

Village of Gates Mills  
MINUTES OF A REGULAR MEETING OF COUNCIL  
September 8, 2020

A Public Hearing for Ordinance No. 2020-28, "An Ordinance Amending Sections 1167.02 through 1167.06 of the Planning and Zoning Code of the Codified Ordinances of the Village of Gates Mills Regulating Signage" was called to order by Mayor Schneider at 6:00 p.m.. She asked if there were any questions or comments. Law Director Todd Hunt noted the Ordinance was introduced at the August Council meeting. He stated it is important to review regulations and suggest changes when needed and appropriate. Council may act on the Ordinance this evening, but it may not be passed as an emergency measure. Therefore, if passed tonight, the Ordinance would be in effect in 30 days. It was also noted that the right-of-ways are owned by the Village and any sign can be removed from that area. Mayor Schneider closed the public hearing at 6:04 p.m.

A regular meeting of the Council of the Village of Gates Mills, Ohio was held on Tuesday, September 8, 2020 at 6:04 p.m. with Mayor Schneider presiding in a remote, virtual meeting that was livestreamed to the internet.

Councilmembers present: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.

Also present were Chief Minichello, Chief Robinson, Service Director Biggert, Finance Administrator Mulh, Clerk DeCapite, Treasurer Reynolds, Village Engineer Courtney, Law Director Hunt and Katherine Malmquist (Branch Manager of the Gates Mills Library).

The minutes of the August 11, 2020 Council meeting were presented by the Clerk. It was moved by Councilmember Reynolds that the August 11, 2020 minutes be approved. Councilmember Turner noted that the library hours for Friday and Saturday are 9:00 a.m. through 5:30 p.m. not 9:00 a.m. through 9:30 p.m. Councilmember Sogg seconded the motion to approve the minutes.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Pay Ordinance #1241 in the amount of \$265,302.40 was presented by the Clerk. Councilmember Frankel inquired about the many negative adjustments on the report. Finance Administrator Mulh responded reimbursements had been received from NOPEC, Howard Hanna's common area expenses, and various culvert jobs. It was moved by Councilmember Frankel, seconded by Councilmember Welsh, that Pay Ordinance #1241 be approved.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Treasurer Reynolds gave his report. His written August 2020 Treasurer's Report and Long Range Financial Planning Committee Summary Report are attached. Real estate and

income taxes were up considerably for the month with deadlines for payments having passed. Real estate taxes are \$543,913 lower than this time last year but should be close to budget by year-end. Income taxes are \$396,116 lower than this time last year. We are less confident that we will be caught up by year-end due to the impact of the pandemic on Villagers' income being difficult to predict. The General Fund has a surplus for the first time this year. Total balances stand at \$5,535,023 versus \$5,974,529 this time last year.

The Long Range Financial Planning Committee has completed its work and has identified several opportunities to address the structural deficit. An overview and the Subcommittee reports are attached and provide the detail of the options identified. Treasurer Reynolds recommended the Mayor and Council have at least two workshops to allow Council to review, select and prioritize options and to develop action plans. He added that he was impressed by and grateful for the many hours devoted and the thoughtful and creative discussions of the volunteers who performed the work of the Committee. He stated he was grateful for the leadership of the Subcommittee Chairs AuWerter, Frankel and Whitney and the participation of many residents who observed and contributed to the work via Zoom, YouTube, email and telephone.

Mayor Schneider stated she would like the Council workshops to be held at the Community House and asked that everyone wear masks and layer their clothing as she would like the doors open if possible. The Treasurer, Councilmembers, Mayor and Finance Administrator will be at the main tables, Department Heads will be available at Town Hall and there will be a members of the public area. Councilmember Reynolds will schedule and orchestrate the two meetings. Councilmember Turner asked how much time should be blocked off for each meeting. Mayor Schneider stated one to two hours each. Treasurer Reynolds suggested reviewing the opportunities, deciding what to act on, and how to move forward. Councilmember Turner stated the timing is kind of fast and is worried about the availability of residents. Councilmember Reynolds said to count on two-hour meetings and that it would be at least 9 days until the first meeting. The first meeting will focus on the Shared Services and Fees, Fines and Other Revenues Subcommittee work and the second meeting will focus on the Taxation Subcommittee work. Finance Administrator Mulh stated she will need to post the meetings. Councilmember AuWerter inquired about voting during the work sessions. Law Director Hunt said motions could be passed, as it would be a special meeting of Council, and it is a public meeting. Councilmember Frankel asked if the meetings could be done as webcasts. Mayor Schneider stated the meetings are for Council to get up to speed with everything that has been happening. Finance Administrator Mulh also noted we do not currently have the technology in place for a webcast. The complete report of the Long Range Financial Planning Committee will be placed on the Village website. Law Director Hunt added that residents will be seated in the foyer and not in the room in order to accommodate the pandemic situation and that the meeting must comply with the Sunshine Laws.

Mayor Schneider gave her report. Beginning in October, Gates Mills, along with four other communities, will be participating in diversity training with The Diversity Center of Northeast Ohio. Department Heads, the Mayor, a Councilmember and a resident will participate in the training. Information gained from the training will be shared. The Mayor shared a thank

you note from Dorothy Slunski and also noted the Gates Mills Land Conservancy had sent letters to all properties with conservation easements advising of upcoming property inspections.

Clerk DeCapite had no report.

Councilmember Turner, Positively Gates Mills Chair, noted the color copies in the Council packets were from the Northeast Ohio Relocation Guide. The Village is highlighted in the guide. Fifteen thousand copies per year are distributed and the cost is just under \$2,000.

Councilmember Turner reported that the Gates Mills Land Conservancy's Sherman Road Preserve is very beautiful at this time of year. They are working with the Gates Mills Garden Club and other groups to enhance the meadow. The Gates Mills Garden Club is going to be planting milkweed plants this fall.

Councilmember Frankel stated the Safety Committee will meet on October 12, 2020 at 5:00 p.m. via Zoom.

Chief Minichello provided the Police Department report. The Department had a busy August. One resident was the victim of a scam that involved making a grandparent believe that a grandchild needed money. This type of scam has recently occurred in approximately 10 communities. It is believed to be a ring out of Florida committing the crimes. There was also a burglary on Chartley Road. There will be a presentation from Flock Safety at the upcoming Safety Committee meeting. The company provides cameras that are used as investigative tools. The Law Director confirmed there aren't infringement or property right issues with the cameras in residential areas. In response to a question from Councilmember Reynolds, Chief Minichello noted suspects first take jewelry from master bedrooms. In response to a question posed by Councilmember Sogg, Chief Minichello stated the homes were unoccupied during the burglaries. Treasurer Reynolds asked about the grandparent scam. Chief Minichello noted there are different ones out there, but a person gets a call from someone posing as a grandson who then gives the phone to someone posing as an attorney. The attorney asks for money to be wired to them to get the grandchild home. In this instance, the suspects picked up cash from the victim's home. The suspects prey on the emotions of the victim. Councilmember Turner pointed out our citations are down by one-half the number of what they were last year. She noted the caution used due to the pandemic, but asked if Police Departments are looking at safe ways to enforce traffic. Chief Minichello responded it is a challenge to keep officers safe from the pandemic and also from other divisive issues happening in the world. We had a bit of a lull, but we are operating with a better level of comfort in stopping drivers now. There is also a human side involved as well. Several Councilmembers noted they have been receiving scam calls about having an account breached. The eight to ten calls come over a few hours and from different phone numbers.

