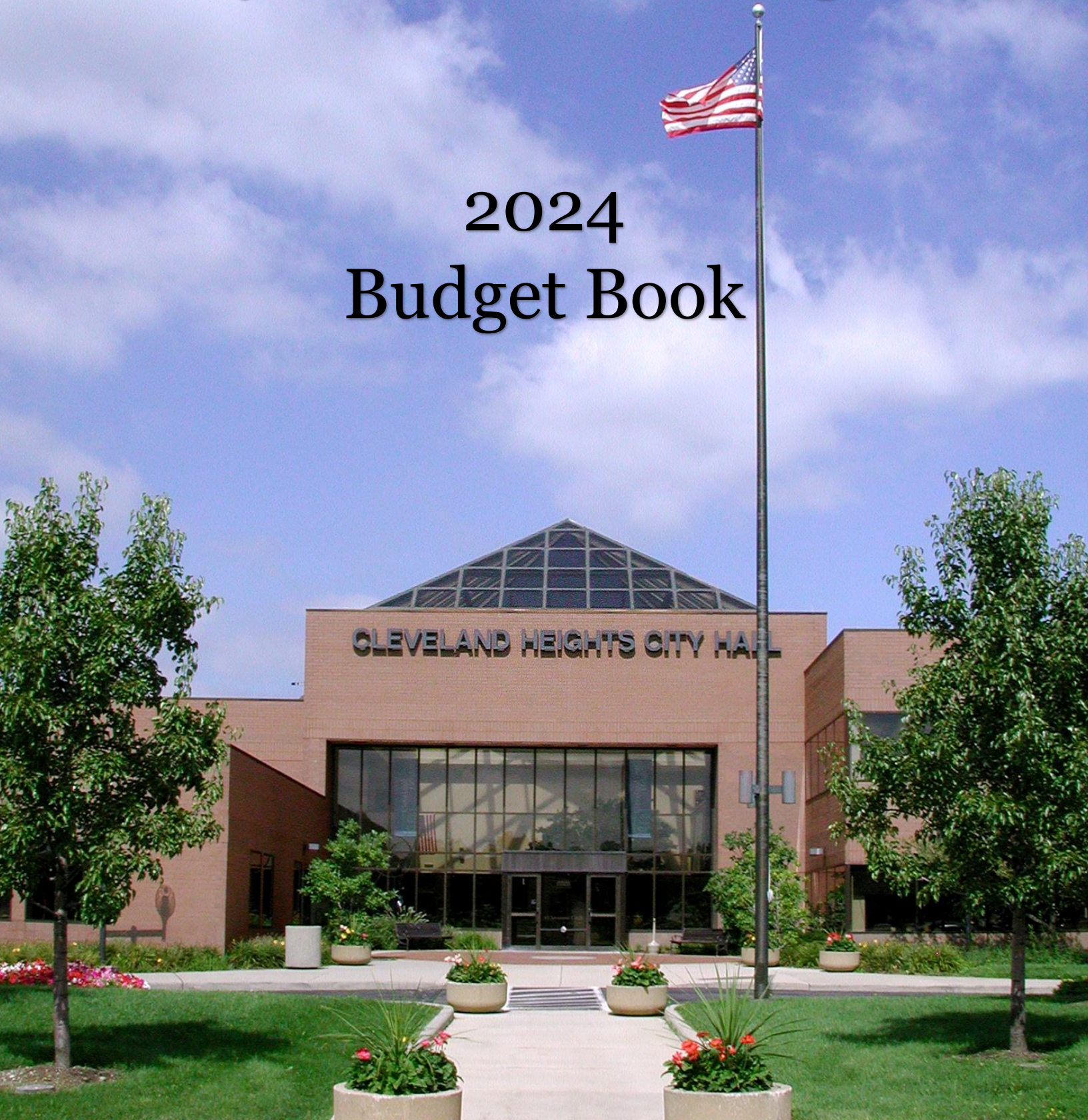


City of Cleveland Heights

2024 Budget Book





The City of Cleveland Heights

Proposed 2024 Budget

City of Cleveland Heights – Proposed 2024 Budget

Mayor Kahlil Seren

Delivered to Cleveland Heights' City Council
November 9, 2023

Prepared by the Finance Department

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Thank You to the Departments

Danny Williams, Chief Operating Officer

Judge, J.J. Costello, Municipal Court

Chief Christopher Britton, Police Department

Collette Clinkscale, Department of Public Works

Bill Hanna, Law Department

Chief James Harry, Fire Department

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To Cleveland Heights City Council and residents of Cleveland Heights:

As we enter the third year of my tenure as the first popularly-elected Mayor of the City of Cleveland Heights, it is my privilege to transmit the following estimate of receipts and expenditures for all departments and divisions of the City for the year 2024, as required by Article IX, Section 1 of the Charter of the City of Cleveland Heights. As the following detailed financial estimates indicate, this proposed budget provides for budgeted expenses of **\$133,705,666**, an increase of 3.1% from the 2023 amended budget. This increase is largely driven by the City's required encumbrance of American Rescue Plan Act funds for various necessary capital projects, as further outlined later in this document, as well as the addition of several new staff and associated contractual and benefit costs.

During 2022 and 2023, we initiated a number of reforms aimed at improving safety, promoting responsible and sustainable development, enhancing our communications with our residents, and preserving our City's key assets and amenities. Those include:

- Our Finance Department created this detailed and comprehensive budget book, providing full transparency regarding City expenditures; improved security and accountability of our financial operations by implementing several new purchasing procedures to ensure compliance with the Ohio Revised Code; and coordinated ethics training for all City employees. These and other initiatives will continue in 2024, complemented by a comprehensive wage and salary study designed to ensure fair, consistent, and equitable compensation for City employees.
- Our Police Department continued to provide the Academy and Continual Professional training necessary to maintain the high level of service our residents and visitors deserve. Six officers received A.L.I.C.E. (active shooter) certifications, and all patrol officers completed D.A.L.E. (Danger Assessment for Law Enforcement) training. The department also participated, with several other local communities in an exercise to practice a coordinated large-scale incident response. During 2024, all officers will have completed crisis intervention training; the department will implement a recently funded "Co-Responder Program"; sustainability efforts will continue, with the purchase of additional electric/hybrid vehicles to replace older vehicles in the fleet, among other key priorities.
- The Fire Department continued, during 2023, to provide emergency response support for both fire incidents in the City and emergency medical situations. In addition, the department conducted business inspections to ensure that basic fire safety requirements were maintained and public education on how to prevent and suppress fires. During 2024, the department plans to replace two



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- ambulances and complete major repairs to a third to ensure vehicle reliability; explore strategies to reduce emergency call volume through patient education for frequent E.M.S. users; implement a collaboration with neighboring cities to develop a network of mental health professionals to improve care plan adherence; and undertake a “re-visioning” of our practices to better reflect the nature of the calls for service we receive.
- Our I.T. Department took important steps to protect us from the growing threat of cyber-attacks by enhancing and consolidating our firewalls and improving our systems for detecting phishing attempts. These efforts will continue in 2024 and will be supplemented by the addition of cameras at strategic locations to provide valuable information for law enforcement and other safety forces.
 - Public Works significantly improved efficiency and sanitation by completing the transition to Automation Trash and Recycling Collection; completing numerous listed street repaving and repair projects; instituting several key traffic calming strategies; and completing or beginning a number of sanitary sewer cleaning and repair projects, as identified later in this document. During 2024, the department will meet all requirements in connection with the consent decree regarding our sanitary sewer lines; make repairs to streets due to Cleveland Water Dept. street openings within established schedules; complete the Black & Veatch rate study and submit recommendations to City Council; and, timely complete the itemized capital projects, among other listed priorities.
 - The Community Relations Department brought a fresh design to our City News publication and launched a new Cain Park weekly update during summer. The department will use these and other communication channels during 2024 to showcase the planned programs and activities in our City to current and potential residents.
 - The City enhanced our planning, economic development, and code enforcement capacity by combining several departments to create an overarching Planning and Development department. Along with this realignment, the department purchased new software applications, *Citizeserve* and *Gridics*, which will allow much greater online access to the design review process and zoning information, and, made several promotions and new hires that will improve the efficiency and responsiveness of our planning, development and inspection capacities. The department’s sustainability efforts included working with our Climate Resiliency and Sustainability Coordinator to purchase up to six electric vehicles for use by our housing inspectors. A comprehensive listing of the impressive number of large-scale development projects at various completion stages is set forth later in this document.



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Among the key areas of focus during 2024 will be completing a Comprehensive Safety & Equity Action Plan; completing the North Coventry neighborhood planning process and beginning the Noble area neighborhood planning; updating enabling legislation for the C.I.C. and staffing the organization; hiring a consultant to aid in preparing the Parks and Recreation Master Plan; and streamlining the overall design review process.

- Our Parks and Recreation Department continued to rebound during 2023 from the programmatic interruptions caused by the COVID pandemic. Among the department's accomplishments were the completion of the ice rink renovations; robust participation by 184 swimmers in the Urban Swim Group; \$1.1M in Cain Park ticket sales; implementation of new program offerings and a pool feasibility study; and provision of a variety of home repair and utility cost reduction services for older adults and other qualifying residents. During 2024, the department will test various strategies to maximize community usage of our facilities, increase swimming and water safety lessons, expand programming and musical genres featured at Cain Park, address infrastructure issues at Cain Park, Cumberland Park pool and Forest Hills tennis courts, and improve older adult utilization of recreation facilities.

The overarching goal of our efforts is to make Cleveland Heights an even more attractive location to live, work, and play.

Respectfully,

Mayor Kahlil Seren



Mayor Kahlil Seren

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Assembling the 2024 budget is an extensive process. The 2024 budget process began in June 2023, when the City had to prepare the 2024 tax budget, which Council adopted on June 20, 2023. Next, the department heads and the Finance Director developed the 2024 revenue estimates for each department. In July 2023, the Mayor met with the Finance Director and finalized all of the 2024 revenue estimates. In August 2023, all departments received their individual 2024 budget manuals so they could begin inputting their 2024 budgets into the accounting software system. In September 2023, each department had separate 2024 budget hearings with the Mayor, City Administrator, and Finance Director to discuss the following 2024 budget items: requests for changes to current personnel levels, operating expenses, capital expenses, and other financial operating issues.

After the 2024 operating budgets were finalized, the Mayor, City Administrator, and Finance Director had several meetings to discuss any changes to personnel and the departments' 2024 capital requests. The 2024 draft budget was finalized in October 2023, and the 2024 budget book was prepared for the Mayor, City Administrator, and Council. The Administration will deliver the 2024 draft budget document to Council by November 9, 2023. The Council will have 2024 budget hearings with the Administration in mid-November 2023 and must approve the 2024 budget by the end of 2023.

The total 2024 draft budgeted revenues are slightly more than \$94 million., a decrease of approximately \$1 million, 1%, from the 2023 budgeted revenues. The reason for the decrease in 2024 budgeted revenues is the City will be budgeting to transfer less money out of the General Fund and into other funds in the 2024 budget. Instead, the City will transfer money out of the General Fund at the end of 2023 into other funds so that those funds will be solid financially in 2024. If you remove the transfers from the 2023 budget, the total budgeted 2024 revenues are more than the total budgeted 2023 revenues. The City's largest revenue source is the Municipal Income Taxes, and the City estimates these revenues to be \$36,225,000 in 2024—a 3% increase compared to 2023. The City's second-largest source of revenues in 2024 will be Charges for Services, which will be over \$18.4 million, an increase of 3% from 2023, as well. The most significant increase in the City's 2024 budgeted revenues will be in the interest earnings, which the City expects to be over \$2.2 million, an increase of almost \$1.9 million from the 2023 budgeted revenues. The vast majority of the City's 2024 budgeted revenues are increasing from the 2023 budgeted revenues.

The 2024 draft budgeted expenses will be slightly over \$133.7 million, an increase of almost \$4 million, 3%, from the 2023 amended budget. The main reason for the increase is the 2024 capital expense budget. In 2024, the City will request almost \$34 million of capital expenses, an increase of nearly \$10 million compared to the 2023 amended budget. The increase in capital expenses is based mainly on using American Rescue Plan Act (ARPA) money. The City must have all of the ARPA money encumbered by December 31, 2023, and for 2024, the City is requesting to



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spend over \$14.5 million of capital with ARPA money. Another reason for the increase in total 2024 budgeted expenses is that Personnel Services will increase by \$4.1 million compared to 2023.; several departments have requested new employees. (The specific new positions requested will be discussed later in this document.) Other reasons for the increase in Personnel Services are raises, contractually obligated payments, healthcare costs, and workers comp expenses.

The General Fund draft 2024 budgeted revenues will be \$56 million, an increase of over \$2.7 million, 5%, from the 2023 budgeted amount. The main reason for the increase is that the City is budgeting for the municipal income tax revenues to be slightly more than \$36 million in 2024, an increase of over \$1 million from the amount budgeted for the municipal income tax revenues in 2023. The City's total Municipal Income Tax revenues have increased yearly for the last four years, and we anticipate the income taxes to continue trending in this direction. There also will be a significant increase in the interest revenues due to the City having more money in the bank and better interest rates. It is a very good sign of the financial stability of the General Fund when the six largest sources of General Fund revenues will have increased revenues in 2024 compared to 2023. Due to the General Fund having a healthy fund balance in 2023, the General Fund will be transferring out monies at the end of 2023 to fund future capital projects and to supplement some funds that are not as financially stable as the General Fund.

The General Fund draft 2024 budget expenses are \$55.8 million, an increase of \$1.4 million, 3% from the 2023 amended budget. The main reasons for this increase are in the Personnel Services, which are increasing due to the additional employee requests, raises, and contractually required step increases. The 2024 draft General Fund budget will also see a significant decrease in the Operating Transfer Out in 2024 due to it transferring out more money at the end of 2023 instead of putting it in the budget in 2024. Like most municipalities, the General Fund's largest expense is Personnel Services. Seventy-three percent of the 2024 General Fund budget expenses will be personnel expenses.

Total 2024 Capital Expense requests will be almost \$34 million, an increase of nearly \$10 million from 2023. The largest capital expense request is to satisfy the consent decree for the Sewers; the City is requesting to spend over \$12 million of ARPA money on improving the City's sewers. The City is also requesting \$4.5 million for various road paving projects, some of which will have offsetting grant revenues. Also included in the 2024 capital requests are expenses for numerous improvements to the City's facilities, buildings, and parks. The City is also requesting equipment and vehicles for our safety forces, and public works, parks and recreation, and planning departments. There are also requests for capital expenses to help make the City sustainable. Lastly, there are several computer hardware and software capital requests for numerous departments. The 2024 capital requests focus on improving the City and assisting the departments operating more efficiently. (A detailed breakout of all the 2024 capital requests appears later in this document.)



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On December 31, 2023, the General Fund is projected to have an ending unencumbered fund balance of approximately \$37 million before transfers-out are executed. This projected ending balance for the General Fund is significantly more than the Government Finance Officers Association requires. The Administration will come to Council in December 2023 to approve transfers-out of over \$15 million from the General Fund into other City Funds. As discussed previously, in 2023, the City will transfer money out of the General Fund into other funds to make the funds more financially solvent, to pay for future expenses, and to pay for 2024 capital expenses. The City plans to pay cash for all of its 2024 capital requests; however, this could change should the City get better financing terms for some of the capital projects. Following the transfers out in 2023, the General Fund will still have an unencumbered fund balance of over \$20 million, which is still well above the Government Finance Officers Association's best practices for unencumbered funds.

This is just a brief overview of the 2024 budget, and the Administration looks forward to going into more detail of the budget with Council.

Sincerely,

Andrew A. Unetic



Andrew A. Unetic

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2024 All Funds Summary

Revenue Budget Comparison

The following tables and graphs provide the current proposed 2024 budget and historical data on all the funds' revenues, expenditures, personnel changes, and capital budget requests.

2024 Total Budget Revenue Comparison

Revenue Classification	2023 Adopted Budget Revenue	2024 Budgeted Revenues	\$ Difference	% Difference
Property Taxes	\$9,999,250	\$10,410,000	\$410,750	4.11%
A Municipal Income Tax	35,150,000	36,225,000	1,075,000	3.06%
Other Local Tax	707,740	600,200	(107,540)	-15.19%
State Levied Shared Taxes	4,158,332	4,072,900	(85,432)	-2.05%
B Intergov't Grant Contract	11,100,852	10,938,271	(162,581)	-1.46%
C Charges for Services	17,882,085	18,437,370	555,285	3.11%
D Fees, Licenses, Permit	3,788,750	4,270,800	482,050	12.72%
E Interest Earnings	375,100	2,258,100	1,883,000	502.00%
Special Assessments	2,065,000	2,120,000	55,000	2.66%
Fines and Forfeitures	1,630,000	1,410,000	(220,000)	-13.50%
F All Other Revenue	3,057,140	2,302,170	(754,970)	-24.70%
G Operating Transfers-In	5,415,750	592,455	(4,823,295)	-89.06%
H Other Financing Sources	0	676,000	676,000	100.00%
Sale of Assets	10,000	5,000	(5,000)	-50.00%
Total Budgeted Revenue	\$95,339,999	\$94,318,266	(\$1,021,733)	-1.07%

Revenue Budget Highlights

- A.** There is an increase in Municipal Income Tax Revenue based on the projections by R.I.T.A.
- B.** There is a slight decrease in Intergovernmental Grant Revenues due to the City receiving slightly fewer grants in 2024.
- C.** The slight increase in Charges for Services due to the City anticipating bringing in more money in some of our utilities and programs that we do.

