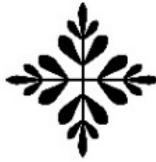


SHAKER HEIGHTS

2025

Operating Budget

December 16, 2024



SHAKER HEIGHTS

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The 2025 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 2025 Operating & Capital Budget process, some of our highest strategic priorities that were completed or near completion in 2024 were:

- Two years of full funding acquired for the First CALL Mental Health Response Program with 4 other cities.
- The Listening Project was completed in 2024 under the collaboration of the Police Department and the DEI Office and a final report provided detailed insights into residents’ experiences, highlighting areas for improvement,

especially regarding traffic, and engaging underrepresented groups and neighborhoods. A significant outcome of the project was the formation of the Community Advisory Group, tasked with implementing recommendations from the report, reviewing policing policies, expanding the First CALL Program, and enhancing community engagement efforts.

- Van Aken District Public Realm
- Construction completed at RAYE, a new apartment building in the Van Aken District.
- Continued the community engagement portion of the Recreation Plan.

For 2025, the following represents some of our key priorities:

- Opening the Police Department's Community Resource Center in the Van Aken District.
- Continued implementation of the Doan Brook Restoration at Horseshoe Park.
- Preparing to obtain the highest tier in accreditation through CALEA (Commission on Accreditation for Law Enforcement Agencies).
- Continued joint deer culling program with Beachwood.
- The Lynnfield/Lomond SSO project will begin in the spring of 2025.
- Service Center Roof Solar Project.
- Arcadia mixed-use development to break ground.
- Study relocation of schools' bus depot to prepare for the development of the Lee Road Neighborhood Center.
- Update to the Purchasing Policies & Procedures Manual.
- Renovation of Fire Station #2's Service Quarters.
- City Hall Addition to relocate the HR & IT Departments.

Council approved and adopted the 2025 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 2.50% Merit Pay Plan adjustment budgeted for all non-bargaining employees. The complete impact of final negotiations from the 2025 – 2027 Collective Bargaining Units (for all five contracts) is still unknown and not reflected in the 2025 budget. Health Care Equivalent costs are budgeted to increase 9.2%.
- Inflationary pressures 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 2024 budget.

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.

A handwritten signature in black ink, appearing to read 'J. Potts', with a stylized flourish at the end.

John J. Potts, CPA, Director of Finance



SHAKER HEIGHTS

BUDGET PROCESS TIMELINE

October 28, 2024

Joint City Council / Finance Committee Meeting

- Review 2024 General Fund revenue projections
- Presentation of 2025 General Fund revenue budget

November 12, 2024

Joint City Council / Finance Committee Work Session

- Review 2024 General Fund expenditures and transfers projections
- Presentation of 2025 General Fund expenditures and transfers budget

November 25, 2024

Joint City Council / Finance Committee Meeting

- Presentation of 2025 capital budgets by department

December 2, 2024

Joint City Council / Finance Committee Work Session

- Final 2025 Operating & Capital Budget presentations
- Presentation of 2025 All Other Funds budgets

December 16, 2024

City Council Meeting

- Final amendments to the 2024 appropriation ordinance
- Adoption of final 2025 budget ordinances

2024 General Fund Revenue & Expenditure Results

General Fund Operating Revenue

Table 1: Summary of General Fund Operating Revenue

Revenue Sources	2022 Actual	2023 Actual	2024 Budget	2024 Actual	2024 Act v Bud	2024 Act v Bud
Local Tax Revenues						
Income Taxes	\$ 40,601,174	\$ 41,984,370	\$ 43,750,000	\$ 42,586,322	\$ (1,163,678)	-2.7%
Property Taxes	7,157,810	7,246,881	7,300,000	7,319,625	19,625	0.3%
Other Taxes*	1,083,700	1,100,769	995,500	1,106,170	110,670	11.1%
Charges for Services	3,027,085	2,931,784	2,930,000	3,302,453	372,453	12.7%
Licenses & Permits	1,386,696	1,298,813	1,257,000	1,162,808	(94,192)	-7.5%
Local Government Fund	911,750	973,705	950,000	894,248	(55,752)	-5.9%
Fines & Forfeitures	495,691	450,963	450,000	440,578	(9,422)	-2.1%
Investment Earnings	867,933	2,685,400	3,000,000	3,351,000	351,000	11.7%
Intergovernmental Revenue	116,681	111,689	115,000	142,313	27,313	23.8%
Miscellaneous	1,280,165	1,647,731	1,135,000	1,316,623	181,623	16.0%
Total Operating Revenues	\$ 56,928,685	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ (260,360)	-0.4%

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

Total General Fund operating revenue for 2024 was budgeted at \$61.9 million from General Fund sources and came in at \$61.6 million nearly right at budget.

While income tax revenues came in 2.7% below budget, they did exceed the prior year by over \$600 thousand. Shaker has continued 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 by over \$350 thousand as interest rates stayed high during the year. The Finance Department has continued to invest aggressively during this recent run of high rates.

Table 2: State and Local Tax Support

Revenue Sources	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual
Total State & Local Revenue	\$ 44,606,259	\$ 43,015,265	\$ 47,768,581	\$ 49,754,434	\$ 51,305,725	\$ 51,906,365
Total Revenue	\$ 51,750,259	\$ 49,313,206	\$ 53,961,490	\$ 56,928,685	\$ 60,432,105	\$ 61,622,140
% of Total Revenue	86.2%	87.2%	88.5%	87.4%	84.9%	84.2%

State and local revenue sources account for approximately 84% 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	2022 Actual	2023 Actual	2024 Budget	2024 Actual	2024 Act v Bud	2024 Act v Bud
Personal Services	\$ 29,370,362	\$ 30,929,327	\$ 34,025,016	\$ 32,346,805	\$ (1,678,211)	-4.9%
Other Expenditures	11,510,845	\$ 11,835,122	13,363,142	12,106,149	(1,256,993)	-9.4%
Total Operating Expenditures	\$ 40,881,207	\$ 42,764,449	\$ 47,388,158	\$ 44,452,954	\$ (2,935,204)	-6.2%

Total General Fund operating expenditures for 2024 were budgeted at \$47.4 million and came in at \$44.5 million, 6.2% below budget. The majority of the savings in personal services was attributable to budgeted vacancies in 2024 that were not able to be filled.

General Fund Net Operating Results

Table 4: Summary of General Fund Net Operating Results

General Fund Summary	2022 Actual	2023 Actual	2024 Budget	2024 Actual	2024 Act v Bud
Total Operating Revenues	\$ 56,928,685	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ (260,360)
Personal Services	\$ 29,370,362	\$ 30,929,327	\$ 34,025,016	\$ 32,346,805	\$ (1,678,211)
Other Expenditures	11,510,845	\$ 11,835,122	13,363,142	12,106,149	(1,256,993)
Total Operating Expenditures	\$ 40,881,207	\$ 42,764,449	\$ 47,388,158	\$ 44,452,954	\$ (2,935,204)
Total Transfers Out	\$ 15,004,712	\$ 16,013,000	\$ 14,475,000	\$ 16,211,000	\$ 1,736,000
Total Disbursements	\$ 55,885,919	\$ 58,777,449	\$ 61,863,158	\$ 60,663,954	\$ (1,199,204)
Net Operating Results	\$ 1,042,766	\$ 1,654,656	\$ 19,342	\$ 958,186	\$ 938,844

Interfund transfers for 2024 were \$1.7 million higher than budget. The transfer to the General Capital Fund was increased for future transformational and major projects needs.

2024 resulted in a net operating surplus of almost \$960 thousand 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 2024 was \$27.4 million. The General Fund reserve, calculated by taking the ending general fund balance divided by the total annual disbursements, is at 45.2% for 2024.

2025 Budget Overview

The 2025 operating budget serves as the City’s financial plan for the next year. Budget development involves building a plan that funds the City’s priorities and preserves existing service levels for 2025 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 2025 is \$64.0 million which will fund operating expenditures of \$50.0 million and transfers of \$14.0 million.

Table 5: Summary of General Fund Operating Budget

Operating Budget Summary	2023 Actual	2024 Actual	2024 Budget	2025 Budget	2025 Bud v 2024 Bud
General Fund					
Total Operating Revenue	\$ 60,432,105	\$ 61,622,140	\$ 61,882,500	\$ 64,038,500	3.48%
Total Operating Expenditures	\$ 42,764,449	\$ 44,452,954	\$ 47,388,158	\$ 49,976,025	5.46%
Transfers to Other Funds	\$ 16,013,000	\$ 16,211,000	\$ 14,475,000	\$ 14,050,000	-2.94%

2025 General Fund Budget Overview

The 2025 budget for the General Fund totals \$64.0 million in operating revenue and \$64.0 million in operating expenditures and transfers. The revenue budget for 2025 is 3.5% above the 2024 budget mainly due to further expected increases in income tax receipts and additional property tax receipts expected from the completion of the recent sexennial reappraisal.

2025 budgeted operating expenditures (excluding transfers) are 5.5% higher than the 2024 budget. This increase is mainly attributable to an increase in Personal Services (wages) due to 2.25% Cost of Living Adjustments and 2.50% Merit Pay budgeted for all non-bargaining employees. The City also began negotiations for all five Collective Bargaining Units (contract years 2025, 2026, and 2027). Additionally, health care premium equivalent costs are budgeted to increase by 9.2%. Inflationary pressures continue to impact some material and supply budgets in addition to a large number of capital project estimates.

Table 6: Summary of General Fund Operating Budget

General Fund Summary	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 Bud v 2024 Act	2025 Bud v 2024 Bud
Total Operating Revenues	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ 64,038,500	\$ 2,416,360	\$ 2,156,000
Personal Services	\$ 30,929,327	\$ 34,025,016	\$ 32,346,805	\$ 35,591,274	\$ 3,244,469	\$ 1,566,258
Other Expenditures	\$ 11,835,122	13,363,142	12,106,149	14,384,751	2,278,602	1,021,609
Total Operating Expenditures	\$ 42,764,449	\$ 47,388,158	\$ 44,452,954	\$ 49,976,025	\$ 5,523,071	\$ 2,587,867
Total Transfers Out	\$ 16,013,000	\$ 14,475,000	\$ 16,211,000	\$ 14,050,000	\$ (2,161,000)	\$ (425,000)
Total Disbursements	\$ 58,777,449	\$ 61,863,158	\$ 60,663,954	\$ 64,026,025	\$ 3,362,071	\$ 2,162,867
Net Operating Results	\$ 1,654,656	\$ 19,342	\$ 958,186	\$ 12,475	\$ (945,711)	\$ (6,867)

2025 Budget Parameters

Developing the 2025 budget begins with projecting out 2024 General Fund revenues and expenditures. The main components of the budget for 2025 were developed based on the following assumptions and guidance:

- The revenue budget was based on the trends used to project the 2024 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 2025 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. Collective Bargaining Unit negotiations have just begun for the period 2025 – 2027 and the impact of those negotiations have not been fully budgeted in 2025.
- Employee health care costs have been budgeted to increase 9.2%. The employer and employee portions of the cost of healthcare premium equivalent payments will remain at an 85% and 15% apportionment in 2025.
- Contractual services and other expenditures were based on the 2024 original budget and adjusted based on departmental reviews.
- Inflationary pressures continue to impact the budget for some materials and supplies.
- 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.

2025 General Fund Operating Revenue Budget

Table 7: Summary of General Fund Operating Revenue

Revenue Sources	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 Bud v 2024 Act	2025 Bud v 2024 Act
Local Tax Revenues						
Income Taxes	\$ 41,984,370	\$ 43,750,000	\$ 42,586,322	\$ 44,166,000	\$ 1,579,678	3.7%
Property Taxes	7,246,881	7,300,000	7,319,625	9,200,000	1,880,375	25.7%
Other Taxes*	1,100,769	995,500	1,106,170	1,202,500	96,330	8.7%
Charges for Services	2,931,784	2,930,000	3,302,453	3,010,000	(292,453)	-8.9%
Licenses & Permits	1,298,813	1,257,000	1,162,808	1,270,000	107,192	9.2%
Local Government Fund	973,705	950,000	894,248	930,000	35,752	4.0%
Fines & Forfeitures	450,963	450,000	440,578	460,000	19,422	4.4%
Investment Earnings	2,685,400	3,000,000	3,351,000	2,500,000	(851,000)	-25.4%
Intergovernmental Revenue	111,689	115,000	142,313	140,000	(2,313)	-1.6%
Miscellaneous	1,647,731	1,135,000	1,316,623	1,160,000	(156,623)	-11.9%
Total Operating Revenues	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ 64,038,500	\$ 2,416,360	3.9%

**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 2024 which continue to rebound from the pandemic years. The budgeted revenue of \$64.0 million is \$2.4M above 2024 actuals.

Income taxes and property taxes have accounted for approximately 85% of General Fund revenues the past few years. Income tax revenue is anticipated to be higher than 2024 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 2024 levels, however property tax receipts will be higher as a result of the 2024 sexennial reappraisal.

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

Revenue Sources	2023 Actual	2024 Actual	2025 Budget	2023 Actual	2024 Actual	2025 Budget
Local Tax Revenues						
Income Taxes	\$ 41,984,370	\$ 42,586,322	\$ 44,166,000	69.5%	69.1%	69.0%
Property Taxes	7,246,881	7,319,625	9,200,000	12.0%	11.9%	14.4%
Other Taxes	1,100,769	1,106,170	1,202,500	1.8%	1.8%	1.9%
Charges for Services	2,931,784	3,302,453	3,010,000	4.9%	5.4%	4.7%
Licenses & Permits	1,298,813	1,162,808	1,270,000	2.1%	1.9%	2.0%
Local Government Fund	973,705	894,248	930,000	1.6%	1.5%	1.5%
Fines & Forfeitures	450,963	440,578	460,000	0.7%	0.7%	0.7%
Investment Earnings	2,685,400	3,351,000	2,500,000	4.4%	5.4%	3.9%
Intergovernmental Revenue	111,689	142,313	140,000	0.2%	0.2%	0.2%
Miscellaneous	1,647,731	1,316,623	1,160,000	2.7%	2.1%	1.8%
Total Operating Revenues	\$ 60,432,105	\$ 61,622,140	\$ 64,038,500	100.0%	100.0%	100.0%

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

Income tax revenue is budgeted at \$44.2 million in 2025. Income tax revenue is the largest source of revenue providing 69.0% of total funding for general fund operations.

2025 General Fund Operating Expenditures Budget

Table 9: Summary of General Fund Operating Expenditures & Transfers

Expenditures & Transfers	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 Bud v 2024 Bud	2025 Bud v 2024 Bud
Personal Services	\$ 30,929,327	\$ 34,025,016	\$ 32,346,805	\$ 35,591,274	\$ 1,566,258	4.6%
Travel & Education	\$ 256,621	\$ 327,056	\$ 297,665	\$ 631,742	\$ 304,686	93.2%
Contractual Services	8,807,382	9,757,412	8,939,663	10,137,256	379,844	3.9%
Materials & Supplies	2,171,148	2,607,880	2,156,532	2,917,223	309,343	11.9%
Capital Outlay	270,809	125,925	124,048	127,470	1,545	1.2%
Miscellaneous	329,162	544,520	586,680	571,060	26,540	4.9%
Other Expenses	\$ 11,835,122	\$ 13,362,793	\$ 12,104,588	\$ 14,384,751	1,021,958	7.6%
Total Operating Expenditures	\$ 42,764,449	\$ 47,387,809	\$ 44,451,393	\$ 49,976,025	2,588,216	5.5%
Transfers Out	\$ 16,013,000	\$ 14,475,000	\$ 16,211,000	\$ 14,050,000	(425,000)	-2.9%
Total Disbursements	\$ 58,777,449	\$ 61,862,809	\$ 60,662,393	\$ 64,026,025	\$ 2,163,216	3.5%

The budget for General Fund operating expenditures (personal services and other) was developed based on 2024 budgeted levels and adjusted using the above discussed parameters. The budgeted expenditures of \$50.0 million is \$5.5 million higher than 2024 expenditures and \$2.6 million higher than the 2024 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 2025 budget for all non-bargaining employees.

The budget for travel and education was based on the prior year budget and departmental plans and is comparable to the 2024 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 2025. 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	2023 Actual	2024 Actual	2025 Budget	2023 Actual	2024 Actual	2025 Budget
Personal Services	\$ 30,929,327	\$ 32,346,805	\$ 35,591,274	72.3%	72.8%	71.2%
Travel & Education	256,621	297,665	631,742	0.6%	0.7%	1.3%
Contractual Services	8,807,382	8,939,663	10,137,256	20.6%	20.1%	20.3%
Materials & Supplies	2,171,148	2,156,532	2,917,223	5.1%	4.9%	5.8%
Capital Outlay	270,809	124,048	127,470	0.6%	0.3%	0.3%
Miscellaneous	329,162	586,680	571,060	0.8%	1.3%	1.1%
Total Operating Expenditures	\$ 42,764,449	\$ 44,451,393	\$ 49,976,025	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 71.2% of budgeted operating expenditures in 2025.

2025 General Fund Transfers Budget

Transfers from the General Fund to Other Funds are budgeted at \$14.0 million in 2025:

- A transfer of nearly \$9.0 million to fund the 2026 General Capital Plan.
- A transfer of \$2.7 million to fund the City’s share of Police and Fire pension costs in 2025.
- A transfer of \$900 thousand to fund 2025 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 \$0.5 million to support operating costs in the Self-Insurance Fund.

General Fund 2025 Net Operating Results and Ending Balance

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

General Fund Summary	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 Bud v 2024 Act	2025 Bud v 2024 Act
Total Operating Revenues	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ 64,038,500	\$ 2,416,360	\$ 2,156,000
Personal Services	\$ 30,929,327	\$ 34,025,016	\$ 32,346,805	\$ 35,591,274	\$ 3,244,469	\$ 1,566,258
Other Expenditures	\$ 11,835,122	13,363,142	12,106,149	14,384,751	2,278,602	1,021,609
Total Operating Expenditures	\$ 42,764,449	\$ 47,388,158	\$ 44,452,954	\$ 49,976,025	\$ 5,523,071	\$ 2,587,867
Total Transfers Out	\$ 16,013,000	\$ 14,475,000	\$ 16,211,000	\$ 14,050,000	\$ (2,161,000)	\$ (425,000)
Total Disbursements	\$ 58,777,449	\$ 61,863,158	\$ 60,663,954	\$ 64,026,025	\$ 3,362,071	\$ 2,162,867
Net Operating Results	\$ 1,654,656	\$ 19,342	\$ 958,186	\$ 12,475	\$ (945,711)	\$ (6,867)
Ending General Fund Balance	\$ 25,626,820	\$ 25,646,162	\$ 27,398,488	\$ 27,410,963		
General Fund Reserve*	43.6%	41.5%	45.2%	42.8%		

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

The 2025 General Fund budget includes a positive operating result of \$12 thousand 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 2025 projected ending General Fund balance is expected to be \$27.4 million based on the budgeted levels of operating revenues and expenditures. The reserve level as a percentage of total disbursements is expected to be 42.8% at the end of 2025 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	2024 Budget	2025 Budget	% of 2024 Budget to Total	% Chg from 2023 Budget
General Fund	\$ 47,388,158	\$ 49,976,026	59.3%	5.5%
Economic Development Fund*	200,000	950,000	1.1%	375.0%
Recreation Fund*	2,343,921	2,619,841	3.1%	11.8%
Other GF Subfunds*	150,000	110,000	0.1%	-26.7%
Special Revenue Funds	15,072,616	10,657,260	12.7%	-29.3%
Police & Fire Pension Funds	2,932,156	3,016,453	3.6%	2.9%
Special Assessment Funds	2,084,973	2,414,477	2.9%	15.8%
Court Revenue Funds	481,693	526,361	0.6%	9.3%
Debt Service Funds	2,675,620	2,748,064	3.3%	2.7%
Internal Service Funds	4,227,027	3,696,648	4.4%	-12.5%
Self Insurance Funds	6,816,160	7,529,481	8.9%	10.5%
Total All Funds	\$ 84,372,324	\$ 84,244,611	100.0%	-0.2%

*Subfunds of the General Fund

The total all funds operating budget for 2025 totals \$84.2 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 \$1.5 million for the maintenance and repair of City streets.
- Sewer user fees revenue of \$2.5 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 is charged in addition to a variable fee on current water usage (per thousand cubic feet of water used or MCF).
- Special assessment revenue of \$0.7 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.

- 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.
- 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 59.3% of the Total All Funds budget for 2025.

The individual other fund budgets are presented in the corresponding departmental sections of this 2025 budget document.

Table 13: General Fund Revenue Summary

Revenue Sources	2023 Actual	2024 Budget	2024 Actual	2025 Budget	2025 Bud v 2024 Act	2025 Bud v 2024 Act
Local Tax Revenues						
Income Taxes	\$ 41,984,370	\$ 43,750,000	\$ 42,586,322	\$ 44,166,000	1,579,678	3.7%
Real Estate & Public Utility	7,246,881	7,300,000	7,319,625	9,200,000	1,880,375	25.7%
Rollback / Homestead	982,015	900,000	988,630	1,100,000	111,370	11.3%
Admissions Tax	89,545	85,000	93,636	87,000	(6,636)	-7.1%
Total Local Tax Revenues	\$ 50,302,811	\$ 52,035,000	\$ 50,988,213	\$ 54,553,000	\$ 3,564,787	7.0%
State Shared Taxes						
Local Government Fund	\$ 973,705	\$ 950,000	\$ 894,248	\$ 930,000	35,752	4.0%
Liquor Permits	28,817	10,000	23,533	15,000	(8,533)	-36.3%
Cigarette Tax	392	500	371	500	129	34.8%
Total State Shared Taxes	\$ 1,002,914	\$ 960,500	\$ 918,152	\$ 945,500	\$ 27,348	3.0%
Charges For Services						
Court Costs	\$ 1,475,949	\$ 1,600,000	\$ 1,585,897	\$ 1,550,000	(35,897)	-2.3%
Ambulance Fees	831,830	700,000	1,088,468	850,000	(238,468)	-21.9%
Cable Franchise Fees	335,250	350,000	301,815	325,000	23,185	7.7%
Shaker Magazine	229,949	220,000	256,350	225,000	(31,350)	-12.2%
Other Fees	58,806	60,000	69,923	60,000	(9,923)	-14.2%
Total Charges for Services	\$ 2,931,784	\$ 2,930,000	\$ 3,302,453	\$ 3,010,000	\$ (292,453)	-8.9%
Licenses & Permits	\$ 1,298,813	\$ 1,257,000	\$ 1,162,808	\$ 1,270,000	107,192	9.2%
Fines & Forfeitures	\$ 450,963	\$ 450,000	\$ 440,578	\$ 460,000	19,422	4.4%
Intergovernmental Revenue	\$ 111,689	\$ 115,000	\$ 142,313	\$ 140,000	(2,313)	-1.6%
Miscellaneous						
Investment Earnings	\$ 2,685,400	\$ 3,000,000	\$ 3,351,000	\$ 2,500,000	(851,000)	-25.4%
Grants & Donations	617,227	100,000	217,820	100,000	(117,820)	-54.1%
Refunds & Rebates	910,222	900,000	979,461	925,000	(54,461)	-5.6%
Rents & Leases	40,351	35,000	40,351	35,000	(5,351)	-13.3%
Sale of Public Property	63,957	80,000	66,083	80,000	13,917	21.1%
Other	15,974	20,000	12,908	20,000	7,092	54.9%
Total Miscellaneous	\$ 4,333,131	\$ 4,135,000	\$ 4,667,623	\$ 3,660,000	\$ (1,007,623)	-21.6%
Total General Fund Revenue	\$ 60,432,105	\$ 61,882,500	\$ 61,622,140	\$ 64,038,500	\$ 2,416,360	3.9%

Table 14: General Fund Expenditures & Transfers Summary

Department	2023 Actual	2024 Actual	2024 Budget	2025 Budget	2025 Bud v 2024 Bud	2025 Bud v 2024 Bud
Operating Expenditures						
Personal Services	\$ 9,524,632	\$ 9,687,611	\$ 10,897,754	\$ 11,091,125	\$ 193,371	1.8%
Other	1,864,579	2,077,447	1,984,610	2,178,966	194,356	9.8%
Total Police	\$ 11,389,211	\$ 11,765,058	\$ 12,882,364	\$ 13,270,091	\$ 387,727	3.0%
Personal Services	\$ 7,828,736	\$ 8,333,596	\$ 7,883,682	\$ 8,345,055	\$ 461,373	5.9%
Other	829,010	781,392	745,247	1,052,138	306,891	41.2%
Total Fire	\$ 8,657,746	\$ 9,114,988	\$ 8,628,929	\$ 9,397,193	\$ 768,264	8.9%
Personal Services	\$ 4,701,685	\$ 5,201,512	\$ 5,278,027	\$ 5,838,589	\$ 560,562	10.6%
Other	4,188,944	3,918,879	4,828,403	4,969,376	140,973	2.9%
Total Public Works	\$ 8,890,629	\$ 9,120,391	\$ 10,106,430	\$ 10,807,965	\$ 701,535	6.9%
Personal Services	\$ 1,932,585	\$ 1,983,030	\$ 2,352,520	\$ 2,383,573	\$ 31,053	1.3%
Other	96,003	93,283	111,299	112,927	1,628	1.5%
Total Municipal Court	\$ 2,028,588	\$ 2,076,313	\$ 2,463,819	\$ 2,496,500	\$ 32,681	1.3%
Personal Services	\$ 917,375	\$ 968,684	\$ 1,044,065	\$ 1,015,190	\$ (28,875)	-2.8%
Other	344,135	348,861	364,366	421,832	57,466	15.8%
Total Recreation	\$ 1,261,510	\$ 1,317,545	\$ 1,408,431	\$ 1,437,022	\$ 28,591	2.0%
Personal Services	\$ 1,655,929	\$ 1,591,499	\$ 1,695,857	\$ 1,825,254	\$ 129,397	7.6%
Other	144,649	156,171	179,465	263,558	84,093	46.9%
Total Building / Housing	\$ 1,800,578	\$ 1,747,670	\$ 1,875,322	\$ 2,088,812	\$ 213,490	11.4%
Personal Services	\$ 147,133	\$ 149,618	\$ 148,143	\$ 150,711	\$ 2,568	1.7%
Other	28,750	28,715	44,800	44,800	-	0.0%
Total City Council	\$ 175,883	\$ 178,333	\$ 192,943	\$ 195,511	\$ 2,568	1.3%
Personal Services	\$ 224,517	\$ 232,779	\$ 250,562	\$ 237,925	\$ (12,637)	-5.0%
Other	29,787	36,611	44,485	47,035	2,550	5.7%
Total Mayor	\$ 254,304	\$ 269,390	\$ 295,047	\$ 284,960	\$ (10,087)	-3.4%
Personal Services	\$ 383,290	\$ 474,635	\$ 506,226	\$ 530,087	\$ 23,861	4.7%
Other	41,135	92,242	113,979	74,979	(39,000)	-34.2%
Total Chief Admin Officer	\$ 424,425	\$ 566,877	\$ 620,205	\$ 605,066	\$ (15,139)	-2.4%
Personal Services	\$ 692,830	\$ 724,814	\$ 727,099	\$ 761,135	\$ 34,036	4.7%
Other	167,058	172,611	246,433	314,833	68,400	27.8%
Total Law	\$ 859,888	\$ 897,425	\$ 973,532	\$ 1,075,968	\$ 102,436	10.5%
Personal Services	\$ 757,457	\$ 722,329	\$ 768,678	\$ 822,210	\$ 53,532	7.0%
Other	226,806	217,457	249,120	262,120	13,000	5.2%
Total Finance	\$ 984,263	\$ 939,786	\$ 1,017,798	\$ 1,084,330	\$ 66,532	6.5%
Personal Services	\$ 317,889	\$ 375,549	\$ 421,426	\$ 433,129	\$ 11,703	2.8%
Other	139,895	178,479	164,312	201,793	37,481	22.8%
Total Human Resources	\$ 457,784	\$ 554,028	\$ 585,738	\$ 634,922	\$ 49,184	8.4%
Personal Services	\$ 32,063	\$ 33,398	\$ 31,883	\$ 35,378	\$ 3,495	11.0%
Other	71,949	89,218	84,247	104,247	20,000	23.7%
Total Civil Service	\$ 104,012	\$ 122,616	\$ 116,130	\$ 139,625	\$ 23,495	20.2%
Personal Services	\$ 412,685	\$ 398,772	\$ 487,152	\$ 500,987	\$ 13,835	2.8%
Other	131,304	125,977	140,779	137,750	(3,029)	-2.2%
Total Information Technology	\$ 543,989	\$ 524,749	\$ 627,931	\$ 638,737	\$ 10,806	1.7%
Personal Services	\$ 30,843	\$ -	\$ -	\$ -	\$ -	0.0%
Other	2,583,427	2,771,333	2,913,996	3,035,696	121,700	4.2%
Total CCSE	\$ 2,614,270	\$ 2,771,333	\$ 2,913,996	\$ 3,035,696	\$ 121,700	4.2%
Personal Services	\$ 440,458	\$ 458,855	\$ 465,902	\$ 493,215	\$ 27,313	5.9%
Other	416,048	458,852	471,945	487,045	15,100	3.2%
Total Comm & Marketing	\$ 856,506	\$ 917,707	\$ 937,847	\$ 980,260	\$ 42,413	4.5%
Personal Services	\$ 328,125	\$ 376,832	\$ 434,053	\$ 461,032	\$ 26,979	6.2%
Other	461,729	502,878	594,414	594,414	-	0.0%
Total Economic Development	\$ 789,854	\$ 879,710	\$ 1,028,467	\$ 1,055,446	\$ 26,979	2.6%

Department	2023 Actual	2024 Actual	2024 Budget	2025 Budget	2025 Bud v 2024 Bud	2025 Bud v 2024 Bud
Personal Services	\$ 601,095	\$ 633,292	\$ 631,987	\$ 666,679	\$ 34,692	5.5%
Other	69,914	55,743	81,242	81,242	-	0.0%
Total Planning	\$ 671,009	\$ 689,035	\$ 713,229	\$ 747,921	\$ 34,692	4.9%
Total - All Personal Services	\$ 30,929,327	\$ 32,346,805	\$ 34,025,016	\$ 35,591,274	\$ 1,566,258	4.6%
Total - All Other	\$ 11,835,122	\$ 12,106,149	\$ 13,363,142	\$ 14,384,751	\$ 1,021,609	7.6%
Total Operating Expenditures	\$ 42,764,449	\$ 44,452,954	\$ 47,388,158	\$ 49,976,025	\$ 2,587,867	5.5%
Transfers Out						
<u>Operating Transfers</u>						
Police Pension Fund	\$ 1,100,000	\$ 1,700,000	\$ 1,700,000	\$ 1,100,000	\$ (600,000)	-35.3%
Fire Pension Fund	1,200,000	1,700,000	1,700,000	1,600,000	\$ (100,000)	-5.9%
Recreation Fund	1,260,000	1,000,000	1,000,000	1,000,000	\$ -	0.0%
Self-Insurance Fund	500,000	400,000	400,000	500,000	\$ 100,000	25.0%
Economic Development Fund	53,000	36,000	-	-	\$ -	-
Housing Nuisance Abatement Fund	-	200,000	200,000	-	\$ (200,000)	100.0%
<u>Debt Service Transfers</u>						
General Obligation Debt Service	\$ 900,000	\$ 975,000	\$ 975,000	\$ 900,000	\$ (75,000)	-7.7%
<u>Capital Transfers</u>						
General Capital Fund	\$ 11,000,000	\$ 10,200,000	\$ 8,500,000	\$ 8,950,000	\$ 450,000	5.3%
Total Transfers Out	\$ 16,013,000	\$ 16,211,000	\$ 14,475,000	\$ 14,050,000	\$ (425,000)	-2.9%
Total Disbursements	\$ 58,777,449	\$ 60,663,954	\$ 61,863,158	\$ 64,026,025	\$ 2,162,867	3.5%
Total Revenue	\$ 61,622,140	\$ 61,622,140	\$ 64,038,500	\$ 64,038,500	\$ -	0.0%
Revenue Over(Under) Expend.	\$ 2,844,691	\$ 958,186	\$ 2,175,342	\$ 12,475		
General Fund Ending Balance	\$ 25,626,820	\$ 27,398,488	\$ 27,802,162	\$ 27,410,963		
Ending GF Reserve %	43.6%	45.2%	44.9%	42.8%		

City of Shaker Heights Annual Debt Service 2025 – 2029

Description	2025	2026	2027	2028	2029
General Obligation Debt Service (Fund 301)					
2002 \$2.8M OPWC Water System Improvement Loan (due 2026)	\$ 139,817	\$ 69,908	\$ -	\$ -	\$ -
2002 \$1.3M OPWC Water Line Improvement Loan (due 2025)	32,475	-	-	-	-
2008 \$1.8M OPWC South Woodland Project Loan (due 2028)	88,277	88,277	88,277	88,277	-
2017 \$705K Van Aken Right of Way (ROW) Bonds (due 2037)	46,713	45,963	50,063	49,276	48,138
2017 \$315K Van Aken Park Bonds (due 2033)	25,413	24,913	24,313	23,863	23,213
2017 \$4.9M Port Auth Van Aken Non-Tax Revenue Bonds (due 2037)	372,893	373,970	374,633	374,880	372,263
2017 \$750K UHHS Storm Water Project Bonds (due 2026)	102,800	104,000	-	-	-
Total General Obligation Debt Service	\$ 808,387	\$ 707,031	\$ 537,286	\$ 536,296	\$ 443,614
Urban Renewal Debt Service (Fund 302)					
2012 \$13.5M Urban Renewal Refunding Bonds (due 2031)	\$ 913,400	\$ 910,034	\$ 911,504	\$ 907,728	\$ 918,788
2016 \$3.5M Urban Renewal Refunding Bonds (due 2031)	297,667	300,655	297,883	299,662	300,701
Subtotal Urban Renewal Debt Service Fund	\$ 1,211,067	\$ 1,210,689	\$ 1,209,387	\$ 1,207,390	\$ 1,219,489
Less Estimates of 725 PILOTs TIF Revenue	(1,810,000)	(1,810,000)	(1,810,000)	(1,810,000)	(1,810,000)
Total Deficit/(Surplus) - Urban Renewal Debt Service	\$ (598,933)	\$ (599,311)	\$ (600,613)	\$ (602,610)	\$ (590,511)
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)	33,045	32,175	31,305	30,435	-
2017 \$2.2M Sewer Bonds (due 2037)	152,125	149,625	151,625	149,263	150,850
2022 \$8.0M Sanitary Sewerage System Improvement Bonds (due 2052)	462,525	459,775	456,775	458,525	454,775
Total Sanitary Sewerage System Debt Service	\$ 676,345	\$ 670,225	\$ 668,355	\$ 666,873	\$ 634,275

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 25 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 Grants 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.