Service Director Biggert provided his report. He noted the Department was busy cleaning up from yesterday's flooding. Councilmember Sogg noted that the Sudbury culvert held up well with the recent flooding.

Fire Chief Robinson provided the Fire Department report. There were no questions.

Ordinance No. 2020-09 (Revised 9/8/20) "An Ordinance Adopting New Chapter 1176 "Riparian Setback", of the Codified Ordinances of the Village" remained on third reading. Councilmember Whitney noted a slight revision on page 5 to bring the intent back to the modeled Ordinance. The Mayor can amend the Riparian Setback Guide Map with confirmation of the amendment by the affirmative vote of four Councilmembers. Law Director Hunt stated a motion to accept the revision would be permitted. Councilmember Whitney moved to approve the amendment to the proposed Ordinance. Councilmember Sogg seconded the motion.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Councilmember AuWerter asked if the public hearing for the Ordinance requires Councilmembers to attend. Law Director Hunt noted the hearing is for Council to receive input on the Ordinance. Councilmember Whitney announced the Public Hearing will be held on October 7, 2020 and Chagrin River Watershed Partners would give a presentation and then take questions. Councilmembers were emailed the Zoom invitation to the Public Hearing.

Ordinance No. 2020-28 "An Ordinance Amending Sections 1167.02 through 1167.06 of the Planning and Zoning Code of the Codified Ordinances of the Village of Gates Mills Regulating Signage" was read by Councilmember Sogg. Councilmember Sogg moved that the rules requiring ordinances to be read on three different days be suspended and that Ordinance No. 2020-28 be placed upon its final passage. Councilmember Turner seconded the motion to suspend the rules.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

It was moved by Councilmember Sogg that Ordinance No. 2020-28 be approved. Councilmember AuWerter seconded the motion to approve Ordinance No. 2020-28.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Resolution No. 2020-32 "A Resolution Accepting the Rates as Determined by the Budget Commission and Authorizing the Necessary Tax Levies and Certifying Them to the County Auditor" was introduced by Councilmember Whitney. Councilmember Whitney moved that the rules requiring ordinances to be read on three different days be suspended and that Resolution No. 2020-32 be placed upon its final passage. Councilmember Reynolds seconded the motion to suspend the rules.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.

Motion carried.

It was moved by Councilmember Whitney that Resolution No. 2020-32 be approved. Councilmember Reynolds seconded the motion to approve Resolution No. 2020-32.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Councilmember AuWerter stated the Gates Mills Improvement Society will send out postcards about the levy renewal.

Ordinance No. 2020-33 "An Ordinance to Amend the Annual Appropriation Ordinance No. 2020-2 to Increase Certain Appropriations and Other Expenditures of the Village of Gates Mills, Ohio for the Fiscal Year Ending December 31, 2020" was read by Councilmember Whitney. The amendment is to accommodate the additional road work authorized by Council.

Councilmember Whitney moved that the rules requiring ordinances to be read on three different days be suspended and that Ordinance No. 2020-33 be placed on its final passage. Councilmember Frankel seconded the motion.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

It was moved by Councilmember Whitney, seconded by Councilmember Turner, that Ordinance No. 2020-33 be approved.

Roll call: Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
Nays: None.  
Motion carried.

Ms. Malmquist, Branch Manager of the Gates Mills Library spoke during business from the audience. She noted the library will be open on Sundays from 1:00 p.m. until 5:00 p.m. She had sent notes to many regarding issue number 70 for the library. She stated the levy is important for all branches as they have taken a financial hit from the government and the pandemic. Without the levy, branches could be closed, hours reduced or staff cut. She noted for every \$100,000 of home value, it would cost \$34. She asked that everyone talk to their friends in order to keep the libraries going.

Chief Robinson read a question received via YouTube. The question was if the Village has \$5.5 million in reserves and an additional amount of \$4.5 million in the investment account. Treasurer Reynolds clarified that the Village has only the \$5.5 million of which the investment account is a part of. Chief Robinson noted there had been 11 people watching at one point during the meeting.

There being no further business, it was moved by Councilmember Reynolds, seconded by Councilmember Sogg, and unanimously carried, that the council meeting be adjourned.

Roll call:      Ayes: AuWerter, Frankel, Reynolds, Sogg, Turner, Welsh, Whitney.  
                     Nays: None.  
                     Motion carried.

Respectfully submitted,

A handwritten signature in blue ink that reads "Beth DeCapite". The signature is written in a cursive style with a large initial "B".

Beth DeCapite, Clerk

Approved:

A handwritten signature in blue ink that reads "Karen E. Schneider". The signature is written in a cursive style.

Karen E. Schneider, Mayor

Village of Gates Mills  
Long Range Financial Plan  
Summary Report  
September 8, 2020

Since May of this year a group of elected officials and residents of the Village of Gates Mills, chartered by Village Council and the Mayor, have worked to assess the operations and finances of the Village. Their assignment was to develop options to address a structural imbalance between Village revenues and expenses. The intention was not to make recommendations for corrective action but to provide Council and the Mayor with quantified opportunities. It is for our elected officials to then review the opportunities and perhaps add to the list. Then it is expected that Council will develop, prioritize, and achieve appropriate action plans that will best balance the diverse needs of our residents with building a sustainable financial structure for the future.

The Long-Range Financial Planning Committee broke into three sub committees to organize its work. The Fees, Fines and Other Revenues Sub Committee undertook to review all existing and potential sources of Village revenues other than taxation. The Taxation Committee reviewed Real Estate and Municipal Income taxes to better understand the impact of increases on our finances and quantify the impact of various changes in the Village tax regime. The Shared Services and Expenses Sub Committee had a dual mission. It was charged with exploring opportunities to capture expense reductions by sharing responsibility for various services with nearby communities. Secondly, it was asked to examine our current operations to identify areas where restructuring or other actions could result in cost reductions while maintaining an appropriate level of service to our resident.

All meetings of the sub committees and of the full committee were public meetings and were conducted via Zoom. The meetings were available live and in recordings to residents via YouTube. Residents who were not on the committees were able to view the meetings in real time and participate via a Q&A and comment period at the end of each meeting. In addition, many residents provided their input via email, by telephone and personal conversations. The analysis performed was both creative and thorough and the discussions in committee were robust, energetic, and very productive.

Many employees of the Village participated in meetings and worked “behind the scenes” to answer questions, develop analysis and provide relevant information to the committee. We are especially grateful for the time and efforts of Finance Administrator Janet Muhl, Fire Chief Tom Robinson, Police Chief Greg Minichello, Service Director Dave Biggert, Service Manager Trevor Murfello and Police and Town Hall Coordinator Jean Misch.