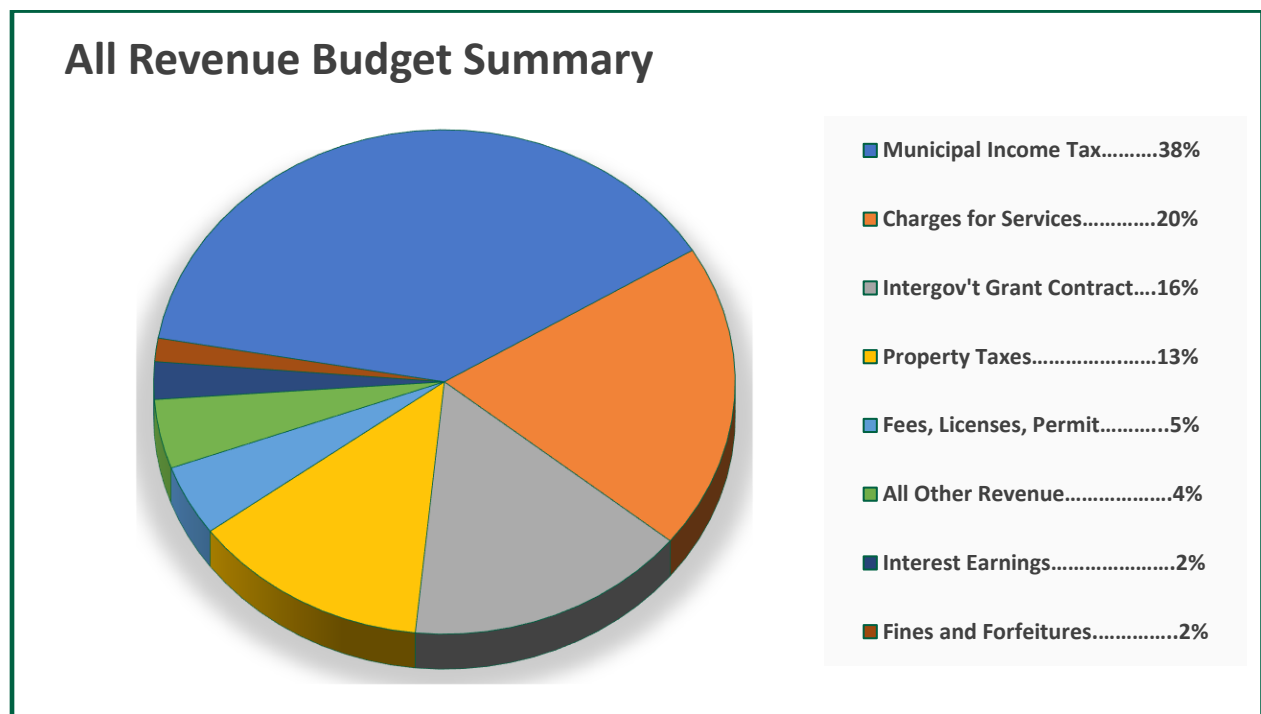


2024 All Funds Summary

Revenue Budget Comparison

- D.** The City expects the Fees, Licenses, & Permits to increase due to increased building permit collections & increased ambulance fees.
- E.** There is a large increase in Interest Earnings due to the City having larger bank balances and receiving higher interest rates.
- F.** There is a large decrease in All Other Revenue because in 2023 the General Fund was budgeted to receive \$550,000 of Indirect Payments from other funds. However, due to the fact that the General Fund is financially stable now, these revenues are no longer necessary to be received from the other funds.
- G.** The Operating Transfers In have decreased due to the City changing how we handle the transfers. The transfers will now be done at the end of 2023, to properly fund the 2024 capital and to make those funds financially more stable.
- H.** The Increase in Other Financing Sources is due to the City being reimbursed \$676,000 in the lead Safe Grant.

2024 All Funds Revenues Budget by Revenue Classification



The 2024 proposed revenue budget displayed in the pie chart above shows the breakout of revenue classifications. The two largest revenue sources are the Municipal Income Tax at 38% and Charges for Services at 20%.



2024 All Funds Summary

Revenue Budget Comparison

2024 Revenue Budget Comparison by Fund

Fund	Fund No.	2023	2024	Increase/ Decrease	% Change
		Budgeted Revenues	Budgeted Revenues		
General	101	\$53,249,273	\$55,952,433	\$2,703,160	5.08%
Budget Stabilization	102	150,000	-	(150,000)	-100.00%
Street Const., Maint. & Repair	201	2,200,100	2,900,100	700,000	31.82%
Law Enforcement	206	34,000	320,987	286,987	844.08%
Drug Enforcement	207	165,000	200,000	35,000	21.21%
CDBG Resource	208	4,553,562	3,277,435	(1,276,127)	-28.02%
Home Program	211	558,000	883,000	325,000	58.24%
Police Facility Improvement	213	8,000	9,000	1,000	12.50%
Local Programming	214	505,540	445,000	(60,540)	-11.98%
Cain Park Operating	215	1,551,524	1,590,000	38,476	2.48%
Rec Fac Improvement	216	615,250	634,000	18,750	3.05%
Public Right of Way	217	-	1,000	1,000	0.00%
Misc. State Grants	218	40,000	-	(40,000)	-100.00%
Indigent DUI Treatment	221	14,000	13,000	(1,000)	-7.14%
Muni Ct. - Computerization	222	50,000	50,000	-	0.00%
DUI - Enforcement	223	4,200	4,000	(200)	-4.76%
Muni Ct. - Special Projects	225	85,000	82,000	(3,000)	-3.53%
Lead Safe Cuyahoga	226	789,585	1,294,408	504,823	63.94%
CDBG - COVID	228	596,380	535,694	(60,686)	-10.18%
Street Lighting	230	990,000	1,020,000	30,000	3.03%
Tree	231	1,125,000	1,100,000	(25,000)	-2.22%
Police Pension	232	1,513,750	281,000	(1,232,750)	-81.44%
Fire Pension	233	1,788,750	282,000	(1,506,750)	-84.23%
Earned Benefits	234	400,000	-	(400,000)	-100.00%
Federal Misc. Grants	240	200,000	243,216	43,216	21.61%
OneOhio Opioid Settlement	242	7,444	-	(7,444)	-100.00%
NOPEC	244	-	200,000	200,000	0.00%
General Bond Retirement	301	1,878,250	1,502,455	(375,795)	-20.01%
Financed Capital Projects	402	750,000	-	(750,000)	-100.00%
Economic Development	411	42,100	4,500	(37,600)	-89.31%
City Hall Maint & Repair	412	24,000	29,000	5,000	20.83%
Refuse Capital Fund	416	125,000	125,000	-	0.00%
Water Administration	601	1,305,500	1,200,735	(104,765)	-8.02%
Sewerage Disposal	602	7,282,541	7,365,541	83,000	1.14%
Parking Fund	603	740,000	411,000	(329,000)	-44.46%
Refuse Fund	605	3,343,000	3,483,000	140,000	4.19%
ALS Ambulance Services	606	900,000	1,133,000	233,000	25.89%
Hospitalization	701	7,000,000	7,548,162	548,162	7.83%
Off/Aging Donations	804	3,000	1,250	(1,750)	-58.33%
Youth Recreation Donation	808	5,000	500	(4,500)	-90.00%
Flexible Spending Account	850	140,000	110,000	(30,000)	-21.43%
Sales Tax	857	250	250	-	0.00%
Misc. Agency	858	607,000	85,600	(521,400)	-85.90%
Revenue Budget Total		\$95,339,999	\$94,318,266	(\$1,021,733)	-1.07%



2024 All Funds Summary

Expense Budget Comparison

2024 Total Budget Expense Comparison

	2023 Amended*	2024 Budgeted	\$	%
Expense Classification	Budget Expenses	Expenses	Difference	Difference
A Personnel Services	\$52,555,552	\$56,624,430	\$4,068,878	7.74%
B O.T.P.S	46,972,226	42,472,990	(4,499,236)	-9.58%
C Capital	24,367,578	33,889,741	9,522,163	39.08%
D Non-Government	532,060	126,050	(406,010)	-76.31%
E Operating Transfers-Out	5,285,750	592,455	(4,693,295)	-88.79%
Total Budgeted Expenses	\$129,713,166	\$133,705,666	\$3,992,500	3.08%

Expense Budget Highlights

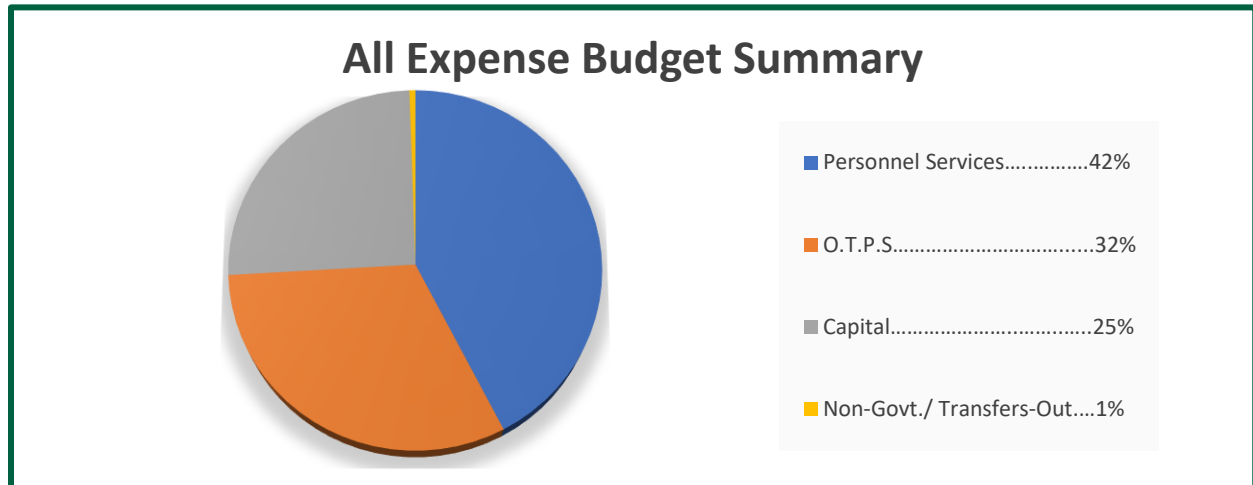
- A. The Reason for the increase in Personnel Service is the administration is requesting several new employees. Contractually obligated raises, and increased Hospitalization and Workers' Comp cost also contribute to the increase.
- B. The main reason for the decrease in the Other than Personnel Services (O.P.T.S.) is that these expenses in the ARPA and C.D.B.G funds all decreased.
- C. The administration is requesting more capital projects in 2024. One of the main increases in the Capital is in the ARPA Fund, that is requesting \$14.5 million for capital expenses. A detailed breakout of all the Capital requests can be found later in this document.
- D. There is a decrease in Non-Governmental expenses due to the fact that in the 2023 budget there was \$350,000 budgeted to be refund a foreclosure bond, that the City did not have to budget for in 2024.
- E. There is a decrease in the Operating Transfers Out, mostly due to the City changing how we handle transfers. The City will be transferring the money out at the end of 2023 instead of budgeting it in 2024.



2024 All Funds Summary

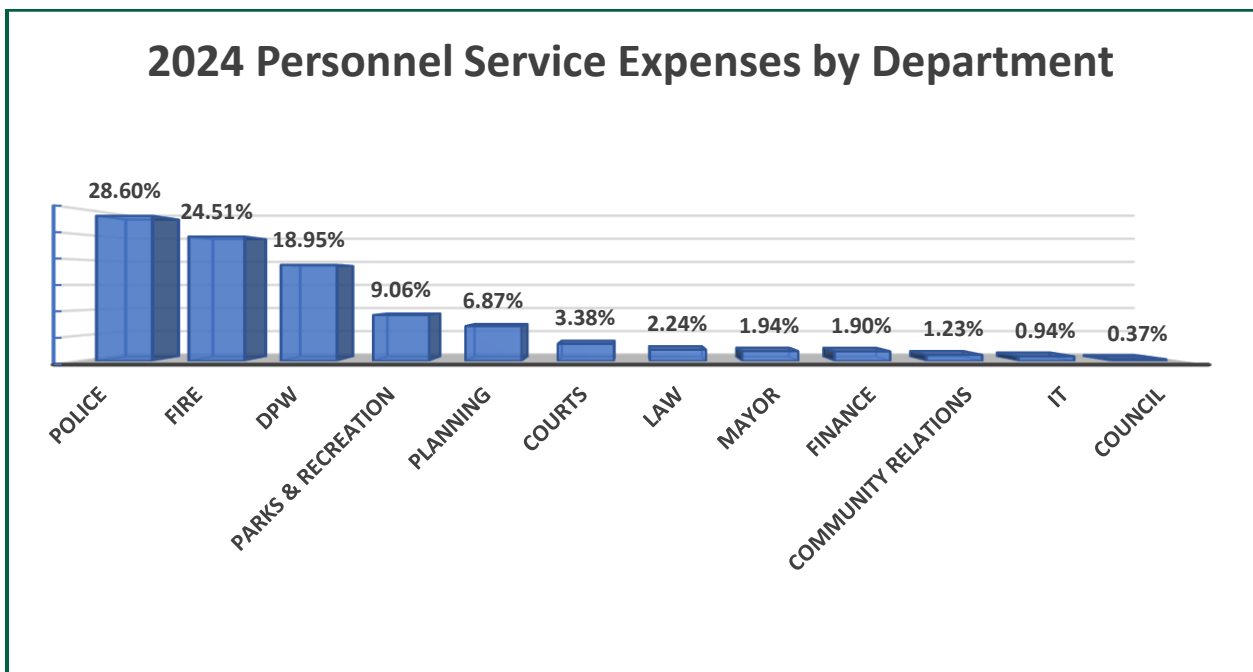
Expense Budget Comparison

2024 All Funds Expenditure Budget by Expense Classification



The 2024 proposed expense budget biggest expense is Personnel Expenses.

2024 Personnel Service Expense Budget by Department





2024 All Funds Summary

Expense Budget Comparison

2024 Expense Budget Comparison by Fund

Fund	Fund No.	2023	2024	Increase/ Decrease	% Change
		Amended Budgeted Expenses	Budgeted Expenses		
General	101	\$54,422,764	\$55,831,967	\$1,409,203	2.59%
Street Const., Maint. & Repair	201	3,167,659	4,885,608	1,717,949	54.23%
Public Bldg. Maint.	205	-	200,000	200,000	100.00%
Law Enforcement	206	666,020	235,187	(430,833)	-64.69%
Drug Enforcement	207	164,693	254,873	90,180	54.76%
CDBG Resource	208	4,668,268	3,278,226	(1,390,042)	-29.78%
Home Program	211	554,447	590,000	35,553	6.41%
FEMA Grant	212	38,368	-	(38,368)	-100.00%
Police Facility Improvement	213	25,000	12,500	(12,500)	-50.00%
Local Programming	214	527,641	371,714	(155,927)	-29.55%
Cain Park Operating	215	1,613,034	1,803,652	190,618	11.82%
Rec Fac Improvement	216	875,295	848,000	(27,295)	-3.12%
Indigent DUI Treatment	221	40,000	60,000	20,000	50.00%
Muni Ct. - Computerization	222	60,191	59,814	(377)	-0.63%
Muni Ct. - Special Projects	225	124,507	116,765	(7,742)	-6.22%
Lead Safe Cuyahoga	226	989,585	750,000	(239,585)	-24.21%
CDBG - COVID	228	562,039	335,220	(226,819)	-40.36%
Street Lighting	230	691,500	861,000	169,500	24.51%
Tree	231	1,220,801	1,457,326	236,525	19.37%
Police Pension	232	1,576,244	281,170	(1,295,074)	-82.16%
Fire Pension	233	1,764,663	282,000	(1,482,663)	-84.02%
Earned Benefits	234	400,000	400,000	-	0.00%
Federal Misc. Grants	240	220,000	243,216	23,216	10.55%
Local Fiscal Recovery	241	26,740,000	29,564,645	2,824,645	10.56%
NOPEC	244	234,500	200,000	(34,500)	-14.71%
Top-Of-The Hill TIFF	260	516,964	-	(516,964)	-100.00%
General Bond Retirement	301	1,580,114	1,256,425	(323,689)	-20.49%
Financed Capital Projects	402	2,950,744	5,844,155	2,893,411	98.06%
Economic Development	411	319,334	172,000	(147,334)	-46.14%
City Hall Maint & Repair	412	15,000	20,000	5,000	33.33%
Refuse Capital Fund	416	380,000	2,115,000	1,735,000	456.58%
Water Administration	601	1,373,251	1,272,707	(100,544)	-7.32%
Sewerage Disposal	602	7,667,622	6,057,697	(1,609,925)	-21.00%
Parking Fund	603	1,013,825	825,900	(187,925)	-18.54%
Refuse Fund	605	3,927,676	4,208,500	280,824	7.15%
ALS Ambulance Services	606	1,089,237	1,204,837	115,600	10.61%
Hospitalization	701	7,000,000	7,548,162	548,162	7.83%
Off/Aging Donations	804	14,930	1,750	(13,180)	-88.28%
Youth Recreation Donation	808	5,000	40,000	35,000	700.00%
Junevile Diversion Program	811	10,000	5,000	(5,000)	-50.00%
Flexible Spending Account	850	-	110,000	110,000	0.00%
Sales Tax	857	250	50	(200)	-80.00%
Misc. Agency	858	502,000	100,600	(401,400)	-79.96%
Expense Budget Total		\$129,713,166	\$133,705,666	\$3,992,500	3.08%

*** Amended 2023 Budget as of October 31, 2023 ***



General Fund Summary

The General Fund is the main operating fund for the City. This fund is used to record all resource inflows and outflows that are not associated with a special purpose fund. The General Fund's three largest source of revenues are: 1. Municipal Income Tax Revenues; 2. Property Tax Revenues; and 3. Fees, Licenses, Permit Revenues.