Mental Health Response Team Fund: This fund was established to account for the First CALL (Crisis Assistance and Local Linkage) Program. The First CALL Program is an alternative crisis response team serving Cleveland Heights, Shaker Heights, South Euclid, Richmond Heights and University Heights. The team includes behavioral health clinicians and peer support staff who engage with individuals experiencing mental health distress and substance use disorders.

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.

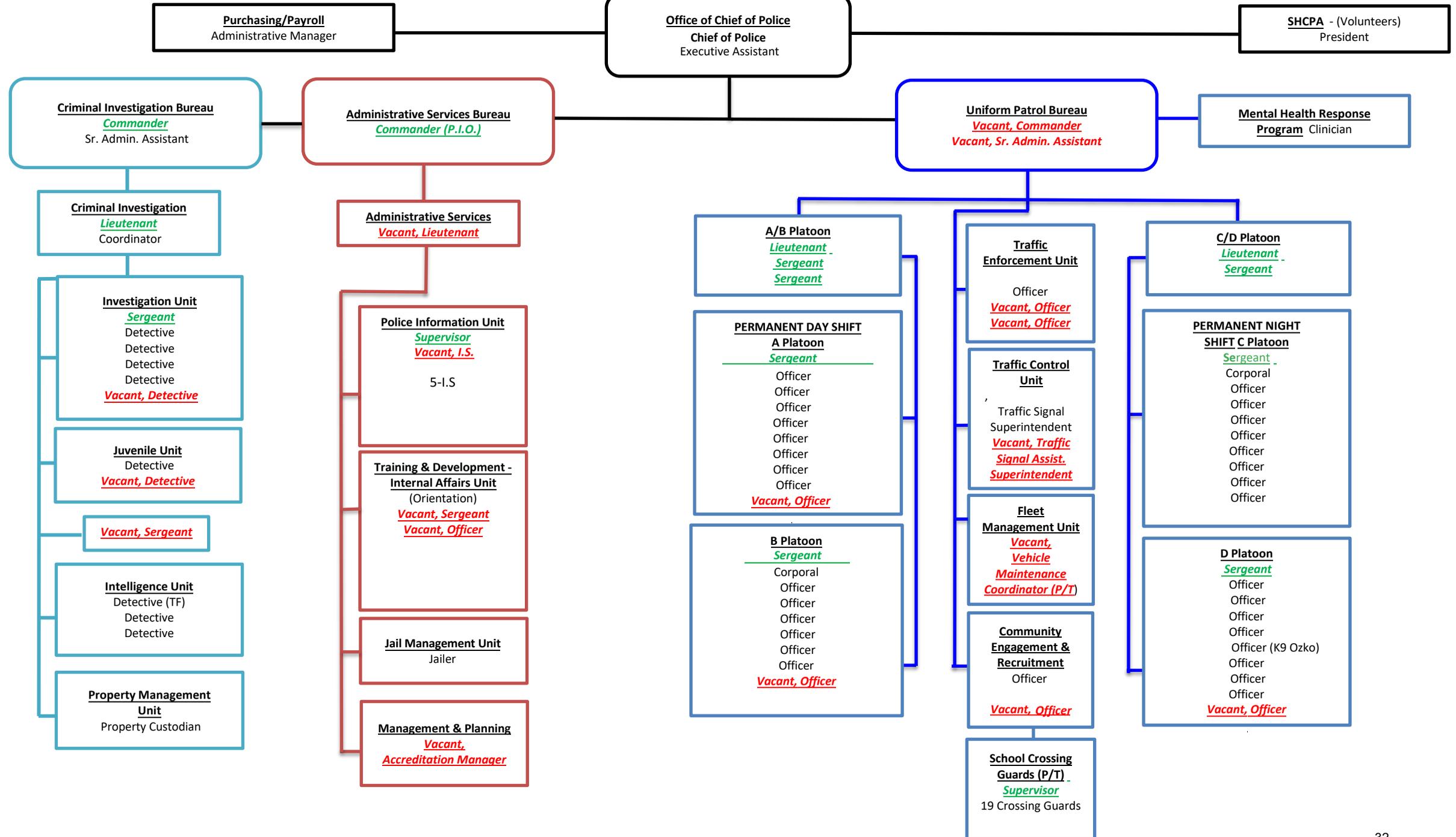
Heights Hillcrest Technical Rescue Team Fund: This fund accounts for the assets held by the City for the Heights-Hillcrest Technical Rescue Team (HHTRT). HHTRT is comprised of Shaker Heights, Cleveland Heights, South Euclid, University Heights, Beachwood, Gates Mills, Highland Heights, Lyndhurst, Mayfield 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.

City of Shaker Heights Police Department



POLICE DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 12,489,211	\$ 13,465,058	\$ 14,160,479	\$ 14,370,091
Other Funds	1,485,412	2,398,942	3,802,598	2,783,647
All Funds	\$ 13,974,623	\$ 15,864,000	\$ 17,963,077	\$ 17,153,738

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 (First CALL Program)
- One Ohio 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 Sergeant. 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.

- **Juvenile Unit** – Two (2) Detectives are supervised by the same Sergeant who oversees the Intelligence and Investigation Unit. The Unit provides a liaison for the Shaker Heights School District. 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 Sergeant, this Unit provides custody and care over property and evidence seized in connection with incidents and 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 responsible for researching and being very knowledgeable in the Records Management System, Motorola RMS. In addition to the aforementioned responsibilities, the Information Unit shares records with Police personnel, Courts, Chagrin Valley Dispatch (CVD) 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, one (1) Corporal, 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.

2024 ACCOMPLISHMENTS – CRIMINAL INVESTIGATIONS BUREAU

Goal 1: Superior Response & Service Delivery

- Developed a Calls for Service Priority Report. This reports allows the command staff the ability to adjust personnel to quickly address crime trends.
- Developed a Monthly Crime and Statistical Report for the Mayor, CAO, and City Council.
- Flock cameras continue to show success in preventing and investigating crimes in the city. Based upon previous data collection and analysis, the city will be adding eleven (11) additional cameras around the city in 2025. Once the installation of the additional cameras is complete, most entrances into the city will be covered. This will allow enhanced capabilities for prevention of certain crimes and the apprehension of suspects in others.
- Detective Bureau was able to identify a suspect that was utilizing the city to steal ATVs and other utility vehicles from out of town sellers.
- Due to an increase in auto thefts, the Intelligence Detectives were able to receive a “bait car” from the State of Ohio. The bait car was placed in several parts of the city. Proactive policing such as this will have an impact on crime in the city.
- 13 Juveniles were identified for placement and are currently going through the Diversion Program. This program allows the juvenile a second chance and avoids the criminal justice system.
- The Bureau’s Management team assigned 1,027 new investigations, 77% Part 1 clearance, and 50% clearance of all cases. 67.3% of Part I crimes were assigned to a detective for investigative follow-up.
- 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. In addition,

the Police Department and the Cleveland Division of Police have started sharing intelligence information. This collaboration will have an impact on crime in both cities.

- Detectives cleared 515 cases through Common Pleas, Juvenile Court, Municipal Court, and Exceptional Clears. (95 cases were cleared through Common Pleas Court, 40 cases were cleared through Juvenile Court, 91 cases were cleared through Shaker Heights Municipal Court, and 289 cases were Exceptional Clearances).
- Drug trafficking investigation led by Detectives resulted in a search warrant. The subject is a mid-level drug dealer; several ounces of cocaine, 6 firearms, \$13,000, drug trafficking paraphernalia (such as cooking pots for crack), and two (2) vehicles were seized.

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.
- The department is utilizing Law Enforcement Trust Funds to pay for certain specialty training.
- In 2024 the department piloted a program of keeping patrol cruisers for five (5) years instead of the normal four (4) years. This was done due to the fact that each time the department purchases a new cruiser the up-fitting cost is about \$15k to 20k per cruiser.

Goal 4: Recreation

- Donated bikes to kids in the community.
- Donated bicycle helmets to adults and kids in the community.
- Worked with the Recreation Department on events in the community.

Goal 5: Human Capital and Talent

- 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 2024.
- Bureau Lieutenant completed the North Western’s Staff and Command School.
- Due to a retirement, a new Sergeant was assigned to the bureau.
- A member of the department was promoted from Records Specialist to Criminal Investigation Bureau Coordinator.
- 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.
- Detectives continue to train and develop outstanding employees.
- Members of the Criminal Investigations Bureau and Uniform Patrol Bureau held meaningful discussions during 2024 to address areas of concern between the two bureaus. The discussions have proven beneficial in improving conversations and understanding each group’s respective roles. The two bureaus are working collectively to address crime and disorder within the city.
- The bureau Commander planned the 2nd 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 attending students gained valuable insight in to the law enforcement profession. In the future, the department would like to measure impact of this program on the attending youths.

- Attended Ohio Crime Prevention Association Conference in New York City.

2024 ACCOMPLISHMENTS – ADMINISTRATIVE SERVICES BUREAU

Goal 1: Superior Response & Service Delivery

- Successfully completed Year 3 Web-Based Assessment in anticipation of reaccreditation in 2025.
- Ensured Marsy's Law Post Arrest Notifications were made to Victims of Domestic Violence.
- The bureau is utilizing Lexipol to update all department policies and procedures. This will ensure the department continues to meet a national and professional standard in regards to policies and procedures.
- Addressing ways to put certain reports online; thereby allowing reports to be delivered in a faster manner.
- Continue to release steering wheel locks to Kia and Hyundai resident car owners in an effort to eliminate auto thefts within the city.

Goal 2: Financial Health & Sustainability

- The department continues to operate at or under budget. The Chief and Commanders discuss the budget on a regular basis.
- The department is within the second year of a five (5) years negotiated Jail Relocation Contract Extension with the City of Solon.
- Continued to utilize a contracted grant writer to find certain grants for the department.
- First CALL Program was awarded \$523,000 from the ADAMHS Board of Cuyahoga County.
- First CALL Program was awarded \$171,000 from the Office of Criminal Justice Services, State Crisis Intervention Program.
- First CALL Program received a \$250 donation from Harbor Chase.

Goal 4: Recreation

- Successfully presented the City's 2nd Annual Night Out Against Crime Event.
- Bureau personnel participated in several community and recreational events within the city.
- Successfully presented the City's 1st Annual Metro Teen Summit. The Metro Teen Summit was an exciting day of learning, growth, and fun at the Shaker Height Main Library. This in-person event was designed specifically for teenagers who were eager to connect, share experiences, and gain valuable insights. The goal was to inspire the teens through engaging speakers, interactive workshops, and networking opportunities. The Summit was designed to unlock the teen's potential so they can discover new possibilities. The teens had the opportunity to meet like-minded individuals and make lasting memories. While attending this event, all teens were given an opportunity to visit the Community Resource Fair. The Community Resource

Fair consisted of community organizations whose mission is to assist the youth in the community with their educational and career goals.

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 the Communications & Marketing Department in furtherance of looking to open the Community Resource Center in the Van Aken District.
- Renewal of an Independent Contractor as a Grant Writer.
- Based upon skillset and tenure within the Department, identified and established permanent assignments on the Training Committee.
- Required all personnel to attend certain training to assist them with ensuring a professional work product is presented to the public.

2024 ACCOMPLISHMENTS – UNIFORM PATROL BUREAU

Goal 1: Superior Response & Service Delivery

- The department recorded 316 Part I crimes for 2024. This is a substantial decrease in Part I crimes from 2023 (366 or 15% reduction) and it still represents a low incidence rate for Part I crimes.
- 10,196 Citations were written in 2024. Of which, 7,978 of those citations were written for hazardous moving violations including 115 arrests for OVI.
- 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 several incidents.
- Motorola Premier One and CAD and Reporting software system is expanding to include much needed reports.
- Two new trucks were added to the fleet.
- The Department received the 2024 Community Traffic Safety Platinum Award, the highest award issued to municipalities. This is the second year in a row that the department has received this highest award presented by AAA.
- The City's First CALL Program, in partnership with the Fire Department and Metro Health Recovery Resources, achieved success in 2024. The program was expanded in 2024 to include four (4) other jurisdictions.
- The Department received several large grants for the expansion of our First CALL Program.

Goal 5: Human Capital and Talent

- Ten (10) officers were hired in 2024.
- Two (2) veteran officers were appointed to Mobile Field Force.
- Two (2) officers became members of EDGE SWAT.
- Two (2) Sergeants completed Wellness & Resiliency training through Force Science.
- Four (4) officers were selected for Corporal.
- Two (2) Sergeants were promoted to Lieutenant.

- Four (4) officers were promoted to Sergeant.
- One (1) officer was selected for Canine Handler
- One (1) new K-9 (Astra) was added to the agency.
- All K-9 officers attended the annual K-9 training in Alpena, Michigan.
- All officers attended the city-wide Diversity Equity and Inclusion training.
- 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 2024.
- The Department hosted one session of the Shaker Heights Citizens Police Academy with 21 graduates.
- Participation in numerous “bridge building” community events throughout 2024.
- Developed a report to track the activity, to include community service/contacts, for sworn personnel.
- Numerous members from the Uniform Bureau helped with the 2nd Annual National Night Out Event.
- Annual “Touch a Truck Event” was held at the Van Aken District.
- Participation by Chief in CL3 Community Conversation Events.

POLICE DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>CRIME CONTROL (DETECTIVE)</u>				
COMPENSATION	\$ 1,874,673	\$ 2,029,697	\$ 1,825,638	\$ 2,153,035
CONTRACTUAL SVCS	1,125	4,270	2,500	5,000
MATERIALS & SUPPLIES	3,956	5,533	7,423	7,423
TOTAL CRIME CONTROL (DETECTIVE)	\$ 1,879,754	\$ 2,039,500	\$ 1,835,561	\$ 2,165,458
<u>CRIME SUPPRESSION (PATROL)</u>				
COMPENSATION	\$ 5,927,757	\$ 6,248,152	\$ 7,079,176	\$ 7,486,157
CONTRACTUAL SVCS	50,372	85,252	68,479	57,000
MATERIALS & SUPPLIES	123,567	231,509	192,247	199,752
TOTAL CRIME SUPPRESSION (PATROL)	\$ 6,101,696	\$ 6,564,913	\$ 7,339,902	\$ 7,742,909
<u>AUXILIARY SERVICES</u>				
COMPENSATION	\$ 987,816	\$ 787,591	\$ 807,001	\$ 857,720
CONTRACTUAL SVCS	1,025,146	1,058,281	1,062,020	1,104,679
MATERIALS & SUPPLIES	24,813	33,647	51,981	51,981
TOTAL AUXILIARY SERVICES	\$ 2,037,775	\$ 1,879,519	\$ 1,921,002	\$ 2,014,380
<u>POLICE ADMINISTRATION</u>				
COMPENSATION	\$ 524,096	\$ 392,463	\$ 448,123	\$ 406,442
TRAVEL & EDUCATION	119,230	109,052	111,749	87,735
CONTRACTUAL SVCS	176,494	184,187	207,238	256,308
MATERIALS & SUPPLIES	144,250	137,502	178,138	178,138
TRANSFERS-OUT	1,100,000	1,700,000	1,700,000	1,100,000
TOTAL POLICE ADMINISTRATION	\$ 2,064,070	\$ 2,523,204	\$ 2,645,248	\$ 2,028,623
<u>SAFETY PATROL</u>				
COMPENSATION	\$ 210,290	\$ 229,708	\$ 187,816	\$ 187,771
TOTAL SAFETY PATROL	\$ 210,290	\$ 229,708	\$ 187,816	\$ 187,771
<u>JAIL HOLDING FACILITY</u>				
CONTRACTUAL SVCS	\$ 191,650	\$ 225,114	\$ 222,000	\$ 222,000
MATERIALS & SUPPLIES	3,976	3,100	8,950	8,950
TOTAL JAIL HOLDING FACILITY	\$ 195,626	\$ 228,214	\$ 230,950	\$ 230,950
TOTAL GENERAL FUND	\$ 12,489,211	\$ 13,465,058	\$ 14,160,479	\$ 14,370,091

POLICE DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
OTHER FUNDS				
201 STREET MAINTENANCE AND REPAIR				
<u>TRAFFIC SIGNAL MAINTENANCE</u>				
COMPENSATION	\$ 95,952	\$ 104,248	\$ 95,425	\$ 99,607
CONTRACTUAL SVCS	21,887	32,709	46,563	42,563
MATERIALS & SUPPLIES	23,917	36,751	32,064	20,173
TOTAL STREET MAINTENANCE AND REPAIR	\$ 141,756	\$ 173,708	\$ 174,052	\$ 162,343
205 POLICE PENSION				
COMPENSATION	\$ 1,272,362	\$ 1,249,307	\$ 1,474,235	\$ 1,481,035
CONTRACTUAL SVCS	30	31	1,000	1,000
TOTAL POLICE PENSION	\$ 1,272,392	\$ 1,249,338	\$ 1,475,235	\$ 1,482,035
216 LAW ENFORCEMENT GRANTS				
<u>COUNTY COMMUNITY DIVERSION PROGRAM</u>				
COMPENSATION	\$ 473	\$ 351	\$ 7,300	\$ 7,300
MATERIALS & SUPPLIES	240	480	5,124	5,124
MISCELLANEOUS	-	-	1,200	1,200
TOTAL LAW ENFORCEMENT GRANTS	\$ 713	\$ 831	\$ 13,624	\$ 13,624
284 MENTAL HEALTH RESPONSE TEAM				
COMPENSATION	\$ -	\$ 58,692	\$ 62,000	\$ 110,340
CONTRACTUAL SVCS	-	260,167	1,043,017	400,000
MATERIALS & SUPPLIES	-	10,273	13,918	50,000
CAPITAL OUTLAY	-	151,725	80,042	-
TOTAL MENTAL HEALTH RESPONSE TEAM	\$ -	\$ 480,857	\$ 1,198,977	\$ 560,340
288 ONEOHIO OPIOID SETTLEMENT				
COMPENSATION	\$ 9,005	\$ 38,000	\$ 38,000	\$ 50,000
TOTAL ONEOHIO OPIOID SETTLEMENT	\$ 9,005	\$ 38,000	\$ 38,000	\$ 50,000
701 LAW ENFORC TRUST-LOCAL 291				
COMPENSATION	\$ 27,476	\$ 23,802	\$ 28,930	\$ 28,930
TRAVEL & EDUCATION	1,650	98,214	-	100,000
CONTRACTUAL SVCS	28,776	9,673	141,070	-
CAPITAL OUTLAY	-	-	30,000	-
MISCELLANEOUS	3,644	26	-	-
TOTAL LAW ENFORC TRUST-LOCAL 291	\$ 61,546	\$ 131,715	\$ 200,000	\$ 128,930
702 LAW ENFORC TRUST-FED 292				
CONTRACTUAL SVCS	-	\$ 322,228	\$ 702,710	386,375
MATERIALS & SUPPLIES	-	\$ 2,265	\$ -	-
TOTAL LAW ENFORC TRUST-FED 292	\$ -	\$ 324,493	\$ 702,710	\$ 386,375
TOTAL OTHER FUNDS	\$ 1,485,412	\$ 2,398,942	\$ 3,802,598	\$ 2,783,647
TOTAL ALL FUNDS	\$ 13,974,623	\$ 15,864,000	\$ 17,963,077	\$ 17,153,738

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Continued participation in the Succession Planning and Mentoring Program for sworn personnel. Budget dollars are earmarked for employee growth in training, will continue to build upon and promote superior response and service.
- The purchase of eleven (11) new FLOCK cameras will allow the department to prevent and investigate certain crimes.
- The Police Department will continue to deliver historically low Part I crime rates that have been experienced in the last 10 years. Increase in crime this year due to motor vehicle thefts and attempts.
- The department will be purchasing numerous technology upgrades during 2025 which will enhance efficiencies within the department.
- Uniformed Patrol Bureau personnel will continue to evaluate the process of having two (2) officers assigned to one patrol car in Zone 4. This practice allows for faster response times to certain priority calls for service.
- Uniformed Patrol Bureau personnel will continue to evaluate certain crime trends. If needed, overtime and grant funds can/will be used to combat this issue.
- Training room upgrades will allow the department to provide professional training to staff.
- Purchasing VR goggles will allow the department to receive State of Ohio CPT training modules; thereby allowing officers to receive CPT hours.
- Purchasing a second drone will allow the department to quickly respond to certain emergencies in the city.
- New CALEA Manager hired in 2025 will be required to ready the agency for the highest tier in accreditation through CALEA.

Goal 2: Financial Health & Sustainability

- Pilot program of keeping cruisers for an additional year will be reviewed.
- Continued use of the contracted grant writer to find non-matching grants for the department.
- 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 three (3) vacancies in the Investigative Bureau during 2025, will improve the efficiency to conduct follow-up investigations and proactively address certain crime trends within the City.
- The potential to be fully staffed in the Uniform Patrol Bureau will improve the already great response time within the city. In addition, being fully staffed will allow time for more proactive policing and more community policing/outreach.
- Sworn and Civilian personnel will be attending “best practices” training courses locally and nationally to increase their respective skillsets and knowledge. A Lieutenant is now assigned to oversee all training in the department.

- Staff are required to complete a training evaluation report form. This requirement will ensure that the department is sending personnel to reputable and relevant training.
- Officers will be given the opportunity to test for the rank of Sergeant.
- A new CALEA Manager will be hired in 2025.
- 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.
- Police employees 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.

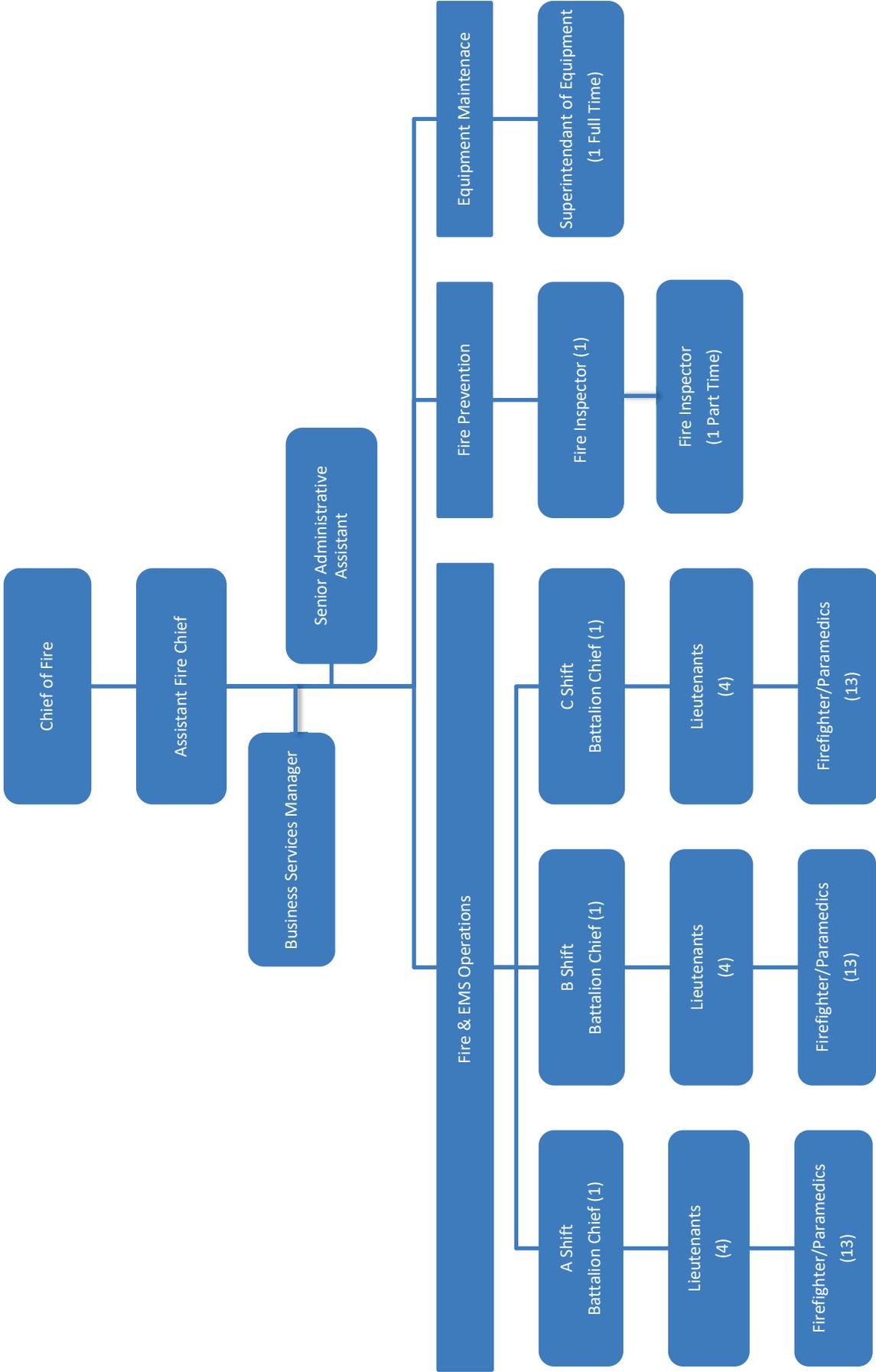
Goal 6: Environmental Sustainability

- The department will continue to review the feasibility of purchasing hybrid vehicles.
- Uniformed Patrol Bureau personnel will participate in increased foot and bicycle patrols to engage our community.
- Administrative Services Bureau personnel will continue to look for ways to utilize electronic folders to store information, thereby reducing paper costs and the impact upon natural resources.

2025 CAPITAL BUDGET

\$150,000	Annual Replacement of Police Cruisers (2026)
\$50,000	K-9 Police Dogs (2)
<u>\$14,000</u>	Stop Sticks (x30) and Training
\$214,000	

City of Shaker Heights Fire Department



FIRE DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 9,857,746	\$ 10,814,988	\$ 11,105,273	\$ 10,997,193
Other Funds	1,471,543	1,495,846	1,526,921	1,534,418
All Funds	\$ 11,329,289	\$ 12,310,834	\$ 12,632,194	\$ 12,531,611

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.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

Emergency Response Statistics

<u>Description</u>	<u>2023</u>	<u>2024</u>
Fire Incidents	1,594	1,521
EMS Incidents	3,576	3,932
Total Incidents	5,170	5,453

- The Fire Department responded to 5,453 calls for service in 2024. This is a 5.5% increase over 2023 incidents.
- Of the 5,453 calls for service, 3,932 were EMS Incidents (72%) and 1,521 were Fire/Rescue related incidents (28%).
- 29% of the EMS calls were considered Advanced Life Support (ALS) calls, and 71% were considered Basic Life Support (BLS) calls.
- 3,745 Individuals were treated by our paramedics. Out of those, 2,910 patients were transported to area hospitals for treatment.
- The Fire Department performed 17,799 total agency training hours in 2024.
- 1,424 Fire Inspections were completed in 2024.

