TOTAL LAW DEPARTMENT	 <u>669,398</u>	 <u>677,836</u>	 <u>736,267</u>	 <u>780,691</u>

2019 Budget Highlights

- Overall General Fund budget increase of 6.2%
- Additional \$28,000 for outside legal services to support negotiation of 4 collective bargaining agreements which expire on 12/31/18.
- Work with Planning Department to review the City's Ordinances regulating home day care operations.
- Lead other departments' review of procedures and ordinances based on evaluation of Fernway Elementary School fire in 2018.

City of Shaker Heights
Finance Department



FINANCE DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	848,015	797,826	820,737	826,715	0.7%
Other Fund	1,008	1,398	5,000	5,000	0.0%
All Funds	\$ 849,023	\$ 799,224	\$ 825,737	\$ 831,715	0.7%

Department Description

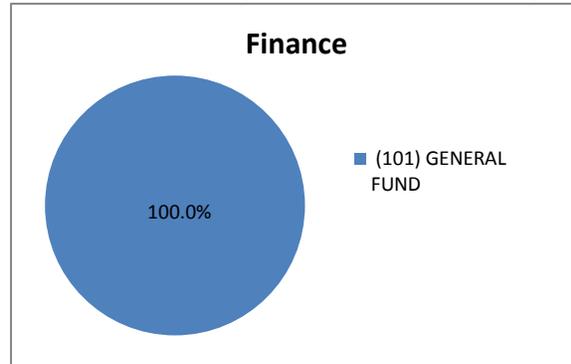
The Finance Department is responsible for the financial affairs of the City, handling the accounting, budgeting, purchasing, taxation, debt and treasury functions of the City.

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.

2018 Accomplishments

Escrow

- Finance took over the escrow function in 2017 from Huntington Bank but Huntington kept the old escrows until the City of Shaker Heights acquired them in January 2018.

MUNIS UPGRADE/open/close/training

- MUNIS opened on January 3rd and 2017 officially closed on February 2nd.
- MUNIS upgrade from version 10.5 to 11.3 was successfully installed on March 2, 2018. This version will be retired in April 2021. The last W-2's and 1099's with this version will be December 2020.
- In March, Finance and HR had two days of training with MUNIS staff to set up personnel actions for the HR module. This would enable the HR department to input personnel actions into MUNIS instead of passing around a payroll change notice (PCN). Unfortunately, the burden on the HR department was greater than expected and Finance-payroll is still doing the inputting of data and changes to personnel. In the future departments will be able to input their own personnel changes which will go to HR and payroll.
- Public Works department had their own version 11.3 webinar on work-orders.
- Three staff from the city attended the MUNIS conference in Boston, MA in April and several from the city attended the regional conference in North Olmsted in June.
- Finance department implemented position control for the payroll system. This meets the city's goal of using MUNIS effectively and efficiently. We will be using this field for budgeting and to track vacancies within the city. This is also important if the city's HR department decides to use applicant tracking. We had a two half day and a one full day webinar with MUNIS to complete the implementation and in addition 2 months of updating the position control to integrate with the employee job salary and job class.

City Audit

- The City received the Certificate of Excellence in Financial Reporting for the 2016 CAFR.
- Basic statements were filed with the State Auditor through the Hinkle system by the May 30th deadline. The City received an unmodified opinion and one management comment on the annual audit for the year ended 2017. 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 for the Audit was conducted with the Finance Committee in August by the City's auditors, Rea and Associates.

Timekeeping and Scheduling System

- Finance spent a good part of the year educating management and staff on the ExecuTime timekeeping and scheduling system to make sure the system has the features that each department needs.
- Two other timekeeping systems were reviewed. They were Aladtec (initiated by Fire) and Right Stuff (initiated by Police). Both systems had webinars for all to view and discuss.
- The conclusion was the ExecuTime offered the most flexibility and was integrated into MUNIS which will help streamline systems.

Postage Machine

- The Finance department is leasing another Pitney Bowes postage machine. We tried to go the stamps.com route but ended up finding it too cumbersome.

Pay end dates change

- Finance presented a pay end date change proposal to Mayor Leiken and the Chief Administrative Officer so that all employees would have the same pay end date. The CAO and management staff were successful getting union approval. The change happened in August when there were 3 pay dates and by changing the pay date to the following week which forced the second 3 pay month in 2018 to be in November. Everyone is now one week behind.

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

- City members attended the TIRC meeting on Thursday, May 31, 2018 at the Cuyahoga County Administration building. A pre-meeting was held on May 29th with the citizen members of TIRC.
- The city received the long awaited TIF for Shaker Plaza in the amount of \$507,942.51 and according to the Shaker Plaza TIF agreement the service payment distribution will be 76% to the schools (\$386,036.31) and 24% to RMS

(\$121,906.20). The service payments were distributed within 30 days of receipt of the funds according to the agreement. We received the funds on Aug 15, 2018. Finance worked with our consultant, the County Budget Commission, RMS and the schools to verify the funds are distributed correctly since this is the first distribution of this TIF.

Budget

- The budget process was pushed up two weeks to enable more public input and more time before the budget passes for review.
- A training session was offered once again to staff to learn how to update their budgets in the MUNIS system. We now have 100% participation in departments updating their own budgets. This worked well to meet our budget deadlines by having staff input their own changes.

Purchasing Manual updates

- Finance Department hired a consultant to begin reviewing the city's purchasing policies. Our consultant had meetings with most departments to see what processes could be improved and or streamlined. In addition, discussions revolved around the contract process and acquiring quotes. A new manual and recommendations will be completed by year end.

Bids/Contracts/telephone and vendors

- With the retirement of one of our long time staff members, we have transitioned some of her work from Senior Administrative Assistant to a new Accounting Technician. Other employees in the department have taken on more and we have reallocated other duties. In addition, the IT department contracted out the telephone system maintenance to an outside company.

HIDTA

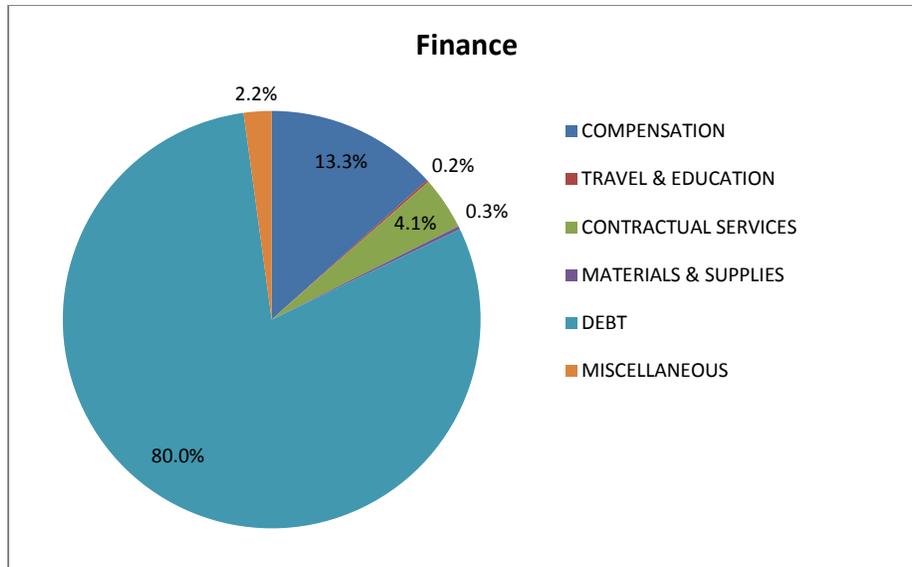
- The transition of the fiduciary responsibility for the HIDTA grant will be completed by the end of 2018 with the final payment of the 2016 grant funds. All activity has been transferred to the City of Independence.

Bond Rating and Debt transactions

- Submitted financial data and operating information to Standard & Poor's to reaffirm AA+ bond rating, and Fitch to reaffirm AAA bond rating.
- \$1.8 million of Street notes were rolled in June and will mature in 2019. Each year \$200,000 of principal payment will be made until the notes are retired.

Investments and Cash Management

- Investment earnings have grown from \$38,573 in 2015 to an estimated \$613,833 as a result of increased interest rates and making investments in Federally insured certificates of deposit and Treasury obligations.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
FINANCE DEPARTMENT				

101 GENERAL FUND				

FINANCE ADMINISTRATION				

COMPENSATION	695,582	639,402	651,617	650,020
TRAVEL & EDUCATION	7,538	3,980	8,330	8,330
CONTRACTUAL SVCS	133,223	143,799	148,100	155,675
MATERIALS & SUPPLIES	11,672	10,645	12,690	12,690
TOTAL FINANCE ADMINISTRATION	<u>848,015</u>	<u>797,826</u>	<u>820,737</u>	<u>826,715</u>
TOTAL GENERAL FUND	<u>848,015</u>	\$ <u>797,826</u>	\$ <u>820,737</u>	\$ <u>826,715</u>
604 CENTRAL SERVICES OPERATION				

