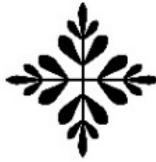


SHAKER HEIGHTS

2024
Operating Budget
December 18, 2023

This page intentionally left blank.



SHAKER HEIGHTS

| TABLE OF CONTENTS | PAGE |
|---|-------------|
| BUDGET OVERVIEW | |
| 2024 Budget Transmittal Letter | 4 |
| 2024 Budget Process Timeline | 6 |
| 2023 General Fund Revenue and Expenditure Results | 7 |
| 2024 Budget Overview | 9 |
| General Fund Revenue Summary | 16 |
| General Fund Expenditures & Transfers Summary | 17 |
| Annual Debt Service 2024 – 2028 | 19 |
| POLICES AND FUNDS | |
| Key Financial Policies | 20 |
| Fund Structure and Fund Descriptions | 22 |
| INDIVIDUAL DEPARTMENTS | |
| Police Department | 32 |
| Fire Department | 44 |
| Public Works Department | 52 |
| Municipal Court | 64 |
| Recreation Department | 68 |
| Building and Housing Department | 74 |
| City Council | 81 |
| Mayor’s Office | 82 |
| Chief Administrative Office | 84 |
| Information Technology Department | 90 |
| Law Department | 96 |
| Finance Department | 104 |
| Human Resources Department | 112 |
| Communications & Marketing Department | 118 |
| Planning Department | 126 |
| Economic Development | 138 |
| Contract Charges and Statutory Expense (CCSE) | 148 |

The 2024 Capital Plan is presented in a separate document.



SHAKER HEIGHTS

Members of Council and the Finance Committee, Mayor, Chief Administrative Officer, Municipal Court, Residents, Businesses, and Employees of the City of Shaker Heights:

Council and the Administration established the following Goals which continue to lead our budget planning:

- Superior Response & Service Delivery – *Deliver outstanding services including safety and public works, with targeted modernization of technology, facilities, and infrastructure as Shaker’s population, commercial development, and number of residential properties continue to grow.*
- Financial Health & Sustainability – *Responsibly manage and deploy necessary resources to fund strategic priorities and capital budget needs. Increase the tax base by maintaining and increasing high quality housing and commercial development.*
- Greenspace & Public Spaces – *Maintain the quality of Shaker’s beautiful greenspaces and public spaces.*
- Recreation – *Determine the level and type of recreation services and programming based on demand and available resources; deliver quality, accessible programming.*
- Human Capital and Talent – *Attract and retain a diverse resident population and staff who contribute to and benefit from Shaker’s welcoming and inclusive culture.*
- Environmental Sustainability – *Educate, advocate for, and support the environmental, economic and social sustainability of the community in partnership with our residents and businesses to meet the needs of our entire community without compromising the resources or well-being of future generations.*
- Quality Housing – *Invest in both new and existing housing to ensure that a diversity of high-quality and well-maintained housing types are available to residents. Encourage both reinvestment in older housing and the growth of additional attractive housing types to meet the needs and desires of current and future residents across a wide spectrum.*
- Economic Development – *Develop and maintain vibrant commercial districts through public/private partnerships and other innovative approaches.*

In framing the 2024 Operating & Capital Budget process, some of our highest strategic priorities that were completed or near completion in 2023 were:

- Doan Brook Restoration and Amenities selected for design.
- Lower Lake Path design and construction funded.
- Recreation Study consultant selected and ready for funding.
- Successful new lateral entry hiring process for police officers.
- Additional access to school gyms for basketball and pickleball.

- Internal DEI Assessment completed and recommendations being implemented.
- Lee Road Action Plan completed and adopted.
- Inspectors using CitizenServe in the field for Point of Sale inspections.
- Joint with Beachwood Bryden Road Culvert Project completed.
- Successful Grow Not Mow sites.

For 2024, the following represents some of our key priorities:

- Expansion of Mental Health Response Program.
- Listening Project consultant to be hired and Community Advisory Group created.
- DEI Committee engagement of the community.
- Continued joint deer culling program with Beachwood.
- Implementation of non-bargaining employee Merit Pay Plan.
- Arcadia mixed-use development to break ground.
- Study relocation of schools' bus depot to create Lee Road Neighborhood Center.

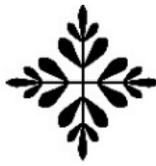
Council approved and adopted the 2024 budget with the following key assumptions:

- Impact from Work From Home will continue to make it difficult to forecast and analyze income tax trends.
- Increase in Personal Services (wages) due to 2.25% Cost of Living Adjustments and a 2.00% Merit Pay Plan adjustment budgeted for all non-bargaining employees plus the impact of Collective Bargaining Unit negotiations (2024 is Year 3 of 3 for all five contracts). Health Care Equivalent costs are budgeted to increase 5.1%.
- Inflationary pressures and supply chain disruption will continue to increase some materials and supply budgets in addition to a large number of capital project estimates.
- Most departments remain at prior year budget levels. Vacancies are budgeted at the beginning of the year for budget efficiency. They were also budgeted at the beginning of the year in the 2023 budget.
- The City's \$2.8M in ARPA funds are held outside of the General Fund (in a separate Special Revenue Fund) and will be utilized as part of the 2024 budget on significant Public Works projects.

The successful completion of an annual budget requires the dedicated contribution of our Finance staff and the extensive input of all City departments. The Finance Department continues to ensure that we perform our fiduciary duties in an effective and efficiency manner and we look forward to continued collaboration with Council and the Administration on behalf of our residents, businesses and employees.



John J. Potts, CPA, Director of Finance



SHAKER HEIGHTS

BUDGET PROCESS TIMELINE

October 10, 2023

Joint City Council / Finance Committee Work Session

- Review of Transformational and Major Capital Projects

October 23, 2023

Joint City Council / Finance Committee Work Session

- Review 2023 General Fund revenue projections
- Presentation of 2023 General Fund revenue budget

November 13, 2023

Joint City Council / Finance Committee Work Session

- Review 2023 General Fund expenditures and transfers projections
- Presentation of 2024 General Fund expenditures and transfers budget

November 27, 2023

Joint City Council / Finance Committee Work Session

- Presentation of 2024 capital budgets by department

December 4, 2023

Joint City Council / Finance Committee Work Session

- Final 2024 Operating & Capital Budget presentations
- Presentation of 2024 All Other Funds budgets

December 18, 2023

City Council Meeting

- Final amendments to the 2023 appropriation ordinance
- Adoption of final 2024 budget ordinances

2023 General Fund Revenue & Expenditure Results

General Fund Operating Revenue

Table 1: Summary of General Fund Operating Revenue

| Revenue Sources | 2021 Actual | 2022 Actual | 2023 Budget | 2023 Actual | 2023 Act v Bud | 2023 Act v Bud |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|---------------------|-------------------|
| Local Tax Revenues | | | | | | |
| Income Taxes | \$ 34,503,925 | \$ 40,601,174 | \$ 39,900,000 | \$ 41,984,370 | \$ 2,084,370 | 5.2% |
| Property Taxes | 6,717,075 | 7,157,810 | 7,300,000 | 7,246,881 | (53,119) | -0.7% |
| Other Taxes* | 1,048,853 | 1,083,700 | 995,000 | 1,100,769 | 105,769 | 10.6% |
| Charges for Services | 3,039,527 | 3,027,085 | 3,000,000 | 2,931,784 | (68,216) | -2.3% |
| Licenses & Permits | 1,107,716 | 1,386,696 | 1,110,000 | 1,298,813 | 188,813 | 17.0% |
| Local Government Fund | 745,412 | 911,750 | 1,000,000 | 973,705 | (26,295) | -2.6% |
| Fines & Forfeitures | 514,023 | 495,691 | 500,000 | 450,963 | (49,037) | -9.8% |
| Investment Earnings | 518,532 | 867,933 | 1,000,000 | 2,685,400 | 1,685,400 | 168.5% |
| Intergovernmental Revenue | 93,291 | 116,681 | 115,000 | 111,689 | (3,311) | -2.9% |
| Miscellaneous | 1,024,852 | 1,280,165 | 1,304,000 | 1,647,731 | 343,731 | 26.4% |
| Total Operating Revenues | \$ 49,313,206 | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 4,208,105 | 7.5% |

**mainly includes property tax reimbursements from the State and enacted taxes on admissions, alcohol, and cigarettes.*

Total General Fund revenue for 2023 was budgeted at \$56.2 million from General Fund sources and came in at \$60.4 million, 7.5% above budget.

It was a strong year for income tax revenues, mainly from individual income tax and withholding income tax receipts. Shaker continues to be on the positive side of Work From Home withholding receipts. The City is taking in more income tax receipts from residents working from home with employers located outside of the city than the reverse (i.e. Shaker businesses sending withholding to other cities where their employees are working from home). Investment earnings also exceeded budget as interest rates were still rising during the compilation of the 2023 budget (Fall of 2022) and the Finance Department continued to invest aggressively.

Table 2: State and Local Tax Support

| Revenue Sources | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Actual |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Total State & Local Revenue | \$ 44,606,259 | \$ 43,015,265 | \$ 43,015,265 | \$ 43,015,265 | \$ 49,754,434 | \$ 51,305,725 |
| Total Revenue | \$ 51,750,259 | \$ 49,313,206 | \$ 49,313,206 | \$ 49,313,206 | \$ 56,928,685 | \$ 60,432,105 |
| % of Total Revenue | 86.2% | 87.2% | 87.2% | 87.2% | 87.4% | 84.9% |

State and local revenue sources account for approximately 85% of General Fund revenue. These sources include income and property tax, and local government fund revenue.

General Fund Operating Expenditures

Table 3: Summary of General Fund Operating Expenditures

| Expenditure Category | 2021 Actual | 2022 Actual | 2023 Budget | 2023 Actual | 2023 Act v Bud | 2023 Act v Bud |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|-------------------|
| Personal Services | \$ 28,424,016 | \$ 29,370,362 | \$ 32,255,700 | \$ 30,929,327 | \$ (1,326,373) | -4.1% |
| Other Expenditures | 10,603,585 | 11,510,845 | 12,751,305 | 11,835,122 | (916,183) | -7.2% |
| Total Operating Expenditures | \$ 39,027,601 | \$ 40,881,207 | \$ 45,007,005 | \$ 42,764,449 | \$ (2,242,556) | -5.0% |

Total General Fund operating expenditures for 2023 were budgeted at \$45.0 million and came in at \$42.8 million, 5.0% below budget. The majority of the savings in personal services was attributable to budgeted vacancies in 2023 that were not able to be filled.

General Fund Net Operating Results

Table 4: Summary of General Fund Net Operating Results

| General Fund Summary | 2021 Actual | 2022 Actual | 2023 Budget | 2023 Actual | 2023 Act v Bud |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| Total Operating Revenues | \$ 53,961,490 | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 4,208,105 |
| Personal Services | \$ 28,424,016 | \$ 29,370,362 | \$ 32,255,700 | \$ 30,929,327 | \$ (1,326,373) |
| Other Expenditures | 10,603,585 | \$ 11,510,845 | 12,751,305 | 11,835,122 | (916,183) |
| Total Operating Expenditures | \$ 39,027,601 | \$ 40,881,207 | \$ 45,007,005 | \$ 42,764,449 | \$ (2,242,556) |
| Total Transfers Out | \$ 13,781,791 | \$ 15,004,712 | \$ 10,960,000 | \$ 16,013,000 | \$ 5,053,000 |
| Total Disbursements | \$ 52,809,392 | \$ 55,885,919 | \$ 55,967,005 | \$ 58,777,449 | \$ 2,810,444 |
| Net Operating Results | \$ 1,152,098 | \$ 1,042,766 | \$ 256,995 | \$ 1,654,656 | \$ 1,397,661 |

Interfund transfers for 2023 were \$2.8 million higher than budget. The transfer to the General Capital Fund was increased by \$5.0 million for future transformational and major projects needs.

2023 resulted in a net operating surplus of \$1.7 million in the General Fund. City Council's policy of maintaining a General Fund cash reserve is a balance equal to at least 25% of annual disbursements (operating expenditures plus transfers). The ending (unencumbered) available balance in the General Fund for 2023 was \$25.6 million. The General Fund reserve, calculated by taking the ending general fund balance divided by the total annual disbursements, is at 43.6% for 2023.

2024 Budget Overview

The 2024 operating budget serves as the City’s financial plan for the next year. Budget development involves crafting a plan that funds the City’s priorities and preserves existing service levels for 2024 and beyond. The final product is a funding policy and operating plan that allocates resources to priorities and provides for an effective and efficient City government. The General Fund operating revenue budget for 2024 is \$61.9 million which will fund operating expenditures of \$47.4 million and transfers of \$14.5 million.

Table 5: Summary of 2024 Operating Budget

| Operating Budget Summary | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget | 2024 Bud v 2023 Bud |
|------------------------------|---------------|---------------|---------------|---------------|---------------------|
| General Fund | | | | | |
| Total Operating Revenue | \$ 56,928,685 | \$ 60,432,105 | \$ 56,224,000 | \$ 61,882,500 | 10.1% |
| Total Operating Expenditures | \$ 40,881,207 | \$ 42,764,449 | \$ 45,007,005 | \$ 47,388,158 | 5.3% |
| Transfers to Other Funds | \$ 15,004,712 | \$ 16,013,000 | \$ 10,960,000 | \$ 14,475,000 | 32.1% |
| All Operating Funds | | | | | |
| Total Operating Revenue | \$ 70,899,745 | \$ 74,809,117 | \$ 68,993,054 | \$ 77,230,212 | 11.9% |
| Total Operating Expenditures | \$ 71,982,400 | \$ 72,762,916 | \$ 76,870,269 | \$ 84,372,324 | 9.8% |

2024 General Fund Budget Overview

The 2024 budget for the General Fund totals \$61.9 million in operating revenue and \$61.9 million in operating expenditures and transfers. The revenue budget for 2024 is 10.1% above the 2023 budget mainly due to further expected increases in income tax receipts and additional investment earnings continuing throughout 2024 as interest rates have risen significantly since mid 2022.

2024 budgeted operating expenditures (excluding transfers) are 10.8% higher than 2023 actual operating expenditures. This increase is mainly attributable to an increase in Personal Services (wages) due to 2.25% Cost of Living Adjustments and 2.00% Merit Pay budgeted for all non-bargaining employees plus the impact of Collective Bargaining Unit negotiations (2024 is Year 3 of 3 for all five contracts). Additionally, health care premium equivalent costs are budgeted to increase by 5.1%. Inflationary pressures and supply chain disruption continue to impact some material and supply budgets in addition to a large number of capital project estimates.

Table 6: Summary of 2023 General Fund Budget

| General Fund Summary | 2022 Actual | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Bud v 2023 Act | 2024 Bud v 2023 Bud |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---------------------|
| Total Operating Revenues | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 61,882,500 | \$ 1,450,395 | \$ 5,658,500 |
| Personal Services | \$ 29,370,362 | \$ 32,255,700 | \$ 30,929,327 | \$ 34,025,016 | \$ 3,095,689 | \$ 1,769,316 |
| Other Expenditures | \$ 11,510,845 | 12,751,305 | 11,835,122 | 13,363,142 | 1,528,020 | 611,837 |
| Total Operating Expenditures | \$ 40,881,207 | \$ 45,007,005 | \$ 42,764,449 | \$ 47,388,158 | \$ 4,623,709 | \$ 2,381,153 |
| Total Transfers Out | \$ 15,004,712 | \$ 10,960,000 | \$ 16,013,000 | \$ 14,475,000 | \$ (1,538,000) | \$ 3,515,000 |
| Total Disbursements | \$ 55,885,919 | \$ 55,967,005 | \$ 58,777,449 | \$ 61,863,158 | \$ 3,085,709 | \$ 5,896,153 |
| Net Operating Results | \$ 1,042,766 | \$ 256,995 | \$ 1,654,656 | \$ 19,342 | \$ (1,635,314) | \$ (237,653) |

2024 Budget Parameters

Developing the 2024 budget begins with projecting out 2023 General Fund revenues and expenditures. The main components of the budget for 2024 were developed based on the following assumptions and guidance:

- The revenue budget was based on the trends used to project the 2023 estimates. The budget estimate includes the impacts of the latest collection trends for tax revenue, charges for services, fees and other sources of revenue. The income tax impact from Work From Home will continue to make it difficult to forecast and analyze income tax trends.
- Most departments remain at prior year budget levels. Vacancies are budgeted at the beginning of the year for budget efficiency. They were also budgeted at the beginning of the year in the prior year budget.
- The budgets for salary and fringe benefits are based on anticipated levels of staffing. The 2024 Personal Services (wages) budget includes a 2.25% cost of living adjustment and a 2.50% merit pay plan adjustment budgeted for all non-bargaining employees. For all bargaining units, the budget is impacted due to Year 3 of 3 from the Collective Bargaining Unit negotiations.
- Employee health care costs have been budgeted to increase 5.1%. The employer and employee portions of the cost of healthcare premium equivalent payments will remain at an 85% and 15% apportionment in 2024.
- Contractual services and other expenditures were based on the 2023 original budget and adjusted based on departmental reviews.
- Inflationary pressures and supply chain disruption continue to impact the budget for some materials and supplies.
- The American Rescue Plan Act funds of \$2.8 million are budgeted in a Special Revenue fund outside the General Fund and will be utilized as part of the 2024 budget on significant Public Works projects.
- 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.

2024 General Fund Operating Revenue Budget

Table 7: Summary of General Fund Operating Revenue

| Revenue Sources | 2022 Actual | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Bud v 2023 Act | 2024 Bud v 2023 Act |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Local Tax Revenues | | | | | | |
| Income Taxes | \$ 40,601,174 | \$ 39,900,000 | \$ 41,984,370 | \$ 43,750,000 | \$ 1,765,630 | 4.2% |
| Property Taxes | 7,157,810 | 7,300,000 | 7,246,881 | 7,300,000 | 53,119 | 0.7% |
| Other Taxes* | 1,083,700 | 995,000 | 1,100,769 | 995,500 | (105,269) | -9.6% |
| Charges for Services | 3,027,085 | 3,000,000 | 2,931,784 | 2,930,000 | (1,784) | -0.1% |
| Licenses & Permits | 1,386,696 | 1,110,000 | 1,298,813 | 1,257,000 | (41,813) | -3.2% |
| Local Government Fund | 911,750 | 1,000,000 | 973,705 | 950,000 | (23,705) | -2.4% |
| Fines & Forefeitures | 495,691 | 500,000 | 450,963 | 450,000 | (963) | -0.2% |
| Investment Earnings | 867,933 | 1,000,000 | 2,685,400 | 3,000,000 | 314,600 | 11.7% |
| Intergovernmental Revenue | 116,681 | 115,000 | 111,689 | 115,000 | 3,311 | 3.0% |
| Miscellaneous | 1,280,165 | 1,304,000 | 1,647,731 | 1,135,000 | (512,731) | -31.1% |
| Total Operating Revenues | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 61,882,500 | \$ 1,450,395 | 2.4% |

**mainly includes property tax reimbursements from the State and enacted taxes on admissions, alcohol, and cigarettes.*

The budget for General Fund revenue was based primarily on the trends from 2023 which continue to rebound from the pandemic years. The budgeted revenue of \$61.9 million is \$1.5M above the 2023 actuals.

Income taxes and property taxes have accounted for over 85% of General Fund revenues the past few years. Income tax revenue is anticipated to be higher than 2023 levels but there continues to be some uncertainty on the long term impact of Work From Home trends.

The overall trend in all other revenue is budgeted to be near 2023 levels, however investment earnings will continue to increase as interest rates significantly ramped up throughout 2022 and 2023 and are expected to remain at current levels throughout 2024.

Table 8: General Fund Operating Revenue By Source (as a % of Total)

| Revenue Sources | 2022 Actual | 2023 Actual | 2024 Budget | 2022 Actual | 2023 Actual | 2024 Budget |
|----------------------------------|----------------------|----------------------|----------------------|----------------|----------------|----------------|
| Local Tax Revenues | | | | | | |
| Income Taxes | \$ 40,601,174 | \$ 41,984,370 | \$ 43,750,000 | 71.3% | 69.5% | 70.7% |
| Property Taxes | 7,157,810 | 7,246,881 | 7,300,000 | 12.6% | 12.0% | 11.8% |
| Other Taxes | 1,083,700 | 1,100,769 | 995,500 | 1.9% | 1.8% | 1.6% |
| Charges for Services | 3,027,085 | 2,931,784 | 2,930,000 | 5.3% | 4.9% | 4.7% |
| Licenses & Permits | 1,386,696 | 1,298,813 | 1,257,000 | 2.4% | 2.1% | 2.0% |
| Local Government Fund | 911,750 | 973,705 | 950,000 | 1.6% | 1.6% | 1.5% |
| Fines & Forefeitures | 495,691 | 450,963 | 450,000 | 0.9% | 0.7% | 0.7% |
| Investment Earnings | 867,933 | 2,685,400 | 3,000,000 | 1.5% | 4.4% | 4.8% |
| Intergovernmental Revenue | 116,681 | 111,689 | 115,000 | 0.2% | 0.2% | 0.2% |
| Miscellaneous | 1,280,165 | 1,647,731 | 1,135,000 | 2.2% | 2.7% | 1.8% |
| Total Operating Revenues | \$ 56,928,685 | \$ 60,432,105 | \$ 61,882,500 | 100.0% | 100.0% | 100.0% |

Income tax revenue is budgeted at \$43.8 million in 2024. Income tax revenue is the largest source of revenue providing 71.3% of total funding for general fund operations.

2024 General Fund Operating Expenditures Budget

Table 9: Summary of General Fund Operating Expenditures & Transfers

| Expenditures & Transfers | 2022 Actual | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Bud v 2023 Bud | 2024 Bud v 2023 Bud |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Personal Services | \$ 29,370,362 | \$ 32,255,700 | \$ 30,929,327 | \$ 34,025,016 | \$ 1,769,316 | 5.5% |
| Travel & Education | \$ 184,010 | \$ 296,453 | \$ 256,621 | \$ 327,056 | \$ 30,603 | 10.3% |
| Contractual Services | 8,812,093 | 9,309,132 | 8,807,382 | 9,757,412 | 448,280 | 4.8% |
| Materials & Supplies | 1,926,134 | 2,533,359 | 2,171,148 | 2,607,880 | 74,521 | 2.9% |
| Capital Outlay | 265,887 | 269,980 | 270,809 | 125,924 | (144,056) | -53.4% |
| Miscellaneous | 322,721 | 342,381 | 329,162 | 544,520 | 202,139 | 59.0% |
| Other Expenses | \$ 11,510,845 | \$ 12,751,305 | \$ 11,835,122 | \$ 13,362,792 | 611,487 | 4.8% |
| Total Operating Expenditures | \$ 40,881,207 | \$ 45,007,005 | \$ 42,764,449 | \$ 47,387,808 | 2,380,803 | 5.3% |
| Transfers Out | \$ 13,781,791 | \$ 10,960,000 | \$ 16,013,000 | \$ 14,475,000 | 3,515,000 | 32.1% |
| Total Disbursements | \$ 54,662,998 | \$ 55,967,005 | \$ 58,777,449 | \$ 61,862,808 | \$ 5,895,803 | 10.5% |

The budget for General Fund operating expenditures (personal services and other) was developed based on 2023 budgeted levels and adjusted using the above discussed parameters. The budgeted expenditures of \$47.4 million is \$4.6 million higher than 2023 expenditures and \$2.4 million higher than the 2023 budget.

Most departments remain at prior year budgeted levels. The budget includes funds for a full staffing complement in the Police, Fire and Public Works Departments. The main reason for the increase in personal services are cost of living increases and merit pay plan increases built into the 2024 budget for all non-bargaining employees in addition to personal services increases as a result of all five bargaining unit negotiations.

The budget for travel and education was based on the prior year budget and departmental plans and is comparable to the 2023 budget. The budget for contractual services was based on prior year budgeted levels and adjusted using guidance from departments on the anticipated level of ongoing contracts in 2024. The budget for materials and supplies was based on anticipated levels of expenditures and increased by the aforementioned parameters.

Table 10: Summary of Expenditures by Category

| Expenditure Category | 2022 Actual | 2023 Actual | 2024 Budget | 2022 Actual | 2023 Actual | 2024 Budget |
|-------------------------------------|----------------------|----------------------|----------------------|----------------|----------------|----------------|
| Personal Services | \$ 29,370,362 | \$ 30,929,327 | \$ 34,025,016 | 71.8% | 72.3% | 71.8% |
| Travel & Education | 184,010 | 256,621 | 327,056 | 0.5% | 0.6% | 0.7% |
| Contractual Services | 8,812,093 | 8,807,382 | 9,757,412 | 21.6% | 20.6% | 20.6% |
| Materials & Supplies | 1,926,134 | 2,171,148 | 2,607,880 | 4.7% | 5.1% | 5.5% |
| Capital Outlay | 265,887 | 270,809 | 125,924 | 0.7% | 0.6% | 0.3% |
| Miscellaneous | 322,721 | 329,162 | 544,520 | 0.8% | 0.8% | 1.1% |
| Total Operating Expenditures | \$ 40,881,207 | \$ 42,764,449 | \$ 47,387,808 | 100.0% | 100.0% | 100.0% |

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 accounting for 71.8% of budgeted operating expenditures in 2024.

2024 General Fund Transfers Budget

Transfers from the General Fund to other Funds are budgeted at \$14.5 million in 2024:

- A transfer of \$8.5 million to fund the 2025 General Capital Plan.
- A transfer of \$3.4 million to fund the City’s share of Police and Fire pension costs in 2024.
- A transfer of \$975 thousand to fund 2024 debt service payments. There is no transfer required to support sewer infrastructure improvements as the current, assessed sewer fees fund all sewer debt service.
- A transfer of \$1.0 million for operational support of the Recreation Fund.
- A transfer of \$0.4 million to support operating costs in the Self-Insurance Fund.
- A transfer of \$0.2 million to support operating costs in the Housing Nuisance Abatement Fund.

General Fund 2024 Net Operating Results and Ending Balance

Table 11: Summary of General Fund Net Operating Results and Ending Balance

| General Fund Summary | 2022 Actual | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Bud v 2023 Act | 2024 Bud v 2023 Act |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Total Operating Revenues | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 61,882,500 | \$ 1,450,395 | \$ 5,658,500 |
| Personal Services | \$ 29,370,362 | \$ 32,255,700 | \$ 30,929,327 | \$ 34,025,016 | \$ 3,095,689 | \$ 1,769,316 |
| Other Expenditures | \$ 11,510,845 | 12,751,305 | 11,835,122 | 13,362,792 | 1,527,670 | 611,487 |
| Total Operating Expenditures | \$ 40,881,207 | \$ 45,007,005 | \$ 42,764,449 | \$ 47,387,808 | \$ 4,623,359 | \$ 2,380,803 |
| Total Transfers Out | \$ 15,004,712 | \$ 10,960,000 | \$ 16,013,000 | \$ 14,475,000 | \$ (1,538,000) | \$ 3,515,000 |
| Total Disbursements | \$ 55,885,919 | \$ 55,967,005 | \$ 58,777,449 | \$ 61,862,808 | \$ 3,085,359 | \$ 5,895,803 |
| Net Operating Results | \$ 1,042,766 | \$ 256,995 | \$ 1,654,656 | \$ 19,692 | \$ (1,634,964) | \$ (237,303) |
| Ending General Fund Balance | \$ 23,280,617 | \$ 23,537,612 | \$ 25,626,820 | \$ 25,646,512 | | |
| General Fund Reserve* | 41.7% | 42.1% | 43.6% | 41.5% | | |

*calculated by taking the ending general fund balance as a percentage of total disbursements.

The 2024 General Fund budget includes a positive operating result of \$19,692 meaning revenue will exceed total budgeted disbursements (operating expenditures and transfers). An objective of developing the annual operating budget is to achieve structural balance between sources and uses of funding. The 2024 projected ending General Fund balance is expected to be \$25.6 million based on the budgeted levels of operating revenues and expenditures. The reserve level as a percentage of total disbursements is expected to be 41.5% at the end of 2024 and in compliance with the City’s minimum 25% ending reserve requirement.

Other Operating Fund Budgets

Table 12: Summary of All Funds Budget by Fund Type

| Fund Type | 2023 Budget | 2024 Budget | % of 2024 Budget to Total | % Chg from 2023 Budget |
|-----------------------------|----------------------|----------------------|---------------------------|------------------------|
| General Fund | \$ 45,007,005 | \$ 47,388,158 | 56.2% | 5.3% |
| Economic Development Fund* | 226,839 | 200,000 | 0.2% | -11.8% |
| Recreation Fund* | 2,248,022 | 2,343,921 | 2.8% | 4.3% |
| Other GF Subfunds* | 278,000 | 150,000 | 0.2% | -46.0% |
| Special Revenue Funds | 10,710,205 | 15,072,616 | 17.9% | 40.7% |
| Police & Fire Pension Funds | 2,807,103 | 2,932,156 | 3.5% | 4.5% |
| Special Assessment Funds | 2,030,092 | 2,084,973 | 2.5% | 2.7% |
| Court Revenue Funds | 446,241 | 481,693 | 0.6% | 7.9% |
| Debt Service Funds | 2,678,889 | 2,675,620 | 3.2% | -0.1% |
| Internal Service Funds | 4,263,765 | 4,227,027 | 5.0% | -0.9% |
| Self Insurance Funds | 6,174,108 | 6,816,160 | 8.1% | 10.4% |
| Total All Funds | \$ 76,870,269 | \$ 84,372,324 | 100.0% | 9.8% |

*Subfunds of the General Fund

The total all funds operating budget for 2024 totals \$84.9 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.

Some significant revenue sources budgeted in other operating funds include:

- Property tax revenue of \$0.5 million to fund a portion of Police and Fire pensions.
- The City's share of State gasoline and auto vehicle registration fees totaling \$1.7 million for the maintenance and repair of City streets.
- Sewer user fees revenue of \$2.2 million budgeted to fund maintenance and capital improvements of the City's sewers and the debt service on the debt issued in earlier years to finance past sewer capital improvements. A monthly fixed fee of \$10.00 is charged in addition to a variable fee on current water usage (per thousand cubic feet of water used or MCF) which is \$12.50 per MCF.
- Special assessment revenue of \$0.6 million to fund the operation of street lighting in City right-of-ways. Special assessments are levied at the annual rate of \$0.88 per front footage of each property parcel for the two year period 2023 and 2024.

- Special assessment revenue of \$1.0 million to fund the cost of tree maintenance in City right-of-ways. Special assessments are levied at the annual rate of \$1.66 per front footage of each property parcel for the three year period 2022, 2023, and 2024.
- Program and other fee revenue related to recreation and other programming of \$1.2 million to support Recreation Fund operations.

The all funds operating budget includes individual fund budgets that are separate and distinct from the General Fund. 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, when including the General Fund subfunds, accounts for 59.4% of the Total All Funds budget for 2024.

The individual other fund budgets are presented in the corresponding departmental sections of this 2024 budget document.

Table 13: General Fund Revenue Summary

| Revenue Sources | 2022 Actual | 2023 Budget | 2023 Actual | 2024 Budget | 2024 Bud v 2023 Act | 2024 Bud v 2023 Act |
|-----------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Local Tax Revenues | | | | | | |
| Income Taxes | \$ 40,601,174 | \$ 39,900,000 | \$ 41,984,370 | \$ 43,750,000 | 1,765,630 | 4.2% |
| Real Estate & Public Utility | 7,157,810 | 7,300,000 | 7,246,881 | 7,300,000 | 53,119 | 0.7% |
| Rollback / Homestead | 986,371 | 900,000 | 982,015 | 900,000 | (82,015) | -8.4% |
| Admissions Tax | 88,098 | 85,000 | 89,545 | 85,000 | (4,545) | -5.1% |
| Total Local Tax Revenues | \$ 48,833,453 | \$ 48,185,000 | \$ 50,302,811 | \$ 52,035,000 | \$ 1,732,189 | 3.4% |
| State Shared Taxes | | | | | | |
| Local Government Fund | \$ 911,750 | \$ 1,000,000 | \$ 973,705 | \$ 950,000 | (23,705) | -2.4% |
| Liquor Permits | 8,798 | 9,600 | 28,817 | 10,000 | (18,817) | -65.3% |
| Cigarette Tax | 433 | 400 | 392 | 500 | 108 | 27.6% |
| Total State Shared Taxes | \$ 920,981 | \$ 1,010,000 | \$ 1,002,914 | \$ 960,500 | \$ (42,414) | -4.2% |
| Charges For Services | | | | | | |
| Court Costs | \$ 1,674,032 | \$ 1,700,000 | \$ 1,475,949 | \$ 1,600,000 | 124,051 | 8.4% |
| Ambulance Fees | 695,639 | 700,000 | 831,830 | 700,000 | (131,830) | -15.8% |
| Cable Franchise Fees | 348,233 | 350,000 | 335,250 | 350,000 | 14,750 | 4.4% |
| Shaker Magazine | 225,991 | 190,000 | 229,949 | 220,000 | (9,949) | -4.3% |
| Other Fees | 83,190 | 60,000 | 58,806 | 60,000 | 1,194 | 2.0% |
| Total Charges for Services | \$ 3,027,085 | \$ 3,000,000 | \$ 2,931,784 | \$ 2,930,000 | \$ (1,784) | -0.1% |
| Licenses & Permits | \$ 1,386,696 | \$ 1,110,000 | \$ 1,298,813 | \$ 1,257,000 | (41,813) | -3.2% |
| Fines & Forfeitures | \$ 495,691 | \$ 500,000 | \$ 450,963 | \$ 450,000 | (963) | -0.2% |
| Intergovernmental Revenue | \$ 116,681 | \$ 115,000 | \$ 111,689 | \$ 115,000 | 3,311 | 3.0% |
| Miscellaneous | | | | | | |
| Investment Earnings | \$ 867,933 | \$ 1,000,000 | \$ 2,685,400 | \$ 3,000,000 | 314,600 | 11.7% |
| Grants & Donations | 202,865 | 319,000 | 617,227 | 100,000 | (517,227) | -83.8% |
| Refunds & Rebates | 893,355 | 850,000 | 910,222 | 900,000 | (10,222) | -1.1% |
| Rents & Leases | 40,350 | 35,000 | 40,351 | 35,000 | (5,351) | -13.3% |
| Sale of Public Property | 89,885 | 80,000 | 63,957 | 80,000 | 16,043 | 25.1% |
| Other | 53,710 | 20,000 | 15,974 | 20,000 | 4,026 | 25.2% |
| Total Miscellaneous | \$ 2,148,098 | \$ 2,304,000 | \$ 4,333,131 | \$ 4,135,000 | \$ (198,131) | -4.6% |
| Total General Fund Revenue | \$ 56,928,685 | \$ 56,224,000 | \$ 60,432,105 | \$ 61,882,500 | \$ 1,450,395 | 2.4% |