Total 2024 budgeted General Fund revenues are increasing \$2.7 million, 5% compared to the 2023 budgeted General Fund revenues. This will be the fourth year in a row the General Fund revenues have increased from the previous year. The increasing General Fund revenues is a good indicator that the City is financially healthy. For 2023, the General Fund actual revenues will exceed the 2023 budgeted General Fund revenues, which is another good indicator that the City is solid financially. The charts show the comparison between the General Fund 2023 budgeted revenues and the 2024 budgeted revenues.

2024 General Fund Total Revenue Budget Comparison

		2023 Adopted	2024 Budgeted	\$	%
	Revenue Classification	Budget Revenue	Revenues	Difference	Difference
A	Property Taxes	\$7,800,000	\$8,150,000	\$350,000	4.49%
B	Municipal Income Tax	35,150,000	36,225,000	1,075,000	3.06%
	Other Local Tax	52,200	5,200	(47,000)	-90.04%
	State Levied Shared Taxes	2,108,332	2,172,900	64,568	3.06%
	Intergov't Grant Contract	1,360,401	1,494,163	133,762	9.83%
	Charges for Services	766,000	696,300	(69,700)	-9.10%
C	Fees, Licenses, Permit	2,683,750	2,915,200	231,450	8.62%
D	Interest Earnings	375,000	2,250,000	1,875,000	500.00%
	Fines and Forfeitures	1,630,000	1,410,000	(220,000)	-13.50%
E	All Other Revenue	1,313,590	628,670	(684,920)	-52.14%
	Sale of Assets	10,000	5,000	(5,000)	-50.00%
	Total Budgeted Revenue	\$53,249,273	\$55,952,433	\$2,703,160	5.08%

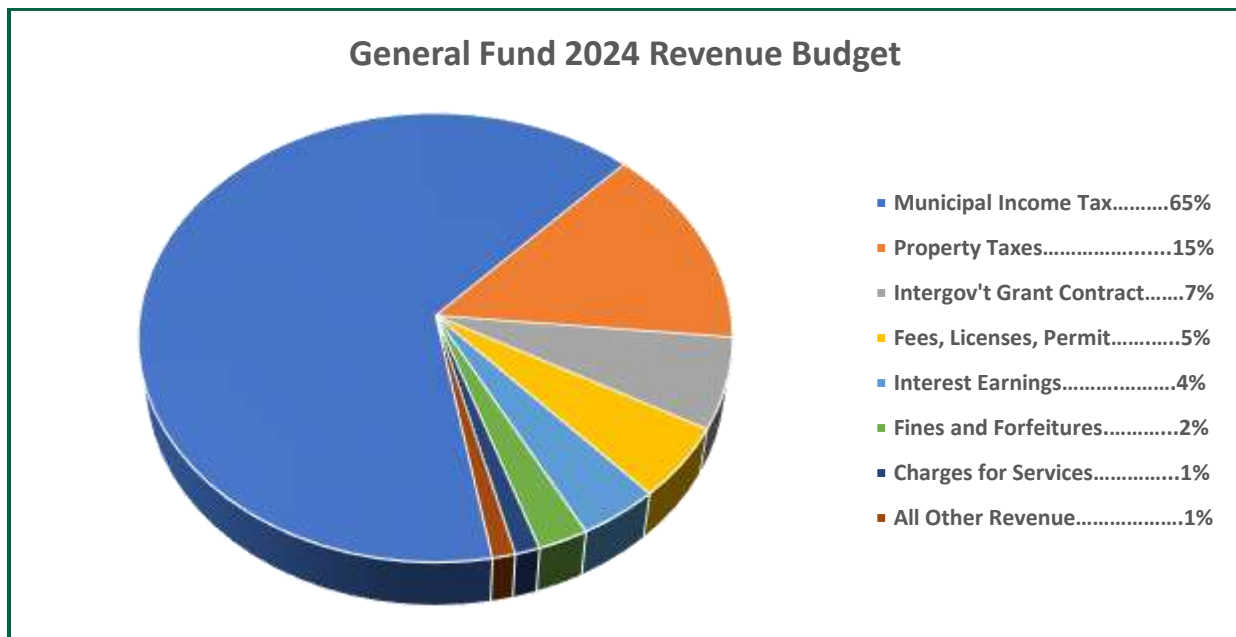


General Fund Summary

Revenue Budget Highlights

- A. The General Fund Property Taxes are increasing based on the projections from the Auditors office.
- B. There is an increase in Municipal Income Tax revenue based on the projections by R.I.T.A.
- C. The City anticipates the Fees, Licenses, & Permits to increase due to the increased building permit revenues.
- D. There is a large increase in Interest Earnings due to the City having larger bank balances and higher interest rates.
- E. There is a large decrease in All Other Revenue because in 2023 the General Fund was budgeted to receive \$550,000 of Indirect Payments from other funds. However, due to the fact that the General Fund is financially stable now, these revenues are no longer necessary to be received from the other funds.

2024 General Fund Revenue Budget by Revenue Classification





General Fund Summary

The General Fund accounts for the majority of the City's services, including public safety, public works, general government and parks/recreation. The General Fund will have the most expenses out of all the funds in 2024. The 2024 General Fund budgeted expenses accounts for 42% of the City's entire 2024 budget. The largest General Fund budgeted expenses, are personnel services which includes: salaries; fringe benefits; overtime; health care costs; and workers compensation costs. The second largest General Fund expenses are the O.T.P.S. The O.T.P.S. expenses are basically the City's operating expenses.

The total 2024 budgeted General Fund expenses will be increasing \$1.4 million, 3%, from the 2023 amended budget General Fund expenses. 73% of the total 2024 General Fund budget will go toward Personnel Services. Just about every government agency's largest General Fund expense is for Personnel Services. The charts below show the total 2023 amended budgeted expenses, compared to the 2024 budgeted expenses.

2024 General Fund Expense Budget Comparison

	2023 Amended*	2024 Budgeted	\$	%
Expense Classification	Budget Expenses	Expenses	Difference	Difference
A Personnel Services	\$34,626,634	\$40,784,991	\$6,158,357	17.79%
B O.T.P.S	14,367,712	14,316,336	(51,376)	-0.36%
Capital	111,408	144,240	32,832	29.47%
Non-Government	72,010	11,400	(60,610)	-84.17%
C Operating Transfers-Out	5,245,000	575,000	(4,670,000)	-89.04%
Total Budgeted Expenses	\$54,422,764	\$55,831,967	\$1,409,203	2.59%

* Amended 2023 Budget as of October 31, 2023 *

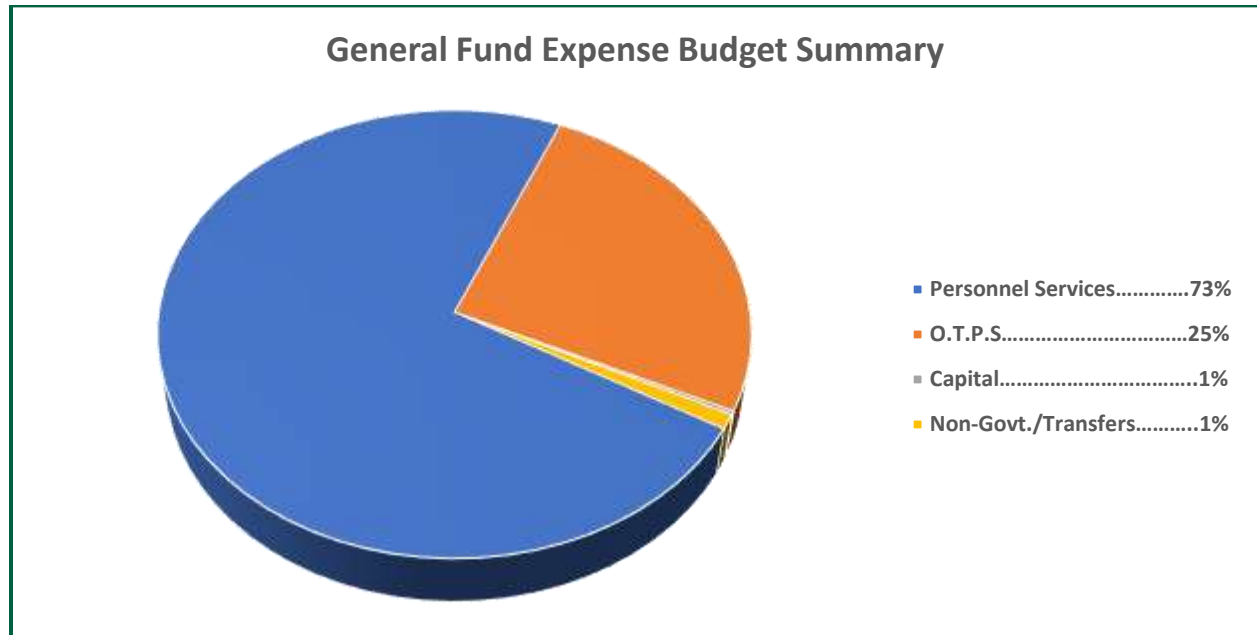
Expense Budget Highlights

- The Personnel Services budget increase is due to several new employees the administration is requesting in several departments. Other reasons for the increase are: the contractually obligated raises; increased hospitalization cost; and increased workers' comp costs.
- The O.T.P.S. have decreased slightly from 2023. One of the main reasons is the SAFEbuilt expenses are projected to decrease.
- There is a decrease in the operating transfers out, mostly due to the City changing how to handle transfers. The City will be transferring the money out at the end of 2023 and will not be included in the 2024 Budget.



General Fund Summary

2024 General Fund Expense Budget by Expense Classification





Fund Balance Summary

2024 Revenue & Expense Budget

Fund Summary – 2024 Revenue and Expense Budget

Fund	Fund No.	Projected Unencumbered Fund Balance 1/1/2024	2024 Budgeted Revenues	2024 Budgeted Expenses	Budget Surplus/(Deficit)	Estimated Ending Balance 12/31/2024
General	101	\$20,985,462	\$55,952,433	\$55,831,967	\$120,466	\$21,105,928
Budget Stabilization	102	1,400,000	-	-	-	1,400,000
Street Const., Maint. & Repair	201	3,595,855	2,900,100	4,885,608	(1,985,508)	1,610,347
Foundation Grants/Donations	202	93,579	-	-	-	93,579
First Suburbs Consortium	203	2,501	-	-	-	2,501
Communications System	204	0	-	-	-	-
Public Bldg. Maint.	205	500,423	-	200,000	(200,000)	300,423
Law Enforcement	206	327,956	320,987	235,187	85,800	413,756
Drug Enforcement	207	280,184	200,000	254,873	(54,873)	225,311
CDBG Resource	208	52,836	3,277,435	3,278,226	(791)	52,045
Home Program	211	57,987	883,000	590,000	293,000	350,987
FEMA Grant	212	189,738	-	-	-	189,738
Police Facility Improvement	213	9,847	9,000	12,500	(3,500)	6,347
Local Programming	214	748,148	445,000	371,714	73,286	821,434
Cain Park Operating	215	248,480	1,590,000	1,803,652	(213,652)	34,828
Rec Fac Improvement	216	1,066,716	634,000	848,000	(214,000)	852,716
Public Right of Way	217	168,647	1,000	-	1,000	169,647
Misc. State Grants	218	40,368	-	-	-	40,368
Indigent DUI Treatment	221	272,424	13,000	60,000	(47,000)	225,424
Muni Ct. - Computerization	222	132,134	50,000	59,814	(9,814)	122,320
DUI - Enforcement	223	133,802	4,000	-	4,000	137,802
Muni Ct. - Special Projects	225	2,166,209	82,000	116,765	(34,765)	2,131,444
Lead Safe Cuyahoga	226	7,706	1,294,408	750,000	544,408	552,114
Neighborhood Stabilization	227	123,584	-	-	-	123,584
CDBG - COVID	228	15,566	535,694	335,220	200,474	216,040
Street Lighting	230	1,914,561	1,020,000	861,000	159,000	2,073,561
Tree	231	1,389,258	1,100,000	1,457,326	(357,326)	1,031,932
Police Pension	232	98,800	281,000	281,170	(170)	98,630
Fire Pension	233	294,858	282,000	282,000	-	294,858
Earned Benefits	234	412,148	-	400,000	(400,000)	12,148
First Suburbs Devt. County	237	57,754	-	-	-	57,754
Refuse Grant Fund	239	4,010	-	-	-	4,010
Federal Misc. Grants	240	3,894	243,216	243,216	-	3,894
Local Fiscal Recovery	241	29,564,645	-	29,564,645	(29,564,645)	-
OneOhio Opiod Settlement	242	38,813	-	-	-	38,813
NOPEC	244	-	200,000	200,000	-	-



Fund Balance Summary

2024 Revenue & Expense Budget

Fund	Fund No.	Projected	2024	2024	Budget	Estimated
		Unencumbered Fund Balance 1/1/2024	Budgeted Revenues	Budgeted Expenses	Surplus/(Deficit)	Ending Balance 12/31/2024
General Bond Retirement	301	47,229	1,502,455	1,256,425	246,030	293,259
Financed Capital Projects	402	8,474,802	-	5,844,155	(5,844,155)	2,630,647
Economic Development	411	176,532	4,500	172,000	(167,500)	9,032
City Hall Maint & Repair	412	139,192	29,000	20,000	9,000	148,192
Ring Road Reconstruction	415	35,045	-	-	-	35,045
Refuse Capital Fund	416	2,093,117	125,000	2,115,000	(1,990,000)	103,117
Water Administration	601	1,591,178	1,200,735	1,272,707	(71,972)	1,519,206
Sewerage Disposal	602	8,024,106	7,365,541	6,057,697	1,307,844	9,331,950
Parking Fund	603	463,178	411,000	825,900	(414,900)	48,278
Refuse Fund	605	812,659	3,483,000	4,208,500	(725,500)	87,159
ALS Ambulance Services	606	1,131,568	1,133,000	1,204,837	(71,837)	1,059,731
Hospitalization	701	108,907	7,548,162	7,548,162	-	108,907
Workers Comp Self Insurance	703	204,767	-	-	-	204,767
Off/Aging Donations	804	18,994	1,250	1,750	(500)	18,494
Youth Recreation Donation	808	70,556	500	40,000	(39,500)	31,056
Police Memorial Trust	809	11,808	-	-	-	11,808
Youth Advisory Commission	810	71	-	-	-	71
Juvenile Diversion Program	811	6,741	-	5,000	(5,000)	1,741
Flexible Spending Account	850	4,209	110,000	110,000	-	4,209
Sales Tax	857	430	250	50	200	630
Misc. Agency	858	2,032,453	85,600	100,600	(15,000)	2,017,453
NEORSD	864	278	-	-	-	278
Total		\$91,846,714	\$94,318,266	\$133,705,666	(\$39,387,400)	\$52,459,314



Personnel Summary

Full-Time Budgeted Personnel Comparison

Department	2021	2022	2023	2024
Total Council	7	7	8	8
Total Mayor	6	7	6	7
Total IT	4	4	3	4
Total Finance	8	8	10	9
Total Community Relations	4	4	4	6
Total Law	7	8	8	8
Total Planning	30	30	32	36
Total DPW	99	101	101	102
Total Police	102	102	103	103
Total Fire	80	80	80	80
Total Parks & Recreation	34	34	34	37
Total Courts	20	22	20	20
Full-Time Personnel Total	401	407	409	420



Personnel Summary

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2024 Capital Request

Summary of Capital Funding

The Administration is requesting almost \$34 million for capital projects in 2024. The City has received grants or will be reimbursed for \$18.3 million of these capital requests. The ARPA Fund will be paying for \$14.5 million of 2024 capital expenses, with the majority of that going to the EPA Consent Decree for the sewers. Below is a chart that shows how the City will be funding the Capital Request in 2024.

2024 Summary of Capital Funding

Fund	Cash	Grant/ Reimbursement	Total
101- General	\$144,240		\$144,240
201 - SCM&R	\$3,650,000	\$850,000	\$4,500,000
207 - Drug Law Enforcement	\$50,000		\$50,000
208 - CDBG		\$267,606	\$267,606
214 - Local Programming	\$107,000		\$107,000
216 - Recreation Facility Improvement	\$625,000		\$625,000
222 - Muni Court Computerization	\$20,000		\$20,000
225 - Muni Court Special Projects	\$30,000		\$30,000
228 - CDBG - Covid		\$214,879	\$214,879
231 - Tree	\$219,700		\$219,700
241 - Local Fiscal Recovery (ARPA)		\$14,514,645	\$14,514,645
244 - NOPEC		\$200,000	\$200,000
402 - Financed Capital Projects	\$5,614,155		\$5,614,155
416 - Refuse Capital Fund	\$2,115,000		\$2,115,000
601 - Water Administration	\$50,000	\$1,202,000	\$1,252,000
602 - Sewerage Disposal	\$2,637,000	\$1,074,725	\$3,711,725
605 - Refuse	\$33,000		\$33,000
606 - ALS Ambulance Services	\$270,791		\$270,791
Total 2024 Capital	\$15,565,886	\$18,323,855	\$33,889,741

2024 Capital Request by Department

In the following pages is a detailed breakout of all the 2024 Departmental Capital Requests.