FINANCE ADMINISTRATION				

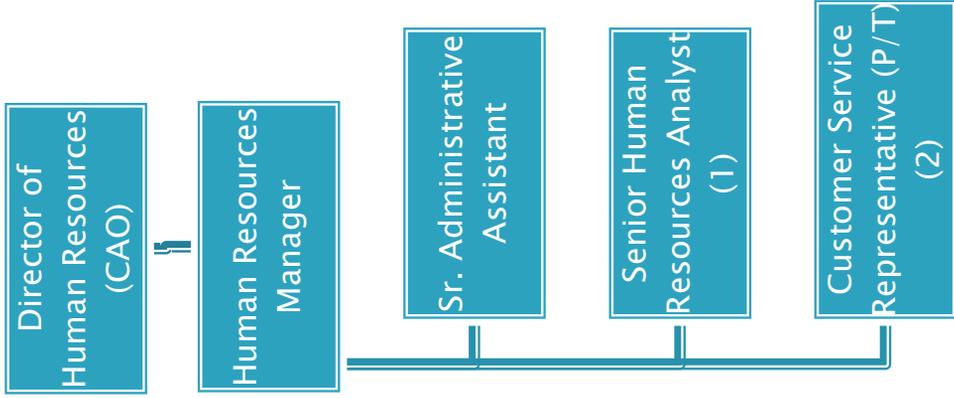
CONTRACTUAL SVCS	<u>1,008</u>	<u>1,398</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE ADMINISTRATION	<u>1,008</u>	<u>1,398</u>	<u>5,000</u>	<u>5,000</u>
TOTAL CENTRAL SERVICES OPERATION	<u>1,008</u>	<u>1,398</u>	<u>5,000</u>	<u>5,000</u>
TOTAL FINANCE DEPARTMENT	<u>849,023</u>	\$ <u>799,224</u>	\$ <u>825,737</u>	\$ <u>831,715</u>
GRAND TOTAL	<u>849,023</u>	\$ <u>799,224</u>	\$ <u>825,737</u>	\$ <u>831,715</u>

2019 Budget Highlights

- Overall general fund budget decrease of .7% due to reduction of salary for new employee and benefits from single to a waiver payment.

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**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	355,803	396,246	452,929	488,146	7.8%
Other Funds	5,485,078	5,637,009	6,011,919	6,039,328	0.5%
All Funds	\$ 5,840,881	\$ 6,033,255	\$ 6,464,848	\$ 6,527,474	1.0%

Department Description

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

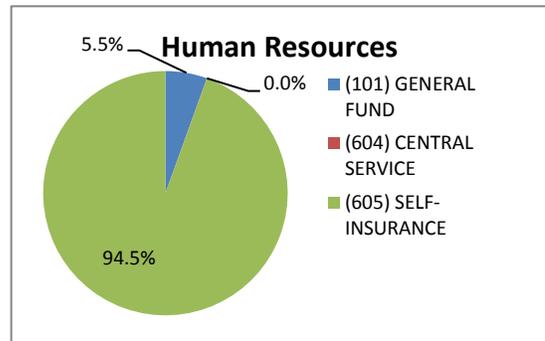
Funding Sources

General Fund

The General Fund supports all operations of the Human Resources Department

Internal Service Funds

- **Inactive Employee Benefits**
- **Risk Management**



Functions

- **Recruitment and Selection** – Coordinate recruitment and selection procedures with hiring departments for all positions to be filled. Coordinate applicant background investigations, e.g., employer references, pre-employment drug 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)

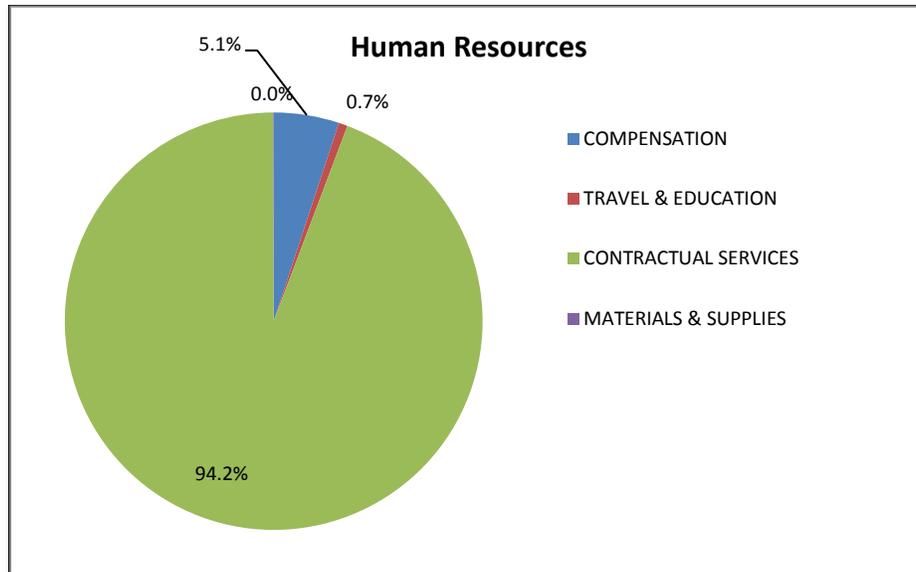
and Flexible Spending Accounts. Administer Family and Medical Leave Act policy City-wide.

- **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.

2018 Accomplishments

- Managed recruitment, interview and hiring process for all full-time, regular part-time and seasonal positions. Hired 32 employees through October (29-full-time; 3 regular part-time).
- Administered police promotional examination process for Lieutenant and Sergeant, resulting in four promotions (1 Lieutenant and 3 Sergeants).
- Nine Police Officers were hired from the 2017 Police entry-level process.
- Two Firefighters were hired from the 2017 Fire entry-level process.
- Participated in the Insurance Subcommittee of the Finance and Administration Committee established to review all City insurance plans – Risk, Workers' Compensation and Healthcare.
- Implemented a new online healthcare open enrollment process, increasing efficiency, reducing processing time and ease of use to end-user.
- Through October, provided \$16,443 in Wellness Program payments to employees for taking physicals, completing the Health Assessments, purchasing wellness items and winning quarterly raffles for doing various Wellness Activities.
- The Wellness Program for 2019 will eliminate the quarterly raffles, include payment for dental exam and increase payment amount for completing health assessment.
- The closure of the Health Department to join the Cuyahoga County Health Department required Human Resources to revise Return-to-Work procedures; arrange for pre-employment drug testing at University Hospital Occupational Health Center; schedule on-site flu shot clinics through University Hospitals and maintain health department records.
- Offered computer training in Microsoft Office to all employees.
- Revamped the monthly Lunch & Learn program to move from passive to active learning and facilitated Cupcake Day hosted by CAO to recognize employees' birthdays.
- Assisted in the implementation of a revised pay date change, including communicating the change to employees and the union leadership.

- Facilitated annual employee Winterfest luncheon and Employee Recognition program.
- Introduced monthly announcements of employees who start or end their employment with the City.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
HUMAN RESOURCES/RISK MANAGEMENT				

101 GENERAL FUND				

HUMAN RESOURCES ADMINISTRATION				

COMPENSATION	227,210	263,887	226,334	256,745
TRAVEL & EDUCATION	5,110	19,587	48,986	44,017
CONTRACTUAL SVCS	50,810	58,246	77,455	85,642
MATERIALS & SUPPLIES	1,873	1,777	2,105	2,977
MISCELLANEOUS	0	0	0	0
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL HUMAN RESOURCES ADMINISTRATION	285,003	343,497	354,880	389,381
CIVIL SERVICE				

COMPENSATION	21,469	22,250	22,993	23,709
TRAVEL & EDUCATION	0	1,060	0	0
CONTRACTUAL SVCS	47,512	28,521	74,137	74,137
MATERIALS & SUPPLIES	1,819	919	919	919
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TOTAL CIVIL SERVICE	70,800	52,749	98,049	98,765

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
HUMAN RESOURCES/RISK MANAGEMENT				
TOTAL GENERAL FUND	<u>355,803</u>	<u>396,246</u>	<u>452,929</u>	<u>488,146</u>
604 CENTRAL SERVICES OPERATION				

INACTIVE EMPLOYEE BENEFITS				

COMPENSATION	<u>2,814</u>	<u>2,433</u>	<u>2,500</u>	<u>2,500</u>
TOTAL INACTIVE EMPLOYEE BENEFITS	<u>2,814</u>	<u>2,433</u>	<u>2,500</u>	<u>2,500</u>
TOTAL CENTRAL SERVICES OPERATION	<u>2,814</u>	<u>2,433</u>	<u>2,500</u>	<u>2,500</u>
605 SELF-INSURANCE RESERVE				