Community Emergency Response Team (CERT)

- The CERT team has experienced significant growth over the past year, bringing a wealth of diverse talent to our operations. Their strong interest in becoming more involved with the Fire Department has been commendable, as they actively seek ways to assist wherever possible. To enhance collaboration, Fire Department Administration and CERT team members have initiated regular touch base meetings. These discussions aim to identify areas where the team can contribute, aligning each member’s strengths and interests with specific focus areas. We’ve pinpointed several key areas where the CERT team can further assist, including smoke detector installations, car seat installations, CPR training, and Stop the Bleed training. Team members will receive the necessary training and certifications, where required, to effectively perform these duties, ensuring they are well-equipped to positively impact the citizens we serve.
- A CERT Academy was held in September for 10 weeks, which resulted in 4 new members added to the Shaker Heights Team. The team now totals 25 CERT members.
- On November 20, 2024, a CERT (Community Emergency Response Team) drill was successfully completed. This exercise simulated the process of sheltering displaced families during an emergency. It was designed to ensure that all stakeholders are prepared for the safe relocation and care of displaced residents in the event of a

disaster. The team has gathered the necessary supplies for sheltering in place, ensuring they are ready to respond and assist if the situation arises.

Technology Improvements

- The Fire Department is preparing to switch from Emergency Reporting to a new reporting and records management software, First Due, in January 2025. In preparation for this large task, a Lieutenant and a Battalion Chief attended the First Due Unify Conference in Austin, Texas, at the beginning of October. This conference allowed them to network with current First Due software users and interact with the content creator while attending workshop-style classes on using the program efficiently. Transitioning to a new program such as this is extremely time and resource-intensive, requiring the migration of years of old data into the program and the creation of new, more effective processes to track equipment, apparatus, and personnel. Our go-live date is scheduled for January 1, 2025.
- We are excited to report that we have successfully developed and implemented a new online permitting process for our Fire Prevention Bureau. This new system allows for online application and payment for annual and special needs permits (Bounce Houses, Food Trucks, etc.). It is designed to streamline our operations, improve efficiency, and enhance the overall experience for both our team and the community we serve.
- In October 2024, the department purchased 5 new Lucas CPR devices, replacing the 3 aging units that we had while adding 1 unit to each first responding engine. This was purchased through capital funds and allows us to provide quality, highly effective and uninterrupted CPR to patients in cardiac arrest.
- The department took delivery of a new rescue squad which was placed in service at station 2 on April 19, 2024. This upgraded vehicle replaces an older model unit with high mileage and will serve the city for 7-10 years.

Goal 2: Financial Health & Sustainability

Grants Received

- In March of this year, the Shaker Heights Fire Department submitted a FEMA Assistance to Firefighters grant application. This grant application was written to secure funding for fire department training and professional development needs. Fire Department leadership determined funding for these needs to be a high priority, and we were hopeful for a successful outcome. This grant award would secure federal funding that would assist the Fire Department in meeting our goals of providing the highest level of training and professional development opportunities to the members of our department.

On July 26, 2024, the Fire Department received the incredible news that our grant application had been approved and that we would be awarded the full amount of our request: \$226,345. The amount awarded to the Shaker Heights Fire Department is one of the largest awarded in the State of Ohio thus far. This grant award requires a 10% city match of approximately \$20,576. The total federal funds that will be issued to the City of Shaker Heights is \$205,768.

These grant dollars will be utilized during 2025 to send our newly promoted Lieutenants to various incident command classes vital to safe firefighting and large-scale incident operations. Identified department members will also be sent to Fire Safety Inspector classes to become certified to complete life safety inspections throughout the city, increasing the safety of our residents and visitors. The majority of funds will be allocated to backfilling the overtime costs incurred by members attending the various trainings.

Goal 5: Human Capital and Talent

New Fire Department Additions and Recruitment

- In 2024 the Fire Department had some exciting personnel changes.
 - Retirements:
 - Four Firefighters retired in 2024 after serving a combined 116 years with the department.
 - Two Lieutenants retired in 2024 after serving a combined 66 years with the department.
 - A Fire Mechanic retired in 2024 after serving 51 years with the department.
 - Promotions: On March 4, 2024, two Firefighters were sworn in as Lieutenants filling officer vacancies created by retirements.
 - After an extensive recruitment campaign, 141 applications were received for the entry level firefighter positions. The Fire Department, in conjunction with the Human Resources Department, hosted a civil service exam on March 2nd. Once the results came back, the Civil Service Commission certified an eligibility list of candidates. The top 20 candidates from this list were put through a background investigation and several panel interviews. Offers for hire were made to the best candidates and on September 3, 2024, five new firefighter/paramedics started their careers with our department.

Fire Equipment Maintenance Specialist

- An evaluation of the fire mechanic position was conducted in light of a retirement in March. It was determined that converting this part-time position to a full-time role would better support the department's needs. As a result, in March we hired a new full-time Fire Equipment Maintenance Specialist. Also, during this evaluation, interest from University Heights in a shared services model for the mechanic was also identified. In July, Shaker Heights and University Heights entered into an agreement to share these services, with the fire department invoicing University Heights for the services provided by the Fire Equipment Maintenance Specialist.

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.

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
 - Fire Officer 1 and 2 Courses
- In addition to the programs and seminars the department requested training resources from the state fire academy. These included a portable live burn trailer and a portable search and rescue trailer. These resources provided at no cost from the state of Ohio for one week of training using each different prop. This allowed fire department officers and firefighters to conduct simulated fire ground operations under more significant live fire conditions. With these resources, Fire department instructors could evaluate the efficiency and effectiveness of the firefighters and officers in a controlled setting.
- The annual training program in 2024 provided at total of 17,799 logged in house and external training hours for members of all ranks.

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 2024. As part of the program, all members of the department have completed their annual medical physical and individual fitness assessments. Additionally, 33 members of the department completed the requirement for the annual fitness incentive payments.

FIRE DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>FIRE SUPPRESSION</u>				
COMPENSATION	\$ 7,050,712	\$ 7,421,438	\$ 7,519,716	\$ 7,388,561
TRAVEL & EDUCATION	-	-	-	226,345
MATERIALS & SUPPLIES	300	-	-	-
CAPITAL OUTLAY	258,007	113,953	113,954	114,500
TOTAL FIRE SUPPRESSION	\$ 7,309,019	\$ 7,535,391	\$ 7,633,670	\$ 7,729,406
<u>FIRE PREVENTION</u>				
COMPENSATION	\$ 153,349	\$ 154,336	\$ 198,335	\$ 178,950
MATERIALS & SUPPLIES	-	6,776	5,000	10,000
TOTAL FIRE PREVENTION	\$ 153,349	\$ 161,112	\$ 203,335	\$ 188,950
<u>EMERGENCY MEDICAL SERVICES</u>				
COMPENSATION	\$ -	\$ -	\$ 37,000	\$ 37,000
CAPITAL OUTLAY	3,833	-	4,250	4,250
TOTAL EMERGENCY MEDICAL SERVICES	\$ 3,833	\$ -	\$ 41,250	\$ 41,250
<u>FIRE ADMINISTRATION</u>				
COMPENSATION	\$ 624,675	\$ 757,822	\$ 678,630	\$ 740,544
TRAVEL & EDUCATION	47,383	45,019	77,792	77,792
CONTRACTUAL SVCS	231,955	264,669	498,325	281,980
MATERIALS & SUPPLIES	287,107	345,833	272,271	337,271
CAPITAL OUTLAY	-	4,092	-	-
MISCELLANEOUS	425	1,050	-	-
TRANSFERS-OUT	1,200,000	1,700,000	1,700,000	1,600,000
TOTAL FIRE ADMINISTRATION	\$ 2,391,545	\$ 3,118,485	\$ 3,227,018	\$ 3,037,587
TOTAL GENERAL FUND	\$ 9,857,746	\$ 10,814,988	\$ 11,105,273	\$ 10,997,193
OTHER FUNDS				
206 FIRE PENSION				
COMPENSATION	\$ 1,471,513	\$ 1,495,815	\$ 1,525,921	\$ 1,533,418
CONTRACTUAL SVCS	30	31	1,000	1,000
TOTAL FIRE PENSION	\$ 1,471,543	\$ 1,495,846	\$ 1,526,921	\$ 1,534,418
TOTAL OTHER FUNDS	\$ 1,471,543	\$ 1,495,846	\$ 1,526,921	\$ 1,534,418
TOTAL ALL FUNDS	\$ 11,329,289	\$ 12,310,834	\$ 12,632,194	\$ 12,531,611

2025 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.
- Utilize capital dollars for the department-wide upgrade of advanced patient airway devices (GlideScope Laryngoscope)

Goal 2: Financial Health & Sustainability

- Utilize the FEMA Assistance to Firefighters Grant for department training needs while also investing in our human capital and talent.

Goal 5: Human Capital and Talent

- Fire Department Administration will be completing an in-depth review of the Fire Prevention Bureau to identify areas of need and/or improvement. As new developments and projects continue in the city, we will work to ensure that we are meeting the life safety needs of the City of Shaker Heights.

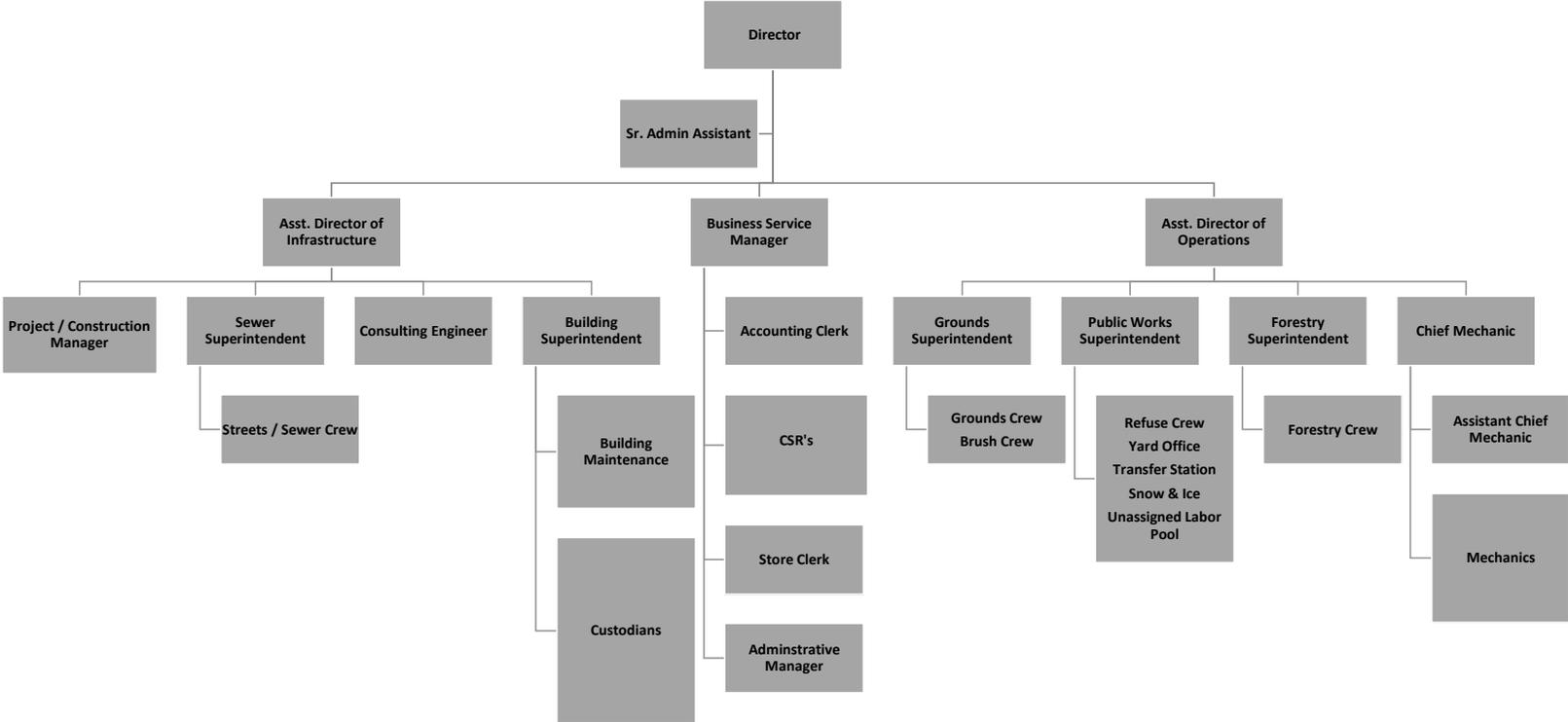
Goal 8: Economic Development

- 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.

2025 CAPITAL BUDGET

<u>\$60,000</u>	Large Diameter Supply Lines and Associated Fittings
<u>\$40,000</u>	Laryngoscope Units - Medical Equipment (6)
<u>\$100,000</u>	

PUBLIC WORKS DEPARTMENT



PUBLIC WORKS DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 8,890,629	\$ 9,120,391	\$ 10,098,930	\$ 10,807,965
Other Funds	9,367,098	11,699,477	13,511,540	10,033,648
All Funds	\$ 18,257,727	\$ 20,819,868	\$ 23,610,470	\$ 20,841,613

DEPARTMENT DESCRIPTION

The Public Works Department is responsible for performing maintenance, repair and improvements to 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

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.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- As part of our Street Resurfacing program, approximately 3.32 lane miles were paved in 2024.
- Over 10,000 square yards of Large Area Repairs were performed throughout the City.
- Using the County's Annual Road Maintenance Grant, 30 catch basins were adjusted and new, bicycle-friendly castings installed along the Van Aken Blvd Corridor (Farnsleigh to Lee); this work was performed in preparation of the Van Aken Blvd. Bike Path.
- Using funding through the Northeast Ohio Areawide Coordinating Agency, Public Works oversaw the construction of the Van Aken Pedestrian Improvements project. The scope of the project included the installation of pavers, benches and landscaping. The project is substantially complete with minor items being addressed in 2025.
- In preparation of the Street Resurfacing program, roughly 4.53 miles sewer mains & 428 laterals in roads scheduled to be paved were cleaned and inspected. Based on the inspections, repairs were made as needed. These repairs were completed 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 that residents can access to track leaf collection crews.
- Replaced 2,126 linear feet of curbing in the Mercer and Malvern Neighborhoods.
- The Transfer Station Repair project was completed.
- Completed the sewer inspections and flow monitoring for the Westchester Inflow/ Infiltration program. The data was provided to Cuyahoga County Department of Public Works to develop rehabilitation recommendations.
- Re-established the green tag system in an effort to minimize refuse misses, improve refuse collection and educate our residents.

- Forestry crews and contractors pruned 2,378 tree lawn trees/trees within City properties.
- Created a GIS map to track the leaf and brush collection crews, grounds information (invasive species and landscape beds) and underground infrastructure for the streets department.
- Public Works intern inspected 786 tree lawn trees and added the information to the Forestry Departments inventory list.
- The City Hall Rekey Project was completed. This improved the building's security and enabled accurate key holder recordkeeping.
- The Public Works Service Center's door access system failed and was replaced. The new system has improved security and integrated main gate access control into one system.
- Completed the design phase of the Public Works Service Center's Backyard Rehabilitation project.

Goal 2: Financial Health & Sustainability

- After receiving authorization from the U.S. EPA, the Lynnfield / Lomond SSO project was bid in the fall of 2024. Public Works distributed requests for proposals for construction management & inspection in the fall of 2024. It is our intention to be under construction in the spring of 2025. Enbridge made the necessary gas main relocations in support of our sewer project.
- Applied for the NEORSD MCIP grant for the Winslow / Avalon Sewer Study & Design.
- Completed the City Hall Window Restoration project. New storm windows were installed to help improve energy efficiency.
- The City Hall Coal Room Project was completed. Abandoning the room instead of making structural repairs to a difficult to access space resulting in construction cost savings.
- The Service Center door replacement project was completed. The new doors have insulated glass to help increase the building envelopes energy efficiency.
- Continued 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.
- Continued replacing restroom exhaust fan switches with electronic controls, making it so fans will only run during occupied hours.
- Continued replacing failed outdoor lighting control timers with astronomical timers which provides 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.
- The Shaker Family Center Wood Window and Doors Replacement project was completed. The new windows and doors have insulated glass and were selected to match and preserve the existing buildings exterior design.

Goal 3: Greenspace and Public Spaces

- Began work on a native riparian buffer at Green Lake.
- Worked with Shaker City Schools to develop student-friendly landscaping.
- Rebuilt the decorative copper arches that span the public walkway between businesses in the South Chagrin Business District.
- Installed and maintained 250 hanging baskets.
- Participated in multiple meetings and design reviews for the NEORSD Doan Brook Restoration project and NEORSD Lower Lake Dam Restoration project.
- Converted 10,000 square feet of lawn to native grassland at Warrensville West Cemetery.
- Removed invasive species from the banks of Green Lake.
- Consulted with Shaker School District on remodeling of Ludlow and Woodbury Elementary schools.
- Assisted the Tree Advisory Board Members and Friends of the Lower Lake with maintaining the two No Mow Site and assisted with the creation of a third, No Mow Site.

Goal 6: Environmental Sustainability

- Purchased two sets of backpack battery powered landscaping tools.
- Added a second commercial electric mower to the Grounds Department.
- Oversaw the installation of a twelve (12) vehicle stall Super Charging Stations located at 20030 Van Aken Blvd.
- Designed the four EV charging station for the Police building north parking lot. When completed the chargers will provide rapid charging for City EVs.

Goal 8: Economic Development

- Coordinated and/or provided input to the Planning Department on multiple projects throughout the year. These include Van Aken Boulevard Bicycle Path design, Warrensville West Cemetery Gravestone Restoration, Lower Lake Multi-Purpose Trail, Lee Road Parking Lot project and Lee Road Reconstruction & Reconfiguration project.
- Flow monitoring devices installed along the Lee Road Corridor (Chagrin to southern corp. line) to identify potential capacity issues for future development. Public Works has taken the lead on developing the scope of work related to sewer rehabilitation and the design of a relief sewer.
- Completed Phase One of converting 10,000 square feet of area to native grass lands at Warrensville West Cemetery.

PUBLIC WORKS DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>ANIMAL CONTROL</u>				
CONTRACTUAL SVCS	\$ 75,600	\$ 93,000	\$ 94,800	\$ 82,000
TOTAL ANIMAL CONTROL	\$ 75,600	\$ 93,000	\$ 94,800	\$ 82,000
<u>PARKS AND PUBLIC LAND MAINT</u>				
COMPENSATION	\$ 644,881	\$ 654,072	\$ 659,864	\$ 584,983
TRAVEL & EDUCATION	-	-	576	576
CONTRACTUAL SVCS	519,066	514,488	508,491	479,273
MATERIALS & SUPPLIES	145,804	140,546	144,705	181,814
CAPITAL OUTLAY	2,720	-	2,720	2,720
TOTAL PARKS & PUBLIC LAND MAINT	\$ 1,312,471	\$ 1,309,106	\$ 1,316,356	\$ 1,249,366
<u>TREE MAINTENANCE</u>				
MATERIALS & SUPPLIES	\$ 28,985	\$ 50,371	\$ 66,000	\$ 66,000
TOTAL TREE MAINTENANCE	\$ 28,985	\$ 50,371	\$ 66,000	\$ 66,000
<u>LEAF COLLECTION</u>				
COMPENSATION	\$ 286,545	\$ 329,462	\$ 330,626	\$ 319,692
CONTRACTUAL SVCS	169,716	176,818	147,956	177,746
MATERIALS & SUPPLIES	107,354	79,543	109,699	112,515
TOTAL LEAF COLLECTION	\$ 563,615	\$ 585,823	\$ 588,281	\$ 609,953
<u>COMMERCIAL PROPERTY MAINTENANCE</u>				
COMPENSATION	\$ 78,671	\$ 60,642	\$ 64,879	\$ 113,586
CONTRACTUAL SVCS	11,147	11,147	11,530	12,244
MATERIALS & SUPPLIES	6,850	1,670	21,664	21,664
TOTAL COMMERCIAL PROPERTY MAINT	\$ 96,668	\$ 73,459	\$ 98,073	\$ 147,494
<u>WATERLINE MAINTENANCE</u>				
CONTRACTUAL SVCS	\$ 46,250	\$ 49,747	\$ 52,000	\$ 52,000
MATERIALS & SUPPLIES	1,175	-	-	-
TOTAL WATERLINE MAINTENANCE	\$ 47,425	\$ 49,747	\$ 52,000	\$ 52,000
<u>REFUSE COLLECTION AND DISPOSAL</u>				
COMPENSATION	\$ 1,495,873	\$ 1,619,159	\$ 1,620,976	\$ 1,605,241
TRAVEL & EDUCATION	-	-	1,072	1,257
CONTRACTUAL SVCS	838,696	852,074	868,889	919,468
MATERIALS & SUPPLIES	201,155	187,501	239,086	239,086
TOTAL REFUSE COLLECTION & DISPOSAL	\$ 2,535,724	\$ 2,658,734	\$ 2,730,023	\$ 2,765,052
<u>SOLID WASTE RECYCLING</u>				
COMPENSATION	\$ 112,026	\$ 110,728	\$ 113,394	\$ 146,527
CONTRACTUAL SVCS	58,619	9,030	52,051	54,610
MATERIALS & SUPPLIES	20,333	21,850	26,423	37,278
TOTAL SOLID WASTE RECYCLING	\$ 190,978	\$ 141,608	\$ 191,868	\$ 238,415
<u>BRUSH COLLECTION AND DISPOSAL</u>				
COMPENSATION	\$ 447,950	\$ 578,860	\$ 584,354	\$ 755,069
CONTRACTUAL SVCS	181,919	254,692	239,325	229,891
MATERIALS & SUPPLIES	97,625	102,861	120,143	168,293
TOTAL BRUSH COLLECTION & DISPOSAL	\$ 727,494	\$ 936,413	\$ 943,822	\$ 1,153,253

PUBLIC WORKS DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
<u>SIDEWALK MAINTENANCE</u>				
COMPENSATION	\$ -	\$ 1,561	\$ 2,500	\$ -
MATERIALS & SUPPLIES	-	-	10,201	10,201
TOTAL SIDEWALK MAINTENANCE	\$ -	\$ 1,561	\$ 12,701	\$ 10,201
<u>ICE AND SNOW CONTROL</u>				
COMPENSATION	\$ 205,966	\$ 206,999	\$ 217,519	\$ 351,521
CONTRACTUAL SVCS	99,760	118,216	114,005	114,005
MATERIALS & SUPPLIES	576,447	384,385	677,555	745,451
TOTAL ICE AND SNOW CONTROL	\$ 882,173	\$ 709,600	\$ 1,009,079	\$ 1,210,977
<u>PUBLIC WORKS ADMINISTRATION</u>				
COMPENSATION	\$ 835,645	\$ 1,078,885	\$ 1,081,809	\$ 1,127,194
TRAVEL & EDUCATION	5,993	15,315	9,888	33,495
CONTRACTUAL SVCS	27,829	32,747	51,103	59,613
MATERIALS & SUPPLIES	25,943	36,662	27,445	33,207
TOTAL PUBLIC WORKS ADMINISTRATION	\$ 895,410	\$ 1,163,609	\$ 1,170,245	\$ 1,253,509
<u>PUBLIC BUILDING CLEANING</u>				
COMPENSATION	\$ 302,384	\$ 277,905	\$ 314,098	\$ 513,531
CONTRACTUAL SVCS	2,523	2,556	60,544	13,506
MATERIALS & SUPPLIES	47,863	29,900	53,859	53,859
TOTAL PUBLIC BUILDING CLEANING	\$ 352,770	\$ 310,361	\$ 428,501	\$ 580,896
<u>PUBLIC BUILDING MAINTENANCE</u>				
COMPENSATION	\$ 291,744	\$ 284,800	\$ 286,008	\$ 321,245
CONTRACTUAL SVCS	786,861	625,813	961,137	894,409
MATERIALS & SUPPLIES	102,711	126,386	150,036	173,195
TOTAL PUBLIC BUILDING MAINTENANCE	\$ 1,181,316	\$ 1,036,999	\$ 1,397,181	\$ 1,388,849
TOTAL GENERAL FUND	\$ 8,890,629	\$ 9,120,391	\$ 10,098,930	\$ 10,807,965

<i>OTHER FUNDS</i>				
<i>201 STREET MAINTENANCE AND REPAIR</i>				
COMPENSATION	\$ 810,932	\$ 828,214	\$ 910,357	\$ 749,512
TRAVEL & EDUCATION	2,200	2,000	500	500
CONTRACTUAL SVCS	268,263	364,765	375,945	273,869
MATERIALS & SUPPLIES	172,970	198,772	188,946	182,446
CAPITAL OUTLAY	617,500	-	171,000	5,000
TOTAL GENERAL STREET MAINTENANCE	\$ 1,871,865	\$ 1,393,751	\$ 1,646,748	\$ 1,211,327
<i>202 STATE HIGHWAY</i>				
COMPENSATION	\$ -	\$ -	\$ 17,757	\$ 8,121
CONTRACTUAL SVCS	78,135	11,795	116,689	95,689
MATERIALS & SUPPLIES	51,553	7,000	44,000	65,000
TOTAL STATE HIGHWAY	\$ 129,688	\$ 18,795	\$ 178,446	\$ 168,810

PUBLIC WORKS DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
204 SEWER MAINTENANCE				
<u>STORM SEWER MAINTENANCE</u>				
COMPENSATION	\$ 630,644	\$ 573,456	\$ 499,761	\$ 635,745
TRAVEL & EDUCATION	-	-	1,000	1,000
CONTRACTUAL SVCS	254,024	332,826	342,657	357,657
MATERIALS & SUPPLIES	146,526	122,006	100,694	100,694
CAPITAL OUTLAY	59,186	60,236	140,000	60,000
TOTAL STORM SEWER MAINTENANCE	\$ 1,090,380	\$ 1,088,524	\$ 1,084,112	\$ 1,155,096
<u>SANITARY SEWER MAINTENANCE</u>				
COMPENSATION	\$ 40,410	\$ 16,240	\$ 122,814	\$ 52,279
CONTRACTUAL SVCS	539,738	502,774	571,650	581,650
MATERIALS & SUPPLIES	41,576	36,058	35,361	35,361
TRANSFERS-OUT	677,038	680,000	680,000	680,000
TOTAL SANITARY SEWER MAINTENANCE	\$ 1,298,762	\$ 1,235,072	\$ 1,409,825	\$ 1,349,290
<u>LAKES MANAGEMENT</u>				
CONTRACTUAL SVCS	\$ 19,782	\$ 2,391	\$ 10,500	\$ 10,500
MISCELLANEOUS	25,000	35,000	35,000	35,000
TOTAL LAKES MANAGEMENT	\$ 44,782	\$ 37,391	\$ 45,500	\$ 45,500
TOTAL SEWER MAINTENANCE	\$ 2,433,924	\$ 2,360,987	\$ 2,539,437	\$ 2,549,886
281 STREET LIGHTING SPEC ASSESSMENT				
CONTRACTUAL SVCS	655,400	799,927	800,000	830,000
TOTAL STREET LIGHTING SPEC ASSESS	\$ 655,400	\$ 799,927	\$ 800,000	\$ 830,000
282 TREE MAINT SPEC ASSESSMENT				
COMPENSATION	\$ 504,992	\$ 541,724	\$ 699,248	\$ 688,752
TRAVEL & EDUCATION	673	270	1,801	1,801
CONTRACTUAL SVCS	334,004	294,085	350,515	350,515
MATERIALS & SUPPLIES	67,889	54,226	48,409	48,409
CAPITAL OUTLAY	100,000	100,000	185,000	185,000
TRANSFERS-OUT	75,000	1,959	-	310,000
TOTAL TREE MAINT SPEC ASSESSMENT	\$ 1,082,558	\$ 992,264	\$ 1,284,973	\$ 1,584,477
286 LOCAL FISCAL RECOVERY FUND				
CONTRACTUAL SVCS	-	2,842,409	2,842,409	-
TOTAL LOCAL FISCAL RECOVERY FUND	\$ -	\$ 2,842,409	\$ 2,842,409	\$ -
601 CENTRAL STORES PURCHASING				
CONTRACTUAL SVCS	\$ 32,200	\$ 53,082	\$ 45,200	\$ 52,500
MATERIALS & SUPPLIES	915,806	926,764	1,243,850	1,105,000
TRANSFERS-OUT	240,000	270,000	325,000	300,000
TOTAL CENTRAL STORES PURCHASING	\$ 1,188,006	\$ 1,249,846	\$ 1,614,050	\$ 1,457,500
602 CENTRAL PRINTING OPERATION				
CONTRACTUAL SVCS	\$ 16,436	\$ 15,000	\$ 30,386	\$ 30,000
TRANSFERS-OUT	10,000	-	-	5,000
TOTAL CENTRAL PRINTING OPERATION	\$ 26,436	\$ 15,000	\$ 30,386	\$ 35,000

PUBLIC WORKS DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
603 CENTRAL GARAGE OPERATION				
COMPENSATION	\$ 781,021	\$ 765,049	\$ 1,034,334	\$ 840,886
TRAVEL & EDUCATION	300	390	2,402	900
CONTRACTUAL SVCS	321,554	316,261	357,230	318,550
MATERIALS & SUPPLIES	115,740	76,987	93,858	92,750
TRANSFERS-OUT	10,000	10,000	20,000	5,000
TOTAL CENTRAL GARAGE OPERATION	\$ 1,228,615	\$ 1,168,687	\$ 1,507,824	\$ 1,258,086
604 CENTRAL SERVICES OPERATION				
<u>TREE MAINTENANCE</u>				
CONTRACTUAL SVCS	\$ -	\$ 52,075	\$ 30,000	\$ 30,000
TOTAL TREE MAINTENANCE	\$ -	\$ 52,075	\$ 30,000	\$ 30,000
<u>UTILITY PAVEMENT STREET OPENING</u>				
COMPENSATION	\$ 18,636	\$ 39,637	\$ 65,877	\$ 12,610
MATERIALS & SUPPLIES	232,097	95,686	75,000	100,000
TOTAL UTILITY PAVEMENT STREET	\$ 250,733	\$ 135,323	\$ 140,877	\$ 112,610
<u>RTA SNOW PLOWING</u>				
COMPENSATION	\$ 1,407	\$ 3,970	\$ 23,805	\$ 25,432
MATERIALS & SUPPLIES	-	-	25,896	10,000
TOTAL RTA SNOW PLOWING	\$ 1,407	\$ 3,970	\$ 49,701	\$ 35,432
<u>RTA SHAKER LINE MAINTENANCE</u>				
COMPENSATION	\$ 66,011	\$ 76,183	\$ 78,840	\$ 54,574
CONTRACTUAL SVCS	31,224	31,999	31,398	35,198
MATERIALS & SUPPLIES	15,620	10,535	30,197	18,247
TOTAL RTA SHAKER LINE MAINTENANCE	\$ 112,855	\$ 118,717	\$ 140,435	\$ 108,019
<u>RTA VAN AKEN LINE MAINTENANCE</u>				
COMPENSATION	\$ 76,871	\$ 70,267	\$ 124,426	\$ 188,829
CONTRACTUAL SVCS	18,098	16,001	42,609	20,862
MATERIALS & SUPPLIES	18,149	2,688	59,908	20,022
TOTAL RTA VAN AKEN LINE MAINTENANCE	\$ 113,118	\$ 88,956	\$ 226,943	\$ 229,713
<u>SIDEWALK REPAIR PROGRAM</u>				
COMPENSATION	\$ 73,548	\$ 76,075	\$ 124,479	\$ 115,859
CONTRACTUAL SVCS	157,341	300,402	250,000	200,000
TOTAL SIDEWALK REPAIR PROGRAM	\$ 230,889	\$ 376,477	\$ 374,479	\$ 315,859
<u>FIRE HYDRANT MAINTENANCE</u>				
CONTRACTUAL SVCS	\$ -	\$ 4,087	\$ 9,987	\$ -
TOTAL FIRE HYDRANT MAINTENANCE	\$ -	\$ 4,087	\$ 9,987	\$ -
<u>PUBLIC PROPERTY DAMAGE</u>				
COMPENSATION	\$ -	\$ -	\$ 3,829	\$ 3,829
TOTAL PUBLIC PROPERTY DAMAGE	\$ -	\$ -	\$ 3,829	\$ 3,829

PUBLIC WORKS DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
<u>PRIVATE PROPERTY MAINTENANCE</u>				
COMPENSATION	\$ 14,936	\$ 70,607	\$ 82,986	\$ 97,320
CONTRACTUAL SVCS	26,668	7,599	8,030	5,780
TOTAL PRIVATE PROPERTY MAINTENANCE	\$ 41,604	\$ 78,206	\$ 91,016	\$ 103,100
TOTAL CENTRAL SERVICES OPERATION	\$ 750,606	\$ 857,811	\$ 1,067,267	\$ 938,562
TOTAL OTHER FUNDS	\$ 9,367,098	\$ 11,699,477	\$ 13,511,540	\$ 10,033,648
TOTAL ALL FUNDS	\$ 18,257,727	\$ 20,819,868	\$ 23,610,470	\$ 20,841,613

2025 GOALS

Goal 1: Superior Response & Service Delivery

- 2025 Street Resurfacing
- Street maintenance items such as Large Area Repairs, Curbs, Sidewalks, Crack sealing & Pavement Marking.
- Start the Lynnfield/Lomond SSO project in the spring of 2025.
- Continue with Sewer Rehabilitation program.
- Complete the evaluation of the Shaker / Belvoir intersection for pedestrian improvements.
- Increase the collection of recyclable material.
- Restructure MUNIS program to distinguish differences in operator misses and misses caused by residents.
- Complete the city multi-building generator upgrade project.
- Complete the city video surveillance systems replacement project.
- Complete the Public Works Back Yard Rehabilitation project.
- The Shaker Family Center Exterior Painting project will improve the exterior looks for the facility. Peeling paint on the windows and trim will be removed, the surfaces repaired and painted.