2024 Capital Requests

Departmental Request

Account	Capital Project	Amount	Department	Description
214.2601.3004	Audio & Video Equipment	\$35,000	Community Services	Various Capital Equipment for Communications
214.2601.3007	Access Cleveland Heights Software	\$35,000	Community Services	Various Software Equipment for Communications
Total Community Services Capital		\$70,000		
222.9101.3006	Computer Hardware	\$10,000	Court	Court Computer Hardware
222.9101.3007	Computer Software	\$10,000	Court	Court Computer Software
225.9101.3003	Court Improvements	\$30,000	Court	Court Improvements
Total Court Capital		\$50,000		
101.2201.3006	New Laptops & Desktops	\$64,000	IT	Purchase new computers for citywide departments
101.2201.3007	New Computer Software	\$15,000	IT	New computer software
214.2201.3006	Mainframe Servers	\$12,000	IT	Replace Mainframe Servers City Hall
214.2201.3009.07	Copiers	\$25,000	IT	Pays for the Copiers
402.2201.3004	Surveillance Camera System	\$265,000	IT	Expand Citywide Surveillance program
402.2201.3004	Storage Area Network Appliance	\$37,000	IT	Begain saving capital funds for \$110k purchase
Total IT Capital		\$418,000		
207.7206.3004	FLOCK System	\$50,000	Police	FLOCK Camera System
402.7201.3004	Purchase 8 Marked Hybrid/Electric Vehicles	\$520,000	Police	Net loss of 15 vehicles in 2 years. \$65,000/vehicle
402.7201.3004	Repair & Replace Existing Targeting System	\$131,155	Police	The targeting system at the range is from 1984 and it has outlived it's useful life
402.7201.3003	Police Lockerroom Upgrades	\$175,000	Police	Replace Old Lockers in the Male and Female Locker rooms. There are issues with mold and ventilation
Total Police Capital		\$876,155		
402.7301.3004	Purchase a New Utility Truck/Emergency Plow	\$80,000	Fire	Serves as the Lead emergency vehicle in heavy snows
402.7301.3004	Purchase a New Fire Engine	\$1,060,000	Fire	Current Engine is 14 years old
606.7304.3004	New Cot/New Loader	\$70,000	Fire	Purchase a new cot/loader
606.7304.3006	Purchase Tablets	\$2,000	Fire	Purchase new tablets
606.7304.3009.05	Fire Truck Lease	\$198,791	Fire	Fire Truck Lease Payment
Total Fire Capital		\$1,410,791		



2024 Capital Requests

Departmental Request

Account	Capital Project	Amount	Department	Description
101.6207.3007	Computer Software	\$20,240	DPW	Computer Software
101.6208.3006	New IPADS	\$5,000	DPW	New Ipads
101.6208.3007	Snow/Ice Software & Hardware	\$40,000	DPW	New Software to Assist w/ snow and ice removal
201.6236.3122.01	Blanche Avenue Paving - Grant Money	\$850,000	DPW	City Received a Grant to Pave Blanche Avenue
201.6236.3122	Blanche Avenue Paving - City Money	\$1,650,000	DPW	City Portion of Blanche Avenue
201.6236.3122	Edgerly Paving	\$115,000	DPW	Pave Edgerly
201.6236.3122	Claredon Paving	\$235,000	DPW	Pave Claredon
201.6236.3122	Antisdale Paving	\$303,000	DPW	Pave Antisdale; Fund 208 will pay for an additional \$197,485 of this
201.6236.3122	Various Paving Projects	\$1,347,000	DPW	Paving Various Roads in the City
231.8801.3004	Tree Tracker Upgrade	\$69,700	Forestry	Tree Tracker Upgrade
231.8801.3004	1 Ton Truck w Plow	\$150,000	Forestry	Purchase a New 1 Ton Truck with a plow
241.6204.3003	ARPA Sewer Projects	\$13,014,645	Sewer	ARPA Consent Decree Sewer Projects
402.6201.3004	Purchase a New Tri-Axle Truck	\$200,000	DPW	New Truck
402.6201.3004	New Vehicle for Commissioner	\$37,000	Vehicle Maint	New Vehicle
402.6203.3004	Purchase a Tandem Dump Truck w Plow	\$185,000	DPW	Purchase A New Truck
402.6203.3004	Pick-up Truck w Plow	\$45,000	DPW	Purchase A New Truck
416.6203.3003	Transfer Station Rehab	\$850,000	Refuse	Transfer Station Rehab
416.6203.3004	Purchase 2 Semi-Tractors	\$350,000	Refuse	Purchase 2 Semi- Tractors
416.6203.3004	Purchase a Dual Bed Truck	\$30,000	Refuse	Purchase A New Truck
416.6203.3004	Refuse Front Loader	\$485,000	Refuse	Purchase a Refuse Front Loader Truck
416.6203.3004	Rear Load Truck	\$250,000	Refuse	New Rear Load Truck
416.6203.3004	Mini-Packer	\$150,000	Refuse	New Mini-Packer
601.6302.3003	Edgerly Watermain	\$412,000	Water	City Gets Reimbursed For this
601.6302.3003	Claredon Watermain	\$790,000	Water	City Gets Reimbursed For this
601.6302.3072	Various Engineering Services	\$50,000	Water	Various Engineering Services for Capital Projects
602.6205.3003	Sewer CH13/CH 61 Harpshire	\$999,625	Sewer	Total Project is \$1,999,625. ARPA will pay for the rest of it. The City get reimbursed for this
602.6205.3003	Sewer CH30 Design only	\$75,100	Sewer	Total Project is \$150,200. ARPA will pay for the rest of it. The City will get reimbursed for this
602.6205.3004	New Vehicle for Commissioner	\$37,000	Sewer	New Vehicle
602.6205.3004	Street Sweeper	\$200,000	Sewer	New Street Sweeper
602.6205.3072	Engineering Services	\$2,400,000	Sewer	Wade Trim/GPD Engineering Services
605.6203.3006	Computer Hardware	\$33,000	Refuse	Computer Hardware
Total DPW Capital		\$25,378,310		



2024 Capital Requests

Departmental Request

Account	Capital Project	Amount	Department	Description
208.5203.3003	Chesed Center Capital Improvements	\$60,000	Planning	Chased Center Capital Improvements
208.5211.3004	Cain Park Playground Replacement	\$10,121	Planning	New Cain Park Playground
228.5228.3003	Coventry Peace Park Improvements	\$100,000	Planning	Accessibility Improvements at Coventry Peace Park
208.5228.3122.0	Antisdale Road Resurfacing	\$197,485	Planning	CDBG Funded to resurfact Antisdale Road
228.5228.3004	Cain Park Playground Replacement	\$114,879	Planning	New Cain Park Playground
241.5101.3003	Cain Park Stramp	\$1,500,000	Planning	Council approved this in 2023 but will be budgeted for in 2024
402.5101.3004	Electric/Hybrid Vehicles	\$175,000	Planning	5 Electric/Hybrid Vehicles for Planning
402.5101.3004	New Computers for Housing	\$2,000	Planning	New Computers
402.5101.3004	Large Format Printer/Scanner	\$12,000	Planning	Purchase a new Scanner
402.5101.3072	Parks & Recreation Master Plan	\$125,000	Planning	Preparation of Master Plan to be utilized for parks improvements
402.5101.3072	Gateway & Wayfinding Signage Plans	\$80,000	Planning	Wayfinding Signage Plan
Total Planning Capital		\$2,376,485		
216.8301.3003	Denison Park Tennis Court Re-Surface	\$225,000	Recreation	Tennis Court Resurface
216.8301.3003	Fix Leak At Cumberland Pool	\$100,000	Recreation	Continued Leak Repairs
216.8301.3004	New Boilers for Heating Pool	\$300,000	Recreation	New Boilers
244.8201.3003	Various Energy Efficiency Projects	\$200,000	Public Property/Park Maint.	NOPEC Grant that will pay for various energy efficiency projects
402.8201.3003	Cain Park Roof	\$300,000	Public Property/Park Maint.	Repair Leaks in Both Theatres
402.8201.3003	Cain Park Dressing Rooms	\$1,000,000	Public Property/Park Maint.	Dressing Room & Admin Upgrades
402.8201.3003	Various Park Improvements	\$350,000	Recreation	Cain Park Skate Park Replacement
402.8201.3004	Purchase 3 New Pick-Ups	\$260,000	Public Property/Park Maint.	Purchase 3 new Pick-Up Trucks
Total Public Property/Recreation Capital		\$2,735,000		
402.2101.3072	Green Street Initiative	\$100,000	Sustainability	Retrofitting our streets with biking infrastructure
402.2101.3072	Fuel Switching Program	\$100,000	Sustainability	Substituting fuel types of City vehivles to fuel types that convert to mechanical energy
402.2101.3072	Urban Tree Canopy Master Plan	\$125,000	Sustainability	Create Strategic Plan for trees, inventory, tree assessment
402.2101.3072	Air Quality Program	\$50,000	Sustainability	Purchase air monitors and put in place a emergency management system
402.2101.3072	Recycling Program	\$100,000	Sustainability	Plan and Implement an effective recylcing program
402.2101.3072	Waste Diversion Program	\$100,000	Sustainability	Plan and Implement waste diversion program
Total Sustainability Capital		\$575,000		
Total 2024 Capital Request		<u>\$33,889,741</u>		

City of Cleveland Heights Mayor's Office

2024 Proposed Expense Budget



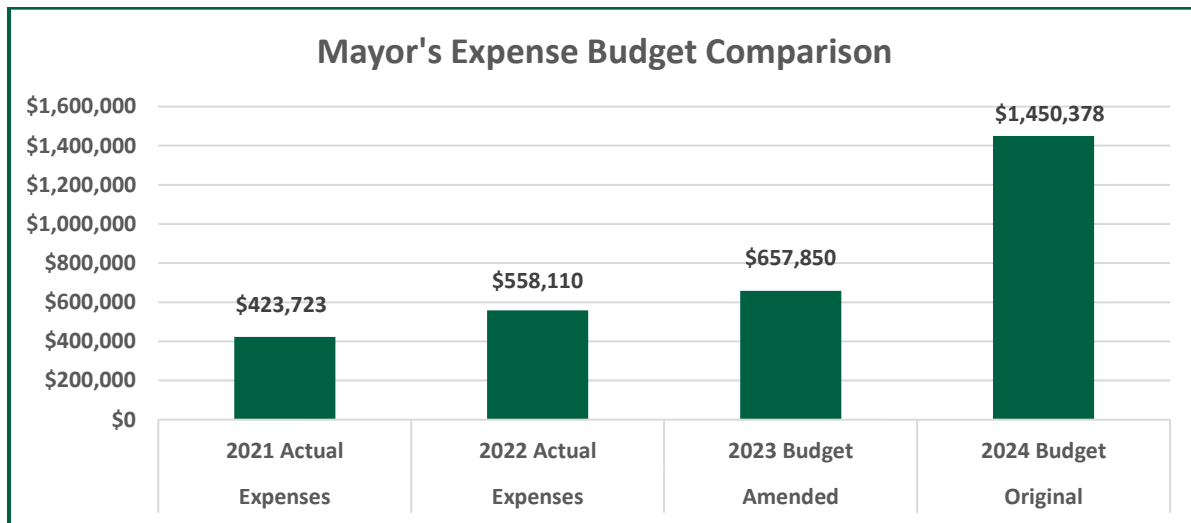


Mayor's Office

Mayor Kahlil Seren

The Mayor's Office oversees the entire administration – all departments and divisions, including public safety, as the Mayor is the Public Safety Director. The Mayor is the primary point of contact for all external relationships, including City Council, other local, regional, state, and federal governments, agencies and organizations.

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$408,109	\$527,539	\$580,829	\$755,428
O.T.P.S.	\$15,614	\$30,572	\$37,550	\$119,950
Capital	\$0	\$0	\$39,471	\$575,000
Total Departmental Budget	\$423,723	\$558,110	\$657,850	\$1,450,378
Full Time Employees	6	7	6	7



Mayor's Office

Mayor Kahlil Seren

2024 Personnel Request

❖ Personnel Changes

1. Org Performance Coordinator (Transfer from Finance)	\$124,619
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2024 Requested Personnel Changes	\$124,619
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2024 Capital Request

1. Green Street Initiative	\$100,000
2. Fuel Switching Program	\$100,000
3. Urban Tree Canopy Master Plan	\$125,000
4. Air Quality Program	\$50,000
5. Recycling Program	\$100,000
6. Waste Diversion Program	\$100,000

2024 Requested Capital	\$575,000
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Mayor's Office

Mayor Kahlil Seren

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City of Cleveland Heights City Council

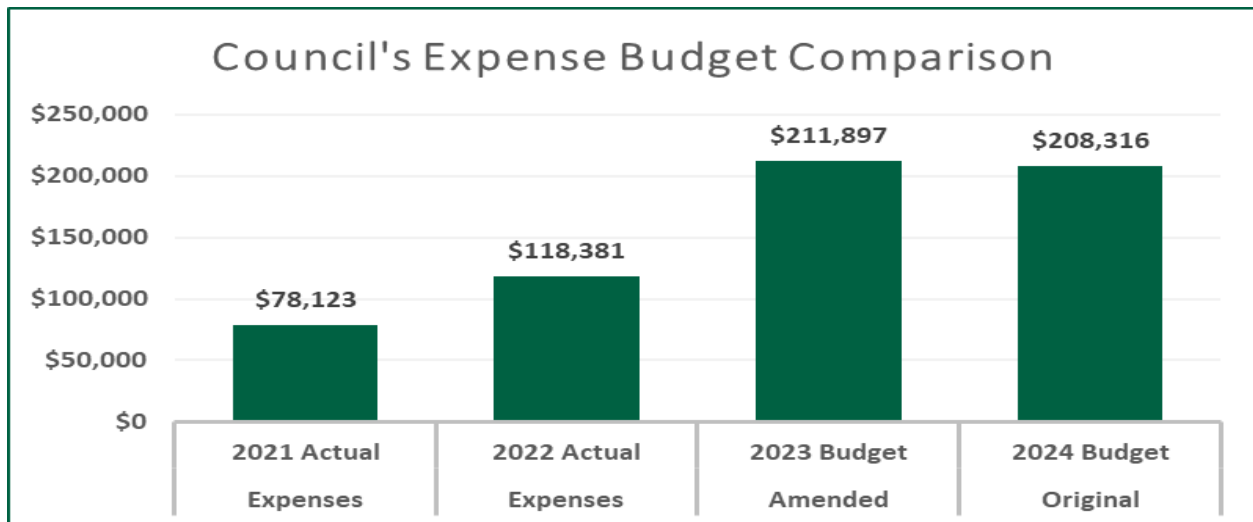
2024 Proposed Expense Budget



City Council

The City Council exercises the legislative powers of city government, including adopting the annual budget, ordinances, and resolutions; setting appropriate tax levies; establishing sewer and water rates; setting other general tax and service rates; Mayoral veto override authority, and setting the Council agenda.

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$72,532	\$96,268	\$146,097	\$145,871
O.T.P.S.	\$5,591	\$22,113	\$53,460	\$62,445
Capital	\$0	\$0	\$12,340	\$0
Total Departmental Budget	\$78,123	\$118,381	\$211,897	\$208,316
Full Time Employees	7	7	8	8



City of Cleveland Heights I.T. Department



I.T. Department

Director Ryan Prosser

The IT Department provides technology services and infrastructure to support all City operations, as well as the Municipal Court. IT also oversees the City's internal cybersecurity program, keeping in compliance with federal guidelines.

2023 Accomplishments

The Cleveland Heights IT Department made strides in aligning the City with today's technology advances and continues to encourage growth and adaptability in the technology sector. Reflecting on the year, this summary highlights the achievements of the IT department.

Streamlined and Enhanced Network Security – January

To ensure the safety and security of our core foundational network and the cyber traffic to and from the internet, the City IT network was strengthened in many ways.

- a. Firewalls were replaced and consolidated from three devices to one larger more capable device.
- b. An Intrusion Detection System was established, monitored 24/7 by a security operations center.

Upgraded Network and Wi-Fi in City Buildings – April

The links connecting various areas of City Hall were upgraded by ten-fold in regard to speed and bandwidth. This project included fiber and cabling upgrades within City Hall and the Community Center. The wireless technology available in all buildings was refreshed and areas of need without Wi-Fi connectivity were enveloped in the process.

Fire Station Intercoms - March

Intercoms were installed at the Fire Stations. There is a vandal proof intercom at each entry door which rings the phones at the respective Fire Station.

Phishing and Link Protection – March

City email security was emboldened by a new initiative in regard to identifying phishing emails. Emails that are sent from actors purporting to be a member of the City Administration, Council, or City employees, are now flagged with a warning at the top to let the recipient know that it is a possible phishing attempt.

State IT Audit and Insurance IT Audit - June

A couple IT audits this year were passed by the City, one conducted by the State and the other by the City's property insurance provider. Each audit focused on the City's cybersecurity environment.

Utility Billing Software Migration – July



I.T. Department

Director Ryan Prosser

The IT Department assisted the utilities department in migrating to a cloud-based system. This included data conversion help to bring information out of the IBM AS400, credit card machine upgrades, and bill format assistance.