I will let the Sub Committee reports speak for themselves, with one comment. Contained within the three reports are the components of an operational and financial strategy to secure a vibrant and sustainable financial structure for the Village. However, not every option identified will be acted on by Council. Some may not be supported by many residents. Other options will be pursued but will take time to achieve. A few will have immediate impact. The Village is fortunate to have adequate financial

reserves to allow careful implementation of the chosen options. We should move methodically but with deliberate speed, prioritizing as always, public safety.

This strategy should work to effectively and efficiently deliver the level of services that our residents require and that make Gates Mills the special place it is. It must fund this level of service with a package of revenue sources that equitably spreads the cost burden across a diverse population. While a given change in the tax regime may burden one group of residents over another, it is important to step back and consider the regime as a whole. Equity should be judged from that perspective. As always, increases in tax burden should only be considered after all other options have been reviewed. Once Council is satisfied that our required services are cost effective and other revenue sources are appropriately maximized, then additional taxation may be required to establish financial sustainability.

Respectfully submitted,

Tim Reynolds

Chair, Long Range Financial Planning Committee

Treasurer, Village of Gates Mills



## Long Range Planning Subcommittee Fees Fines and other Revenue Summary

Committee Chair: Larry Frankel, Committee Members: Chief Minichello, Chief Robinson Tim Sheeler, Tobias Engel, Jane Mitchell, Suzanne Snelson, Scott Broome, Sandra Turner and Shaylor Steele.

Also in attendance: LRP Financial planning Committee Chair Tim Reynolds, Mayor Karen Schneider, Council President Pro Tem Mary Reynolds, and Finance administrator Janet Mulh

### **SUBJECTS REVIEWED BY THE COMMITTEE**

**Mayors Court:** Currently 1/3 of violations are not being paid through the Mayor's Court. So that we can increase usage of Mayors court, revise the information given with the citation with bullet points that emphasize the advantages of paying the citation through the GM Violation Bureau. These include: avoid an increase of cost, less time spent going to court, and ease of making payment. Revise fine schedule to include increased fines for more serious infractions and an overall fee increase. A 10% increase of usage would add \$8000 of revenue. Additional revenue would be generated from revising and increase violation fees.

**Ancora Investments:** No changes were recommended at this time. Current income is approximately \$138,000/yr. (2019)

**Cell Tower:** Active pursuit of additional cell towers should continue, as this is an important source of income for the Village. Approximate income from cell towers for 2020 is estimated at \$70,000. Additional cell towers would improve cell coverage for Villagers and two additional towers could add \$140,000 of income for the Village. Further investigation is necessary to determine the advantages of the Village building the tower and owning the tower verses leasing land to a cell company that would build the tower and lease Village land. Revenue of \$70,000 for a cell tower is dependent on whether or not the Village pays for the installation of the tower vs. lease of land for a tower. Ownership of the tower allows for greater income although the initial investment is considerably higher.

**Gas Wells:** Currently Village gas wells are not providing significant income and no new wells are being considered. Current yearly income from gas wells approximately \$10,000.

**VILLAGE Cable Service:** The Village currently receives video service provider (VSP) fees from Ohio Bell and Charter Communications. The committee suggests investigation if other providers would be interested in serving the Village. (Example...WOW)

**Water Tap in Fees:** Council has approved a water tap in fee of \$16,500. Previously the tap in fee was based on the square foot of the home. The fee was \$1 per square foot. There are several new homes being built in the Village and this will increase revenue. It was also suggested that homes not already taking advantage of city water be encouraged to do so. We will also reach out to Chesterland County Line road homeowners and real estate agents letting them know of the availability of City water. If one additional home were built in the Village or if one additional existing home taps in to city water this would add \$16,500 of additional revenue per year. This fee is only applied to new construction on a newly

developed lot. There is no additional fee for water hook up on an existing home that has been torn down and rebuilt.

**Alarm Monitoring:** The consensus is that alarm monitoring should have a sunset (ending) date for those already grandfathered in to free monitoring and that the Village should negotiate a favorable rate with American Security for those in the Village that continue with their service. To help reduce cost, billing could be done by American Security with the individual homeowner on an annual or quarterly basis. Cost savings to the Village would be approximately \$26,000/year.

**House Checks:** It was unanimous that this should continue and there should not be a fee for this service. It improves safety force presence in the community and helps to maintain Village Safety.

**Village Property:** The Village owns several small parcels adjacent to current homeowners' property. The Real Estate Committee could identify these properties and offer them for sale to the current homeowners. This would be a one-time source of income to the Village and would benefit the current homeowner, as their lot size would be increased. It is difficult to quantify the amount of revenue from this. In addition, Village property leases should be reviewed and renegotiated to insure that they reflect fair market rates and terms.

**Post Office:** Encourage Villagers to use the post office as that may help keep it open. If the post office should leave we would be able to look for a tenant that would lease the property. Current Rental \$5000/month.

**Waste Water Treatment Plant Monitoring:** Currently costing the village for daily county inspection, maintenance and repairs, is approximately \$150,000 to \$200,000 per year. If we switch to a private contractor (Quote from AKE Environmental and Construction Services) for twice weekly inspection is approximately \$14,000 per year. This does not include emergency services or pump repairs. Moreland Hills currently is under contract with AKE and Dave Biggert has been in contact with them. It will require one of our service personnel to be trained to record turbidity and flow meter readings on the days AKE is not staffing the wastewater plant. This would take approximately 30 minutes five times per week. The Village would be responsible to complete and submit the Annual Sanitary Sewer Overflow report as well as any required storm water reporting. We are still investigating this with our Village Engineer, Service Director and communicating with Moreland Hills as this seems to have worked out well for them. Conservative annual cost savings, \$125,000.

**Cemetery Plots:** Discussions have been held with Mayor Schneider and Service Director Biggert with a property owner adjacent to the South Cemetery that could increase the amount of available plots. Cost of plots has been raised to \$1000. Consideration for cost of interment should be reviewed.

**Village Foundation:** It was suggested that the Village should model a foundation after Hunting Valley that would encourage tax-deductible donations to help support the Village and fund projects and activities.

Additional suggestions that should be investigated as they could add revenue to the Village:

1. Lowering the speed limit on Chagrin River Road and enforcement to improve safety
2. Noise enforcement from vehicles on Saturdays. Apparently this has been an ongoing problem for residents on Chagrin River Road.
3. Traffic Cameras on Mayfield Road for speed and traffic light if permitted by law.
4. Speed limit enforcement is needed for increased safety on Old Mill Road.

Village of Gates Mills  
Long Range Financial Plan – Shared Services Sub-Committee  
**Summary Findings & Observations**  
August 2020

**SUB-COMMITTEE GOALS:**

- Determine and Assess Opportunities to “Share” Services
- Determine and Assess Opportunities to Reduce Village expenses
- Benchmark various Village expenses

**SUB-COMMITTEE APPROACH:**

- Sub-Committee split into three teams: Safety, Service and Benchmarking
- The teams collected data, undertook numerous interviews, performed some analyses and then developed insights, observations and key findings.
- The findings and observations are summarized below and detailed by area.