RISK MANAGEMENT				

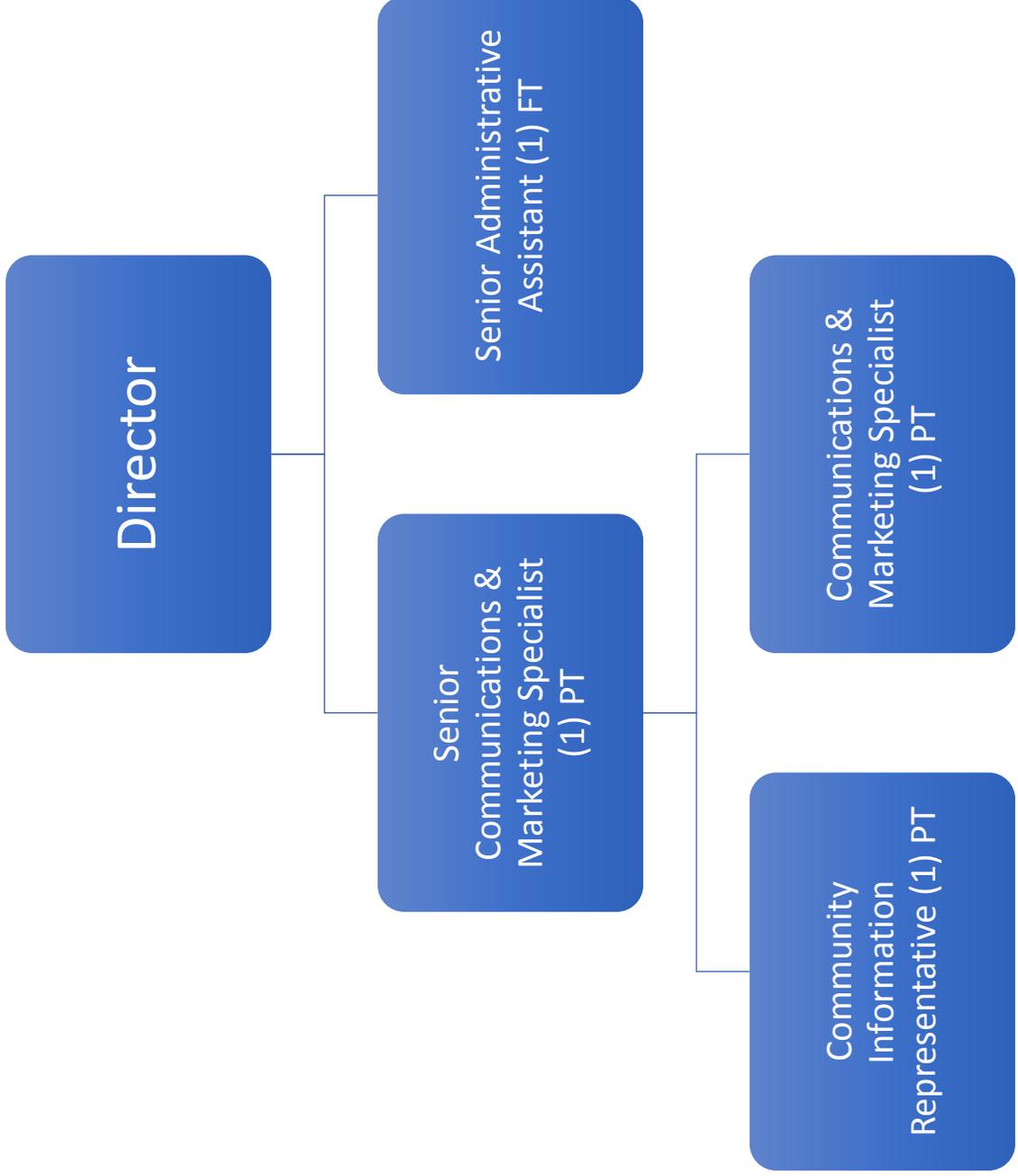
COMPENSATION	80,787	83,457	87,044	65,521
TRAVEL & EDUCATION	0	22	453	453
CONTRACTUAL SVCS	5,276,870	5,509,218	5,841,050	5,970,854
MATERIALS & SUPPLIES	866	866	872	0
MISCELLANEOUS	123,741	41,013	80,000	0
TOTAL RISK MANAGEMENT	<u>5,482,264</u>	<u>5,634,576</u>	<u>6,009,419</u>	<u>6,036,828</u>
TOTAL SELF-INSURANCE RESERVE	<u>5,482,264</u>	<u>5,634,576</u>	<u>6,009,419</u>	<u>6,036,828</u>
TOTAL HUMAN RESOURCES/RISK MANAGEMENT	<u>5,840,881</u>	<u>6,033,255</u>	<u>6,464,848</u>	<u>6,527,474</u>
GRAND TOTAL	<u>5,840,881</u>	<u>6,033,255</u>	<u>6,464,848</u>	<u>6,527,474</u>

2019 Budget Highlights

- Overall General Fund increase 7.8% Due to reallocation of salary for risk management formerly in Self-Insurance Fund.
- Employee health insurance claims budgeted at \$5.6M vs. \$5.0M in 2018 based on actuary's recommendation.
- Facilitate Police Entry Level examination Process
- Facilitate Fire promotional examination process.
- Provide online sexual harassment training to all employees and supervisors. Include sexual harassment training in the new employee onboarding process.
- Update onboarding process and coordinate training on new procedures. Add electronic process to streamline resumes to hiring managers.

- Work with Insurance Subcommittee of the Finance and Administration Committee.
- Facilitate annual employee Winterfest luncheon and Employee Recognition Program.
- Use MUNIS to record certifications and degrees earned by employees.
- Use City's website for Open Enrollment and employee communications.
- Contract with a Consultant to update the non-bargaining employee compensation and classification plan.

City of Shaker Heights Communications & Marketing Department



COMMUNICATIONS AND MARKETING DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	697,444	754,374	811,730	822,392	1.3%
Other Funds	-	-	-	-	
All Funds	\$ 697,444	\$ 754,374	\$ 811,730	\$ 822,392	1.3%

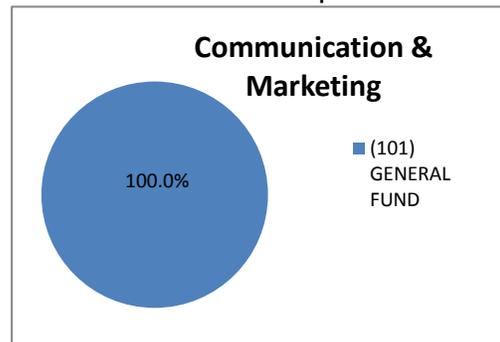
Department Description

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.

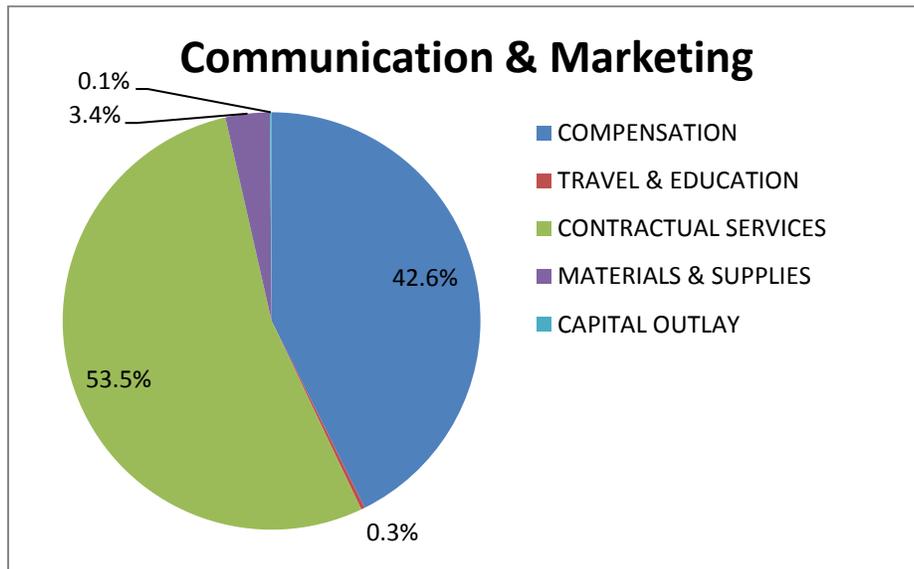


Functions

- Develop and implement marketing plans which identify Shaker Heights as a desirable destination for relocation by residential and commercial populations that value a walkable and cosmopolitan city with superior schools, quality amenities and a commitment to future growth. Provide relocation services to prospective residents who wish to tour or learn more about the City and the Schools.
- Develop and implement marketing plans which target companies whose new hires can be encouraged to relocate to Shaker Heights.
- Provide marketing services to promote the Housing & Neighborhood Plan.
- Provide opportunities to communicate with Shaker residents: Publish Shaker Life magazine and manage its companion website: www.shaker.life as well as the City's main website: shakeronline.com, to educate and inform residents, prospective residents, business owners and all other users. Employ the full spectrum of marketing communications tools (programs and events, public relations via local, national and social media channels, and Ecommunications) to highlight the Shaker brand to prospective and current residents, and the business community, and to be responsive to hot-button issues and questions. Seek new opportunities to provide topics of interest for ENews.
- Provide Communications/Marketing consultation to City departments. Create marketing/promotion plans for events, brochure production, recruitment, etc., as needed. Seek opportunities and provide content for promotion of staff and projects for awards and distinctions and in response to survey requests.
- Provide marketing consultation to the Shaker Heights Development Corporation (SHDC) as staff of the Board.