Table 14: General Fund Expenditures & Transfers Summary

| Department | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget | 2024 Bud v 2023 Bud | 2024 Bud v 2023 Bud |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Operating Expenditures | | | | | | |
| Personal Services | \$ 9,075,648 | \$ 9,524,632 | \$ 10,285,292 | \$ 10,897,754 | \$ 612,462 | 6.0% |
| Other | 1,746,402 | 1,864,579 | 1,867,502 | 1,984,610 | 117,108 | 6.3% |
| Total Police | \$ 10,822,050 | \$ 11,389,211 | \$ 12,152,794 | \$ 12,882,364 | \$ 729,570 | 6.0% |
| Personal Services | \$ 7,010,611 | \$ 7,828,736 | \$ 7,412,497 | \$ 7,883,682 | \$ 471,185 | 6.4% |
| Other | 763,782 | 829,010 | 858,822 | 745,247 | (113,575) | -13.2% |
| Total Fire | \$ 7,774,393 | \$ 8,657,746 | \$ 8,271,319 | \$ 8,628,929 | \$ 357,610 | 4.3% |
| Personal Services | \$ 4,577,335 | \$ 4,701,685 | \$ 5,180,243 | \$ 5,278,027 | \$ 97,784 | 1.9% |
| Other | 4,102,790 | 4,188,944 | 4,633,368 | 4,828,403 | 195,035 | 4.2% |
| Total Public Works | \$ 8,680,125 | \$ 8,890,629 | \$ 9,813,611 | \$ 10,106,430 | \$ 292,819 | 3.0% |
| Personal Services | \$ 1,888,539 | \$ 1,932,585 | \$ 2,300,886 | \$ 2,352,520 | \$ 51,634 | 2.2% |
| Other | 103,776 | 96,003 | 101,229 | 111,299 | 10,070 | 9.9% |
| Total Municipal Court | \$ 1,992,315 | \$ 2,028,588 | \$ 2,402,115 | \$ 2,463,819 | \$ 61,704 | 2.6% |
| Personal Services | \$ 930,916 | \$ 917,375 | \$ 892,041 | \$ 1,044,065 | \$ 152,024 | 17.0% |
| Other | 318,929 | 344,135 | 343,216 | 364,366 | 21,150 | 6.2% |
| Total Recreation | \$ 1,249,845 | \$ 1,261,510 | \$ 1,235,257 | \$ 1,408,431 | \$ 173,174 | 14.0% |
| Personal Services | \$ 1,526,804 | \$ 1,655,929 | \$ 1,670,004 | \$ 1,695,857 | \$ 25,853 | 1.5% |
| Other | 162,660 | 144,649 | 192,515 | 179,465 | (13,050) | -6.8% |
| Total Building / Housing | \$ 1,689,464 | \$ 1,800,578 | \$ 1,862,519 | \$ 1,875,322 | \$ 12,803 | 0.7% |
| Personal Services | \$ 145,381 | \$ 147,133 | \$ 147,078 | \$ 148,143 | \$ 1,065 | 0.7% |
| Other | 6,829 | 28,750 | 38,083 | 44,800 | 6,717 | 17.6% |
| Total City Council | \$ 152,210 | \$ 175,883 | \$ 185,161 | \$ 192,943 | \$ 7,782 | 4.2% |
| Personal Services | \$ 221,413 | \$ 224,517 | \$ 226,122 | \$ 250,562 | \$ 24,440 | 10.8% |
| Other | 24,357 | 29,787 | 34,960 | 44,485 | 9,525 | 27.2% |
| Total Mayor | \$ 245,770 | \$ 254,304 | \$ 261,082 | \$ 295,047 | \$ 33,965 | 13.0% |
| Personal Services | \$ 375,858 | \$ 383,290 | \$ 385,135 | \$ 506,226 | \$ 121,091 | 31.4% |
| Other | 112,487 | 41,135 | 63,979 | 113,979 | 50,000 | 78.2% |
| Total Chief Admin Officer | \$ 488,345 | \$ 424,425 | \$ 449,114 | \$ 620,205 | \$ 171,091 | 38.1% |
| Personal Services | \$ 674,505 | \$ 692,830 | \$ 695,865 | \$ 727,099 | \$ 31,234 | 4.5% |
| Other | 166,073 | 167,058 | 156,183 | 246,433 | 90,250 | 57.8% |
| Total Law | \$ 840,578 | \$ 859,888 | \$ 852,048 | \$ 973,532 | \$ 121,484 | 14.3% |
| Personal Services | \$ 760,652 | \$ 757,457 | \$ 750,493 | \$ 768,678 | \$ 18,185 | 2.4% |
| Other | 197,902 | 226,806 | 247,970 | 249,120 | 1,150 | 0.5% |
| Total Finance | \$ 958,554 | \$ 984,263 | \$ 998,463 | \$ 1,017,798 | \$ 19,335 | 1.9% |
| Personal Services | \$ 304,982 | \$ 317,889 | \$ 358,585 | \$ 421,426 | \$ 62,841 | 17.5% |
| Other | 149,910 | 139,895 | 174,212 | 164,312 | (9,900) | -5.7% |
| Total Human Resources | \$ 454,892 | \$ 457,784 | \$ 532,797 | \$ 585,738 | \$ 52,941 | 9.9% |
| Personal Services | \$ 30,966 | \$ 32,063 | \$ 31,640 | \$ 31,883 | \$ 243 | 0.8% |
| Other | 47,088 | 71,949 | 66,407 | 84,247 | 17,840 | 26.9% |
| Total Civil Service | \$ 78,054 | \$ 104,012 | \$ 98,047 | \$ 116,130 | \$ 18,083 | 18.4% |
| Personal Services | \$ 490,803 | \$ 412,685 | \$ 463,187 | \$ 487,152 | \$ 23,965 | 5.2% |
| Other | 116,834 | 131,304 | 140,579 | 140,779 | 200 | 0.1% |
| Total Information Technology | \$ 607,637 | \$ 543,989 | \$ 603,766 | \$ 627,931 | \$ 24,165 | 4.0% |
| Personal Services | \$ 45,530 | \$ 30,843 | \$ 62,000 | \$ - | \$ (62,000) | -100.0% |
| Other | 2,497,121 | 2,583,427 | 2,705,078 | 2,913,996 | 208,918 | 7.7% |
| Total CCSE | \$ 2,542,651 | \$ 2,614,270 | \$ 2,767,078 | \$ 2,913,996 | \$ 146,918 | 5.3% |
| Personal Services | \$ 407,766 | \$ 440,458 | \$ 445,487 | \$ 465,902 | \$ 20,415 | 4.6% |
| Other | 455,739 | 416,048 | 471,745 | 471,945 | 200 | 0.0% |
| Total Comm & Marketing | \$ 863,505 | \$ 856,506 | \$ 917,232 | \$ 937,847 | \$ 20,615 | 2.2% |
| Personal Services | \$ 321,431 | \$ 328,125 | \$ 344,248 | \$ 434,053 | \$ 89,805 | 26.1% |
| Other | 470,790 | 461,729 | 574,264 | 594,414 | 20,150 | 3.5% |
| Total Economic Development | \$ 792,221 | \$ 789,854 | \$ 918,512 | \$ 1,028,467 | \$ 109,955 | 12.0% |

| Department | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget | 2024 Bud v 2023 Bud | 2024 Bud v 2023 Bud |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|------------------------|------------------------|
| Personal Services | \$ 581,222 | \$ 601,095 | \$ 604,897 | \$ 631,987 | \$ 27,090 | 4.5% |
| Other | 67,376 | 69,914 | 81,193 | 81,242 | 49 | 0.1% |
| Total Planning | \$ 648,598 | \$ 671,009 | \$ 686,090 | \$ 713,229 | \$ 27,139 | 4.0% |
| Total - All Personal Services | \$ 29,370,362 | \$ 30,929,327 | \$ 32,255,700 | \$ 34,025,016 | \$ 1,769,316 | 5.5% |
| Total - All Other | \$ 11,510,845 | \$ 11,835,122 | \$ 12,751,305 | \$ 13,363,142 | \$ 611,837 | 4.8% |
| Total Operating Expenditures | \$ 40,881,207 | \$ 42,764,449 | \$ 45,007,005 | \$ 47,388,158 | \$ 2,381,153 | 5.3% |
| Transfers Out | | | | | | |
| <u>Operating Transfers</u> | | | | | | |
| Police Pension Fund | \$ 450,000 | \$ 1,100,000 | \$ 1,100,000 | \$ 1,700,000 | \$ 600,000 | 54.5% |
| Fire Pension Fund | 950,000 | 1,200,000 | 1,200,000 | 1,700,000 | \$ 500,000 | 41.7% |
| Recreation Fund | 1,100,000 | 1,260,000 | 1,260,000 | 1,000,000 | \$ (260,000) | -20.6% |
| Self-Insurance Fund | 436,000 | 500,000 | 500,000 | 400,000 | \$ (100,000) | -20.0% |
| Street Lighting Assessment Fund | 101,000 | - | - | - | \$ - | |
| Economic Development Fund | 2,225,000 | 53,000 | - | - | \$ - | |
| Housing Nuisance Abatement Fund | - | - | - | 200,000 | \$ 200,000 | 100.0% |
| <u>Debt Service Transfers</u> | | | | | | |
| General Obligation Debt Service | \$ 742,712 | \$ 900,000 | \$ 900,000 | \$ 975,000 | \$ 75,000 | 8.3% |
| <u>Capital Transfers</u> | | | | | | |
| General Capital Fund | \$ 9,000,000 | \$ 11,000,000 | \$ 6,000,000 | \$ 8,500,000 | \$ 2,500,000 | 41.7% |
| Total Transfers Out | \$ 15,004,712 | \$ 16,013,000 | \$ 10,960,000 | \$ 14,475,000 | \$ 3,515,000 | 32.1% |
| Total Disbursements | \$ 55,885,919 | \$ 58,777,449 | \$ 55,967,005 | \$ 61,863,158 | \$ 5,896,153 | 10.5% |
| Total Revenue | \$ 56,928,685 | \$ 60,432,105 | \$ 56,224,000 | \$ 61,882,500 | \$ 5,658,500 | 10.1% |
| Revenue Over(Under) Expend. | \$ 1,042,766 | \$ 1,654,656 | \$ 256,995 | \$ 19,342 | | |
| General Fund Ending Balance | \$ 23,280,617 | \$ 25,626,820 | \$ 23,537,612 | \$ 25,646,162 | | |
| Ending GF Reserve % | 41.7% | 43.6% | 42.1% | 41.5% | | |

City of Shaker Heights Annual Debt Service 2024 – 2028

| Description | 2024 | 2025 | 2026 | 2027 | 2028 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Obligation Debt Service (Fund 301) | | | | | |
| 2002 \$2.8M OPWC Water System Improvement Loan (due 2026) | \$ 139,817 | \$ 139,817 | \$ 69,908 | \$ - | \$ - |
| 2002 \$1.3M OPWC Water Line Improvement Loan (due 2025) | 64,950 | 32,475 | - | - | - |
| 2008 \$1.8M OPWC South Woodland Project Loan (due 2028) | 88,277 | 88,277 | 88,277 | 88,277 | 88,277 |
| 2017 \$705K Van Aken Right of Way (ROW) Bonds (due 2037) | 47,463 | 46,713 | 45,963 | 50,063 | 49,276 |
| 2017 \$315K Van Aken Park Bonds (due 2033) | 25,913 | 25,413 | 24,913 | 24,313 | 23,863 |
| 2017 \$4.9M Port Auth Van Aken Non-Tax Revenue Bonds (due 2037) | 371,400 | 372,893 | 373,970 | 374,633 | 374,880 |
| 2017 \$750K UHHS Storm Water Project Bonds (due 2026) | 101,400 | 102,800 | 104,000 | - | - |
| Total General Obligation Debt Service | \$ 839,219 | \$ 808,387 | \$ 707,031 | \$ 537,286 | \$ 536,296 |
| Urban Renewal Debt Service (Fund 302) | | | | | |
| 2012 \$13.5M Urban Renewal Refunding Bonds (due 2031) | \$ 916,602 | \$ 913,400 | \$ 910,034 | \$ 911,504 | \$ 907,728 |
| 2016 \$3.5M Urban Renewal Refunding Bonds (due 2031) | 299,108 | 297,667 | 300,655 | 297,883 | 299,662 |
| Subtotal Urban Renewal Debt Service Fund | \$ 1,215,710 | \$ 1,211,067 | \$ 1,210,689 | \$ 1,209,387 | \$ 1,207,390 |
| Less Estimates of 725 PILOTs TIF Revenue | (1,533,000) | (1,810,000) | (1,810,000) | (1,810,000) | (1,810,000) |
| Total Deficit/(Surplus) - Urban Renewal Debt Service | \$ (317,290) | \$ (598,933) | \$ (599,311) | \$ (600,613) | \$ (602,610) |
| Sanitary Sewerage System Debt Service | | | | | |
| 2011 \$573K OPWC Hildana-Ludgate Project Loan (due 2030) | \$ 28,650 | \$ 28,650 | \$ 28,650 | \$ 28,650 | \$ 28,650 |
| 2013 \$385K Van Aken Sewer Line Improvement Bonds (due 2028) | 33,915 | 33,045 | 32,175 | 31,305 | 30,435 |
| 2017 \$2.2M Sewer Bonds (due 2037) | 149,500 | 152,125 | 149,625 | 151,625 | 149,263 |
| 2022 \$8.0M Sanitary Sewerage System Improvement Bonds (due 2052) | 465,025 | 462,525 | 459,775 | 456,775 | 458,525 |
| Total Sanitary Sewerage System Debt Service | \$ 677,090 | \$ 676,345 | \$ 670,225 | \$ 668,355 | \$ 666,873 |

Key Financial Policies

Budget Development Policies

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

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

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

The City will strive to maintain a General Fund balance which is at least 25% of current year General Fund disbursements (expenditures and transfers). 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, and it is in the best interest of the City to maintain its current rating.

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 annually.

Alternative service delivery methods will be reviewed periodically to ensure the quality of 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 Director of Finance, in collaboration with City Council and public input, will prioritize 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 possible, 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. Within the general fund group are the economic development and housing fund, the recreation fund, the unclaimed monies fund, and the FlexSave fund.
- **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 sewer improvements which are funded through the Sewer Capital Improvements 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: Street Maintenance and Repair Fund, Sewer Maintenance Fund; Street Lighting Assessment Fund; and Tree Maintenance Assessment 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).

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.

Fiduciary Funds

Custodial 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 eight custodial funds which are used to account for state mandated fees relating to the acceptance, review, and approval of building plans and specifications, for monies held for individuals and organizations for fines and forfeitures, for donations for public art and economic development throughout the City, scholarships and assets that provide aid to young children and their families for educational, recreational, social and support programs and services, for the design and construction design of water line projects, for the Heights Hillcrest Technical Rescue Team, and for activities of the Shaker Heights Development Corporation.

Fund Descriptions

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.

- 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%. Income tax is also collected on net profits and taxes paid by employers on behalf of their employees (withholding tax) and by individuals.
- Income 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. Residents are 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.
- 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. 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.
- Less than ten percent of the total residential property tax bill for a City of Shaker Heights taxpayer 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 the Shaker Heights City School District, Shaker Heights Public Library, Cuyahoga County, Cleveland Metroparks, Cleveland Cuyahoga Port Authority, and the Cuyahoga Community College. 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 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.
- Fines and Forfeitures are derived from fines levied by the Shaker Heights Municipal Court.
- Intergovernmental Revenue includes certain Federal and State grants and payments for the cost of running the Shaker Heights Municipal Court paid by other governments participating in the Court.
- Miscellaneous Revenues include interest earnings on the City's investments, refunds and the payment of the excess retainage by RITA 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 and Housing Fund (a sub fund 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 (a sub fund of the General Fund) includes revenues received for programs offered by the Recreation Department such as sports, leisure activities, swimming, and skating.

The Unclaimed Monies Fund (a sub fund of the General 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.

The Flexsave Fund (a sub fund of the General Fund) accounts for payments from employees for Flexible Spending Accounts.

Capital Improvement Funds

General Capital Fund: This fund receives transfers from the General Fund and other grant funds for the acquisition or construction of equipment, facilities improvements, and construction of City assets.

Sewer Capital Improvements Fund: This fund 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.

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.

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.

Sewer Maintenance Fund: The City levies a fixed and variable per MCF on all users of the City sewer system. 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.

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 0.3 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.

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 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 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 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.

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.

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

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 the Ohio Revised Code to fund an alternate dispute resolution program and materials.

Court Special Projects Fund: This fund collects \$5.00 per each criminal, traffic and civil case. The funds can be used for Court special projects including, but not limited to, the acquisition of additional facilities or the rehabilitation of existing facilities, the acquisition of equipment, the hiring and training of staff, community service programs, mediation or dispute resolution services, the employment of magistrates, the training and education of judges, acting judges, and magistrates, and other related services.

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

Housing Nuisance Abatement Fund: This fund includes special assessments for abatement by the City of private residential property nuisances and demolitions.

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.

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 City also makes a transfer from the General Fund into this fund to make up for insufficient revenues from assessments.

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.

Local Fiscal Recovery Fund: This fund was established to account for the funds distributed as part of the American Rescue Plan Act (ARPA).

CRA Fee Fund: The City has two active Community Reinvestment Area (CRA) agreements with property owners, and each agreement contains a clause requiring the owner to pay an annual fee to the City.

OneOhio Opioid Settlement Fund: This fund was established to account for the funds distributed as part of the OneOhio Memorandum of Understanding (MOU) derived from a settlement agreement with the three largest distributors of opioids. Ohio is distributing from a negotiated settlement fairly to communities hit hardest by the opioid crisis. Expenditures must meet the approved purposes definition of the OneOhio MOU.

27th Pay Reserve Fund: To provide funding for a 27th payday that will occur in 2026. The City issues bi-weekly payrolls and this 27th payday occurs approximately once every eleven years. Annual transfer to the General Fund is based upon the City's current average payroll of \$1.3 million. This expense was funded beginning in 2019 and was fully funded at the end of 2021.

Law Enforcement Trust Fund (Local / 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.

Obstruction Permit 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 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.

Shaker-Cuyahoga Credit Enhancement Fund: This fund accounts for the agreement with Cuyahoga County for the City County SBA loan program. Funding from the City and County to fund forgivable loans is deposited into this fund. Loan payments are made from the fund for credit enhanced SBA loans to local businesses that meet the qualifications of the City County loan program.

Shaker Plaza and Van Aken District TIF Funds: These funds account for moneys received from Cuyahoga County from payments in lieu of taxes (PILOTs) for the Shaker Plaza property and the Van Aken District property. These funds are then distributed to the Shaker Heights School District and the owner/developer of the Shaker Plaza and Van Aken District in accordance with a tax increment financing (TIF) agreement.

Municipal Improvement TIF Fund: These funds account for moneys received from Cuyahoga County from payments in lieu of taxes (PILOTs) for the Wendy's property. These funds are then distributed to the Shaker Heights School District in accordance with a school compensation agreement.

Point of Sale Escrow Fund: This fund accounts for the escrow monies held by the City for residential housing violations found during the Point of Sale Inspection. These funds are distributed to the depositor once all violations have been corrected.

Debt Service Funds

General Obligation 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.

Urban Renewal Debt Service Fund: This includes resources for, and the payment of, Urban Renewal Debt, to finance improvements secured by tax increment financing (TIF) payments.

Internal Service Funds

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

Central Printing Fund: This fund provides a central cost center for the cost of copying performed by the departments. Individual departments reimburse this fund.

Central Garage Fund: 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.

Central Services Fund: This fund accounts for the cost of purchasing office supplies, road materials, sidewalk materials, fuel, fire hydrants, and other miscellaneous supplies to be charged back to the individual departments as the supplies are drawn.

Self-Insurance Reserve Fund: This fund pays the City's Self-insured Workers Compensation and Employee Health Care insurance. Employee health care includes medical and dental coverage. Both the City's and the employees' share of their health care cost is appropriated in departments' budgets and transferred to this fund.

Custodial Funds

Public Art Deposit Fund: This fund accounts for donations for public art throughout the City and donations in honor of services rendered by various City departments.

Commercial Property Assessed Clean Energy (C-PACE) Fund: This fund acts mainly as a pass through of payments in lieu of taxes (PILOTs) from a property owner to a debt servicer established from the C-PACE program. The program allows a commercial

property owner to finance up-front costs of energy improvements and pay the costs over time through a voluntary assessment on the property tax bill.

Recreation Scholarship Fund: This fund accounts for providing financial aid and/or services to assist disadvantaged youth who otherwise could not afford to participate in various Recreation Department programs. The scholarship program is a non-profit corporation established under the authority of section 501(c) of the Internal Revenue Service Code.

Board of Building Standards Fund: State mandated fees deposited into this fund are collected by the City's Building and Housing Department related 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.

Heights Hillcrest Technical Rescue Team Fund: This fund accounts for the assets held by the City for the Heights-Hillcrest Technical Rescue Team (HHTRT). HHTRT is 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, and provides rescue for extraordinary rescue situations such as trench collapse and confined space entry.

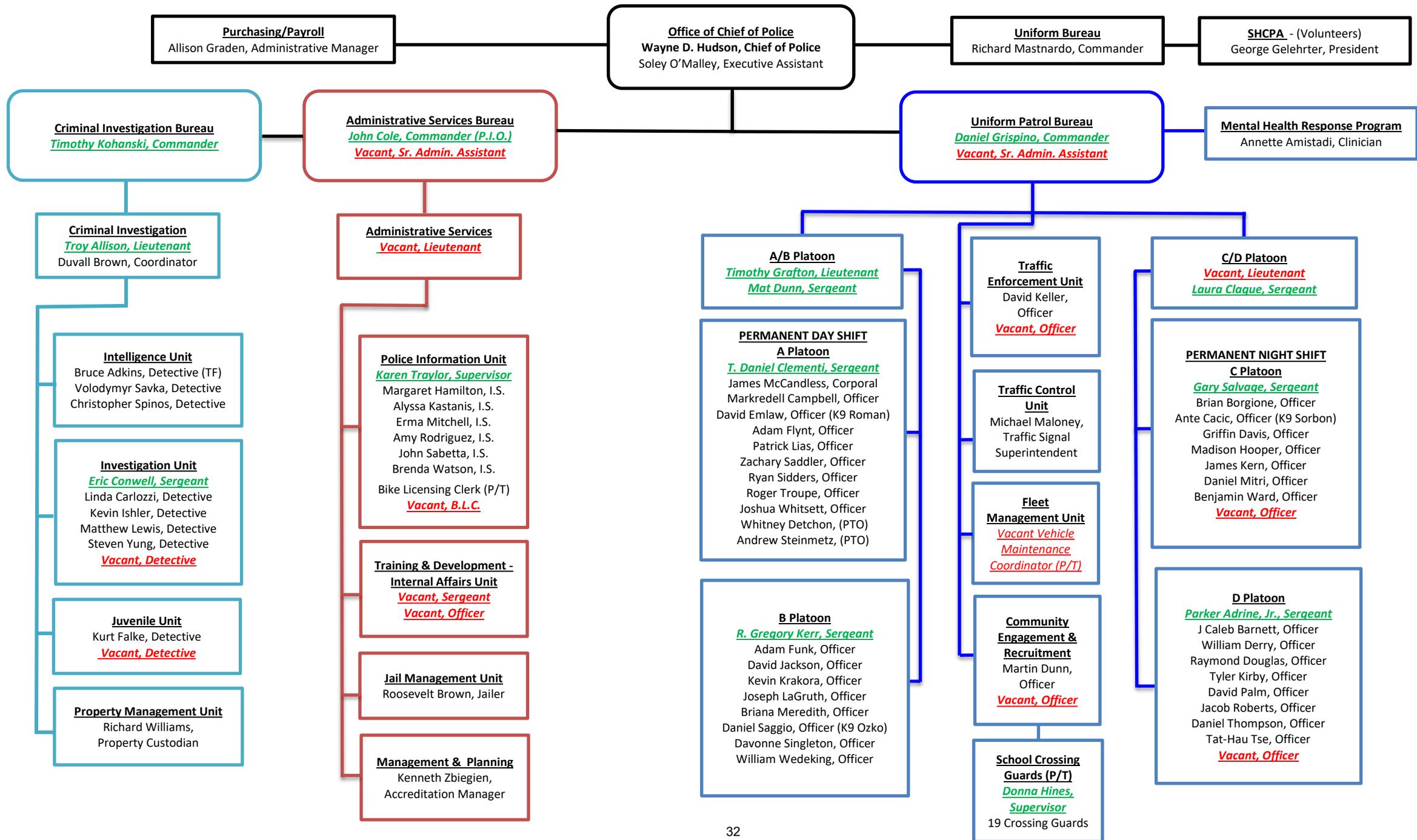
Cleveland Waterline Projects Fund: The City transferred ownership and replacement responsibilities of its waterlines to the City of Cleveland in 2007. The City also entered into an agreement with the Cleveland Division of Water under which the City would manage and design the projects of which the Division of Water would pay for. This fund is to account for funds received from the Cleveland Division of Water to be expensed for the design and construction of such projects.

Shaker Heights Development Corporation Fund: This fund accounts for the activities of 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.

Municipal Court Fund: This fund accounts for assets received and disbursed by the Shaker Heights Municipal Court as agent or custodian related to civil and criminal court matters.

This page intentionally left blank.

City of Shaker Heights Police Department



POLICE DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | \$ 11,272,050 | \$ 12,489,211 | \$ 13,189,294 | \$ 14,582,364 |
| Other Funds | 1,374,466 | 1,485,412 | 1,776,479 | 2,999,467 |
| All Funds | \$ 12,646,516 | \$ 13,974,623 | \$ 14,965,773 | \$ 17,581,831 |

DEPARTMENT DESCRIPTION

The Shaker Heights Police Department is an internationally accredited law enforcement agency that, in partnership with our community, strives 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 alarm fees, and bicycle licenses.

Special Revenue Funds

- **Street Maintenance and Repair Fund (Traffic Signal Maintenance)**
- **Police Pension Fund**
- **Law Enforcement Grants Fund (County Community Diversion Program)**
- **Mental Health Response Team Fund**
- **OneOhio Opioid Settlement Fund**
- **Law Enforcement Trust Funds (Local and Federal)**

General Capital Fund

CRIMINAL INVESTIGATIONS BUREAU

Criminal Investigations Bureau operations are directed by a Bureau Commander. The Bureau comprises one (1) Lieutenant and one (1) Sergeant. The Unit also has one (1) Criminal Investigation Bureau Coordinator, who assists with numerous administrative tasks such as case filing/preparations, digital evidence, and social media issues. The Bureau provides effective investigation and prosecution of reported incidents.

- **Investigation Unit** – Five (5) Detectives are supervised by a Sergeant. The Unit is responsible for the identification and apprehension of perpetrators, processing of evidence, recovery of stolen property, and prosecution of adult, and (on occasion juvenile) 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** – Three (3) Detectives are supervised by a Lieutenant. The Unit provides intelligence to address narcotics investigations, street crimes, property crimes, and patterned and organized criminal activity. The Unit also provides internal and external law enforcement training designed to promote career development, while

fostering a partnership with community members. One of the Detectives from this unit has been permanently assigned to the regional task force “Cartel, Gang and Laundering Task Force” (CGNL) for the duration of 2023.

- **Juvenile Unit** – One (1) Detective is supervised by the same Lieutenant who oversees the Intelligence and Investigation Unit. The Unit provided a liaison for the schools within the City. The Detective also oversees and implements the Cuyahoga County Juvenile Diversion Program.
- **Property Management Unit** – Staffed by a Property Custodian who is supervised by a Lieutenant, this Unit provides custody and care over property / evidence seized in connection with incidents / investigations. This Unit conducts auctions, disposals, and releases of lost, stolen, abandoned, and/or judicially reviewed property.

ADMINISTRATIVE SERVICES BUREAU

Administrative Services Bureau operations are directed by a Bureau Commander who also serves as the Public Information Officer, Custodian of Public Records, Jail Administrator, Recruitment Officer, Training Coordinator, Early Identification System Coordinator and Internal Affairs Officer. In addition, the Bureau is staffed by one (1) Civilian Employee who is designated as the Department’s Accreditation Manager.

- **Police Information Unit** – Staffed with a civilian employee, who is assigned as the Records Supervisor. Six (6) non-sworn civilian employees, who report directly to the Records Supervisor, serve in the Information Unit. The Records Supervisor is responsible for administering the collection, processing, retention and dissemination of records; which includes assigning a Specialist, e.g. Terminal Coordinator, to train and certify users of the Law Enforcement Automated Data System (L.E.A.D.S.) and, directing Specialist’s activities. The supervisor is also the liaison to, as well as responsible for researching and developing best practices for the administration of the TAC Records Management System. In addition to the aforementioned responsibilities, the Information Unit shares records with police personnel, Courts, Heights Hillcrest Communications Center, Ohio Bureau of Motor Vehicles and Ohio Department of Public Safety.

UNIFORM PATROL BUREAU

Uniform Patrol Bureau operations are directed by a Bureau Commander. 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 that 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.

- **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. The traffic enforcement officers investigate hit-skip and fatal motor vehicle accidents as well as assist the Traffic Control Unit. Additionally, this Unit will respond to neighborhood complaints specific to traffic issues.
- **Traffic Control Unit** – One Assistant Signal Superintendent manages the operation of all traffic and pedestrian signalization throughout the City. The Unit 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 the ultimate goal of minimizing downtime.

2023 ACCOMPLISHMENTS – CRIMINAL INVESTIGATIONS BUREAU

Goal 1: Superior Response & Service Delivery

- Flock cameras were successfully installed and immediately became a critical tool in the successful resolutions of criminal investigations. Based upon previous data collection and analysis, one (1) additional Flock camera location was identified and another Flock camera was installed in 2023. This highlighted the enhanced capabilities of Investigations to monitor suspicious activity within the City.
- Intelligence Detectives were assigned and investigated numerous complaints of suspicious activity occurring within the City. Clandestine Detectives secured search warrants and arrested several individuals. This has had a positive impact on ensuring the high quality housing and neighborhoods Shaker Heights is known for, remain intact.
- 16 Juveniles were identified for placement in the Diversion Program. This program allows the juvenile a second chance and avoids the criminal justice system.
- The Bureau's Management team assigned 1,032 new investigations, 62.8% Part 1 clearance, 56.4% clearance of all cases.
- Detectives continued to capitalize on their ability to monitor and have access to the surveillance cameras within the Van Aken District.
- Utilizing the intelligence gathered by the Flock camera system and after action reports by Uniformed Officers, Detectives developed leads and gathered evidence that was shared with Regional Partners to address an uptick in motor vehicle thefts.
- Detectives cleared over 585 cases through Common Pleas, Juvenile Court, Municipal Court, and Exceptional Clears.

Goal 2: Financial Health & Sustainability

- One of our Detectives attended, and became a Certified Instructor through the prestigious Ohio Peace Officer Training Academy. This certification enables him to

instruct officers on the topics of De-escalation and building Searches which is a cost-effective way to conduct training.

Goal 4: Recreation

- Donated 71 bicycles to the City Mission and a dance company in the City.

Goal 5: Human Capital and Talent

- A Lieutenant was promoted and transferred to the Investigative Unit.
- A member of the department was promoted from Records Specialist to Criminal Investigation Bureau Coordinator.
- A Lieutenant was promoted to Commander in 2023 and transferred to the Criminal Investigations Bureau.
- Two Detectives administered training during new employee orientation. They were able to identify and emphasize best practices while discussing tactics, tools and techniques that would assist employees.
- One of our Detectives provided instruction in Block B training that was unique for Investigative personnel. A certified De-Escalation instructor, he was able to train the department on these important concepts and topics.
- Detectives continue to train and develop outstanding employees. One example was in July when a Detective took the time to meet with a Patrol Officer and discussed self-initiated investigations to include ways to improve report writing, video review, and the importance of taking time to document a thorough investigation. The result was an excellent report written by the Patrol Officer and an incident of the suspect for carrying concealed weapons.
- Members of the Criminal Investigations Bureau and Uniform Patrol Bureau held meaningful discussions during 2023 to address areas of concern between the two bureaus. The discussions have proven beneficial in improving conversations and understanding each group's respective roles.
- One of our Sergeants sponsored a Shaker Heights High School student to conduct their Senior Project at the Shaker Heights Police Department. These types of sponsorships provide youth with a perspective of law enforcement and transparency in the profession.
- One of our Commanders planned the first annual Youth Police Academy. The week academy provided valuable insight and perspective between the youth and law enforcement about the varying opinions and perspectives about one another's role in working together to build and improve communication. The thirteen (13) students who attended gained valuable insight in to the law enforcement profession.

2023 ACCOMPLISHMENTS – ADMINISTRATIVE SERVICES BUREAU

Goal 1: Superior Response & Service Delivery

- Successfully completed Year 2 Web-Based Assessment in anticipation of reaccreditation in Year 4.
- Ensured Marsy's Law Post Arrest Notifications were made to Victims of Domestic Violence.
- Reviewed & Updated over 25 Directives.
- Enhanced the street light outage program.

- Addressed over 200 Media Inquiries.
- Released steering wheel locks to Kia and Hyundai resident car owners.

Goal 2: Financial Health & Sustainability

- Absorbed Senior Administrative Assistant and Training Coordinator's Assignment into Command producing a savings of approximately \$167 thousand to the annual budget.
- Negotiated a 5-Year Jail Relocation Contract Extension with the City of Solon.
- Applied for Body Worn Camera and Violent Crime Control Grants. The Department is awaiting word on the Violent Crime Grant but did receive \$82 thousand for the Body Worn Camera Grant.

Goal 4: Recreation

- Successful presented the City's 1st Annual Night Out Against Crime Event.

Goal 5: Human Capital and Talent

- An Accreditation Manager, a former Police Command Staff member, participated in Police Panel interviews of Lateral Applicants for Patrol Officer Assignment and assisted with training responsibilities in the absence of Training Coordinator.
- Partnered with Communications & Marketing Department to create a Recruitment Video and update post cards to enhance recruiting efforts.
- Hired an Independent Contractor as a Grant Writer who helped procure a COPS grant of more than \$45,000.
- Based upon skillset and tenure within the Department, identified and established permanent assignments on the Training Committee.
- Hired a Police Information Specialist by way of a former City Hall employee who had also worked in the private sector with similar experience.
- Command Officer applied for, and was appointed to the State of Ohio's Certified Law Enforcement Executive Program.
- Partnered with the Fire Department to provide Lifesaving Training, i.e. CPR/AED, for Civilian Employees and the Citizen's Police Academy.

2023 ACCOMPLISHMENTS – UNIFORM PATROL BUREAU

Goal 1: Superior Response & Service Delivery

- The department recorded 347 Part I crimes for 2023. Although an increase from 2022, it still represents a low incidence rate for Part I crimes.
- 6,759 Citations were written in 2023. Of which, 3,607 of those citations were written for hazardous moving violations including 116 for OVI's.
- The Department continues to reap the rewards of dedicated technological enhancements. Flock cameras, which have been utilized in missing person investigations, while yielding arrests for property crimes, have also provided investigative value in 35 incidents.
- The police fleet interior was re-designed to include new laptop computers and printers.
- Motorola Premier One has been implemented as our CAD and Reporting software system.
- Police cruisers were re-designed for an all new exterior look.

- The Department received the 2023 Community Traffic Safety Platinum Award, the highest award issued to municipalities.
- The City’s Mental Health Response Program in partnership with the Fire Department and MetroHealth Recovery Resources achieved success in 2023. There were 645 referrals to the program. Our clinician was on scene 42% of the time during a crisis call. 730 follow-ups were completed after a crisis was resolved. This follow-up care linked individuals with providers to overcome barriers.
- The Department received its largest grant funding award ever in 2023. The amount of \$399,846 from the COPS Office is dedicated for expanding Crisis Intervention Teams. The award will support an expansion into the municipalities of Cleveland Heights, University Heights, Richmond Heights, and South Euclid.
- New security measures were put in place for High School football games and all of the home games were held without incident.

Goal 5: Human Capital and Talent

- Five (5) experienced officers hired in 2023 were promoted to full staffing after completing the PTO (Police Training Officer) phase. Two (2) officers hired in 2023 remain in the PTO phase.
- Three (3) veteran officers were appointed to Mobile Field Force.
- One (1) officer became a member of EDGE SWAT.
- One (1) Lieutenant, who was later promoted to Commander, attended and successfully completed Northwestern Police Staff and Command.
- Two (2) Sergeants completed Wellness & Resiliency training through Force Science.
- Two (2) Lieutenants were promoted to Command Level Positions.
- All K-9 officers attended the annual K-9 training in Alpena, Michigan.
- All officers attended the city-wide Diversity Equity and Inclusion training.
- Our clinician attended “Train the Trainer” CIT Training in Salt Lake City.
- All Uniform personnel participated in monthly scenario based, Desktop, Legal Updates and Preparedness training.