Air Quality Sensors - June

The IT Department procured and installed five air quality sensors strategically placed throughout the City. The sensors provide local environmental data in real-time.

Legal Files Management - September

The Law Department put a new case management software piece into place with the assistance of the IT Department. This software consolidates information flowing in and out of the department and puts this data in reach with an ability to categorize and share information between department members with ease.

Fuel Vending Software - October

New cloud-based fuel vending software was installed at the Service Center. This software allows for data integrity and provides access to concise reporting data on fuel consumption.

The IT Department remains committed to our mission of embracing technological progress and enhancing the City's capabilities. We look forward to continuing the journey of innovation and service in the years ahead.

2024 Goals

The IT department plays a pivotal role in the City's growth, efficiency, and security. As we prepare for the upcoming year, our primary focus is to align our IT goals and objectives with the strategic vision of the City and the Administration. This document outlines our key objectives and priorities for 2024, which will be presented during the upcoming budget hearings.

Goal 1: Enhance Surveillance System

Objective: Improve Security and Safety in Public Areas

To ensure the safety and security of our public spaces, we aim to expand and replace our existing surveillance system. This initiative will involve the following sub-objectives:

a. Replace and Upgrade Non-Functioning Equipment:

Identify and replace malfunctioning or damaged cameras promptly to maintain continuous surveillance coverage, and ensure scalability of the system moving forward.

c. Add Cameras in Parks and Areas of Need:

Build upon the initial assessments to identify areas with an increased need for surveillance and remain dynamic in the system build out.



I.T. Department

Director Ryan Prosser

Goal 2: Strengthen Network Infrastructure

Objective: Prepare for Future Growth and Connectivity Needs

Our network infrastructure is the backbone of our IT operations. We intend to fortify our network capabilities to accommodate future expansions and enhance connectivity. This goal encompasses the following sub-objectives:

a. Prepare for Future Expansions:

Upgrade network hardware and capacity to support anticipated growth in data traffic and connected devices.

b. Establish a Network Presence for Future Needs:

Create infrastructure that allows for future technology integration, such as traffic or air quality sensors, pedestrian safety devices, additional cameras, and Wi-Fi access points in public areas.

Goal 3: Reduce Dependence on Outdated Technology and Practices

Objective: Modernize IT Infrastructure and Improve Efficiency

To keep pace with technological advancements and streamline our operations, we will work on reducing our dependence on unsupported and outdated technology and practices. This goal involves the following sub-objectives:

a. Transition Away from AS/400:

Phase out the AS/400 system, which includes outdated green screen interfaces and limited mouse support, to eliminate errors and enhance user experience.

b. Implement Paperless Solutions:

Identify processes that are time-consuming and prone to delays and implement paperless solutions for greater efficiency and real-time progress tracking. This includes:

- i. Implementing real-time progress tracking for purchasing card transactions.
- ii. Streamlining invoice payment tracking processes.
- iii. Optimizing the purchase order (PO) process for efficiency.
- iv. Enhancing invoice reception tracking to improve accountability.

c. Maximize Utilization of Existing Software:

Encourage and train staff to utilize existing software tools effectively. Stand up a new application and manager position to provide for a dedicated Technology employee to orchestrate this important role.

Timekeeping software



I.T. Department

Director Ryan Prosser

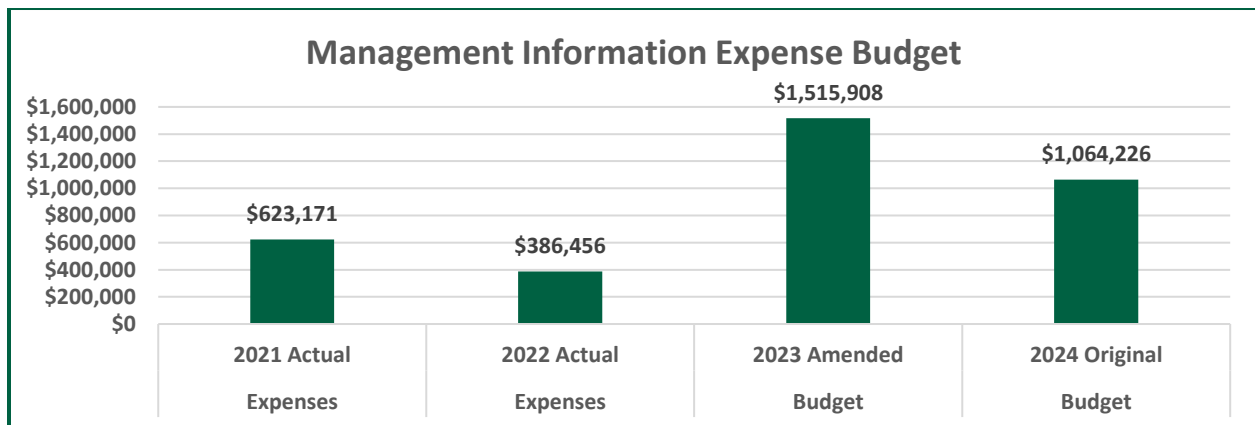
Citizenserve – Housing, Building, Planning & Econ Dev Initiatives

Lucity – Asset Tracking

Intranet – Employee Entry/Exit Process

In 2024, the IT department is committed to making significant strides in enhancing security, expanding network capabilities, and modernizing our technology infrastructure. These objectives are aligned with our City's strategic vision and will contribute to increased efficiency and productivity. We look forward to presenting these goals during the budget hearings and working collaboratively with other departments to achieve our shared objectives for the upcoming year.

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$319,336	\$275,560	\$277,197	\$363,426
O.T.P.S.	\$113,051	\$106,560	\$291,711	\$282,800
Capital	\$190,785	\$4,335	\$947,000	\$418,000
Total Departmental Budget	\$623,171	\$386,456	\$1,515,908	\$1,064,226
Full Time Employees	4	4	3	4



I.T. Department

Director Ryan Prosser

2024 Personnel Service Request

❖ Requesting 1 New Full Time Employee (Includes Benefits)

1. New Application Manager Trainer	\$94,680
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2024 Requested Personnel Changes	\$94,680
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2024 Capital Request

1. New Laptops & Desktops	\$64,000
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2. New Computer Software	\$15,000
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3. Mainframe Servers	\$12,000
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4. Copiers	\$25,000
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5. Surveillance Camera System	\$265,000
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6. Storage Area Network Applicants	\$37,000
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2024 Requested Capital	\$418,000
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City of Cleveland Heights
Community Relations Department
2024 Proposed Expense Budget

Community Relations

Government Television

Public Relations

Relocation Services



Community Relations Department

Director Mike Thomas

The Department of Community Relations, under the direction of the Mayor, serves to make the City accessible and responsive to its residents through open, active, and clear communication. It works to promote the City's core services and the initiatives of the Administration. Additionally, the department oversees the promotion of seasonal Cain Park Programming.

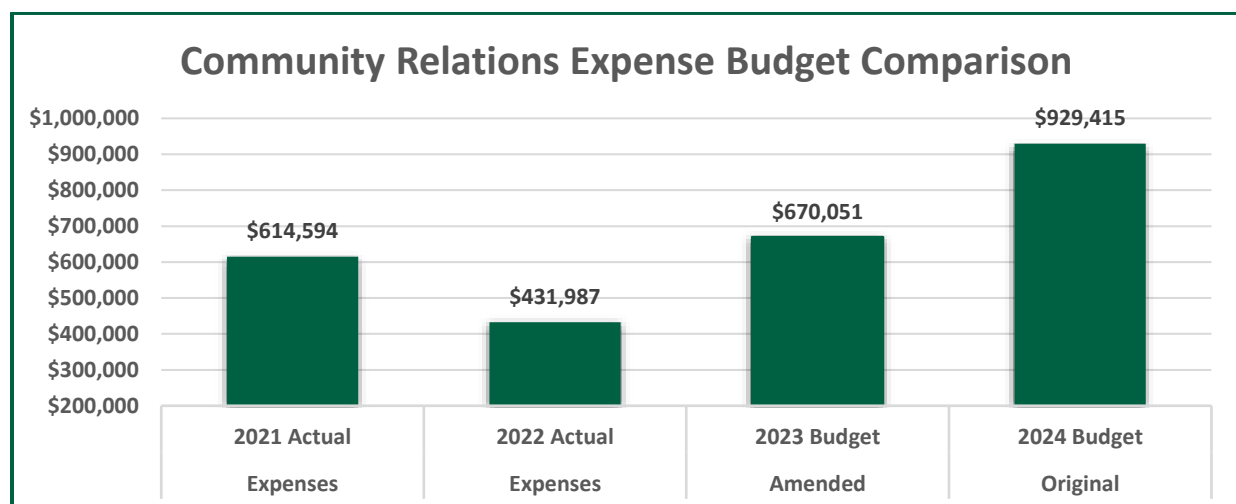
2023 Accomplishments:

- ❖ Implemented the redesign of the City News
- ❖ Launched a new Cain Park weekly update during the summer months
- ❖ Produced the Air Quality Awareness Week Series
- ❖ Improved emergency communications by providing alerts on Air Quality and updates on Power Outages
- ❖ Produced two editions of FOCUS

2024 Goals:

- ❖ Maintain the City's as a stable, viable, full-service, integrated community.
- ❖ Promote Cleveland Heights to potential residents.
- ❖ Provide community reassurance and quality service to all Cleveland Heights residents.
- ❖ Provide quality programming that enhances the lives of Cleveland Heights residents.
- ❖ Publicize Cleveland Heights throughout the greater Cleveland area and beyond.

2024 Expense Budget





Community Relations Department

Director Mike Thomas

2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Budget Amended	2024 Budget Original
Personnel Services	\$289,987	\$270,960	\$315,751	\$465,805
O.T.P.S.	\$275,998	\$115,874	\$284,300	\$393,610
Capital	\$48,608	\$45,154	\$70,000	\$70,000
Total Departmental Budget	\$614,594	\$431,987	\$670,051	\$929,415
Full Time Employees	4	4	4	6

2024 Personnel Service Request (Includes Benefits)

❖ Requesting 2 New Full Time Employees	
1. Communication Specialist	\$73,369
2. Community Relations Specialist	\$85,741
2024 Requested Personnel Changes	\$159,110

2024 Capital Request

1. Audio & Video Equipment	\$35,000
2. Access Cleveland Heights Software	\$35,000
2024 Requested Capital	\$70,000



Community Relations Department

Director Mike Thomas

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City of Cleveland Heights Finance Department 2024 Proposed Expense Budget





Finance Department

Director Andrew Unetic

The Finance Department serves as the financial advisor to the City, overseeing the monthly and annual financial reports and the annual audit process with independent auditors, as well as the City's RITA and income tax administration. The department works with the administration to develop and submit an annual budget – and proposes budget adjustments to Council. The department processes all payments to vendors and reviews and approves all purchase orders – and administers all aspects of employee payroll, taxes, and pensions. Additionally, the department oversees all human resources functions.

2023 Accomplishments:

- ❖ Implemented several new purchasing procedures so the City is in compliance with the Ohio Revised Code.
- ❖ Implemented several new procedures to make the Finance Department more efficient.
- ❖ Implemented new tracking procedures to track grants.
- ❖ Required the Department Heads to sign off on all their departments expenses for better accountability.
- ❖ Presented Council with quarterly and semi-annual financial reports for the first time.
- ❖ Presented a budget book to Council for the first time.
- ❖ Streamlined the interview and selection and hiring processes.
- ❖ Revamped the new hire orientation and onboarding activities.
- ❖ Created a monthly HR newsletter as an engagement tool for employees.
- ❖ Administered an effective summer mass hiring event for Cain Park and Cumberland Pool.
- ❖ Coordinated ethics training for all city employees.
- ❖ Spearheaded the salary administration proposal process.

2024 Goals:

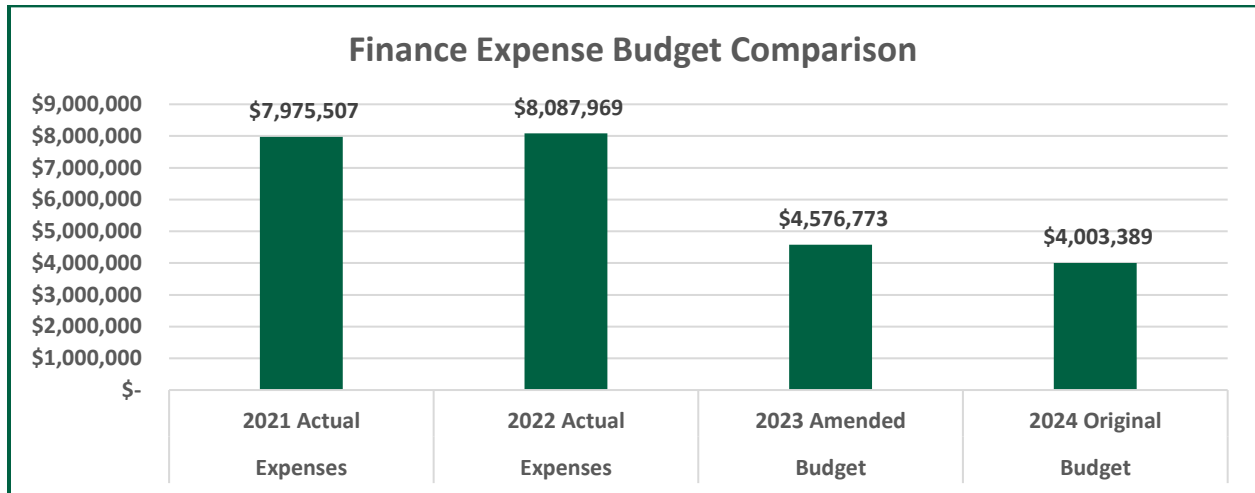
- ❖ Continue to implement new policies and procedures to allow the Finance Department to operate more efficiently.
- ❖ Complete the appraisal and documentation of all the City's assets.
- ❖ Complete the Salary & Wage Study for all of the City's non-union employees.
- ❖ Engage in City-wide employee trainings/workshops, strategically focused on the City mission and policies/procedures.
- ❖ Build out the City's wellness program.
- ❖ Implement employee engagement activities throughout the year, focused on team building.
- ❖ Implement a new time-keeping system.
- ❖ HR to attend more training seminars/workshops focused on how to strategically support our respective positions and the Mayor's agenda.
- ❖ Being more responsive to employee requests.



Finance Department

Director Andrew Unetic

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	Expenses 2021 Actual	Expenses 2022 Actual	Budget 2023 Amended	Budget 2024 Original
Personnel Services	\$408,928	\$385,694	\$768,236	\$732,704
O.T.P.S.	\$7,566,579	\$7,650,632	\$3,784,792	\$3,270,635
Capital	\$0	\$51,643	\$0	\$0
Other	\$0	\$0	\$23,745	\$50
Total Departmental Budget	\$7,975,507	\$8,087,969	\$4,576,773	\$4,003,389
Full Time Employees	8	8	10	9

2024 Personnel Request (Included Benefits)

❖ Personnel Changes

1. Org Performance Coordinator (Transfer to Mayor's Office) (\$124,619.00)

2024 Requested Personnel Changes (\$124,619.00)



Finance Department

Director Andrew Unetic

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City of Cleveland Heights Law Department

2024 Proposed Expense Budget

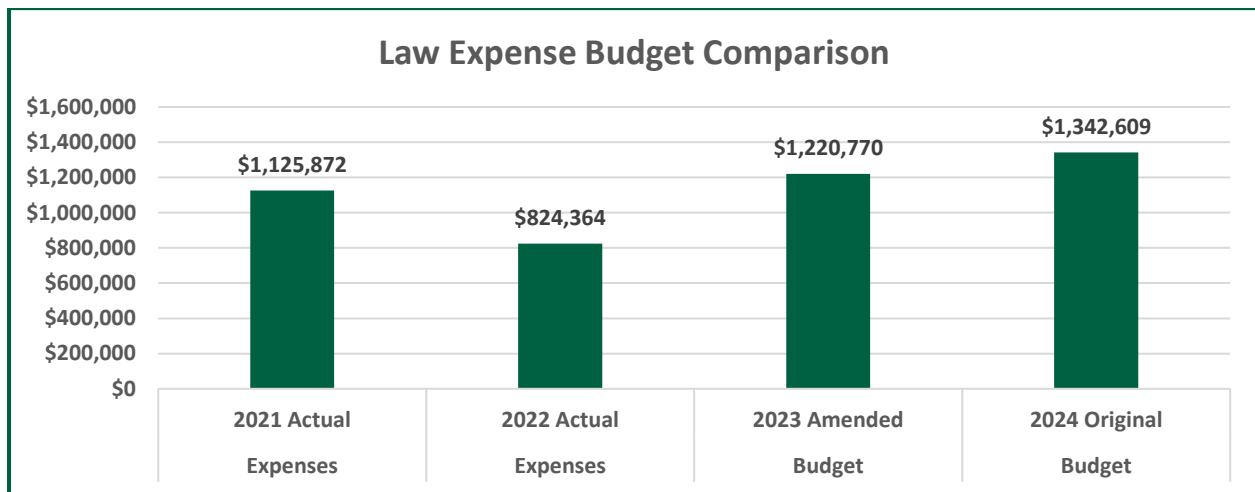


Law Department

Director Bill Hanna

The Law Department protects the legal interests of the City, serving under the administration, working with City Council, and providing opinions to various committees and commission when requested. The department, when necessary, will either prosecute or defend on behalf of the City when it is party to, or has an interest in, any complaint, suit, proceeding, or controversy that does not have the best interests of the City in mind.