Goal 2: Financial Health & Sustainability

- Apply for an Ohio EPA grant to offset the cost of vehicles used specifically for recycling.
- Provided the Winslow/Avalon Sewer Study and Design are completed in 2025, apply for construction dollars through NEORSD MCIP program.
- Complete the Service Center Rekey project to improve security and accessibility at Public Works.

Goal 3: Greenspace and Public Spaces

- Continue overseeing the Rehabilitation of Doan Brook both in design and grant opportunities.

- Provide support and input on the design of the NEORSD Lower Lake Dam Rehabilitation project.
- Restore a native riparian buffer zone around Green Lake.
- Continue converting landscaping around City Hall to native plantings.
- Launch a joint project with Shaker School District’s horticulture club to improve Avalon Orchard.
- Review and update the Five Year Master Tree Plan.
- Complete the public benches and furniture inventory and replacement project.

Goal 5: Human Capital & Talent

- Complete the Fire Station #2 Private Quarters design to improve firefighter living quarters and conditions. Begin construction in late 2025.
- Complete the design for new non-basement offices for the Human Resources and Information technology Departments. Begin construction in late 2025.
- The Public Works Service Center Locker Rooms Rehabilitation project will replace the lockers, ceiling and wall finishes to significantly improve the space.

Goal 6: Environmental Sustainability

- Continue with aggressive sustainability programs, equipment and best practices.
- Apply for the NEORSD Green Infrastructure Grant funding for the parking lot at City Hall.
- Complete the four EV charging stations in the north Police parking lot.

Goal 8: Economic Development

- Complete the design of the Lee Road Relief Sewer and advertise for construction in late 2025.

2025 CAPITAL BUDGET

Public Works Equipment

\$265,000	Dump Truck No. 45 (2009)
\$150,000	Pick-Up Truck No. 67 (2011)
\$80,000	Pick-Up Truck No. 36 (2016)
\$60,000	Pick Up Truck (Grounds)
\$60,000	Mower No. 412 Hustler (2009) Electric & Mower No. 420 Hustler (2015)
\$100,000	Scooters (2) No. 112 (2015) & No. 116 (2015)
\$22,000	Snow Plows (2) (2012)
\$45,000	Pick Up Truck
\$65,000	Large Area Floor Cleaner (Dust Control)
\$400,000	Sewer Camera Truck
<u>\$310,000</u>	Chipper Truck No. 62 (2007)
\$1,557,000	

Public Works Streets

\$2,250,000 Street Resurfacing
\$7,500 Bike Striping
\$2,257,000

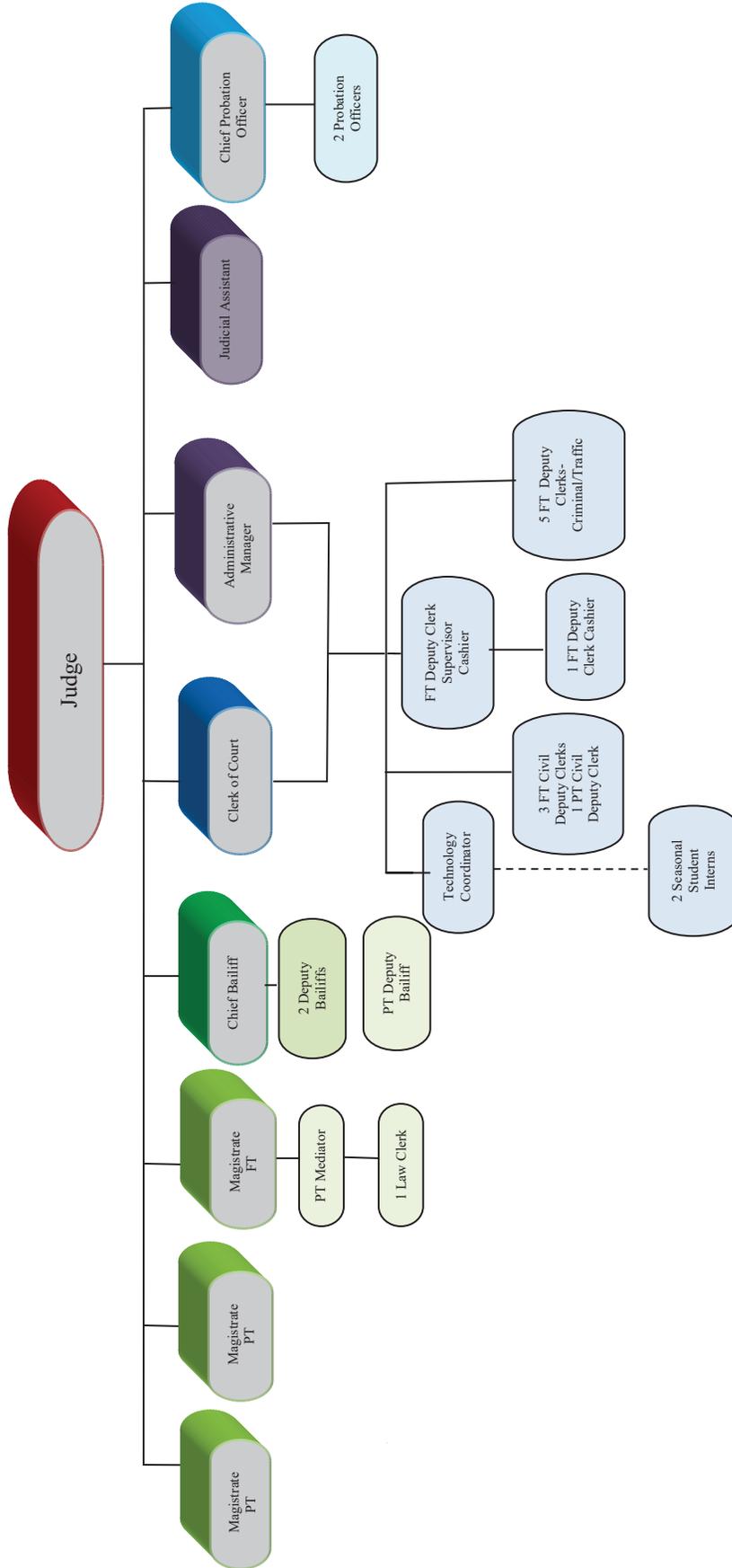
Public Works Facilities and Maintenance

\$300,000 City Facility Repairs and Renovations
\$25,000 City Facility Furniture and Equipment
\$8,000 Consulting Engineer
\$250,000 City Hall Exterior Repairs (Roof, Cupola & Entrance)
\$50,000 City Hall Heating Plant Repairs
\$50,000 City Hall HVAC - Lobby Reception
\$1,050,000 City Hall – Annex Design & Renovation
\$80,000 Police/Court North Lot Wall
\$10,000 Police Security Window
\$10,000 Court Server Room HVAC
\$150,000 Fire Station #1 HVAC RTUs
\$1,330,000 Fire Station #2 Private Quarters
\$300,000 Service Center Backyard Rehabilitation (Year 2 of 2)
\$65,000 Service Center Equipment Wash Area Drain Repair
\$60,000 Service Center Building Heaters
\$50,000 Service Center Locker Rooms (Men's & Women's) Rehab
\$15,000 Service Center Exterior Doors Replacement
\$200,000 Shaker Family Center Exterior Painting
\$100,000 Acquisition of Residential Property
\$10,000 City Hall & Larchmere EV Chargers
\$4,113,000

Public Works Sewers

\$5,600,000 Lynnfield/Lomond SSO Project - Construction
\$1,511,250 Sewer Improvements & Lining
\$400,000 Lee Road Sewer Relief (Year 1 of 2)
\$238,750 Winslow / Avalon Sewer Study & Design (City Match)
\$100,000 Outfall Source Tracking & Elimination
\$7,850,000

SHAKER HEIGHTS MUNICIPAL COURT
2025 ORGANIZATIONAL CHART



MUNICIPAL COURT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 2,028,588	\$ 2,076,313	\$ 2,463,819	\$ 2,496,500
Other Funds	105,682	162,424	481,693	526,361
All Funds	\$ 2,134,270	\$ 2,238,737	\$ 2,945,512	\$ 3,022,861

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

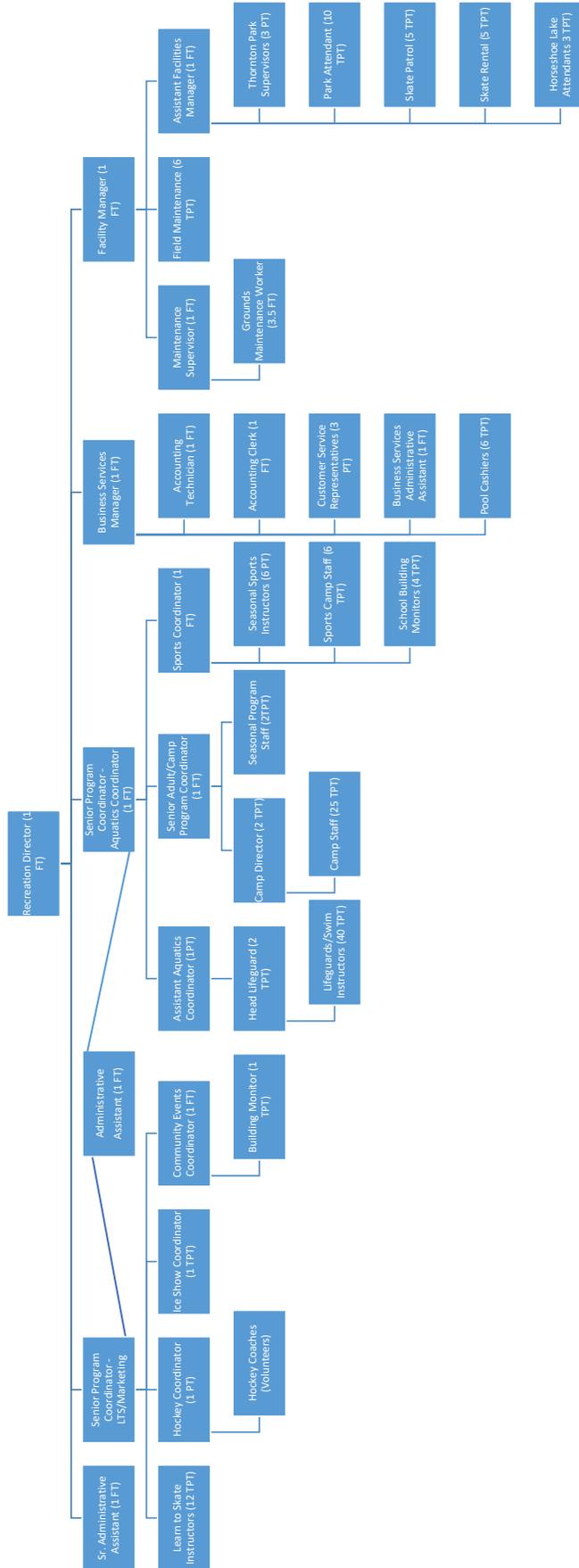
Shaker Heights is the host City for the Shaker Heights Municipal Court and thus receives all “court costs” charged to court users. Court costs are deposited into the City’s General Fund.

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 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 1,932,585	\$ 1,983,030	\$ 2,352,520	\$ 2,383,573
TRAVEL & EDUCATION	5,700	8,663	12,025	12,025
CONTRACTUAL SVCS	36,430	26,088	37,489	37,117
MATERIALS & SUPPLIES	53,873	58,532	61,785	63,785
TOTAL GENERAL FUND	\$ 2,028,588	\$ 2,076,313	\$ 2,463,819	\$ 2,496,500
OTHER FUNDS				
209 INDIGENT DRIVR ALCOHOL TREATMNT				
CONTRACTUAL SVCS	\$ 7,852	\$ 23,835	\$ 45,000	\$ 45,000
MATERIALS & SUPPLIES	-	-	358	1,000
TOTAL INDIGENT DRIVR ALCOHL TREATMNT	\$ 7,852	\$ 23,835	\$ 45,358	\$ 46,000
210 COURT COMPUTER				
COMPENSATION	\$ 17,372	\$ 14,505	\$ 17,400	\$ 39,950
CONTRACTUAL SVCS	2,599	6,909	23,194	27,194
MATERIALS & SUPPLIES	-	-	7,827	7,827
CAPITAL OUTLAY	-	-	5,000	5,000
TOTAL COURT COMPUTER	\$ 19,971	\$ 21,414	\$ 53,421	\$ 79,971
211 CLERK'S COMPUTERIZATION				
TRAVEL & EDUCATION	\$ -	\$ -	\$ 1,968	\$ 1,968
CONTRACTUAL SVCS	34,516	32,396	55,540	55,540
MATERIALS & SUPPLIES	12,496	15,185	27,867	27,867
CAPITAL OUTLAY	850	48,235	149,000	149,000
TOTAL CLERK'S COMPUTERIZATION	\$ 47,862	\$ 95,816	\$ 234,375	\$ 234,375
218 COURT ALT DISPUTE RESOLUTION				
COMPENSATION	\$ 147	\$ 755	\$ 26,023	\$ 40,399
TRAVEL & EDUCATION	-	-	750	750
TOTAL COURT ALT DISPUTE RESOLUTION	\$ 147	\$ 755	\$ 26,773	\$ 41,149
219 COURT SPECIAL PROJECTS				
CONTRACTUAL SVCS	\$ -	\$ -	\$ 50,000	\$ 50,000
TOTAL COURT SPECIAL PROJECTS	\$ -	\$ -	\$ 50,000	\$ 50,000
220 COURT SECURITY PROJECT FUND				
TRAVEL & EDUCATION	\$ 2,438	\$ -	\$ 2,400	\$ 3,000
CONTRACTUAL SVCS	3,269	2,326	5,308	7,808
MATERIALS & SUPPLIES	6,491	2,529	6,300	6,300
CAPITAL OUTLAY	1,895	-	42,000	42,000
TOTAL COURT SECURITY PROJECT FUND	\$ 14,093	\$ 4,855	\$ 56,008	\$ 59,108
224 INDIGENT DRIVER INTERLOCK				
CONTRACTUAL SVCS	\$ 15,757	\$ 15,749	\$ 15,758	\$ 15,758
TOTAL INDIGENT DRIVER INTERLOCK	\$ 15,757	\$ 15,749	\$ 15,758	\$ 15,758
TOTAL OTHER FUNDS	\$ 105,682	\$ 162,424	\$ 481,693	\$ 526,361
TOTAL ALL FUNDS	\$ 2,134,270	\$ 2,238,737	\$ 2,945,512	\$ 3,022,861

Recreation Department



RECREATION DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 1,261,510	\$ 1,317,545	\$ 1,408,431	\$ 1,437,022
Other Funds	2,208,425	2,412,190	2,435,831	2,619,841
All Funds	\$ 3,469,935	\$ 3,729,735	\$ 3,844,262	\$ 4,056,863

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 65.

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 & Adult Programs

Youth enrichment programs including dance, music, fitness, and other related programs. Adult enrichment programs including group exercise, enrichment classes, and other related programs.

Pools

Thornton Park and Middle School 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.

2024 ACCOMPLISHMENTS

Goal 2: Financial Health & Sustainability

- Implemented a grant program in response to pool fee increases. Collaborated with MYCOM, to provide essential financial support to families in need.
- Developed a more precise cost recovery spreadsheet to determine if we need to adjust fees for camps and programming to ensure that the department is not operating at a loss in those areas. This will also help with City's subsidy.
- Drafted a new cash flow chart to help better track outstanding invoices and real time spending for the department.
- Updated rink fees with Council approval for ice arena passes and daily admissions (for public skating, freestyle, and adult drop-in hockey). We also increased fees for Learn to Skate classes and the youth hockey program.
- Strategized and implemented new and updated forms of payments to better serve our residents, including options to enroll in payment plans.

Goal 4: Recreation

- Drafted updates to the Thornton Park Emergency Action Plans (implemented in 2025).
- Continued to give residents a two day priority window for registering for our most popular programs. We also developed a plan to allow priority camp registration for residents starting in 2025.
- Worked in conjunction with Planning and MKSK to begin and continue the community engagement portion of the recreation strategic study.
- Set up work order management in MUNIS to be implemented in 2025.
- Continued to partner with Shaker Youth Hockey Association, Shaker Youth Soccer Association, Shaker Youth Baseball League, and Shaker Lacrosse to provide field usage for year-round sports program offerings.

Goal 5: Human Capital & Talent

- Adjusted camp counselors pay to ensure equity amongst all summer camp employees.

RECREATION DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>RECREATION ADMINISTRATION</u>				
COMPENSATION	\$ 688,192	\$ 762,476	\$ 806,318	\$ 788,578
TRAVEL & EDUCATION	10,425	19,605	17,256	24,323
CONTRACTUAL SVCS	232,995	250,435	253,312	276,092
MATERIALS & SUPPLIES	42,685	42,718	48,377	52,167
TOTAL RECREATION ADMINISTRATION	\$ 974,297	\$ 1,075,234	\$ 1,125,263	\$ 1,141,160
<u>FACILITIES</u>				
COMPENSATION	\$ 229,183	\$ 206,208	\$ 237,747	\$ 226,612
CONTRACTUAL SVCS	50,513	21,734	14,421	42,750
MATERIALS & SUPPLIES	7,517	14,369	31,000	26,500
TOTAL FACILITIES	\$ 287,213	\$ 242,311	\$ 283,168	\$ 295,862
TOTAL GENERAL FUND	\$ 1,261,510	\$ 1,317,545	\$ 1,408,431	\$ 1,437,022
RECREATION DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
OTHER FUNDS				
105 RECREATION FUND				
<u>RECREATION ADMINISTRATION</u>				
COMPENSATION	\$ -	\$ -	\$ 426	\$ 426
CONTRACTUAL SVCS	900	128	1,000	1,000
MATERIALS & SUPPLIES	324	838	-	-
MISCELLANEOUS	1,383	63	-	-
TOTAL RECREATION ADMINISTRATION	\$ 2,607	\$ 1,029	\$ 1,426	\$ 1,426
<u>PLAYING FIELDS MAINTENANCE</u>				
COMPENSATION	\$ 9,693	\$ 12,117	\$ 12,839	\$ 14,131
CONTRACTUAL SVCS	69,328	64,838	70,000	91,000
MATERIALS & SUPPLIES	7,493	7,794	8,200	8,200
TOTAL PLAYING FIELDS MAINTENANCE	\$ 86,514	\$ 84,749	\$ 91,039	\$ 113,331
<u>PLAYGROUNDS</u>				
COMPENSATION	\$ 5,940	\$ -	\$ 641	\$ 641
CONTRACTUAL SVCS	1,183	731	-	-
MATERIALS & SUPPLIES	7,150	48	-	-
TOTAL PLAYGROUNDS	\$ 14,273	\$ 779	\$ 641	\$ 641
<u>YOUTH PROGRAM</u>				
COMPENSATION	\$ 29,210	\$ 27,984	\$ 24,899	\$ 28,283
CONTRACTUAL SVCS	91,294	53,669	60,000	60,000
MATERIALS & SUPPLIES	2,708	2,224	2,150	2,550
TOTAL YOUTH PROGRAM	\$ 123,212	\$ 83,877	\$ 87,049	\$ 90,833
<u>SPORTS LEAGUES & CLINICS</u>				
COMPENSATION	\$ 110,915	\$ 105,776	\$ 93,410	\$ 115,190
TRAVEL & EDUCATION	-	412	-	2,270
CONTRACTUAL SVCS	27,124	16,946	22,000	32,200
MATERIALS & SUPPLIES	5,169	34,778	9,550	14,550
TOTAL SPORTS LEAGUES & CLINICS	\$ 143,208	\$ 157,912	\$ 124,960	\$ 164,210

RECREATION DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
<u>SUMMER CAMPS</u>				
COMPENSATION	\$ 258,341	\$ 315,938	\$ 271,152	\$ 310,676
CONTRACTUAL SVCS	34,768	72,428	76,000	75,500
MATERIALS & SUPPLIES	8,571	8,818	9,350	12,450
TOTAL SUMMER CAMPS	\$ 301,680	\$ 397,184	\$ 356,502	\$ 398,626
<u>ADULT PROGRAMS</u>				
COMPENSATION	\$ 43,529	\$ 27,715	\$ 56,562	\$ 26,672
CONTRACTUAL SVCS	7,374	8,023	7,000	12,000
MATERIALS & SUPPLIES	380	-	-	-
TOTAL ADULT PROGRAMS	\$ 51,283	\$ 35,738	\$ 63,562	\$ 38,672
<u>ICE SKATING RINK</u>				
COMPENSATION	\$ 476,536	\$ 595,809	\$ 531,874	\$ 645,282
TRAVEL & EDUCATION	-	774	2,308	13,845
CONTRACTUAL SVCS	293,713	273,565	291,304	301,604
MATERIALS & SUPPLIES	65,354	75,375	76,450	82,800
TOTAL ICE SKATING RINK	\$ 835,603	\$ 945,523	\$ 901,936	\$ 1,043,531
<u>SWIMMING POOL</u>				
COMPENSATION	\$ 502,621	\$ 587,138	\$ 698,564	\$ 616,803
TRAVEL & EDUCATION	1,100	-	1,300	0
CONTRACTUAL SVCS	76,154	51,998	56,554	58,391
MATERIALS & SUPPLIES	51,159	54,356	39,407	75,550
TOTAL SWIMMING POOL	\$ 631,034	\$ 693,492	\$ 795,825	\$ 750,744
<u>CONCESSIONS</u>				
CONTRACTUAL SVCS	\$ 1,249	\$ 3,229	\$ 752	\$ 6,952
MATERIALS & SUPPLIES	1,796	875	639	875
TOTAL CONCESSIONS	\$ 3,045	\$ 4,104	\$ 1,391	\$ 7,827
<u>THORNTON PARK AMENITIES</u>				
CONTRACTUAL SVCS	\$ 4,480	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	192	-	-	-
TOTAL THORNTON PARK AMENITIES	\$ 4,672	\$ -	\$ -	\$ -
<u>SENIOR ADULT PROGRAMS</u>				
CONTRACTUAL SVCS	\$ 9,739	\$ 6,048	\$ 8,000	\$ 6,500
MATERIALS & SUPPLIES	1,555	1,755	2,000	2,000
MISCELLANEOUS	-	-	1,500	1,500
TOTAL SENIOR ADULT PROGRAMS	\$ 11,294	\$ 7,803	\$ 11,500	\$ 10,000
TOTAL OTHER FUNDS	\$ 2,208,425	\$ 2,412,190	\$ 2,435,831	\$ 2,619,841
TOTAL ALL FUNDS	\$ 3,469,935	\$ 3,729,735	\$ 3,752,262	\$ 4,056,863

2025 BUDGET HIGHLIGHTS

Goal 2: Financial Health & Sustainability

- Implementing a new purchasing policy/system with the department in hopes to help better monitor the budget.

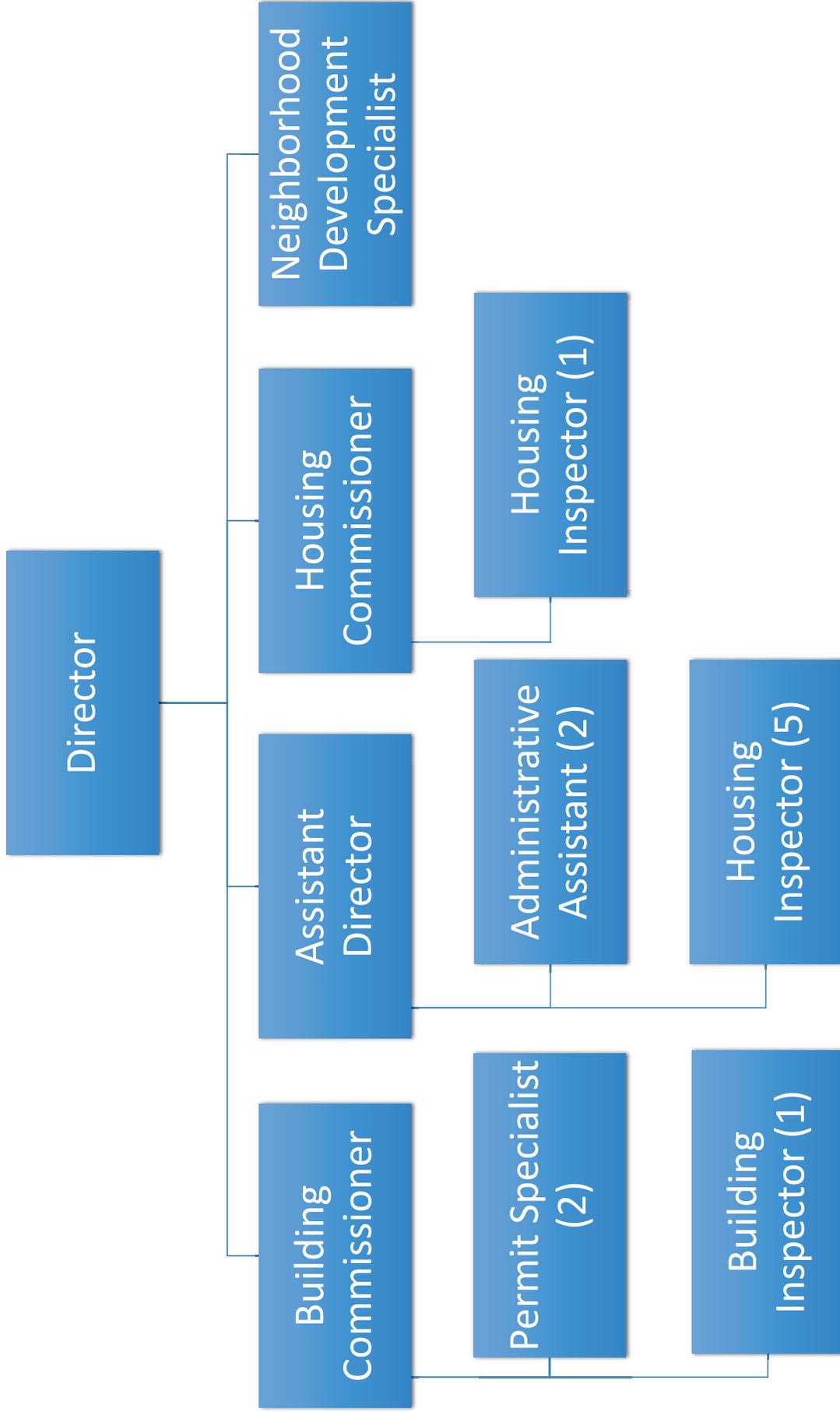
Goal 5: Human Capital & Talent

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

2025 CAPITAL BUDGET

\$75,000	Office HVAC Unit 1 (2010)
\$50,000	Office HVAC Unit 2 (2009)
\$15,000	Sand Filter (2008)
\$5,000	Pool Suction Line Welding and Replacement (2008)
\$50,000	Park Repairs and Renovations
\$20,000	Skate Park Repairs (2008)
\$17,500	Automated External Defibrillators (AED)
\$7,000	Infield Groomer (2015)
<u>\$35,000</u>	Utility Vehicle 1 (2015)
\$274,500	

Building and Housing Department



BUILDING AND HOUSING DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 2,175,279	\$ 2,119,071	\$ 2,246,723	\$ 2,461,705
Other Funds	4,473,488	2,294,354	4,890,000	3,720,000
All Funds	\$ 6,648,767	\$ 4,413,425	\$ 7,136,723	\$ 6,181,705

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

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Over 8,865 permit and code enforcement inspections performed (a 5% increase from 2023), 3,696 violation notices issued (the same as 2023), and over 5,900 applications processed.
- Over 26,000 *new* property maintenance code violations identified across all structures.
- On average, we conducted three complaint inspections per day (no change from 2023), with the vast majority of the initial inspections occurring the same day as the complaint. Of those inspections, 10% were for commercial, 32% for apartments, and 58% for 1/2 family homes.
- 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.
- With all major departmental business processes now in CitizenServe, through the process of continuous improvement, we continue to refine processes and further leverage the capabilities of this powerful platform. Worked with CitizenServe to submit and implement enhancement requests that make the platform better for us. This included bringing additional functions in the platform, including our tracking and monitoring of problem properties.
- Worked with the First Suburbs Consortium and the County to further expand use of this platform in first suburbs communities and beyond. With over 12 communities using the platform, Cuyahoga County offered additional grant dollars to bring other communities into the platform, with the number of communities likely doubling by next year.
- In 2024, there were 5,137 active users in CitizenServe, up 39% from last year. We now have over 9,000 contact records in the system.
- For the first time in history, not a single paper application was submitted to the department last year thanks to the convenience of the customer facing portal that allows users to submit applications digitally 24x7 without having to ever come to City Hall. This empowers the staff to work faster and with far fewer errors all while delivering value added benefits to the applicants such as a more transparent process by being able to track the status of their application in real time online.