Goal 6: Environmental Sustainability

- Provided K-9 demonstrations to various groups and organizations throughout 2023.
- The Department hosted one session of the Shaker Heights Citizens Police Academy with 19 graduates.
- Participation in “Cops and Kids” movie night in Mayfield Heights.
- Numerous members from the Uniform Bureau helped to compile the first ever SHPD Children’s Book and volunteered and attended, the first-ever National Night Out Event.
- Annual “Touch a Truck Event” was held at the Van Aken District.
- Participation by officers in the “Stay in the Game” event held in conjunction with the Shaker Heights Schools and the Cleveland Browns.

| POLICE DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| <u>CRIME CONTROL (DETECTIVE)</u> | | | | |
| COMPENSATION | \$ 2,560,903 | \$ 1,874,673 | \$ 1,859,849 | \$ 1,825,638 |
| CONTRACTUAL SVCS | 1,069 | 1,125 | 2,500 | 2,500 |
| MATERIALS & SUPPLIES | 4,631 | 3,956 | 7,423 | 7,423 |
| TOTAL CRIME CONTROL (DETECTIVE) | \$ 2,566,603 | \$ 1,879,754 | \$ 1,869,772 | \$ 1,835,561 |
| <u>CRIME SUPPRESSION (PATROL)</u> | | | | |
| COMPENSATION | \$ 5,064,769 | \$ 5,927,757 | \$ 6,491,633 | \$ 7,629,176 |
| CONTRACTUAL SVCS | 48,530 | 50,372 | 47,079 | 68,479 |
| MATERIALS & SUPPLIES | 53,710 | 123,567 | 109,889 | 109,889 |
| TOTAL CRIME SUPPRESSION (PATROL) | \$ 5,167,009 | \$ 6,101,696 | \$ 6,648,601 | \$ 7,807,544 |
| <u>AUXILIARY SERVICES</u> | | | | |
| COMPENSATION | \$ 888,402 | \$ 987,816 | \$ 1,089,787 | \$ 807,001 |
| CONTRACTUAL SVCS | 979,173 | 1,025,146 | 1,037,420 | 1,062,020 |
| MATERIALS & SUPPLIES | 19,306 | 24,813 | 25,981 | 51,981 |
| TOTAL AUXILIARY SERVICES | \$ 1,886,881 | \$ 2,037,775 | \$ 2,153,188 | \$ 1,921,002 |
| <u>POLICE ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 361,976 | \$ 524,096 | \$ 497,259 | \$ 448,123 |
| TRAVEL & EDUCATION | 47,910 | 119,230 | 146,384 | 65,992 |
| CONTRACTUAL SVCS | 220,723 | 176,494 | 187,238 | 207,238 |
| MATERIALS & SUPPLIES | 165,540 | 144,250 | 195,138 | 178,138 |
| TRANSFERS-OUT | 450,000 | 1,100,000 | 1,100,000 | 1,700,000 |
| TOTAL POLICE ADMINISTRATION | \$ 1,246,149 | \$ 2,064,070 | \$ 2,126,019 | \$ 2,599,491 |
| <u>SAFETY PATROL</u> | | | | |
| COMPENSATION | \$ 199,598 | \$ 210,290 | \$ 187,764 | \$ 187,816 |
| TOTAL SAFETY PATROL | \$ 199,598 | \$ 210,290 | \$ 187,764 | \$ 187,816 |
| <u>JAIL HOLDING FACILITY</u> | | | | |
| CONTRACTUAL SVCS | \$ 202,499 | \$ 191,650 | \$ 195,000 | \$ 222,000 |
| MATERIALS & SUPPLIES | 3,311 | 3,976 | 8,950 | 8,950 |
| TOTAL JAIL HOLDING FACILITY | \$ 205,810 | \$ 195,626 | \$ 203,950 | \$ 230,950 |
| TOTAL GENERAL FUND | \$ 11,272,050 | \$ 12,489,211 | \$ 13,189,294 | \$ 14,582,364 |

| POLICE DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--|----------------------|----------------------|----------------------|----------------------|
| OTHER FUNDS | | | | |
| 201 STREET MAINTENANCE AND REPAIR | | | | |
| <u>TRAFFIC SIGNAL MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 91,203 | \$ 95,952 | \$ 91,445 | \$ 95,425 |
| CONTRACTUAL SVCS | 20,587 | 21,887 | 42,563 | 42,563 |
| MATERIALS & SUPPLIES | 35,458 | 23,917 | 32,064 | 32,064 |
| TOTAL STREET MAINTENANCE AND REPAIR | \$ 147,248 | \$ 141,756 | \$ 166,072 | \$ 170,052 |
| 205 POLICE PENSION | | | | |
| COMPENSATION | \$ 1,211,342 | \$ 1,272,362 | \$ 1,403,698 | \$ 1,474,235 |
| CONTRACTUAL SVCS | 15 | 30 | 150 | 1,000 |
| TOTAL POLICE PENSION | \$ 1,211,357 | \$ 1,272,392 | \$ 1,403,848 | \$ 1,475,235 |
| 216 LAW ENFORCEMENT GRANTS | | | | |
| <u>COUNTY COMMUNITY DIVERSION PROGRAM</u> | | | | |
| COMPENSATION | \$ - | \$ 473 | \$ 7,300 | \$ 7,300 |
| MATERIALS & SUPPLIES | - | 240 | 5,124 | 5,124 |
| MISCELLANEOUS | - | - | 1,200 | 1,200 |
| TOTAL LAW ENFORCEMENT GRANTS | \$ - | \$ 713 | \$ 13,624 | \$ 13,624 |
| 284 MENTAL HEALTH RESPONSE TEAM | | | | |
| CONTRACTUAL SVCS | \$ - | \$ - | \$ - | \$ 306,886 |
| MATERIALS & SUPPLIES | - | - | - | 5,900 |
| CAPITAL OUTLAY | - | - | - | 87,060 |
| TOTAL MENTAL HEALTH RESPONSE TEAM | \$ - | \$ - | \$ - | \$ 399,846 |
| 288 ONEOHIO OPIOID SETTLEMENT | | | | |
| COMPENSATION | \$ - | \$ 9,005 | \$ 9,005 | \$ 38,000 |
| TOTAL ONEOHIO OPIOID SETTLEMENT | \$ - | \$ 9,005 | \$ 9,005 | \$ 38,000 |
| 701 LAW ENFORC TRUST-LOCAL 291 | | | | |
| COMPENSATION | \$ 1,176 | \$ 27,476 | \$ 28,930 | \$ 28,930 |
| TRAVEL & EDUCATION | - | 1,650 | - | - |
| CONTRACTUAL SVCS | 4,790 | 28,776 | 70,000 | 141,070 |
| CAPITAL OUTLAY | - | - | 30,000 | 30,000 |
| MISCELLANEOUS | 9,895 | 3,644 | - | - |
| TOTAL LAW ENFORC TRUST-LOCAL 291 | \$ 15,861 | \$ 61,546 | \$ 128,930 | \$ 200,000 |
| 702 LAW ENFORC TRUST-FED 292 | | | | |
| CONTRACTUAL SVCS | \$ - | \$ - | \$ 55,000 | \$ 702,710 |
| TOTAL LAW ENFORC TRUST-FED 292 | \$ - | \$ - | \$ 55,000 | \$ 702,710 |
| TOTAL OTHER FUNDS | \$ 1,374,466 | \$ 1,485,412 | \$ 1,776,479 | \$ 2,999,467 |
| TOTAL ALL FUNDS | \$ 12,646,516 | \$ 13,974,623 | \$ 14,965,773 | \$ 17,581,831 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Initiated Succession Planning and Mentoring Programs for sworn personnel that, coupled with budgeted dollars earmarked for employee growth in training, will continue to build upon and promote superior response and service.
- Created an Awards Recognition Program to identify and reward employees who perform above and beyond the call of duty in and incident; as well as those who perform in this manner within their assignment consistently.
- The Department has budgeted to purchase an automated and enhanced, “best practices” Accountability System to monitor internal/external complaints while providing management a better tool to monitor employee performance
- The Police Department will continue to deliver historically low Part I crime rates that have been experienced in the last 9 years. Increase in crime this year due to motor vehicle thefts and attempts.
- The Investigative Bureau will benefit from targeted modernization of technology by purchasing cellular telephone extraction software to assist with investigations.
- The Investigative Bureau will improve the Special Investigations Unit office which has outdated equipment. The modernization of the space will assist with improving the efficiency of investigations.
- The department will be purchasing numerous technology upgrades during 2024 which will enhance efficiencies within the department.
- Detectives will continue to monitor Flock cameras and other allowable surveillance cameras within the City.
- Uniformed Patrol Bureau personnel have implemented a “Beta” car program which will team two (2) Officers in one (1) vehicle, instead of one (1) Patrol Officer in one car, in areas with upticks in crime.

Goal 2: Financial Health & Sustainability

- The Deer Management program continues with collaboration and financial contribution from the City of Beachwood.
- Detectives will continue to conduct cost-free training for members of the department.

Goal 5: Human Capital and Talent

- The potential to fill two vacancies in the Investigative Bureau during 2024, will improve the efficiency to conduct follow-up investigations and proactive address crime issues within the City.
- Sworn and Civilian personnel will be attending “best practices” training courses locally and abroad to increase their respective skillsets and knowledge. A dedicated Training Coordinator with decades of law enforcement experience has been appointed to oversee training throughout the Department.
- Selected Patrol Officers who have excelled and proven their substantive knowledge within their assignment will be afforded the opportunity to compete in a competitive process for promotion to Corporals.
- Police employees will participate in youth engagement activities, including The Summer Youth Academy, National Night Out, Teen Summit, and managing relations within the schools.

- Police employees will participate in the Juvenile Justice Diversion grant serving as mentors to at risk youth.
- Members of the Investigative Bureau will continue to participate in the Cuyahoga County Juvenile Diversion program, which provides youth with a second chance and avoids entry into the criminal justice system.

Goal 6: Environmental Sustainability

- Uniformed Patrol Bureau personnel will participate in increased foot and bicycle patrols to engage our community.
- The Uniformed Patrol Bureau has purchased and will purchase fuel efficient vehicles to reduce emissions.
- Administrative Services Bureau personnel will purchase record-keeping systems that maintain files electronically, thereby reducing paper costs and the impact upon natural resources.

2024 CAPITAL BUDGET

| | |
|-----------------|---|
| \$360,000 | Annual Replacement of Police Cruisers (2025) |
| \$105,000 | TASERS, holsters and cartridges (Year 2 of 2) |
| \$36,000 | Van Aken District Community Engagement Center |
| \$35,000 | Replacement of M-4 Rifles and Shotguns (10 yr. cycle) |
| <u>\$75,000</u> | Signage, Poles And Signalization Annual Maintenance |
| \$611,000 | |

This page intentionally left blank.

City of Shaker Heights Fire Department



FIRE DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | \$ 8,724,393 | \$ 9,857,746 | \$ 10,143,567 | \$ 10,328,928 |
| Other Funds | 1,334,022 | 1,471,543 | 1,478,255 | 1,456,921 |
| All Funds | \$ 10,058,415 | \$ 11,329,289 | \$ 11,621,822 | \$ 11,785,849 |

DEPARTMENT DESCRIPTION

The Shaker Heights Fire Department is committed to providing the highest level of public safety services for our community. We protect lives and property through fire suppression, emergency medical response, disaster management, fire prevention, and public education.

FUNDING SOURCES

General Fund

All functions receive funding from the General Fund. The department collects fees for rescue squad runs which are then deposited back to the General Fund.

Special Revenue Funds

- **Fire Pension Fund**

General Capital Fund

FUNCTION – FIRE SUPPRESSION/EMS

The Fire Department proudly protects over 29,000 people living in an area of approximately 6 square miles. Operating out of two fire stations 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.

FUNCTION – 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.

FUNCTION – 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.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

Emergency Response Statistics

| <u>Description</u> | <u>2022</u> | <u>2023</u> | <u>% Increase</u> |
|---------------------------|--------------------|--------------------|--------------------------|
| Fire Incidents | 1,591 | 1,594 | 0.2% |
| EMS Incidents | 3,305 | 3,576 | 8.2% |
| Total Incidents | 4,896 | 5,170 | 5.6% |

- The Fire Department responded to 5,170 calls for service in 2023. This is a 5.6% increase over 2022 incidents.
- Of the 5,170 calls for service, 3,576 were EMS Incidents (69%) and 1,594 were Fire/Rescue related incidents (31%).
- 44% of the EMS calls were considered Advanced Life Support (ALS) calls, and 56% were considered Basic Life Support (BLS) calls.
- 3,531 Individuals were treated by our paramedics. Out of those, 2,690 patients were transported to area hospitals for treatment.
- The Fire Department performed 14,584 total agency training hours in 2023.
- 1,444 Fire Inspections were completed in 2023.

Policy Manual Development

- The department continued to work through revising and updating all department rules and regulations. This project has been a significant undertaking and we are proud to report that it was completed in 2023. For 2024, we will begin monthly training sessions to test and reinforce department members understanding of the departmental policies.

Community Emergency Response (CERT) Team

- Members of the CERT team participated in numerous response exercises, including a search and rescue simulation at Ursuline College as well as a mass casualty event at Burke Lakefront Airport
- CERT members presented to the College Club of Cleveland on CERT team scope and activities
- The Shaker CERT team hosted a joint training academy with Pepper Pike in the Fall of 2023 which graduated 10 new CERT team members, 5 of which have joined Shaker
- Shaker's CERT team now consists of 22 trained and active members.

Technology Improvements

- The Fire Department took delivery of a new battery operated stair chair to further enhance EMS operations and assist with safely moving immobile patients down stairs.
- The department purchased 2 mobile decontamination units in 2023, 1 for each station. We now have the ability to decontaminate clothing, EMS bags, Fire gear and all other non-electronic items within 15 minutes. These units are vital for keeping our front line firefighters and paramedics healthy as they encounter potentially dangerous bacteria and illness causing organisms throughout their daily operations.
- The department continues to await the delivery of a new rescue squad which has been on order for nearly 3 years, we anticipate this to arrive early 2024

Flu Clinics

- Working with University Hospitals, the department hosted and provided two drive-through flu clinics for Shaker Heights employees. This was well received and assisted in maintaining a healthy workforce, especially during a season with such high levels of respiratory illnesses.

Goal 2: Financial Health & Sustainability

- The department completed the 2nd year of updating the fire hose and nozzle inventory for all trucks in 2023. The department maintains a large inventory of fire hoses on each truck. This hose has strict manufacturing and testing requirements that allow it to be used during extreme heat during firefighting operations. Some of the department's inventory dates back to the 1980s.

Grants Received

- The fire department collaborated with the State of Ohio to work through the procurement processes for 2 grants through the American Rescue Plan Act (ARPA):
 - \$224,000 in total retention bonuses for members of the Fire Department that worked during COVID, equating to a \$4,000 bonus for each Firefighter/Paramedic that met the requirements set by the State of Ohio. Qualifying members received their payments in the last quarter of 2023.
 - A total of \$29,400 was also awarded to the Fire Department to be utilized on Wellness initiatives for the Department. The funds will be utilized during 2024 and reimbursement for the total expenditure of \$29,400 will be coordinated through the State of Ohio.

Goal 5: Human Capital and Talent

New Fire Department Additions and Recruitment

- 2023 brought some changes to staffing in the Administration of the Fire Department.
 - After 31 years of Service for the City of Shaker Heights Fire Department, the Senior Administrative Assistant retired. She was an asset to our department and we are very grateful for her dedicated service. A replacement was hired who had handled accounts payable, front desk operations and payroll for the Recreation Department.
- The Department successfully added a Business Services Manager position in late July. This position will be vital to ensuring the efficiency of our operations. To name

just a few areas of focus, this new position will oversee budgeting, payroll management, EMS Billing operations as well as provide support to the line and Officer teams. The new staff member is a State of Ohio certified Paramedic and Firefighter I and comes to us from University Hospitals where she managed Community Health for the EMS Institute.

- In collaboration with the Human Resources Department and the Civil Service Commission, the Fire Department began the initial stages of recruitment efforts for our upcoming Firefighter/Paramedic entrance exam. Recruitment videos were recorded by our Communications Department highlighting the reasons why our firefighters and paramedics have chosen to work here at Shaker FD. New recruitment posters as well as post cards were developed in an effort to advertise our exam. The Fire Department has also been partnering with the Diversity, Equity and Inclusion Department throughout this process to ensure that we are effectively recruiting a diverse pool of candidates; the entrance exam is scheduled for March 2nd 2024.

Professional Development

- The department emphasizes the importance of professional development by sending approved firefighters and supervisors to fire and emergency service related educational opportunities. The focus of the professional development program is on two key areas; firefighter task level knowledge/skill acquisition and Company/Command officer leadership/management development. This program included sending personnel to the following seminars and programs:
 - Fire Department Instructors Conference
 - Fire Rescue International
 - Blue Card Incident Management training
 - Fire Safety Inspector Certification Training
 - National Fire Academy Management courses
- In addition to the Conferences and Hands on Training programs the department training programs provided and additional 14,584 hours of in house agency training hours conducted by fire department trainers and officers.

Fitness Wellness

- The department continued to partner with the Exercise Physiology and Sports Science Department at John Carroll University for department health and wellness initiatives for 2023. As part of the program, all members of the department have completed their annual medical physical and individual fitness assessments. Additionally, 38 members of the department completed the requirement for the annual fitness incentive payments, which increased by 5 from 2022.

Mental Health Response Team Initiative

- During the 2023 calendar year, the Fire Department continued to work with our Police partners and City Social Worker Annette Amistadi to grow our Mental Health Response Team program for the community. Through this program, we continued to improve the level of care provided to residents who were experiencing a behavioral health crisis or in need of personal/family support. We have always envisioned expanding this program in partnership with our dispatch partners in Cleveland Heights, University Heights, South Euclid, and Richmond Heights along with imbedding a Social Worker into the 911 dispatch center. Over the past 12 months, we have presented the successes of Shaker's program to multiple agencies in an effort to secure additional funding to expand this program into these communities. Recently, with the assistance of our lobbying consultant, we presented to the following state agencies in Columbus:
 - The Department of Mental Health and Addiction Services
 - Recovery Ohio
 - The Ohio Department of Public Safety
- Our meeting with their three agencies proved to be very successful and has resulted in significant funding opportunities to support our expansion goals for 2024. Starting in June of 2024, we believe that we will be in a position to significantly expand this program to all of our dispatch partners identified above.

| FIRE DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| <u>FIRE SUPPRESSION</u> | | | | |
| COMPENSATION | \$ 6,388,020 | \$ 7,050,712 | \$ 7,178,695 | \$ 6,969,716 |
| MATERIALS & SUPPLIES | - | 300 | - | - |
| CAPITAL OUTLAY | 258,007 | 258,007 | 258,010 | 113,954 |
| TOTAL FIRE SUPPRESSION | \$ 6,646,027 | \$ 7,309,019 | \$ 7,436,705 | \$ 7,083,670 |
| <u>FIRE PREVENTION</u> | | | | |
| COMPENSATION | \$ 142,084 | \$ 153,349 | \$ 193,099 | \$ 198,335 |
| MATERIALS & SUPPLIES | 4,992 | - | - | 5,000 |
| TOTAL FIRE PREVENTION | \$ 147,076 | \$ 153,349 | \$ 193,099 | \$ 203,335 |
| <u>EMERGENCY MEDICAL SERVICES</u> | | | | |
| COMPENSATION | \$ - | \$ - | \$ 193,099 | \$ 37,000 |
| CAPITAL OUTLAY | - | 3,833 | - | 4,250 |
| TOTAL EMERGENCY MEDICAL SERVICES | \$ - | \$ 3,833 | \$ 193,099 | \$ 41,250 |
| <u>FIRE ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 480,507 | \$ 624,675 | \$ 494,702 | \$ 678,630 |
| TRAVEL & EDUCATION | 40,993 | 47,383 | 70,000 | 77,792 |
| CONTRACTUAL SVCS | 237,411 | 231,955 | 271,980 | 271,980 |
| MATERIALS & SUPPLIES | 221,629 | 287,107 | 283,982 | 272,271 |
| MISCELLANEOUS | 750 | 425 | - | - |
| TRANSFERS-OUT | 950,000 | 1,200,000 | 1,200,000 | 1,700,000 |
| TOTAL FIRE ADMINISTRATION | \$ 1,931,290 | \$ 2,391,545 | \$ 2,320,664 | \$ 3,000,673 |
| TOTAL GENERAL FUND | \$ 8,724,393 | \$ 9,857,746 | \$ 10,143,567 | \$ 10,328,928 |
| OTHER FUNDS | | | | |
| 206 FIRE PENSION | | | | |
| COMPENSATION | \$ 1,334,007 | \$ 1,471,513 | \$ 1,478,105 | \$ 1,455,921 |
| CONTRACTUAL SVCS | 15 | 30 | 150 | 1,000 |
| TOTAL FIRE PENSION | \$ 1,334,022 | \$ 1,471,543 | \$ 1,478,255 | \$ 1,456,921 |
| TOTAL OTHER FUNDS | \$ 1,334,022 | \$ 1,471,543 | \$ 1,478,255 | \$ 1,456,921 |
| TOTAL ALL FUNDS | \$ 10,058,415 | \$ 11,329,289 | \$ 11,621,822 | \$ 11,785,849 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Continue and strive to deliver an effective and efficient response to the community for all emergency response needs.
- Stay current on new technology and tools to enhance the operations of the Fire Department services to the City of Shaker Heights.

Goal 2: Financial Health & Sustainability

- Utilize the ARPA Wellness Grant award from the State of Ohio for Department wellness initiatives.

Goal 5: Human Capital and Talent

- The Fire Department has 5 anticipated retirements in 2024 which will leave vacancies in our Department. The Firefighter/Paramedic entrance exam is scheduled to be held March 2nd to establish a new eligibility list; this will allow us to fill the vacancies as quickly as possible.
 - These anticipated retirements will leave 2 vacancies at the Lieutenant level. There is a current Lieutenant eligibility list which will be utilized to fill these open positions at that time.
- In 2024, our longtime Fire Department Superintendent of Equipment will be retiring. We will be transitioning this position from part-time to full-time after his retirement. In an effort to offset this cost, we anticipate developing a fee for service agreement with neighboring cities to utilize our services for Preventative Maintenance of their vehicles.

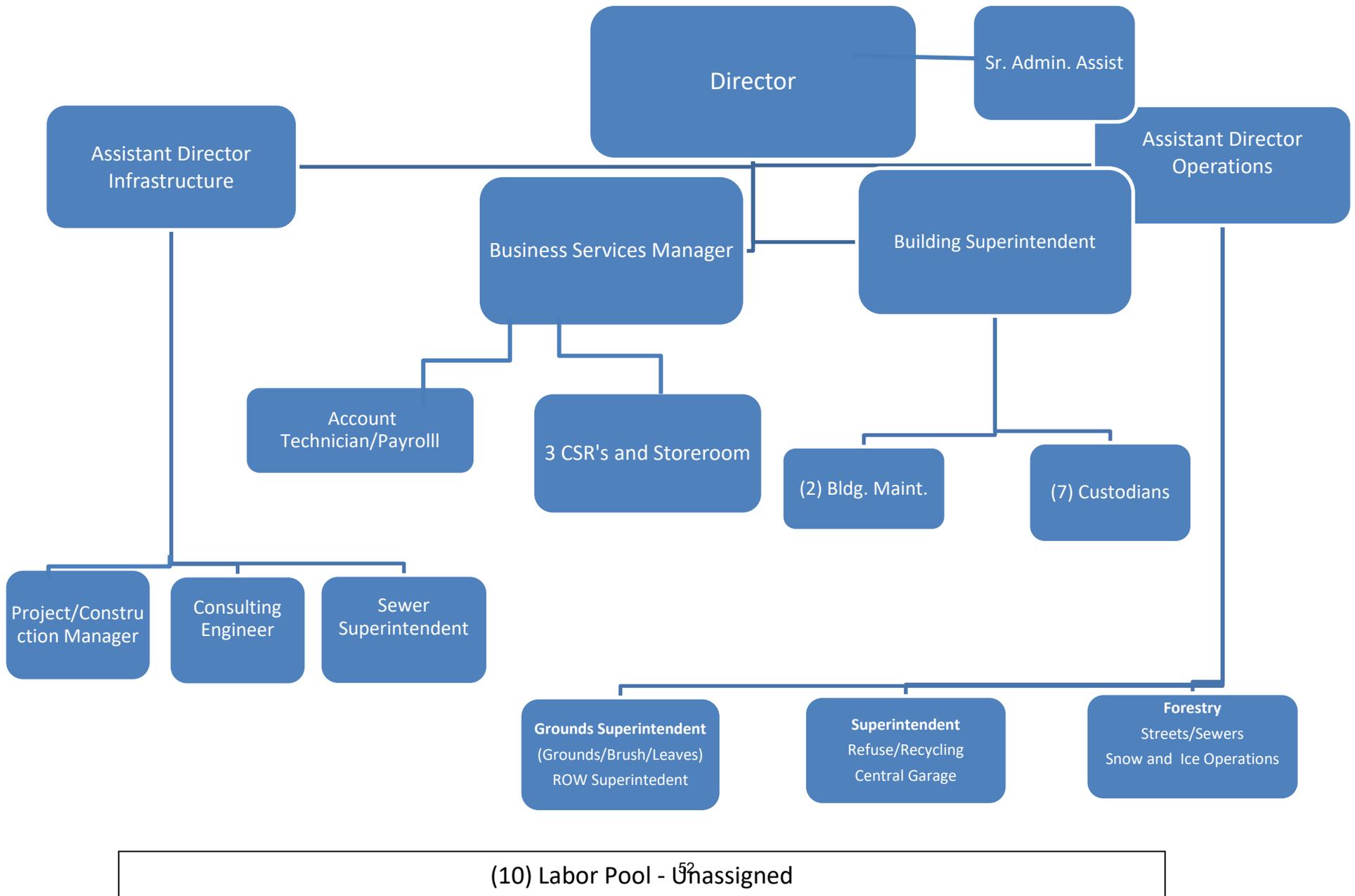
Goal 8: Economic Development

- Through our Fire Prevention Initiatives, the Fire Department will continue to work with contractors to ensure a safe design and construction process for all new projects underway in the community.
- Fire Prevention will also continue to ensure that all new businesses coming into the City of Shaker Heights are inspected for safety as well as supported on proper fire prevention guidelines and regulations.

2024 CAPITAL BUDGET

| | |
|-----------------|--|
| \$60,000 | Fire Department Vehicle (2017) |
| \$125,000 | Lucas "CPR" Devices |
| <u>\$10,000</u> | Fire Department Fire Hose and Nozzle Inventory (Year 3 of 3) |
| \$195,000 | |

City of Shaker Heights Public Works



PUBLIC WORKS DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund | \$ 8,680,125 | \$ 8,890,629 | \$ 9,758,611 | \$ 10,106,430 |
| Other Funds | 8,104,729 | 9,367,098 | 11,138,896 | 13,515,540 |
| All Funds | \$ 16,784,854 | \$ 18,257,727 | \$ 20,897,507 | \$ 23,621,970 |

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 services in the General Fund, such as fees for certain animal control calls.

Special Revenue Funds

- **Street Maintenance and Repair Fund**
- **State Highway Maintenance Fund**
- **Sewer Maintenance Fund**
- **Street Lighting Special Assessment Fund**
- **Tree Maintenance Special Assessment Fund**
- **Local Fiscal Recovery Fund (ARPA)**

Internal Service Funds

- **Central Stores Purchasing Fund (Fuel)**
- **Central Printing Operation Fund**
- **Central Garage Operation Fund**
- **Central Services Operation Fund (Tree Maintenance, Sidewalk Repair and Maintenance, RTA Snow Plowing, RTA Van Aken and Shaker Line Maintenance, Fire Hydrant Maintenance, Public Property Damage, Private Property 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.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- In combination with our Street Resurfacing program and the remaining portion of the Chagrin Blvd. Resurfacing, approximately 8.5 lane miles were paved in 2023.
- As part of the Street Resurfacing program, multiple Large Area Repairs were performed throughout the City. With additional funding from City Council, 88 Large Area Repairs were repaired along the Lee Road Corridor. Using the County's Annual Road Maintenance Grant, 16 catch basins were adjusted and new castings installed along the Lee Road Corridor.
- In an effort to refine our Street Condition Rating system and develop a more robust asset management plan for our road infrastructure, Public Works solicited consultants in the spring. The purpose of the study was to assess the City's streets utilizing Pavement Condition Rating (PCR); this system of evaluation is consistent with how ODOT, Cuyahoga County and NOACA rate their road infrastructure. Data collection started in the late summer and final deliverables will be submitted by end of year.
- In preparation of the Street Resurfacing program, roughly 7.25 miles sewer mains & 439 laterals in roads scheduled to be paved were cleaned and inspected. Based on the inspections, repairs were made as needed. These repairs were done in-house, through the City's Sewer Repair contract or utilizing Cuyahoga Department of Public Works contractor. All sewer work was closely coordinated with the Street Resurfacing Contractor to minimize the disruption to the residents.
- Developed a mapping system residents can access to track leaf collection crews.
- Replaced 2,520 linear feet of curbing in the Mercer and Ludlow Neighborhoods.

- Began the Transfer Station Repair project.
- In partnership with City of Beachwood, the Green Bryden box culvert installation began in the spring and was substantially completed in the fall. After the project is closed out, Shaker Heights will submit our Community Cost Share application to the Northeast Ohio Regional Sewer District to offset a portion of the project cost.

Goal 2: Financial Health & Sustainability

- Throughout 2023, Public Works coordinated with the Law Department to obtain easements from residents along Lomond, between Lynnfield Road and Latimore Road, as part of the Lynnfield / Lomond SSO project. The proposed sewer will be on private property because of the amount of existing utilities in the right of way; the easements provides the City to clean, inspect and repair the sewer in the future. With the help of the GPD Group, the City applied for the US EPA Community Grant for \$1.6 million dollars. As part of the grant, we were required to perform an environmental review and this was submitted to the US EPA in the fall. As soon as we receive the authorization to advertise from the US EPA, the project will be bid for construction.
- Energy Improvements to the City's Buildings.
- Continue converting incandescent and fluorescent fixtures to LED, expanding the scope to include high-intensity fixtures, for which parts are no longer available, including mercury lighting fixtures.
- Replaced light switches that failed with occupancy sensors to control the lights.
- Continue replacing restroom exhaust fan switches with electronic controls, making it so fans will only run during occupied hours.
- Continue replacing failed outdoor lighting control timers with astronomical timers which provide superior operation by operating the lights when sunlight dims instead of by time of day, which saves on maintenance by having to reset timer clocks during daylight savings time.

Goal 3: Greenspace and Public Spaces

- Began work on a native riparian buffer at Green Lake.
- Working with Shaker City Schools to develop student-friendly landscaping.
- Rebuilt the decorative cooper arches that span the public walkway between businesses in the South Chagrin Business District.
- Installed and maintained 250 hanging baskets.

Goal 6: Environmental Sustainability

- The majority of the Southern Moreland Traffic Calming Modifications & Scottsdale Blvd. Resurfacing was completed in 2022. Final completion of the construction project was in the early spring of 2023. As required by NEORS Green Infrastructure Grant, an Operations and Maintenance manual was developed and submitted to the District.
- Purchased two sets of backpack battery powered landscaping tools.
- Added a second commercial electric mower to the Grounds Department.
- Oversaw installation of a twelve (12) vehicle stall Super Charging Station. This charging station is located at 20030 Van Aken Blvd.

- Converted the high intensity discharge metal halide light fixtures in the South Chagrin Business District, as well as the mounted flag light at Fire Station 1 to LED bulbs. This is resulting in substantially less electrical usage for these areas.

Goal 8: Economic Development

- Public Works staff coordinated and / or provided input to the Planning Department on multiple projects throughout the year. These include Van Aken Pedestrian Improvement design, Van Aken Boulevard Path, Warrensville West Cemetery Gravestone Restoration, Lee Road Parking.

| PUBLIC WORKS DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--|------------------------|------------------------|------------------------|------------------------|
| <i>101 GENERAL FUND</i> | | | | |
| <u>ANIMAL CONTROL</u> | | | | |
| CONTRACTUAL SVCS | \$ 79,600 | \$ 75,600 | \$ 85,800 | \$ 89,800 |
| TOTAL ANIMAL CONTROL | \$ 79,600 | \$ 75,600 | \$ 85,800 | \$ 89,800 |
| <u>PARKS AND PUBLIC LAND MAINT</u> | | | | |
| COMPENSATION | \$ 575,132 | \$ 644,881 | \$ 688,998 | \$ 797,864 |
| TRAVEL & EDUCATION | 35 | - | 576 | 576 |
| CONTRACTUAL SVCS | 424,112 | 519,066 | 531,491 | 504,991 |
| MATERIALS & SUPPLIES | 123,875 | 145,804 | 136,252 | 144,705 |
| CAPITAL OUTLAY | 1,330 | 2,720 | 2,720 | 2,720 |
| TOTAL PARKS & PUBLIC LAND MAINT | \$ 1,124,484 | \$ 1,312,471 | \$ 1,360,037 | \$ 1,450,856 |
| <u>TREE MAINTENANCE</u> | | | | |
| MATERIALS & SUPPLIES | \$ 55,958 | \$ 28,985 | \$ 66,000 | \$ 66,000 |
| TOTAL TREE MAINTENANCE | \$ 55,958 | \$ 28,985 | \$ 66,000 | \$ 66,000 |
| <u>LEAF COLLECTION</u> | | | | |
| COMPENSATION | \$ 286,353 | \$ 286,545 | \$ 305,012 | \$ 300,626 |
| CONTRACTUAL SVCS | 117,114 | 169,716 | 169,956 | 123,956 |
| MATERIALS & SUPPLIES | 60,734 | 107,354 | 109,699 | 109,699 |
| TOTAL LEAF COLLECTION | \$ 464,201 | \$ 563,615 | \$ 584,667 | \$ 534,281 |
| <u>COMMERCIAL PROPERTY MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 80,844 | \$ 78,671 | \$ 117,842 | \$ 129,879 |
| CONTRACTUAL SVCS | 11,089 | 11,147 | 11,530 | 11,530 |
| MATERIALS & SUPPLIES | 6,850 | 6,850 | 21,664 | 21,664 |
| TOTAL COMMERCIAL PROPERTY MAINT | \$ 98,783 | \$ 96,668 | \$ 151,036 | \$ 163,073 |
| <u>WATERLINE MAINTENANCE</u> | | | | |
| CONTRACTUAL SVCS | \$ 46,102 | \$ 46,250 | \$ 49,000 | \$ 52,000 |
| MATERIALS & SUPPLIES | 950 | 1,175 | - | - |
| TOTAL WATERLINE MAINTENANCE | \$ 47,052 | \$ 47,425 | \$ 49,000 | \$ 52,000 |

| PUBLIC WORKS DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| <u>REFUSE COLLECTION AND DISPOSAL</u> | | | | |
| COMPENSATION | \$ 1,439,017 | \$ 1,495,873 | \$ 1,500,688 | \$ 1,369,976 |
| TRAVEL & EDUCATION | - | - | 1,072 | 1,072 |
| CONTRACTUAL SVCS | 917,141 | 838,696 | 855,428 | 868,889 |
| MATERIALS & SUPPLIES | 218,805 | 201,155 | 189,086 | 239,086 |
| TOTAL REFUSE COLLECTION & DISPOSAL | \$ 2,574,963 | \$ 2,535,724 | \$ 2,546,274 | \$ 2,479,023 |
| <u>SOLID WASTE RECYCLING</u> | | | | |
| COMPENSATION | \$ 110,391 | \$ 112,026 | \$ 115,546 | \$ 103,394 |
| CONTRACTUAL SVCS | 207,522 | 58,619 | 53,551 | 52,051 |
| MATERIALS & SUPPLIES | 22,451 | 20,333 | 26,423 | 26,423 |
| TOTAL SOLID WASTE RECYCLING | \$ 340,364 | \$ 190,978 | \$ 195,520 | \$ 181,868 |
| <u>BRUSH COLLECTION AND DISPOSAL</u> | | | | |
| COMPENSATION | \$ 417,360 | \$ 447,950 | \$ 546,626 | \$ 637,354 |
| CONTRACTUAL SVCS | 206,806 | 181,919 | 211,588 | 220,325 |
| MATERIALS & SUPPLIES | 113,374 | 97,625 | 125,306 | 120,143 |
| TOTAL BRUSH COLLECTION & DISPOSAL | \$ 737,540 | \$ 727,494 | \$ 883,520 | \$ 977,822 |
| <u>SIDEWALK MAINTENANCE</u> | | | | |
| MATERIALS & SUPPLIES | 22,893 | - | 10,201 | 10,201 |
| TOTAL SIDEWALK MAINTENANCE | \$ 22,893 | \$ - | \$ 10,201 | \$ 10,201 |
| <u>ICE AND SNOW CONTROL</u> | | | | |
| COMPENSATION | \$ 362,921 | \$ 205,966 | \$ 362,483 | \$ 422,519 |
| TRAVEL & EDUCATION | 150 | - | - | - |
| CONTRACTUAL SVCS | 95,615 | 99,760 | 114,005 | 114,005 |
| MATERIALS & SUPPLIES | 491,624 | 576,447 | 663,055 | 734,555 |
| TOTAL ICE AND SNOW CONTROL | \$ 950,310 | \$ 882,173 | \$ 1,139,543 | \$ 1,271,079 |
| <u>PUBLIC WORKS ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 801,313 | \$ 835,645 | \$ 875,783 | \$ 929,309 |
| TRAVEL & EDUCATION | 11,906 | 5,993 | 9,841 | 9,888 |
| CONTRACTUAL SVCS | 26,422 | 27,829 | 51,103 | 51,103 |
| MATERIALS & SUPPLIES | 19,247 | 25,943 | 27,445 | 27,445 |
| TOTAL PUBLIC WORKS ADMINISTRATION | \$ 858,888 | \$ 895,410 | \$ 964,172 | \$ 1,017,745 |
| <u>PUBLIC BUILDING CLEANING</u> | | | | |
| COMPENSATION | \$ 290,564 | \$ 302,384 | \$ 321,696 | \$ 314,098 |
| CONTRACTUAL SVCS | 1,796 | 2,523 | 60,544 | 60,544 |
| MATERIALS & SUPPLIES | 45,499 | 47,863 | 53,859 | 53,859 |
| TOTAL PUBLIC BUILDING CLEANING | \$ 337,859 | \$ 352,770 | \$ 436,099 | \$ 428,501 |
| <u>PUBLIC BUILDING MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 213,440 | \$ 291,744 | \$ 295,569 | \$ 273,008 |
| CONTRACTUAL SVCS | 688,751 | 786,861 | 841,137 | 961,137 |
| MATERIALS & SUPPLIES | 85,039 | 102,711 | 150,036 | 150,036 |
| TOTAL PUBLIC BUILDING MAINTENANCE | \$ 987,230 | \$ 1,181,316 | \$ 1,286,742 | \$ 1,384,181 |
| TOTAL GENERAL FUND | \$ 8,680,125 | \$ 8,890,629 | \$ 9,758,611 | \$ 10,106,430 |