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$592,341	\$491,096	\$741,020	\$867,559
O.T.P.S.	\$533,531	\$333,268	\$479,750	\$475,050
Capital	\$0	\$0	\$0	\$0
Total Departmental Budget	\$1,125,872	\$824,364	\$1,220,770	\$1,342,609
Full Time Employees	7	8	8	8

Department of Planning & Economic Development

2024 Proposed Expense Budget



City of Cleveland Heights



Department of Planning & Economic Development

Director Eric Zamft

The Planning and Economic Development department is charged with the preservation and improvement of the city's residential neighborhoods, commercial districts, and public areas. Primary functions of the department include: zoning administration, comprehensive/master planning, community, neighborhood, and economic development, park planning and sustainability, and community engagement.

Moving forward, the department will oversee the continued comprehensive inspections of Cleveland Heights properties to preserve our housing stock, promote higher property values, and eliminate health and safety hazards.

Department Priorities

1. Provide top-notch customer service to residents, property owners, business owners, contractors, and developers
2. Improve neighborhoods through code compliance, neighborhood investment, and infill housing
3. Retain and attract businesses to our business districts

2023 Accomplishments

One of the early initiatives by the Mayor upon assuming office in 2022 was to consolidate and break down the silos between the Departments of Planning, Housing, Economic Development, and Building. Essentially a three-year process, that re-organization hit its full stride in 2023.

The overarching goals for the Department of Planning & Development in 2023 were to restore staff capacity and to pursue smart technology to enhance customer service. This "high-tech/high touch" focus means that we will be able to provide high quality and accessible service to the public, property owners, business owners, developers, etc. After severe staffing and budgetary constraints on the Department (then as separate Planning, Housing, and Economic Development departments), Council provided the necessary budget to accomplish these goals in 2023.

With that budget and authority, we have made significant progress:

- **"High-Tech":** The Department has purchased/implemented a number of applications to assist staff and the public.
 - *Citizenserve* – Onboarded the Planning Division and the design review process into Citizenserve, giving applicants the ability to apply through the City's portal at any hour of the day. This has included obtaining Citizenserve licenses for six (6) staffers. Most applications that are intended to be online are currently live, with the Board of Zoning Appeals (BZA) and Planning Commission expected to be fully online in November. The December meetings should be the first ones that are fully based upon online applications.
 - *Gridics* – A two-year license of the Gridics platform was purchased, based upon the recommendation of the Planning Commission. Gridics has three (3) main components: 1) ZoneIQ, a virtual zoning front counter that allows the public at any hour of the day to see the zoning for any particular site and its development potential; 2) CodeHUB, a centralized online zoning code that is modern and easy to navigate; 3) MuniMap, an interactive 3D zoning map. Staff has been working



Department of Planning & Economic Development

Director Eric Zamft

vigorously with Gridics to transfer all of the City's zoning information into the system. It is anticipated to go live by the end of the year.

- *Adobe* – Staff has upgraded to full Adobe pro licenses to allow for easier document management.
- **“High-Touch”:** A significant amount of time and investment has been made to increase the staffing and capacity of staff to conduct work responsibilities and interact with the public.
 - Hired a total of nine (9) new/replacement employees and promoted others to open positions, bringing our staff to full capacity for the first time in nearly a decade, as follows:
 - Planning Division
 - 1 new Planning Clerk to be the front face to visitors for the Planning function
 - Replaced a part-time Planner with a full-time Planner to staff the Landmark Commission, Architectural Board of Review (ABR), and Planning Commission
 - Community Development Division
 - Promoted the CDBG Coordinator to Assistant Director of Community Development
 - 1 new Community Planner to assist in CDBG and other community development activities
 - Economic Development Division
 - Promoted the Business Development Manager to Assistant Director of Economic Development
 - 1 new Economic Development Specialist to assist in business assistance and economic development in general (offer pending)
 - Housing Division
 - 1 new Chief Housing Inspector to coordinate the activities of the Housing Inspectors
 - 3 new Housing Inspectors to not only conduct housing inspections, but to also bring Point-of-Sale inspections back in house (by the end of the year)
 - 1 new Property Investigator to keep track of and work on vacant, dilapidated, and nuisance properties
 - Historic Preservation Office
 - 1 new Rehabilitation Specialist to assist in eligible housing projects
 - Worked with the Climate Resiliency & Sustainability Coordinator to purchase up to six (6) electric vehicles and associated charging infrastructure. As of the date of this information, two (2) of the vehicles have been delivered, with the remaining vehicles anticipated by the end of the year. One of the greatest barriers to housing inspections has been the dire lack of vehicles. Routinely inspectors are travelling two (2) to a vehicle since there were at points only 1 or 2 available. This new fleet will allow greater coverage and inspectional capabilities, done in a resilient way.



Department of Planning & Economic Development

Director Eric Zamft

Beyond the primary goals of capacity building, a number of other items have been accomplished in 2023:

- A comprehensive environmental review of the former Hillside Dairy/Police Annex was conducted. This has allowed the City to apply to the State (via the County Land Bank) for demolition funds
- Large-scale development projects continued to progress and/or get approvals:
 - Cedar-Lee-Meadowbrook broke ground and is currently under construction
 - Oak Tree Veterinary Hospital – approved by design review boards; construction on-going; significant investment
 - Hebrew Academy Taylor Road – approved by design review boards; construction on-going; significant investment
 - Noble Library – approved by design review boards; construction on-going; significant investment
 - Coventry PEACE Park – approved by design review boards for Phase One
 - Cain Park Village (Taylor-Tudor) – approval of the rehabilitation of the Taylor-Tudor buildings; various activities for the larger project on-going
 - Park Synagogue – pre-planning activities, including allocation of City funds towards consultant to prepare National Register of Historic Places application
- Progress has been made on reviving the City's Community Improvement Corporation (CIC). This is integral to development, particularly infill housing
- Shifted focus of community and economic development to neighborhoods. Issued RFP for North Coventry Neighborhood Plan, which will create a framework and metrics for future neighborhood plans; selected consultant; project to kick off in late fall
- Transportation-related projects and grants were initiated:
 - Compton Road Greenway – Bid package to be re-posted; will now be a 2024 project
 - Taylor Road TLCI Implementation Grant Application with University Heights – Grant submitted to NOACA; if awarded, would be a 2024 project
 - Heights Regional Neighborhood Greenway Project TLCI with South Euclid and University Heights – NOACA funded implementation project; awaiting kick off with NOACA/Ohio DOT; likely a 2024 project
 - Active Transportation Plan with South Euclid and University Heights – Ohio DOT funded study; project kicked off in August; stakeholder meetings anticipated later this year
 - Comprehensive Safety & Equity Action Plan – Federally-funded safety study of the entire City; RFP issued; consultant review process on-going; anticipated to select consultant before the end of the year
 - Cain Park Stramp – Council allocated ARPA monies for the design and construction of a stramp in Cain Park; Staff has coordinated with the development team, who will be doing the design; anticipated to have bid package available to be bid in early 2024
- A number of zoning/code initiatives occurred:
 - Adoption of 2022 Annual Code Review recommendations by Planning Commission
 - Shared Spaces legislation; pending public hearing and potential approval by Council on November 6th



Department of Planning & Economic Development

Director Eric Zamft

- South Taylor Road rezoning – Staff has been working on new zoning for South Taylor Road and has held many meetings with property owners and neighbors
 - Places of Worship updated regulations – Coordinating new, updated regulations with the Planning Commission and Law Department
 - Accessory Dwelling Unit (ADU) study – Contracted with the County Planning Commission to conduct a study; study on-going; results anticipated early in 2024
 - Started 2023 Annual Code Review with Planning Commission, including such things as sidewalks, parking garages, setbacks, inclusionary language, window transparency, non-conformities, public notice requirements
 - Landmark Ordinance Update – State partially-funded update of the Landmark Ordinance; RFP issued; consultant selected; project to kick off late-fall
 - Worked closely with the County Planning Commission and RTA on a County-wide Transit-Oriented Development (TOD) Study
- Board and Commission accomplishments (as of October meetings):
 - Planning Commission – 24 applications; this compares to 26 applications total in 2022.
 - Board of Zoning Appeals – 15 applications; this compares to 19 applications total in 2022.
 - Architectural Review Board – 207 applications; this compares to 283 applications total in 2022. This is by far the board/commission with the greatest caseload
 - Landmark Commission – Recertifications of a number of local landmarks; approval of upgrades to Garfield Memorial; joint meeting with ABR on roofs; three (3) historic signs installed, including ceremonies for 2 (one remaining to be celebrated)
 - Board of Control – Adopted Severance Town Center Vision Statement
- A number of collaborative efforts with the Department of Parks & Properties occurred, particularly regarding the Doan Brook
- Three (3) businesses are in the process of upgrading their storefronts through the Storefront Renovation Program; ECDI has been contracted to assist businesses to access to capital, including the City's revolving loan and micro-enterprise loan programs, as well as other outside programs
- The Housing Preservation Office (HPO) assisted 83 residents with projects this year (both jobs that are completed and those that are on-going, but anticipated to be completed by the end of the year). This compares to 47 in 2022. This assistance is based on a mix of the City's LeadSafe, Violation Repair, Paint, and Deferred Loan Programs.
- After passage of the LeadSafe Ordinance by Council late last year, staff researched similar programs throughout the State and Country. Based on those experiences, the Administration proposed amendments to that Ordinance, which was successfully adopted by Council. By moving the initial compliance date to July 1, 2024, it now gives the City the ability to properly educate property owners and landlords about the program and to also search for additional funding sources.



Department of Planning & Economic Development

Director Eric Zamft

2024 Goals

- Goal: Maintain staff
 - Key Performance Indicators (KPIs) by end of 2024:
 - Fill two (2) now vacant permit technician spots in the Housing Division
 - Purchase five (5) additional EVs so that all inspectors have dedicated vehicles, with an additional vehicle available for Planning staff
- Goal: Bring Building services in-house
 - KPIs by end of 2024:
 - Post job descriptions for Building Commissioner (Chief Building Official); Permit Technician (2); Building Inspector (2)
 - Terminate contract with SAFEbuilt as primary building services (120 days' notice necessary)
 - Negotiate and sign new contract with SAFEbuilt as backup
 - Fill posted positions
 - Change fee structure
- Goal: Unveil new Department brand
 - KPIs by end of 2024:
 - Create new name for Department and divisions
 - Upgrade Department webpages
 - Upgrade the physical space / look of the Department
- Goal: Streamline design review process
 - KPIs by end of 2024:
 - Reduce the number of cases before the Architectural Board of Review
 - Prepare and adopt infill housing design guidelines
 - Prepare and adopt zoning amendments for infill housing
 - Increase the number of administrative approvals
- Goal: Improve transportation safety in the City for all modes
 - KPIs by end of 2024:
 - Complete Comprehensive Safety & Equity Action Plan
 - Complete Active Transportation Plan
 - Bid out and construct Compton Road mini-roundabouts
 - Bid out and construct South Compton Road/Berkely Road pathway connector
 - Hire consultant to prepare Gateway & Wayfinding Signage plans, similar to University Heights
 - Coordinate with NOACA implementation of Heights Regional Neighborhood Greenway Project so that Bid documents are prepared for 2025 construction
 - If awarded, coordinate with NOACA on Taylor Road improvements so that Bid documents can be prepared for 2025 construction
- Goal: Focus on neighborhoods
 - KPIs by end of 2024
 - Complete North Coventry Neighborhood Plan
 - Solidify neighborhood planning metrics



Department of Planning & Economic Development

Director Eric Zamft

- Begin Noble area neighborhood planning
 - Continue to utilize CDBG funding and other community development funding sources to further neighborhood planning goals
 - City to apply for CDBG funding for Noble area neighborhood planning
 - Tie inspections to overall neighborhood improvements
 - Construct Blanche Avenue extension to allow for up to 25 new homes to be built
- Goal: Utilize CIC for Infill Housing
 - KPIs by end of 2024
 - Council to update enabling legislation for CIC
 - Council to transfer infill parcels to CIC
 - Establish process for disposition, including design guidelines and any community involvement
 - Staffing for CIC
- Goal: Plan for our Parks
 - KPIs by end of 2024
 - Hire consultant to prepare Parks & Recreation Master Plan
 - Construct Stramp
 - Continue to work with Shaker Heights and NEOSD on Doan Brook Restoration at Horseshoe Lake, as well as Lower Lake
 - Utilize CDBG funding to upgrade Cain Park playground
 - Utilize CDBG funding to upgrade Coventry PEACE Park
- Goal: Rollout LeadSafe Program
 - KPIs by end of 2024
 - Prepare informational and educational materials about Program
 - Hold workshops with landlords
 - Identify additional funding sources
 - Re-examine fees and fines
 - Certify 225 properties as LeadSafe
 - Remediate lead at four (4) day cares utilizing County Ohio Department of Development allocations
- Goal: Expand access for home rehabilitation programs to working households
 - KPIs by end of 2024
 - Add program for non-senior/non-disabled households for paint and violation repair programs
- Goal: Increase code compliance
 - KPIs by end of 2024
 - Develop clear timeline for inspection of all residential and commercial properties in the City over a 3-year (rentals) and 5-year (owner-occupied; commercial) period
 - Be proactive on identifying troubled properties and developing action plans in a timely manner
 - Decrease the City response time to housing and nuisance complaints
- Goal: Attract and Approve Transformational Projects
 - KPIs by end of 2024

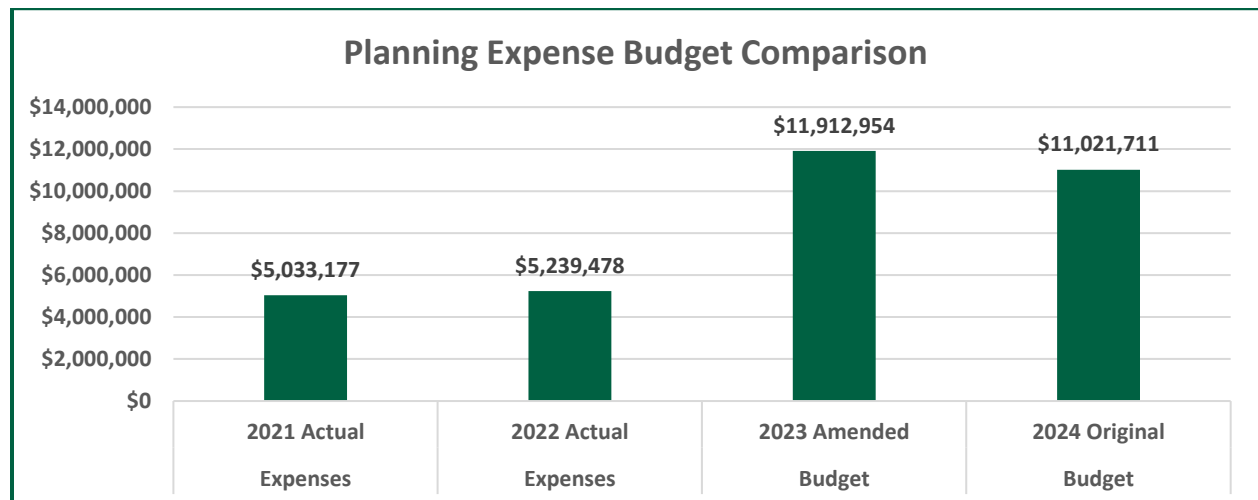


Department of Planning & Economic Development

Director Eric Zamft

- Guide the Cain Park Village project (all phases) through the approval process
- Initiate and guide the Park Synagogue redevelopment project through the community engagement and approval process
- Demolish former Hillside Dairy/Police Annex; start planning process for its redevelopment
- Continue to work with developers on potential larger projects
- Ensure that housing that is affordable is included; work with Mayor and Council on affordability policy
- Goal: Prepare Severance Town Center for Revitalization
 - KPIs by end of 2024
 - Initiate rezoning effort, including retaining an outside consultant

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$1,340,269	\$1,338,368	\$2,276,171	\$2,541,736
O.T.P.S.	\$3,128,003	\$2,414,095	\$8,059,640	\$6,047,890
Capital	\$163,940	\$1,076,125	\$1,085,143	\$2,376,485
Other	\$400,965	\$410,890	\$492,000	\$55,600
Total Departmental Budget	\$5,033,177	\$5,239,478	\$11,912,954	\$11,021,711
Full Time Employees	30	30	32	36



Department of Planning & Economic Development

Director Eric Zamft

2024 Requested Personnel Changes (Includes Benefits)

❖ C.D.B.G Distribution Position Changes	
1. Transfer Cost from Fund 208/228 to Fund 101	\$144,110.95
❖ Requesting 4 New Full Time Employees	
1. New Permit Technicians	\$73,349
2. New Permit Technicians	\$73,349
3. Building Inspector	\$101,174
4. Building Inspector – Additional Certifications	\$119,008
2024 Requested Personnel Changes	\$510,990.95

2024 Capital Request

1. Chesed Center Capital Improvements – Grant Money	\$60,000
2. Cain Park Playground Replacement – Grant Money	\$125,000
3. Coventry Peace Park Improvements – Grant Money	\$100,000
4. Antisdale Road Resurfacing – Grant Money	\$197,485
5. Cain Park Stramp – ARPA Money	\$1,500,000
6. Electric/Hybrid Vehicles	\$175,000
7. New Computers for Housing	\$2,000
8. Large Format Printer/Scanner	\$12,000
9. Parks & Recreation Master Plan	\$125,000
10. Gateway & Wayfinding Signage Plans	\$80,000
2024 Requested Capital	\$2,376,485



Department of Planning & Economic
Development

Director Eric Zamft

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Department of Public Works

2024 Proposed Expense Budget





Department of Public Works

Director Collette Clinkscale

The Public Works Department oversees all construction and maintenance of infrastructure within the city, including our sewer systems, signs and signals, and roadways. Additionally, the department runs the City's refuse and recycling programs, as well as its transfer station. The department oversees the forestry division, which is responsible for maintaining and increasing our city-wide tree canopy.