2018 Accomplishments

- Completed the remainder of the \$90,000 contract (begun in October 2017) to market the Van Aken District through a series of public events promoting gathering, shopping and dining in the District. Worked with a number of future tenants, including CLE Clothing Company, Stump, Double Rainbow, Mitchell’s, Jonathon Sawyer and Genuine Pizza to engage the community.
- Worked to market the various component parts of the National Endowment for the Arts “Our Town” \$50,000 grant awarded to the Moreland Rising project.
- Contracted with Civic Plus to reboot the shakeronline website. Worked to establish a new design, navigation, and content.
- Continued to provide marketing and public relations support as needed to the Van Aken District development, the Moreland Rising initiatives, to the SHDC and to various city departments (i.e., recruitment efforts, Shaker Makers, recycling, etc.).
- Added Shop the Block, a new feature, to Shaker Life to highlight retail and service businesses throughout the City’s commercial areas.
- Conducted an RFP to select a designer for Shaker Life. Of the four submissions, selected the same designer as previously based on value and quality.
- Contracted with shark&minnow to complete a refresh of the Shaker brand in the final quarter of 2018.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
COMMUN & MARKETING				

101 GENERAL FUND				

PUBLIC OUTREACH				

COMPENSATION	320,203	324,910	339,985	350,647
TRAVEL & EDUCATION	3,100	7,195	2,492	2,492

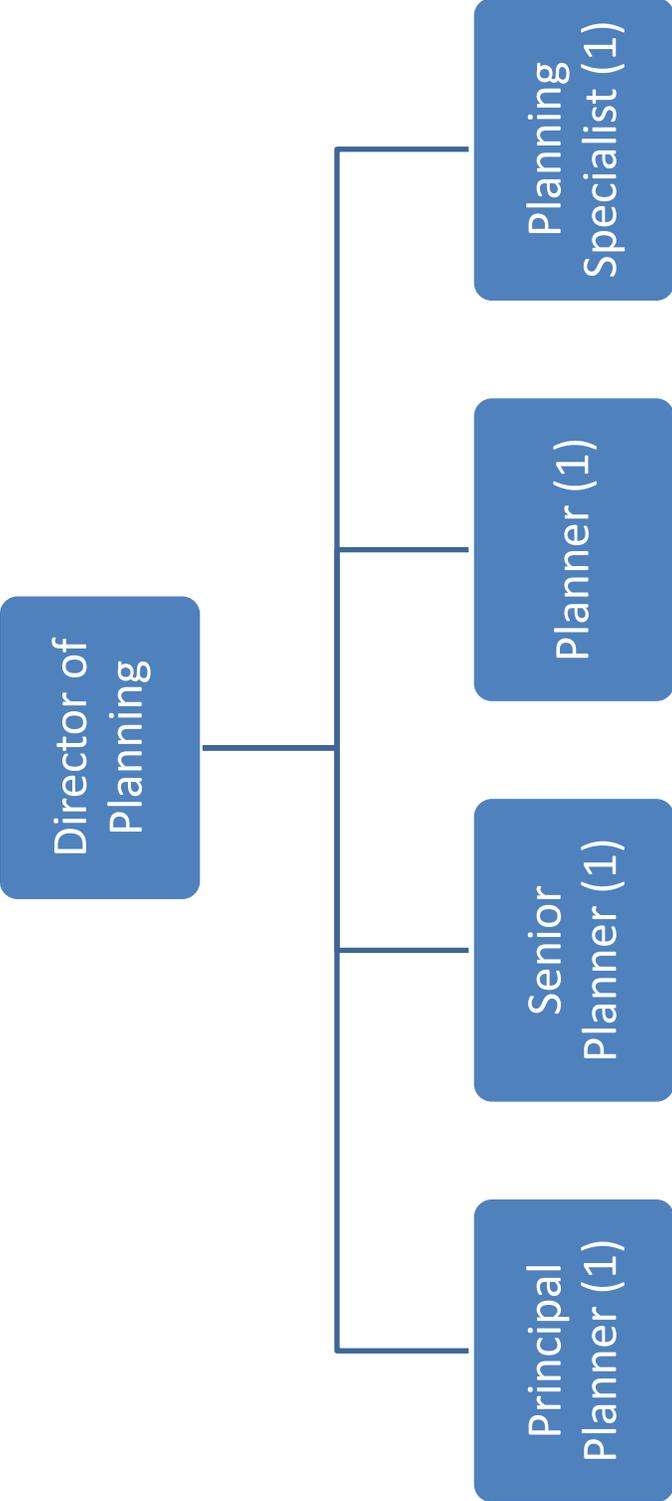
	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
COMMUN & MARKETING				
CONTRACTUAL SVCS	153,464	208,779	240,338	240,338
MATERIALS & SUPPLIES	3,301	4,355	4,571	4,571
CAPITAL OUTLAY	0	489	1,000	1,000
TOTAL PUBLIC OUTREACH	480,068	545,728	588,386	599,048
SHAKER LIFE				

CONTRACTUAL SVCS	196,270	189,477	199,697	199,697
MATERIALS & SUPPLIES	21,106	19,170	23,647	23,647
TOTAL SHAKER LIFE	217,377	208,646	223,344	223,344
TOTAL GENERAL FUND	697,444	754,374	811,730	822,392
TOTAL COMMUN & MARKETING	697,444	754,374	811,730	822,392

2019 Budget Highlights

- Overall General Fund increase of 1.3%.
- Develop and roll out a campaign to introduce the new website to the community.
- Work with shark&minnow under a new two-year contract for development of a residential Attract and Retain campaign. The firm will provide consultation on content and design of marketing materials including print advertising, a direct mail campaign, and social media campaigns.
- Develop marketing campaign for the Housing & Neighborhood Plan’s Moreland infill project, as needed and requested.
- Develop marketing campaign for economic development purposes as needed and requested.
- Provide marketing services to Arts Van Aken on behalf of the SHDC to promote programming and connect it to the SHDC mission.

City of Shaker Heights Planning Department



PLANNING DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	746,375	606,425	703,653	757,364	7.6%
Other Funds	107,449	27,500	230,351	104,000	-54.9%
All Funds	\$ 853,824	\$ 633,925	\$ 934,004	\$ 861,364	-7.8%

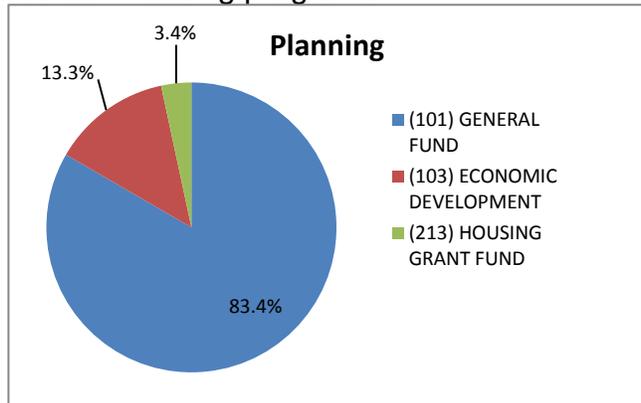
Department Description

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.

2018 Accomplishments

Van Aken District

- Assumed project management for the Van Aken District redevelopment project with the resignation of the Economic Development Director, including

management of owner's representative, team meeting coordination, liaison with RMS, the developer.

- Worked on final agreements with RMS including: license agreement, encroachment permit, security plan, and maintenance plan. Agreements needed for final payments.
- Worked with Owner's Representative to certify final RMS's payment request.
- RMS first phase opened offices on June 1, 2018.
- RMS first phase retail – first stores opened in October, 2018, with Market Hall to open in mid-November 2018.
- Tuttle Road complete after years of work to clear the way by RTA substation demolition and RTA pole removals to avoid a pole in the “middle of a new road”. Negotiated RTA work.
- Meade Road and Walker Roads complete.
- First events took place at Van Aken District including:
 - Sunset Markets
 - East Side Flea
 - Shaker Heights Development Corporation fundraiser
- Utility coordination with CEI resulted in the bioswale proceeding to construction as a pole needed to be moved. Two new poles set to replace it.
- RFP for financial analyst to do TIF analysis for potential new TIF districts.
- Farnsleigh Path and Streetscape—Construction complete except in front of B-1 building. Very difficult to manage coordination with RMS construction. To include 10 foot wide walk/multi-purpose path, lighting and landscaping.
- Warrensville Path and Streetscape—received \$2.4M in funding including a \$1.5M grant from NOACA to construct a multipurpose path and pedestrian amenities from Scottsdale to Thornton Park. Completed engineering and design; construction in 2019.
- Worked with LANDStudio and the Public Art Committee to select public art works for the district. First artwork to be installed Spring 2019. Began artist selection process for signature artwork.
- Design Review caseloads skyrocketed at ABR, CPC Working Group and CPC. Reviewed and approved Local Sign District for tenants and district signage. Reviewed storefront and signage design for: Suburban Pediatrics, Genuine Pizza, See Eyewear, GrooveRyde, Andrews Colour, Bonobos, Eddy's Barber Shop, McGlinchey Stafford (sign only), ABA Insurance (sign only), Shaker Rocks (sign only), Cleveland Clothing Company, Whiskey Grade, Brassica, Xhibition, Manifest, Mitchell's Ice Cream (sign only), Double Rainbow (sign only), Room Service (sign only), Upstairs (signs only), two white box storefronts and temporary storefront banners, Market Hall – C-4 building (signage only).
- RTA demolished the substation making way for Tuttle Road to be completed in the spring. Ongoing RTA coordination on the new substation and comfort station.
- Hired GPD to create plans for additional landscaping, benches and shade for RTA busway.
- New Wendy's approved by City Planning Commission, Board of Zoning Appeals and Architectural Board of Review after numerous public hearings, meetings, and

City Planning Commission Working Group meetings. Persisted and achieved a silver “blade” element instead of Wendy’s signature red color.

- Shaker Rocks climbing gym approvals by Architectural Board of Review and City Planning Commission; broke ground and construction underway. March 2019 opening planned.

Transit Village

- Townhomes of Van Aken has nearly completed construction of the second building in this \$6M, 27 townhome, development.
- A total of 7 units have been sold – 5 in Building A and 2 in Building B.

Shaker Town Center and Lee Road Corridor

- Lee Road Enhancement—working with SHDC to implement streetscape improvements at the Hampstead intersection.

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

- All Boards saw a large case load and staff approvals with 1,022 in 2017 and 927 cases in 2018 (January through September). Reviewed notable projects: Van Aken District storefronts and signage; Wendy’s; Shaker Rocks.
- Processed the first ever Type A day care application with 3 public hearings; Held City Planning Commission and Neighborhood Revitalization and Development work sessions on proposed code changes to Type B and Type A day care homes.

Grants – prepared and submitted 6 grant applications totaling \$1.5M.