| OTHER FUNDS | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| 201 STREET MAINTENANCE AND REPAIR | | | | |
| COMPENSATION | \$ 684,327 | \$ 810,932 | \$ 993,601 | \$ 910,357 |
| TRAVEL & EDUCATION | - | 2,200 | 500 | 500 |
| CONTRACTUAL SVCS | 220,198 | 268,263 | 332,445 | 332,445 |
| MATERIALS & SUPPLIES | 168,762 | 172,970 | 182,446 | 182,446 |
| CAPITAL OUTLAY | 367,500 | 617,500 | 650,000 | 225,000 |
| TOTAL GENERAL STREET MAINTENANCE | \$ 1,440,787 | \$ 1,871,865 | \$ 2,158,992 | \$ 1,650,748 |
| 202 STATE HIGHWAY | | | | |
| COMPENSATION | \$ 11,615 | \$ - | \$ 25,322 | \$ 17,757 |
| CONTRACTUAL SVCS | 86,934 | 78,135 | 80,689 | 95,689 |
| MATERIALS & SUPPLIES | 28,899 | 51,553 | 55,000 | 65,000 |
| TOTAL STATE HIGHWAY | \$ 127,448 | \$ 129,688 | \$ 161,011 | \$ 178,446 |
| 204 SEWER MAINTENANCE | | | | |
| <u>STORM SEWER MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 504,000 | \$ 630,644 | \$ 549,696 | \$ 499,761 |
| TRAVEL & EDUCATION | - | - | 1,000 | 1,000 |
| CONTRACTUAL SVCS | 263,438 | 254,024 | 267,080 | 357,657 |
| MATERIALS & SUPPLIES | 96,114 | 146,526 | 100,694 | 100,694 |
| CAPITAL OUTLAY | 60,029 | 59,186 | 125,000 | 125,000 |
| TOTAL STORM SEWER MAINTENANCE | \$ 923,581 | \$ 1,090,380 | \$ 1,043,470 | \$ 1,084,112 |
| <u>SANITARY SEWER MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 40,713 | \$ 40,410 | \$ 167,935 | \$ 122,814 |
| CONTRACTUAL SVCS | 515,756 | 539,738 | 563,232 | 571,650 |
| MATERIALS & SUPPLIES | 40,336 | 41,576 | 35,361 | 35,361 |
| TRANSFERS-OUT | 207,288 | 677,038 | 677,038 | 680,000 |
| TOTAL SANITARY SEWER MAINTENANCE | \$ 804,093 | \$ 1,298,762 | \$ 1,443,566 | \$ 1,409,825 |
| <u>LAKES MANAGEMENT</u> | | | | |
| CONTRACTUAL SVCS | \$ 9,829 | \$ 19,782 | \$ 10,500 | \$ 10,500 |
| MISCELLANEOUS | 25,000 | 25,000 | 35,000 | 35,000 |
| TOTAL LAKES MANAGEMENT | \$ 34,829 | \$ 44,782 | \$ 45,500 | \$ 45,500 |
| TOTAL SEWER MAINTENANCE | \$ 1,762,503 | \$ 2,433,924 | \$ 2,532,536 | \$ 2,539,437 |
| 281 STREET LIGHTING SPEC ASSESSMENT | | | | |
| CONTRACTUAL SVCS | 695,426 | 655,400 | 812,872 | 800,000 |
| TOTAL STREET LIGHTING SPEC ASSESS | \$ 695,426 | \$ 655,400 | \$ 812,872 | \$ 800,000 |
| 282 TREE MAINT SPEC ASSESSMENT | | | | |
| COMPENSATION | \$ 423,515 | \$ 504,992 | \$ 588,342 | \$ 699,248 |
| TRAVEL & EDUCATION | 425 | 673 | 1,801 | 1,801 |
| CONTRACTUAL SVCS | 334,296 | 334,004 | 350,515 | 350,515 |
| MATERIALS & SUPPLIES | 53,326 | 67,889 | 45,040 | 48,409 |
| CAPITAL OUTLAY | 99,220 | 100,000 | 156,522 | 185,000 |
| TRANSFERS-OUT | - | 75,000 | 75,000 | - |
| TOTAL TREE MAINT SPEC ASSESSMENT | \$ 910,782 | \$ 1,082,558 | \$ 1,217,220 | \$ 1,284,973 |
| 286 LOCAL FISCAL RECOVERY FUND | | | | |
| CONTRACTUAL SVCS | - | - | - | 2,842,409 |
| TOTAL LOCAL FISCAL RECOVERY FUND | \$ - | \$ - | \$ - | \$ 2,842,409 |

| PUBLIC WORKS DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| 601 CENTRAL STORES PURCHASING | | | | |
| CONTRACTUAL SVCS | \$ 24,327 | \$ 32,200 | \$ 35,057 | \$ 45,200 |
| MATERIALS & SUPPLIES | 1,020,078 | 915,806 | 1,283,124 | 1,243,850 |
| TRANSFERS-OUT | 170,000 | 240,000 | 250,000 | 325,000 |
| TOTAL CENTRAL STORES PURCHASING | \$ 1,214,405 | \$ 1,188,006 | \$ 1,568,181 | \$ 1,614,050 |
| 602 CENTRAL PRINTING OPERATION | | | | |
| CONTRACTUAL SVCS | \$ 33,799 | \$ 16,436 | \$ 30,386 | \$ 30,386 |
| TRANSFERS-OUT | 5,000 | 10,000 | 20,000 | - |
| TOTAL CENTRAL PRINTING OPERATION | \$ 38,799 | \$ 26,436 | \$ 50,386 | \$ 30,386 |
| 603 CENTRAL GARAGE OPERATION | | | | |
| COMPENSATION | \$ 838,840 | \$ 781,021 | \$ 1,183,214 | \$ 1,034,334 |
| TRAVEL & EDUCATION | 590 | 300 | 2,402 | 2,402 |
| CONTRACTUAL SVCS | 286,557 | 321,554 | 355,910 | 357,230 |
| MATERIALS & SUPPLIES | 100,906 | 115,740 | 93,965 | 93,858 |
| TRANSFERS-OUT | 10,000 | 10,000 | 20,000 | 20,000 |
| TOTAL CENTRAL GARAGE OPERATION | \$ 1,236,893 | \$ 1,228,615 | \$ 1,655,491 | \$ 1,507,824 |
| 604 CENTRAL SERVICES OPERATION | | | | |
| <u>TREE MAINTENANCE</u> | | | | |
| CONTRACTUAL SVCS | \$ 30,499 | \$ - | \$ 30,000 | \$ 30,000 |
| TOTAL TREE MAINTENANCE | \$ 30,499 | \$ - | \$ 30,000 | \$ 30,000 |
| <u>UTILITY PAVEMENT STREET OPENING</u> | | | | |
| COMPENSATION | \$ 80,234 | \$ 18,636 | \$ 65,671 | \$ 65,877 |
| MATERIALS & SUPPLIES | 40,117 | 232,097 | 75,000 | 75,000 |
| TOTAL UTILITY PAVEMENT STREET | \$ 120,351 | \$ 250,733 | \$ 140,671 | \$ 140,877 |
| <u>RTA SNOW PLOWING</u> | | | | |
| COMPENSATION | \$ 2,039 | \$ 1,407 | \$ 22,997 | \$ 23,805 |
| MATERIALS & SUPPLIES | 17,000 | - | 25,896 | 25,896 |
| TOTAL RTA SNOW PLOWING | \$ 19,039 | \$ 1,407 | \$ 48,893 | \$ 49,701 |
| <u>RTA SHAKER LINE MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 31,254 | \$ 66,011 | \$ 54,953 | \$ 78,840 |
| CONTRACTUAL SVCS | 33,521 | 31,224 | 31,398 | 31,398 |
| MATERIALS & SUPPLIES | 19,809 | 15,620 | 30,197 | 30,197 |
| TOTAL RTA SHAKER LINE MAINTENANCE | \$ 84,584 | \$ 112,855 | \$ 116,548 | \$ 140,435 |
| <u>RTA VAN AKEN LINE MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 62,810 | \$ 76,871 | \$ 110,839 | \$ 124,426 |
| CONTRACTUAL SVCS | 20,169 | 18,098 | 42,609 | 42,609 |
| MATERIALS & SUPPLIES | 5,221 | 18,149 | 40,490 | 59,908 |
| TOTAL RTA VAN AKEN LINE MAINTENANCE | \$ 88,200 | \$ 113,118 | \$ 193,938 | \$ 226,943 |
| <u>SIDEWALK REPAIR PROGRAM</u> | | | | |
| COMPENSATION | \$ 108,987 | \$ 73,548 | \$ 74,035 | \$ 124,479 |
| CONTRACTUAL SVCS | 166,381 | 157,341 | 250,000 | 250,000 |
| TOTAL SIDEWALK REPAIR PROGRAM | \$ 275,368 | \$ 230,889 | \$ 324,035 | \$ 374,479 |

| PUBLIC WORKS DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| <u>FIRE HYDRANT MAINTENANCE</u> | | | | |
| CONTRACTUAL SVCS | \$ - | \$ - | \$ 9,987 | \$ 9,987 |
| TOTAL FIRE HYDRANT MAINTENANCE | \$ - | \$ - | \$ 9,987 | \$ 9,987 |
| <u>PUBLIC PROPERTY DAMAGE</u> | | | | |
| COMPENSATION | \$ - | \$ - | \$ 3,829 | \$ 3,829 |
| TOTAL PUBLIC PROPERTY DAMAGE | \$ - | \$ - | \$ 3,829 | \$ 3,829 |
| <u>PRIVATE PROPERTY MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 54,586 | \$ 14,936 | \$ 106,276 | \$ 82,986 |
| TRAVEL & EDUCATION | 500 | - | - | - |
| CONTRACTUAL SVCS | 4,559 | 26,668 | 8,030 | 8,030 |
| TOTAL PRIVATE PROPERTY MAINTENANCE | \$ 59,645 | \$ 41,604 | \$ 114,306 | \$ 91,016 |
| TOTAL CENTRAL SERVICES OPERATION | \$ 677,686 | \$ 750,606 | \$ 982,207 | \$ 1,067,267 |
| TOTAL OTHER FUNDS | \$ 8,104,729 | \$ 9,367,098 | \$ 11,138,896 | \$ 13,515,540 |
| TOTAL ALL FUNDS | \$ 16,784,854 | \$ 18,257,727 | \$ 20,897,507 | \$ 23,621,970 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- 2024 Street Resurfacing
- Street maintenance items such as Large Area Repairs, Curbs, Sidewalks, Crack sealing & Pavement Marking.
- Bid and start the Lynnfield/Lomond SSO project.
- Bid and construct the Van Aken Pedestrian Improvement project.
- Continue with Sewer Rehabilitation program.
- Continue overseeing the Rehabilitation of Doan Brook both in design and grant opportunities.
- Continue with aggressive sustainability programs, equipment and best practices.
- Finalize grant funding for Green Infrastructure parking lot at City Hall
- Replacement of City Hall parking lot. The old asphalt surface will also be removed and replaced. The project will have a “green infrastructure” basin installed that will help control the amount of parking lot runoff rain water that enters the combination storm/sanitary sewer line on Lee road.

2024 CAPITAL BUDGET

Public Works Equipment

| | |
|-----------|---------------------------------------|
| \$80,000 | Pick-up Truck No. 17 (2012) |
| \$80,000 | Pick-Up Truck No. 48 (2013) |
| \$26,000 | Mower No. 408 Ex Mark (2007) Electric |
| \$50,000 | Scooter 104 - Diesel (2012) |
| \$265,000 | Dump Truck Tandem No. 32 (2010) |

| | |
|-----------------|---|
| \$22,000 | Snow Plows (2) (2012) |
| \$225,000 | Dump Truck No. 53 (2005) |
| \$80,000 | Street Sweeper (2023) Lease |
| \$60,000 | Sewer Jet Vac Truck (2004) Lease |
| \$200,000 | Bucket Truck No. 16 (2002) |
| \$22,000 | Hoist/Lift (1997) |
| <u>\$40,000</u> | Chipper No. 702 (2000) additional funds |
| \$1,150,000 | |

Public Works Streets

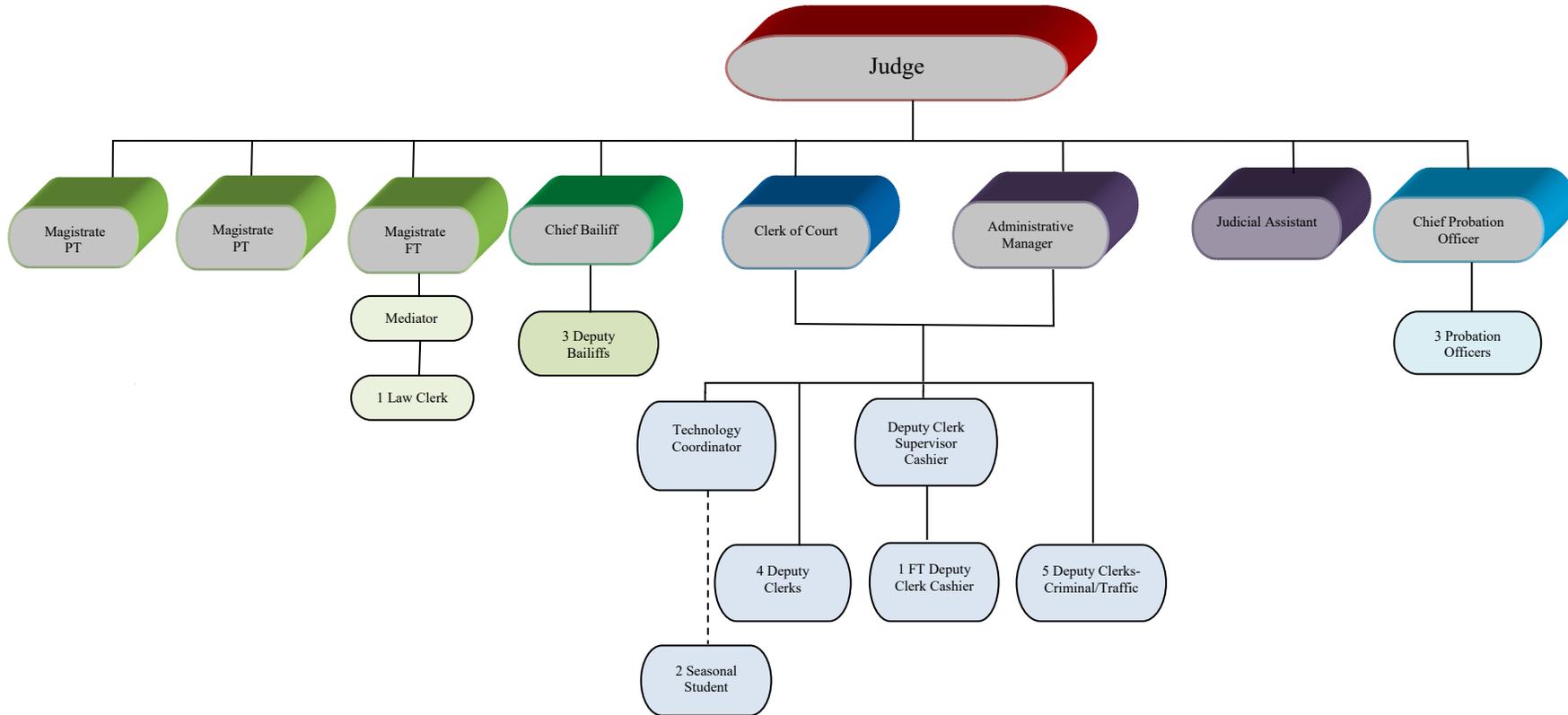
| | |
|----------------|--------------------|
| \$2,250,000 | Street Resurfacing |
| <u>\$7,500</u> | Bike Striping |
| \$2,257,000 | |

Public Works Facilities and Maintenance

| | |
|------------------|--|
| \$50,000 | Furniture and Equipment |
| \$8,000 | Consulting Engineer |
| \$450,000 | City Hall Security Upgrades |
| \$175,000 | City Hall Windows (additional funds) |
| \$60,000 | City Hall Boiler Room Water Service Repairs |
| \$550,000 | Police / Court Building Enclose Courtyard (design & minimal build out) |
| \$80,000 | Police / Court Building Fire Alarm - Addtl Funds |
| \$25,000 | Police / Court Building Court Administration Painting |
| \$25,000 | Police / Court Building Replacement of Jail Sound System |
| \$300,000 | Fire Station #1 Roof |
| \$30,000 | Fire Station #2 Exterior Painting & Gutter Repairs |
| \$25,000 | Fire Station #2 Private Quarters - Design |
| \$300,000 | Service Center Backyard Rehabilitation (Year 1 of 2) |
| \$150,000 | Service Center Fire Alarm System |
| \$150,000 | Service Center Restroom Renovation - 1st Floor Men's |
| \$50,000 | Service Center Ludgate Yard Gate |
| \$30,000 | Service Center Restroom Update Convert to Women's |
| \$30,000 | Service Center Re-Key |
| \$25,000 | Shaker Family Center Wood Doors & Window Replacement |
| \$750,000 | Parking Lots City Hall & Wood Fence |
| <u>\$290,000</u> | City Departments Video Surveillance Systems Replacement |
| \$3,553,000 | |

This page intentionally left blank.

SHAKER HEIGHTS MUNICIPAL COURT
2024 ORGANIZATIONAL CHART



MUNICIPAL COURT

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 1,992,315 | \$ 2,028,588 | \$ 2,402,115 | \$ 2,463,819 |
| Other Funds | 113,105 | 105,682 | 446,241 | 481,693 |
| All Funds | \$ 2,105,420 | \$ 2,134,270 | \$ 2,848,356 | \$ 2,945,512 |

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 cost 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 court users. Court costs are deposited into the City’s General Fund.

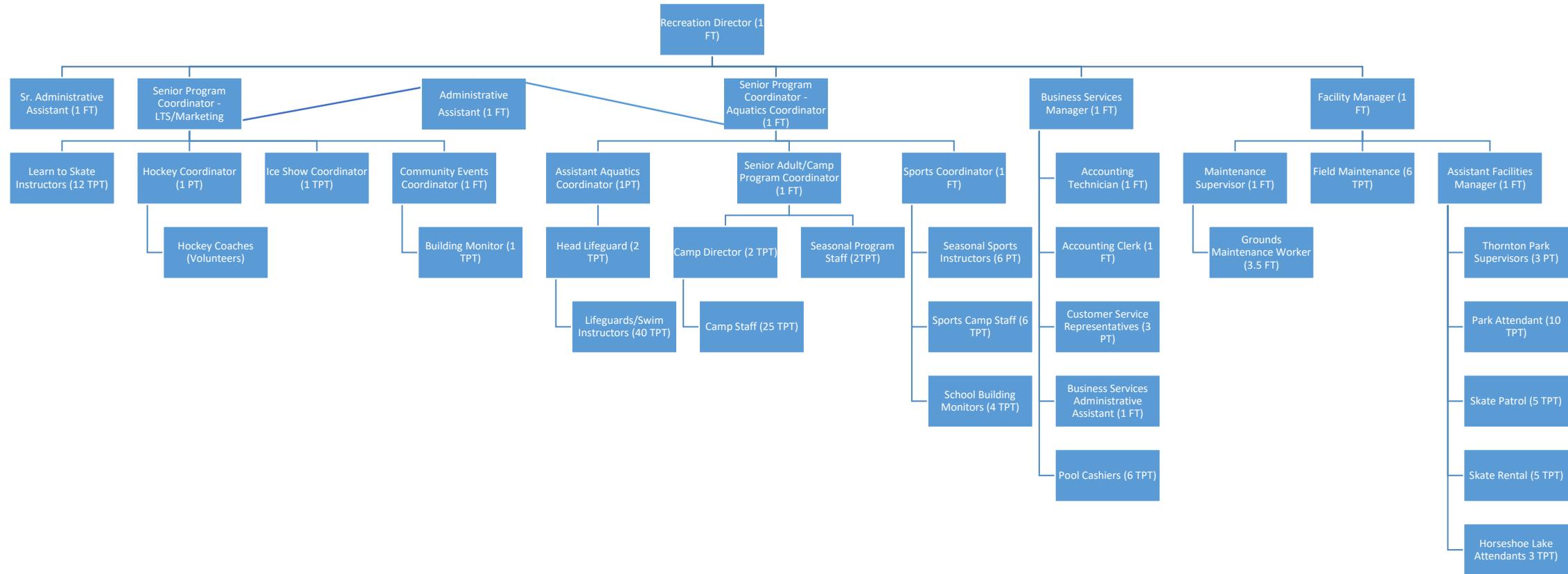
Special Revenue Funds

- **Indigent Driver Alcohol Treatment Fund**
- **Court Computerization/Legal Research Fund**
- **Clerk’s Computerization Fund**
- **Court Alternate Dispute Resolution Fund**
- **Court Special Projects Fund**
- **Court Security Project Fund**
- **Indigent Driver Interlock and Alcohol Monitoring Device Fund**

| MUNICIPAL COURT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|---------------------|---------------------|---------------------|---------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 1,888,539 | \$ 1,932,585 | \$ 2,300,886 | \$ 2,352,520 |
| TRAVEL & EDUCATION | 7,127 | 5,700 | 12,025 | 12,025 |
| CONTRACTUAL SVCS | 56,493 | 36,430 | 27,681 | 37,489 |
| MATERIALS & SUPPLIES | 40,156 | 53,873 | 61,523 | 61,785 |
| TOTAL GENERAL FUND | \$ 1,992,315 | \$ 2,028,588 | \$ 2,402,115 | \$ 2,463,819 |
| OTHER FUNDS | | | | |
| 209 INDIGENT DRIVR ALCOHOL TREATMNT | | | | |
| CONTRACTUAL SVCS | \$ 13,135 | \$ 7,852 | \$ 45,000 | \$ 45,000 |
| MATERIALS & SUPPLIES | - | - | 358 | 358 |
| TOTAL INDIGENT DRIVR ALCOHL TREATMNT | \$ 13,135 | \$ 7,852 | \$ 45,358 | \$ 45,358 |
| 210 COURT COMPUTER | | | | |
| COMPENSATION | \$ 22,430 | \$ 17,372 | \$ 17,868 | \$ 17,400 |
| CONTRACTUAL SVCS | 2,599 | 2,599 | 23,194 | 23,194 |
| MATERIALS & SUPPLIES | - | - | 7,827 | 7,827 |
| CAPITAL OUTLAY | - | - | 5,000 | 5,000 |
| TOTAL COURT COMPUTER | \$ 25,029 | \$ 19,971 | \$ 53,889 | \$ 53,421 |
| 211 CLERK'S COMPUTERIZATION | | | | |
| TRAVEL & EDUCATION | \$ - | \$ - | \$ 1,968 | \$ 1,968 |
| CONTRACTUAL SVCS | 33,889 | 34,516 | 106,020 | 55,540 |
| MATERIALS & SUPPLIES | 15,074 | 12,496 | 22,867 | 27,867 |
| CAPITAL OUTLAY | 3,979 | 850 | 104,000 | 149,000 |
| TOTAL CLERK'S COMPUTERIZATION | \$ 52,942 | \$ 47,862 | \$ 234,855 | \$ 234,375 |
| 218 COURT ALT DISPUTE RESOLUTION | | | | |
| COMPENSATION | \$ 12,997 | \$ 147 | \$ 26,023 | \$ 26,023 |
| TRAVEL & EDUCATION | - | - | 750 | 750 |
| TOTAL COURT ALT DISPUTE RESOLUTION | \$ 12,997 | \$ 147 | \$ 26,773 | \$ 26,773 |
| 219 COURT SPECIAL PROJECTS | | | | |
| CONTRACTUAL SVCS | \$ - | \$ - | \$ 15,000 | \$ 50,000 |
| TOTAL COURT SPECIAL PROJECTS | \$ - | \$ - | \$ 15,000 | \$ 50,000 |
| 220 COURT SECURITY PROJECT FUND | | | | |
| TRAVEL & EDUCATION | \$ 250 | \$ 2,438 | \$ 1,000 | \$ 2,400 |
| CONTRACTUAL SVCS | 4,419 | 3,269 | 5,308 | 5,308 |
| MATERIALS & SUPPLIES | 522 | 6,491 | 6,300 | 6,300 |
| CAPITAL OUTLAY | 3,303 | 1,895 | 42,000 | 42,000 |
| TOTAL COURT SECURITY PROJECT FUND | \$ 8,494 | \$ 14,093 | \$ 54,608 | \$ 56,008 |
| 224 INDIGENT DRIVER INTERLOCK | | | | |
| CONTRACTUAL SVCS | \$ 508 | \$ 15,757 | \$ 15,758 | \$ 15,758 |
| TOTAL INDIGENT DRIVER INTERLOCK | \$ 508 | \$ 15,757 | \$ 15,758 | \$ 15,758 |
| TOTAL OTHER FUNDS | \$ 113,105 | \$ 105,682 | \$ 446,241 | \$ 481,693 |
| TOTAL ALL FUNDS | \$ 2,105,420 | \$ 2,134,270 | \$ 2,848,356 | \$ 2,945,512 |

This page intentionally left blank.

New Organization Chart



RECREATION DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 1,249,845 | \$ 1,261,510 | \$ 1,285,257 | \$ 1,408,431 |
| Other Funds | 2,054,299 | 2,208,425 | 2,248,022 | 2,343,831 |
| All Funds | \$ 3,304,144 | \$ 3,469,935 | \$ 3,533,279 | \$ 3,752,262 |

DEPARTMENT DESCRIPTION

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

FUNDING SOURCES

General Fund

The General Fund supports the Recreation Department's non-revenue based Senior Adult Programs, Community Events, and Administration, plus a transfer out of the General Fund into the Recreation sub fund of the General Fund. The Recreation sub fund also receives fees for services from program participants.

General Capital Fund

FUNCTIONS – GENERAL FUND 101

Administration

Management, procurement, accounting, budget, marketing and promotion, customer service, and general departmental administration.

Facilities

Management and maintenance of City park and playground facilities; building monitors for programs at school and City facilities.

Events

Coordination and management of City special events such as the Memorial Day parade; permit administration for block parties and special events hosted in the City by non-profits, the schools, and other organizations.

FUNCTIONS – RECREATION FUND 105

Sports Leagues and Clinics

Coordination of youth-based skills clinics and sports leagues programs for basketball, soccer, baseball, football, and other sports.

Camps

Coordination of summer camps for youth between the ages of 5 and 12.

Facilities

Administration of fee related facility activities including concessions revenue, field maintenance fees, and other Thornton Park amenity revenue and expenses.

Youth Programs

Youth enrichment programs including dance, music, fitness, and other related programs.

Adult Programs

Adult enrichment programs including group exercise, enrichment classes, and other related programs.

Pools

Thornton Park, Middle School, and Woodbury general admission, passes, and swimming lessons.

Ice Rink

Ice Rink programs and services including general admission, passes, skating and hockey lessons, rentals, and other related services.

Senior Programs

Senior adult programs and services including periodic luncheons, group exercise, socialization activities, and other senior adult related programs.

2023 ACCOMPLISHMENTS

Goal 2: Financial Health & Sustainability

- Updated pool fees with Council approval for passes and daily admission.
- Developed systematic plan to update facility and programming fees to be implemented over a two year period.

Goal 4: Recreation

- Drafted updates to City Facility Use Policy to be implemented in 2024.
- Partnered with the City of Beachwood for summer Theater Camp.
- Implemented new race / parade volunteer program with instructional tutorials.
- Implemented plan to expand availability of learn to swim and learn to skate to better serve residents.
- Worked in conjunction with Planning to develop an RFP and select a consultant for a Recreation Study.

Goal 5: Human Capital & Talent

- Promoted two people to Senior Program Coordinator to improve efficiency and standardization of programming.
- Updated organization chart for department to show changes in staffing and supervisory assignments.

| RECREATION DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| 101 GENERAL FUND | | | | |
| <u>RECREATION ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 744,194 | \$ 688,192 | \$ 746,621 | \$ 806,318 |
| TRAVEL & EDUCATION | 7,823 | 10,425 | 19,106 | 17,256 |
| CONTRACTUAL SVCS | 228,627 | 232,995 | 247,312 | 253,312 |
| MATERIALS & SUPPLIES | 35,925 | 42,685 | 49,377 | 48,377 |
| TOTAL RECREATION ADMINISTRATION | \$ 1,016,569 | \$ 974,297 | \$ 1,062,416 | \$ 1,125,263 |
| <u>FACILITIES</u> | | | | |
| COMPENSATION | \$ 186,722 | \$ 229,183 | \$ 195,420 | \$ 237,747 |
| CONTRACTUAL SVCS | 40,115 | 50,513 | 14,421 | 14,421 |
| MATERIALS & SUPPLIES | 6,439 | 7,517 | 13,000 | 31,000 |
| TOTAL FACILITIES | \$ 233,276 | \$ 287,213 | \$ 222,841 | \$ 283,168 |
| TOTAL GENERAL FUND | \$ 1,249,845 | \$ 1,261,510 | \$ 1,285,257 | \$ 1,408,431 |
| RECREATION DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
| OTHER FUNDS | | | | |
| 105 RECREATION FUND | | | | |
| <u>RECREATION ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 614 | \$ - | \$ 426 | \$ 426 |
| CONTRACTUAL SVCS | 1,413 | 900 | 1,000 | 1,000 |
| MATERIALS & SUPPLIES | 115 | 324 | - | - |
| MISCELLANEOUS | 3,941 | 1,383 | - | - |
| TOTAL RECREATION ADMINISTRATION | \$ 6,083 | \$ 2,607 | \$ 1,426 | \$ 1,426 |
| <u>PLAYING FIELDS MAINTENANCE</u> | | | | |
| COMPENSATION | \$ 9,594 | \$ 9,693 | \$ 16,389 | \$ 12,839 |
| CONTRACTUAL SVCS | 76,744 | 69,328 | 82,500 | 70,000 |
| MATERIALS & SUPPLIES | 7,871 | 7,493 | 6,410 | 8,200 |
| TOTAL PLAYING FIELDS MAINTENANCE | \$ 94,209 | \$ 86,514 | \$ 105,299 | \$ 91,039 |
| <u>PLAYGROUNDS</u> | | | | |
| COMPENSATION | \$ 18 | \$ 5,940 | \$ 4,783 | \$ 641 |
| CONTRACTUAL SVCS | 600 | 1,183 | - | - |
| MATERIALS & SUPPLIES | 3,518 | 7,150 | - | - |
| TOTAL PLAYGROUNDS | \$ 4,136 | \$ 14,273 | \$ 4,783 | \$ 641 |
| <u>YOUTH PROGRAM</u> | | | | |
| COMPENSATION | \$ 16,633 | \$ 29,210 | \$ 22,541 | \$ 24,899 |
| CONTRACTUAL SVCS | 82,617 | 91,294 | 99,040 | 60,000 |
| MATERIALS & SUPPLIES | 1,289 | 2,708 | 2,103 | 2,150 |
| TOTAL YOUTH PROGRAM | \$ 100,539 | \$ 123,212 | \$ 123,684 | \$ 87,049 |
| <u>SPORTS LEAGUES & CLINICS</u> | | | | |
| COMPENSATION | \$ 85,181 | \$ 110,915 | \$ 80,890 | \$ 93,410 |
| CONTRACTUAL SVCS | 26,874 | 27,124 | 20,425 | 22,000 |
| MATERIALS & SUPPLIES | 13,042 | 5,169 | 14,353 | 9,550 |
| TOTAL SPORTS LEAGUES & CLINICS | \$ 125,097 | \$ 143,208 | \$ 115,668 | \$ 124,960 |

| RECREATION DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <u>SUMMER CAMPS</u> | | | | |
| COMPENSATION | \$ 257,446 | \$ 258,341 | \$ 262,404 | \$ 271,152 |
| TRAVEL & EDUCATION | 3,845 | - | - | - |
| CONTRACTUAL SVCS | 25,397 | 34,768 | 30,150 | 76,000 |
| MATERIALS & SUPPLIES | 8,137 | 8,571 | 13,548 | 9,350 |
| TOTAL SUMMER CAMPS | <u>\$ 294,825</u> | <u>\$ 301,680</u> | <u>\$ 306,102</u> | <u>\$ 356,502</u> |
| <u>ADULT PROGRAMS</u> | | | | |
| COMPENSATION | \$ 99,112 | \$ 43,512 | \$ 127,487 | \$ 56,562 |
| TRAVEL & EDUCATION | - | 17 | - | - |
| CONTRACTUAL SVCS | 2,192 | 7,374 | 20,000 | 7,000 |
| MATERIALS & SUPPLIES | - | 380 | - | - |
| TOTAL ADULT PROGRAMS | <u>\$ 101,304</u> | <u>\$ 51,283</u> | <u>\$ 147,487</u> | <u>\$ 63,562</u> |
| <u>ICE SKATING RINK</u> | | | | |
| COMPENSATION | \$ 443,526 | \$ 476,536 | \$ 534,571 | \$ 531,874 |
| TRAVEL & EDUCATION | - | - | 4,608 | 2,308 |
| CONTRACTUAL SVCS | 274,216 | 293,713 | 290,968 | 291,304 |
| MATERIALS & SUPPLIES | 69,394 | 65,354 | 75,437 | 76,450 |
| TOTAL ICE SKATING RINK | <u>\$ 787,136</u> | <u>\$ 835,603</u> | <u>\$ 905,584</u> | <u>\$ 901,936</u> |
| <u>SWIMMING POOL</u> | | | | |
| COMPENSATION | \$ 388,568 | \$ 502,621 | \$ 422,888 | \$ 608,564 |
| TRAVEL & EDUCATION | 225 | 1,100 | 480 | 1,300 |
| CONTRACTUAL SVCS | 82,902 | 76,154 | 59,512 | 56,554 |
| MATERIALS & SUPPLIES | 62,087 | 51,159 | 35,032 | 37,407 |
| TOTAL SWIMMING POOL | <u>\$ 533,782</u> | <u>\$ 631,034</u> | <u>\$ 517,912</u> | <u>\$ 703,825</u> |
| <u>CONCESSIONS</u> | | | | |
| CONTRACTUAL SVCS | \$ 335 | \$ 1,249 | \$ 1,002 | \$ 752 |
| MATERIALS & SUPPLIES | 384 | 1,796 | 2,160 | 639 |
| TOTAL CONCESSIONS | <u>\$ 719</u> | <u>\$ 3,045</u> | <u>\$ 3,162</u> | <u>\$ 1,391</u> |
| <u>THORNTON PARK AMENITIES</u> | | | | |
| CONTRACTUAL SVCS | \$ - | \$ 4,480 | \$ - | \$ - |
| MATERIALS & SUPPLIES | - | 192 | - | - |
| TOTAL THORNTON PARK AMENITIES | <u>\$ -</u> | <u>\$ 4,672</u> | <u>\$ -</u> | <u>\$ -</u> |
| <u>SENIOR ADULT PROGRAMS</u> | | | | |
| CONTRACTUAL SVCS | \$ 6,460 | \$ 9,739 | \$ 12,901 | \$ 8,000 |
| MATERIALS & SUPPLIES | 9 | 1,555 | 2,514 | 2,000 |
| MISCELLANEOUS | - | - | 1,500 | 1,500 |
| TOTAL SENIOR ADULT PROGRAMS | <u>\$ 6,469</u> | <u>\$ 11,294</u> | <u>\$ 16,915</u> | <u>\$ 11,500</u> |
| TOTAL OTHER FUNDS | <u>\$ 2,054,299</u> | <u>\$ 2,208,425</u> | <u>\$ 2,248,022</u> | <u>\$ 2,343,831</u> |
| TOTAL ALL FUNDS | <u>\$ 3,304,144</u> | <u>\$ 3,469,935</u> | <u>\$ 3,533,279</u> | <u>\$ 3,752,262</u> |

2024 BUDGET HIGHLIGHTS

Goal 2: Financial Health & Sustainability

- Continuing plan to systematically update facility and program fees.
- Draft updated rink fees and seek Council approval on changes for.
- Execute the Recreation Strategic Plan in conjunction with Planning.
- Develop plan to offer programs during the 2024 -2026 school years with the absence of Woodbury School gymnasiums, pool, and athletic fields.
- Evaluate the potential to offer adaptive recreation programming for the community.

Goal 4: Recreation

- Finalize updates to City Facility Use Policy
- Evaluate options to increase program participation due to increasing demand.