2023 Accomplishments:

- ❖ Completed the transition to Automation Trash and Recycling Collection.
- ❖ Implemented Rubicon Software for Smart Waste and Recycling Solutions (software platform providing smart city technology for waste and recycling management).
- ❖ # 450 fire hydrants painted (used Y.O.U. students on this project)
- ❖ # 104,000 feet sanitary cleaned
- ❖ # 101,000 feet sanitary televised
- ❖ # 210 catch basins cleaned
- ❖ Installation of six (6) Historical Signs at: Stadium Square, Oakwood Drive and the Canterbury Cinder Path.
- ❖ Lee Rd Channelizer Project: Installation of channelizer posts along the double yellow lines located on Lee Rd. from Superior to Corydon
- ❖ CWD – 108 Water main road repairs through September
- ❖ 300 trees planted
- ❖ 2023 Projects Bid and currently completed or underway
 - 22-02 – Street Striping (2023 complete)
 - C.R. 330 – Coventry Road Repaving Project (almost complete)
 - 22-03 – East Overlook Watermain replacement and road repaving project (complete)
 - PID 112809 CUY Monticello Blvd Signal Project (in progress)
 - 22-05 – Lee Road/EHB SSO Control Project (in progress)
 - 23-01 – Lee Road Repaving Project (delayed to spring pending SSO project completion)
 - 23-02 – Warrensville Center Road repaving project (complete)
 - 23-03 (a) – Cedar Lee ADA ramp installation project (in progress)
 - 23-04 – City-wide Catch Basin repair project (in progress)
 - 23-05 – Cedar Glen Sanitary Sewer Replacement project (in progress)
 - 23-06 – Antisdale Sanitary Sewer Replace/Fairmount SSO Control project (in progress)
 - 23-07 – Fairmount Coventry SSO Control Project (recently awarded)
- ❖ Grants Received 2023 for 2024
 - OEPA/Recycle Ohio Grant (ROG) (towards the purchase of Recycling Truck - \$200,000)



Department of Public Works

Director Collette Clinkscale

- Member Community Infrastructure Program (MCIP) – Hampshire Road - \$999,625
- Member Community Infrastructure Program (MCIP) – SSO CH30 Design – \$ 75,100
- SWMR – Clarendon Watermain Replacement - \$789,211

2024 Goals:

- ❖ Meet ARPA sanitary sewer commitment deadline
- ❖ Complete Black & Veatch rate study and submit recommendation to Council
- ❖ Meet all Consent Decree Requirements
 - Clean 135,000 lineal miles of sanitary sewer
 - CCTV 80,000 lineal miles of sanitary sewer
- ❖ Clean 400 Catch basins
- ❖ Repair 300 catch basins
- ❖ Paint 500 fire hydrants (If able to get Y.O.U. students during the summer)
- ❖ Repair all Cleveland Water Dept. street opening on main streets within 5 working days
- ❖ Repair all Cleveland Water Dept. street openings on side streets within 14 working days
- ❖ Winter Storms - have all streets open within 24 hours after a storm
 - Enhance snow and ice operations by installing new equipment and enhancing software
- ❖ Pothole Complaints – address pothole complaints by either filling the pothole or coning off pothole within 24 hours until it can be addressed
- ❖ Street Sweeping – Sweeping all streets at least once a month during May through September
- ❖ Clear leaves out of the Lakeview staging area by September 1st
- ❖ Plant 300 trees
- ❖ Enhance recycling collection program
- ❖ Start direct billing for nuisance move out collections in-department

Capital projects

- ❖ Complete Antisdale/Fairmount SSO project
- ❖ Complete Lee Road/Cumberland SSO control Construction project
- ❖ Complete Fairmount Coventry SSO Project
- ❖ Complete Engineering Design for Atherstone SSO CH27 & CH 51
- ❖ Complete Engineering Design for Monmouth Lee CH9,33 and 39 and Bid Construction Project
- ❖ Complete Engineering Design for Hampshire Ch13 and 61 and Bid Construction Project
- ❖ Complete Engineering Design for Yellowstone Sanitary Sewer and Bid Construction project



Department of Public Works

Director Collette Clinkscale

- ❖ Complete Design work for CH30
- ❖ Complete North Park Sanitary Sewer Engineering Design and Bid Construction Project
- ❖ Bid Repair, Rehab, Clean and Lining Sanitary Sewer Project
- ❖ Pavement Rating Schedule Updated
- ❖ Tree Tracker Software Updated

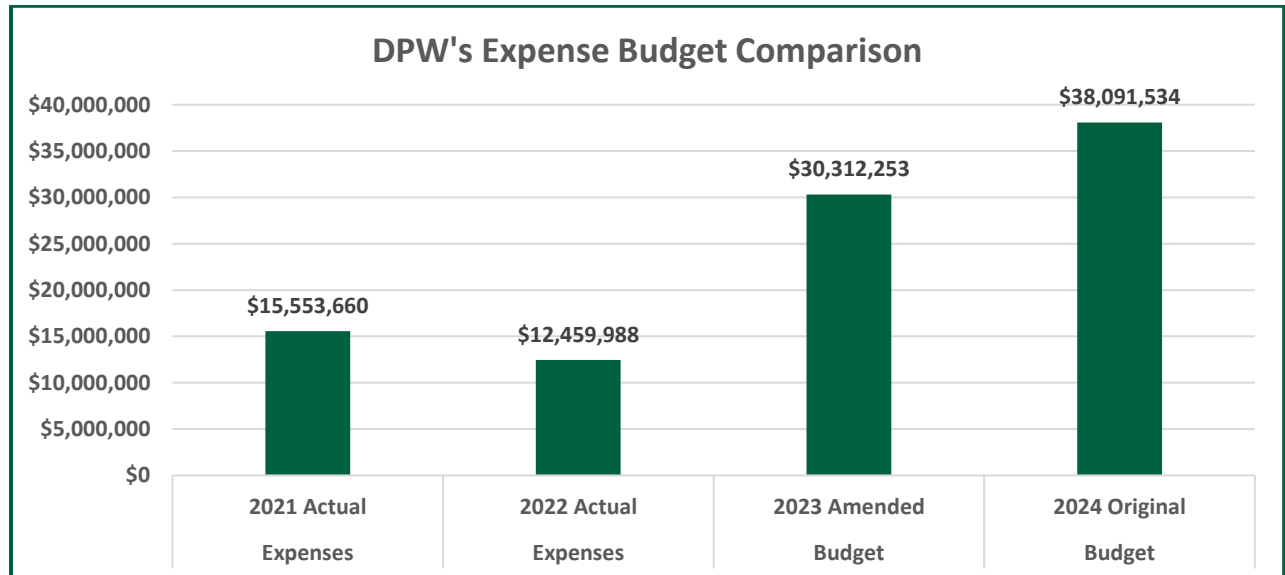
2024 Watermain Replacement Projects

- ❖ Edgerly Watermain and road rehab project
- ❖ Clarendon Watermain replacement and road rehab project

2024 Road Program

- ❖ Edgerly
- ❖ Clarendon
- ❖ Antisdale
- ❖ Cummings
- ❖ 2 roads TBD based on funding.

2024 Expense Budget Comparison





Department of Public Works

Director Collette Clinkscale

2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$5,273,578	\$5,399,776	\$6,774,836	\$6,780,500
O.T.P.S.	\$4,763,243	\$4,958,345	\$5,837,291	\$5,920,724
Capital	\$5,504,154	\$2,084,815	\$17,688,126	\$25,378,310
Other	\$12,686	\$17,052	\$12,000	\$12,000
Total Departmental Budget	\$15,553,660	\$12,459,988	\$30,312,253	\$38,091,534
Full Time Employees	99	101	101	102

2024 Personnel Service Request (Includes Benefits)

❖ Requesting 2 New Full Time Employees; Eliminating 1 Position

- | | |
|----------------------------|-------------------|
| 1. Refuse Truck Operator | \$89,751 |
| 2. Laborer – Inventory | \$71,090 |
| 3. Eliminate Refuse Driver | <u>(\$74,776)</u> |

2024 Requested Personnel Changes **\$86,065**

2024 Capital Request

- | | |
|--|-------------|
| 1. Computer Software | \$20,240 |
| 2. New IPADS | \$5,000 |
| 3. Snow/Ice Software & Hardware | \$40,000 |
| 4. Blanche Avenue Paving | \$1,650,000 |
| 5. Blanche Avenue Paving – Grant Money | \$850,000 |
| 6. Edgerly Paving | \$115,000 |
| 7. Claredon Paving | \$235,000 |
| 8. Antisdale Paving | \$303,000 |



Department of Public Works

Director Collette Clinkscale

9. Various Paving Projects	\$1,347,000
10. Tree Tracker Upgrade	\$69,700
11. 1 Ton Truck with Plow	\$150,000
12. ARPA Sewer Projects – ARPA Money	\$13,014,645
13. Purchase a New Tri-Axle Truck	\$200,000
14. New Vehicle for Commissioner	\$37,000
15. Purchase a Tandem Dump Truck w Plow	\$185,000
16. Pick-up Truck w Plow	\$45,000
17. Transfer Station Rehab	\$850,000
18. Purchase 2 Semi-Tractors	\$350,000
19. Purchase a Dual Bed Truck	\$30,000
20. Refuse Front Loader	\$485,000
21. Rear Load Truck	\$250,000
22. Mini-Packer	\$150,000
23. Edgerly Watermain	\$412,000
24. Claredon Watermain	\$790,000
25. Various Engineering Services	\$50,000
26. Sewer CH13/CH61 Harpshire	\$999,625
27. Sewer CH30 Design Only	\$75,100
28. New Vehicle for Commissioner	\$37,000
29. Street Sweeper	\$200,000
30. Engineering Services	\$2,400,000
31. Computer Hardware	\$33,000
2024 Requested Capital	\$25,378,310

Police Department

2024 Proposed Expense Budget



City of Cleveland Heights



Police Department

Chief Christopher Britton

The Police Department is responsible for protecting the public safety of all residents and visitors throughout the City. The Uniform Patrol Division, which provides and oversees police services 24 hours a day, 7 days a week, also administers the jail. The Community Response Team/Traffic Unit assigns officers to respond to traffic and residential complaints, while also deploying technology to gather and assess traffic data. The Crime Suppression Team responds to criminal activity through crime pattern information, undercover work, and close partnerships with the FBI Violent Crime Task Force, DEA, and the US Marshals. The Auxiliary Services Bureau supervises the records system, tow unit, diversion program, and animal control officer. There are also specialized units such as the SWAT-EDGE team and bomb squad and the Accident Investigation Unit,

2023 Accomplishments:

- ❖ Police Academy resumed training
- ❖ Purchased 4 used Ford Hybrid Ford Explorers
- ❖ All CHPD Officers completed 24 hours of mandated Continual Professional Training – City reimbursed for training
- ❖ 6 Officers received ALICE certifications
- ❖ Re-instated Ride - Along program (10 participated)
- ❖ Yearly State Jail Certification completed in June, fully compliant with zero violations
- ❖ All patrol officers completed state certified D.A.L.E (Danger Assessment for Law Enforcement) training; this is a supplemental police report/ risk assessment instrument that contains information about risk/history of violence which assists law enforcement in identifying those victims at the highest risk of danger. It is a coordinated response effort with the courts and advocates to provide supportive services.
- ❖ The police department participated in a full-scale exercise to help train in coordinated efforts among Police/Fire personnel in response to large scale major incident responses. Other cities involved were South Euclid, Lyndhurst, Lyndhurst, Shaker Heights, and University Heights.
- ❖ Officer Wellness Program started

2024 Goals:

- ❖ Purchase hybrid vehicles to replace older vehicles in the fleet
- ❖ Implement “Co-Responder Program” similar to that in Shaker Heights. We have applied for a grant (waiting for response).
- ❖ Fill vacancies in the police department and implement “beat” officer program, reestablish Night Traffic Bureau with a supervisor to address evening rush hour traffic and enforce traffic laws at night.
- ❖ Update Police firearms range to improve training
- ❖ Repair/ improve employee locker room areas to improve moral

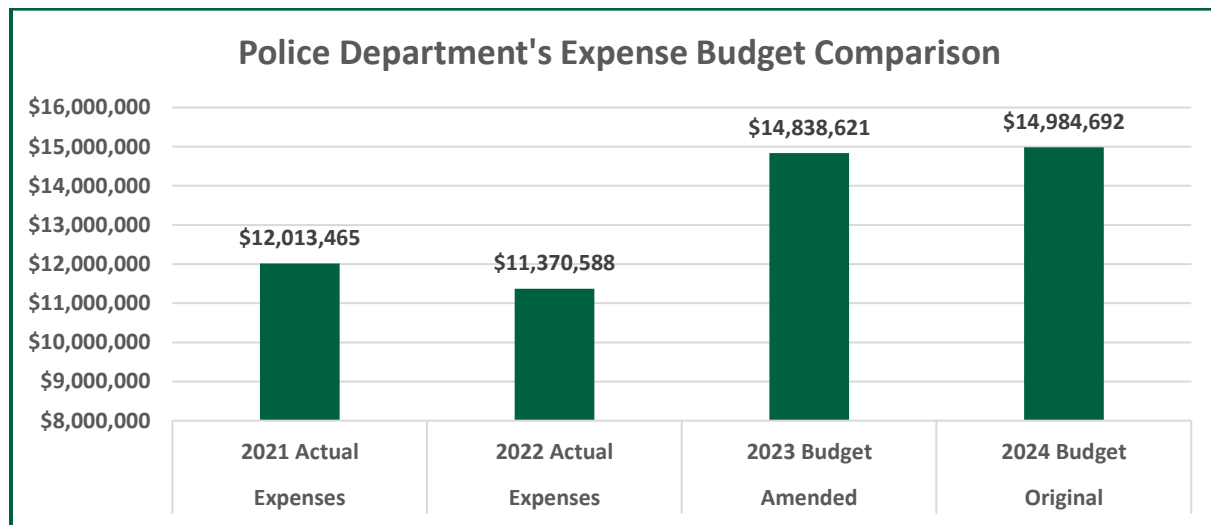


Police Department

Chief Christopher Britton

- ❖ Supplement Juvenile Diversion Program with an additional officer
- ❖ Citizen and Summer Youth Police Academy
- ❖ All officers will have completed Crisis Intervention Training
- ❖ Complete 24 hours of mandated Continued Professional Training
- ❖ Improve upon data collection and resource deployment using speed sign data and citizen input for traffic calming.

2024 Expenditure Budget



2024 Detailed Expenditure Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$9,749,460	\$9,794,495	\$11,617,685	\$11,628,927
O.T.P.S.	\$1,661,403	\$1,520,844	\$2,805,078	\$2,479,610
Capital	\$602,601	\$55,249	\$415,858	\$876,155
Total Departmental Budget	\$12,013,465	\$11,370,588	\$14,838,621	\$14,984,692
Full Time Employees	102	102	103	103



Police Department

Chief Christopher Britton

2024 Personnel Service Request

1. Eliminate Basic Patrol Officer	(\$101,692)
2. New Sergeant Position	\$137,147

2024 Requested Personnel Changes	\$35,454
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2024 Capital Request

1. FLOCK System	\$50,000
2. Purchase 8 Marked Hybrid/Electric Vehicle	\$520,000
3. Repair & Replace Existing Targeting System	\$131,155
4. Police Locker Room Upgrades	\$175,000

2024 Police Total Capital Request	\$876,155
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City of Cleveland Heights

Fire Department

2024 Proposed Expense Budget





Fire Department

Chief James Harry

The Cleveland Heights Fire Department is responsible for providing emergency response support for fire both fire incidents in the city and emergency medical situations. The department responds to all calls that are related to electrical problems, water leaks, strange odors, gas leaks, and fallen wires. Additionally, the department conducts business inspections to ensure that basic fire safety requirements are maintained as well public education on how to prevent and suppress fires.

Fire/EMS Department Goals

The goals and objectives for the Fire/EMS Department will be based on addressing ongoing industry issues pertaining to the vehicle fleet and emergency run volume.

The department is currently focused on addressing vehicle breakdowns as they arise. We have a great mechanic staff who resolve these issues, but our fleet has aged very much in the last 2 to 3 years.

Fortunately, we are in the process of replacing two ambulances, as well as having a re-chassis done on a third. We also have a new aerial apparatus that will be arriving in early 2024. We will need to focus on training for this new vehicle, so that all of our staff are prepared to utilize it efficiently and safely.

I am adjusting our fleet replacement plan in light of the upcoming changes. It would be best if we can adhere to this plan closely in the future.

The next order of business is to look into some options for the future regarding the department's amount of emergency response runs. I would like to investigate some possibilities for lessening the call volume. Possibilities might include:

- ❖ Patient education for residents with frequent EMS interaction. For example, a program to educate people with chronic health conditions on how to deal with them.
- ❖ Increase staffing to match the amount of emergency responses.
- ❖ A Community Paramedic program to directly assist with chronically ill residents in their care and plan and medication compliance.
- ❖ Implementing a developing program with our neighboring cities to utilize mental health specialists to assist our residents in their care plan. (This is currently being looked into).
- ❖ Modifying our transport procedure for crews to decide when transport is legitimately necessary.