- NOACA TLCI Implementation Grant - \$200,000 for Warrensville /Shaker Boulevard Intersection Pedestrian Improvements (pending).
- Certified Local Government - \$14,255 for rehabilitation of 18520 Winslow Road(funded).
- BUILD Federal Transportation Grant - \$1M for design of new Van Aken District RTA Station (pending).
- National Endowment for the Arts - \$75,000 for signature public artwork in the Van Aken District (pending).
- 2018 State Capital Budget - \$168,000 for Thornton Park Connections (not funded).
- Cuyahoga County CDSG Grant - \$50,000 for project to be determined.

Traffic Studies

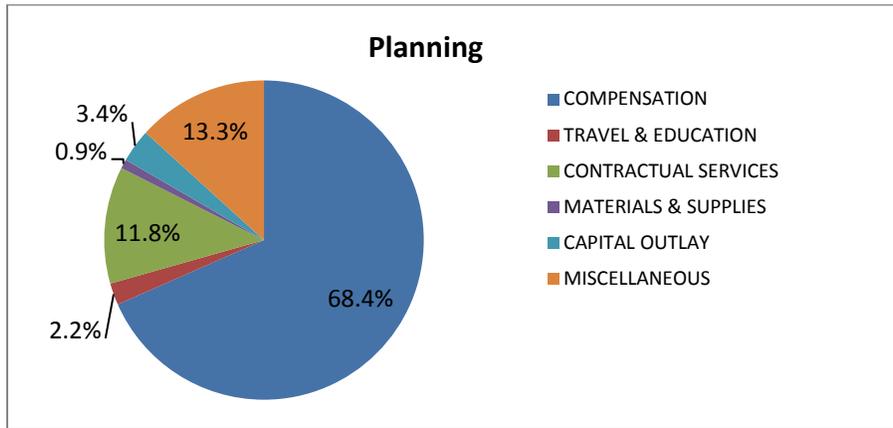
- Completed traffic study of the Van Aken District, along Warrensville and Chagrin, to ensure smooth traffic flow when project opens. Applied for grant funds to implement recommendations.
- Completed traffic study of the Lee/Van Aken intersection to improve safety at this intersection. Worked with Police and Public Works to implement recommendations; coordinated public meeting.

Moreland District

- Amended zoning code to add a Small Lot Infill District (SLID), an infill housing overlay district for Moreland to accommodate new housing types as a result of the Moreland Infill Competition. Reviewed one new house under this code.

Miscellaneous

- Drafted RFP for sustainability consultant.
- Drafted RFP for a Joint Facilities Study consultant for city, schools and library.
- Worked with inter-agency team.
- Drafted RFP and hired consultant for the City Hall Space Study and led interdepartmental team.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
PLANNING				

101 GENERAL FUND				

PLANNING & DEVELOPMENT ADMINIS				

COMPENSATION	320,699	346,688	359,935	358,920
TRAVEL & EDUCATION	4,968	6,404	15,987	16,477
CONTRACTUAL SVCS	33,521	57,395	33,625	132,557
MATERIALS & SUPPLIES	<u>2,706</u>	<u>2,282</u>	<u>2,686</u>	<u>3,509</u>
TOTAL PLANNING & DEVELOPMENT ADMINIS	<u>361,895</u>	<u>412,770</u>	<u>412,233</u>	<u>511,463</u>
PLANNING AND ZONING COMMISSION				

COMPENSATION	54,504	56,708	58,068	59,867
TRAVEL & EDUCATION	245	100	403	403
CONTRACTUAL SVCS	3,754	3,680	4,134	4,134
MATERIALS & SUPPLIES	1,481	1,218	1,772	1,675
MISCELLANEOUS	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>

PLANNING	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
TOTAL PLANNING AND ZONING COMMISSION	<u>59,984</u>	<u>61,706</u>	<u>64,377</u>	<u>66,079</u>
LANDMARK COMMISSION				

COMPENSATION	10,326	10,717	10,986	11,335
TRAVEL & EDUCATION	0	0	700	350
CONTRACTUAL SVCS	0	160	19,992	19,992
MATERIALS & SUPPLIES	<u>709</u>	<u>580</u>	<u>973</u>	<u>965</u>
TOTAL LANDMARK COMMISSION	<u>11,035</u>	<u>11,457</u>	<u>32,651</u>	<u>32,642</u>
ARCHITECTURAL BOARD REVIEW				

COMPENSATION	97,138	100,724	107,229	109,807
TRAVEL & EDUCATION	4	0	3	103
CONTRACTUAL SVCS	87	43	56	166
MATERIALS & SUPPLIES	886	978	1,129	1,129
MISCELLANEOUS	<u>50</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL ARCHITECTURAL BOARD REVIEW	<u>98,166</u>	<u>101,745</u>	<u>108,417</u>	<u>111,205</u>
HOUSING ASSISTANCE PROGRAMS				

COMPENSATION	61,510	0	0	0
TRAVEL & EDUCATION	82	0	0	0
CONTRACTUAL SVCS	14,370	18,749	85,975	35,975
MATERIALS & SUPPLIES	50	0	0	0
MISCELLANEOUS	<u>67,380</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL HOUSING ASSISTANCE PROGRAMS	<u>143,392</u>	<u>18,749</u>	<u>85,975</u>	<u>35,975</u>
HOUSING AND ACCESSIBILITY GRANT				

MISCELLANEOUS	<u>71,903</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL HOUSING ASSISTANCE PROGRAMS	<u>71,903</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL GENERAL FUND	<u><u>746,375</u></u>	<u><u>606,425</u></u>	<u><u>703,653</u></u>	<u><u>757,364</u></u>

PLANNING	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
103 ECONOMIC DEVELOPMENT				

PLANNING & DEVELOPMENT ADMINIS				

MISCELLANEOUS	0	25,000	54,000	104,000
TRANSFERS OUT	<u>0</u>	<u>0</u>	<u>150,000</u>	<u>0</u>
TOTAL PLANNING & DEVELOPMENT ADMINIS	<u>0</u>	<u>25,000</u>	<u>204,000</u>	<u>104,000</u>
TOTAL ECONOMIC DEVELOPMENT	<u><u>0</u></u>	<u><u>25,000</u></u>	<u><u>204,000</u></u>	<u><u>104,000</u></u>
213 HOUSING GRANT FUND				

TRANSIT VILLAGE ENERGY PRGRAM				

CAPITAL OUTLAY	<u>76,450</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL TRANSIT VILLAGE ENERGY PROGRAM	<u>76,450</u>	<u>0</u>	<u>0</u>	<u>0</u>
FIRST SUBURBS DEVL CORP				

CAPITAL OUTLAY	<u>17,802</u>	<u>2,500</u>	<u>26,351</u>	<u>0</u>
TOTAL FIRST SUBURBS DEVL CORP	<u>17,802</u>	<u>2,500</u>	<u>26,351</u>	<u>0</u>
213 HOUSING GRANT FUND				
ADDITIONS & IMPROVEMENTS	<u>13,197</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>107,449</u>	<u>2,500</u>	<u>26,351</u>	<u>0</u>
TOTAL HOUSING GRANT FUND 213	<u><u>120,646</u></u>	<u><u>2,500</u></u>	<u><u>26,351</u></u>	<u><u>0</u></u>
TOTAL PLANNING	<u><u>853,824</u></u>	<u><u>633,925</u></u>	<u><u>934,004</u></u>	<u><u>861,364</u></u>
GRAND TOTAL	<u><u>853,824</u></u>	<u><u>633,925</u></u>	<u><u>934,004</u></u>	<u><u>861,364</u></u>

2019 Budget Highlights

- Overall general fund budget increase of 7.6%.

Van Aken District

- Warrensville streetscape 2019 construction.
- Grant applications to complete Warrensville Path and for Public Art.

- Van Aken District design review and on-going construction as first phases continue to be built out.
- RTA negotiation on substation and comfort station.

Traffic Studies

- Implementation of Traffic Study recommendations pending availability of funding.

Miscellaneous

- Implement City Hall Space Study through proceeding to working drawings and construction.
- \$50,000 for City share of City/Schools/Library joint facilities planning.
- \$50,000 for design of pilot project for new Lee Road Streetscape.

Organizational Chart
Neighborhood Revitalization Department



NEIGHBORHOOD REVITALIZATION DEPARTMENT

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	339,133	286,934	262,222	280,554	7.0%
Other Funds	7,623	-	-	-	-
All Funds	\$ 346,756	\$ 286,934	\$ 262,222	\$ 280,554	7.0%

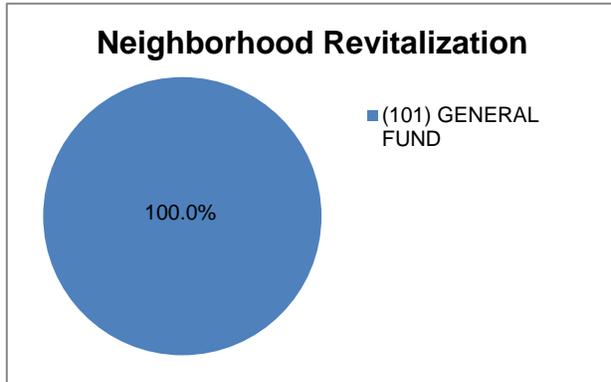
Department Description

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. Implement Moreland Rising project.
- **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.