Goal 5: Human Capital and Talent

- While the Department entered 2024 fully staffed, we wrapped up the year with a vacant Housing Inspector and Assistant Director of Housing Inspection.
- The Neighborhood Development Specialist resigned in the summer, but the position was subsequently filled.
- Having completed hundreds of hours of training over two years and a capstone project, the Director became the City's first employee to earn the designation of *Certified Public Manager* as recognized by the National Certified Public Managers Consortium.
- Collectively, the Building and Housing staff completed hundreds of hours of training to maintain and expand certifications ranging from building code, to lead safety, to ethics.

Goal 7: Quality Housing

- **Highlights:**
 - In part due to the City's strong POS program, the City single family home values have rebounded above the 2008 foreclosure crisis levels at a rate faster than any other east side inner ring suburb. After adjusting for inflation, single family home values are now 22% higher than pre-foreclosure crisis levels.
 - Median sale price of single family homes in 2024 was \$405,000, which is almost double the median sale price in 2020.
 - Foreclosure filings are down again for the second year in a row to only 66 cases filed, with only 40 of those from mortgage foreclosures.
 - The number of vacant homes dropped significantly over the last several years from 241 in 2022 down to 141 in 2024.
 - The majority of properties sold at Sheriff's Sales were purchased by local investors rather than lenders as had been the case in the past.
 - 5 apartment buildings, representing 89 units (2.6% of all units in Shaker) were sold in 2024. This is down significantly from the 453 units that transferred in 2023.
- **Court Cases:** 129 cases were referred to the Law Department for legal review. 87 involved housing rental licenses, 24 were for Point of Sale issues, and 18 related to complaint or exterior systematic inspections. These referrals resulted in 28 prosecutions and 9 formal pre-prosecution hearings.
- **Housing Rental License:** Currently there are 1,498 active rental licenses or exemptions; roughly the same number from 2023. The number of licenses by dwelling type is: Apartment buildings (104, up 1 from last year with the opening of RAYE), Condominium units (121), Single-family dwellings (302), and Two-family homes (971).
 - In 2024, we collected \$31,680 in late fee revenue which is the same amount as last year which is up significantly over what was prior to the adoption of CitizenServe. This platform allows us to more closely track past due balances and carry those over to the next year. We will no longer issue a current year rental license if there is an outstanding balance from prior years.
- **Point of Sale:** Conducted 559 Point of Sale inspections, a small decrease compared to the 578 inspections made in 2023. In terms of dwelling type, 367(65.7%) were single-family dwellings, 102(18.2%) were condominium units, 76(13.6%) were two-family dwellings, and 14(2.5%) were apartment buildings.

- A total of 479 transfers required a Point of Sale inspection: 71.0% corrected all violations prior to transfer, 26.5% transferred with funds held in escrow, 2.5% sold in violation of the POS requirement.
- **POS Escrow:** The end of the year escrow balance was \$5,266,643
 - 132 escrow accounts were established, a 28.3% decrease compared to the 184 accounts in 2023 and a 35.9% decrease compared to the 206 accounts in 2022.
 - A total of \$2,090,210 was deposited in escrow compared with \$4,450,488 deposited in 2023. This difference is largely due to the large number of apartment buildings with significant violations that were established in 2023.
 - 61.4% of the escrow accounts were established by investors compared to 54.9% in 2023 and 52.4% in 2022.
- **Exterior Systematics:** Inspections occurred in the Mercer neighborhood. This neighborhood represents the largest number of properties to be inspected during the 5 year cycle of inspections. Over 1,400 properties were due for an inspection, double the previous year. Due to the large number of properties due for an inspection, and staffing challenges related to vacancies and medical leaves, we were only able to inspect 776 properties this year, although this was more than the 738 inspected last year. Of the 776 properties inspected, 201 were violation free (26%). Of those receiving a violation notice, the average number of violations was only 3.6 violations. 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, tuck pointing and trees coming in contact with the house. It is worth noting that relatively few big ticket items were cited, such as driveway replacement (14), roof replacement (1), and no garages were cited to be. The remaining 660 properties yet to be inspected in Mercer will be inspected in 2025.
- **Foreclosures:** There were 67 residential foreclosure filings, an 8.2% decrease compared to the 73 filings in 2023. 40 (59.7%) of the foreclosures were mortgage foreclosures, 15 (22.4%) were foreclosures filed by condominium associations due to non-payment of HOA fees, and 12 (17.9%) were tax foreclosures filed by the County. We currently have 106 pending foreclosures compared to the 81 active foreclosure cases in 2023. Of the pending cases, 17 (21.0%) are on hold for various reasons including lender loss mitigation efforts, County tax payment plans, and owners filing for bankruptcy protection.
- **Foreclosure Registration Fees:** In 2024, we received \$6,000 in foreclosure registration fees. 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 4 residential parcels in 2024 compared to 13 properties in 2023. 2 parcels were direct transfers to our land bank after there were no bids at delinquent tax sale and 1 property was a donation. All of the properties are vacant lots. The City also acquired the vacant lot next to Chelton Park. The City currently owns and maintains over 200 vacant lots.
- **Land Bank:** The City currently has 212 properties in the landbank, with 35 reserved for developers and 161 available for infill development. This compares with 235 properties in the City's landbank in 2020 prior to infill development. It's worth noting

that this number remains relatively unchanged despite construction of 12 number of homes since then due to additional vacant property acquisitions.

- **Infill Housing:** New home construction has continued in 2024, with a total of 10 completed single-family homes, 9 infill projects under construction. Of the nine, two projects include two single-family attached developments. Three infill homes on Sudbury Road were sold to owner-occupants at over \$250,000 each; well above the median sale price for the Moreland neighborhood (\$155,000). Another 13 parcels are under contract to be developed.
- **Sheriff's Sales:** There were 32 residential properties sold at Sheriff's Sale in 2024, compared to 22 sales in 2023 and 25 sales in 2022. In terms of the purchasers, 19 (59.3%) were local investors, 6 (18.8%) were out of state investors, and 6 were the foreclosing lender. One property that did not sell was ordered forfeited to the State of Ohio.
- **CMHA:** There are 218 units in Shaker occupied by tenants participating in the Housing Choice Voucher program (Section 8) through CMHA. This represents a 29.0% increase compared to the 169 units in 2023. The growth in number of units is due in large part to increases in apartments, which have risen from 24 units in 2023 to 61 in 2024. Recent transfers of apartment buildings in the Boulevard neighborhood were to owners that now accept housing choice vouchers where the former owner did not. In terms of dwelling type for the current units, 148 (67.9%) are two-family dwellings, 61 (28.0%) are apartment buildings, 5 (2.3%) are condominiums, and 4 (1.8%) are single-family dwellings.
- **Vacant Residential Structures:** There are currently 141 vacant homes, a reduction compared to the 150 vacant homes identified at the end of 2023. While most homes have become vacant within the last year or two and are under renovation or listed for sale, we do have 23 houses that have been vacant for more than 5 years, 12 of which have been vacant for over 10 years. Vacant homes are checked at least once every 30-60 days to ensure they are kept secure and the yard areas are maintained.
- **Real estate trends:** The City saw continued growth in the housing market in 2024. The median single-family home sold for \$405,000, a 16% increase over 2023 and the median 2-4 family home sold for \$230,000, a 2% increase over 2023, although the median condominium sold for \$87,750, a 4% decrease compared to 2023. Between all housing types, there was over \$300,000,000 of sold market volume in 2024.
- **Occupancy Rate:** 97% of all single family homes are owner occupied (up from 96% in 2023). 28% of all two family structures are owner occupied (down from 30% in 2023). 87% of all dwelling units (excluding apartments) are owner occupied (down from 88% in 2023).

BUILDING / HOUSING DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 1,655,929	\$ 1,591,499	\$ 1,695,857	\$ 1,825,254
TRAVEL & EDUCATION	4,617	3,622	7,183	5,450
CONTRACTUAL SVCS	106,761	120,010	131,347	216,904
MATERIALS & SUPPLIES	35,841	32,539	33,935	34,204
MISCELLANEOUS	(2,570)	0	7,000	7,000
TRANSFERS OUT	374,701	371,401	371,401	372,893
TOTAL GENERAL FUND	\$ 2,175,279	\$ 2,119,071	\$ 2,246,723	\$ 2,461,705
OTHER FUNDS				
223 HOUSING NUISANCE ABATE				
CONTRACTUAL SVCS	\$ 2,700	\$ 154,000	\$ 300,000	\$ 200,000
CAPITAL OUTLAY	200	45,400	-	-
TOTAL HOUSING NUISANCE ABATE	\$ 2,900	\$ 199,400	\$ 300,000	\$ 200,000
751 OBSTRUCTION PERMIT				
MISCELLANEOUS	\$ -	\$ 1,640	\$ 75,000	\$ 10,000
TOTAL OBSTRUCTION PERMIT	\$ -	\$ 1,640	\$ 75,000	\$ 10,000
752 EXCAVATION PERMIT				
MISCELLANEOUS	\$ -	\$ -	\$ 15,000	\$ 10,000
TOTAL EXCAVATION PERMIT	\$ -	\$ -	\$ 15,000	\$ 10,000
771 POINT OF SALE ESCROW				
MISCELLANEOUS	\$ 4,470,588	\$ 2,093,314	\$ 4,500,000	\$ 3,500,000
TOTAL POINT OF SALE ESCROW	\$ 4,470,588	\$ 2,093,314	\$ 4,500,000	\$ 3,500,000
TOTAL OTHER FUNDS	\$ 4,473,488	\$ 2,294,354	\$ 4,890,000	\$ 3,720,000
TOTAL ALL FUNDS	\$ 6,648,767	\$ 4,413,425	\$ 7,136,723	\$ 6,181,705

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- We will expand our use of CitizenServe to streamline all aspects of Building and Housing operations. Additionally, we will collaborate with Public Works to integrate their tall grass program into the platform, improving efficiency across departments.
 - Budget Impact:
 - CitizenServe User Licensing Costs: In 2025, we anticipate 36 active users (up from 29 in 2024) across Law, Planning, Public Works, the City Engineer's office, and external Plans Examiners. across Law, Planning, Public Works, the City Engineer's office, and external Plans Examiners. To support these users, an additional \$8,400 has been allocated for licensing fees.
 - Platform Expansion: In 2025, we plan to enhance CitizenServe functionality to accommodate Public Works operations, requiring an estimated \$10,000 for integration costs.

- County Data Integration: We aim to incorporate property tax data to improve tax delinquency monitoring. This will involve additional integration costs, but we expect to cover these expenses using remaining capital funds allocated for the software system.

Goal 2: Financial Health & Sustainability

- Permit fee revenue is projected to increase over 2024 revenue due to major upcoming projects, including the Shaker Heights Board of Education construction projects and the Arcadia development.
- For the last several years, the department has been able to trim back expenditures to the Other Services General Fund for the department. However, 2025 represents an increase in budgeted expenses as follows:
 - Commercial Plan Reviews: The City will incur outside commercial plans examiner fees for large-scale construction projects. This includes reviews for Shaker Heights Board of Education projects and the Arcadia mixed-use development. However, these costs are fully offset by applicant-paid plan review fees, ensuring a budget-neutral impact.
 - CitizenServe Enhancements: Additional costs for integration and user fees, as outlined in Goal 1, are factored into the budget.
 - POS Escrow Program Upgrades: To support planned changes to this program, we have allocated funds for consultant fees to develop an in-house estimating tool. These upgrades address community feedback and will modernize the POS escrow program while improving efficiency.
- We will begin exploring increasing department fees to ensure revenue reflects the actual cost of administering permitting and property maintenance code enforcement. Fees were last increased over 10 years ago. While some fees have inflation factored into the way they are collected, others do not. We will be strategic in how we approach increasing fees, particularly permit fees. The current fee schedule is overly complicated—our goal is to streamline and simplify it for better usability.

Goal 5: Human Capital and Talent

- Construction at the RAYE Apartments is finally winding down after more than two years. We anticipate daily inspections continuing into March as construction wraps up on the remaining units in the East Tower.
- In March, we anticipate the Arcadia project breaking ground, with at least once-weekly inspections initially as site work progresses. Toward the end of the year, as site work and the building envelope are completed, we anticipate daily inspections. At peak, we expect 1-3 hours of inspections per day.
- Advance succession planning by cross-training employees, preparing for 3-4 anticipated retirements over the next four years.

Goal 7: Quality Housing

- Continue to encourage high-quality and energy-efficient renovations of existing real estate.
- Continue exterior systematics started in 2024 in the Mercer neighborhood. Due to the number of owner-occupied homes in Mercer and staffing challenges in 2024,

only two-thirds of this neighborhood were inspected. We will continue inspections in that neighborhood in 2025.

- Implement targeted strategies to accelerate the Rental Inspection program, prioritizing apartment buildings.

CITY COUNCIL

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 175,883	\$ 178,333	\$ 192,943	\$ 195,511
All Funds	175,883	178,333	192,943	195,511

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.

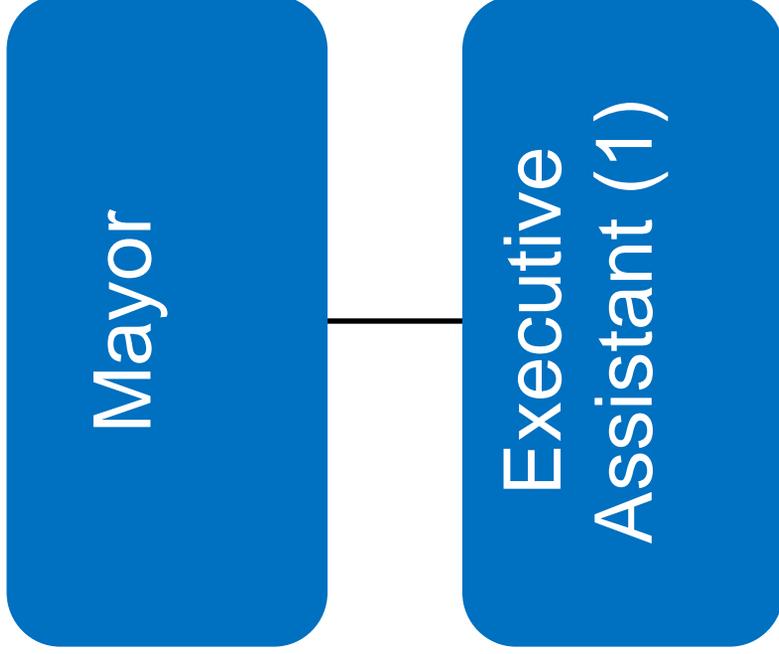
FUNDING SOURCES

General Fund

The General Fund supports the Council budget.

COUNCIL	<u>ACTUAL 2023</u>	<u>ACTUAL 2024</u>	<u>BUDGET 2024</u>	<u>BUDGET 2025</u>
<i>101 GENERAL FUND</i>				
COMPENSATION	\$ 147,133	\$ 149,618	\$ 150,643	\$ 150,711
TRAVEL & EDUCATION	325	50	5,500	5,500
CONTRACTUAL SVCS	23,348	23,879	32,100	34,600
MATERIALS & SUPPLIES	4,857	4,681	4,700	4,700
MISCELLANEOUS	220	105	-	-
TOTAL GENERAL FUND	<u>\$ 175,883</u>	<u>\$ 178,333</u>	<u>\$ 192,943</u>	<u>\$ 195,511</u>
TOTAL ALL FUNDS	<u>\$ 175,883</u>	<u>\$ 178,333</u>	<u>\$ 192,943</u>	<u>\$ 195,511</u>

Organizational Chart
Mayor's Office



MAYOR'S OFFICE

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 254,304	\$ 269,390	\$ 295,047	\$ 284,960
All Funds	\$ 254,304	\$ 269,390	\$ 295,047	\$ 284,960

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

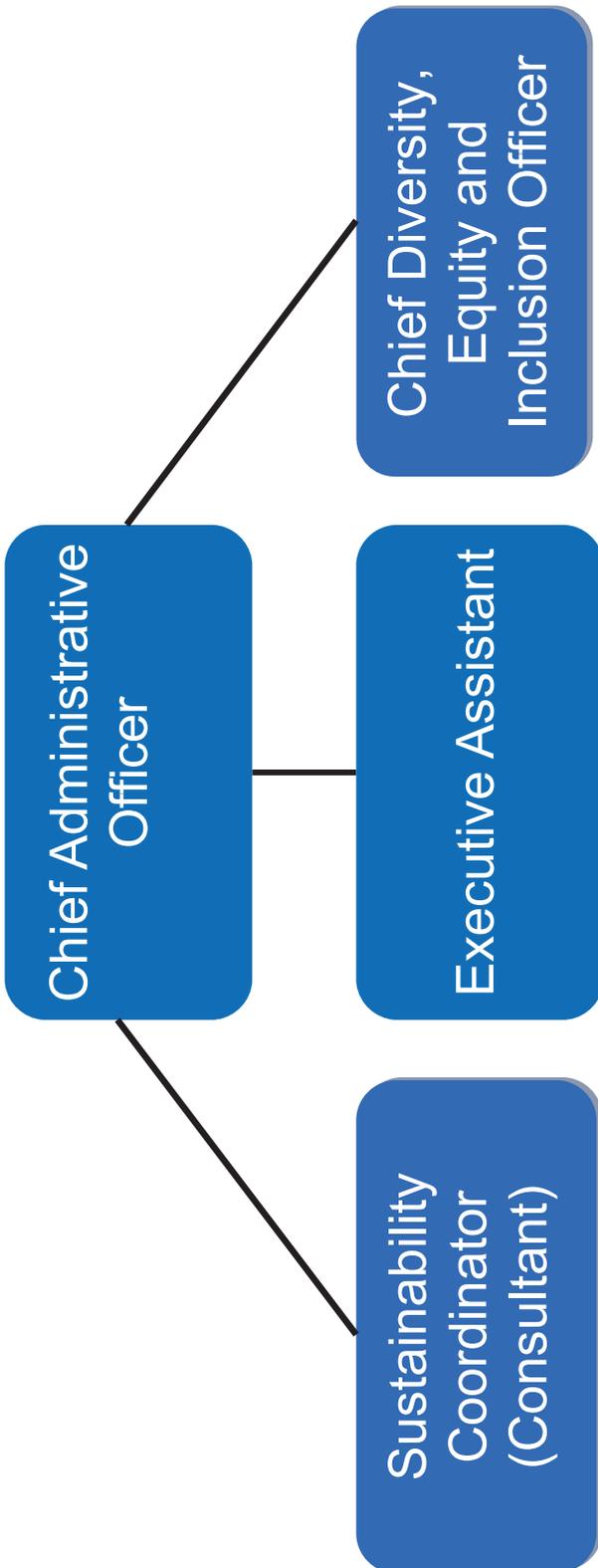
General Fund

The General Fund supports the Mayor's budget.

MAYOR'S OFFICE	<u>ACTUAL 2023</u>	<u>ACTUAL 2024</u>	<u>BUDGET 2024</u>	<u>BUDGET 2025</u>
101 GENERAL FUND				
COMPENSATION	\$ 224,517	\$ 232,779	\$ 250,562	\$ 237,925
TRAVEL & EDUCATION	9,464	11,986	19,500	19,550
CONTRACTUAL SVCS	13,630	18,632	16,897	18,497
MATERIALS & SUPPLIES	6,693	5,993	8,088	8,988
TOTAL GENERAL FUND	\$ 254,304	\$ 269,390	\$ 295,047	\$ 284,960
TOTAL ALL FUNDS	\$ 254,304	\$ 269,390	\$ 295,047	\$ 284,960

Organizational Chart

Chief Administrative Office



CHIEF ADMINISTRATIVE OFFICER (CAO)

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund	\$ 424,425	\$ 566,877	\$ 620,205	\$ 605,066
All Funds	\$ 424,425	\$ 566,877	\$ 620,205	\$ 605,066

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.

2024 Accomplishments

Goal 1: Superior Response & Service Delivery

- Worked with the Police Department on updated daily and monthly activity reports.

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.
- Considered funding strategies with Shaker Historical Society.

Goal 3: Greenspace and Public Spaces

- Coordinated work of Wildlife Task Force including 2024 resident questionnaire and recommendations for 2024/2025 Deer Management Program, jointly with the City of Beachwood.

Goal 5: Human Capital and Talent

- 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 Citybuildings.
- Assisted Vice Mayor and Council on process to evaluate and select new Council members to fill one mid-term vacancy.
- With Human Resources, coordinated recruitment, interviews and selection process for new Public Works and Recreation Department directors.
- Final interviews with Police and Fire Chiefs to select hires for vacant positions.
- “*Shifting Dynamics: Reimagining Moreland*” Community Conversation concerning infill housing in the neighborhoods, including possible tax increases, tax abatements, racial and socio economic diversification of Moreland, housing inspections and several other concerns.
- Start of the DEI Newsletter serving internal, full city circulation to keep staff informed of the work of the DEI Office, the events of the DEI Taskforce, a place to highlight cultural celebrations and holidays and an ongoing place for education on DEI issues.
- The Listening Project was launched on May 29, 2024, beginning with a Town Hall kickoff and concluded on October 15, 2024 with a final presentation by Strategy Matters. Through town halls, focus groups, and a citywide survey, the project engaged over 1,000 residents, collecting extensive feedback on community police related concerns. The final report provided detailed insights into residents’ experiences, highlighting areas for improvement, especially regarding traffic, and engaging underrepresented groups and neighborhoods. A significant outcome of the project was the formation of the Community Advisory Group, tasked with implementing recommendations from the report, reviewing policing policies, expanding the Mental Health Response Program, and enhancing community engagement efforts.
- An employee training presented in collaboration with the Shaker Heights Law Department, Shaker Historical Society and the Shaker Heights Library focused on Shaker Heights history with specific emphasis on Fair Housing efforts with six, one-hour sessions attended by 245 full and part time Shaker employees.
- DEI partnered with SHPD and NOBLE (National Organization of Black Law Enforcement Executives) to host first *Metro Teen Summit*, part of ongoing efforts to build trust and communication between law enforcement and youth in Shaker Heights and surrounding areas. The summit featured keynote speakers, interactive workshops, and a Community Resource Fair with organizations dedicated to helping youth achieve educational and career success.
- DEI collaborated with the Shaker Youth Center and MyCom on a platform for youth to explore DEI principles, voice their concerns, and share personal experiences related to equity in Shaker Heights. This council will focus on amplifying youth perspectives in citywide DEI initiatives, creating a lasting impact on how the city engages its younger population.
- The employee DEI Taskforce hosted a series of events to promote community connection, celebrate cultural diversity, and foster inclusivity among city staff. Weekly and biweekly events included Bay Days (held every Wednesday), and Food Truck Fridays (two Fridays a month) created consistent opportunities for meaningful interaction. Special events like the Cinco De Mayo celebration, the Ice Cream Social at Horseshoe Lake and a winter themed Ugly Sweater Event brought together staff from various departments who typically would not interact during daily operations. These events aimed to strengthen relationships, build a sense of belonging, and create a supportive work environment, all while embracing diverse culture.

- Instituted the *Coworker Connection Survey* to help us gauge current level of employee engagement and set goals for improvement.
- Council's DEI Committee collaborated with Shaker School District, Shaker Schools Foundation, Shaker PTO, and Shaker Libraries for a celebration of the life and legacy of Dr. Martin Luther King Jr. Under the theme, *Beloved Community: Civil Rights to Human Rights*, featured events included:
 - Donna Whyte, host of the "Witness to History" series of recorded interviews with Shaker residents, hosted a discussion with residents who lived during Dr. King's visit to Shaker Heights in 1965. The standing room only event included a moderated discussion by members of SGORR (Student Group on Race Relations) from Shaker High School. The event also included a screening of the documentary, *Conversations in Courage: The Visit* presented by Shaker Heights Arts Council.
 - Human Library, a storytelling event which featured real people becoming "books" and sharing their stories. Attendees "borrowed" these human books for conversations. This event was at the Main Shaker Heights Public Library.
 - Reverend Nontombi Naomi Tutu, daughter of the late Archbishop Desmond Tutu, presented an engaging discussion on the theme of our MLK Day celebration: *Beloved Community: Civil Rights to Human Rights*.
- Council's DEI Committee launched the Community Empowerment Grant to encourage Shaker Heights residents to lead events or projects advancing diversity, equity, and inclusion. Each grant, valued at up to \$2,500, supported community-driven initiatives. Three projects were awarded: the Shaker Figure Skating Club hosted a SkateFest and workshop led by Kadari Taylor-Watson, PhD, US Figure Skating's Director of Diversity, Equity, and Inclusion, focusing on increasing minority participation in youth sports. The Shaker Youth Lacrosse Club organized workshops introducing lacrosse to a more diverse audience, addressing the lack of representation in the predominantly white sport. Building Community Resilience planned workshops on personal safety and protection. These initiatives reflect the committee's commitment to empowering residents and fostering inclusivity in creative and meaningful ways.
- Council's DEI Committee engaged Shaker Heights High School students in conversations about their experiences with diversity, equity, and inclusion in the school and community asking questions about inclusivity, youth engagement, and personal experiences of being seen and valued. Responses provided valuable insights, including ideas for teen programming and areas for improvement in creating inclusive spaces. This feedback is being used to guide the development of future DEI youth engagement strategies, ensuring the voices of young residents are integral to planning and decision-making.

Goal 6: Environmental Sustainability

- First CALL mental health response team now has four EVs with plans for additional chargers at the Police & Courts Building.
- Continued to track developments and opportunities related to LED streetlights, but no new options or tariffs from FirstEnergy, and no cost effective options to convert to LED although at some point FirstEnergy will use LED replacements as the older-style bulbs become unavailable.
- Approximately 600,000 pounds of food waste was diverted in the City and Lomond Pilot was extended to the end of 2024. The Shaker Schools are now funding the cost of composting in the five elementary schools.

- Held successful rebate event in April and significant interest for program in 2024, including additional discussions on leaf blowers as they remain a large nuisance complaint.
- Grow not Mow spring and fall events again successful with great community engagement and over 150 trees and bushes planted while invasives continue to be removed. The program also continues to strengthen and reinforce the relationship with the Doan Brook Watershed Partnership and The Nature Center at Shaker Lakes. Each year grants to support the program have been received and matched by Sustainability Committee budget, with the volunteer hours, donated plants, and positive press resulting in significant benefits to the City.
- Continued to refine messaging for stormwater and green space through all City channels with editorial calendar, event support, and messaging around Inflation Reduction Act incentives for residents.
- Decision made to not accept NOACA charger (site issues, charger was near-obsolete model that would likely have had low utilization and high operating costs); City chargers showing considerably improved utilization but beginning to suffer some increased downtime due to aging equipment.
- Completed 2024 EcoChallenge, considering options for future event.

CHIEF ADMINISTRATIVE OFFICER'S OFFICE	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 383,290	\$ 474,635	\$ 506,226	\$ 530,087
TRAVEL & EDUCATION	2,314	2,777	8,300	14,300
CONTRACTUAL SVCS	36,229	87,511	101,672	56,672
MATERIALS & SUPPLIES	2,592	1,954	4,007	4,007
TOTAL GENERAL FUND	\$ 424,425	\$ 566,877	\$ 620,205	\$ 605,066
TOTAL ALL FUNDS	\$ 424,425	\$ 566,877	\$ 620,205	\$ 605,066

2025 Budget Highlights

Goal 1: Superior Response & Service Delivery

- Continued work with Mayor, Chiefs and others on funding and expansion of the First CALL mental health response team.

Goal 2: Financial Health & Sustainability

- 2025 General Fund budget is lower than the 2024 budget.
- Coordinate Shaker Historical Society's funding request.
- Maintaining full-time Diversity Coordinator position.

Goal 5: Human Capital and Talent

- Implement Management Team performance evaluation and merit pay plan (with Mayor).
- Support the ongoing work of Council's DEI Committee which includes:
 - 3 Community Conversations on various topics to take place throughout the year.
 - Community Empowerment Grant
- Youth Engagement Initiatives

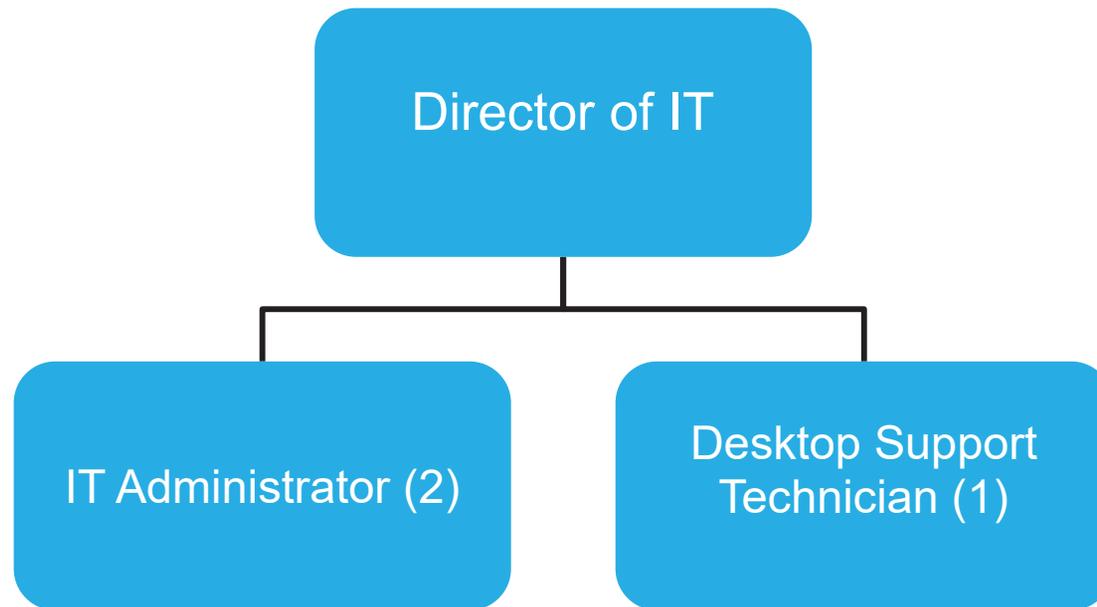
- Collaborating with the Shaker Police Department on the Teen Summit and Youth Police Academy
- The formation of a DEI Youth Council
- Support the ongoing work of the internal employee DEI Taskforce
 - Planning of the 2025 full city trainings
 - Bay Days
 - Food Truck Fridays
 - Chili Cook-Off
 - Various other cultural celebrations and coworker connection events
- City Staff Trainings
 - In collaboration with the internal employee DEI Taskforce, create and deliver 2 full city DEI trainings.
 - Create and deliver one Management Team training or series of trainings.
 - Create and deliver individual department trainings as necessary.
- Participate in hiring process for Shaker Heights Development Corporation Executive Director position.