**SUMMARY:**

- Overall, opportunities to share services, either comprehensively or even minimally, do not appear to be realistic and/or politically feasible at this time.
- A significant cost reduction opportunity may exist with wastewater treatment expense. Further work over the next several weeks is necessary in order to make a final determination, including understanding the amount of work that may be required by Village personnel.
- An opportunity to reduce headcount by one person in the Service Department may exist, although the impact on service levels is difficult to predict. Average annual cost per service employee is approximately \$85-90k.
- Opportunities to reduce overtime expense may exist. For Police, this could entail further restricting vacation time to summer months and other school recess times. For Service, this could entail going to two rotating shifts during the months of December through March. Against total annual expense for overtime and comp time of approximately \$150k for the Village, any meaningful reduction could represent significant savings.
- Capital expenditure requirements for roads, culverts and other are likely to be \$200-225k higher over the next five years than has been experienced over the past 5 years.
- Undertaking a periodic, rigorous RFQ process for Insurance, for the Village Engineer and for the Law Director could result in annual savings.
- Other opportunities to reduce Village expenses could exist through a better understanding of what causes calls to the regional dispatch, through possibly re-negotiating the dispatch contractual fee structure, and through understanding and possibly strengthening the lease terms for maintenance expense incurred on Village buildings leased to tenants.
- A comprehensive, focused benchmarking study with a commitment and participation from each community involved could yield meaningful insights regarding service performance and management of expenses.

**POLICE:** (See Schedule I attached)

- No apparent opportunities to share police coverage with neighboring communities;
- Staffing essentially in line with other communities; minimum staffing of two officers at all times is a sound practice;
- Number of police vehicles (4) is appropriate;
- Length of ownership for vehicles (approximately 100-120k total miles) is appropriate and in line with other communities;
- Continued efforts to reduce overtime (total cost in 2019 was \$92k, including overtime paid and comp time taken) and/or part-time hours may generate savings by more formally restricting some vacation time to summer months and other school recess times when SRO is available to cover.

**FIRE:** (See Schedule I attached)

- Cost to outsource Fire is prohibitively expensive;
- Management of On Call volunteers appears to be sound; annual cost in 2019 for On Call was \$16k;
- Length of ownership for vehicles is appropriate;

**EMS:**

- Cost for the Village to manage EMS on it's own is prohibitive;
- Negotiations with Mayfield Village over contract renewal have been extensive and expensive;
- Opportunities to contract with other communities appear to be less attractive - - economics and/or response time.

**DISPATCH:**

- The annual cost of providing dispatch services through the regional provider is approximately \$140k. This is less expensive than having the Village alone provide the service.
- However, the annual fee is considerably higher than many of the surrounding communities that are also part of the regional dispatch system, particularly when measured on a per-household basis:

	Annual Dispatch Fee	
	Total \$000	Per Household
Moreland Hills	\$107	\$85
Orange Village	150	117
Pepper Pike	277	127
Gates Mills	140	152
Hunting Valley	88	315

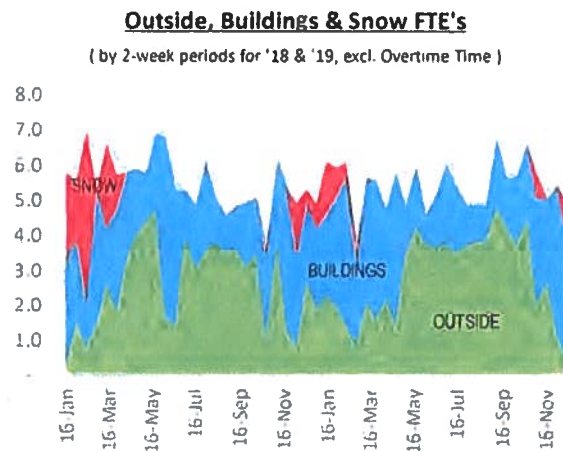
- The reasons for the higher fees compared to other communities is not well understood. With analysis of the data, a better understanding may point to steps that could be taken to reduce the volume of calls to the dispatch center.
- Further, it may be that the fee structure as agreed to in the contract for dispatch services may be dis-advantageous to the Village and re-negotiating that fee structure may be warranted.
- In summary, an opportunity to reduce the annual fee expense for dispatch services may be possible through a comprehensive analysis of the underlying data and also possibly re-negotiating the contractual fee structure.

**SERVICE:** (See Schedule II attached)

- No apparent opportunities to share services with other communities. Some portions of Service Department expenses (such as certain equipment) are already shared with other communities.
- Service Overtime:
  - Overtime cost, including actual overtime paid and comp time taken as time-off, totaled \$70k in 2018 and \$60k in 2019.
  - A significant percent of overtime hours incurred takes place during the winter months due to "after-hours" snowfalls.
  - Opportunities to reduce overtime expense may exist by going to two rotating shifts during the winter months. At least one other community splits the labor force into two shifts to minimize overtime. One shift works early morning until mid-afternoon, the other shift works mid-afternoon until mid-to-late evening for the months of December through March.
  - Additional opportunities to reduce overtime expense may be possible by lining up part-time support capable of driving plow trucks. Some other communities have been successful utilizing school personnel during after-hours when needed and paying a minimum retainer to ensure engagement.
  - Adequate support for fire on-call from Service personnel is important and would need to assured if a two-shift operation were implemented.
- Service Headcount:
  - Service Department activity by FTE suggests that manpower spent on building maintenance and perhaps to some extent on streets, culverts, etc. may be areas to evaluate for possible reduction.

Activities:	FTE's	
	2018	2019
Snow Plow	1.2	0.7
Streets, Culverts, Trees, Mowing	3.0	3.5
Buildings	2.9	2.8
Maintenance	1.3	1.0
Fire On-Call	0.2	0.1
Special Projects	0.2	0.3
Total	8.8	8.4

- For example, the man-hours incurred on building maintenance amount to approximately \$250k annually in labor expense, which seems high. In addition to the manpower cost, other expenses incurred for building maintenance by the Service Department averaged \$180k annually over the past five years. Thus, total cost to maintain the Village owned buildings has averaged \$430k annually over at least the past few years.
- As the chart below demonstrates, building maintenance work can many times be "filler" work during those times when outside activities are not needed or feasible. While certainly building maintenance is required for the 13 buildings owned by the Village, the extent of non-critical building maintenance work needs to be better understood.