2018 Accomplishments

Strengthening Neighborhoods:

- **Moreland Rising**
 - **Community activities:** Scavenger Hunt, Porch Decorating Contest, teen video contest, 8 newsletters produced, 2 youth podcasts, SAMS youth art project at Hildana Park.
 - **Placemaking:** Public art competition completed; Gateway Public art construction underway for installation in Hildana Park by end of the year, three pieces of temporary art installed on vacant lots.
 - **Moreland history project:** 12 oral histories completed & publicized; 15 neighborhood historical subjects researched and published; architectural survey of homes completed; coloring book of Moreland history created; history webpage completed.
 - **Awarded \$150,000 CDBG grant for park improvements at Chelton and Hildana.**

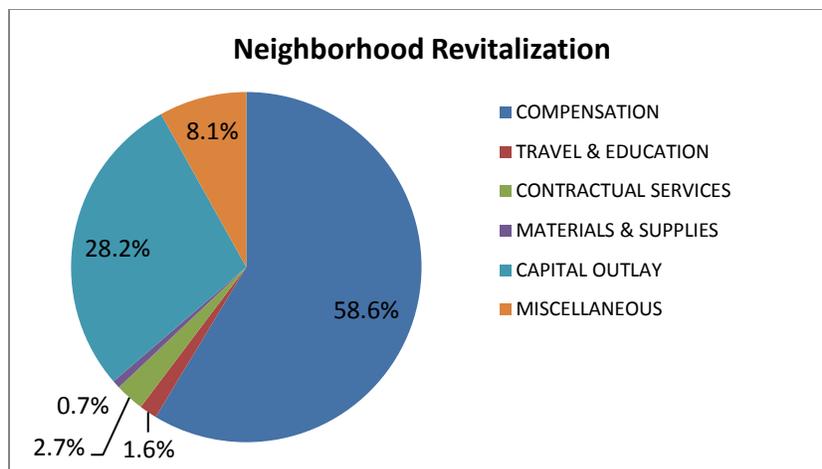
- **Infill**
 - Small Lot Infill Development zoning put in place, and infill design guidelines modified to reflect neighborhood market dynamics.
 - Approval process for two Knez home designs underway. Expected to be completed by end of year.

Strengthening the Tax Base:

- **Renovations:**
 - Three (3) properties rehabbed & sold through Shaker Renovator program, creating \$1,144,999 of new property value; one (1) property is under rehab.
 - One (1) deed in escrow project completed.
 - Thirteen (13) Heritage Home Loans signed totaling \$785,973 of investment in rehabbing homes.
- **Improved tax collection:**
 - Sent two sets of letters to tax delinquent owners. As a result of first mailing in March, 36% took action, \$59k was collected, and the number on payment plans doubled.
 - Sent a letter to homeowners potentially eligible for the homestead exemption.
 - Held an outreach event with County staff for tax delinquent owners.
 - Identified potential properties for 2019 tax lien sale.

Prevent Vacancy, Abandonment & Blight:

- Acquired 7 low value properties (1 two family & 6 vacant lots): one (1) donation, one (1) conveyance in lieu of foreclosure and five (5) through tax foreclosure.



2016 - 2019 Budget

	<u>ACTUAL 2016</u>	<u>ACTUAL 2017</u>	<u>BUDGET 2018</u>	<u>BUDGET 2019</u>
NEIGHBORHOOD REVITALIZATION				

101 GENERAL FUND				

NEIGHBORHOOD REVITALIZATION AD				

COMPENSATION	144,177	153,227	153,793	158,125
TRAVEL & EDUCATION	2,205	1,725	4,300	4,300
CONTRACTUAL SVCS	2,239	3,144	6,998	6,998
MATERIALS & SUPPLIES	1,212	1,094	1,915	1,915
MISCELLANEOUS	60	1,001	0	0
CAPITAL OUTLAY	<u>149,047</u>	<u>105,943</u>	<u>74,000</u>	<u>88,000</u>
TOTAL NEIGHBORHOOD REVIT AD	<u>298,939</u>	<u>266,134</u>	<u>241,006</u>	<u>259,338</u>

HERITAGE HOME LOAN				

MISCELLANEOUS	<u>20,000</u>	<u>20,800</u>	<u>21,216</u>	<u>21,216</u>
TOTAL HERITAGE HOME LOAN	<u>20,000</u>	<u>20,800</u>	<u>21,216</u>	<u>21,216</u>

SIDE LOT INCENTIVE				

MISCELLANEOUS	<u>20,193</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SIDE LOT INCENTIVE	<u>20,193</u>	<u>0</u>	<u>0</u>	<u>0</u>

TOTAL GENERAL FUND	<u><u>339,133</u></u>	<u><u>286,934</u></u>	<u><u>262,222</u></u>	<u><u>280,554</u></u>

103 ECONOMIC DEVELOPMENT				

NEIGHBORHOOD REVITALIZATION AD				

CONTRACTUAL SVCS	<u>7,623</u>	<u>0</u>	<u>0</u>	<u>0</u>
	<u>7,623</u>	<u>0</u>	<u>0</u>	<u>0</u>

TOTAL ECONOMIC DEVELOPMENT	<u><u>7,623</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

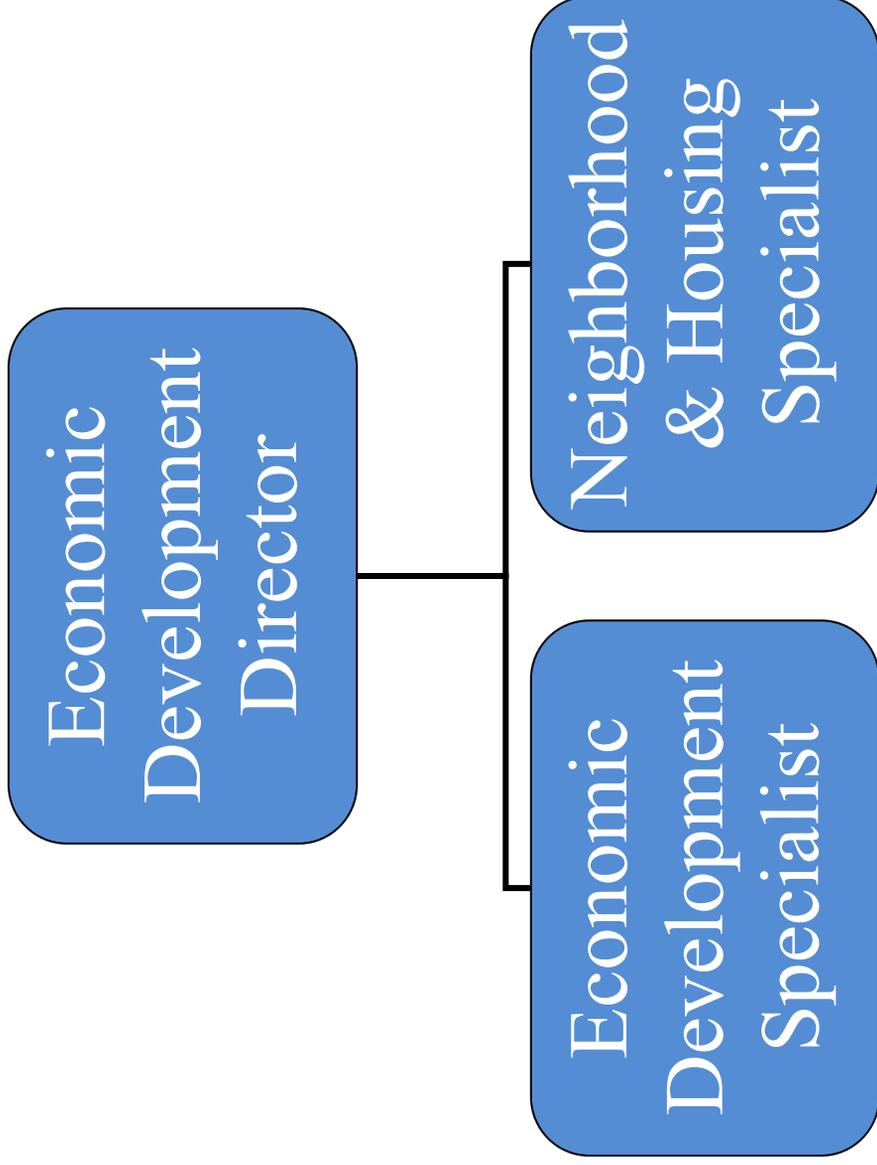
TOTAL NEIGHBORHOOD REVITALL FUNDS	<u><u>346,756</u></u>	<u><u>286,934</u></u>	<u><u>262,222</u></u>	<u><u>280,554</u></u>

2018 Budget Highlights

- Overall general fund increase of 7%.
- Continue implementation of ongoing programs under 2015 Housing and Neighborhood Plan:
 - Shaker Renovator & Private Purchase Rehab program
 - Land banking & Side Lot program
 - Cleveland Restoration Society - Heritage Home Program \$21,216.
 - Monitoring of tax lien sales & their inventory
 - Infill Housing:
 - Implementation of Knez infill project.
 - Negotiate with additional developers to build infill houses.
 - Work with financial institutions on financing tools for buyers.
 - \$30,000 for infill marketing campaign.
 - Moreland Rising:
 - Seek funding for historical markers
 - \$30,000 for energy efficiency program for existing homeowners
 - \$3,000 for grants
 - Delinquent Tax Collection
 - \$25,000 to develop & implement early intervention program

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Organizational Chart Economic Development