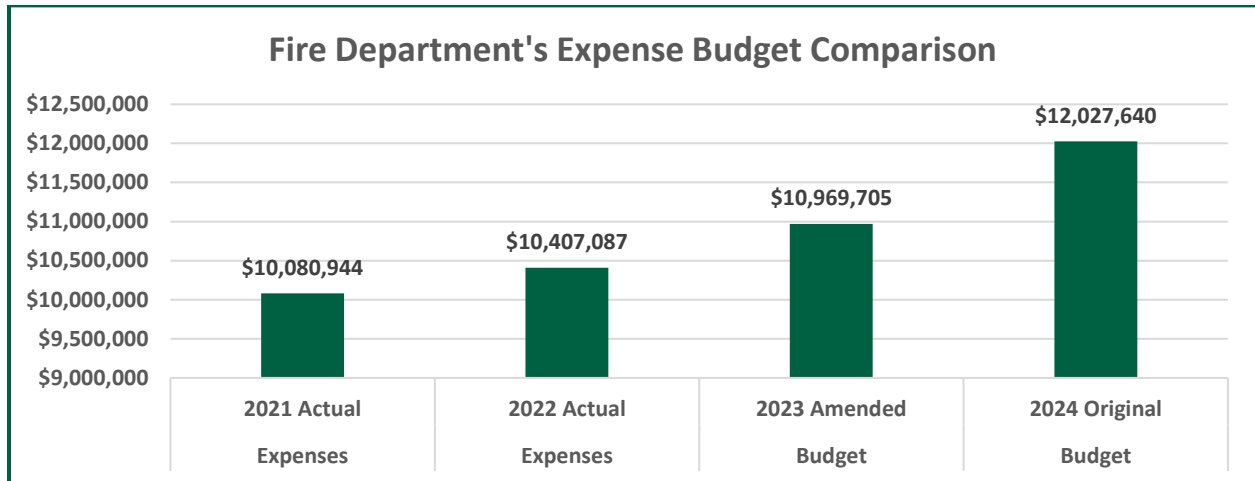
As is the industry standard, the majority of our emergency response calls are EMS related. A new vision of our services to match our current needs is in order.



Fire Department

Chief James Harry

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$9,445,702	\$9,687,141	\$9,473,291	\$9,843,458
O.T.P.S.	\$406,815	\$319,508	\$731,309	\$773,391
Capital	\$228,428	\$400,438	\$765,105	\$1,410,791
Total Departmental Budget	\$10,080,944	\$10,407,087	\$10,969,705	\$12,027,640
Full Time Employees	80	80	80	80

2024 Capital Request

1. Purchase a New Utility Truck	\$80,000
2. Purchase a New Fire Engine	\$1,060,000
3. New Cot/Loader	\$70,000
4. Purchase Computer Tablets	\$2,000
5. Fire Truck Lease	\$198,791
2024 Total Requested Capital	\$1,410,791



Fire Department
Chief James Harry

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City of Cleveland Heights

Parks & Recreation Department

2024 Proposed Expense Budget





Department of Parks & Recreation

Director Kelly Ledbetter

The Parks and Recreation department is responsible for the maintenance of all city facilities, city-owned lots, and medians. The department also oversees general recreation, which includes management of the fitness center, recreational activities and programs, and the senior activity center. Additionally, the department oversees maintenance and the budget for Cain Park.

2024 Goals / 2023 Accomplishments

DIVISION	2024 GOALS	P MEASURES	'23 ACCOMPLISH.
Sports & Athletics	<ol style="list-style-type: none">1. Develop minimum participation numbers for programming.2. Create 2 new innovative program ideas.	<ul style="list-style-type: none">✓ Attendance✓ Revenue Generation✓ Marketing	<ul style="list-style-type: none">• Addition of the Guardians Roller Derby Program
Ice Rink Operations	<ol style="list-style-type: none">1. Increase community usage2. Create maximum usage through efficient scheduling	<ul style="list-style-type: none">✓ Revenue Generation✓ Attendance✓ Survey Results	<ul style="list-style-type: none">• Completion of the Rink Renovation Project
Aquatic Operations	<ol style="list-style-type: none">1. Increase number of swim lessons	<ul style="list-style-type: none">✓ Attendance✓ Revenue Generation✓ Survey Results✓ Marketing	<ul style="list-style-type: none">• 184 participants provided swim lessons through the Urban Swim Group.• 74 participants taught by CH staff.
Cain Park Amphitheater	<ol style="list-style-type: none">1. Continue to increase ticket sales2. Expand programming in the arts.3. Explore additional musical genres.	<ul style="list-style-type: none">✓ Attendance✓ Survey Results✓ Revenue Generation✓ Partnerships✓ Marketing	<ul style="list-style-type: none">• Surpassed \$1,113,000 in ticket sales• Implemented the arts festival back to pre-pandemic participation levels



Department of Parks & Recreation

Director Kelly Ledbetter

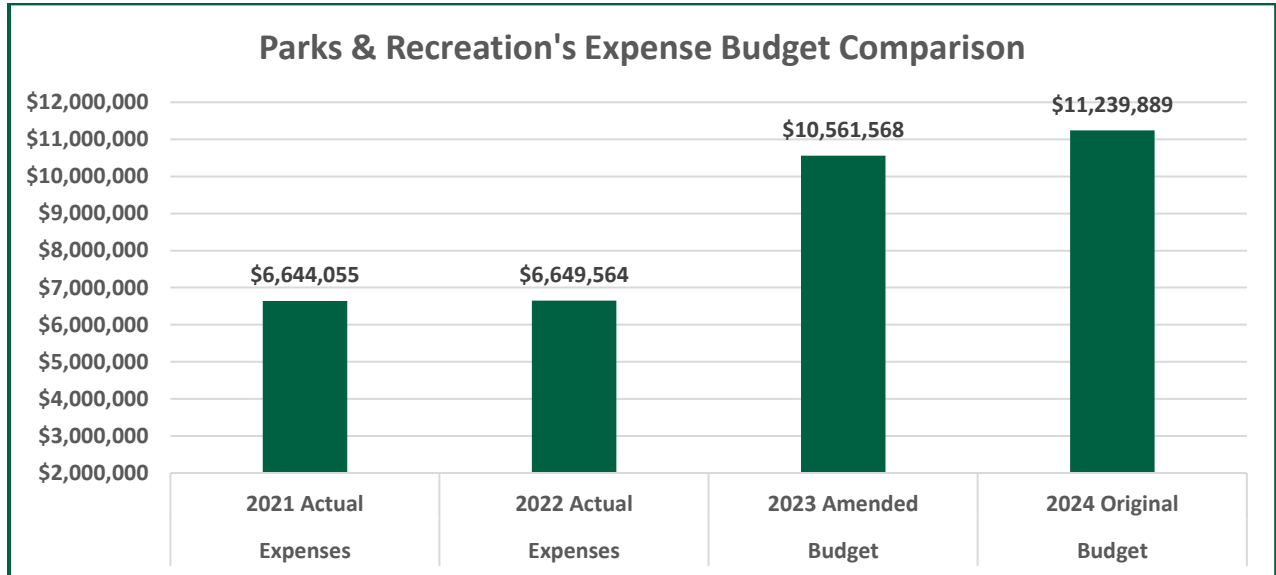
Special Events	<ol style="list-style-type: none"> Increase attendance through creative programming ideas 	<ul style="list-style-type: none"> ✓ Attendance ✓ Survey Results ✓ Marketing ✓ Revenue Generation 	<p>Implementation of 4 newly created programs:</p> <ul style="list-style-type: none"> • Black History • Juneteenth • Gay Pride • Movies-in-the-Park • 500 participants in the Happy 5k, netting nearly \$10,000 for the Youth Scholarship Fund.
Parks & Facilities	<ol style="list-style-type: none"> Improve infrastructure at the following locations: <ul style="list-style-type: none"> • Cain Park amphitheater and playground • Cumberland Park pool, restrooms and playground • Forest Hills Tennis Courts 	<ul style="list-style-type: none"> ✓ Attendance ✓ Survey Results 	<ul style="list-style-type: none"> • Implementation of pool feasibility study • On schedule for the installation of Denison Splash Pad for spring 2024. • Grant submittals for 2 playgrounds
Seniors Division	<ol style="list-style-type: none"> Increase the number of residents being connected to available resources. Increase the number of residents utilizing center amenities 	<ul style="list-style-type: none"> ✓ Attendance ✓ Marketing ✓ Partnerships 	<ul style="list-style-type: none"> • Provided home repairs (both interior and exterior) and utility reduction through CHN Housing Partners • Provided an affordable connectivity program for reduced internet, landline and mobile statements for qualifying residents.



Department of Parks & Recreation

Director Kelly Ledbetter

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$2,777,458	\$2,917,516	\$3,067,641	\$3,544,404
O.T.P.S.	\$3,221,677	\$3,563,926	\$4,416,117	\$4,917,085
Capital	\$641,525	\$164,484	\$3,070,200	\$2,735,000
Other	\$3,396	\$3,637	\$7,610	\$43,400
Total Departmental Budget	\$6,644,055	\$6,649,564	\$10,561,568	\$11,239,889
Full Time Employees	34	34	34	37



Department of Parks & Recreation

Director Kelly Ledbetter

2024 Requested Personnel Changes (Includes Benefits)

❖ 2 New Full Time Positions	
1. Special Event Coordinator	\$78,296
2. Horticulturist	\$91,359
❖ 1 Part-Time Position to Full-Time Position	
1. Administrative Assistant	\$11,291
❖ 1 Seasonal Position	
1. Seasonal Box Office Manager	\$16,625
❖ Seasonal Employee Rate Increase	
1. Lifeguard Pay Increase for Certification	\$19,175

2024 Requested Personnel Changes	\$216,746
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2024 Capital Request

1. Dennison Park Tennis Court Resurfacing	\$225,000
2. Fix Leak at Cumberland Pool	\$100,000
3. New Boilers for Heating Cumberland Pool	\$300,000
4. Various Energy Efficiency Projects – NOPEC Funds	200,000
5. Cain Park Roof	\$300,000
6. Cain Park Dressing Rooms	\$1,000,000
7. Various Park Improvements	\$350,000
8. Purchase 3 New Pick-Ups	\$260,000

2024 Requested Capital	\$2,735,000
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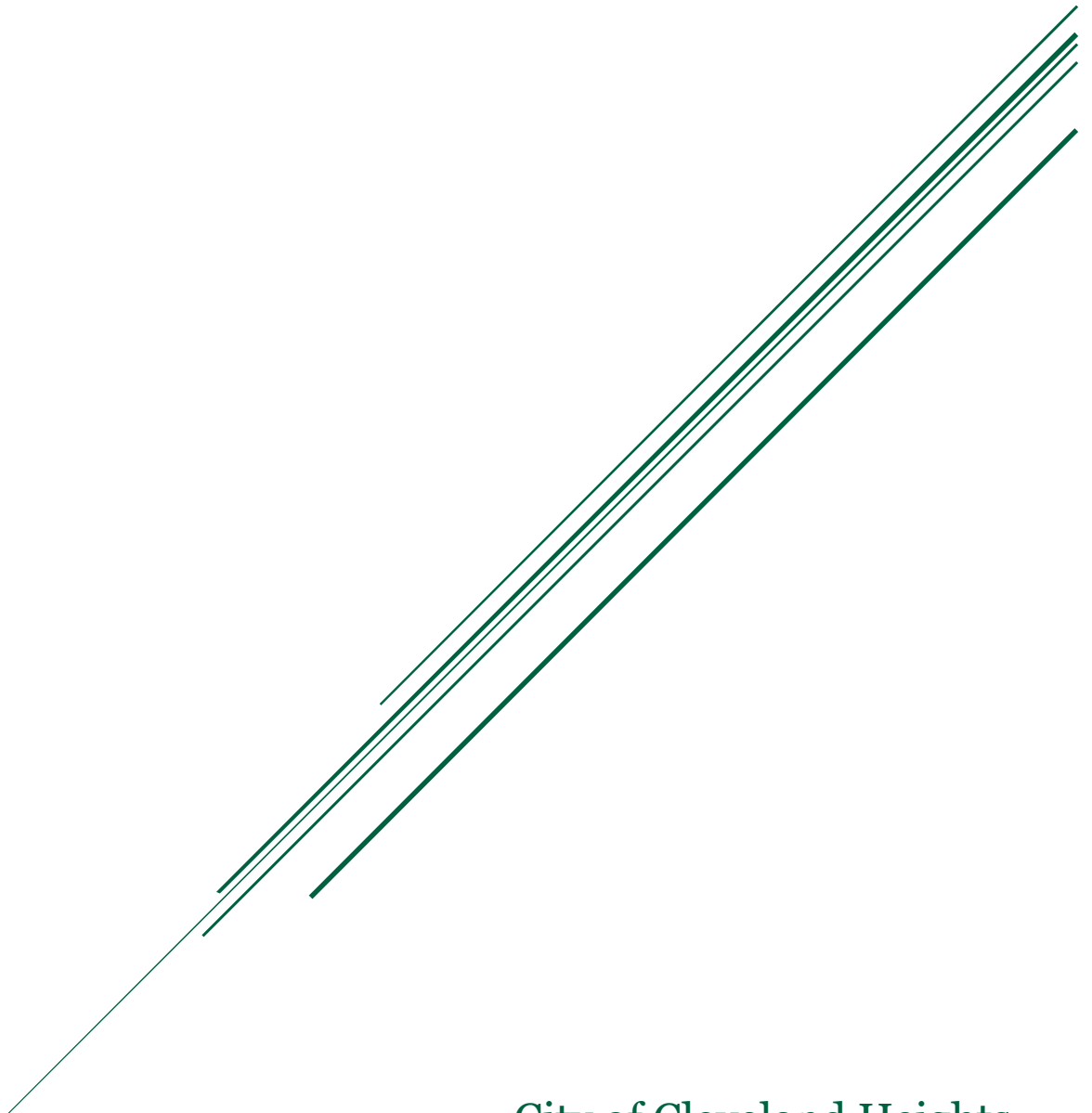
Department of Parks & Recreation

Director Kelly Ledbetter

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Municipal Court

2024 Proposed Expense Budget



City of Cleveland Heights

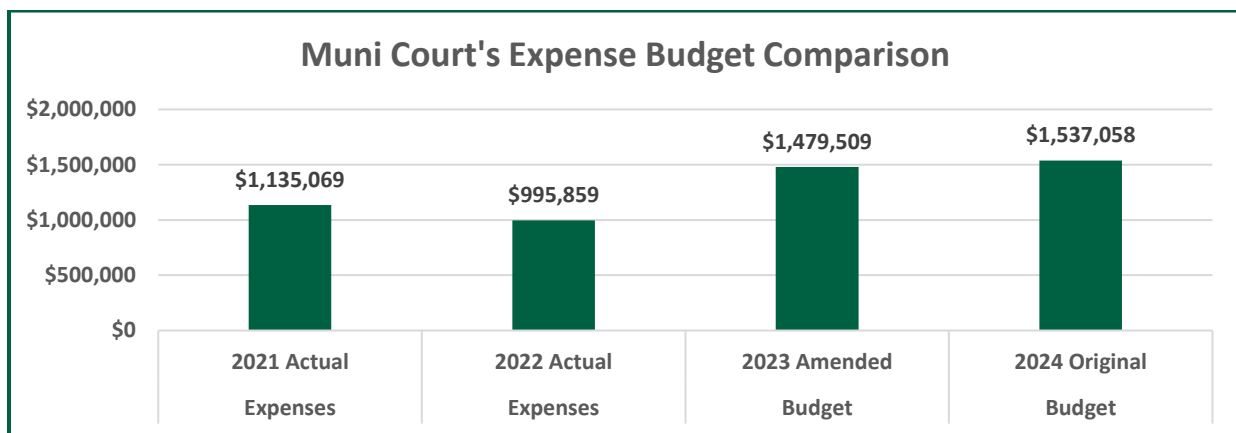


Cleveland Heights Municipal Court

Judge J.J. Costello

The Cleveland Heights Municipal Court has jurisdiction within the corporate limits of Cleveland Heights. The subject-matter jurisdiction of the Court, that is, the types of cases that the Court can hear, includes preliminary hearings in felony cases, traffic and criminal misdemeanors, civil cases in which the amount of money in dispute does not exceed \$15,000, and small claims cases in which the amount of money in dispute does not exceed \$6,000. The Judge also has the authority to perform marriages.

2024 Expense Budget



2024 Detailed Expense Budget Comparison

Expense Classification	2021 Actual Expenses	2022 Actual Expenses	2023 Amended Budget	2024 Original Budget
Personnel Services	\$963,757	\$863,980	\$1,106,459	\$1,165,858
O.T.P.S.	\$157,620	\$131,879	\$278,050	\$321,200
Capital	\$13,691	\$0	\$95,000	\$50,000
Total Departmental Budget	\$1,135,069	\$995,859	\$1,479,509	\$1,537,058
Full Time Employees	20	22	20	20

2024 Capital Request

1. Computer Hardware – Court Funds	\$10,000
2. Computer Software – Court Funds	\$10,000
3. Court Improvements – Court Funds	\$30,000
2024 Requested Capital	\$70,000



2024 Proposed Budget Document

2024 Proposed Budget

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