- Note that the significant seasonal aspect of snow plowing impacts overall manpower requirements as 4 or more FTE's can be required at peak times. To ensure that there is sufficient labor to man the plow trucks, it is important to have all service department personnel trained and certified to be able to drive plow trucks.
- Utilization of Service personnel for volunteer fire calls is a very important aspect of maintaining the Village's volunteer fire department, although the actual time required by Service personnel for fire calls is relatively minimal.
- Overall, an opportunity to reduce headcount by one person may exist, although the impact on service levels is difficult to predict. Average annual total cost per service employee is approximately \$85-90k

### WASTEWATER PLANT EXPENSE:

- Current cost for County services to maintain the wastewater treatment plant and pump station is approximately \$190k per year.
- Annual cost for some other communities with somewhat comparable facilities utilizing private contractors apparently totals significantly less expense, although this also requires some support from their own service employees.
- An initial quote from a private contractor indicates the possibility of considerable annual cost savings, but much further work is required to understand what would be required from the private contractor and what would be required by Village staff. The goal is to understand this over the next several weeks.
- The Service Department is also trying to understand further what specific services are currently being provided by the County to see if some of those services may not be necessary.

- Note that a change to an outside contractor for Wastewater treatment may require additional work for the Service Department, which could impact the potential to reduce overall headcount.

#### **ROADS, CULVERTS & OTHER CAPITAL EXPENDITURES: (See Schedule III attached)**

- The Village Engineer has undertaken a comprehensive evaluation of the Village local roads and mapped out a 10-year plan of maintenance requirements for each local road. The plan projects that some roads will require approximately 40% of the road surface to be "milled & filled", while other roads will require more extensive foundation work in addition to "mill & fill".
- In addition to the capital expenditure requirements for roads, an estimate was developed for expenditure requirements for culverts, guardrails, support equipment, etc. This "Culverts & Other" category is hard to project as needs can arise suddenly, so an average of the past 5-years is being used for the next 5-year projection.
- In total, the capital expenditures required for roads and for culverts & other for the Village will likely average approximately \$200-225k more per year over the next five years than has been experienced over the past 5 years.

#### **OTHER COST REDUCTION OPPORTUNITIES:**

- P&C and Other Insurance:
  - Current annual expense for insurance in the LRP forecast in 2021 is \$124k, increasing 8% per year thereafter;
  - An opportunity may exist to reduce this expense by doing a comprehensive RFQ process; a sound process entails choosing 3 or more insurance brokers, then 1<sup>st</sup> getting them to designate their 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> choice carriers, then restrict the chosen 3 or so brokers to only get quotes from their preferred carriers such that there is no overlap between brokers.
- Professional Services:
  - For the Village Engineer, the annual retainer in the LRP forecast is \$48-50k; additional annual engineering expense for specific projects averaged \$120k per year for the past 3 years.
  - For the Law Director, the annual retainer in the LRP is projected to be \$46-50k.
  - It has apparently been at least several years since an RFQ process was undertaken for these two professional services. It is normally a good practice to conduct an RFQ process for such services every 5 years or so.
  - An opportunity may exist to reduce the expense of these services if a robust RFQ process were to be undertaken.
- Lease Agreements with Village Tenants:
  - As indicated above, the annual cost to the Village to maintain the Village-owned buildings, including those with tenant leases, currently averages approximately \$430k per year.
  - When work is performed on buildings where space is leased to tenants, it is unclear how much, if any, of that work is the responsibility of the tenant. Further, the various tenant leases may not be consistent in the terms of which party is responsible for what regarding building maintenance.
  - An opportunity may exist to cover some of the expenses incurred by the Village to maintain buildings with tenant leases by better understanding all of the various tenant leases and also by strengthening the terms and consistency of which party is responsible as each lease is renewed.

#### **BENCHMARKING:**

- A significant effort was undertaken by the Sub-Committee to benchmark Village expenses against other communities. A focused effort to collect some comparable data for police and fire departments from various communities provided some insights. However, due to time constraints and limited response from other communities, the more extensive benchmarking effort was not able to generate meaningful insights at this point.
- The benchmarking undertaking has laid the groundwork for and benefit from a comprehensive benchmarking study involving multiple communities. A benchmarking study should be focused on specific areas (e.g., Service Department expenses) and ensure that data is comparable across communities.
- Getting a commitment and then forming a work group comprised of representatives from each of the communities participating in the benchmarking effort is likely to yield meaningful opportunities to further improve service levels and/or better manage expenses.

SCHEDULE I	Gates Mills	Hunting Valley	Moreland Hills	Orange Village	Pepper Pike	Chester Twp.
Population (2019 Census)	2,250	715	3,303	3,290	6,330	10,314
Square Miles	8.8	8	7.3	3.8	7.1	23.4
Police Department Personnel Full-Time Equivalent	12 Full-time 5 Part-time FTE = 14.5	11 Full-time 5 Part-time FTE = 13.5	15 Full-time 3 Part-time FTE = 16.5	16 Full-time 2 Part-time FTE = 17	17 Full-time 1 Part-time FTE = 16.5	14 Full-time 1 Part-time FTE = 14.5
Police Department Vehicles	5	6	8	10 + 1 K9	9	8
Police Department 2020 Budget	\$1.58M	\$1.78M Includes fee for Fire & EMS of \$220K thru Chagrin Falls Fire Department	\$2.2M Includes fee for Fire & EMS thru Chagrin Falls Fire Department	\$2.3M	\$2.2M	\$1.9M
Number of Households	919	277	1,262	1,277	2,176	4,350
Population per Police FTE	155	53	200	195	385	711
Households per Police FTE	63	21	76	75	131	300
Police FTE per square mile	1.6	1.7	2.3	4.5	2.3	0.6
Fire Department Personnel	1 Part-time 22 Paid on call	N/A	N/A	45 in 2 stations	8 Full-time 18 Part-time	4 Full-time + 3 34 Part-time
Fire Department 2020 Budget	\$196,000.	N/A	N/A	\$1.9M	\$1.9M	\$1.3M
EMS Provider	Contract thru Mayfield Village \$185,500.	Contract thru Chagrin Falls FD	Contract thru Chagrin Falls FD	OVFD	PPFD	CTFD
Dispatch Provider	\$140K fee to Chagrin Valley Dispatch 1,52	\$85-90K fee to Chagrin Valley Dispatch 43,5	\$107K fee to Chagrin Valley Dispatch 85	\$150K fee to Chagrin Valley Dispatch 417	\$277K fee to City of Beachwood 4121	No fee thru Geauga County Sheriff Dept

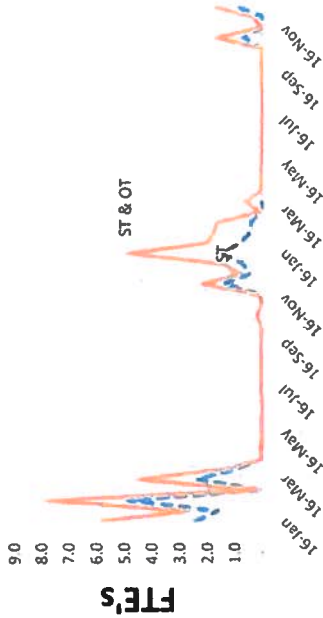
**Note:** Police vehicle replacement schedule. Of the communities contacted. Police vehicles accumulated between 25, 000 and 30,000 miles per year. Average life span was between 4 and 5 years.