ECONOMIC DEVELOPMENT DEPARTMENT

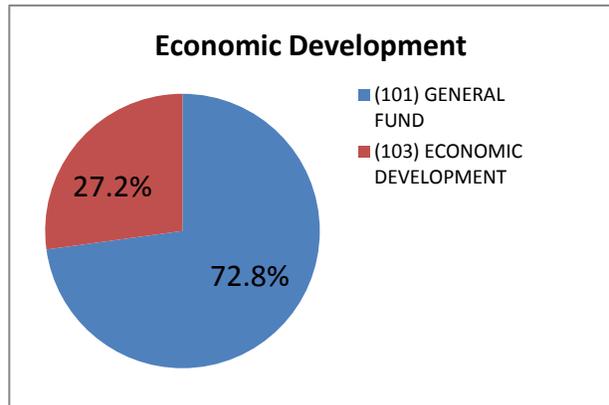
	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund	454,231	571,159	800,568	890,833	11.3%
Other Funds	817,485	1,482,540	1,149,373	297,739	-74.1%
All Funds	\$ 1,271,716	\$ 2,053,699	\$ 1,949,941	\$ 1,188,572	-39.0%

Department Description

The Economic Development Department's goal is to bring the character and quality of Shaker Heights' neighborhoods into the commercial districts. The department works with professional and retail businesses to grow their companies in Shaker Heights and serves as a first point of contact for businesses interested in moving into the community. Programs like the Vision Fund and Shaker Partnership Loan are in place to incentivize property owners to make building improvements and invest in their business operations. Developers and brokers are encouraged to look to the Economic Development Department as a resource in working with 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 businesses from early stage business location selection through opening their doors to the public and operating their business. Additionally, the Department provides financial incentives to support business growth and overall commercial district vitality.



The Department 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.

Shop Shaker is a program that brings the two stakeholder groups (businesses and residents) together to support the Shaker business community by encouraging shopping local for retail and services.

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, SBA Shaker Partnership loans, Storefront Renovation grants, other small business grants, and property purchases.

Functions

- **Business Attraction** - Attract businesses that fall within the Economic Development Plan industry segments: Ambulatory Care; Professional Services Technology including information services; and Design & Engineering. Develop relationships with brokers and property owners. Market the Vision Fund Forgivable Loan Program and SBA Partnership Loan.
- **Business Retention and Expansion and Relationship Building** – Foster City's relationship with large employers. Continue Van Aken District and Chagrin/Lee Merchant and Business owner meetings to strengthen the burgeoning business community in partnership with the Shaker Heights Development Corporation (SHDC) On-going participation in Heights Hillcrest Regional Chamber of Commerce (HRCC) programming.
- **Financial Incentives & Programs** - Commercial Development Financing Tools. Identify financing and development partners for Van Aken district and Lee Road. Develop a Commercial Building Revitalization incentives such as a storefront renovation program. Pursue County, State, Federal and Foundation financing programs.
- **Marketing** – Work with Communications & Marketing Department on commercial district and business support campaigns such as Small Business Saturday and Chagrin Lee District brochure.
- **Real Estate Development:** Project manager for the Van Aken District Development. Market the surrounding Van Aken Development Sites. Work with the Shaker Heights Development Corporation on the development of the Chagrin Lee area.
- **Shaker Heights Development Corporation** - Assist with business development and fundraising.
- **Housing and Neighborhood Engagement** – Develop and administer housing programs to strengthen the community's housing stock. Support community-building practices in the Moreland and Lomond neighborhoods.

2018 Accomplishments

Housing

- Completed six educational workshops with Home Repair Resource Center. Three of these were hands-on classes allowing residents to learn home repair from a professional. Thanks to improved marketing, attendance at these events increased by 61% compared to 2017.
- Successfully completed eight home repair projects funded by the Federal Home Loan Bank of Cincinnati's *Carol M. Peterson Housing Fund* representing \$53,600 in home improvement work. Compared to 2017, the number of successful projects doubled. In addition, streamlining the process cut down substantially on the staff time spent overseeing this program.
- Administered approximately \$25,400 in home repair grants that assist residents to correct code violations and address emergency repairs.

- Hosted *Senior Housing Options: Planning for your Future* in collaboration with the Shaker Heights Public Library to help aging residents obtain information on legal planning, aging-in-place, downsizing, and beyond. Twenty vendors and three topic-specific speakers were present. More than 60 residents attended the event.

Neighborhood Engagement

- Continued Neighbor Night in Moreland with an average monthly attendance of thirty-seven adults plus children.
- Continued to build resident leaders in the Moreland neighborhood through group leadership trainings, small group conversations, and one-on-one coaching. This resulted in a significantly improved resident network leading to increased cooperation on ideas, improved resident-to-resident support, and less City staff time spent planning and executing neighborhood events.
- Assisted Moreland on the Move Community Association to develop and complete a spring plant giveaway. This project was the Association's first grant-funded project under current leadership. The event brought together youth, adults, and seniors in collaboration and communication with one another. Seventy households were reached and the Association plans to seek grant funding to continue this event in future.
- Assisted the Lomond neighborhood to develop and implement a *Welcome Home to Lomond* campaign to welcome new homeowners and renters to the neighborhood.
- Convened a group of community development practitioners working at other Shaker institutions including the Shaker Library and Shaker Schools for monthly meetings in order to share ideas, collaborate, and prevent duplication of services.
- Completed professional trainings in Appreciative Inquiry and Restorative Practices.
- Began participation in Cohort XII of the Neighborhood Leadership Development Program, a yearlong seminar that develops leadership at the resident level.

Economic Development

Van Aken District

- Actively marketed Van Aken District commercial spaces, working in concert with RMS and other property owners.
- Participated in Van Aken Merchant and Property Owner quarterly meetings.
- Participated in the development of Van Aken District events such as Bloom & Buzz and BBQ @ VAD.

Chagrin Lee District

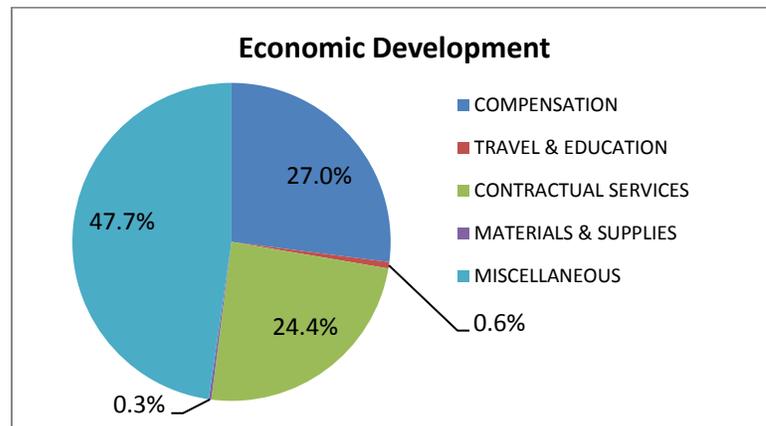
- Actively marketed Chagrin Lee District commercial spaces in partnership with SHDC.
- Created a property ownership tracking and land use map for Lee Road.

Financial Incentives

- Vision Funds loans for ABA Insurance, McGlinchey Stafford, Mannick & Smith Group and Shaker Rocks.
- SBA Shaker Partnership Loans completed for Core Life Chiropractic, Luster Gift Boutique, Spice for Life, Banter and Nature’s Oasis with 4-5 additional loans in the pipeline going into 2019.
- Administered design assistance program for Lee Road property owners, providing design specialist expertise for two formerly underutilized and/or vacant properties.

Business Support

- Hosted the 5th annual SH-BAM, Shaker Heights Business Appreciation Mixer.
- Organized and promoted Shop Small campaign for Small Business Saturday.
- Hosted the 2nd Shaker Maker program to demonstrate the intersection of business and the maker movement, highlighting local businesses with special focus on the home based business market and young entrepreneurship programming.
- Organized business participation in the annual Memorial Day parade.
- Launched new Available Properties database (LOIS) on Shakeronline.com in partnership with HRCC.
- Participated in HRCC’s annual Business Expo and engage with the member-cities as a member of the Civic Involvement-Economic Development Committee.
- On-going participation in the First Suburbs Development Council.



2016 – 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
----- 101 GENERAL FUND ----- HOUSING ASSISTANCE PROGRAM -----				

2016 – 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
MISCELLANEOUS	0	63,795	75,000	75,000
TOTAL HOUSING ASSISTANCE PROGRAM	0	63,795	75,000	75,000

HOUSING & ACCESSIBILITY GRANT				

MISCELLANEOUS	0	30,461	75,000	0
TOTAL HSG & ACCESSIBILITY GRANT	0	30,461	75,000	0

MORELAND MODEL BLOCK EXT IMPRO				

MISCELLANEOUS	0	0	0	50,000
TOTAL HSG & ACCESSIBILITY GRANT	0	0	0	50,000

HOUSING ASSIST - APT OWNERS				

MISCELLANEOUS	0	0	35,000	0
TOTAL HSG ASSIST - APT OWNERS	0	0	35,000	0

ECONOMIC DEVELOPMENT				

COMPENSATION	172,530	252,280	269,253	321,401
TRAVEL & EDUCATION	1,547	1,407	6,450	6,450
CONTRACTUAL SVCS	278,136	151,950	262,560	360,677
MATERIALS & SUPPLIES	1,857	2,615	2,305	2,305
CAPITAL OUTLAY	161	0	0	0
TOTAL ECONOMIC DEVELOPMENT	454,231	408,252	540,568	690,833

NEIGHBORHOOD ENGAGEMENT				

CONTRACTUAL SVCS	0	68,652	75,000	75,000
TOTAL NEIGHBORHOOD ENGAGEMENT	0	68,652	75,000	75,000
TOTAL GENERAL FUND	454,231	571,159	800,568	890,833

2016 – 2019 Budget

	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
103 ECONOMIC DEVELOPMENT				

ECONOMIC DEVELOPMENT				

CONTRACTUAL SVCS	37,485	40	0	0
MATERIALS & SUPPLIES	0	0	313	313
CAPITAL OUTLAY	30,000	0	0	0
DEBT	0	0	28,834	27,200
MISCELLANEOUS	750,000	10,000	1,120,226	270,226
TRANSFERS-OUT	0	1,472,500	0	0
TOTAL ECONOMIC DEVELOPMENT	817,485	1,482,540	1,149,373	297,739
TOTAL ECONOMIC DEVELOPMENT	1,271,716	2,053,699	1,949,941	1,188,572

2019 Budget Highlights

- Overall general fund increase of 11.3%

Housing and Neighborhood Engagement

- Apply for the *Carol M. Peterson Housing Fund* and further streamline the administration process in order to 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.
- Implement the Moreland Model Block grant program (\$50,000) to support adjacent owner-occupants to team up and complete curb appeal improvements to their homes.
- 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, development and implementation of leadership trainings, development and implementation of a neighborhood toolbox, and funding for mini grants to support resident-initiated ideas.