Goal 6: Environmental Sustainability

- Work with Wildlife Task Force on 2025 resident deer questionnaire and 2025-2026 deer culling program, including expanding program to other cities.
- Rooftop solar on City Building: implement 2025 capital project.
- Support transition to electrification: continue to prioritize electrified options for vehicles and equipment.
- Implement Citywide composting project.
- 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.
- Increase awareness of sustainable practices: collaborate with Communications & Marketing on calendar for sustainable news.
- Replace EV chargers at City Hall and Larchmere parking lot – 2025 capital project.
- Consider managed natural landscape policy.

Organizational Chart

Information Technology Department



INFORMATION TECHNOLOGY DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 543,989	\$ 524,749	\$ 627,931	\$ 638,737
All Funds	\$ 543,989	\$ 524,749	\$ 627,931	\$ 638,737

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.

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.

Copiers/Print

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

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. This includes supporting peer to peer networking to access third-party services such as Public Safety Dispatch.

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.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Completed server configuration and software installation for a new Property Management System (Beast) for the Police Department
- Assisted with purchasing of a new high-powered computer workstation for a new system for performance of cellular device forensics for the Police Department.
- Completed database server configuration and software installation for a new incident case management software system (IAPro) for the Police Department.
- Assisted Police with the review and acquisition of new training services from Lexipol.
- Ordered internet service and coordinated installation of services to the new Police Community Resource Center located in the Van Aken District. Solicited proposals for network firewall, network switch and telecommunications services for the Center. Assisted Police Department with the procession of this order and coordination of vendors installing these systems. Assisted with purchase of uninterruptable power supply device and network mounting equipment for the new center.
- Provided assistance as required to Chagrin Valley Dispatch technical personnel working on TAC data migration for the Shaker Police Department.
- Completed the acquisition and deployment of 24 new mobile computers for Police and 13 tablet computers for Fire.
- Replaced/installed 37 computer workstations. This included growth for five new positions/locations. (Police 2, ED 1, PW 1 and Fire 1)
- 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. Managed acquisition and assignment of licenses for users.
- Logged 1,720 new Help Desk Support requests, including 510 supporting Police and Fire operations.
- Completed configuration of hybrid email system which now enables the use of Microsoft O365 email services. The hybrid email configuration provides the ability to expand the use of email service to workers not typically in office environments and prepares the city to leverage use of these services where the benefits of hosted email is advantageous.
- Completed server virtualization software upgrades.
- Completed deployment of a storage solution for Public Works for document scanning.
- 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.
- Replaced EOL Storage Area Network (SAN) system for continued highly reliable, high performing file services.
- 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.
- Coordinated cable tv service replacement for City Hall.
- New in 2024, laptop computers purchased for use in computer training, began being placed into departments to meet temporary or new computer needs, Examples included Public Works union personnel DEI training, light duty-assignments in Fire and Police Departments and additional seasonal training in Recreation.

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.
- Coordinated extended support of the network firewall extending useful life and reduced financial burden.
- Extended copier service and supply contract for 7th year while maintaining high performing print services. This resulted in an annual saving of over \$18,000.
- Assisted with responses to technical aspects for the annual financial audit.

Goal 4: Recreation

- The IT Department responded to 164 technical support requests from Recreation, enabling continued delivery of Recreation Customer services. This work included the replacement of 16 computers and assistance with the CCTV server replacement.

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. This service has expanded greatly over the last couple of years and is currently utilized by over 100 employees.
- Hired a new IT Support Technician to fill the vacancy and restoring the IT Department to the current authorized staffing level. Considerable onboarding training effort occurred to orient the new technician on primary assignments of Help Desk support and computer replacement. Continued cross training effort to upskill new IT Administrator, late 2023 assignment, on IT Administrator responsibilities.
- Continued co-management, with HR, program providing cyber training to staff in 2023. Fifty (50) new employees were provided onboarding cyber-training classes and regular training campaigns initiated for 240+ employees resulted in more than 300 hours of staff cyber training.
- Continued program of staff development via training offerings which included training on CJIS Privileged Role Training, Ohio Ethics Law Training, Ohio Auditor Fraud Reporting and Training, MS Supporting and Troubleshooting Windows 11 training, Veeam Backup & Replication v12: Configure, Manage and Recover, Shaker Heights History training and Management Team DEI Training. Additionally, provided technical staff with access to online technical training library which was utilized for numerous additional technical trainings on specialized topics.

Goal 6: Environmental Sustainability

- Assistance with acquisition and implementation of EnergyCap Software for utility usage data analysis.

Goal 7: Quality Housing

- The IT Department addressed 72 technical support requests from the Building/Housing Inspection Department in support of their service mission of Quality Housing.

Goal 8: Economic Development

- The IT Department addressed 27 technical support requests from the Economic Development Department in support of their mission. This included providing additional technology for staff additions in the Department and efforts for the upgrade of another computer workstation.

INFORMATION TECHNOLOGY DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 412,685	\$ 398,772	\$ 487,152	\$ 500,987
TRAVEL & EDUCATION	8,090	2,716	7,500	7,700
CONTRACTUAL SVCS	113,048	112,048	121,979	115,450
MATERIALS & SUPPLIES	6,424	7,213	7,300	9,600
CAPITAL OUTLAY	3,742	4,000	4,000	5,000
TOTAL GENERAL FUND	\$ 543,989	\$ 524,749	\$ 627,931	\$ 638,737
TOTAL ALL FUNDS	\$ 543,989	\$ 524,749	\$ 627,931	\$ 638,737

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Complete replacement/upgrade of the City Network Firewalls.
- Increase internet bandwidth to accommodate new technology initiatives of the Police Department and to address increased employee use of the internet service for work from home and cloud applications.
- Replace 50 computer workstations.
- Complete email archive records migration in support of public records compliance.
- Complete Virtual Server Hardware upgrades
- Complete regular Finance System software updates and collaborate on new module implementations as may be required.
- Continue support of CVD network communication in support of Public Safety dispatching and records services.
- Undertake Technology Strategic planning with cybersecurity focus.
- Provide technical assistance with Public Works Building Maintenance implementation of upgraded security video solution project.
- Research and recommend cybersecurity solutions in support of effort to minimize network disruptions from malware.
- Establish network communications to new Police Facility in the Van Aken District.

- Undertake initial project work for an upgrade of the City’s wireless networking equipment. (No expansion)
- Provide technical assistance to the Police Department in support of a new initiative to store video in the cloud.
- Provide technical assistance to the Police Department in support of opening of an office in the Van Aken District.
- Provide timely technical assistance to staff with technical resources used in support of city operations.
- Assist Public Works with expanded use of email services.

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.
- Complete replacement of digital copier/printer fleet, leveraging financial benefits from consolidated/combined lease/purchase.
- Upgrade/renew internet service to meet increase network demands while leveraging new providers for increased sustainability.

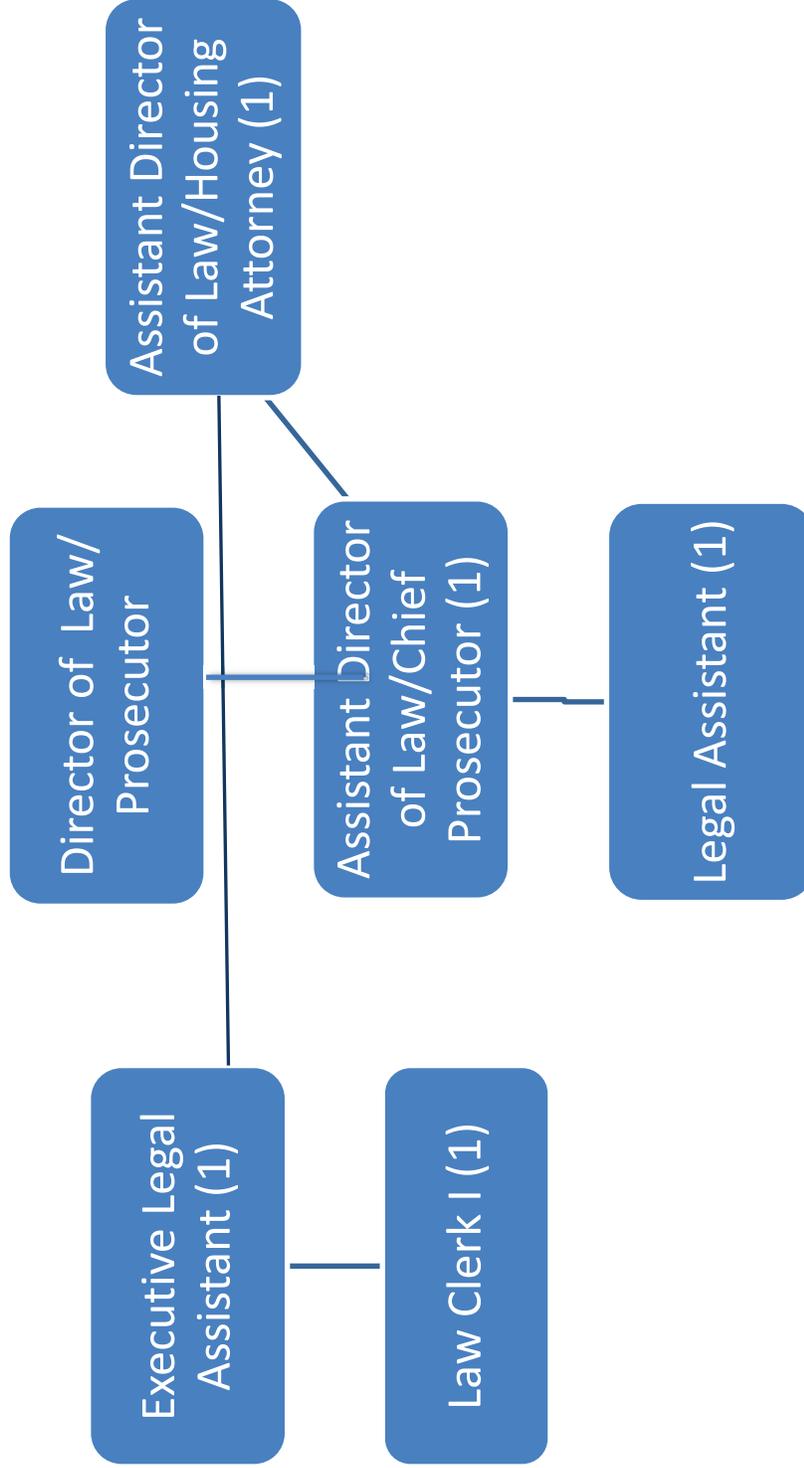
Goal 5: Human Capital and Talent

- Recruit new IT Administrator. Continue to pursue additional staff resources to address all of the technology growth initiatives over the past ten years.
- 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.

2025 CAPITAL BUDGET

\$110,000	Copiers and Printers
\$50,000	Wireless Network Refresh
\$25,000	Computer Workstations
<u>\$65,000</u>	Software Replacement and Upgrade Assurance
\$250,000	

**CITY OF SHAKER HEIGHTS
LAW DEPARTMENT**



LAW DEPARTMENT

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund	\$ 859,888	\$ 897,425	\$ 973,532	\$ 1,075,968
Other Funds	16,739	15,887	69,470	70,000
All Funds	\$ 876,627	\$ 913,312	\$ 1,043,002	\$ 1,145,968

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 functions 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, Tree and Landscaping, 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.

2024 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 297 misdemeanor cases and 77 felony complaints; issued 52 investigative subpoenas and 3 court orders; reviewed traffic reports and 412 probable cause affidavits; and handled 2,137 pre-trials, 265 trials, 502 change of plea hearings, and 6 jury trials.
 - Handled 124 Operating a Vehicle while Intoxicated (OVI) prosecutions.
 - Domestic Violence Victim Protocols: The Court and victim's advocate have praised our implementation of our compliance with Marsy's Law. Compliance is time consuming in any domestic violence case.
 - Ohio General Assembly law making strangulation a felony: This change resulted in intense scrutiny of Prosecutor investigations by the County, and required training of the Police and decisions by the Prosecutor that assisted the County Prosecutor.
 - Animal issues:
 - Administrative: Provided assistance drafting notices declaring dogs dangerous or vicious. We assisted Public Works and the Animal Control Officer when dogs were seized, including when the owner was deceased.
 - Criminal: 15 prosecutions were filed regarding dogs.
 - Coordinated an interdepartmental meeting to address and coordinate animal issues and met with staff from the County Board of Health.

- Municipal Court:
 - Weekend jail roster: Prosecutor reviews continue of weekend jail rosters at the Court's request, as part of its restructuring of bond procedures and timely hearings.
- Police Matters:
 - New Police Officer Orientation: Provided training for newly hired police officers. Subjects included race and policing, the new domestic violence victim protocols, the charging process, and police officer liability, among others.
 - Citizen's Police Academy Presentation: Presented to the new members a profile of the Prosecutor's office, its functions, and a presentation on bias based policing/race.
 - Youth Police Academy Presentation: Presented to the teenage participants on the role of the Municipal Prosecutor
 - Training: Provided Police periodic subject matter training in the application of the law to specific investigations.
 - Made complicated legal determinations that included a double homicide.
- Worked with the Administration to participate in and conclude the Listening Project.
- The Prosecutor began publishing a newsletter in the last quarter of the year.
- Participated in the City's DEI committee, and presented training to all City staff over 6 sessions.
- Worked with the Ohio Board of Dentistry to investigate and bring a criminal action against a business owner accused of practicing without a license.

Goal 2: Financial Health & Sustainability

- Legislation:
 - Prepared 119 ordinances and resolutions for presentation to Council.
 - Prepared 4 sets of amendments to the Codified Ordinances adopted by Council regarding: the City's Zoning Code; Thornton Park Ice Rink Fees; an Off-Campus Student Housing (OCSH) Overlay District, including two Fairmount Circle properties; and sewer usage fees.
- Contracts: Prepared and/or reviewed over 318 contracts.
- Property Taxes: Reviewed 47 property tax bills for City-owned parcels for tax year 2023; issued a memo regarding appropriate payment/actions.
- Litigation and Claims:
 - Law handled 3 cases, one an appeal in a criminal case won at the Court of Appeals, one a replevin case that was resolved and dismissed, and one pending civil suit. The City was also named in the Preterm abortion case in which we agreed to a stipulation agreeing with the Plaintiffs.
 - Represented the Court in 4 cases, all of which were dismissed.
 - Hired and worked closely with outside counsel on 1 arbitration that was won by the City in part, a workers compensation case in court which was dismissed but is going to mediation, and 4 civil lawsuits, 1 won in the court of appeals, 2 dismissed, and 1 pending.
 - Responded to 9 claims.
- Public Records/Subpoenas: Handled or coordinated 66 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.
 - Attended the County's Tax Incentive Review Committee along with other City staff in July 2024.
- Filming in Shaker: Handled inquiries on one film project.
- Indigent Cremations: Handled 2 inquiries and 3 indigent cremations.

Goal 6: Environmental Sustainability

- Utilities:
 - Worked with the Sustainability Coordinator to pursue various solar options for City facilities and/or the City's electric aggregation program.
 - Worked with the City's consultant to seek proposals for a supplier for the City's natural gas aggregation program beginning in April 2025.

Goal 7: Quality Housing

- Enforcement of Housing, Building, Fire, Health, Zoning Codes:
 - Worked with departments to determine appropriate actions to achieve Code compliance, including preparing administrative search warrants, scheduling and holding pre-prosecution hearings, and preparing and filing criminal complaints.
 - Provided assistance and support in 3 situations at residential properties where hoarding conditions were discovered.
 - There were 129 cases referred to the Law Department for enforcement, which resulted in either prosecution or pre-prosecution: 87 for rental licenses, 18 for residential Housing Code violations, 2 for Building Code violations, 24 for failure to comply with Point of Sale, including escrow (Note, some prosecutions involve multiple violations).
 - The prosecutions involved 49 status hearings on cases where the defendant was already found guilty; 35 pre trials; 12 sentencings/change of pleas; 1 scheduled trial; and 2 contempt hearings/probation violations.
 - A total of 22 pre prosecution hearings were held: 9 involved housing code violations; 12 were related to 2024 rental licenses; and 1 was related to animal nuisance (feeding of feral cats).
 - A total of 6 administrative search warrants were requested (from Building & Housing, and Fire) in order to determine the existence and/or extent of code violations. One was requested in conjunction with the State's Department of Commerce/Elevator Section.
 - Worked to improve a multi-family apartment building by assisting in a foreclosure and receivership action and participating in a community group seeking to improve conditions in apartments near Shaker Square.

- Fair Housing Program – Enforcement, Education and Outreach.
 - Complaints:
 - Received and investigated complaints, and prepared charges, conciliation agreements and other documents. 2 new fair housing complaints were received. There were 15 active complaints at year’s end.
 - We handled 15 inquiries regarding potential fair housing discrimination complaints and provided resources and/or referrals.
 - Fair Housing Review Board (FHRB): 4 regularly scheduled quarterly meetings were held, and one special meeting to review and approve a conciliation agreement.
 - Grants: Handled receipt and reporting on HUD grant funds and the agreements and proposed plans necessary to receive the funds. The 2024 grant of \$13,700 was received. Applied for \$15,000 in Partnership Grant Funds.
 - Outreach: Placed a full page ad in Shaker Life magazine promoting the Program and advertising an educational event. Purchased promotional items; water bottles and pens.
 - Education: Provided two seminars, one mainly for landlords and one for renters. Worked with Communications & Marketing to produce 4 short videos of FHRB members for Fair Housing Month, along with a resolution of Council. Also, staffed informational-resource tables at the Middle School and Chelton Park.
 - Participated in the bimonthly meetings of the Northeast Ohio Fair Housing Consortium (5 meetings attended in 2024).
- ADA: Assisted various departments with 3 ADA issues related to Thornton pool and issues relating to reasonable accommodations in the workplace. Also responded to 1 citizen inquiry regarding a possible accommodation to the City’s maximum number of dog ordinance due to disability.
- Property Acquisitions and Transfers:
 - Handled the acquisition of 4 properties for the City.
 - Handled the transfer of 12 properties; 4 in the Side Lot Program, 3 in the Infill Program, 1 of a partial lot, 2 condos and 1 garage space in a condo building, and 1 attached duplex.
- Board of Appeals: 24 appeals were filed, and 17 appeals were heard at 6 meetings. 5 involved housing citations and orders, 9 grass nuisances and 3 sidewalk citations.
- Resident Inquiries: Handled 175 inquiries from residents, including general questions, as well as about ADA, fair housing, and the City’s electric and gas aggregation programs.

Goal 8: Economic Development

- Development:
 - Worked on infill projects, to amend an agreement with a developer to add properties, and enter into a new agreement with another developer to develop 8 parcels.
 - 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.
 - Worked on issues with RTA, the Illuminating Company and to assist Planning with improvements in the Van Aken District.

LAW DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 692,830	\$ 724,814	\$ 727,099	\$ 761,135
TRAVEL & EDUCATION	1,983	618	1,050	1,450
CONTRACTUAL SVCS	159,485	166,848	239,208	307,208
MATERIALS & SUPPLIES	5,590	5,145	6,175	6,175
TOTAL GENERAL FUND	\$ 859,888	\$ 897,425	\$ 973,532	\$ 1,075,968
OTHER FUNDS				
214 FAIR HOUSING GRANT				
COMPENSATION	\$ 12,124	\$ 12,591	\$ 12,752	\$ 13,228
TRAVEL & EDUCATION	1,023	-	9,718	9,772
CONTRACTUAL SVCS	3,334	2,934	46,000	46,000
MATERIALS & SUPPLIES	258	362	1,000	1,000
TOTAL FAIR HOUSING GRANT	\$ 16,739	\$ 15,887	\$ 69,470	\$ 70,000
TOTAL OTHER FUNDS	\$ 16,739	\$ 15,887	\$ 69,470	\$ 70,000
TOTAL ALL FUNDS	\$ 876,627	\$ 913,312	\$ 1,043,002	\$ 1,145,968

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Work with Police Department on review and update of policies and General Orders, and provide training, particularly with the recent use of artificial intelligence-generated policies.
- Provide continued training on public records law.
- The Prosecutor began publishing a newsletter in the last quarter of 2024, and plans to regularly publish these informational newsletters in 2025.

Goal 5: Human Capital and Talent

- Manage outside counsel including for personnel matters, workers compensation, and labor negotiations.
- Advise and present possible resolution regarding employment policies regarding hair styles.

Goal 6: Environmental Sustainability

- Help coordinate contracts with suppliers for the electric and gas aggregation programs.
- Assist the Sustainability Coordinator in various projects such as possible solar installation.
- Present proposals for possible changes in City ordinances and policy regarding sustainable landscaping practices, and City enforcement of landscaping standards.

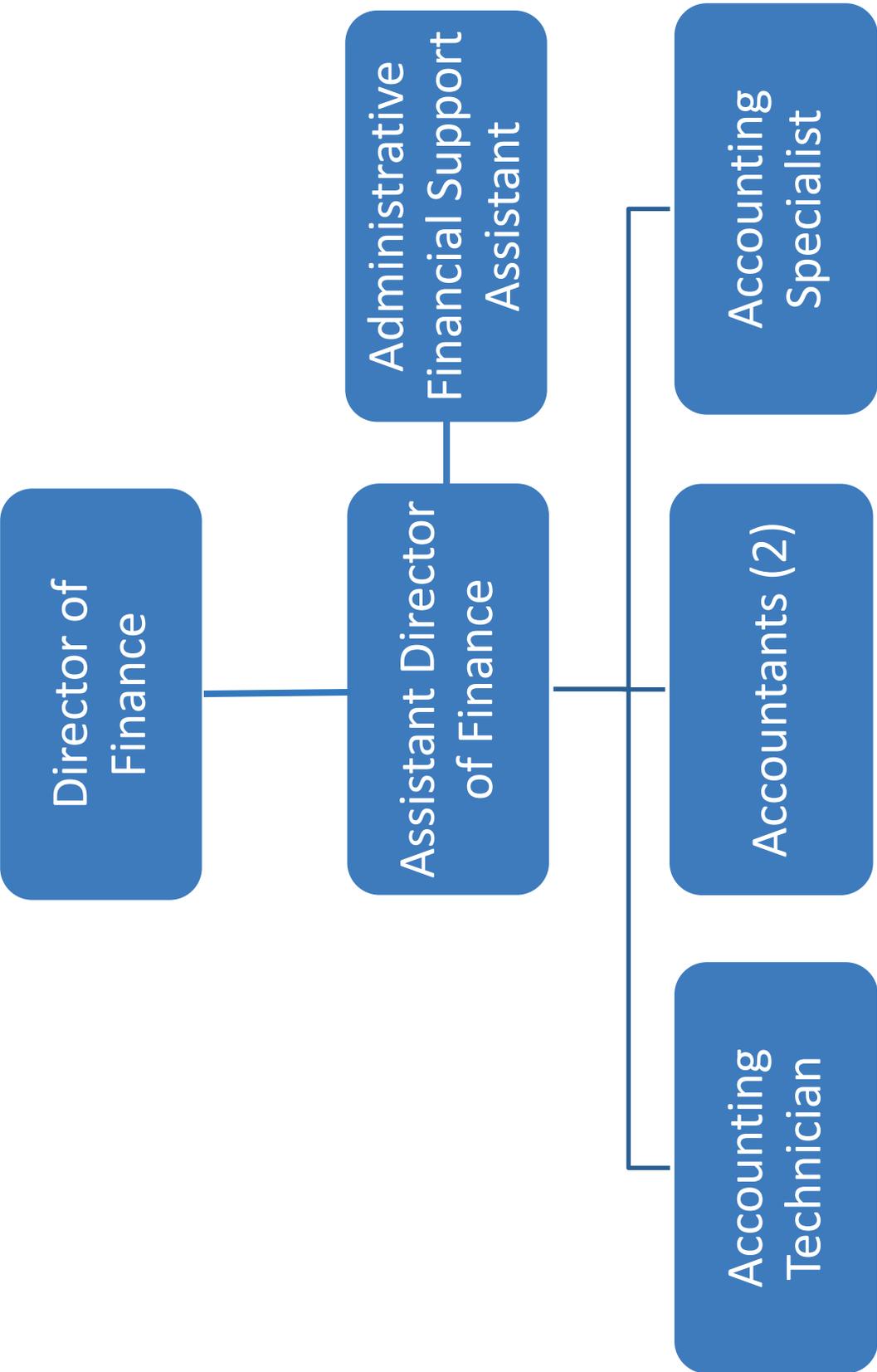
Goal 7: Quality Housing

- Manage the Fair Housing Program, including hiring assistance to help with complaints we have received, and create and manage new initiatives using HUD funding.
- Helping to organize training and other outreach activities.

Goal 8: Economic Development

- Assist in the management of infill and development agreements, and provide support for Economic Development and housing initiatives.
- Reach final agreement in the Arcadia project and assist in its implementation.

City of Shaker Heights Finance Department



FINANCE DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 984,263	\$ 939,786	\$ 1,017,798	\$ 1,084,330
Other Funds	192,444	38,779	155,000	105,000
All Funds	\$ 1,176,707	\$ 978,565	\$ 1,172,798	\$ 1,189,330

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.

2024 ACCOMPLISHMENTS

Goal 2: Financial Health & Sustainability

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 (clean) opinion for the year ended 2023.
- Submitted the 2023 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 Rea & Associates, Inc.
- 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, 2022. 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 over 25 times.
- During 2024, the City was notified that it was awarded the Auditor of State Award with Distinction for 2023. This is the 9th time the city has received this award.
- The 2023 Inventory Listing was compiled with input from various departments. This information is utilized as part of the compilation of the ACFR.

- During the audit of the 2022 ACFR, the Auditor of State, through the Management Letter process, suggested that Finance compile certain Federal Policies (Uniform Guidance) related to government projects. With the help of Rea & Associates, all of those policies were drafted and are now Addendums to the Purchasing Manual.
- The inventory of transactions that could be scoped into the new GASB 96 Subscription - Based Information Technology Arrangements (SBITDA) was completed with help from all departments. Finance worked with Rea & Associates to analyze whether or not any of these subscription arrangements fell within the scope of the new accounting literature.
- As part of the 2023 compilation and audit of the ACFR, Finance, Law and Public Works met with a subject matter expert at Rea & Associates, Inc. (audit firm) on the applicability of a new accounting pronouncement, GASB 94 (effective for the 2023 statements). This pronouncement was issued to offer guidance on accounting for public-private and public-public partnerships. Upon review it was determined that the City did not have any situations in which we would be scoped into this GASB.

Financings

- Finance and Public Works presented a recap of projects the past few years provided by the Sewer Maintenance and Repair Fund and held discussions on a sewer fee increase. Working in collaboration with Public Works, Finance moved an increase in Sewer Fees for the next four years through Committee's and Council. This new increase will allow for additional debt financings over the next four year to fund major sewer capital projects.
- Finance moved an increase in the Street Lighting Assessment from \$0.88 per front footage to \$1.10 per front footage through Committee's and Council in March. The \$0.88 had been in place for the past twenty years. This new increase will allow the assessment to cover the full cost of lighting our streets without a subsidy from the General Fund as we have had in the past.
- Finance moved the Tree Maintenance Assessment through Council in May. There was no change to the assessment amount and this will be effective for the next three years beginning in 2025.
- 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.

All Other Funds

- Finance compiled an All Other Funds monitoring and tracking platform with the goal of documenting a better understanding of the inflows (revenues) and outflows (expenses) of all of the funds outside of the General Fund. This platform will allow us to monitor these fund balances and reserves and aid in annual budgeting and continuous monitoring.
- Finance continued to prepare a quarterly revenue and expense analysis of Fund 105 (Recreation Programming) for the CAO and Recreation Director.
- Finance reconciled the annual spend from both Law Enforcement Trust Funds to assist the Police Department in building their 2025 budget.

Tax Incentive Review Council (TIRC) and TIF Distributions

- The Finance and Economic Development departments presented 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 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, Street Resurfacing and the Lee Road Action Plan (engineering). All funds were encumbered by the deadline and all funds were spent in 2024. A final report to the Treasury Department will be completed in early 2025.

Cuyahoga County Budget Commission

- Finance submitted the Annual 2025 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 2023 and beginning of year 2024.

Budget Book and Capital Budget Book

- The 2025 Budget Timeline from September through December was executed in an effective and efficient manner.
- The 2024 Operational Budget Book and the 2024 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 2024.
- The General Capital Fund and Sewer Capital Fund reconciliations were updated several times during the year and over \$230,000 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.
- After 2023 was closed out, Finance was able to compile actual 2023 revenues and expenses versus the projections discussed with Council the previous Fall as part of the budget process. Revenues came in \$146K or 0.2% higher than what Finance projected and expenses came in \$1.5M or 3.3% below what Finance projected.

Policy & Procedures

- In March, the Ohio Legislature enacted a new law that required that every public employee in Ohio watch a training video prepared by the Auditor of State on the subject of the reporting of alleged fraud, theft in office, or misuse or misappropriation

of public money. This mandatory training applies to all City full-time, part-time and seasonal employees including the Court and elected officials. Finance managed the entire process to ensure that every current employee and elected official registered and watched the video, and signed an Acknowledgement Form by the deadline in September. We obtained 100% participation and completion of the State Mandated Fraud Training prior to the deadline. This was a significant accomplishment that could not have been completed without the help of many, including the 450 employees (and Council) who completed the training. Going forward, new hires are required to complete the training during HR orientation and all employees will be required to perform the training again in three years.