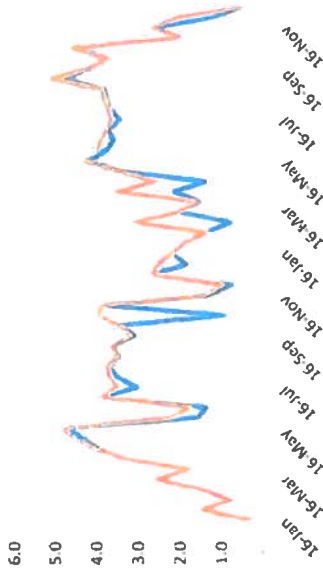
# SERVICE DEPARTMENT TIME SPENT BY ACTIVITY BY FTE - 2018 & 2019 by 2-Week Periods

## Preliminary Analysis

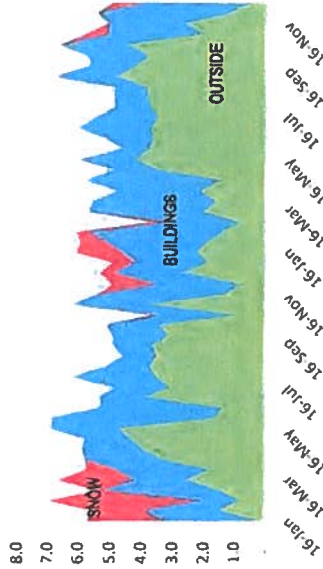
**Winter Season Activities**  
( Snow Removal )



**Outside Activities (excl. Snow)**  
( Streets, Mowing, Culverts & Guard Rails )



**Outside, Buildings & Snow FTE's**  
( by 2-week periods for '18 & '19, excl. Overtime Time )



**Maintenance**



**Vacation, Holiday, Sick Time**



**Other**

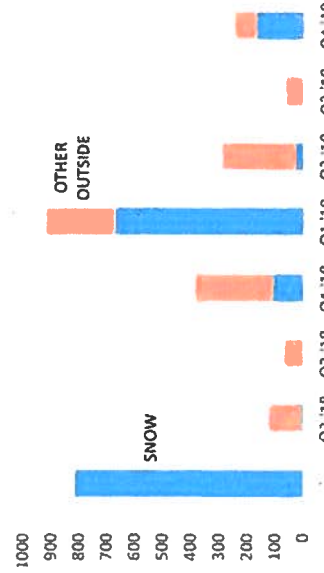
( Special Projects & Fire excl. Overtime and Comp Time )



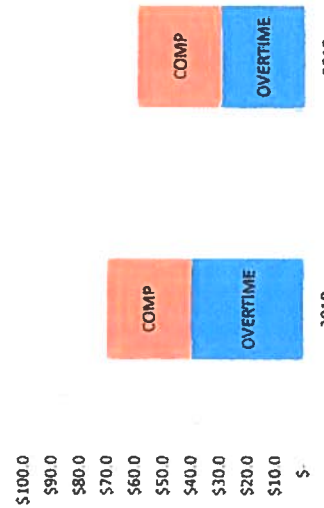
**Total FTE's**



**Overtime & Comp Time Hours**



**Overtime & Comp Time Annual Cost \$000**



SCHEDULE III

Village of Gates Mills LRFP

Capital Expenditure Overview (Preliminary)

(\$000)	5-Year	2020	2021	2022	2023	2024	2025
	Average 2015-19	Forecast					
Roads	\$318	\$516	\$575	\$555	\$530	\$530	\$535
Culverts, Other	312	133	300	300	300	300	300
<b>Total CapEx</b>	<b>\$630</b>	<b>\$649</b>	<b>\$875</b>	<b>\$855</b>	<b>\$830</b>	<b>\$830</b>	<b>\$835</b>

GATES MILLS - DRAFT 10 YEAR ROAD PROGRAM 2021-2030

LOCAL STREETS:

Fox Hill Drive	200						
Fox Hill Drive East	120						
Riverview Road	135						
Deerfield Road				45			
Gates Road				150			
Hill Creek Lane				65			
Overlook Road				25			
Carriage Place					45		
Colwin Road					50		
Dorchester Road					50		
Kenwyn Place					20		
Sherman Road					125		
Andrews Lane						65	
Foxboro Road						20	
Norvale Circle East						50	
Norvale Circle West						55	
Riverview Road						35	
Timberbridge Trail						40	
Village Trail						20	
Chartley Road							150
West Hill Drive							125
West Hill Drive (Cul-De-Sac)							40
<b>Subtotal Local Road Maintenance</b>			<b>\$455</b>	<b>\$285</b>	<b>\$290</b>	<b>\$285</b>	<b>\$315</b>
<b>Provision for County Road Maintenance</b>			<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Less: County Reimbursement (50%)</b>			<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>	<b>(50)</b>
<b>Repair Contingency</b>			<b>50</b>	<b>100</b>	<b>50</b>	<b>75</b>	<b>50</b>
<b>Reserve for Increased Asphalt Cost</b>			<b>0</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Crack Seal and Reclamite</b>			<b>20</b>	<b>20</b>	<b>40</b>	<b>20</b>	<b>20</b>
<b>ANNUAL ROAD PROGRAM TOTAL</b>			<b>\$575</b>	<b>\$555</b>	<b>\$530</b>	<b>\$530</b>	<b>\$535</b>

**Long Range Financial Planning  
Tax Sub-Committee**

**Report  
September 2, 2020**

New Revenue Option	Estimated Revenue Increase	Process	Pros	Cons
Introduce new 1 mill levy	\$221,041.00	Ballot every 5 years	<ul style="list-style-type: none"> <li>• Residents vote</li> <li>• Able to be designated for specific usage, i.e. roads, capital expenses</li> <li>• All homeowners share the cost</li> </ul>	<ul style="list-style-type: none"> <li>• Ballot process</li> <li>• Renewal required after initial term</li> </ul>
<b>NOTES:</b> If charter millage, the value adjusts as home values adjust. If regular millage, the value stays at the amount when the levy is first passed.				
Introduce new 2 mill levy	\$442,082.00	Ballot every 5 years	<ul style="list-style-type: none"> <li>• Residents vote</li> <li>• Able to be designated for specific usage, i.e. roads, capital expenses</li> <li>• All homeowners share cost</li> </ul>	<ul style="list-style-type: none"> <li>• Ballot process</li> <li>• Renewal required after initial term</li> </ul>
<b>NOTES:</b> If charter millage, the value adjusts as home values adjust. If regular millage, the value stays at the amount when the levy is first passed.				
Eliminate current tax credit of 50% on .50 (Effectively 25%)	\$483,244.77	Council Approval	<ul style="list-style-type: none"> <li>• May be quickly and easily implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Cost is not shared uniformly among residents</li> <li>• Lack of resident vote</li> </ul>
<b>NOTES:</b>				