Economic Development

- Establish a four-product business incentive program including the Vision Fund and SBA Shaker Partnership Loan with two re-invented programs:
 1. City-funded Storefront Renovation Program (\$50,000) plus design specialist support (\$25,000) to provide grants for façade and signage projects in District South, Bloc at Almar, South Side of Chagrin, Lee Road and Larchmere locally-owned, independent businesses.
 2. Re-establish microloan/forgivable grant program to support businesses that contribute to the diversity and unique positioning of our commercial districts.

- Complete and produce marketing brochure for the Chagrin Lee District in partnership with SHDC. This tool will be used to attract businesses and educate brokers on the available options in the district.
- Actively market Van Aken development sites, including working with RMS on properties in their preview.
- Continue to identify and strategize future development potential for Lee Road.
- Work with SHDC on the development of the former Lee Road carwash site.
- Continue to promote Shop Shaker as a shop local campaign via social media and identify potential for a Local First-style campaign, should there be business support and leadership identified.
- \$37,500 for financial expertise and \$37,500 legal expertise to develop additional Tax Increment Financing (TIF) programs to increase the tax base.
- Move 2nd year of 3 year \$75,000 annual support to SHDC from CCSE to Economic Development budget.
- \$44,000 for City share of Clean and Safe Ambassador Program at Van Aken District.
- \$48,000 for continued economic development consultant as we transition to a new Economic Development Director to fill that vacant position.

CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

	2016 Actual	2017 Actual	2018 Budget	2019 Budget	% Chg
General Fund *	13,381,707	13,503,003	10,721,790	10,477,263	-2.3%
Other Funds	6,241,928	1,958,342	4,323,513	3,934,197	-9.0%
All Funds	\$ 19,623,635	\$ 15,461,345	\$ 15,045,303	\$ 14,411,460	-4.2%

* 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.

2016 - 2019 Budget

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019

CONTRACTUAL CHARGES & STATUTOR				

COMPENSATION	30,468	34,510	105,978	38,000
TRAVEL & EDUCATION	500	6,000	0	0
CONTRACTUAL SVCS	1,315,524	1,406,674	1,645,255	1,850,975

CONTRACTUAL CHARGES & STATUTORY EXPENDITURES	ACTUAL 2016	ACTUAL 2017	BUDGET 2018	BUDGET 2019
MATERIALS & SUPPLIES	5,141	5,650	5,500	5,500
MISCELLANEOUS	87,684	79,712	80,411	80,411
TRANSFERS-OUT	11,942,390	11,970,457	8,884,646	7,942,181
TOTAL CONTRACTUAL CHARGES & STATUTOR	13,381,707	13,503,003	10,721,790	9,917,067
CCSE-RISK & PROP MANAGEMENT -----				
CONTRACTUAL SVCS				470,196
MISCELLANEOUS				90,000
TOTAL CCSE-RISK & PROP MANAGEMENT				560,196
TOTAL CONTRACTUAL CHARGES & STATUTORY	13,381,707	13,503,003	10,721,790	10,477,263
301 GO DEBT SERVICE FUND -----				
DEBT SERVICE ADMINISTRATION -----				
CONTRACTUAL SVCS	0	172,259	29,000	29,500
DEBT	1,386,631	472,781	2,992,688	2,597,620
TOTAL DEBT SERVICE ADMINISTRATION	1,386,631	645,040	3,021,688	2,627,120
TOTAL GO DEBT SERVICE FUND	1,386,631	645,040	3,021,688	2,627,120
302 URBAN RENEWAL DEBT SRVC FUND -----				
DEBT SERVICE ADMINISTRATION -----				
CONTRACTUAL SVCS	46,124	5,176	9,000	9,626
DEBT	4,809,173	1,308,126	1,292,825	1,297,451
TOTAL DEBT SERVICE ADMINISTRATION	4,855,297	1,313,302	1,301,825	1,307,077
TOTAL URBAN RENEWAL DEBT SRVC FUND	4,855,297	1,313,302	1,301,825	1,307,077
TOTAL DEBT SERVICE ADMINISTRATION	6,241,928	1,958,342	4,323,513	3,934,197
GRAND TOTAL	19,623,635	15,461,345	15,045,303	14,411,460

2019 Budget Highlights

- Compensation decreased by \$67,978 – elimination of onetime Health Department employee severance package in 2018.
- RITA income tax collection fees increase by \$201,500.
- Cuyahoga County fees increase by \$6,970.
- Add \$1,300 for Indigent Burials – previously budgeted in Health Department.
- Contractual Services includes \$135,033 for Cuyahoga County Board of Health (CCBH) \$11,000 for CCBH larvciding, \$50,000 for tax relief research, and \$60,000 for Sustainability Consultant.
- Year 2 of 3 support of \$75,000 to Shaker Heights Development Corporation in Economic Development Department’s budget of 2019.

	Transfer out:
\$1,500,000	2018 Recreation
400,000	2018 Street Maintenance and Repair
502,000	2018 Sewer Maintenance
265,000	2018 Street Lighting
875,181	2018 General Obligation Debt
2,000,000	2018 Sewer Capital
2,400,000	2019 General Capital
7,942,181	Total Transfers*

* **Note:** The transfer from the General Fund to the Police and Fire Pension Fund (\$972,056 for Police and \$913,577 for Fire) is reflected in the operating budgets for the Police and Fire Departments. The transfer to General Obligation Debt of \$372,880 is reflected in the Building/Housing Department.

	Support of Local Programs:
\$10,911	Family Connections
69,500	Shaker Heights Youth Center
\$80,411	Total

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Annual Debt Service 2019 - 2023					
	2019	2020	2021	2022	2023
A. General Capital Fund Debt					
<i>Existing Debt</i>					
A. 2002 \$1.299m Water Line Improvement Loan (OPWC), mature 2025	64,950	64,950	64,950	64,950	64,950
B. 2002 \$2.796m Water Line Improvement Loan (OPWC), mature 2026	139,817	139,817	139,817	139,817	139,817
C. 2008 \$1.7M S. Woodland Project (OPWC), mature 2028	88,278	88,278	88,278	88,278	88,278
D. 2011 \$573,000 Hildana-Ludgate Project (OPWC), mature 2030	28,650	28,650	28,650	28,650	28,650
E. 2013 \$.385M Van Aken Sewer Bonds, mature 2028	32,613	31,888	31,163	30,438	29,713
F. 2017 \$.2175M Sewer Bonds, mature 2037	148,500	151,800	150,000	148,200	151,400
G. 2017 \$4.960M Port Van Aken Non Tax Revenue Bonds, mature 2037	372,880	372,525	375,263	372,585	374,700
H. 2017 \$.705M Van Aken ROW Bonds, mature 2037	50,463	49,863	49,263	48,663	48,063
I. 2017 \$.315M Van Aken Park Bonds, mature 2033	27,913	27,513	27,113	26,713	26,313
J. 2018 \$1.8M Streets Notes, mature 2019**	254,000	252,000	250,000	248,000	246,000
K. 2017 \$.750M UHHS Storm Water Project Bonds, mature 2026	27,200	24,200	21,200	18,000	14,800
* Misc. Debt Services Expenses	40,000	40,000	40,000	40,000	40,000
Total General Capital Fund Debt - Fund 301	\$ 1,275,263	\$ 1,271,483	\$ 1,265,696	\$ 1,254,293	\$ 1,252,683
B. Debt Financed by Tax Increment Financing Revenue					
B. \$13.460M Urban Renewal Refunding Bonds, Series 2012 (Sussex & Shaker Towne Center) mature 2031	1,000,100	994,225	1,033,100	988,850	988,600
C. \$.301300M Urban Renewal Refunding Bonds, Series 2016 mature 2031	297,351	300,114	300,633	300,650	300,172
Total Debt Service Financed by TIF Revenue	\$ 1,297,451	\$ 1,294,339	\$ 1,333,733	\$ 1,289,500	\$ 1,288,772
Less 725 TIF Revenue	(1,297,451)	(900,000)	(900,000)	(927,000)	(1,016,989)
General Fund TIF Subsidy	(0)	394,339	433,733	362,500	271,783
Total - Urban Renewal Debt Service Requirement - Fund 302	\$ 1,297,451	\$ 1,294,339	\$ 1,333,733	\$ 1,289,500	\$ 1,288,772

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