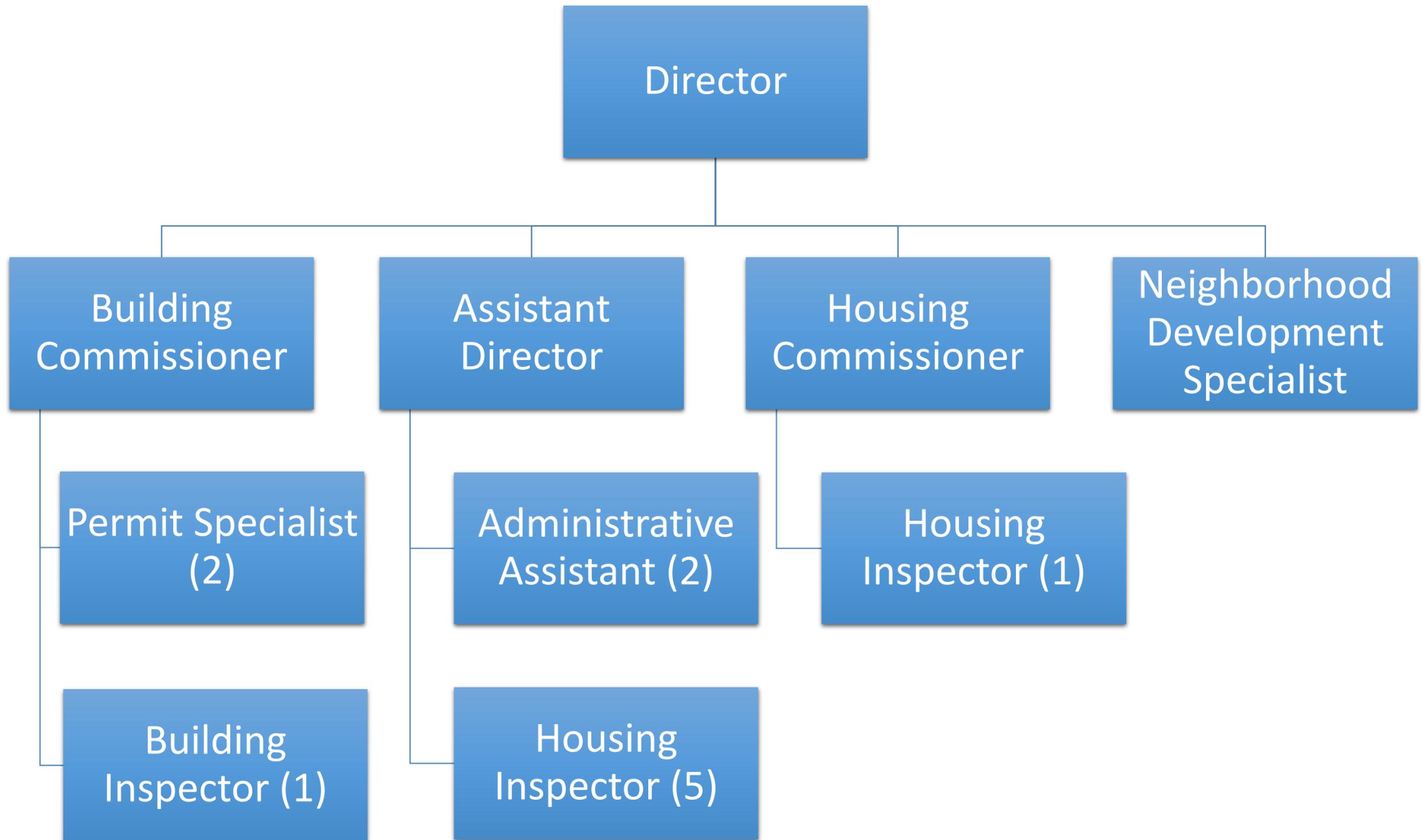
Goal 5: Human Capital & Talent

- Work collaboratively with Human Resources Recruiter to improve the ability to recruit quality applicants for Recreation Department positions.

2024 CAPITAL BUDGET

| | |
|-----------------|---|
| \$100,000 | Thornton Park Farnsleigh Parking Lot and Drive |
| \$40,000 | Thornton Park Office - Light Fixtures (LED) |
| \$25,000 | Ice Rink Sound System (2005) |
| \$20,000 | Ice Arena Exterior Building and Door Painting |
| \$3,000 | Ice Arena Automatic Skate Sharpener (2015) |
| \$50,000 | PVC Piping in Pool Building (2007) |
| \$11,000 | Pool ADA Lift Chair (2007) |
| \$50,000 | Annual Park Repairs and Renovations |
| \$23,000 | Courtland Oval Field Improvements (Year 2 of 2) |
| \$20,000 | Sussex Tennis Recoating / Crack Sealing (2005/2013) |
| \$10,000 | Lakes to Lakes Trail Improvements |
| \$175,000 | Zamboni - Electric (1985) |
| \$50,000 | Field Lining Equipment (2008) |
| <u>\$30,000</u> | Scooter Utility Vehicle (2014) |
| \$607,000 | |

Building and Housing Department



BUILDING AND HOUSING DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 2,062,049 | \$ 2,175,279 | \$ 2,237,220 | \$ 2,246,723 |
| Other Funds | 2,970,635 | 4,473,488 | 4,728,895 | 4,890,000 |
| All Funds | \$ 5,032,684 | \$ 6,648,767 | \$ 6,966,115 | \$ 7,136,723 |

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 Contractor Licenses, Business Licenses, and Housing Rental Licenses.

The Department is also responsible for property maintenance code enforcement performing exterior property maintenance inspections of commercial and residential properties. 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. Owner occupied exterior systematic inspections are conducted annually by neighborhood on a five year rotation.

Additionally, Building and Housing contributes to neighborhood development. This work includes overseeing the City's land bank program by working with regional partners for the strategic acquisition and rehabilitation or demolition of blighted properties. This also includes the marketing of city-owned vacant properties and coordination with builders for the construction of infill housing. Neighborhood development functions involves analyzing housing market trends, monitoring tax delinquencies, sheriff's sales, tax lien certificate sales, and leveraging technology for data driven decision making. Ultimately the department is focused on researching and developing housing policies that promote stable, desirable, and inclusive neighborhoods, characterized by a high-quality diverse housing stock.

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 buildings are constructed and maintained in a manner that safeguards the building's occupants and the overall welfare of the community. Success is measured by achieving strong, inclusive, and sustainable neighborhoods that contribute to the City's vibrancy and desirable quality of life.

FUNDING SOURCES

General Fund

Not including the “other funds” for the transfer of money to the debt service fund, Building and Housing’s functions are entirely funded by the General Fund. The Building and Housing Department collects fees for permits, licenses, registries, deposits, plan review, inspections, and nuisance abatement which all go into the general fund.

Special Revenue Funds

- **Housing and Nuisance Abatement Fund**
- **Obstruction Permit Deposit Fund**
- **Excavation Permit Deposit Fund**
- **Point of Sale Escrow Fund**

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Over 8,400 inspections performed, over 6,000 applications processed and over 3,700 residential violation notices issued.
- On average, we conducted three complaint inspections or reinspections per day, with the vast majority of the initial inspections occurring the same day as the complaint.
- 29 users across six departments are now actively using CitizenServe on a daily basis for the review and processing of applications and conducting code enforcement activities.
- Customer service improved greatly in 2023 as we brought permitting, point of sale, and foreclosure registration into CitizenServe. All Building and Housing functions and business workflows are now in CitizenServe.
- This was no small feat; three separate databases were merged and the property data was synchronized with County databases. All told, thousands and thousands of staff hours have been spent scrubbing databases, planning, implementing, and training to get to this point. All internal workflows are now completely paperless, and the department no longer accepts paper applications.
- In 2023, there were 3,700 active users in CitizenServe, up 48% from last year.

Goal 5: Human Capital and Talent

- Completed nine month onboarding training process for most recent Housing Inspection hire.
- Department is now staffed at full capacity.
- Focus on expanding certifications of inspectors and cross training employees.

Goal 7: Quality Housing

- Highlights:
 - Foreclosure filings are down 20.6% compared to 2022 and of the 73 cases filed, only 59.0% were mortgage foreclosures.
 - The number of vacant homes dropped significantly from 241 in 2022 to 150 in 2023 as many properties were sold prior to the spike in interest rates.

- Properties sold at Sheriff's Sales were almost exclusively purchased by investors rather than lenders as had been the case in the past.
- 13 apartment buildings, representing 453 units (14.1% of all units in Shaker) were sold in 2023 and over 1.9 million dollars was placed in escrow for correction of Point of Sale violations. Many of these buildings suffered from deferred maintenance and neglect so this new ownership presents an opportunity to upgrade the properties and improve quality of life for tenants.
- Elevators: With a high number of complaints for the City's aging elevators continuing into 2023, staff explored creative approaches to handling maintenance challenges.
- Court Cases: 91 cases were referred to the Law Department for prosecution or other legal actions.
- Housing Rental License: Currently there are 1,504 active rental licenses or exemptions; roughly the same number from 2023. The number of licenses by dwelling type is: Apartment buildings (103), Condominium units (132), Single-family dwellings (312), and Two-family homes (957).
 - In 2023, we collected \$32,490 in late fee revenue which is up 10.5% over last year due to tightening the collection process of late fee revenue owed to the City. We will no longer issue a current year rental license if there is an outstanding balance from prior years.
- Point of Sale: Conducted 578 Point of Sale inspections, a 6% decrease compared to the 614 inspections made in 2021.
 - A total of 578 transfers required a Point of Sale inspection: 74% corrected all violations prior to transfer, 24% transferred with funds held in escrow, 1.7% sold in violation of the POS requirement.
 - 184 escrow accounts were established, a 10.7% decrease compared to the 206 accounts in 2022. A total of \$4,450,488 was deposited in escrow compared with \$2,955,174 deposited in 2022. The significant increase in escrow deposits, despite a reduction in escrow accounts, was the result of several large escrow amounts for apartment buildings.
 - 54.9% of the escrow accounts were established by investors compared to 52.4% in 2022
 - The end of the year escrow balance was \$5,697,230 compared to \$4,190,179 at the end of 2022
- Exterior Systematics: Inspections occurred in the Ludlow and Malvern neighborhoods. 738 owner occupied homes were due for an inspection. Of those, 133 were found to be violation free, while 605 received a violation notice, with an average of 4 violations per property. Now that CitizenServe is being used, reports can be run that provide insight into the types of violations. The most commonly cited items were peeling paint, damaged trim, broken screens/storm windows, or tuck pointing. It is worth noting that relatively few big ticket items were cited, such as roof replacement (2), garage replacement (2), driveway replacement (19).
- Nuisance Abatement: Issued 26 orders to abate nuisance conditions on private property. This compares to 21 nuisance abatement notices issued in 2022. 12(46.2%) of these orders were for removal of litter/debris and discarded items, 7(26.9%) were issued to repair or demolish dwelling structures although only two actually resulted in

demolitions, and 6(23.1%) were orders to vacate a dwelling structure due to conditions such as fire, lack of heat, or hoarding.

- Foreclosures: There were 73 foreclosure filings, a 20.6% decrease compared to the 92 filings in 2022. 43 (59.0%) of the foreclosure filings were mortgage foreclosures, 15 (20.5%) were tax foreclosures filed by the County, 12 (16.4%) were foreclosures filed by condominium associations due to non-payment of HOA fees, and 3 (4.1%) were filed by companies that had purchased tax lien certificates from the County. We currently have 81 pending foreclosures compared to the 101 active foreclosure cases in 2022. Of the pending cases, 19 (23.5%) are on hold due to owners filing for bankruptcy protection.
- Foreclosure Registration Fees: The reduction in mortgage foreclosures has also resulted in a decrease in foreclosure registration fees. In 2023, we received \$5,850 compared to a total of \$6,150 in 2022. These fees off-set costs of regular monitoring of properties in foreclosure and the registrations provide contact information for the lender and property management companies.
- City Real Property Acquisitions: The City acquired 13 vacant residential parcels in 2023. All properties acquired were delinquent tax forfeitures to our land bank and all of the properties are vacant lots. The City purchased one side-by-side duplex that the City previously owned the other half; this structure was demolished after acquisition. The City currently owns and maintains over 200 vacant lots.
- Sheriff's Sales: There were 22 residential properties sold at Sheriff's Sale in 2023, compared to 25 sales in 2022 and 34 sales in 2021. In terms of purchasers, 13 (59.0%) were local investors and 6 (27.3%) were out of state investors. Only two properties went back to the foreclosing lender and one was acquired by the Cuyahoga County Land bank. There were no bids on 6 vacant lots and as a result, these properties were transferred to the City's Land Bank. There were also no bids on 4 condominium units and these properties were forfeited to the State of Ohio.
- CMHA: There are 169 units in Shaker occupied by tenants participating in the Housing Choice Voucher program (Section 8). This represents a reduction compared to the 176 units in 2022 and 195 units in 2021, and continues a steady downward trend since the peak of over 350 units in 2005. In terms of dwelling type for the current units, 124 (73.4%) are two-family dwellings, 24 (14.2%) are apartment buildings, 13 (7.7%) are single-family homes, and 8 (4.7%) are condominiums. 125 units (74.0%) have local ownership, 40 (23.7%) are owned by out of state investors, and 4 (2.3%) have owners in Ohio but are not local. Regarding property tax status, 149 (88.2%) are current and 20 (11.8%) are delinquent (more than \$100).
- Vacant Residential Structures: There are currently 150 vacant homes, a significant reduction compared to the 241 vacant homes identified at the end of 2022. While most homes have become vacant within the last year or two and are under renovation or being listed for sale, we do have 20 houses that have been vacant for more than 7 years. Vacant homes are checked regularly to ensure they are kept secure and the yard areas are maintained.
- Infill Housing: New home construction has continued in 2023, with six single-family homes and six townhomes under construction. Three infill homes on Ludgate Road were sold to owner-occupants at over \$380,000 each; well above the median sale

price for the Moreland neighborhood (\$140,000). Another 30 parcels are under contract to be developed.

- Real estate trends: The City saw continued growth in the housing market in 2023. The median single family home sold for \$350,000, a 3% increase over 2022 and the median 2-4 family home sold for \$225,000, an 11% increase over 2022, although the median condominium sold for \$91,250, a 3% decrease compared to 2022. Between all housing types, there was over \$156,500,000 of sold market volume in 2023.
- Occupancy Rate: 96% of all single family homes are owner occupied. 30% of all two family structures are owner occupied. 88% of all dwelling units (excluding apartments) are owner occupied.

| BUILDING / HOUSING DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--------------------------------------|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 1,526,804 | \$ 1,655,929 | \$ 1,670,004 | \$ 1,695,857 |
| TRAVEL & EDUCATION | 1,443 | 4,617 | 5,000 | 5,450 |
| CONTRACTUAL SVCS | 131,215 | 106,761 | 141,404 | 134,404 |
| MATERIALS & SUPPLIES | 29,452 | 35,841 | 39,111 | 32,611 |
| MISCELLANEOUS | 550 | (2,570) | 7,000 | 7,000 |
| TRANSFERS OUT | 372,585 | 374,701 | 374,701 | 371,401 |
| TOTAL GENERAL FUND | \$ 2,062,049 | \$ 2,175,279 | \$ 2,237,220 | \$ 2,246,723 |
| OTHER FUNDS | | | | |
| 223 HOUSING NUISANCE ABATE | | | | |
| CONTRACTUAL SVCS | \$ 5,609 | \$ 2,700 | \$ 100,000 | \$ 300,000 |
| CAPITAL OUTLAY | 22,045 | 200 | - | - |
| TOTAL HOUSING NUISANCE ABATE | \$ 27,654 | \$ 2,900 | \$ 100,000 | \$ 300,000 |
| 751 OBSTRUCTION PERMIT | | | | |
| MISCELLANEOUS | \$ - | \$ - | \$ 72,000 | \$ 75,000 |
| TOTAL OBSTRUCTION PERMIT | \$ - | \$ - | \$ 72,000 | \$ 75,000 |
| 752 EXCAVATION PERMIT | | | | |
| MISCELLANEOUS | \$ - | \$ - | \$ 6,895 | \$ 15,000 |
| TOTAL EXCAVATION PERMIT | \$ - | \$ - | \$ 6,895 | \$ 15,000 |
| 771 POINT OF SALE ESCROW | | | | |
| MISCELLANEOUS | \$ 2,941,146 | \$ 4,470,588 | \$ 4,550,000 | \$ 4,500,000 |
| TRANSFERS OUT | 1,835 | - | - | - |
| TOTAL POINT OF SALE ESCROW | \$ 2,942,981 | \$ 4,470,588 | \$ 4,550,000 | \$ 4,500,000 |
| TOTAL OTHER FUNDS | \$ 2,970,635 | \$ 4,473,488 | \$ 4,728,895 | \$ 4,890,000 |
| TOTAL ALL FUNDS | \$ 5,032,684 | \$ 6,648,767 | \$ 6,966,115 | \$ 7,136,723 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Continue expansion of CitizenServe to include functions in other departments. Budget impact:
 - Increased per user licensing costs. In 2024, it is anticipated that there will be over 29 total active users in Law, Planning, Public Works, City Engineer and outside Plans Examiners.
 - We anticipate integrating additional county data, to include property tax information for better monitoring of tax delinquencies. There will be an integration cost associated with this, however, remaining capital funds for this software system will likely cover the full cost.
- Revenue is projected to return to 2021 levels. Revenue surged in 2022 and 2023 as a result of the Phase II Van Aken District project (permit fees and pass through costs including state fees and plans examiner fees).

Goal 2: Financial Health & Sustainability

- For the second straight year, 2024 Other Services General Fund budget for Building and Housing is lower due to efficiencies created by adopting CitizenServe. 2024's budget is 7% lower than the 2023 budget.
- Develop process for informing property owners that have recently become tax delinquent about programs that are available to them. Letters would be sent out twice annually in hopes of improving tax collection rates and preventing owner's tax delinquency from spiraling out of control and eventually losing their property.
- Explore legislation that would withhold issuance of a rental license where there are certified tax delinquent properties. Of the \$7.9M in tax delinquencies Citywide, \$1.8M are due to tax delinquent rental properties.

Goal 5: Human Capital and Talent

- Ongoing construction at the Farnsleigh Apartments (RAYE) consumes a tremendous amount of permit inspection resources. Inspectors are spending 5-10 hours per week now that interior construction is in full swing, and we anticipate that to increase in 2024.
- Continue execution of succession plan through cross training employees in anticipation of likely 3-4 retirements within the next 5 years.

Goal 7: Quality Housing

- Encourage high quality and energy efficient renovations of existing real estate.
- Continue exterior systematics (slated for the Mercer neighborhood)
- While interior rental inspections were temporarily paused in 2020 and 2021, inspections resumed in 2022 with a focus on apartment buildings which will continue into 2024.
- Legislation authorizing Housing Inspectors to cite for Carbon Monoxide Detectors as required by the Ohio Fire Code went into effect December 27, 2023. Staff have been trained and department policies developed. Inspectors will be issuing violations notices where Carbon Monoxide detectors are required as a result of rental, point of sale, and complaint inspections.

CITY COUNCIL

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|--------------|----------------|----------------|----------------|----------------|
| General Fund | \$ 152,210 | \$ 175,883 | \$ 185,161 | \$ 192,943 |
| All Funds | 152,210 | 175,883 | 185,161 | 192,943 |

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 and on each Tuesday in a week in which there is no Monday meeting or work session.

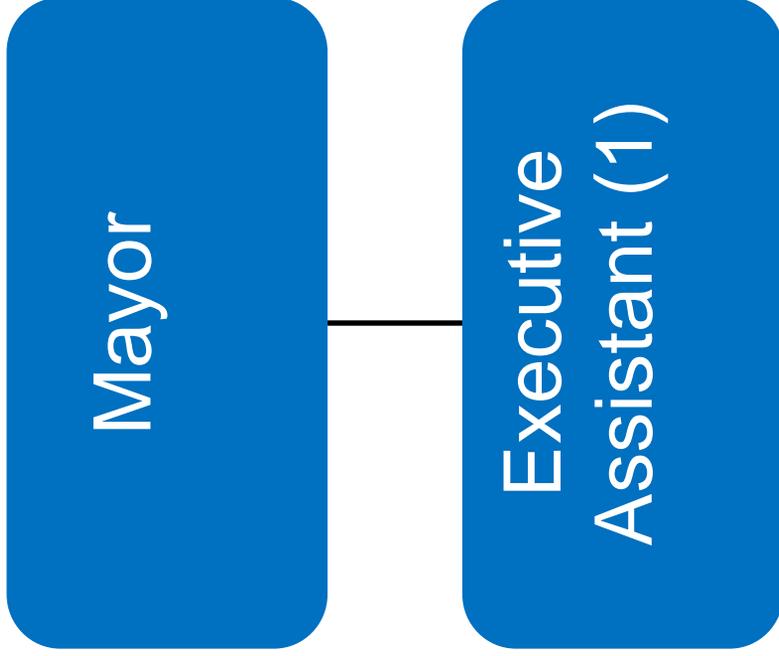
FUNDING SOURCES

General Fund

The General Fund supports the Council budget.

| COUNCIL | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|
| <i>101 GENERAL FUND</i> | | | | |
| COMPENSATION | \$ 145,381 | \$ 147,133 | \$ 149,078 | \$ 148,143 |
| TRAVEL & EDUCATION | 2,175 | 325 | 2,918 | 5,500 |
| CONTRACTUAL SVCS | 1,321 | 23,348 | 26,574 | 34,600 |
| MATERIALS & SUPPLIES | 3,263 | 4,857 | 6,591 | 4,700 |
| MISCELLANEOUS | 70 | 220 | - | - |
| TOTAL GENERAL FUND | \$ 152,210 | \$ 175,883 | \$ 185,161 | \$ 192,943 |
| TOTAL ALL FUNDS | \$ 152,210 | \$ 175,883 | \$ 185,161 | \$ 192,943 |

Organizational Chart
Mayor's Office



MAYOR

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | \$ 245,770 | \$ 254,304 | \$ 261,082 | \$ 295,047 |
| All Funds | \$ 245,770 | \$ 254,304 | \$ 261,082 | \$ 295,047 |

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

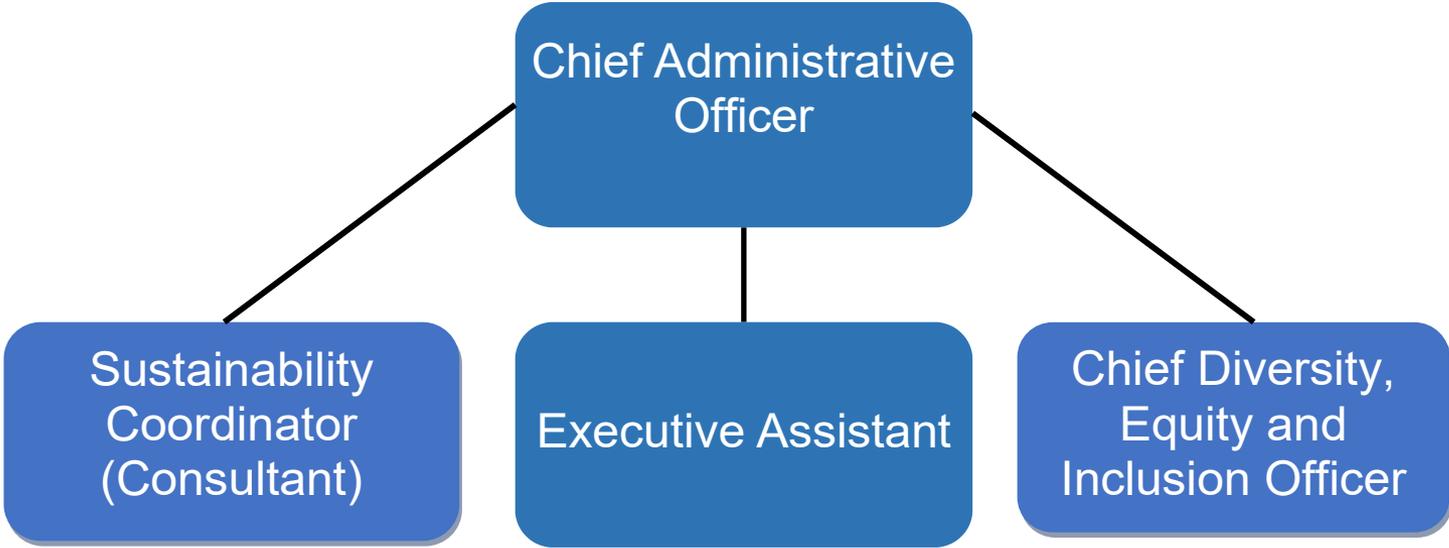
General Fund

The General Fund supports the Mayor's budget.

| | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| MAYOR'S OFFICE | | | | |
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 221,413 | \$ 224,517 | \$ 227,122 | \$ 250,562 |
| TRAVEL & EDUCATION | 4,199 | 9,464 | 14,875 | 19,500 |
| CONTRACTUAL SVCS | 16,280 | 13,630 | 13,097 | 15,997 |
| MATERIALS & SUPPLIES | 3,878 | 6,693 | 5,988 | 8,988 |
| TOTAL GENERAL FUND | \$ 245,770 | \$ 254,304 | \$ 261,082 | \$ 295,047 |
| TOTAL ALL FUNDS | \$ 245,770 | \$ 254,304 | \$ 261,082 | \$ 295,047 |

Organizational Chart

Chief Administrative Office



CHIEF ADMINISTRATIVE OFFICER (CAO)

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | \$ 488,345 | \$ 424,425 | \$ 449,114 | \$ 620,205 |
| All Funds | \$ 488,345 | \$ 424,425 | \$ 449,114 | \$ 620,205 |

DEPARTMENT DESCRIPTION

Oversees daily operations of all departments; works closely with Mayor and Council on strategic, budgeting, and administrative matters and policies; approves all recommendations from department heads for legislative approval by Council and their committees. Serves as Clerk of Council; manages the legislative agenda for Council and all committees; prepares reports for Council members and prepares communications in conjunction with Council members. Approves expenditures of City funds and the use of facilities. Develops and implements administrative policies and procedures. Implements and manages special projects such as efficiency and cost-saving initiatives, consultant studies, and task forces. The CAO's office includes the City's Chief Diversity, Equity and Inclusion Officer and the Sustainability Coordinator.

FUNDING SOURCES

General Fund

The General Fund supports the CAO's budget.

2023 Accomplishments

Goal 1: Superior Response & Service Delivery

- Worked with Mayor and Police and Fire Chiefs to increase funding to expand the Mental Health Response Program to four other cities.
- Helped negotiate the Framework for a Safe and Just Shaker.
- Proposed National Incident Management System (NIMS) training and an Active Shooter Table Top exercise for the Management Team.

Goal 2: Financial Health & Sustainability

- Worked with Mayor and Vice Mayor to plan annual Council Retreat.
- Planned topics for Council Work Sessions.
- Kept Council apprised of major projects, departmental operations, and other issues of importance to elected officials.
- Coordinated Council Committee agendas and actions; and Council work sessions and meetings.
- Prepared background information for Council deliberations on Council and Mayor compensation decision.
- With Mayor, considered funding strategies for the Shaker Historical Society.

Goal 3: Greenspace and Public Spaces

- Coordinated work of Wildlife Task Force including 2023 resident questionnaire and recommendations for 2023/2024 Deer Management Program.

Goal 5: Human Capital and Talent

- Held required Democracy Day program on September 11, 2023.
- Represent the City as Secretary and Executive Committee member of the Shaker Heights Development Corporation (SHDC); as Chair of Senior Transportation Connections, the City's senior van service provider; and on the Doan Brook Watershed Partnership and the Parklands Management Committee.
- Led interdepartmental Major Projects group to ensure communication and coordination on various public and private capital projects throughout the City.
- Regularly updated employees on various departmental activities and on economic development projects in our City.
- Updated and distributed annual Emergency Closing Plan for City buildings.
- Coordinated with the Cuyahoga County Board of Health (CCBH) to implement Tobacco 21 legislation to allow the CCBH to permit the sale of tobacco products and ensure no sales to persons under 21. (Note: state law was passed in 2024 to forbid this enforcement.)
- This year we continued with our DEI Committee Community Conversations. The first was on Building and Housing. We were joined by Director of the Building & Housing Department, Housing Commissioner, Senior Housing Inspector, and Assistant Law Director who also oversees the City's Fair Housing Office. This conversation was designed to address resident concerns about housing issues, specifically Point of Sale Inspections and being a renter here in Shaker Heights. It was a well-attended meeting and proved to be a good jumping off point for future discussions. The second and third Community Conversations were for Neighborhood Association leaders and residents who are active or interested in becoming active in the associations. The goal of these meetings was to find learn what was currently happening with these groups and to promote cross-neighborhood engagement. There was a great deal of enthusiasm in these gatherings and attendance continued to grow from meeting to meeting. The fourth and final Community Conversation of 2023 was about the 2023 book, "Dream Town: Shaker Heights and the Quest for Racial Equity" by former Shaker Heights resident Laura Meckler. It was an opportunity for people to come together and talk about the impact of the book on Shaker Heights residents. This event was co-sponsored by the Shaker Heights Library there were more than 70 people in attendance.
- In August 30th the City's DEI Committee held its first Community Conversation for Shaker teens at Thornton Park. The goal of the event was to engage Shaker teenagers in discussions about growing up in Shaker Heights. The teens were able talk to us about how diverse, equitable and inclusive they feel their City is and share things they thing were doing well here and initiatives they would like to see here.
- This year the DEI Office was part of a collaboration with Shaker School District Office of DEI and Shaker Library for the 2023 Citywide MLK Celebration. This included 2 featured events. The first was an evening program on 1/12/23 titled: "**Rev. Dr. Martin Luther King Jr. – Vision of the Beloved Community**", and took place at the Shaker High School auditorium. The Keynote speaker was Rev. Otis Moss, Cleveland Civil Rights icon and close associate of Dr. King. Sunday January 15, 2023 was a community dialogue – "**Dr. King's Beloved Community: Opportunities and**

Challenges for Shaker Heights Moving Forward Together” at the Stephanie Tubbs Jones Community Building.

- This year we concluded the internal DEI Assessment conducted by MGT. Final reports and presentations to employees and City Council were made throughout the year including a full day retreat with the internal DEI Taskforce. The Taskforce came together to create a DEI Action Plan for the City and has been meeting regularly to actualize and implement Action Plan components.
- The 2023 Shaker Heights Citizens Police Association, Youth Police Academy and the Citizens Police Academy all incorporated a session with the Chief DEI Officer. The plan is for this to continue in each iteration of each of these groups.
- In 2023 there were 2 full city trainings conducted. The first was an unconscious bias training that employees were able to attend via NEOgov, the City’s new digital training platform. The second was an in person, interactive session about Workplace Bias presented by the Chief DEI Officer and in partnership with Karamu House.

Goal 6: Environmental Sustainability

- Implemented a policy to promote the purchase of energy-efficiency vehicles and equipment. Any recommendation for the purchase of any equipment and vehicles (trucks, cars, cruisers, ground equipment, rescue squads, leaf blowers, etc.) should include an explanation of the availability of “green” models (hybrid, battery electric, solar-powered, efficient/low emission, etc.) and if such a model was not chosen, explain why. This is for purchase orders and contracts and at any cost.
- Assisted departments as they to transition City equipment to electrified versions, ranging from commercial sit-down lawn mowers and maintenance equipment to preparing grants for the addition of electric vehicles and chargers.
- Supported Shaker Youth LEEDs, the Sustainability Committee’s high school advisory group, as it sponsored a citywide EcoChallenge to raise awareness of sustainability activities in the community, and the Energy Subcommittee as it worked to increase awareness of the incentives in the Inflation Reduction Act to help residents finance energy efficiency upgrades to their homes.
- Expanded the number of EV charging stations with 12 Tesla chargers at the Van Aken district for a total of 21 EV chargers available for public use by the end of 2024. This is the highest number of any suburb in the County and includes the City’s chargers, Tesla, the garage at The Van Aken District, and the Unitarian Universalist Congregation. The City’s chargers are geographically dispersed throughout the community, with the charger on Larchmere Boulevard often seeing the highest demand.
- Increased collaboration with Communications and Marketing to assemble an editorial calendar to ensure residents are aware of sustainability resources, such as the *Shaker Life* magazine Sustainability issue “Battling Invasives” story, 15 Ways to Increase Home Energy Efficiency, and the promotion of the City’s Electric Lawn Mower Rebate Program.
- Continued to expand upon the success of the Grow Not Mow program where City-owned land along the Doan Brook is returned to woodlands and native meadow. The program has engaged hundreds of residents since its inception as volunteers to plant

native trees and bushes, remove invasive plants, and care for the newly planted trees.

- Over 100 native trees have been planted and several thousand dollars of grants have been awarded in support of increasing the tree canopy. This includes the Grow Not Mow sites, treelawns, and the RTA Rapid median along Van Aken Boulevard.
- Worked with the Law Department to oversee the successful launch of the City’s Community Choice Aggregation Program, bringing renewable electricity supply to residents and small businesses and dramatically lowering the City’s greenhouse gas emissions.

| CHIEF ADMINISTRATIVE OFFICER'S OFFICE | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 375,858 | \$ 383,290 | \$ 387,135 | \$ 506,226 |
| TRAVEL & EDUCATION | 6,523 | 2,314 | 5,800 | 8,300 |
| CONTRACTUAL SVCS | 103,646 | 36,229 | 52,172 | 101,672 |
| MATERIALS & SUPPLIES | 2,318 | 2,592 | 4,007 | 4,007 |
| TOTAL GENERAL FUND | \$ 488,345 | \$ 424,425 | \$ 449,114 | \$ 620,205 |
| TOTAL ALL FUNDS | \$ 488,345 | \$ 424,425 | \$ 449,114 | \$ 620,205 |

2024 Budget Highlights

Goal 1: Superior Response & Service Delivery

- Continued development of pilot Mental Health Response Team program with Police and Fire.
- With Information Technology evaluate options for outside technical assistance for hybrid Council meetings in City Hall Council Chambers.

Goal 2: Financial Health & Sustainability

- 2024 General Fund budget is lower than the 2023 budget.

Goal 5: Human Capital and Talent

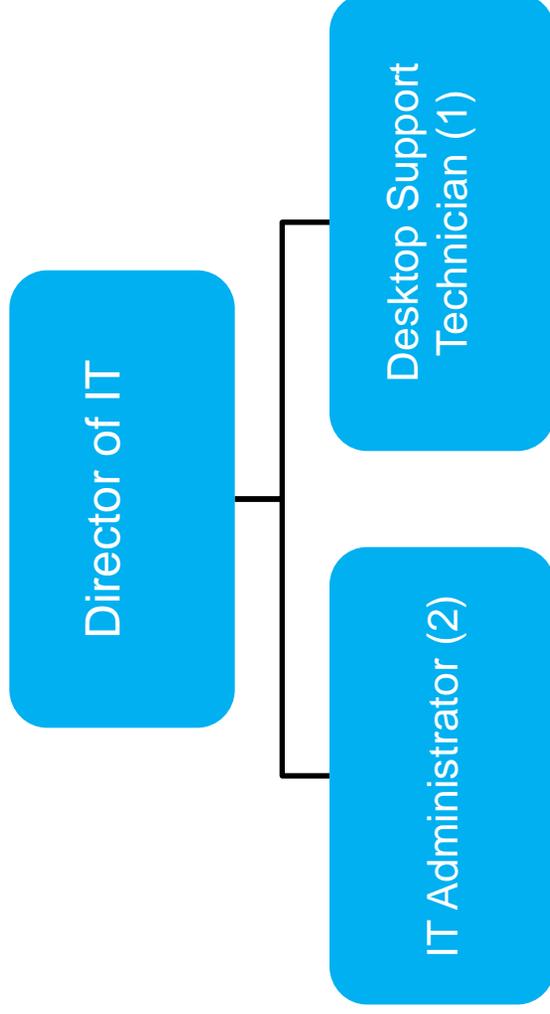
- Implement Management Team performance evaluation and merit pay plan (with Mayor).
- Finalize and contract for security upgrades at City Hall.
- Work with Council to finalize and implement process to seek candidates and select replacement for one to-be-vacant Council member position
- Listening Project
 - Plan and execute community wide Listening Project as included in the Framework for Maintaining a Safe and Just Shaker which was adopted by City Council in August of 2023.
- Support the ongoing work of the DEI Committee which includes:
 - Supporting the community engagement plan of the Listening Project
 - Hosting a Community Meal and continuing with the Community Conversations

- Youth Engagement Initiatives
 - Collaborating with the Shaker Police Department on the Teen Summit and Youth Police Academy.
 - Collaborating with Mycom for the creation/expansion of a Youth Council
- Support the ongoing work of the internal DEI Taskforce
 - Planning of the 2024 full city trainings
 - Creating cross departmental engagement events
- Two full city DEI training for 2024
 - In collaboration with the internal DEI Taskforce, create and deliver 2 full city DIE trainings.

Goal 6: Environmental Sustainability

- Work with Wildlife Task Force on 2024 resident deer questionnaire and 2024-2025 deer culling program, including expanding program to other cities.
- Solar on City Building: investigate and perform analysis, potentially bid.
- Support transition to electrification: continue to prioritize electrified options for vehicles and equipment.
- Analyze options for citywide composting: based on results of Lomond pilot, determine potential next steps for expanding access to composting.
- Support pilot of using compost in City operations: budget for purchase of composted soil products for use in City planting beds.
- Pilot air quality sensor program to monitor and analyze the data in order to measure progress and improvements.
- Incentivize residents to transition to electric lawn equipment: plan rebate program.
- Support Grown Not Mow sites: continue momentum of planting sites and identifying additional opportunities.
- Promote energy efficiency: continue to promote awareness of incentives in IRA for residents and small businesses.
- Increase awareness of sustainable practices: collaborate with Communications & Marketing on editorial calendar for sustainable news.
- Support EcoChallenge: provide support and promote the SYLEEDS annual EcoChallenge.