New Revenue Option	Estimated Revenue Increase	Process	Pros	Cons
Increase income tax from 1% to 1.25% and eliminate credit	\$517,687.25	Ballot approval required and council approval	<ul style="list-style-type: none"> <li>One-time ballot initiative</li> </ul>	<ul style="list-style-type: none"> <li>Ballot process</li> <li>The cost falls only on employed residents and people working in the Village</li> <li>Timing</li> </ul>
<b>NOTES:</b> Less predictable income flow i.e. retirements.				
Increase income tax from 1% to 1.50% and keeping 50% credit on .50	\$672,940.93	Ballot	<ul style="list-style-type: none"> <li>One-time ballot initiative</li> </ul>	<ul style="list-style-type: none"> <li>Ballot process</li> <li>Timing</li> <li>Unequal Burden</li> </ul>
<b>NOTES:</b> Less predictable income flow. I.E. retirements.				
Pursuing reduction of funds allocated to the Mayfield School system	none	Likely to involve legal, legislative and community relations efforts	Potential to lower residents' overall tax bill	<ul style="list-style-type: none"> <li>Likely a multi-year and adversarial process</li> <li>Legal Fees</li> <li>Uncertain Outcome</li> <li>No impact on Gates Mills Finances</li> </ul>
<b>NOTES:</b>				
Flat tax per household		Under review if applicable	<ul style="list-style-type: none"> <li>Equal tax burden per household</li> </ul>	
<b>NOTES:</b>				

## NOTES

- Each new mill produces an estimated 220,000.00 yearly revenue.
- A new levy will have a different impact on homeowners because there is no longer a rollback. An explanation by our Village Tax Administrator, Robert Reitman would be very helpful for Council.
- Gates Mills Charter limits new levies to a maximum of five years
- Millage increases come to the Village in January after a November election.
- RITA's estimated revenue increases are based on the assumption that 50% of the residents of Gates Mills are employed. All of RITA's estimates are based on models developed from a wide range of municipalities and the tax sub-committee was not comfortable relying on these models as they are likely an over estimate of revenue for our Village. A clearer picture of the impact of 2020 on our income tax will be available in October of 2021.
- An income tax increase may take up to three years for all funds to become fully available.
- The committee agrees that any new taxes will require a comprehensive explanation to villagers and suggest an education plan be promptly developed and executed.

Respectfully submitted,

Jim Deacon, Michael Kennedy, Cindy Koury, Warren Morris, Janet Mulh, Robert Reitman, Steve Siemborski,  
Ann Whitney, and Nancy Wright

## **Long Range Financial Plan 10-year Projection of Village Financial Statements**

The attached projection should be considered a “base case” with which to evaluate the impact of various proposals on the Villages future financial position. It is **not** a forecast. It was constructed based on our current financial statements with assumptions around inflation and some known changes for the future. These known changes include our new EMS contract with Mayfield Village. We have projected both Municipal Income Tax revenue and Real Estate Tax revenue based on our current tax rates and levies. We have projected expenses based on our current expenditures (unless there are already known and agreed to changes like EMS).

Many of the assumptions used to do the projection will be wrong. Council will implement some changes proposed by the Long Range Financial Planning Committee. Conditions will change in anticipatable ways. As such, we do not represent this projection as an expectation for the future. Rather, we will use it as a tool to evaluate the impact of changes that Village Council will choose to make. We will also use it to evaluate the impact of changes in our overall financial environment as they become clear.

Tim Reynolds,

Treasurer

Village of Gates Mills

General Fund	2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025	
	Actual		Actual		Actual		Actual		Actual		Budget		LRP		LRP		LRP		LRP		LRP	
<b>Revenues</b>																						
Taxes:																						
RE Taxes	2,318,155		2,342,153		2,361,864		2,373,789		2,398,744		2,220,075		2,398,744		2,398,744		2,398,744		2,398,744		2,398,744	
Municipal Tax	1,755,094		1,654,004		1,558,571		1,943,886		1,752,475		1,450,000		1,750,000		1,750,000		1,750,000		1,750,000		1,750,000	
LGF/Sales/State Tax	59,629		48,475		49,985		50,878		55,040		51,071		51,071		51,071		51,071		51,071		51,071	
Estate																						
<b>Total Taxes</b>	<b>4,132,878</b>		<b>4,044,632</b>		<b>3,970,420</b>		<b>4,368,553</b>		<b>4,206,259</b>		<b>3,721,146</b>		<b>4,199,815</b>		<b>4,199,815</b>		<b>4,199,815</b>		<b>4,199,815</b>		<b>4,199,815</b>	
<b>Other Sources:</b>																						
Fines and Costs	59,835		55,501		76,468		80,276		80,456		45,000		80,000		80,000		80,000		80,000		80,000	
Building/Liquor Permits & Licenses	42,393		71,710		47,503		15,273		51,784		44,450		44,450		44,450		44,450		44,450		44,450	
Interest Income	4,570		23,627		50,583		83,568		150,095		150,000		81,000		78,000		71,000		60,000		54,000	
Rental Income	208,779		218,260		206,544		223,575		213,839		213,952		216,026		218,100		218,100		218,100		218,100	
Mills Building Rental Income	155,260		127,677		136,347		130,320		131,928		132,626		132,600		132,600		132,600		132,600		132,600	
Ambulance Income	38,243		34,086		40,774		25,642		31,545		30,000		55,000		55,000		55,000		55,000		55,000	
Miscellaneous	433		3,841		15,415		7,638		219,597		100,000		150,000		150,000		150,000		150,000		150,000	
<b>Total Other</b>	<b>509,513</b>		<b>534,702</b>		<b>573,634</b>		<b>566,292</b>		<b>879,244</b>		<b>716,028</b>		<b>724,076</b>		<b>758,150</b>		<b>751,150</b>		<b>740,150</b>		<b>734,150</b>	
<b>Assessments:</b>																						
School Board Property Assessment	25,110		23,717		28,850		25,237		24,204		24,000		24,000		24,000		24,000		24,000		24,000	
<b>Total General Fund Revenues</b>	<b>4,667,501</b>		<b>4,603,051</b>		<b>4,572,904</b>		<b>4,960,082</b>		<b>5,109,707</b>		<b>4,461,174</b>		<b>4,947,891</b>		<b>4,981,965</b>		<b>4,974,965</b>		<b>4,963,965</b>		<b>4,957,965</b>	