- The Director of Finance completed a first draft of the update to the Purchasing Policies & Procedures Manual which was reviewed by the CAO and Director of Law. Once comments are cleared, it is expected to be rolled out in early 2025. As a complement to the new Manual, the department also plans to put a directory on the network with forms and examples of often used documents such as Purchasing Quote Sheets, Competitive Budding (Bid Packages), RFP's, RFQ's and the like. The purpose of this directory will be to help departments find solid examples of what is required to be used for various types of purchasing and provide single, uniform, forms (e.g. one purchasing quote sheet) for use by all instead of multiple versions and types of forms that were used in the past.
- Finance and Law presented a refresher training on Purchasing & Contracts.
- Finance led a detailed timeline to all Department Heads to ensure that the new Merit Pay Program was rolled out on time and all non-bargaining employees received their increases on time.
- In January, thanks to the implementation of CitizenServe, Finance was able to email (one-click) all escrow account holders a full escrow statement which will now be performed twice annually.
- Finance completed multiple surprise Petty Cash / Change Fund audits 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.
- Finance reviewed the internal controls around the usage of the Heinens Courtesy Card and made significant changes. There is now a formal policy and the number of cards in use have been decreased from 16 to 7. Individual departments will no longer be responsible for A/P batching of their purchases but rather, card holders will be

required to turn in their receipts within three days of purchase, directly to Finance and we will match up all expenses and mail payments.

- Finance obtained a new City Credit Card through our main bank, Huntington, which now gives us double the credit limit (up to \$50,000).

Chagrin Valley Dispatch (CVD) Finance Committee

- The Director of Finance attended and participated quarterly on the Chagrin Valley Dispatch (CVD) Finance Committee.
- The Director of Finance attended and participated at the CVD Council of Governments (COG) Executive Committee meeting and alongside CVD's Director of Finance, presented our year long effort to come up with a new cost allocation method to the participating CVD cities. The Executive Committee unanimously voted yes to our recommendation. Another presentation was made over the course of multiple meetings to the entire CVD COG moving toward an affirmative vote on the new allocation method. In September, the CVD members voted to approve the new Cost Allocation Methodology. The Finance Committee will now be able to move on to other important tasks including looking for operational efficiencies that will enable the organization to reduce costs to its members.
- The Director of Finance took over as the Chagrin Valley Dispatch (CVD) Finance Committee Chair for a two year term. The CVD Executive Committee's Treasurer recently resigned from the Committee and the President of the CVD Council of Governments (COG) asked, and Mayor Weiss accepted, a seat on the Executive Committee designating the Director of Finance as the new Treasurer. The Treasurer's duties are much the same as the Chair of the Finance Committee.
- CVD is in the process of contracting with Mission Critical Partners, a Public Safety Consulting Firm out of Pennsylvania to review CVD for organizational cost efficiencies and to research cost savings through consolidating all three CVD dispatch centers (Cleveland Heights, Brecksville and Bedford) into one center at one location. The firm will also review the current operation at each of the three facilities and provide feedback. They will also review the current structure of how all of the multiple Police and Fire Channels are used at CVD and whether the current structure is efficient.

Other Departmental Activities

- The Director assisted the Fire Department on an analysis and recommendation for moving from a Part-Time Mechanic at Fire #2 to a Full-Time mechanic including the potential to craft an agreement with University Heights Fire to perform preventative maintenance and repairs on their fleet to help fund this increase in pay and hours.
- The Director of Finance began ensuring a proper accounting of the grant funding for the First CALL (Crisis Assistance and Local Linkage) Program. In addition, a significant amount of time was spent during the year ensuring a proper accounting of the program's expenditures was completed and all reporting requirements were met for all of the grant funders. Finance projected out Year 1 operations and compiled a Year 2 budget and presented it to the member cities. It is now projected that we have enough funding to continue the program into a third year.

- The Director continued to aggressively invest the City's funds with interest rates remaining high in 2024. The City ended the year with \$93.7M in cash between all of our bank accounts. For all of 2024 we received \$3.3M in investment income.
- Continuing the effort to consolidate the work of individual department shredding needs throughout the year, Finance planned and executed a City Department Shred Day during the Summer at City Hall.
- 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 multiple times during 2024.
- Finance continued to list and auction various City assets within the GovDeals online platform. Finance completed 15 successful GovDeals auctions totaling almost \$41,000.
- 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 2024 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 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.
- 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.
- Finance assisted Public Works with an RTA Audit.
- Finance continued to complete quarterly reports on Formal Bids Solicited from MBE / FBE vendors and submitted that information to the CAO.
- Finance began a project to revamp the current system of filing away completed contracts in the department. This will provide for efficiencies in the filing procedure and better search capabilities within our index.

- The Director of Finance assisted the Administration with various calls from our residents related to the sexennial reappraisal which saw the City's Current Assessed Value rise from \$890 million to \$1.2 billion, a \$300 million increase (34%).
- Finance applied for and was awarded a \$3,900 Solar Eclipse grant to offset the overtime paid to Police and Fire that helped out that day.

Goal 5: Human Capital and Talent

- The Director of Finance was approached by the President of the Municipal Finance Officer's Association of Ohio (MFOAO) and became an At-Large Board Member. The purpose of the MFOAO is to improve the administration of fiscal affairs of Ohio municipal governments and to provide an opportunity for the exchange of information and ideas among Ohio fiscal officers so that they may render a more efficient and economical, and in general, a more satisfactory service to the citizens of their respective communities.
- With support from the HR and the CAO, the Assistant Director of Finance enrolled in the Cleveland State University Leadership Academy which runs from October 2024 to August 2025. The Leadership Academy is the premier public sector leadership development program in the region and the program is designed to encompass topics in leadership as well as personal and organizational development. There have been over 600 graduates representing major governmental and nonprofit organizations throughout Northeast Ohio.
- Performance Evaluations were given in February to Finance team members as part of the 2023 Merit Pay program.
- The Department was not fully staffed during a portion of 2024 as one Finance staff member took on a larger position in the Police Department leaving a vacancy that was not filled until later in the year. In addition, an Accountant position was vacant for a portion of the year. The Department was fully staffed by the end of 2024.
- The Director of Finance gave a complete budget overview to a new Council member.

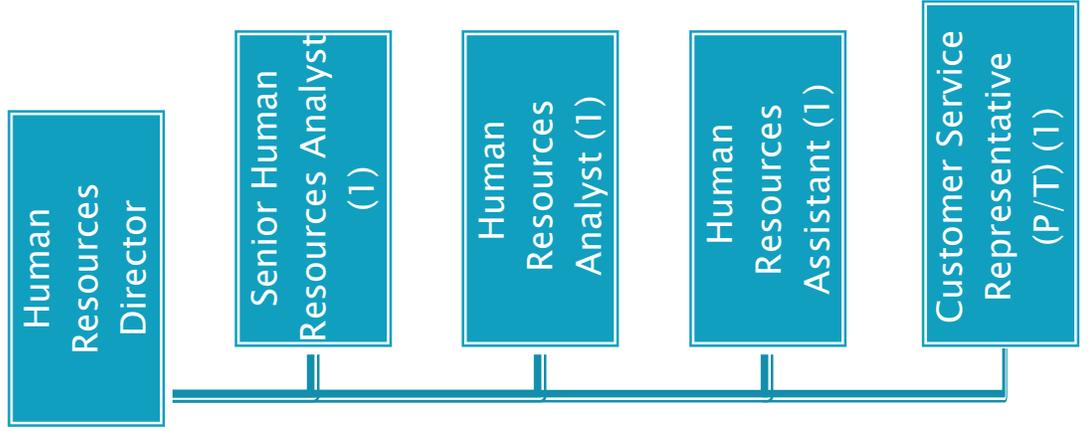
FINANCE DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
COMPENSATION	\$ 757,457	\$ 722,329	\$ 768,678	\$ 822,210
TRAVEL & EDUCATION	2,872	3,848	8,080	8,080
CONTRACTUAL SVCS	213,439	203,038	230,040	243,040
MATERIALS & SUPPLIES	10,495	10,571	11,000	11,000
TOTAL GENERAL FUND	\$ 984,263	\$ 939,786	\$ 1,017,798	\$ 1,084,330
OTHER FUNDS				
604 CENTRAL SERVICES OPERATION				
CONTRACTUAL SVCS	\$ 3,722	\$ 4,190	\$ 5,000	\$ 5,000
TOTAL CENTRAL SERVICES OPERATION	\$ 3,722	\$ 4,190	\$ 5,000	\$ 5,000
753 UNCLAIMED MONIES				
MISCELLANEOUS	\$ 188,722	\$ 34,589	\$ 150,000	\$ 100,000
TOTAL UNCLAIMED MONIES	\$ 188,722	\$ 34,589	\$ 150,000	\$ 100,000
TOTAL OTHER FUNDS	\$ 192,444	\$ 38,779	\$ 155,000	\$ 105,000
TOTAL ALL FUNDS	\$ 1,176,707	\$ 978,565	\$ 1,172,798	\$ 1,189,330

2025 BUDGET HIGHLIGHTS

Goal 2: Financial Health & Sustainability

- Finance will assist the Fire Department on a review of EMS (ambulance) billing fees.
- Finance will work with our Municipal Financial Advisor to obtain approximately \$2.0 million in additional financing for our Sewer Capital Plan.
- Finance, in collaboration with the Public Work Department, will be looking to enter into a new five-year lease for a Sewer Vac-Con Truck.
- The Department utilizes Crystal Reports, a financial program designed to pull specific sets of data out of our financial databases when certain public record requests come in. Crystal Reports will no longer be supported after 2025 and the Department will be learning a new Munis reporting capability called Cubes to effectively replace the capabilities that Crystal Reports had provided.

**CITY OF SHAKER HEIGHTS
HUMAN RESOURCES DEPARTMENT**



HUMAN RESOURCES DEPARTMENT

	<u>2023 Actual</u>	<u>2024 Actual</u>	<u>2024 Budget</u>	<u>2025 Budget</u>
General Fund	\$ 561,796	\$ 676,644	\$ 709,368	\$ 774,547
Other Funds	6,880,314	6,753,105	6,828,660	7,541,981
All Funds	\$ 7,442,110	\$ 7,429,749	\$ 7,538,028	\$ 8,316,528

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: vision, life, accidental death and dismemberment (AD&D), short term disability (STD), long term disability (LTD) and Flexible and Dependent Care 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 management 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.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Administered both Fire and Police entry-level examinations. Promoted four firefighters to the rank of Lieutenant. Promoted two Police Sergeants to the rank of Lieutenant. Promoted four police officers and one detective to the rank of Sergeant and four police officers to the rank of Corporal.
- Continue to maintain the continuous lateral entry eligibility list. Hired 12 new officers; 6 males and 6 women.
- Established a \$10,000 hiring bonus for Lateral Police Officer hirings and increased referral bonus to \$1000 as part of the recruiting and retention strategy.

Goal 2: Financial Health & Sustainability.

- Administer self-insurance healthcare program. There was an overall increase of 9.25% to the healthcare premium equivalent for 2025, which is below the trend.
- Administered all lines of general liability and auto insurance for the City. Submitted an RFP for Property and Casualty Insurance for the April 1, 2025 renewal.
- Completed a comprehensive property appraisal for all city-owned properties.
- Transitioned pre-hire packet to electronic fillable forms.
- Maintain the Employee Pay Plan. Ensure that internal equity exists.

Goal 5: Human Capital and Talent

- Provided Customer Service Training to 29 employees who work directly with the public.

- Incorporated annual ethics training into the new employee onboarding process after all employees completed the training.
- Manage Cyber Security Training for all employees with a city email account.
- Onboarded over 40 regular new full-time and part-time employees.
- Hosted an Employee Recognition Program recognizing 47 employees for longevity and honored 32 employees for going above and beyond. Continued with recognizing new employees through a virtual welcome reception.
- 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 \$41,427.24 in wellness incentives.

HUMAN RESOURCES DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>HUMAN RESOURCES ADMINISTRATION</u>				
COMPENSATION	\$ 317,889	\$ 375,549	\$ 401,426	\$ 433,129
TRAVEL & EDUCATION	28,006	64,636	54,161	72,900
CONTRACTUAL SVCS	107,852	109,820	127,174	125,916
MATERIALS & SUPPLIES	4,037	4,023	2,977	2,977
TOTAL HUMAN RESOURCES ADMINISTRATION	\$ 457,784	\$ 554,028	\$ 585,738	\$ 634,922
<u>CIVIL SERVICE</u>				
COMPENSATION	\$ 32,063	\$ 33,398	\$ 33,883	\$ 35,378
TRAVEL & EDUCATION	493	200	300	300
CONTRACTUAL SVCS	71,456	89,018	88,237	102,737
MATERIALS & SUPPLIES	-	-	1,210	1,210
TOTAL CIVIL SERVICE	\$ 104,012	\$ 122,616	\$ 123,630	\$ 139,625
TOTAL GENERAL FUND	\$ 561,796	\$ 676,644	\$ 709,368	\$ 774,547
OTHER FUNDS				
772 FLEXSAVE				
COMPENSATION	\$ -	\$ -	\$ 10,000	\$ 10,000
TOTAL FLEXSAVE	\$ -	\$ -	\$ 10,000	\$ 10,000
604 CENTRAL SERVICES OPERATION				
<u>INACTIVE EMPLOYEE BENEFITS</u>				
COMPENSATION	\$ 859	\$ 859	\$ 2,500	\$ 2,500
TOTAL CENTRAL SERVICES OPERATION	\$ 859	\$ 859	\$ 2,500	\$ 2,500
HUMAN RESOURCES DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
605 SELF-INSURANCE RESERVE				
<u>RISK MANAGEMENT</u>				
COMPENSATION	\$ 79,457	\$ 82,719	\$ 83,491	\$ 86,716
TRAVEL & EDUCATION	-	-	875	875
CONTRACTUAL SVCS	6,799,998	6,669,527	6,731,794	7,441,890
TOTAL SELF-INSURANCE RESERVE	\$ 6,879,455	\$ 6,752,246	\$ 6,816,160	\$ 7,529,481
TOTAL OTHER FUNDS	\$ 6,880,314	\$ 6,753,105	\$ 6,828,660	\$ 7,541,981
TOTAL ALL FUNDS	\$ 7,442,110	\$ 7,429,749	\$ 7,538,028	\$ 8,316,528

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Establish a Police Sergeant and a Police Lieutenant eligibility list.
- Increase employee referral bonuses.

Goal 2: Financial Health & Sustainability

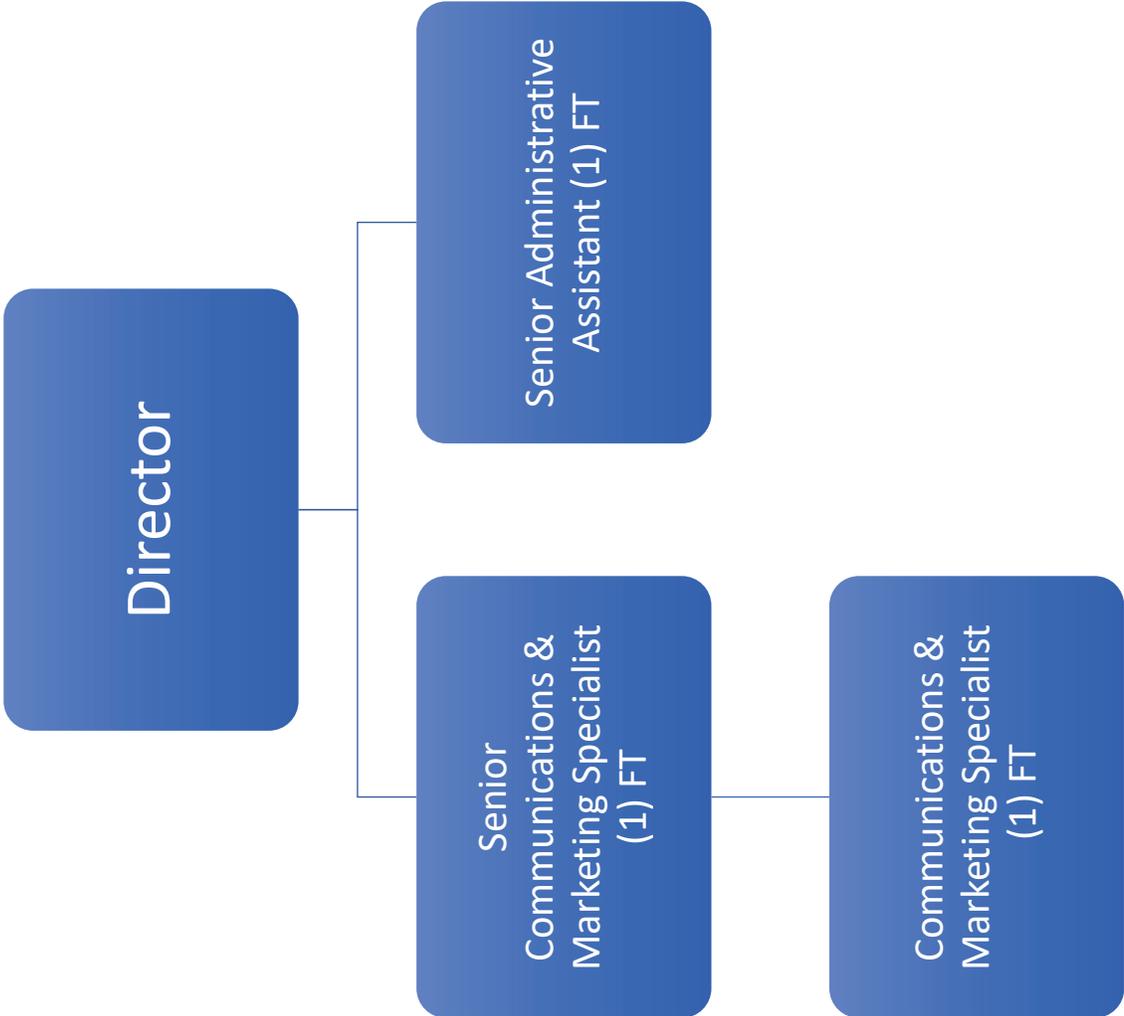
- Finalize all 5 Collective Bargaining Agreements.

- Complete a market wage survey.
- Fill vacant police officer positions through the civil service hiring process with a focus on Diversity, Equity & Inclusion.
- Maintain the Employee Pay Plan. Ensure that internal equity exists.
- Update City wellness program.

Goal 5: Human Capital and Talent

- Continue to update the employee manual.
- Implement a cloud-based performance management platform for employee evaluations.
- Establish a new supervisor training course.
- Develop an onboarding process guide.

City of Shaker Heights Communications & Marketing Department



COMMUNICATIONS AND MARKETING DEPARTMENT

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund	\$ 856,506	\$ 917,707	\$ 937,847	\$ 980,260
All Funds	\$ 856,506	\$ 917,707	\$ 937,847	\$ 980,260

DEPARTMENT DESCRIPTION

The Communications & Marketing Department (C&M) leads the City’s efforts to attract and retain residents and businesses through its marketing communications. Working with a contracted marketing consultant, 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. This marketing targets current and prospective residents in Northeast Ohio as well as certain markets outside the region chosen based on data from the U.S. Census and Redfin Migration Analysis.

FUNDING SOURCES

General Fund

The General Fund supports all operations of C&M. Advertising revenue is received to offset the cost of producing 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, to inform residents of local developments, 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 and Mayor’s Minute videos distributed via ENews, social media and the website: communications tool targeted to current residents; covers important citywide issues and initiatives.
 - Social Media (Facebook, 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, media statements, 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.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- C&M produced four issues of Shaker Life magazine which were mailed to every address in the Shaker Heights City School District.
- Managed and continually updated a welcoming and user-friendly website as a useful tool for residents.
- Communicated public engagement opportunities and other milestones of the Listening Project and Strategic Recreation Plan to keep residents engaged and informed.
- Promoted City-sponsored events including the Martin Luther King, Jr. observations, Shaker Safety Day, Memorial Day ceremony and parade, Chagrin-Lee Block Party, 10 Chat with the Mayor events, and the dedication of the Readers Garden public art installation.
- Staff development in 2024 included training in web accessibility, social media marketing, DEI, Ohio ethics requirements, ReadyNotify (the county emergency notification system), and cybersecurity.

Goal 2: Financial Health & Sustainability

- Major expenses of C&M in 2024 were the year-round marketing campaign with shark & minnow (described below) and production of Shaker Life magazine.
 - shark & minnow annual fee for 2024 was \$78,931.
 - Shaker Life 2024 revenue was approximately \$257,540, with \$240,540 in advertising sales in addition to library support of \$7,000 and school support of \$10,000
 - Shaker Life 2024 expenses (editor, art director, ad manager, printer, writers, photographers) totaled \$235,496.

Goal 4: Recreation

- Publicized public engagement opportunities and milestones associated with the Recreation Strategic Plan to keep residents engaged and informed. Used communication channels including website, e-newsletters, social media, postcards, flyers.

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. Began the year working with the campaign tagline, “This is Shaker.” In March 2024, launched marketing efforts under a new

campaign tagline, “Discover Shaker.” We chose this tagline for a number of reasons, including:

- It is immediately understandable; doesn’t need a complicated explanation
 - It is flexible and a good umbrella message
 - Makes for a great hashtag
 - Works for prospective residents, new arrivals, and people who’ve lived here many years
 - It challenges people to (literally & figuratively) go where they haven’t yet been
 - We see DEI Committee working with this in promoting our Community Conversations series, for example
 - Could also use it to promote local businesses,
- On the City’s behalf, shark & minnow made strategic media buys and developed content, messaging, and social media in furtherance of this campaign.
 - Digital Ads – Google, Meta, Zillow, Snapchat, YouTube
 - Dedicated E-Blasts – NEO Parent, NEO Boomer
 - Paid Social Media – Meta (Facebook and Instagram), Snapchat, LinkedIn, YouTube
 - Print ads – Cleveland magazine, Cleveland Jewish News
 - In 2024, this campaign amassed more than 7.2 million impressions in Northeast Ohio and in key markets outside of the region. (Impressions are the number of times digital advertisements were displayed and were viewable by users.)
 - While this represented a slight decrease over the number of impressions garnered in 2023, the 2024 focus on engagement delivered a 40% increase in clicks compared to the 12-month 2023 campaign, achieving a total of 102,695 clicks within just 9.5 months.
 - A total of 387,085 video views were recorded across Meta, Google, YouTube, and Snapchat, promoting the Every Age Every Stage: Young Professionals video.
 - We saw high click-thru rates across digital platforms and paid email, including standout rates of up to 14% (industry benchmarks average 1.91%) on digital and up to 63% (industry benchmarks average 2.5%) on email, indicating strong resonance with target audiences and demonstrating the power of creative messaging in converting interest into action. These strong rates reflect not just consideration for moving to Shaker Heights but also for supporting local businesses and events.
 - Meta was our top platform in 2024 for impressions and video views.
 - The “Considering a Move to Shaker” page on the City’s website garnered 59,963 total views and was the #1 highest viewed page on the website for over 3 months in 2024 – at times beating the home page. This is significant because the “Considering” page is the landing page for our digital ads.
 - Video:
 - With a local firm called LaunchArts, filmed a video in autumn 2024 that amplified a summer 2024 Shaker Life magazine article about young professionals who grew up in Shaker, lived in other cities, and came back to Shaker to raise their families. Shared this on social media, e-newsletter, website, and in digital ads.
 - In-house, C&M produced videos on a number of topics, including:
 - Patio dining in Shaker
 - Grow not Mow initiative
 - Lee Road Parking Pilot
 - New all-purpose trail at Lower Lake

- Leaf Collection
- Warrensville West Cemetery project
- Websites (City and Shaker.Life)
 - ShakerHeightsOh.gov (main City website)
 - Total users: 290,220
 - Total sessions: 460,300
 - Page views: 895,600
 - Device: 54.2% mobile; 44.7% desktop; 1.1% tablet
 - Top 10 Most Visited Pages:

	PAGE	VIEWS	% ALL VIEWS
1	Home page	83.7k	9%
2	Ice Arena	36.7K	4%
3	Considering a Move to Shaker	36.0K	4%
4	Parks & Recreation home page	21.9K	2%
5	Jobs	21K	2%
6	Swimming Pool	18.9K	2%
7	Trash & Recycling	17.1K	2%
8	Holiday Trash Pick-up Schedule	14.9K	2%
9	Building & Housing	11.2K	1%
10	Police Reports	10.3K	1%

- The “Discover Shaker” digital ads connected users to the Considering a Move landing page. Specifically, Google display ads drove more than 30,000 users to this page.

- SHAKER.LIFE (Shaker Life magazine website)
 - Total users: 37,900
 - Total sessions:41,600
 - Page views: 49,000
 - Device breakdown: 69.6% mobile; 29.1% desktop; 1.3% tablet
 - Top 10 Most Visited Pages:

	PAGE (ARTICLE)	VIEWS	% ALL VIEWS
1	Home page	9.2	20%
2	Q&A with Kathryn Schulz	2.1K	4%
3	Shaker Life Magazine Archive	1.1K	2%
4	Contact Shaker Life	647	1%
5	About Shaker Life	635	1%
6	Red, Wine & Blue	580	1%
7	Great Shaker Homes page	567	1%
8	Built to Entertain & Amaze	501	1%
9	Schools page	436	<1%
10	People page	433	<1%

- Produced seven Mayor’s Report videos which included drafting scripts, filming and editing videos, producing relevant links to post on website, sending via email (on average, 45.5% of recipients opened these), and promoting on social media.
- Helped to organize, promote, staff, and develop resident follow-up messages for 10 “Chat with the Mayor” outreach events over the course of the year.
- Other Digital Communications
 - Produced 12 monthly City e-newsletters (ENews) sent to approximately 5,000 subscribers; on average, 40.7% of recipients opened these.
 - Produced 2,462 Social Media posts in 2024 on City Facebook, X (Twitter), and Instagram; and Mayor’s X (Twitter). These generated:
 - More than 4.8 million total impressions, up 76% from 2023
 - 83,000 engagements (down 45%)
 - 12,700 click-thrus (down 71%)
 - At year end, 29,400 (up 2.5%) 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
 - Expansion of the Mental Health Response program to four other suburbs
 - Hiring of Ramona Lowery-Ferrell as new Director of Public Works
 - Appointment of Tenille Kaus to City Council
 - The City’s order to vacate apartment building without heat
 - Warrensville West Cemetery restoration project
 - Rotary Awards for police and fire
 - Zoning changes near John Carroll Univ. campus
 - Double homicide at Shaker Boulevard residence in November
 - Shaker Heights-City of Cleveland cooperation re Shaker Square
 - NEORSD’s planned Doan Brook restoration at Horseshoe Lake Park
 - NEORSD’s planned replacement of Lower Lake dam
 - Listening Project
 - Fire at 19333 Van Aken
 - Security at high school football game
 - Produced postcards promoting: Listening Project, Recreation Strategic Plan, police and fire recruitment, Building & Housing’s new permitting requirements, Moreland Development Grants, Shaker Safety Day, and the Chagrin-Lee Block Party.

C&M accomplishments toward attracting and retaining City staff:

- Assisted with Police Department’s ongoing recruitment efforts (coordinated a photo shoot, developed postcards, posted about openings on social media and on the website).
- Assisted with Fire Department’s recruitment (coordinated a photo shoot, developed postcards and posters, produced brief videos, posted about openings on social media and on the website).
- Assisted Human Resources in making new-hire forms more easily accessible (as fillable PDFs, for example).

COMMUNICATIONS & MARKETING DEP'T	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>PUBLIC OUTREACH</u>				
COMPENSATION	\$ 440,458	\$ 458,855	\$ 465,902	\$ 493,215
TRAVEL & EDUCATION	-	-	4,982	6,482
CONTRACTUAL SVCS	181,080	197,669	199,667	205,567
MATERIALS & SUPPLIES	2,089	3,528	4,648	2,298
CAPITAL OUTLAY	888	939	1,050	1,000
TOTAL PUBLIC OUTREACH	<u>\$ 624,515</u>	<u>\$ 660,991</u>	<u>\$ 676,249</u>	<u>\$ 708,562</u>
<u>SHAKER LIFE</u>				
CONTRACTUAL SVCS	\$ 205,367	\$ 230,607	\$ 233,597	\$ 235,247
MATERIALS & SUPPLIES	26,624	26,109	28,001	36,451
TOTAL SHAKER LIFE	<u>\$ 231,991</u>	<u>\$ 256,716</u>	<u>\$ 261,598</u>	<u>\$ 271,698</u>
TOTAL GENERAL FUND	<u>\$ 856,506</u>	<u>\$ 917,707</u>	<u>\$ 937,847</u>	<u>\$ 980,260</u>
TOTAL ALL FUNDS	<u>\$ 856,506</u>	<u>\$ 917,707</u>	<u>\$ 937,847</u>	<u>\$ 980,260</u>

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- C&M will continue to produce an engaging, quarterly magazine and expect expenses and revenue to be approximately the same as in 2024.
- Will continue to manage and develop a welcoming and user-friendly website experience. Annual website developer fee for 2025 is \$8,860.
- Will continue to communicate milestones of the Strategic Recreation Plan, as appropriate, to keep residents interested and informed.
- Will continue to promote City-sponsored events and initiatives.

Goal 2: Financial Health & Sustainability

- C&M's major expenses will continue to be the marketing campaign with shark & minnow and production of Shaker Life magazine.
 - shark & minnow annual fee for 2025 is \$78,931.
 - Shaker Life magazine expenses and revenue for 2025 are expected to be approximately the same as in 2024.

Goal 4: Recreation

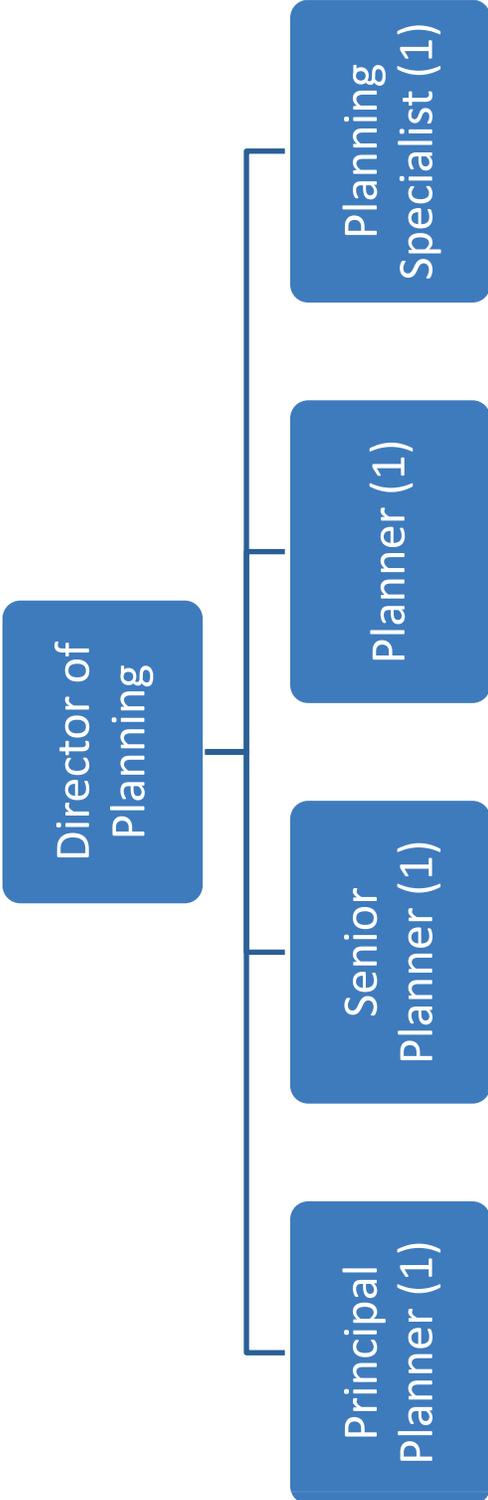
- Communicate milestones associated with the Recreation Strategic Plan, as appropriate, to keep residents engaged and informed.
- Publicize the hiring of the new Director of Recreation, when that person is hired.