Organizational Chart Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | \$ 607,637 | \$ 543,989 | \$ 603,766 | \$ 627,931 |
| All Funds | \$ 607,637 | \$ 543,989 | \$ 603,766 | \$ 627,931 |

DEPARTMENT DESCRIPTION

The Information Technology Department delivers 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 Chagrin Valley Dispatch (CVD). Operates and maintains technology and telecommunications hardware, and related software for information processing, communications, data 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

Provides timely technical assistance to staff. Resolve hardware and software hindrances, maximizing the employee's ability to provide services. Assist users in the use of technology via knowledge transfer from experienced and skilled technical staff.

Equipment

Modernize and 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.

Cyber Security / Data Security

Secure data and equipment. Minimize risk of disruption in the ability to deliver City services due to cyber security incident or accidental employee actions. Safeguard data to minimize negative productivity impact resulting from data loss.

Copiers/Print

Manage and administer City digital copier services program. Oversee efficient sharing of print devices via managed print services.

Server/Storage Equipment

Maintain highly reliable servers for efficient and effective continuity of shared technology.

Software Application Support

Oversee software applications and manage software access rights for staff, including electronic communications, financial and departmental records systems.

Operations

Provide IT management and planning of technology strategies to meet current and future business service 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/Access

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. Establish and maintain capability for secure remote VPN network access.

Cabling

Provide management of the cable network that provides the transmission of data between computers. Coordinate network expansion and repair services.

Wireless Networking

Maintain the City's investment in wireless technology. This provides guests with free access to the internet at Thornton Park, City Hall 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 via managed service offering providing staff with essential voice communications.

Purchasing Assistance / Technical Advice

Assist departments with the purchase of technology for individual or special departmental use. Provide technical advice to staff as may be encountered in their assignments, especially in relation to the review and implementation of new technologies.

Collaboration

Pursue collaborative initiatives that reduce administrative cost or improve service delivery efficiency.

Internet/Cloud Services

Enable Department use of cloud services, ensuring sufficient internet bandwidth availability and communications security, for modern, efficient service delivery.

Video Conferencing

Identify and manage video conferencing services, enabling efficient collaboration and communications for persons in different locations and enhanced access to public meetings.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Completed migration of all city telephone lines to new modern communications system. This migration included coordination of significant staff training and operational configuration assistance.
- Provided software installation and configuration services and related network configuration for the implementation of new Motorola Public Safety software via Chagrin Valley Dispatch service to Police and Fire.
- Completed the acquisition and deployment of 24 new mobile computers for Police and 13 tablet computers for Fire.
- Configured and installed new servers and provided vendor with onsite technical assistance to complete upgrade of the Finance software. Decommissioned three replaced servers.
- Replaced 16 computer workstations, including 6 laptop computers. Also added two systems for new positions: Social Worker/mental health response program and new Neighborhood Development Specialist added to Building & Housing.
- Continued management and administration of video conferencing technologies added in 2021 for conducting virtual public meetings (Zoom Webinars) and Staff communications (Zoom meetings). Assisted Clerk of Council with Council Meeting production. Upgraded licenses from Pro to Enterprise, enabling all licenses users with the additional capabilities including conducting webinars.
- Logged 1,568 new Help Desk Support requests, including 505 supporting Police and Fire operations.
- Migrated services and internet resources to new IP addresses to resolve issue of bad IP addresses from our internet service provider adversely impacting the delivery of City email.
- Implemented new email domain of ShakerHeightsOH.Gov for improved communication of the City's primary function as a government entity.
- Completed enhancement of interbuilding network communications links from 1 Gb to 10 Gb, providing improved responsiveness and network throughput to end users.
- Upgraded the antispam system hardware.
- Upgrade & renewed internet content web filtering solution.
- Completed renewal of server virtualization software
- Acquired and implementing new storage solution for Public Works for document scanning project primarily for building blueprint preservation.
- Continued enhanced cyber security efforts via managed services for extended detection and response malware/ransomware prevention service.
- Enhanced the software patching process, leveraging our systems management server to update numerous applications in addition to our Windows Software Update service.
- Continued maintenance of City Email and email archive systems.
- Collaborating with Police staff and CVD personnel on migration of data from the previous Police RMS system to the new Motorola's RMS system.
- Managed Wireless networking equipment, with service in all City Buildings and maintaining full wireless network coverage for Shaker Heights City Hall.
- Managed program of software maintenance, coordinated renewals for backup software, virtualization software, imaging software, office productivity software and design software.

- Maintained and managed security systems, including network firewall, anti-spam system, anti-virus system, internet content filter, VPN and intrusion protection systems.

Goal 2: Financial Health & Sustainability

- Provided technical assistance to Human Resources for completion of the cyber and ransomware insurance application. Insurance was successfully purchased with implementation of multi-factor authentication systems for network and internet facing technical resources.
- Reduced telecommunications service cost in excess of \$5,000 annually via circuit consolidation, with implementation of the new communications system.
- Coordinated extended support of SAN storage systems extending useful life and reduced financial burden.

Goal 4: Recreation

- The IT Department responded to 134 technical support requests from Recreation, enabling continued delivery of Recreation Customer services.

Goal 5: Human Capital and Talent

- Continued support of staff remote network access to attract and retain employee human talent through availability of work from home.
- Completed internal promotion of IT Support Technician to vacant IT Administrator and began process of orientation to transition to new responsibilities. Began process of recruiting new IT Support Technician.
- Implemented new HR employee performance review program for IT staff.
- Continued co-management, with HR, program providing cyber training to staff in 2023. Twenty new hires onboarding training classes and regular training campaigns initiated for 240+ employees resulted in more than 350 hours of staff training.
- Continued program of staff development via training offering which included training on Implicit Bias, Workplace Bias, Harassment Avoidance, Veeam Backup & Replication Software Configuration, Avaya IP Office user training and VMware Education Day conference. Additionally, provided technical staff with access to online technical training library.

| INFORMATION TECHNOLOGY DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 490,803 | \$ 412,685 | \$ 463,187 | \$ 487,152 |
| TRAVEL & EDUCATION | 6,283 | 8,090 | 8,100 | 7,500 |
| CONTRACTUAL SVCS | 103,679 | 113,048 | 121,979 | 121,979 |
| MATERIALS & SUPPLIES | 2,872 | 6,424 | 6,500 | 7,300 |
| CAPITAL OUTLAY | 4,000 | 3,742 | 4,000 | 4,000 |
| TOTAL GENERAL FUND | \$ 607,637 | \$ 543,989 | \$ 603,766 | \$ 627,931 |
| TOTAL ALL FUNDS | \$ 607,637 | \$ 543,989 | \$ 603,766 | \$ 627,931 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Complete replacement/upgrade of the City Network Firewalls.
- Replace 50 computer workstations.
- Replace EOL Storage Area Network (SAN) system for continued highly reliable, high performing file services.
- Migrate email archive records to support records compliance.
- Complete virtualization software version upgrade.
- Complete Virtual Server Hardware upgrades
- Implement Finance System software upgrade program. Collaborate on new module implementation.
- Continue to support Police Records System migration to CVD.
- Upgrade Video Conferencing capabilities of Conference Room B.
- Undertake Technology Strategic planning with cybersecurity focus.
- Provide technical assistance with Public Works Building Maintenance implementation of upgraded security video solution project.

Goal 2: Financial Health & Sustainability

- Assist Human Resources with annual insurance application, providing technical information for components relating to cyber and ransomware risk and expense.
- Coordinate replacement of digital copier/printer fleet, leveraging financial benefits from consolidated/combined lease/purchase.

Goal 5: Human Capital and Talent

- Restore IT Staffing to full complement
- Continue support and ongoing administration of Cyber Awareness training program.
- Continue staff development by ensuring a minimum of 40 hours technical training per employee.
- Leverage online training resource for staff development.

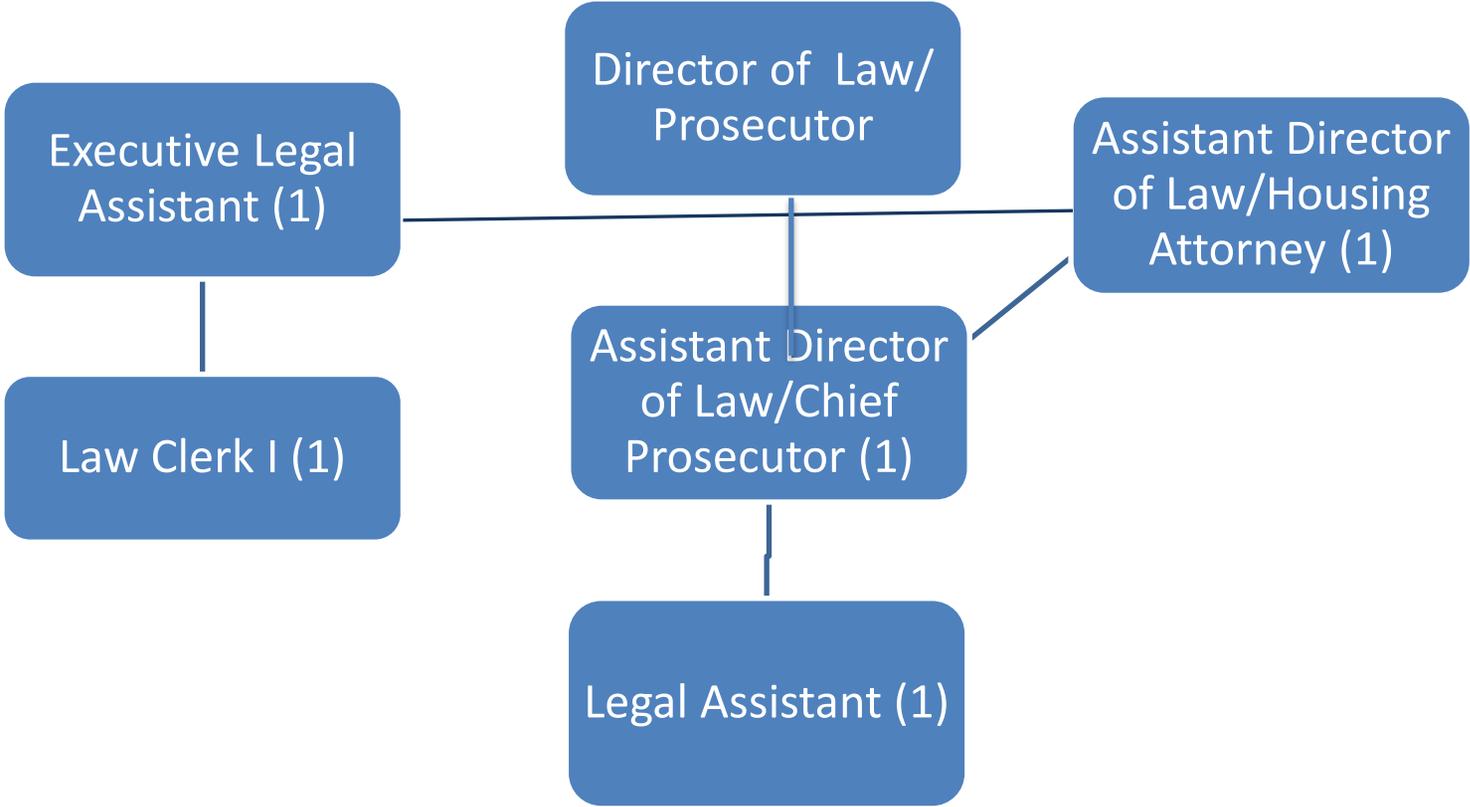
Goal 6: Environmental Sustainability

- Enable acquisition of Energy Cap Software for Sustainability Coordinator.

2024 CAPITAL BUDGET

| | |
|----------------|--|
| \$80,000 | Computer Workstations |
| \$50,000 | Servers - Virtual Infrastructure |
| \$40,000 | Network Firewalls |
| \$60,000 | Software Replacement and Upgrade Assurance |
| \$27,000 | Antivirus Software Protection |
| \$22,000 | Time & Attendance Software Implementation Services |
| <u>\$6,000</u> | Energy Cap Software (Sustainability) |
| \$285,000 | |

**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|--------------------|--------------------|--------------------|---------------------|
| General Fund | \$ 840,579 | \$ 859,888 | \$ 932,048 | \$ 973,532 |
| Other Funds | 44,349 | 16,739 | 56,485 | 69,470 |
| All Funds | \$ 884,928 | \$ 876,627 | \$ 988,533 | \$ 1,043,002 |

DEPARTMENT DESCRIPTION

The Law Department provides legal services to the City, including legal counsel to the Mayor, CAO, City Council, City departments, boards, 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 Grant 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 and electric aggregation programs, 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), and Heights Hillcrest Technical Rescue Team (HHTRT).
- Advise the City as to requirements for public meetings and how virtual meetings may be conducted.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Organized and Conducted Criminal Matters with the Court and Police Department:
 - Prosecution of Traffic and Criminal Cases:
 - Prepared and filed 290 misdemeanor cases, and 77 felony complaints, and issued investigative subpoenas (48) and court orders (8), review of traffic reports, probable cause affidavits (411), and handled 2,191 pre-trials, 216 trials, 621 change of plea hearings, 7 jury trials, and 11 suppression hearing.
 - Handled 119 Operating a Vehicle while Intoxicated (OVIs) prosecutions.
 - Handled 107 offenses of violence prosecutions.
 - Domestic Violence Victim Protocols: In furtherance of these protocols, we developed a comprehensive system with dedicated files for all communication with victims, a series of emails and/or letters that are periodically sent to victims during the pendency of the case, all resulting in more victim input and satisfaction of the communication and notification requirements now imposed under Ohio law. The Prosecutor's Office has received several accolades from both the Court and the Court's Victim Advocate, including the suggestion that our system be shared with the other municipalities within the Court's jurisdiction.
 - Worked with the Police Department and the Court to implement the new Marsy's Law requirements, which are numerous and significant, including 10 new pages of paperwork for every victim of domestic violence and certain other crimes, for notifications and information to alleged victims of domestic violence.
 - Animal issues: We participated in administrative 2 appeals involving a dangerous dog and maximum number of dogs. Also filed a Notice of Seizure hearing with the Court on a property involving 10 abandoned, neglected dogs.
- Municipal Court:
 - Violent Offense Case Report: Met with the Judge and her staff to create a report to inventory all cases of violence pending in the Court. This Report will help Prosecutor, Police and the Court to comply with Marsy's Law.
 - Under the administration of our new Shaker Heights Municipal Court Judge there has been an increase in matters requiring actual court appearances (e.g. bond hearings, trials scheduled, changes of plea, and suppression hearings). The Court also created a monthly domestic violence docket that requires participation by the Prosecutor's Office.

Judge Keller has also restructured the bond procedures with a focus on timely hearings, requiring daily maintenance of the jail roster including on weekends.

- Police Matters:
 - New Police Officer Orientation: Provided training for newly hired police officers as part of their orientation process. Subjects included, but were not limited to, race and policing, the new domestic violence victim protocols, the charging process, and police officer liability.
 - Citizen's Police Academy Presentation: Presented to the new members of the Citizen's Police Academy on bias based policing/race.
 - Training: Provided periodic subject matter training in the application of the law to specific investigations.
 - There were numerous adjustments in the Prosecutor's Office necessary to the creation and fostering of an excellent working relationship with a new Chief of Police.
 - Made some extremely complicated legal determinations that included a use of deadly force ruling.
 - Contract Training: Provided contract procedure training to Police Department staff.
- Proposed Charter Amendments: Worked extensively on the issue of the proposed Charter amendments, and ultimately negotiated and finalized a Framework agreement and Council resolution to resolve the matter. We hired outside counsel to assist in preparation for the possible Charter amendments and potential litigation. Also, we have participated in the implementation phase of the Framework that developed from the issue.
- Staff: We hired a new law clerk to replace our graduating clerk, in order to provide assistance in completing our work for the City.

Goal 2: Financial Health & Sustainability

- Legislation:
 - Prepared 125 ordinances and resolutions for presentation to Council.
 - Prepared 6 sets of amendments to the Codified Ordinances adopted by City Council regarding: K-9 sales to police officers; the annual State Law update; pool fees; Carbon Monoxide detectors; tobacco sales permits; and income tax amendments.
- Contracts: Prepared and/or reviewed over 257 contracts.
- Property Taxes: Reviewed total of 34 property tax bills for City-owned parcels for tax year 2022; issued memo to Finance regarding appropriate payment/actions and shared with affected departments.
- Litigation and Claims:
 - Law handled two civil damages cases against the City that were dismissed, and an appeal to the Court of Appeals from a criminal case. Also, Law handled three appeals to the State Personnel Board of Appeals (SPBR) that were dismissed, and a complaint to the State's Public Employment Risk Reduction Program (PERRP) of the Bureau of Workers Compensation (BWC) that was resolved.
 - Hired and worked closely with outside counsel on one arbitration that the City won, and two civil lawsuits that are pending.
 - Filed claims to obtain City's share of opioid settlements.
 - Responded to 4 claims.
- Public Records/Subpoenas: Handled or coordinated 87 public records requests, and the response to 6 subpoenas.

- Meetings:
 - Continued to attend meetings of the Civil Service Commission, monthly Planning Commission/Board of Zoning Appeals, Council, City Records Commission, Board of Appeals, Shaker Heights Development Corporation, Fair Housing Review Board, and various Council Committees.
- Filming in Shaker: Handled inquiries on two film projects.
- Indigent Cremations: Handled one inquiry, and one indigent cremation.

Goal 6: Environmental Sustainability

- Utilities:
 - The City formed its own 100% renewable energy electric aggregation program by entering into a supplier contract starting June 1, 2023 through May 31, 2025.
 - The City continued its natural gas aggregation program with a new supplier contract starting April 1, 2023 through March 31, 2025.

Goal 7: Quality Housing

- Enforcement of Housing, Building, Fire, Health, Zoning Codes:
 - The Assistant Director of Law/Housing worked closely with departments to determine appropriate actions to achieve Code compliance. This included preparing warrants, scheduling and holding pre-prosecution hearings, and preparing and filing criminal complaints.
 - There were a total of 93 cases referred for to Law for enforcement which resulted in either prosecution or pre- prosecution: 14 for rental licenses, 13 for residential Housing Code violations, 1 for Building Code violations, 3 for failure to comply with Point of Sale, including escrow, and 2 for public nuisance.
 - Although this year’s docket activity was less than pre-COVID numbers, activity was similar to the prior two years: 94 status hearings on cases where the defendant was already found guilty; 40 pre trials; 43 sentencings/change of pleas; 2 scheduled trials; and 6 contempt hearings/probation violations.
 - A total of 7 pre prosecution hearings were held: 2 involved multiple departments (Building & Housing and Fire); 4 involved Housing Code violations; and 1 involved Building Code violations.
 - A total of 7 administrative search warrants were requested (from Building & Housing, Fire, and Animal Control) in order to determine the existence and/or extent of code violations.
- Fair Housing Program – Enforcement, Education and Outreach.
 - Complaints:
 - Received and investigated complaints, and prepared charges, conciliation agreements and other documents. There were 15 active complaints at year’s end. We handled 16 inquiries regarding potential fair housing discrimination complaints and provided resources and/or referrals.
 - FHRB: In 2023, there were 4 regularly scheduled quarterly meetings of the City’s Fair Housing Review Board, and one special meeting to review and approve a conciliation agreement. An appeal was held in the finding of no cause in a complaint case. The Board approved 3 conciliation agreements during the year.
 - Grants: Handled receipt and reporting on HUD grant funds and the agreements and proposed plans necessary to receive the funds. The 2022 grant of \$39,140 was received during 2023, and the 2023 grant of \$43,500 was received.

- HUD performed its annual assessment of the City's program.
- Outreach: Ads were placed in Shaker Life magazine, one in the fall and one in the spring. Both ads promoted the services of the FHRB.
- We handled 16 inquiries about fair housing from residents.
- The Fair Housing Center for Rights & Research continued to host bimonthly meetings for the Northeast Ohio Fair Housing Consortium, presenting on a variety of topics throughout the year, which City staff regularly attends.
- ADA: Assisted the Public Works and Recreation Departments with 5 ADA issues related to a parking lot, curb ramps, a bikeway, and a summer camp. Also responded to 4 citizen inquiries regarding ADA issues.
- Property Acquisitions and Transfers:
 - Handled the acquisition of 11 properties for the City, and one for the SHDC.
 - Handled the transfer of 4 properties in the Side Lot Program, and 12 properties in the Infill Program. Also handled the transfer to SHDC and back again to the City of the former Qua property to enable the correct application of the new Tax Increment Financing for the Arcadia development.
 - During 2023, the City received 20 requests from the County Prosecutor's office regarding foreclosed properties and the City's interest in obtaining the property. The City expressed interest in 4 of the properties. The remaining 16 were either ineligible, or the City declined. Of the 20 properties 6 are condominiums (all declined), 10 single family houses (2 requested as they were unoccupied, 8 occupied and ineligible), 3 vacant land parcels (2 requested, a third became ineligible due to owner payment plan), and 1 multi-family apartment building (occupied and ineligible).
- Board of Appeals: 10 appeals were filed, and 6 appeals were heard at 3 meetings. 3 involved housing citations and orders, 2 grass nuisances and 1 a sidewalk citation.
- Resident Inquiries: Handled 260 inquiries from residents, including general questions, as well as about ADA, fair housing, and the City's electric and gas aggregation program.

Goal 8: Economic Development

- Development:
 - Worked on infill projects involving new houses on Sudbury and Menlo, with 12 properties transferred to two developers. Agreements with 4 developers are in progress.
 - Assisted in the transfer of 4 side lots under the City's program. Two more are in progress.
 - Assisted in the preparation of a development and use agreement for the Arcadia project at 3393 Warrensville, and on other aspects of the proposed development.

| LAW DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---------------------------------|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 674,506 | \$ 692,830 | \$ 698,365 | \$ 727,099 |
| TRAVEL & EDUCATION | 525 | 1,983 | 800 | 1,050 |
| CONTRACTUAL SVCS | 158,662 | 159,485 | 226,708 | 239,208 |
| MATERIALS & SUPPLIES | 6,886 | 5,590 | 6,175 | 6,175 |
| TOTAL GENERAL FUND | \$ 840,579 | \$ 859,888 | \$ 932,048 | \$ 973,532 |
| OTHER FUNDS | | | | |
| 214 FAIR HOUSING GRANT | | | | |
| COMPENSATION | \$ 11,545 | \$ 12,124 | \$ 12,285 | \$ 12,552 |
| TRAVEL & EDUCATION | - | 1,023 | 7,500 | 9,918 |
| CONTRACTUAL SVCS | 32,804 | 3,334 | 35,700 | 46,000 |
| MATERIALS & SUPPLIES | - | 258 | 1,000 | 1,000 |
| TOTAL FAIR HOUSING GRANT | \$ 44,349 | \$ 16,739 | \$ 56,485 | \$ 69,470 |
| TOTAL OTHER FUNDS | \$ 44,349 | \$ 16,739 | \$ 56,485 | \$ 69,470 |
| TOTAL ALL FUNDS | \$ 884,928 | \$ 876,627 | \$ 988,533 | \$ 1,043,002 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Work with Police Department on review and update of policies and General Orders, and provide training. Work with Administration on the implementation of the Framework for Maintaining a Safe and Just Shaker Heights.
- Train departments on contract procurement and bidding, legal issues, and processing.

Goal 5: Human Capital and Talent

- Manage outside counsel including for personnel matters and labor negotiations.

Goal 6: Environmental Sustainability

- Help coordinate the contracting for electric and gas service for City facilities, and City streetlights.
- Assist the Sustainability Coordinator in various projects such as possible solar installation.

Goal 7: Quality Housing

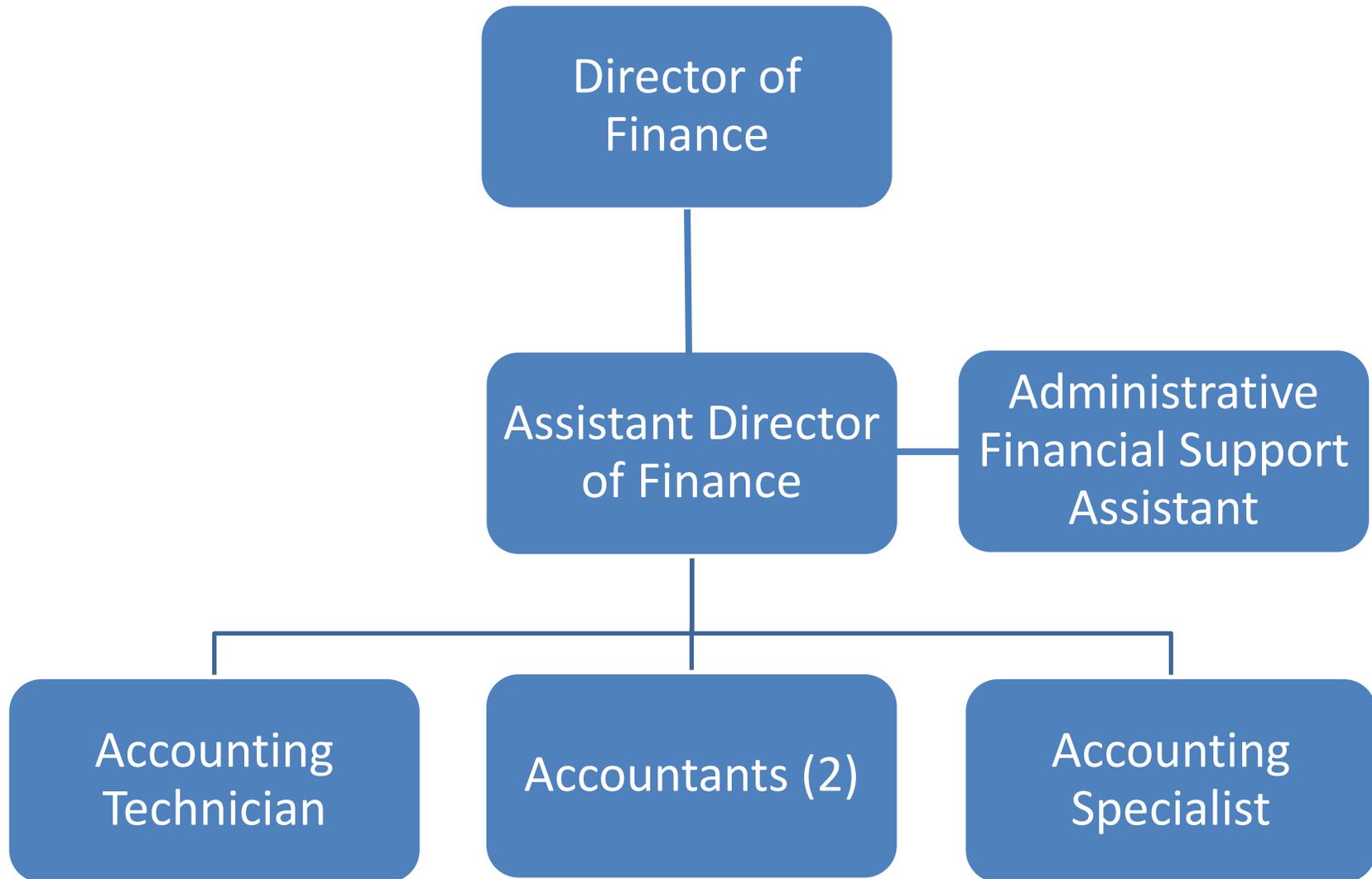
- Manage the Fair Housing Program, including hiring a consultant to assist with complaints we have received.
- Helping to organize landlord-tenant and condo board training and other outreach activities.
- Prepare ordinance amendments to improve Housing Code and point of sale provisions.

Goal 8: Economic Development

- Assist in the management of infill and development agreements, and provide support for Economic Development and housing initiatives.

This page intentionally left blank.

City of Shaker Heights Finance Department



FINANCE DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 958,554 | \$ 984,263 | \$ 998,463 | \$ 1,017,798 |
| Other Funds | 108,446 | 192,444 | 305,000 | 155,000 |
| All Funds | \$ 1,067,000 | \$ 1,176,707 | \$ 1,303,463 | \$ 1,172,798 |

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. Accounting and payroll processing for Shaker Heights Development Corporation and Heights – Hillcrest Technical Rescue Team (HHTRT). Maintain Certificate of Financial 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 Annual Comprehensive Financial Report (ACFR) 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.

2023 ACCOMPLISHMENTS

Goal 2: Financial Health & Sustainability

MUNIS Financial Application

- Finance successfully implemented a significant Munis upgrade from Version 11.3 to Version 2021.7. It had been a number of years since the City went through an upgrade to our financial application system.

Annual Compilation and Audit of the Annual Comprehensive Financial Report

- Basic financial statements were filed with the Hinkle system by the deadline. The City received an unmodified opinion for the year ended 2022.
- Submitted the 2022 Annual Comprehensive Financial Report (ACFR) by the deadline in June with the Government Finance Officers Association (GFOA) to participate in the Certificate of Achievement for Excellence in Financial Reporting Program. The Single Audit report was also submitted to the Federal Clearinghouse.
- The Transfer Station Agreed Upon Procedures Report was completed by the June deadline.
- An Audit Exit Conference was conducted with the Finance Committee by the Auditor of State.
- The GFOA awarded the City the Certificate of Achievement for Excellence in Financial Reporting. The City earned the recognition for its ACFR for the fiscal year ended December 31, 2021. The Certificate of Achievement represents the GFOA's top honor in the area of government accounting and financial reporting. The city has received this prestigious award 25 times.

- During 2023, the City was notified that it was awarded the Auditor of State Award with Distinction for 2022. This is the 8th time the city has received this award.
- The 2022 Inventory Listing was compiled with input from various departments. This information is utilized as part of the compilation of the ACFR.
- Issued by the Governmental Accounting Standard's Board, GASB 96, Subscription-Based Information Technology Arrangements (SBITAs), is going to be effective with our 2023 financial statements. GASB 96 aims to provide guidance on accounting and financial reporting for SBITAs, specifically when it comes to contracts with governments and government entities. As part of ensuring we implement this pronouncement correctly, Finance built an inventory of potential SIBTAs that may fall under GASB 96.

Financings

- Our current Municipal Financial Advisor was approved for a new contract. This individual acts as our Municipal Financial Advisor and assists Finance and the Administration on a number of items throughout the year. These include financings such as bonds, bond anticipation notes, capital planning, leasing, banking services and investments, accounting and audit matters, assistance with economic development matters (e.g., Tax Increment Financing analysis), and provides assistance with ongoing maintenance of the City's existing bond ratings with Standard & Poor's.
- Finance and Public Works obtained a \$1.3M, low interest loan from the Ohio Water Development Authority (OWDA) for the Transfer Station Repairs Project.
- Finance closed on a new five year lease with US Bancorp for a Public Works street sweeper.
- Finance, working with Squire Patton Boggs (our Bond Counsel), compiled our Annual Information Filing. This report is compiled and submitted annually in accordance with continuing disclosure agreements entered into by the City.

Tax Incentive Review Council (TIRC) and TIF Distributions

- The Finance and Economic Development departments presented virtually at the annual TIRC meeting. All tax incentive programs were deemed to be in compliance and a continuance was granted for all.
- Finance continued to assist the Economic Development department with various analyses and projections around the proposed residential developments Arcadia and RAYE in the Van Aken District of the City.
- Finance distributed the appropriate TIF distribution to RMS (developer) and the Shaker Schools in April and September.

American Rescue Plan Act (ARPA)

- The American Rescue Plan Act was enacted in 2021 and the City has received \$2.8 million. The funds were placed into a Special Revenue Fund (outside of the General Fund) and were appropriated as part of the 2024 Capital Budget for two major projects that will occur in 2024, Street Resurfacing and the City Hall Parking Lot. Now that the funds have been encumbered (deadline was end of 2024) we have until 2026 ensure all of the funds are spent.

Cuyahoga County Budget Commission

- Finance submitted the Annual 2024 Tax Budget (property taxes) for approval by Council in June before submitting to the County Budget Commission in July.
- Finance submitted all Special Assessments not paid in the past year to the County for next year's tax bills.
- Finance filed the Amended Certificates of Estimated Resources for year end 2022 and beginning of year 2023.

Budget Book and Capital Budget Book

- The 2024 Budget Timeline from September through December was executed in an effective and efficient manner.
- The 2023 Operational Budget Book and 2023 Capital Budget book was compiled, distributed and uploaded to the Finance page on our website in March.
- The 10-Year Capital Plan was updated twice during 2023.
- The General Capital Fund and Sewer Capital Fund reconciliations were updated several times during the year and over \$400,000 of capital funds were deobligated.
- The Director of Finance maintained and updated the Five Year Financial Forecast and continued to provide the Mayor and CAO with updates. This forecast assists the Administration with decision making throughout the year and during budget season.

Policy & Procedures

- Finance completed a surprise Petty Cash / Change Fund audit for all pertinent departments and results were sent to the respective Directors.
- Finance reviewed our records as part of Unclaimed Funds procedures and moved amounts (payroll, vendor, and escrow checks) out of the General Fund and into the Unclaimed Monies fund. In addition, based on guidance from the Ohio Revised Code, 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.
- The Finance Department performed the annual reconciliation of the Economic Development Department's Vision and SBA Loans. This reconciliation is used to ensure we are up-to-date with our loan data and ensures the General Fund is reimbursing the Economic Development Fund annually when loans are completed.
- The Director of Finance transitioned Prevailing Wage Coordinator duties to a staff member in the department. This will allow for more time to ensure procedural requirements and compliance.
- The Director of Finance met with all departments and Court to refresh on the proper proofing procedures on their A/P batch submissions which will ensure that the process remains as efficient as possible.
- The Finance Director met with representatives from Law and Police to plan for a formal policy with respect to bikes forfeited to the Police Department.
- Finance compiled a policy on Disposal of Certain Personal Property.

Chagrin Valley Dispatch (CVD) Finance Committee

- The Director of Finance was asked to move on to the Chagrin Valley Dispatch Finance Committee along with four other CVD member cities' representatives. The Finance Committee met quarterly on a variety of topics.

Other Departmental Activities

- The Director continued to assist the Mayor and Administration with a financial analysis around the expansion of our Mental Health Response Program.
- During the April Finance Committee meeting, the Director gave a presentation on the Finance Department's Investment Policy & Procedures.
- In an effort to consolidate the work of individual department shredding needs throughout the year, Finance planned and executed a City Department Shred Day in June at City Hall.
- The Director of Finance cleared all of the obsolete furniture, fixtures and equipment previously held in the old Health Department at City Hall, along with all the items in the Fire Bay as part of the City Hall Fire Bay Cleanup Project. The Fire Bay was organized with all of the items to allow for City Departments and then City Employees to take the equipment which had almost no market value and the remainder was disposed of. This now allows for additional space in the old Health Department and Fire Bay to be used for other (more constructive) purposes.
- Payroll implemented Cost of Living Adjustments into the Non-Bargaining rates in early January. Payroll also entered all rate changes to the Bargaining Units per the current contracts.
- Finance revisited the estimate within the 27th Pay Reserve Fund. This fund was set up a number of years ago to assist in funding one additional pay in the year 2026. It was determined that the amount within the fund was still a proper estimate and no additional funding is needed at this time.
- The Master City Vehicle Listing maintained in the Finance Department was updated two times during 2023.
- Finance continued to list and auction various City assets within the GovDeals online platform. Finance completed 15 successful GovDeals auctions totaling \$34,584.
- W-2's and 1099's (as required by the IRS) were issued by their deadlines.
- Accounts Payable check runs continued on a biweekly basis the same week as payroll throughout 2023 coinciding with the pay week.
- Finance continues to complete Public Record Requests.
- Blanket purchase order listings from each department were updated during the year and reviewed twice per year to close out old purchase orders.
- The Finance Director continues to collaborate with RITA on the Work From Home impact on income tax revenues.
- Finance working directly with RITA, has effectively "tagged" all of the contractors and sub contractors that will be working on the RAYE apartments in the Van Aken District during construction. This tagging process will enable quarterly reporting back to Finance as to the amount of income taxes paid by construction workers on the project.
- Finance compiled and sent the court billings to other municipalities. We invoice the other cities who utilize our Court (Beachwood, Hunting Valley, Pepper Pike, University Heights) for a percentage of the costs of running the Court.

- Finance completed the Annual Local Tax Certification for the Ohio Department of Taxation.
- The Director, working with the Mayor and CAO, gave a presentation to Council in October on the City's Transformational and Major Capital Project funding needs.
- Finance issued sick leave conversion checks to those qualified employees and bonus direct deposits to nonbargaining employees.
- Finance completed the annual Certificate of Supplemental Compensation and submitted it to the Treasurer of the Shaker Schools. This is a calculation of potential income tax sharing from the Van Aken development. No amounts were due based on the calculation.
- The Finance Department transitioned from all paper A/P batches to electronic (e.g. PDF and then put on our network) form. This will save trees and costs to store the files off-site in the future.
- The Director assisted an Administration Working Group to prepare various cost estimates of a proposed charter amendment.
- Finance assisted Police and Fire on wrapping up a significant State ARPA Grant for retention bonus payments to First Responders for their work during the pandemic.

Goal 5: Human Capital and Talent

- The former Assistant Director of Finance announced her retirement in late 2022. A decision was made to promote another member of the department which became effective on January 1, 2023. A replacement for his position was hired shortly thereafter. The Department was fully staffed in 2023.
- The Director of Finance met with a new citizen member of the Finance Committee.