Goal 5: Human Capital & Talent

- Continually monitor latest iteration of the marketing campaign to attract and retain residents. Developed by our marketing agency partner (see above).
- Continue to promote the City and inform residents using our websites, social media, and the Cuyahoga County emergency notification system.
- Continue to develop short videos highlighting City services.

- Onboard/train the C&M department's new Financial + Magazine Publication Assistant.
- Assist with Police Department's ongoing recruitment efforts, as needed.
- Continue to assist Human Resources Department with modernizing hiring documents.

City of Shaker Heights Planning Department



PLANNING DEPARTMENT

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund	\$ 671,009	\$ 689,035	\$ 721,729	\$ 747,921
Other Funds	10,000	-	17,500	417,500
All Funds	\$ 681,009	\$ 689,035	\$ 739,229	\$ 1,165,421

DEPARTMENT DESCRIPTION

The Planning Department provides support for current and long-range planning studies; staffs boards and commissions charged with preserving the health, safety, 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 support from the Capital fund and 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 and recreation plans; facility plans; road diet/traffic calming plans; public art; work to support economic development and mixed-use, single- 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, as well as the Public Art Task Force.

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.

Public Art Task Force (PATF)

The PATF reviews and approves proposed public art, assists with reviewing artist qualifications, makes recommendations on donations or loans or art on City property, and makes recommendations about deaccessioning or relocating art.

2024 ACCOMPLISHMENTS

Goal 1: Superior Response & Service Delivery

- Architectural Board of Review
 - Work Session held on Woodbury School design.
 - 309 Agenda Items; 790 staff reviews.
 - Citizenserve portal live for ABR Applications as of May 2024.
 - Review of Ludlow School renovations/addition over 6 meetings.
 - RTA Rapid Station shelter replacement design.
 - Review of UH Urgent Care – 16601 Chagrin.
 - Review of 12 new commercial signs.
 - Reviewed 8 new houses on Pennington, 4 on Hildana, 2 on Ludgate and 1 on Glencairn.
- Board of Zoning Appeals/City Planning Commission
 - School District Facility Plan and building renovations are underway. Ludlow School first, with reviews/variances. Formed a working group made up of CPC and ABR members to meet with the School District for Woodbury School reviews.
 - 38 Agenda Items; 560 staff reviews.
 - Off Campus Student Housing Overlay and Conditional Use Permits approved for 20201 and 20600 Fairmount Boulevard.
 - Map amendments for expanded CM zoning.
 - Research began for Zoning Code update including form-based code.
 - Ludlow School renovation including 3 reviews of variances for dumpsters and playground locations.
 - New Houses – Glencairn, Hildana (2), Ludgate (2), Pennington (8).
- Landmark Commission
 - East View United Church of Christ was designated a local landmark.
 - Conducted Preservation Awards where seven properties were recognized.
 - Attended Shaker Historical Society Century Home Birthday Party.
 - Projects approved:
 - Staff Approvals: 9 projects were approved at the staff level.
 - 6 Agenda items.
- Facility & Infrastructure Modernization
 - Van Aken District Public Realm Improvements: Guided the design of the plaza and public art improvements and supported Public Works throughout construction; Managed the coordination and oversight of the *Hear, Here* public art to be installed in the Public Realm.

Goal 2: Financial Health & Sustainability

- Grants – submitted grant applications totaling \$9,834,524 with \$1M granted and many awaiting funding awards:

- CDBG and CDSG awarded \$200,000 (Lee Road Storefront and Exterior Improvement Program)
- DOPWIC - \$7.6M (Lee Road) *pending*
- NOACA TLCI - \$350K (Lee Road Complete Streets) *pending*
- ODNR Recreational Trails Program- \$150K (Doan Brook Restoration—Lee Road Connection Trail) *pending*
- ODNR Land & Water Conservation - \$500K (Doan Brook Restoration—Attleboro-Shelburne Trail) *pending*
- 2025 CDBG - \$150K (Hildana Park Improvements); Awarded.
- 2025 CDSG - \$50K (Hildana Park Improvements) *pending*.
- State of Ohio One-Time Strategic Community Investment (Horseshoe Lake Park); \$1M awarded in coordination with Economic Development.
- Historic plans stored in the Annex building were moved by Planning staff to City Hall in order to determine the need for retention. This option was chosen over having items stored off-site that have no need for retention. Review/disposal/retention of this documentation may take years.
- Government Advocacy – Supported Economic Development in State and Federal advocacy work.

Goal 3: Greenspace and Public Spaces

- Warrensville West Cemetery – Continued work with Public Works to maintain mown paths and meadow. Received \$18,803 from Ohio History Connection Certified Local Government grant to repair and reset gravestones during 2024. An Ohio Open Doors event was held in September and a Veterans Day tour was held in November, both were well attended.
- Lower Lake Dam – Supported public engagement by NEORSD. Key takeaways: parking concerns, flood wall, dredging, landscaping.
- Doan Brook Restoration at Horseshoe Lake Park – Reviewed amenity package. ODNR RTP grant submission (\$150,000k) made for Lee Road Connection trail. ODNR LWCF Grant application submission (\$500K) submitted along with Cleveland Heights and Cleveland for Attleboro-Shelburne Trail. Issued RFP for fundraising, 4 proposals received. 60% plan review completed in December. Value engineering underway to discuss cost reductions.
- 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. Coordinated with public art signature piece. Lower Lake Trail – This new trail expanded and increased access to Lower Lake and was partly funded with an ODNR grant. Planning staff worked with GPD and Public Works on design, public engagement, bidding and construction. Construction match of \$103,241 in capital budget. Work complete except for wayfinding signs. An ODNR grant paid for 75% of engineering and construction.
- Public Art – Maintenance policy, condition assessments, and \$8000 maintenance fund in 2024 capital budget.
- Hildana Park – Public Art: Received 14 portfolios and the Public Art Task Force chose RAW designs from Toronto, Ontario. Phase 1 work to begin 2025. Working on RFP for design for park improvements, pending notice of CDBG and CDSG grant awards.

- Reader's Garden – Worked with LAND studio, donor, and Public Art Task Force to determine site, design, and book excerpts for new art at Colonnade near Library.

Goal 4: Recreation

- Recreation Strategic Plan – Lead the plan and managed MKSK (consultant). 12 small stakeholder group meetings held. Pop-up engagement events held. Advisory Group formed and held 3 meetings. 4 Public Engagement meetings held. \$130,000 in capital budget. Worked with C&M to create and update project website. Robust community engagement underway.
- Van Aken Bikeway – ODOT requested additional traffic studies, completed by GPD. Team refining bikeway layout while awaiting ODOT determination.
- Warrensville West Cemetery—partnered with Library and Historical Society to provide educational walking tours of the cemetery.

Goal 5: Human Capital and Talent

- Professional Development
 - APA Cleveland Planning and Zoning Workshop – Served on Planning Committee for April, 2024. Presented a session.
 - APA Cleveland – Served on nominating committee.
 - County TOD Zoning Steering Committee – Served on Committee.
 - APA Ohio – Attended state conference.
 - OKI Planning Conference – Attended Ohio/Kentucky/Indiana Planning Conference.
 - Congress for a New Urbanism Conference - Attended.
 - CRS Annual meeting and luncheon.
 - CSU class presentation on community engagement/Van Aken District.
 - Cleveland City Club – Sustainable Urban Futures.
 - NOACA annual meeting.
 - Attended Lead Diversity.
 - Completed quarterly IT training.
 - 7 NeoGov classes completed.
 - Obtained Cleveland Foundation Intern and two other interns.

Goal 6: Environmental Sustainability

- EV Chargers – NOACA charger proposal for Tuttle would not accommodate required ADA ramp, sought alternative locations.
- Warrensville West Cemetery – Monitored meadow with mown paths and created maintenance plan being implemented by Public Works. Restored land in the northeast section back to a native meadow by seeding the area with native meadow species.
- Bikeway Planning – County sponsoring study for possible link between Euclid Creek Park and Shaker Median Trail via Green Road.
- Lower Lake Trail – Created a connection to the Lake-to-Lakes Trail to encourage alternative transportation.

Goal 7: Quality Housing

- The Raye – ABR approved modifications. First residents moved in in November.

- Infill Housing – ABR and BZA reviewed 10+ infill houses, worked with homebuilders YRM, Giltz, Beachy and Carson to develop architecturally appropriate homes in the Moreland neighborhood.
- Community Reinvestment Area (CRA) – Worked with city team to obtain consultant services for Housing Study, required by the state to designate or modify CRA's. Draft study received.

Goal 8: Economic Development

- Lee Road (anticipated costs - \$24M)
 - Grant applications:
 - CDBG/CDSG—received \$200K
 - DOPWIC— \$7.66M, awaiting determination
 - TLCI—\$350k, awaiting determination
 - Total grant funding stands at \$17.7M.
 - Engineering – With Cuyahoga County, we hired Chagrin Valley Engineering (CVE). Reviewed Phase 1 engineering scope document.
 - Construction – Negotiated with Cuyahoga County to participate and sponsor the roadway and bike path improvements. The County will also manage construction.
 - Cleveland coordination – The City of Cleveland opted to join the CVE engineering contract; County will sponsor construction of Cleveland section, too.
 - Bus Depot – \$50,000 in budget for Feasibility study. Continue study into possible sites for relocation, discussion with schools.
 - Parking Pilot – Project complete. Community Development Block Grant (CDBG) and Community Development Supplemental Grant (CDSG) grants (\$200K) used. Final cost \$195,611.73. Balance of grant funds will be used for storefront renovation.
 - Obtained drone footage of “before construction” for street improvements.
- Van Aken District
 - Phase 1 – Met quarterly with RMS and Economic Development Department.
 - Met with RMS to discuss future district planning.
- Arcadia – (Warrensville/Farnsleigh) Worked with developer on mixed-use project plans including electrical service, complicated by the culvert at the rear of the property, addresses, and public improvements.
- RTA Comfort Station – Coordinated construction drawings with public realm project especially around utilities and light poles. Comfort Station project has been bid and is being re-bid due to cost overrun. Permanent and temporary construction easements will be needed. Continued coordination with RTA for construction logistics.
- Public Realm – Construction nearly complete. Public art installation Spring 2025.
- Public Art/Public Art Task Force
 - Shaker Heights Arts Council (SHAC) Utility Box Art.
 - *Reader's Picnic* installed in the quad at the Library/STJCB.
 - VAD Signature Art – (*Hear, Here*) Coordinated with designer on fabrication and installation management.
 - Hildana Park public art – RFP process; RAW Design chosen, contract underway
 - Strength in Unity at Hildana Park – Working with Law and artist to remove deteriorated art

- RTA Rail Shelter Replacement – ABR reviewed plans for replacement shelters on both the Blue and Green lines. New shelters have solar lighting and real-time schedules, Blue Line funded by \$16M grant from FTA.
- Shaker Square Planning – Serve on the Advisory Committee and reviewed proposals from consultants.

PLANNING DEPARTMENT	ACTUAL 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>PLANNING & DEVELOPMENT ADMINIS</u>				
COMPENSATION	\$ 419,468	\$ 444,074	\$ 446,987	\$ 464,614
TRAVEL & EDUCATION	4,863	6,306	13,104	16,526
CONTRACTUAL SVCS	35,154	34,976	35,171	32,155
MATERIALS & SUPPLIES	974	3,293	2,018	3,509
TOTAL PLANNING & DEVELOPMENT ADMINIS	\$ 460,459	\$ 488,649	\$ 497,280	\$ 516,804
<u>PLANNING AND ZONING COMMISSION</u>				
COMPENSATION	\$ 66,828	\$ 69,608	\$ 69,592	\$ 73,109
TRAVEL & EDUCATION	0	200	403	403
CONTRACTUAL SVCS	5,076	5,085	5,226	4,084
MATERIALS & SUPPLIES	2,153	3,087	2,460	1,675
TOTAL PLANNING AND ZONING COMMISSION	\$ 74,057	\$ 77,980	\$ 77,681	\$ 79,271
<u>LANDMARK COMMISSION</u>				
COMPENSATION	\$ -	\$ -	\$ 591	\$ -
TRAVEL & EDUCATION	715	412	-	350
CONTRACTUAL SVCS	20,004	848	19,967	19,967
MATERIALS & SUPPLIES	458	936	694	965
TOTAL LANDMARK COMMISSION	\$ 21,177	\$ 2,196	\$ 21,252	\$ 21,282
<u>ARCHITECTURAL BOARD REVIEW</u>				
COMPENSATION	\$ 114,799	\$ 119,610	\$ 123,908	\$ 128,956
TRAVEL & EDUCATION	-	-	103	103
CONTRACTUAL SVCS	-	-	116	116
MATERIALS & SUPPLIES	517	600	1,129	1,129
TOTAL ARCHITECTURAL BOARD REVIEW	\$ 115,316	\$ 120,210	\$ 125,256	\$ 130,304
<u>HOUSING ASSISTANCE PROGRAMS</u>				
CONTRACTUAL SVCS	\$ -	\$ -	\$ 260	\$ 260
TOTAL HOUSING ASSISTANCE PROGRAMS	\$ -	\$ -	\$ 260	\$ 260
TOTAL GENERAL FUND	\$ 671,009	\$ 689,035	\$ 721,729	\$ 747,921
103 ECONOMIC DEVELOPMENT				
<u>PLANNING & DEVELOPMENT ADMINIS</u>				
MISCELLANEOUS	\$ 10,000	\$ -	\$ 17,500	\$ 417,500
TOTAL PLANNING & DEVELOPMENT ADMINIS	\$ 10,000	\$ -	\$ 17,500	\$ 417,500
TOTAL OTHER FUNDS	\$ 10,000	\$ -	\$ 17,500	\$ 417,500
TOTAL ALL FUNDS	\$ 681,009	\$ 689,035	\$ 739,229	\$ 1,165,421

2025 BUDGET HIGHLIGHTS

Goal 1: Superior Response & Service Delivery

- Lee Road Zoning Code Update—Phase 2 for Mixed-Use District.
- Woodbury School Design—Work with ABR and BZA/CPC to approve designs.

Goal 2: Financial Health & Sustainability

- 2024 General Fund budget is maintained in 2025.
- Grant applications and grant administration.

Goal 3: Greenspace and Public Spaces

- Public Art Maintenance—Maintenance of existing public art.
- Van Aken Bikeway—Continue to work with ODOT to gain approval and proceed with engineering and engagement.
- Van Aken Public Realm Plaza—Public art installation
- Green Road—Work with County on proposed connection from Euclid Creek Park and Shaker Median Trail.
- Doan Brook Restoration—Work with NEORS on 100% design plans.
- Warrensville West Cemetery—Continue working with Public Works on the cemetery meadow restoration and maintenance.

Goal 4: Recreation

- Recreation Strategic Plan—Complete and adopt plan. Continue additional planning including: administrative, operations, phasing, and financing study.

Goal 7: Quality Housing

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

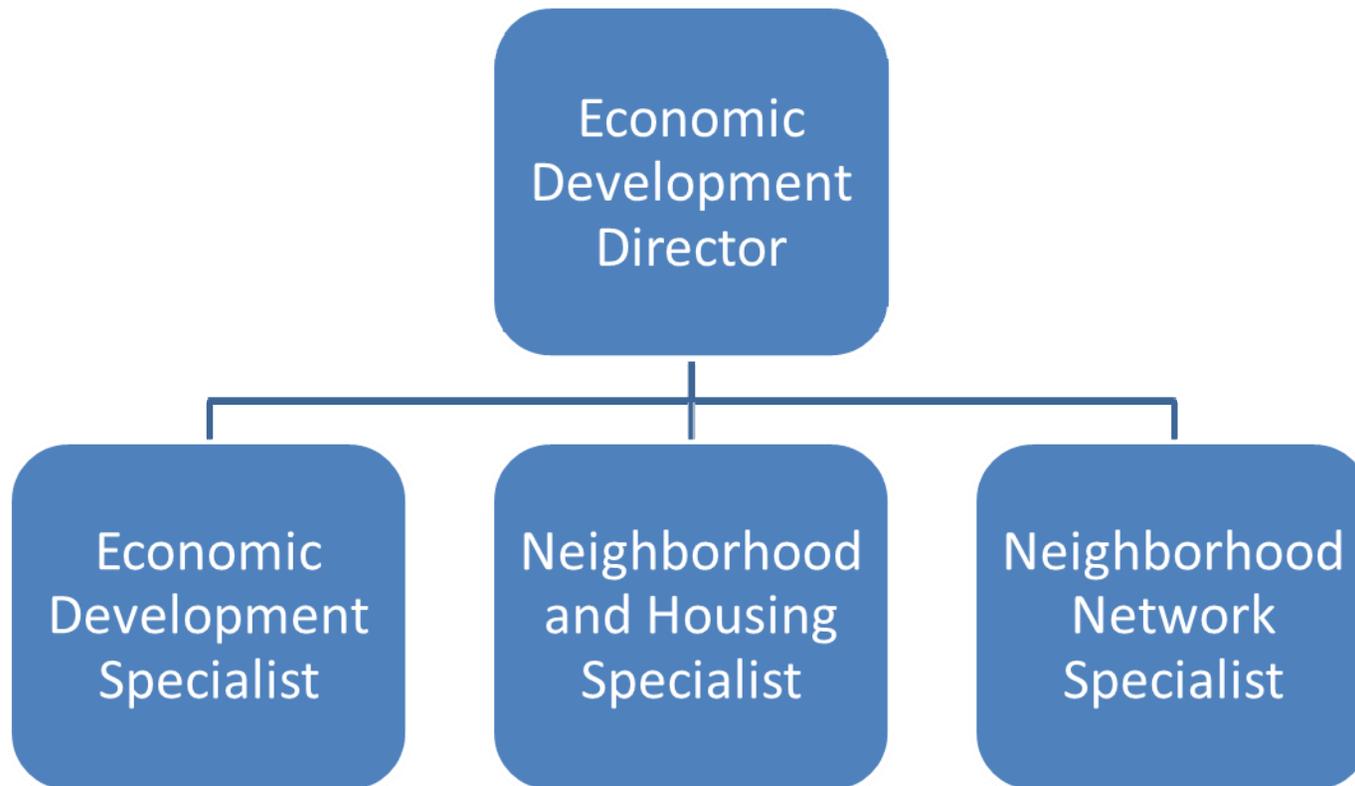
Goal 8: Economic Development

- Lee Road Action Plan—Steady implementation of Plan recommendations, engineering through all of 2025, right-of-way purchase in 2025 with \$250K in funding. Mural program planned for 2025.
- Metropolitan Holdings – Arcadia Development—Construction begins March 2025.
- Public Realm—Complete project including public art installation.

2025 CAPITAL BUDGET

\$689,127	Lee Road Engineering
\$250,000	Lee Road ROW Purchase
\$80,000	Recreation Strategic Plan Phase 2
<u>\$12,600</u>	Public Art Maintenance
\$1,031,727	

Organizational Chart Economic Development



ECONOMIC DEVELOPMENT DEPARTMENT

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund	\$ 789,854	\$ 879,710	\$ 1,028,467	\$ 1,055,446
Other Funds	1,982,869	2,151,191	2,234,154	2,654,500
All Funds	\$ 2,772,723	\$ 3,030,901	\$ 3,262,621	\$ 3,709,946

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 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.

Finally, the Economic Development Department also supports neighborhood engagement and community network building in the Moreland neighborhood. As part of its community and neighborhood development focus, 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 relationships with large employers and small businesses and help them grow and succeed in Shaker Heights. In partnership with the Shaker Heights Development Corporation (SHDC), continue and augment Van Aken District and Chagrin+Lee Business Association 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 in alignment with the Lee Road Action Plan. 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 community organizations and institutions.

2024 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.
- Assisted with Recreation Strategic Plan, specifically in connection with advancing the Lee Road Action Plan, considering sites along Lee Road, and supporting nontraditional community engagement.

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, network-building principles were used as Moreland residents actively participated in the Recreation Strategic Plan process.
- 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 2024. 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 2024, 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 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.
- 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., now known as RAYE, 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 construction was completed year-end 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 continued through 2023 and 2024. Construction for the project is expected to break ground in the first half of 2025.

- After a year-long community process started in 2022, City Council adopted the Lee Road Action Plan in March 2023. Throughout 2023 and 2024, the Economic Development and Planning Departments developed funding strategies for future implementation of the Lee Road Action Plan, coordinated regionally with Cuyahoga County and the City of Cleveland, and began to implement strategic first actions outlined in the Plan, including completing a shared parking pilot and providing leadership and support to a community-led Chagrin-Lee Block Party in August 2024.
- The Economic Development Department partnered with SHDC to support real estate development activity in the Chagrin-Lee commercial district, including actively participating in the Shaker Lee Development Fund (the “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: Boom’s Pizza, Cha Li Tea Shop, Desired Designs, Enbody, Haute Donuts, Health Express Urgent Care, Kiln, Lizzie’s Bakery Nut Free, Nevaeh’s Nest Enrichment Center, Newry Corp., Panax Acupuncture and Regeneration Center, Rite Dry Cleaners, Scorpacciata (expansion to Larchmere), University Hospitals Urgent Care, and Zin Nail Bar.
 - Administered the Storefront Renovation Program. Ten business participated in 2024. Acme Exterminating, Desired Designs, Scorpacciata, and True Vibes Unleashed completed storefront projects in 2024. Additional storefront projects started and/or underway in 2024 include: Chic-n-Batter, Rival Beauty Lounge Shaker Just-Rite Cleaners, Shaker Rocks, Urban Recycling and Urban Salon Suites.
 - 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 eleventh Annual Shaker Heights Business Appreciation Mixer (SH-BAM) with an awards recognition program.
- The Economic Development Department launched the Shaker Startup Support Network in 2024, which takes the Van Aken District Entrepreneurial Initiatives city-

wide for the first time. The program offers early-stage entrepreneurs – especially people of color, women, and other underrepresented entrepreneurs – hands-on workshops exploring what it takes to open and grow a small business. While continuing to support pathways for entrepreneurs at the Van Aken District and now beyond, the Shaker Startup Support Network prioritizes skill development for entrepreneurs and provides entrepreneurs with targeted education. The focus is on removing barriers and empowering future business owners to bring their business dreams to fruition in Shaker and beyond. This includes furthering support to home-based businesses as well as creating additional business opportunities within the Chagrin-Lee commercial district and with regional entrepreneurial networks. 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 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>ECONOMIC DEVELOPMENT ADMINISTRATION</u>				
COMPENSATION	\$ 328,125	\$ 376,832	\$ 434,053	\$ 461,032
TRAVEL & EDUCATION	4,148	1,890	9,100	9,100
CONTRACTUAL SVCS	302,202	273,079	347,489	320,949
MATERIALS & SUPPLIES	1,941	1,244	2,305	2,305
TOTAL ED ADMINISTRATION	\$ 636,416	\$ 653,045	\$ 792,947	\$ 793,386
<u>HOUSING ASSISTANCE PROGRAM</u>				
MISCELLANEOUS	\$ 149,970	\$ 200,120	\$ 200,520	\$ 227,060
TOTAL HOUSING ASSISTANCE PROGRAM	\$ 149,970	\$ 200,120	\$ 200,520	\$ 227,060
<u>NEIGHBORHOOD ENGAGEMENT</u>				
CONTRACTUAL SVCS	\$ 3,468	\$ 26,545	\$ 35,000	\$ 35,000
TOTAL NEIGHBORHOOD ENGAGEMENT	\$ 3,468	\$ 26,545	\$ 35,000	\$ 35,000
TOTAL GENERAL FUND	\$ 789,854	\$ 879,710	\$ 1,028,467	\$ 1,055,446
OTHER FUNDS				
103 ECONOMIC DEVELOPMENT				
CONTRACTUAL SVCS	\$ 120	\$ -	\$ -	\$ -
MATERIALS & SUPPLIES	-	-	500	500
CAPITAL OUTLAY	-	7,681	7,700	-
DEBT	14,800	11,400	11,400	11,400
MISCELLANEOUS	-	100,000	162,900	170,600
TRANSFERS-OUT	85,000	90,000	-	350,000
TOTAL ECONOMIC DEVELOPMENT	\$ 99,920	\$ 209,081	\$ 182,500	\$ 532,500
287 CRA FEE				
COMPENSATION	\$ -	\$ 4,000	\$ 4,000	\$ 2,000
TOTAL CRA FEE	\$ -	\$ 4,000	\$ 4,000	\$ 2,000
290 MUNICIPAL IMPROVEMENT TIF				
CONTRACTUAL SVCS	\$ 24,869	\$ 35,087	\$ 50,000	\$ 50,000
TOTAL MUNICIPAL IMPROVEMENT TIF	\$ 24,869	\$ 35,087	\$ 50,000	\$ 50,000
768 SHAKER CUY CREDIT ENHANCEMENT				
MISCELLANEOUS	\$ 26,000	\$ -	\$ 97,654	\$ 100,000
TOTAL SHAKER CUY CREDIT	\$ 26,000	\$ -	\$ 97,654	\$ 100,000
769 SHAKER PLAZA URBAN RTIEF				
CONTRACTUAL SVCS	\$ 167,715	\$ 164,785	\$ 200,000	\$ 170,000
TOTAL SHAKER PLAZA URBAN RTIEF	\$ 167,715	\$ 164,785	\$ 200,000	\$ 170,000
770 VAN AKEN URBAN RTIEF				
CONTRACTUAL SVCS	\$ 1,664,365	\$ 1,738,238	\$ 1,740,000	\$ 1,800,000
TOTAL VAN AKEN URBAN RTIEF	\$ 1,664,365	\$ 1,738,238	\$ 1,740,000	\$ 1,800,000
TOTAL OTHER FUNDS	\$ 1,982,869	\$ 2,151,191	\$ 2,234,154	\$ 2,654,500
TOTAL ALL FUNDS	\$ 2,772,723	\$ 3,030,901	\$ 3,262,621	\$ 3,709,946

2025 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 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 and Recreation Plan creation and future adoption.

Goal 5: Human Capital and Talent

- Continue to support and grow the Moreland Neighborhood Network. Added a new position in the Economic Development Department to enhance and further this work.
- 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 and Public Works Departments, embark on engineering of future public improvements and implement strategic first actions set forth in the Lee Road Action Plan; continue to prioritize seeking funding for its implementation.
- Continue to manage development of Arcadia, the proposed mixed-use project by Metropolitan Holdings and RDL Architects at 3393 Warrensville Center Road.
- Work in partnership with developer The Max Collaborative (formerly RMS) to maintain and continue the success of the Van Aken District and advance future phases of development.
- Continue to manage business attraction, retention and expansion efforts in all commercial districts as well as for home-based businesses.
- 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, exploring the creation of a Business Improvement District, and more.
- Provide entrepreneurial support efforts citywide.

CONTRACTUAL CHARGES AND STATUTORY EXPENDITURES (CCSE)

	2023 Actual	2024 Actual	2024 Budget	2025 Budget
General Fund*	\$ 16,232,569	\$ 15,481,933	\$ 15,663,596	\$ 14,012,803
Other Funds	2,645,908	2,647,030	2,675,620	2,748,064
All Funds	\$ 18,878,477	\$ 18,128,963	\$ 18,339,216	\$ 16,760,867

*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 2023	ACTUAL 2024	BUDGET 2024	BUDGET 2025
101 GENERAL FUND				
<u>CCSE ADMINISTRATION</u>				
COMPENSATION	\$ 30,843	\$ -	\$ -	\$ -
TRAVEL & EDUCATION	-	750	-	-
CONTRACTUAL SVCS	1,853,726	1,873,397	1,929,800	2,000,000
MATERIALS & SUPPLIES	5,574	4,422	10,000	7,500
CAPITAL OUTLAY	1,619	1,064	-	-
MISCELLANEOUS	70,598	246,093	232,000	232,000
TRANSFERS-OUT	13,618,299	12,710,600	12,749,600	10,977,107
TOTAL CCSE ADMINISTRATION	\$ 15,580,659	\$ 14,836,326	\$ 14,921,400	\$ 13,216,607
<u>CCSE RISK & PROP MANAGEMENT</u>				
CONTRACTUAL SVCS	\$ 541,391	\$ 506,295	\$ 596,196	\$ 691,196
MISCELLANEOUS	110,519	139,312	146,000	105,000
TOTAL CCSE RISK & PROP MANAGEMENT	\$ 651,910	\$ 645,607	\$ 742,196	\$ 796,196
TOTAL GENERAL FUND	\$ 16,232,569	\$ 15,481,933	\$ 15,663,596	\$ 14,012,803
OTHER FUNDS				
301 GO DEBT SERVICE FUND				
CONTRACTUAL SVCS	\$ 25,375	\$ 23,563	\$ 52,063	\$ 46,755
DEBT	1,405,743	1,407,847	1,407,847	1,490,142
TOTAL GO DEBT SERVICE FUND	\$ 1,431,118	\$ 1,431,410	\$ 1,459,910	\$ 1,536,897
302 URBAN RENEWAL DEBT SRVC FUND				
CONTRACTUAL SVCS	\$ 60	\$ 62	\$ -	\$ 100
DEBT	1,214,730	1,215,558	1,215,710	1,211,067
TOTAL URBAN RENEWAL DEBT SRVC FUND	\$ 1,214,790	\$ 1,215,620	\$ 1,215,710	\$ 1,211,167
TOTAL OTHER FUNDS	\$ 2,645,908	\$ 2,647,030	\$ 2,675,620	\$ 2,748,064
TOTAL ALL FUNDS	\$ 18,878,477	\$ 18,128,963	\$ 18,339,216	\$ 16,760,867