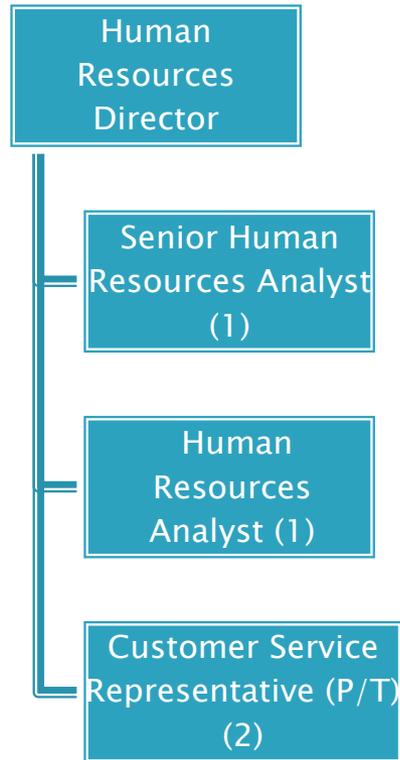
| FINANCE DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|---------------------|---------------------|---------------------|---------------------|
| 101 GENERAL FUND | | | | |
| COMPENSATION | \$ 760,652 | \$ 757,457 | \$ 762,993 | \$ 768,678 |
| TRAVEL & EDUCATION | 5,255 | 2,872 | 6,630 | 8,080 |
| CONTRACTUAL SVCS | 181,986 | 213,439 | 216,150 | 230,040 |
| MATERIALS & SUPPLIES | 10,661 | 10,495 | 12,690 | 11,000 |
| TOTAL GENERAL FUND | \$ 958,554 | \$ 984,263 | \$ 998,463 | \$ 1,017,798 |
| OTHER FUNDS | | | | |
| 753 UNCLAIMED MONIES | | | | |
| MISCELLANEOUS | \$ 105,193 | \$ 188,722 | \$ 300,000 | \$ 150,000 |
| TOTAL UNCLAIMED MONIES | \$ 105,193 | \$ 188,722 | \$ 300,000 | \$ 150,000 |
| 604 CENTRAL SERVICES OPERATION | | | | |
| CONTRACTUAL SVCS | \$ 3,253 | \$ 3,722 | \$ 5,000 | \$ 5,000 |
| TOTAL CENTRAL SERVICES OPERATION | \$ 3,253 | \$ 3,722 | \$ 5,000 | \$ 5,000 |
| TOTAL OTHER FUNDS | \$ 108,446 | \$ 192,444 | \$ 305,000 | \$ 155,000 |
| TOTAL ALL FUNDS | \$ 1,017,058 | \$ 1,176,707 | \$ 1,303,463 | \$ 1,172,798 |

2024 BUDGET HIGHLIGHTS

Goal 2: Financial Health & Sustainability

- The Director of Finance is halfway through an update to the Purchasing Policies & Procedures Manual which will be completed in 2024.
- The 2024 Capital Budget was given additional funding for the Tyler Time and Attendance Implementation Project (ExecuTime) which will be re-started in 2024.
- Finance will be building an All Other Funds monitoring and tracking platform in 2024. The goal is to build out a better understanding of the inflows (revenues) and outflows (expenses) of all of the funds outside of the General Fund and monitor those fund balances, reserves in some cases, and other general characteristics of those funds periodically. This will aid in annual budgeting and continuous monitoring.
- Implement the Governmental Accounting Standard's Board, GASB 96. All entities that prepare financial statements in accordance with GASB standards must comply with GASB 96 for fiscal years ending December 31, 2023.
- Shaker Heights property owners pay a portion of the expenses involved to provide Street Lighting on all of our City streets and public roads. We are currently assessing \$0.88 per front footage of a property and the last time this rate was increased (from \$0.84) was 2004. This \$0.88 per front footage rate does not cover the full amount of the annual expense and the General Fund has been subsidizing the difference for a number of years. Finance and the Administration will be analyzing the appropriate increase in rate to remove the subsidy and taking that through Council this year.
- During 2024, Finance and Public Works plans to update the projection of Fund 204, Sewer Maintenance and Repair and make a presentation to Council on a proposed sewer fee increase. The current amount of sewer fee revenue from our residents that comes into Fund 204 is expected to equal the outgoing expense of sewer maintenance operational expenses and debt service in the near term. Thus, the need for an increase to the sewer fees will be needed if the City is planning to obtain additional funding for sewer projects in the future by way of additional debt.
- Finance is assisting the Fire Department on a review of EMS (ambulance) billing fees which has not been done in a number of years.

**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 532,946 | \$ 561,796 | \$ 640,844 | \$ 701,868 |
| Other Funds | 6,038,443 | 6,880,314 | 7,106,608 | 6,948,660 |
| All Funds | \$ 6,571,389 | \$ 7,442,110 | \$ 7,747,452 | \$ 7,650,528 |

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

- **Central Services Operation Fund (Inactive Employee Benefits)**
- **Self-Insurance Reserve Fund**

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. Ensure that terms of labor agreements are implemented and followed.

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, lateral-entry, and promotional candidates. Manage Police and Fire promotional processes and hiring processes.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Administered a Fire Lieutenant promotional examination. Promoted one firefighter to the rank of Lieutenant.
- Established the first continuous police lateral entry eligibility list. Hired seven new officers including two females and three minorities. Received 123 applications in 11 months.

Goal 2: Financial Health & Sustainability.

- Administer self-insurance healthcare program. There was an overall increase of 5.07% to the healthcare premium equivalent for 2024.
- Administered all lines of general liability and auto insurance for the City.
- Issued an RFP for a Healthcare Consultant to assist with managing our self-insured healthcare plan for the first time since 2003.
- Maintain the Employee Pay Plan. Ensure that internal equity exists.

Goal 5: Human Capital and Talent

- Implemented a new performance management program for non-bargaining employees. that promotes a culture of high performance by recognizing and rewarding exceptional performance and professional growth that positively contribute to the City's mission, vision, and goals. Since 2008, employees are eligible to receive a merit pay increase.
- Implemented a Hybrid Work from Home Policy.
- Established a paid internship program to attract and maintain a diverse group of candidates in the talent pipeline.

- Implemented a tuition reimbursement policy that gives employees an opportunity to obtain a degree, professional certification, or license. Updated policy to include graduate-level courses.
- Added infertility treatment and dependent care reimbursement to the 2024 benefit offerings.
- Provided Harassment Avoidance Training to employees in collaboration with Cuyahoga County.
- Employees completed mandatory Implicit Bias training in the new learn management system, NEOGOV.
- Hosted the first Employee Recognition Program since before the pandemic. Hosted an employee appreciation luncheon and Winterfest.
- Continue to encourage employee wellness through participation in the Employee Wellness Program which incentivizes employees to have wellness checkups and participate in wellness activities. Offered mammograms and flu shots to employees. Paid out over \$37,812 in wellness incentives.

| HUMAN RESOURCES DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| 101 GENERAL FUND | | | | |
| <u>HUMAN RESOURCES ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 304,982 | \$ 317,889 | \$ 356,585 | \$ 421,426 |
| TRAVEL & EDUCATION | 32,409 | 28,006 | 59,361 | 54,161 |
| CONTRACTUAL SVCS | 112,080 | 107,852 | 116,874 | 107,174 |
| MATERIALS & SUPPLIES | 5,421 | 4,037 | 2,977 | 2,977 |
| TOTAL HUMAN RESOURCES ADMINISTRATION | <u>\$ 454,892</u> | <u>\$ 457,784</u> | <u>\$ 535,797</u> | <u>\$ 585,738</u> |
| <u>CIVIL SERVICE</u> | | | | |
| COMPENSATION | \$ 30,966 | \$ 32,063 | \$ 33,640 | \$ 31,883 |
| TRAVEL & EDUCATION | 777 | 493 | - | 300 |
| CONTRACTUAL SVCS | 46,311 | 71,456 | 70,197 | 82,737 |
| MATERIALS & SUPPLIES | - | - | 1,210 | 1,210 |
| TOTAL CIVIL SERVICE | <u>\$ 78,054</u> | <u>\$ 104,012</u> | <u>\$ 105,047</u> | <u>\$ 116,130</u> |
| TOTAL GENERAL FUND | <u>\$ 532,946</u> | <u>\$ 561,796</u> | <u>\$ 640,844</u> | <u>\$ 701,868</u> |
| OTHER FUNDS | | | | |
| 772 FLEXSAVE | | | | |
| COMPENSATION | \$ - | \$ - | \$ 130,000 | \$ 130,000 |
| TOTAL FLEXSAVE | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 130,000</u> | <u>\$ 130,000</u> |
| 604 CENTRAL SERVICES OPERATION | | | | |
| <u>INACTIVE EMPLOYEE BENEFITS</u> | | | | |
| COMPENSATION | \$ 859 | \$ 859 | \$ 2,500 | \$ 2,500 |
| TOTAL CENTRAL SERVICES OPERATION | <u>\$ 859</u> | <u>\$ 859</u> | <u>\$ 2,500</u> | <u>\$ 2,500</u> |

| HUMAN RESOURCES DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| 605 SELF-INSURANCE RESERVE | | | | |
| <u>RISK MANAGEMENT</u> | | | | |
| COMPENSATION | \$ 76,275 | \$ 79,457 | \$ 80,726 | \$ 80,491 |
| TRAVEL & EDUCATION | - | - | 588 | 875 |
| CONTRACTUAL SVCS | 5,961,139 | 6,799,998 | 6,892,794 | 6,734,794 |
| MATERIALS & SUPPLIES | 170 | - | - | - |
| TOTAL SELF-INSURANCE RESERVE | \$ 6,037,584 | \$ 6,879,455 | \$ 6,974,108 | \$ 6,816,160 |
| TOTAL OTHER FUNDS | \$ 6,038,443 | \$ 6,880,314 | \$ 7,106,608 | \$ 6,948,660 |
| TOTAL ALL FUNDS | \$ 6,571,389 | \$ 7,442,110 | \$ 7,747,452 | \$ 7,650,528 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Establish a Fire Entry-level eligibility list.
- Establish a Police Entry-level eligibility list.
- Implement a \$10,000 sign-on bonus as part of the recruitment strategy.
- Increase employee referral bonuses.

Goal 2: Financial Health & Sustainability

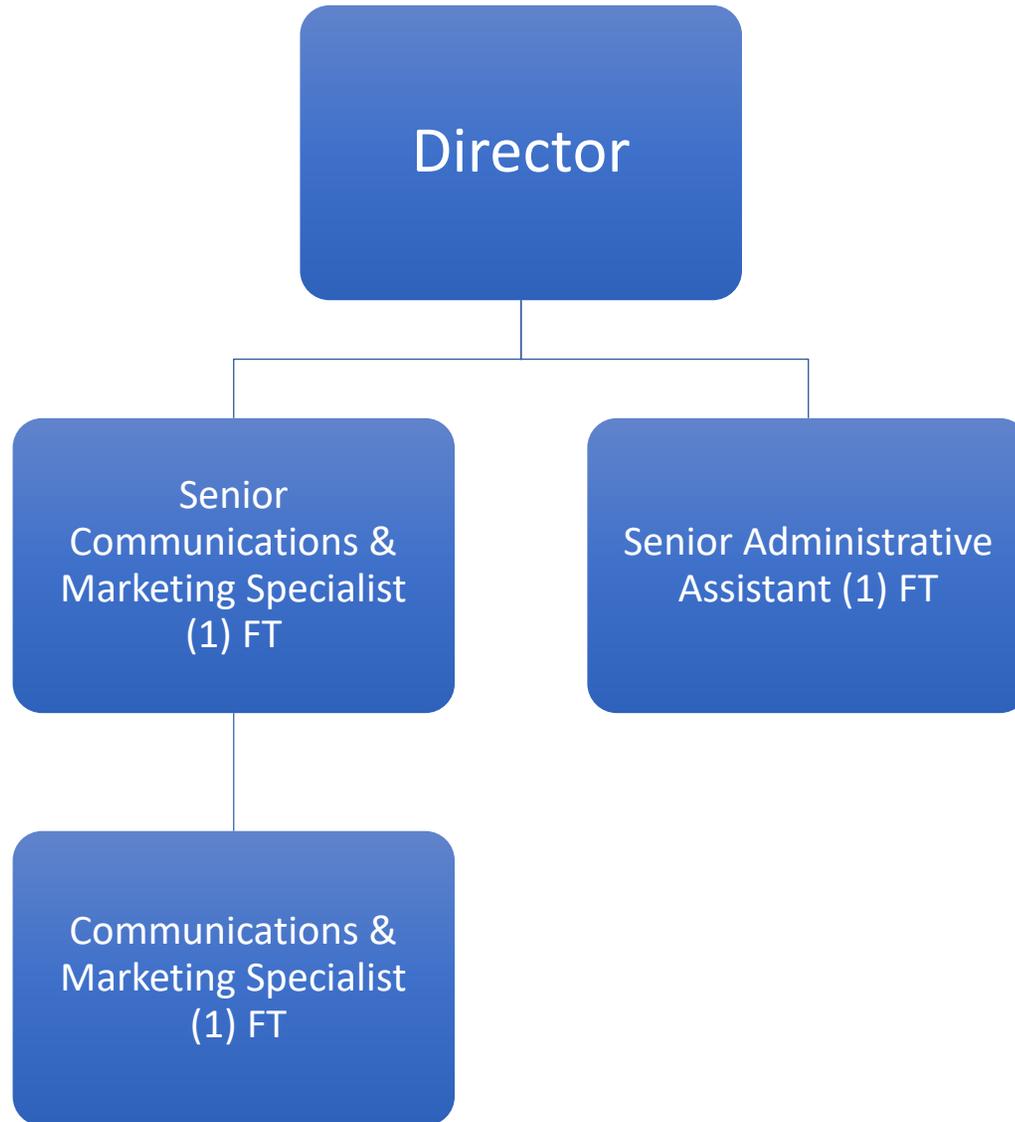
- Fill vacant police officer positions through the civil service hiring process with a focus on Diversity, Equity & Inclusion.
- Implement a new recruitment strategy for a firefighter position with focus on Diversity, Equity, & Inclusion.
- Maintain the Employee Pay Plan. Ensure that internal equity exists.
- Have a property appraisal completed on all City-owned property.
- Prepare to negotiate all 5 union labor agreements.

Goal 5: Human Capital and Talent

- Continue to update the employee manual.
- Utilize the NEOGOV Learning Management System for employee training.
- Provide Customer Service training for employees.
- Work on action steps from the DEI Survey.

This page intentionally left blank.

City of Shaker Heights Communications & Marketing Department



COMMUNICATIONS AND MARKETING DEPARTMENT

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | \$ 863,505 | \$ 856,506 | \$ 917,232 | \$ 937,847 |
| All Funds | \$ 863,505 | \$ 856,506 | \$ 917,232 | \$ 937,847 |

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 as a desirable destination for relocation by a population committed to its preservation and future.

FUNDING SOURCES

General Fund

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

FUNCTIONS

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

2023 ACCOMPLISHMENTS

Goal 5: Human Capital and Talent

C&M accomplishments toward attracting and retaining residents:

- Worked with the marketing firm shark & minnow on a year-round marketing campaign designed to attract and retain residents. Continued campaign tagline, “This is Shaker,” in 2023, to appeal to both current and prospective residents. Interpreted in many ways, “This is Shaker” enabled flexibility in imagery to convey what people traditionally love and know about Shaker, but also things that might surprise and delight about the city.
- Worked in consultation with shark & minnow on strategic media buys, content, messaging, and social media in furtherance of this campaign. In 2023, this campaign amassed more than 9 million impressions in Northeast Ohio and in key markets outside of the region. This represented a 71% increase over the number of impressions garnered in 2022. Impressions are the number of times these digital advertisements were displayed and were viewable by users.
- The 2023 media plan included the following channels:
 - Digital Display Ads – Google, Cleveland Magazine’s website, NEO Parent, NEO Boomer, Zillow
 - Dedicated E-Blasts – NEO Parent, NEO Boomer
 - Paid Social Media – Meta (Facebook and Instagram), Snapchat, LinkedIn, YouTube
 - Video ad on a streaming service – Hulu
 - Print ads – Cleveland magazine, Cleveland Jewish News
 - Digital Radio – Spotify
- The highest number of impressions was on Spotify, with 2.6 million impressions
- The highest number of engagements was on Meta, with some 28,000 total, 27,000 of which were link clicks, for a click-through rate of 6.03%. This is far in excess of the industry standard of 0.9%.
- Video:
 - With shark & minnow, filmed a video in late 2023 for final production and release in 2024 featuring five young professionals who have chosen to live in Shaker Heights.
 - In-house, produced a video about the Warrensville West Cemetery preservation effort
 - In-house, produced a video about the City’s Fair Housing office.
- Websites (City and Shaker.Life)
 - ShakerHeightsOh.gov (main City website, formerly ShakerOnline.com). Managed the launch of refreshed website design with improved navigation, new icons, and bolder colors. Updated the website’s domain name to shakerheightsoh.gov, to be more in line with governmental entities (as opposed to companies, which usually have the dot com suffix).
 - Total users: 284,446
 - Total sessions: 443,059
 - Page views: 878,565
 - Device: 47% mobile; 50.8% desktop; 2.2% tablet
 - Top 10 Most Visited Pages: Home page / Considering a Move / Ice Arena / Police / Parks & Recreation / Jobs / Swimming Pool / Trash & Recycling / Holiday Trash Pickup Schedule / Rec catalog

- The “This is Shaker” digital ads connected users to the Considering a Move landing page. Specifically, Google display ads drove more than 16,500 users to this page.
 - C&M worked with web developer CivicPlus to enable development (during 2024) of a Police Department section of the City’s website, similar to the Recreation Department pages. This will provide SHPD with a better “front door” for welcoming and engaging visitors to the site.
- SHAKER.LIFE (Shaker Life magazine website)
 - Total users: 28,312
 - Total sessions: 32,466
 - Page views: 42,342
 - Device breakdown: 53% mobile; 43% desktop; 4% tablet
 - Top 10 Most Visited Pages: Home page / Red, Wine & Blue / Q&A with Kathryn Schulz / Archive page / Shaker 365 (landing page for some parts of ad campaign) / Great Shaker Homes: Building the Dream (St. Jude Dream Home) / About page / Q&A with Police Chief Wayne Hudson / Great Shaker Homes category page / Great Shaker Homes: A Home Reclaimed
 - Note that the articles in the top 10 for 2023 featured prominent individuals like the writer Kathryn Schulz and Red, Wine & Blue founder Katie Paris. Great Shaker Homes content remains popular including our 2023 article on the St. Jude’s Dream Home on Fairmount.
 - Mayor’s Communications
 - Advised Mayor on messaging and responses to residents and media related to various initiatives and events.
 - Wrote remarks and talking points for events and speaking engagements including MLK Day, State of the City forum, and Memorial Day.
 - Produced eight Mayor’s Report videos which included drafting transcripts, filming and editing videos, producing relevant links to post on website, sending via email (on average, 57% of recipients opened these), and promoting on social media.
 - Helped to organize, staff, and promote 10 “Chat with the Mayor” outreach events over the course of the year.
 - Produced 12 monthly City e-newsletters (ENews) sent to approximately 5,000 subscribers; on average, 48% of recipients opened these.
 - Produced 2,891 Social Media posts in 2023 on City Facebook, X (Twitter), and Instagram; and Mayor’s X (Twitter). These generated:
 - More than 2.6 million total impressions
 - 150,382 engagements (up 33%)
 - 44,229 click-thrus (up 66%)
 - At year end, 24,944 (up 5%) users were following City social media channels
 - Used the county’s Ready Notify system to alert staff and residents of road closures and other urgent news.
 - Coordinated media inquiries into
 - Mental Health Response program
 - The petition drive by a local PAC that sought to make several changes to the City’s Charter
 - The resolution reached with that PAC.
 - Shaker small business micro-grants
 - Grant received for Warrensville West Cemetery restoration project

- Awards received by Planning Department
- Finance Department recognition for financial reporting
- Produced postcards promoting: DEI community conversations, CitizenServe online permitting function, Van Aken Bikeway, Shaker Life magazine advertising, new resident engagement (the Welcome card), awareness of the proposed Charter amendments, and, as promotional giveaways, blank notecards featuring winning photographs from the 2023 Preservation Photo Contest
- Continuing Education attended by C&M staff in 2023:
 - Cleveland State University's 12-session Leadership Academy for public sector professionals
 - 3CMA webinar, A Facebook Insider's Perspective – Bringing Communities Together
 - FlashVote webinar
 - Product demo for TextMyGov
 - Webinar for Montsido, an add-on to our website that would help us meet accessibility standards for websites
 - Cyber awareness training
 - Implicit bias training
 - 3CMA webinar on artificial intelligence

C&M accomplishments toward attracting and retaining City staff:

- Worked with a Shaker-based video production company to produce a three-minute police recruitment video to live on the City's website and YouTube channel, as well as three 20-second videos for use on social media.
- Developed Fire Department recruitment videos in-house, also for use on social media.
- During 2023, the contracts with all of our partners in our attract and retain efforts expired. These partners serve as extensions to our staff.
- C&M issued RFPs seeking proposals for Shaker Life magazine editor, art director, ad manager, and printer as well as for a marketing agency.
- RFQs were issued for requirements contracts for printing of city business forms and documents, and printing of city business cards, letterhead, and envelopes.
- New contracts were negotiated with Shaker Schools and Shaker Library for support of Shaker Life magazine. Schools contract amount increased to \$10,000 from \$7,000.
 - Note: 2023 Shaker Life revenue was \$212,194, with advertising sales of \$198,194 in addition to library support of \$7,000 and school support of \$7,000.

| COMMUNICATIONS & MARKETING DEP'T | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|----------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 101 GENERAL FUND | | | | |
| <u>PUBLIC OUTREACH</u> | | | | |
| COMPENSATION | \$ 407,766 | \$ 440,458 | \$ 445,487 | \$ 465,902 |
| TRAVEL & EDUCATION | 1,983 | - | 6,282 | 6,482 |
| CONTRACTUAL SVCS | 216,373 | 181,080 | 225,048 | 208,667 |
| MATERIALS & SUPPLIES | 1,964 | 2,089 | 4,571 | 2,698 |
| CAPITAL OUTLAY | 888 | 888 | 1,000 | 1,000 |
| TOTAL PUBLIC OUTREACH | <u>\$ 628,974</u> | <u>\$ 624,515</u> | <u>\$ 682,388</u> | <u>\$ 684,749</u> |
| <u>SHAKER LIFE</u> | | | | |
| CONTRACTUAL SVCS | \$ 208,242 | \$ 205,367 | \$ 207,197 | \$ 225,097 |
| MATERIALS & SUPPLIES | 26,289 | 26,624 | 27,647 | 28,001 |
| TOTAL SHAKER LIFE | <u>\$ 234,531</u> | <u>\$ 231,991</u> | <u>\$ 234,844</u> | <u>\$ 253,098</u> |
| TOTAL GENERAL FUND | <u>\$ 863,505</u> | <u>\$ 856,506</u> | <u>\$ 917,232</u> | <u>\$ 937,847</u> |
| TOTAL ALL FUNDS | <u>\$ 863,505</u> | <u>\$ 856,506</u> | <u>\$ 917,232</u> | <u>\$ 937,847</u> |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Manage the development and launch of a welcoming and user-friendly new homepage and internal pages for the Police Department within the City website (similar to the Recreation Department section).
- Promote all public engagement opportunities associated with the Listening Project and communicate milestones of this initiative, as appropriate, to keep residents interested and informed.
- Communicate milestones of all other provisions of the Framework for Maintaining a Safe and Just Shaker Heights, especially expansion of the Mental Health Response program.

Goal 2: Financial Health & Sustainability

- New contracts for magazine editor, designer and printer resulted in an overall increased cost of \$17,900. Funds were transferred from various other C&M budget line items including web services, promotional printing, photo processing, and postage to cover the increase of costs for Shaker Life.
- Major expenses continue to be the marketing campaign with shark & minnow and production of Shaker Life magazine (which generates income to offset expenses).

Goal 4: Recreation

- Promote all public engagement opportunities associated with the recreation study and communicate milestones of this study, as appropriate, to keep residents interested and informed.

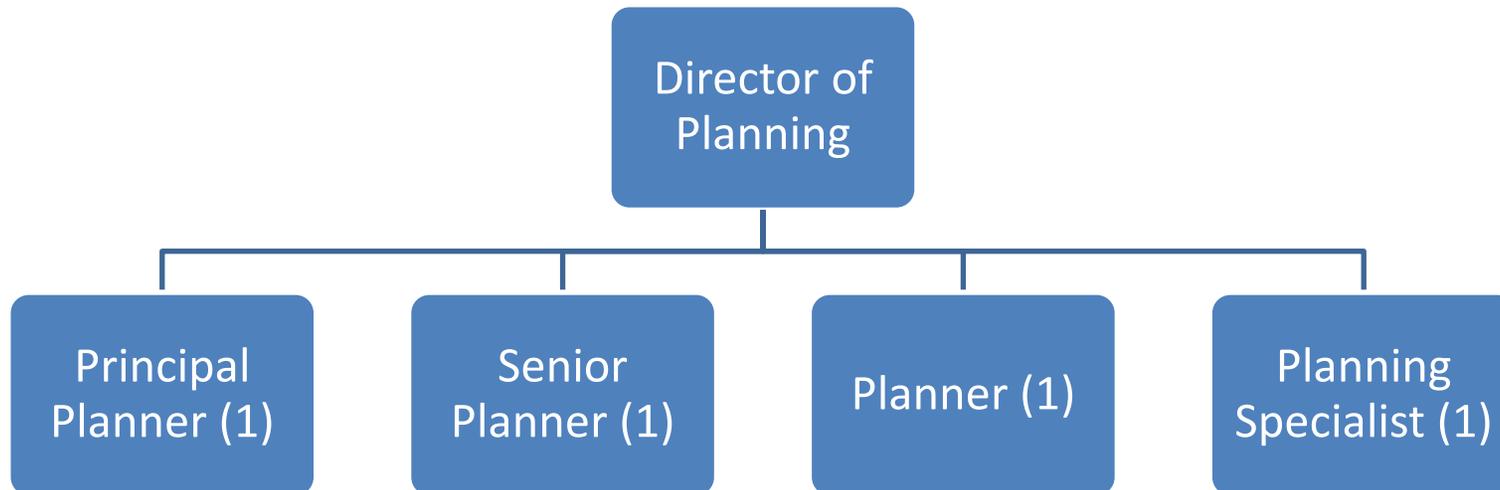
Goal 5: Human Capital & Talent

- Assist with Police Department recruitment efforts.

- Launch and monitor latest iteration of the campaign to attract and retain residents. Developed by our marketing agency partner, this campaign will use mostly digital platforms to promote Shaker's attributes.
- Revise the format of the Mayor's Report videos to make them more interactive and engaging.
- Building on the success of recently produced Fire Department recruitment videos, develop more short videos highlighting City services.

This page intentionally left blank.

City of Shaker Heights Planning Department



PLANNING DEPARTMENT

| | <u>2022 Actual</u> | <u>2023 Actual</u> | <u>2023 Budget</u> | <u>2024 Budget</u> |
|------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund | \$ 648,598 | \$ 671,009 | \$ 686,090 | \$ 713,229 |
| Other Funds | 7,500 | 10,000 | 21,500 | 17,500 |
| All Funds | \$ 656,098 | \$ 681,009 | \$ 707,590 | \$ 730,729 |

DEPARTMENT DESCRIPTION

The Planning Department provides support for current and long-range planning studies; staffs boards and commissions charged with preserving the aesthetic quality and character of Shaker Heights; sets strategy and obtains funding to implement city priority projects.

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; facility plans; road diet/traffic calming plans; work to support economic development and multi-family infill projects. A robust funding and grant writing program is central to implementing plans and projects. The Department staffs Boards and Commissions charged with preserving the health, safety, 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, subdivision of land 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 height and area.

Landmark Commission

The Landmark Commission 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 all new construction, addition, or alteration which changes the exterior appearance of a building.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Van Aken District RTA Substation – Temporary busway constructed so that electrical work could begin. Electrical work nearly complete, reclosure station is in, and electrical connection for Public Realm project is installed. Coordinated plans and utility plans with Public Realm plans.
- Forward Together (FT) – Arranged for Client Group meetings, and Leadership Meetings. Prepared agenda and meeting notes for approximately 20 Client Group meetings and 12 Leadership meetings. Worked with Communications & Marketing, school and library to re brand FT, provided progress on 15 Key Initiatives. FT website updated. School Bond Issue passed, stakeholder group formed. Attending those meetings.
- Southern Moreland Traffic Calming – Project completed. Worked with City Engineer, Economic Development, Police, Public Works, and Fire to coordinate project. Construction of bump-outs and landscaping completed in two locations on Scottsdale and in front of Chelton Park. Closed out grants from NEORS and Cuyahoga County for traffic calming implementation. Submitted grant reimbursement. Police conducted traffic counts after the improvement which shows that the traffic calming worked: in 2021, 42% of drivers violated the speed limit and, in 2023, 30% violated the speed limit; the speed of drivers reduced, in 2021 13 driver exceeded 40MPH, in 2023, 1 driver exceeded that limit.
- Board of Zoning Appeals/City Planning Commission; Architectural Board of Review:
 - New Architectural Board of Review alternate member, Dave Berlekamp, appointed. Jim Neville appointed as a regular member. Alternate members Kevin Kennedy and Greydon Petznick reappointed.
 - Arcadia – Mixed use 5 story development approved for design and site plan at Warrensville, Farnsleigh and Helen Roads.
 - Lee Road Action Plan – approved.
 - Van Aken Bikeway Plan – approved.
 - Lakeside Linen – approved new business conditional use permit.
 - Zoning Code Map and Text Amendments – reviewed in two work sessions and a regular meeting.
 - Infill housing approved on City lots: YRM 6 houses on Sudbury; Giltz 4 attached single family houses on Menlo, Beachy two houses on Hildana.
 - Infill housing reviewed but not yet approved – Carson - two houses on Hildana, Ludlow cargo container house, Glencarin single family house.
 - New signage for: True Vibes Unleashed, Rival, Shaker Smoke and Beverage, Mayne Attractions, Acme, Irie Jamaican Kitchen, Around the Table Yarns, Craft Collective, Chapel of Hope, The Skin Center, Library Courts Apartments, Hampshire House Apartments, White Cloud, Dominos and Flagstar Bank.
 - University School Middle School addition – approved and under construction.
 - Warwick/South Park – New house under construction.
 - Parkland New House – construction completed.
 - Sargent Clean Car Wash – Approved and under construction.
 - Midnight Owl Brewery (Chagrin Boulevard in District South) – Sign approved.
 - Architectural Board of Review – 292 Agenda Items; 787 staff approvals completed within the CitizenServe platform.

- Board of Zoning Appeals/City Planning Commission – 44 Agenda Items; 242 staff approvals completed within the CitizenServe platform.
- Landmark Commission
 - The Landmark Commission Preservation Month Photo Contest resumed with 66 entries from 26 different photographers.
- Warrensville West Cemetery – CLG grant submitted and awarded by the Ohio History Connection to restore the priority gravestones. Bid released and bid awarded to Mannik and Smith. The Cemetery Historic Preservation Master Plan was awarded one of 5 statewide awards by the State Historic Preservation Office, for the public awareness and education efforts during the planning process and the cemetery tours that have been conducted over the past 5 years.
 - Projects approved:
 - Staff Approvals: 9 projects were approved at the staff level.
 - 4 Agenda items; staff approvals.

Goal 2: Financial Health & Sustainability

- Grants – submitted grant applications totaling \$1,574,754 with \$1,462,363 funded and awaiting \$200,000 grant announcement:
 - Lee Road resurfacing & reconstruction – CMAQ \$1M application; \$1,393,560 awarded
 - Warrensville West Cemetery plan implementation - CLG-- \$25,000 application; \$18,803 (awarded)
 - Lower Lake Trail – ODNR -- \$309,721 (awarded)
 - Housing Programs – 2023 CDSG -- \$50,000 (awarded)
 - 2024 CDBG - \$150,000 and CDSG - \$50,000 (pending)
 - NEORS Green Infrastructure Grant with PW – (not awarded)
- Grants Administration – transferred Grants.gov to Finance Director Potts as many departments use this for federal grants.
- Police Grants – transferred Police contact for Grants.gov to Commander Cole.
- Researched Doan Brook grants, visited ODNR and EPA in Columbus along with ED and city’s lobbyist.
- Government Advocacy – Supported Economic Development in work in State and Federal advocacy. Prepared 1 pager on Doan Brook for agency visits and meetings with elected officials. Prepared 9 letters of support for our Capital budget request at the state, completed House application.

Goal 3: Greenspace and Public Spaces

- Warrensville West Cemetery – continued work with Public Works to maintain mown paths and meadow. Applied for Ohio History Connection Certified Local Government grant to repair and reset gravestones, was awarded \$18,803.
- Van Aken Bikeway Plan –Public engagement held in February via a virtual meeting and open house and in April with an open house and a Bike/Walk Audit. A survey was completed. Plan adopted. Drafted and issued RFP, selected GPD to engineer the bikeway. Kick off meeting with the Ohio Department of Transportation (ODOT) held, ODOT project manager not supportive of in road buffered bike lanes. Spent time

researching other ODOT-funded similar lanes and working with ODOT staff at Central Office and District 12.

- Van Aken District Public Realm Design – Public engagement held in February. Worked with designer MKSK and 100% final tracings submitted to ODOT for review. Completed ODOT process for easements and dedication of Right of Way (ROW). Completed easements and agreements with RMS. Coordinated with public art signature piece.
- Lower Lake Path –Retained GPD to design the path, community engagement held on site in October, draft layouts reviewed, coordinating required environmental documents with NEORS as they have similar requirements for the dam project.
- Lower Lake Dam – Coordination with Lower Lake path, attended monthly update meetings, attended community engagement event in the fall at the park.
- Doan Brook restoration at Horseshoe Lake Park – Participated, along with the lead department, Public Works, to review and select options for trail and amenity package. Worked on state capital request form, and letters for support. Researched grants, discussed with partners. Reviewed engineering scope for city improvements.
- Bike with Mayor – organized an event in May in conjunction with County Planning.

Goal 4: Recreation

- Recreation Strategic Plan – In coordination with Rec Dept. drafted RFP, reviewed, interviewed and chose MKSK to lead the plan. Took through committees, but not approved. Looking at a January 2024 introduction to hire consultant.

Goal 5: Human Capital and Talent

- Community Engagement – Designed and executed appropriate community engagement techniques and events for projects including: Van Aken bikeway plan; Public Realm engineering; VAD Signature Public Art; Arcadia; Lee Road Action Plan; Lower Lake Multipurpose Trail; and Reader’s Picnic public art near library.
- Professional Development
 - APA Cleveland Planning and Zoning Workshop –Serving on Planning Committee for 2024.
 - County TOD Zoning Steering Committee – Served on Committee
 - APA Ohio – attended state conference. Received 2 awards: one for Lee Road Action Plan Community Engagement and Joyce received The President’s Award
 - Norm Krumholz Speakers Series at CSU
 - County GIS Day
 - CRS Annual meeting and luncheon
 - CSU class presentation on community engagement
 - NOACA annual meeting
 - City Club public art panel
 - State of the County
 - It Takes a Planner
 - ULI Women’s Panel
 - National Highway Institute 12-hour designing for Pedestrian Safety course

Goal 6: Environmental Sustainability

- EV Chargers – Worked with Tesla to finalize site plan and landscape plan. Chargers are complete and opened in November. Worked with NOACA to finalize a site.
- Landmark Commission – Supported the retention of original structures and materials, including making a statement on the Preservation of Public Buildings in Shaker Heights.
- Sustainability Storm Water and Greenspace Subcommittee - attend meetings and report back to appropriate departments.
- Warrensville West Cemetery – Monitored meadow with mown paths and created maintenance plan being implemented by Public Works.
- Southern Moreland Traffic Calming Green Infrastructure—Construction completed, Public Works is maintaining bio swales, project has successfully reduced traffic volumes and speeding.

Goal 7: Quality Housing

- Van Aken District Phase 2 Apartment Building – ABR approved modifications to the east side garage materials dependent on a landscape plan. Tour building with staff and ABR. Managed city owner's representative, Don Franz.
- Van Aken Mews – Continued work with developer, Law and Building & Housing to move project forward and extend development agreement. Handed off management of this project and future phases to Building & Housing's Neighborhood Development Specialist.
- Harbor Chase Assisted Living – \$21M project opened for business.
- Infill Housing – ABR and BZA approved infill houses for 7 owners, worked with homebuilders YRM, Giltz, Beachy and Carson to develop architecturally appropriate homes in the Moreland neighborhood.

Goal 8: Economic Development

- Van Aken District Phase 1 – Met quarterly with RMS and Economic Development Department. Work mostly consisted of signage review for new tenants. Craft Collective mural was reviewed and approved by ABR and Public Art Task Force.
- VAD Police engagement center – reviewed lease, provided address suggestions. Participated with RMS for discussion about on-street parking regulation.
- Van Aken District Phase 2 Apartments – Reached final height and construction crane was removed in December. Design changes on east garage façade were approved by ABR. Coordinated with owners' representative, Don Frantz, assisted with CEI issues.
- Arcadia – A 5-story mixed-use building with 141 apartments, first-floor retail, second-floor office and 221-space parking garage. Received approval from the City Planning Commission including review of a traffic and site circulation study. ABR approval also complete. Finalized the plat to combine two parcels into one. Held meeting with Helen Road residents regarding traffic and parking concerns. Participated in regular calls with Economic Development and the developer.
- Shaker Rocks Parking – Worked with Police to design and install two parking signs to direct overflow parking to the Thornton parking lot instead of using Helen Road.

- RTA Comfort Station – Coordinated construction drawings with public realm project especially around utilities and light poles. Progress on substation made with electrical nearly finished and reclosure boxes in. Comfort Station project on hold pending GCRTA funding. GCRTA temporary busway must be removed by March 15, 2024.
- Public Realm Plaza – Will add new gathering spaces to the Van Aken District. Public open house took place in February. Dedication of public ROW and easements completed. 100% drawings submitted to ODOT for review and approval. Bidding to commence once plans are approved.
- Public Art/Public Art Task Force –
 - Shaker Heights Arts Council (SHAC) Utility Box Art – Reviewed and approved SHAC’s seven utility box art wraps along Shaker Boulevard, Lee Road, and Van Aken Boulevard.
 - Reader’s Picnic by Jaemee Studio – Worked with LAND studio to review, provide input on site/design/artist, brought to Public Art Task Force for approval, worked with community members and then the Library to determine book titles to be represented, coordinated license agreement and site installation. Continue to work with LAND studio to plan ribbon cutting with artist talk.
 - VAD Signature Art – Regular meetings with artists Krivanek + Breaux, coordination with artists and MKSK Public Realm Design, review and approval by Public Art Task Force, and public survey to suggest words for inclusion in art.
 - Public Art Policy – updated Public Art Policy to change Task Force terms to 3 years, clarify and expand public art review criteria, require monetary donations for art maintenance on City property, and others.
 - Public Art Maintenance – completed comprehensive review of city’s public art, creating photographic and written condition assessments. Reviewed best practices public art maintenance and requested 2024 budget funds to implement maintenance.
 - Worked with Communications & Marketing to create a public art page (<http://www.shakeronline.com/publicart>) which includes map of all public art, a photo, and description. Page also features current projects.
- RTA Rail Shelter Replacement/Historic Stations – Project is on hold pending GCRTA funding.
- Lee Road Action Plan
 - Plan adopted -
 - Coordination with Cleveland and County – Several meetings with Cleveland staff to coordinate budget, schedule, and meetings. Submitted joint Congestion Mitigation & Air Quality (CMAQ) application and Shaker received \$1,393,560. Cleveland proceeded with a Traffic and Road plan, neighborhood engagement, plan, and public meetings. Held tour and coordination meeting with County staff to gauge their interest in sponsoring the project.
 - ODOT funding – worked on Local Public Agencies (LPA) scope of services.
 - NOACA funding approved in March as part of the TIP. And includes \$12.4M in STBG funds, and \$.5m in Transportation Alternatives (TA) funds. Grant funding now stands at \$17.7M.
 - Parking Pilot- Worked with ED to further this project. Wrote RFP and hired GPD to engineer the shared parking pilot. Survey complete and options presented. Wrote

and applied for Community Development Block Grant (CDBG) and Community Development Supplemental Grant (CDSG) grants amounting to \$200k.

- Bus Depot Relocation Study – Developed and discussed components of a future study to move bus depot from Lee Road to another location. Hired GPD to do fit plans for 4 sites within Shaker Heights. Worked with the Economic Development department and real estate brokers to suggest sites outside of Shaker.
- Shaker Schools Foundation Donation – received \$40,362 donation from the Shaker Schools Foundation from excess Shaker Centennial Funds that were earmarked to be donated to the city’s ED Fund and will be used for activation on in the Lee Road area.
- Awards –received 2 awards for the work on Lee Road Action Plan. One was from the Ohio American Planning Association Best Practice Award for the community engagement part of the plan. The other was from Northeast Ohio Women in Transportation where we were presented with the Innovative Transportation Solution award.
- John Carroll University/Fairmount Circle – Held several discussion about the Gateway mixed use project. JCU decided to defer that project and proposed to use apartment buildings at the circle for off campus student housing. JCU applied to the CPC for a zoning text amendment to all for this. Public hearing held in December and continued to January 2023. City zoning code amendments also introduced to CPC to change the commercial area zoning to CM mixed use from the C2 Commercial which will allow a future mixed use development there and support TOD development.
- Shaker Square Planning – Shaker Square received proposals to do a plan for the square focused on retail as well as physical improvements. Serve on the Advisory Committee and reviewed proposals from consultants.

| PLANNING DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| <u>PLANNING & DEVELOPMENT ADMINIS</u> | | | | |
| COMPENSATION | \$ 401,025 | \$ 419,468 | \$ 421,164 | \$ 438,487 |
| TRAVEL & EDUCATION | 5,086 | 4,863 | 9,726 | 16,526 |
| CONTRACTUAL SVCS | 49,625 | 35,154 | 38,044 | 32,155 |
| MATERIALS & SUPPLIES | 2,812 | 974 | 2,585 | 3,509 |
| TOTAL PLANNING & DEVELOPMENT ADMINIS | \$ 458,548 | \$ 460,459 | \$ 471,519 | \$ 490,677 |
| <u>PLANNING AND ZONING COMMISSION</u> | | | | |
| COMPENSATION | \$ 64,072 | \$ 66,828 | \$ 66,430 | \$ 69,592 |
| TRAVEL & EDUCATION | 680 | - | 403 | 403 |
| CONTRACTUAL SVCS | 5,201 | 5,076 | 5,446 | 4,084 |
| MATERIALS & SUPPLIES | 2,344 | 2,153 | 1,608 | 1,675 |
| TOTAL PLANNING AND ZONING COMMISSION | \$ 72,297 | \$ 74,057 | \$ 73,887 | \$ 75,754 |
| <u>LANDMARK COMMISSION</u> | | | | |
| COMPENSATION | \$ - | \$ - | \$ - | \$ 350 |
| TRAVEL & EDUCATION | 612 | 715 | 781 | - |
| CONTRACTUAL SVCS | - | 20,004 | 18,027 | 19,967 |
| MATERIALS & SUPPLIES | 534 | 458 | 965 | 965 |
| TOTAL LANDMARK COMMISSION | \$ 1,146 | \$ 21,177 | \$ 19,773 | \$ 21,282 |
| <u>ARCHITECTURAL BOARD REVIEW</u> | | | | |
| COMPENSATION | \$ 116,125 | \$ 114,799 | \$ 119,303 | \$ 123,908 |
| TRAVEL & EDUCATION | - | - | 103 | 103 |
| CONTRACTUAL SVCS | - | - | 116 | 116 |
| MATERIALS & SUPPLIES | 482 | 517 | 1,129 | 1,129 |
| TOTAL ARCHITECTURAL BOARD REVIEW | \$ 116,607 | \$ 115,316 | \$ 120,651 | \$ 125,256 |
| <u>HOUSING ASSISTANCE PROGRAMS</u> | | | | |
| CONTRACTUAL SVCS | \$ - | \$ - | \$ 260 | \$ 260 |
| TOTAL HOUSING ASSISTANCE PROGRAMS | \$ - | \$ - | \$ 260 | \$ 260 |
| TOTAL GENERAL FUND | \$ 648,598 | \$ 671,009 | \$ 686,090 | \$ 713,229 |
| 103 ECONOMIC DEVELOPMENT | | | | |
| <u>PLANNING & DEVELOPMENT ADMINIS</u> | | | | |
| MISCELLANEOUS | \$ 7,500 | \$ 10,000 | \$ 21,500 | \$ 17,500 |
| TOTAL PLANNING & DEVELOPMENT ADMINIS | \$ 7,500 | \$ 10,000 | \$ 21,500 | \$ 17,500 |
| TOTAL OTHER FUNDS | \$ 7,500 | \$ 10,000 | \$ 21,500 | \$ 17,500 |
| TOTAL ALL FUNDS | \$ 656,098 | \$ 681,009 | \$ 707,590 | \$ 730,729 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Forward Together – School Bond issue passage means schools are proceeding with facility plans. Serve on the school’s Facility Advisory Committee, continue discussion of shared use of facilities. Recreation Strategic Plan – Gain city council approval in January to hire MKSK to lead the plan, kick off with consultant in Q2.

Goal 2: Financial Health & Sustainability

- 2024 General Fund budget is 4% higher than the 2023 budget.
- Grant applications and grant administration for infrastructure, Doan Brook, Lee Road, historic preservation and community development.
- Collaborate with Economic Development on State Advocacy for 2024 State Capital Budget.

Goal 3: Greenspace and Public Spaces

- Van Aken Bikeway –continue to work with ODOT, complete additional traffic studies, additional public engagement and draft engineering plan. Grant match and CMCI of \$610,000 in capital budget.
- Van Aken District Public Realm – ODOT final construction drawing and bid set review and approval, work with Public Works on bidding and construction. Signature Art final design and fabrication. Grant match and CMCI of \$610,000 in capital budget.
- Doan Brook Restoration at Horseshoe Lake –participation in design and engineering, planning for city amenities and coordinating budgets and work with NEORS, grant applications.
- Lower Lake Trail – work with GPD on design, public engagement, bidding and construction. Construction match of \$103,241 in capital budget.
- Recreation Strategic Plan - gain city council approval in January to hire MKSK to lead the plan, kick off with consultant in Q2. \$130,000 in capital budget.
- Warrensville West Cemetery – work with Mannik & Smith Group and Historic Gravestone Services on resetting and restoring priority gravestones.
- Public art – Maintenance policy, condition assessments, and \$8000 maintenance fund in 2024 capital budget.

Goal 7: Quality Housing

- Infill Housing – ABR and BZA reviews, work with several infill housing developers to make their projects a reality.

Goal 8: Economic Development

- Lee Road Action Plan – further priority projects including:
 - Coordination with County and Cleveland, and County participation in the project.
 - Road reconstruction - Start engineering phase, with \$2.1m (\$1.1m from 2024 capital budget) in funds for engineering.
 - Parking Pilot – work with GPD on design and engineering of project; if grants received, work along with ED on implementation of the parking pilot and storefront program.
 - Bus Depot – \$50,000 in budget for Relocation Feasibility study. Continue study into possible sites for relocation, discussion with schools.
 - Zoning study – begin by Q4 with \$40,000 in capital budget.
- Metropolitan Holdings—Arcadia Development – plan review for construction, coordination of construction issues.
- Public Realm: Proceed with city match and CMCI, with \$610,000 in budget.

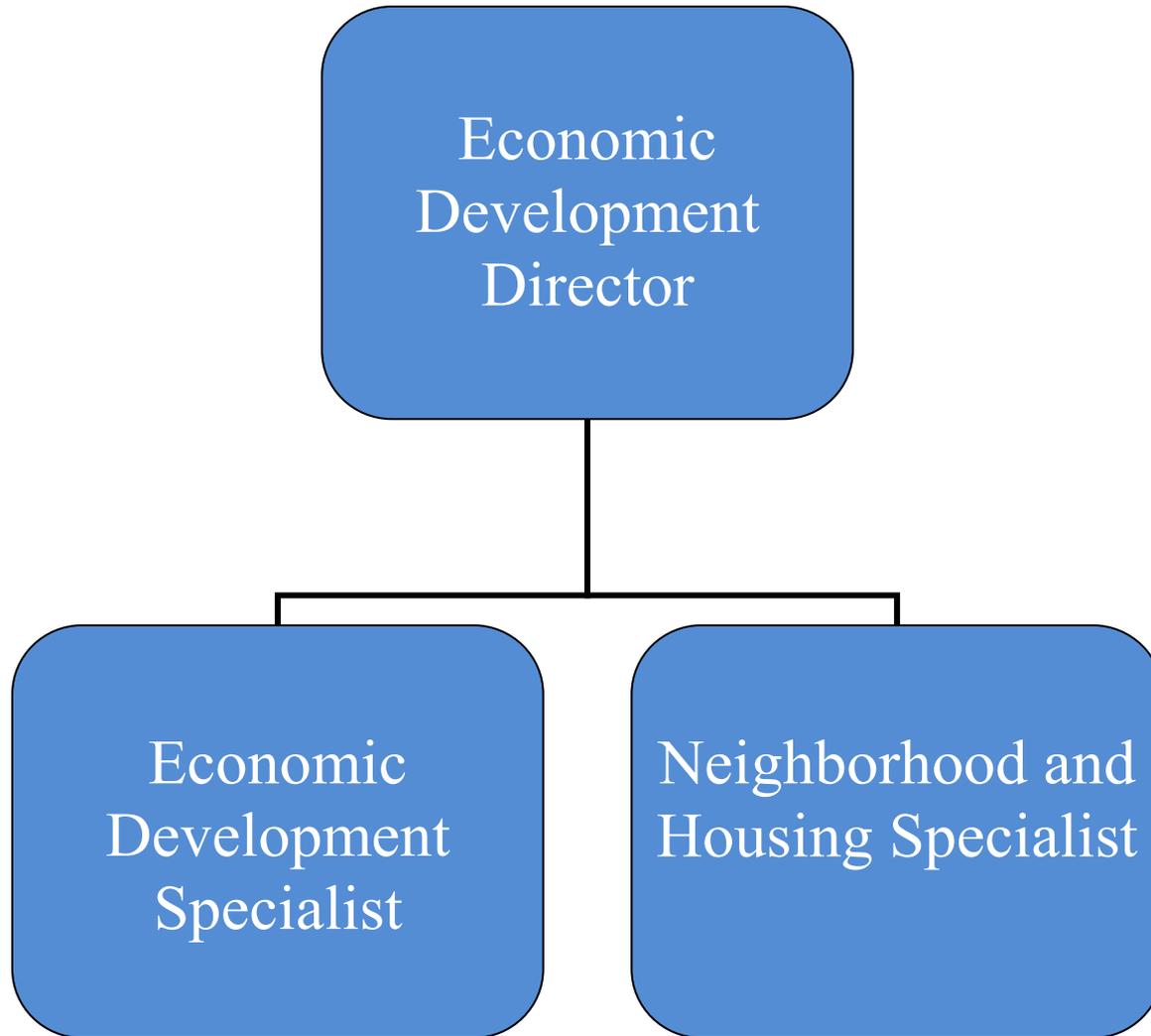
- Van Aken Bikeway – continue design and engineering, public engagement and additional traffic work. Possible bidding project in Q4 2024. \$610,000 in the budget.
- John Carroll Gateway Project – Zoning Code updates, project zoning and design review.

2024 CAPITAL BUDGET

| | |
|--------------------|---|
| \$1,200,000 | Lee Road Reconfiguration Engineering |
| \$50,000 | School Bus Depot Relocation Feasibility Study |
| \$40,000 | Lee Road Zoning Study and Code Revision |
| \$610,000 | Van Aken Bikeway Construction Match and CMCI |
| \$610,000 | RTA Public Realm Construction Match and CMCI |
| \$130,000 | Recreation Strategic Plan |
| \$103,241 | Lower Lake Trail (construction match) |
| <u>\$8,000</u> | Public Art Maintenance |
| \$2,751,241 | |

This page intentionally left blank.

Organizational Chart Economic Development



ECONOMIC DEVELOPMENT DEPARTMENT

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|---------------------|---------------------|---------------------|---------------------|
| General Fund | \$ 792,221 | \$ 789,854 | \$ 968,512 | \$ 1,028,467 |
| Other Funds | 6,000,142 | 1,982,869 | 2,279,993 | 2,234,154 |
| All Funds | \$ 6,792,363 | \$ 2,772,723 | \$ 3,248,505 | \$ 3,262,621 |

DEPARTMENT DESCRIPTION

The Economic Development Department's goals are to attract, retain, and grow businesses in Shaker Heights; to bring the character and quality of Shaker Heights' neighborhoods into the commercial districts; and to promote neighborhood and community engagement.

The Economic Development 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 the community.

The Economic Development Department works with professional and retail businesses to help them grow in Shaker Heights and serves as a primary point of contact for business owners and managers, from site selection through opening their doors to the public to operating and growing their business. The Department proactively encourages developers and brokers to invest in Shaker Heights and serves as a resource for them and their clients.

Additionally, the Economic Development Department provides financial incentives to support business growth and overall commercial district vitality. Programs like the Shaker Vision Fund, Shaker SBA Partnership Loan, Storefront Renovation Program, and Tax Increment Financing and Community Reinvestment Area designations are in place to incentivize property owners, business owners, and developers to make business and commercial investments in Shaker Heights.

The Economic Development Department also administers housing repair and maintenance programs that include technical and financial assistance to income-eligible residential property owners to invest in and maintain their properties.

FUNDING SOURCES

General Fund

The General Fund supports the day-to-day operations of the Economic Development Department. General Fund, Economic Development sub fund provides funding for Shaker Vision Fund forgivable loans, Shaker SBA Partnership loans, Storefront Renovation Program grants, other small business grants, and property redevelopment.

FUNCTIONS

Business Attraction

Attract businesses to locate in Shaker Heights, specifically those within the industries identified in the 2010 Economic Development Plan: Ambulatory Health Care; Professional

Services, Technology (including information services); and Design & Engineering as well as those market areas identified within the 2023 Lee Road Action Plan such as advertising/public relations and niche retail like full-service restaurants, bars, and general merchandise. Develop relationships with brokers and property owners. Market the Vision Fund Forgivable Loan Program, Shaker SBA Partnership Loan, Storefront Renovation Program, and Tax Increment Financing/ Community Reinvestment Area incentives.

Business Retention and Expansion; Relationship Building

Foster the City's relationship with large employers and small businesses. In partnership with the Shaker Heights Development Corporation (SHDC), continue and augment the Van Aken District and Chagrin+Lee Business Association meetings and activity to strengthen the burgeoning business community. Continue to participate in Heights Hillcrest Regional Chamber of Commerce (HRCC) programming and the First Suburbs Consortium.

Marketing

Work with the Communications & Marketing Department on commercial district and business support campaigns, including promoting business successes and milestones, Shop Shaker (shop local campaign), Small Business Saturday, the Van Aken and Chagrin+Lee Business Association activities, and more.

Financial Incentives & Programs

Implement, manage, and expand financing tools to aid in commercial development and business growth. Identify financing and development partners for future phases of Van Aken District development and the Chagrin+Lee commercial district. Pursue County, State, Federal, Foundation, and other grant and financing programs.

Real Estate Development and Revitalization of Commercial Districts

Continue to develop sites in the Greater Van Aken District. Plan for future redevelopment and improvements in the Lee Road commercial district, including working in partnership with SHDC on real estate development activities. Build relationships with property owners in all commercial districts with emphasis on the Chagrin-Lee commercial district. Engage in Forward Together collaborative discussions with the Shaker Schools and Shaker Library in connection with development opportunities.

Shaker Heights Development Corporation (SHDC)

Collaborate to advance business attraction and retention, assist in development of business associations in commercial districts, partner on real estate development and commercial district revitalization, enhance fund development and fundraising capabilities, and support growth of organizational capacity of SHDC.

Housing and Neighborhood Engagement

Develop and administer housing programs to strengthen the community's housing stock. Maintain and enhance community-building practices, particularly in the Moreland neighborhood, as part of City projects and priorities, and in partnership with the Shaker Schools and Shaker Library.

2023 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Provided timely response to Shaker business owners and prospects, commercial property owners, developers and brokers, regional colleagues, and residents with inquiries about economic development and relevant community engagement activities.

Goal 2: Financial Health & Sustainability

- Collaborated with the Finance Department to track economic incentive payments and compliance as well as evaluate the positive economic impact of development activity that received development incentives.
- Managed the City's suite of Economic Development incentives, including City-funded Vision Fund loans and the Shaker Partnership Loan Program funded jointly by the City and Cuyahoga County, which helps small businesses make tenant improvements and invest in commercial properties.
- See Economic Development Goal 8 below for additional projects that seek to increase the commercial tax base.

Goal 3: Greenspace and Public Spaces

- Incorporated green and public spaces within Lee Road Action Plan and commercial development opportunities.

Goal 4: Recreation

- Incorporated recreation amenities as options and considerations within Lee Road Action Plan.

Goal 5: Human Capital and Talent

- The Economic Development Department invested in residents via neighborhood engagement and community network building, including helping to support and grow the Moreland neighborhood network by:
 - Developing resident leaders using an asset-based approach to community development.
 - Continuing Neighbor Night in Moreland, a monthly gathering that serves as a platform to launch neighborhood projects and events, both virtually and in person.
 - Working with Moreland neighborhood residents to continue the momentum of the neighborhood network, supporting both in-person and virtual gatherings, initiatives, and activities.
 - Leveraging success in Moreland network building to inform engagement across City Departments, allowing for improved resident and City collaboration on matters of mutual concern. For example, we created new processes and communication channels within the Moreland neighborhood as infill housing activity increased. Additionally, network-building principles were used as Moreland residents actively participated in the Lee Road Action Planning process.
 - Helping to lead the Shaker Engagement Collaborative (SEC) – a cross-institutional group of professionals doing community engagement across Shaker – to

coordinate, collaborate and augment engagement among community institutions and organizations.

- Because of this work, residents have consistently expressed significantly improved perceptions of their neighborhood.

Goal 6: Environmental Sustainability

- The Economic Development Department continued its ongoing participation in the City's sustainability efforts, including routinely and actively encouraging Shaker Heights businesses to engage in sustainable practices by sharing relevant sustainability information and resources.

Goal 7: Quality Housing

- The City continued and expanded its partnership with the Home Repair Resource Center (HRRC) in 2023. Economic Development staff worked with HRRC to provide residents with home repair education, technical assistance and access to a tool library. HRRC also continued to successfully administer the City's Exterior Maintenance Grant Programs, Senior Emergency Safety Grant, and Paint Program. These programs help income-eligible owner-occupants correct exterior code violations, address emergency repairs, complete accessibility upgrades, and more.
- In 2023, the Economic Development Department continued the Moreland Model Block Program, first piloted in 2019, paused in 2020 and 2021 due to the COVID-19 pandemic, and restarted in 2022. Through this program, residents of the southern Moreland neighborhood who own and occupy their homes can apply with their neighbors for grants to make improvements to the exterior of their homes that are visible from the street. The program helps to enhance exterior curb appeal of their homes and builds community through neighbor-to-neighbor collaborations.
- In 2023, the City secured \$50,000 from the Cuyahoga County Supplemental Grant Program (CDSG), which was fully spent to award home repair grants to Shaker residents under the programs outlined above.
- Lastly, the Economic Development Department managed the City's contract with the Cleveland Restoration Society to provide residents with access to the Heritage Home Program, which provides resources for homeowners to affordably maintain and improve their older houses.
- See the next section for more information on development activity that advance the City's goal to provide a diversity of housing options in Shaker Heights.

Goal 8: Economic Development

- The Economic Development Department collaborated with multiple City departments and Van Aken District developer The Max Collaborative to coordinate the construction of a new 228-unit apartment building on the north side of Farnsleigh Road at Van Aken Blvd. as the next phase of Van Aken District development. The developer began construction on the project in the fall of 2022, marked the topping out of the building in November 2023, and expects to complete construction in mid-summer 2024.
- After releasing a Request for Proposals in 2021 to design, develop and construct an innovative mixed-use project with active first floor uses open to the public at 3393 Warrensville Center Road (the former Qua Buick site), the Economic Development

Department conducted a comprehensive evaluation process of submitted proposals. In August 2022, the City selected a team led by Columbus-based developer Metropolitan Holdings Ltd. along with Shaker-based RDL Architects to construct a mixed-use project with ground floor retail, second floor office space with an end user identified, and approximately 140 rental units, including an affordable component. The developer began community discussions and planning submissions in fall 2022. Project development and required approvals will continue through 2023.

- In March 2023, City Council adopted the Lee Road Action Plan. Throughout 2022 and the first quarter of 2023, the Economic Development and Planning Departments led a process to engage the community in creating the Lee Road Action Plan to revitalize the Lee Road commercial district and corridor. Priority planning elements included urban design strategies, transportation and access planning, economic development strategies, and robust community engagement. The Departments also developed funding strategies for future implementation of the Lee Road Action Plan and began to implement strategic first actions outlined in the Plan.
- The Economic Development Department partnered with SHDC to support real estate development activity in the Chagrin-Lee commercial district, including actively participating in the new Shaker Lee Development Fund managed by SHDC. The Director of Economic Development holds a non-voting seat on the Fund's Board.
- The Economic Development Department led business attraction, retention, and expansion efforts, including:
 - Actively marketed all available commercial spaces citywide, working in concert with property owners and property managers, including maintaining an Available Properties database.
 - Actively sought new businesses to all of Shaker's commercial districts (Chagrin-Lee, Greater Van Aken District, Fairmount Circle, and Larchmere). We welcomed and supported the following new business openings and expansions in 2023: 1899 Golf, 216 Beauty Studio, Arch Shoppe, Chipotle Mexican Grill, Classycarla Creation, District Gallery (relocation/expansion), Edwin's Family Center, Enbody, Gio's Pastaria, H.O.P.E Bereavement Fund Inc., HarborChase, Haute Donuts, Irie Jamaican Kitchen, Lakeside Linen Supply, Mendel's Kansas City Barbeque, Midnight Owl Brewery, Morality Healthcare Education and Training, Nevaeh's Nest, Ninja City, Norka Fitness and Nutrition, Sgt. Clean Car Wash, The Skin Center, TheraPeds, and White Cloud Studio.
 - Administered the Storefront Renovation Program. Ten business participated in 2023. Mayne Attraction Studios, Irie Jamaican Kitchen, and Midnight Owl Brewing Company completed storefront projects in 2023. The following businesses applied for or began storefront projects in 2023 that are underway: Scorpacciata, True Vibes Unleashed, Rival Beauty Lounge Shaker Just-Rite Cleaners, Acme Exterminating, Shaker Smoke and Beverage, and Shaker Rocks.
 - Distributed a monthly Business Enews to Shaker business owners and managers to share relevant business resources and information with the business community.
 - Participated in Van Aken District Business Association and Chagrin+Lee Business Association meetings and assisted in follow-up activities and priorities.

- Hosted the tenth Annual Shaker Heights Business Appreciation Mixer (SH-BAM) with an awards recognition program.
- Continued to support entrepreneurial initiatives at the Van Aken District that offer early-stage entrepreneurs – especially people of color, women, and all underrepresented entrepreneurs – the opportunity to showcase their ideas, products, and services within the Van Aken District. The goal is to lower market barriers and minimize risks associated with starting up or expanding a business.
- Organized and promoted Shop Small campaign, and bolstered and augmented Shop Shaker, our shop local campaign.
- Distributed a quarterly Economic Development Community Update email newsletter to share the City's economic development work with residents and the community.
- On-going participation in the First Suburbs Development Council and Heights Hillcrest Regional Chamber of Commerce.

| ECONOMIC DEVELOPMENT DEPARTMENT | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|--|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| <u>ECONOMIC DEVELOPMENT ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 321,431 | \$ 328,125 | \$ 344,248 | \$ 434,053 |
| TRAVEL & EDUCATION | 116 | 4,148 | 8,950 | 9,100 |
| CONTRACTUAL SVCS | 261,582 | 302,202 | 323,039 | 347,489 |
| MATERIALS & SUPPLIES | 512 | 1,941 | 2,305 | 2,305 |
| TOTAL ED ADMINISTRATION | \$ 583,641 | \$ 636,416 | \$ 678,542 | \$ 792,947 |
| <u>HOUSING ASSISTANCE PROGRAM</u> | | | | |
| MISCELLANEOUS | \$ 148,100 | \$ 149,970 | \$ 199,970 | \$ 200,520 |
| TOTAL HOUSING ASSISTANCE PROGRAM | \$ 148,100 | \$ 149,970 | \$ 199,970 | \$ 200,520 |
| <u>NEIGHBORHOOD ENGAGEMENT</u> | | | | |
| CONTRACTUAL SVCS | \$ 60,480 | \$ 3,468 | \$ 90,000 | \$ 35,000 |
| TOTAL NEIGHBORHOOD ENGAGEMENT | \$ 60,480 | \$ 3,468 | \$ 90,000 | \$ 35,000 |
| TOTAL GENERAL FUND | \$ 792,221 | \$ 789,854 | \$ 968,512 | \$ 1,028,467 |
| OTHER FUNDS | | | | |
| 103 ECONOMIC DEVELOPMENT | | | | |
| CONTRACTUAL SVCS | \$ 4,000,000 | \$ 120 | \$ - | \$ - |
| MATERIALS & SUPPLIES | - | - | 313 | 500 |
| DEBT | 18,000 | 14,800 | 14,800 | 11,400 |
| MISCELLANEOUS | - | - | 190,226 | 170,600 |
| TRANSFERS-OUT | 80,000 | 85,000 | - | - |
| TOTAL ECONOMIC DEVELOPMENT | \$ 4,098,000 | \$ 99,920 | \$ 205,339 | \$ 182,500 |
| 287 CRA FEE | | | | |
| COMPENSATION | \$ - | \$ - | \$ 1,000 | \$ 4,000 |
| TOTAL CRA FEE | \$ - | \$ - | \$ 1,000 | \$ 4,000 |
| 290 MUNICIPAL IMPROVEMENT TIF | | | | |
| CONTRACTUAL SVCS | \$ 19,260 | \$ 24,869 | \$ 60,000 | \$ 50,000 |
| TOTAL MUNICIPAL IMPROVEMENT TIF | \$ 19,260 | \$ 24,869 | \$ 60,000 | \$ 50,000 |
| 768 SHAKER CUY CREDIT ENHANCEMENT | | | | |
| MISCELLANEOUS | \$ 80,000 | \$ 26,000 | \$ 63,654 | \$ 97,654 |
| TOTAL SHAKER CUY CREDIT | \$ 80,000 | \$ 26,000 | \$ 63,654 | \$ 97,654 |
| 769 SHAKER PLAZA URBAN RTIEF | | | | |
| CONTRACTUAL SVCS | \$ 168,349 | \$ 167,715 | \$ 250,000 | \$ 200,000 |
| TOTAL SHAKER PLAZA URBAN RTIEF | \$ 168,349 | \$ 167,715 | \$ 250,000 | \$ 200,000 |
| 770 VAN AKEN URBAN RTIEF | | | | |
| CONTRACTUAL SVCS | \$ 1,634,533 | \$ 1,664,365 | \$ 1,700,000 | \$ 1,700,000 |
| TOTAL VAN AKEN URBAN RTIEF | \$ 1,634,533 | \$ 1,664,365 | \$ 1,700,000 | \$ 1,700,000 |
| TOTAL OTHER FUNDS | \$ 6,000,142 | \$ 1,982,869 | \$ 2,279,993 | \$ 2,234,154 |
| TOTAL ALL FUNDS | \$ 6,792,363 | \$ 2,772,723 | \$ 3,248,505 | \$ 3,262,621 |

2024 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Continue to proactively communicate with and respond to Shaker business owners and prospects, commercial property owners, developers and brokers, regional colleagues, and residents about economic development and relevant community engagement activities.

Goal 2: Financial Health & Sustainability

- Continue to track economic incentive payments and compliance as well as evaluate the positive economic impact of development activity that receives development incentives
- Continue to manage and administer economic incentives to promote economic development and additional policy objectives, as appropriate.
- Continue to seek federal, state and other grant opportunities to fund development and planning activities and priority projects. Manage state advocacy and lobbying efforts.

Goal 3: Greenspace and Public Spaces

- Prioritize green and public spaces within commercial development opportunities where appropriate as well as within the Lee Road Action Plan as it is adopted and implemented.

Goal 4: Recreation

- Collaborate with the Recreation and Planning Departments to ensure appropriate connections and coordination among private developments and public facilities and recreation planning, particularly within Lee Road Action Plan implementation.

Goal 5: Human Capital and Talent

- Continue to support and grow the Moreland Neighborhood Network. Add a new position in the Economic Development Department to enhance and further this work.
- Contract with Empowering and Strengthening Ohio's People (ESOP), which makes financial and housing services available to Shaker residents.
- Prioritize staff professional development.

Goal 6: Environmental Sustainability

- Continue to promote sustainability within the Shaker Heights business community.

Goal 7: Quality Housing

- Manage the City's partnership with Home Repair Resource Center and continue to provide housing resources to residents, including education, technical assistance, and access to City-funded home repair grants.
- Expand use and effectiveness of the Moreland Model Block program.
- Manage the City's partnership with the Cleveland Restoration Society and continue to provide residents with access to the Heritage Home Program.
- Collaborate with the Building & Housing Department on infill single-family housing activity, particularly in connection with Moreland neighborhood network activity.

Goal 8: Economic Development

- In collaboration with the Planning Department, implement strategic first actions set forth in the Lee Road Action Plan and continue to prioritize seeking funding for its implementation.
- Continue to collaborate with the development team and multiple City departments on the Farnsleigh Apartments project as construction is completed in mid-2024.
- Continue to manage and develop the proposed mixed-use project by Metropolitan Holdings and RDL Architects at 3393 Warrensville Center Road (the former Qua Buick site).
- Work in partnership with developer The Max Collaborative (formerly RMS) to advance future phases of development at the Van Aken District.
- Continue to manage business attraction, retention and expansion efforts.
- Prioritize minority business support initiatives.
- Partner with the Shaker Heights Development Corporation, including augmenting real estate investment and development activity in the Chagrin-Lee commercial district, supporting business associations, and more.
- Strengthen and expand the Van Aken District Entrepreneur Initiative and provide entrepreneurial support efforts citywide.

CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

| | 2022 Actual | 2023 Actual | 2023 Budget | 2024 Budget |
|------------------|----------------------|----------------------|----------------------|----------------------|
| General Fund* | \$ 16,034,778 | \$ 16,232,569 | \$ 16,495,319 | \$ 13,617,595 |
| Other Funds | 3,388,757 | 2,645,908 | 2,678,989 | 2,675,620 |
| All Funds | \$ 19,423,535 | \$ 18,878,477 | \$ 19,174,308 | \$ 16,293,215 |

*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

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.

| CONTRACTUAL CHARGES & STATUTORY EXPENDITURES | ACTUAL 2022 | ACTUAL 2023 | BUDGET 2023 | BUDGET 2024 |
|---|------------------------|------------------------|------------------------|------------------------|
| 101 GENERAL FUND | | | | |
| <u>CCSE ADMINISTRATION</u> | | | | |
| COMPENSATION | \$ 45,530 | \$ 30,843 | \$ 62,000 | \$ - |
| CONTRACTUAL SVCS | 1,804,188 | 1,853,726 | 1,940,795 | 1,929,800 |
| MATERIALS & SUPPLIES | 3,508 | 5,574 | 7,020 | 10,000 |
| CAPITAL OUTLAY | 1,662 | 1,619 | - | - |
| MISCELLANEOUS | 69,500 | 70,598 | 80,411 | 232,000 |
| TRANSFERS-OUT | 13,492,127 | 13,618,299 | 13,683,299 | 10,703,599 |
| TOTAL CCSE ADMINISTRATION | \$ 15,416,515 | \$ 15,580,659 | \$ 15,773,525 | \$ 12,875,399 |
| <u>CCSE RISK & PROP MANAGEMENT</u> | | | | |
| CONTRACTUAL SVCS | \$ 514,512 | \$ 541,391 | \$ 588,196 | \$ 637,196 |
| MISCELLANEOUS | 103,751 | 110,519 | 133,598 | 105,000 |
| TOTAL CCSE RISK & PROP MANAGEMENT | \$ 618,263 | \$ 651,910 | \$ 721,794 | \$ 742,196 |
| TOTAL GENERAL FUND | \$ 16,034,778 | \$ 16,232,569 | \$ 16,495,319 | \$ 13,617,595 |
| OTHER FUNDS | | | | |
| 301 GO DEBT SERVICE FUND | | | | |
| CONTRACTUAL SVCS | \$ 23,123 | \$ 25,375 | \$ 52,363 | \$ 52,063 |
| DEBT | 2,147,604 | 1,405,743 | 1,411,795 | 1,407,847 |
| TOTAL GO DEBT SERVICE FUND | \$ 2,170,727 | \$ 1,431,118 | \$ 1,464,158 | \$ 1,459,910 |
| 302 URBAN RENEWAL DEBT SRVC FUND | | | | |
| CONTRACTUAL SVCS | \$ 30 | \$ 60 | \$ 100 | \$ - |
| DEBT | 1,218,000 | 1,214,730 | 1,214,731 | 1,215,710 |
| TOTAL URBAN RENEWAL DEBT SRVC FUND | \$ 1,218,030 | \$ 1,214,790 | \$ 1,214,831 | \$ 1,215,710 |
| TOTAL OTHER FUNDS | \$ 3,388,757 | \$ 2,645,908 | \$ 2,678,989 | \$ 2,675,620 |
| TOTAL ALL FUNDS | \$ 19,423,535 | \$ 18,878,477 | \$ 19,174,308 | \$ 16,293,215 |