GENERAL FUND	2013		2014		2015		2016		2017		2018		2019		2020		2021		2022		2023		2024		2025				
	Actual		Actual		Actual		Actual		Actual		Actual		Actual		BUDGET		LRP		LRP		LRP		LRP		LRP		LRP		
ADMINISTRATION																													
Salaries & Wages																													
Finance	92,286		93,720		124,663		87,406		89,238		90,257		97,453		96,700		97,667		98,644		99,650		100,626		101,633		102,640		103,647
THC																													
Health Insurance	9,436		11,968		24,461		28,665		22,453		24,399		27,375		30,000		30,900		30,503		30,909		31,218		31,530		31,842		32,154
Workers' Comp/Medicare	2,767		2,715		3,829		5,498		29,600		29,222		29,442		30,500		31,720		32,989		34,308		35,681		37,054		38,427		39,800
OPERS	16,940		16,699		18,287		14,670		19,229		19,779		21,377		23,000		23,920		24,877		25,872		26,907		27,983		29,109		30,235
PERSONNEL COSTS:	<b>121,429</b>		<b>125,102</b>		<b>171,240</b>		<b>136,239</b>		<b>161,687</b>		<b>168,633</b>		<b>180,712</b>		<b>187,500</b>		<b>191,199</b>		<b>195,008</b>		<b>198,931</b>		<b>202,972</b>		<b>207,135</b>		<b>211,298</b>		<b>215,461</b>
Legal																													
Law Director	69,034		79,723		95,099		56,797		36,650		43,496		47,734		45,000		45,900		46,818		47,754		48,709		49,684		50,679		51,694
Prosecutor	29,058		32,700		47,847		53,045		35,216		44,026		33,552		38,000		38,760		39,535		40,326		41,132		41,955		42,797		43,659
Other Legal	2,726		1,834		678		1,557		466		563		383		1,000		1,000		1,000		1,000		1,000		1,000		1,000		1,000
Engineering	43,059		39,936		38,254		33,709		37,836		70,348		45,924		47,100		48,042		49,003		49,983		50,983		52,002		53,042		54,101
Other Professional Services	38,284		54,592		46,553		47,241		45,121		66,187		54,233		128,000		55,000		56,100		57,222		58,366		59,534		60,726		61,942
LEGAL & PROFESSIONAL:	<b>182,161</b>		<b>208,785</b>		<b>228,431</b>		<b>192,349</b>		<b>155,289</b>		<b>224,620</b>		<b>181,826</b>		<b>259,100</b>		<b>188,702</b>		<b>192,456</b>		<b>196,285</b>		<b>200,191</b>		<b>204,175</b>		<b>208,189</b>		<b>212,243</b>
General Insurance	119,452		102,760		101,021		137,258		134,447		97,091		143,194		115,000		124,200		134,136		144,867		156,456		168,973		182,520		197,107
Income Tax Expense	51,260		45,675		60,635		50,881		49,782		56,090		53,588		55,000		42,000		42,840		43,697		44,571		45,462		46,373		47,294
County Auditor Expenses	51,571		64,664		44,457		65,680		55,985		53,411		50,133		54,750		54,750		66,000		55,000		55,000		55,000		55,000		55,000
Office Expenses	30,526		15,990		12,417		19,407		14,149		15,609		14,145		25,500		18,500		15,500		15,810		16,126		16,449		16,776		17,103
Miscellaneous	359		554		14,030		4,565		5,905		6,090		1,500		4,750		4,845		4,942		5,041		5,142		5,244		5,346		5,448
OTHER ADMIN COSTS:	<b>253,168</b>		<b>229,643</b>		<b>232,560</b>		<b>277,791</b>		<b>260,268</b>		<b>228,291</b>		<b>262,560</b>		<b>255,000</b>		<b>244,295</b>		<b>263,418</b>		<b>264,414</b>		<b>277,295</b>		<b>291,128</b>		<b>305,000</b>		<b>318,873</b>
TOTAL ADMIN OPERATING COSTS:	<b>556,758</b>		<b>563,530</b>		<b>632,231</b>		<b>606,379</b>		<b>577,244</b>		<b>621,544</b>		<b>625,098</b>		<b>701,500</b>		<b>624,196</b>		<b>650,882</b>		<b>659,630</b>		<b>680,458</b>		<b>702,438</b>		<b>724,421</b>		<b>746,334</b>
TRANSFERS:																													
CAP IMP	350,000		150,000		88,000		685,000		250,000		375,000		580,000		350,000		560,000		620,000		605,000		590,000		600,000		600,000		600,000
WATER	100,000		100,000		100,000		100,000		100,000		100,000		7,500		7,500		7,500		7,500		7,500		7,500		7,500		7,500		7,500
WASTEWATER	63,000		138,100		100,000		250,000		190,000		195,000		200,000		225,000		200,000		210,000		200,000		200,000		200,000		200,000		200,000
PARK REC	3,100		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000		11,000
CEMETERY	6,200		5,000		8,000		7,000		3,000		2,000		2,000		100,000		100,000		110,000		110,000		110,000		110,000		110,000		110,000
MAYOR'S	90,000		83,000		75,000		80,000		50,000		84,000		102,000		100,000		100,000		110,000		110,000		110,000		110,000		110,000		110,000
POLICE PENSION																													
TOTAL TRANSFERS:	<b>612,300</b>		<b>489,400</b>		<b>384,500</b>		<b>1,135,500</b>		<b>493,000</b>		<b>656,000</b>		<b>891,500</b>		<b>675,000</b>		<b>861,500</b>		<b>941,000</b>		<b>916,000</b>		<b>960,000</b>		<b>921,000</b>		<b>946,000</b>		<b>971,000</b>



GENERAL FUND	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	Actual	Actual	ACTUAL	BUDGET	LRP	LRP	LRP	LRP	LRP
<b>POLICE</b>													
Salaries & Wages	957,575	867,515	766,947	767,715	817,480	817,780	906,386	991,120	1,001,031	1,011,042	1,021,152	1,031,363	1,041,677
Overtime	60,094	48,166	37,917	40,076	48,068	44,765	52,187	50,000	50,000	50,000	50,000	50,000	50,000
Health Insurance & IWC/Med/OPERS	236,775	170,532	169,294	182,889	230,885	218,692	206,634	204,750	212,940	221,458	230,316	239,529	249,110
OP&F	90,000	83,000	75,000			44,571	50,025	52,000	54,080	56,243	58,493	60,833	63,266
<b>PERSONNEL COSTS:</b>	<b>1,344,444</b>	<b>1,169,213</b>	<b>1,049,158</b>	<b>998,672</b>	<b>1,088,441</b>	<b>1,125,808</b>	<b>1,215,232</b>	<b>1,297,870</b>	<b>1,318,051</b>	<b>1,338,742</b>	<b>1,359,961</b>	<b>1,381,725</b>	<b>1,404,053</b>
Gasoline	38,134	34,055	20,824	15,032	16,903	19,754	14,312	20,000	20,000	20,000	20,000	20,000	20,000
Repairs & Maintenance	11,446	9,591	15,579	7,027	11,551	7,025	7,859	10,000	10,000	10,000	10,000	10,000	10,000
Radio Maintenance & Repair	5,439	3,767	4,125	4,499	4,119	4,917							
Uniforms	11,905	6,929	9,728	9,218	7,858	11,642	9,841	15,000	15,300	15,606	15,918	16,236	16,561
Training/Conferences	8,946	8,011	7,662	9,943	4,964	8,329	17,307	17,000	17,340	17,687	18,041	18,401	18,769
Chagrin Valley Dispatch	66,701	115,393	160,541	139,705	135,482	139,313	140,922	142,000	144,840	147,737	150,692	153,705	156,779
Alarm System	12,328	25,981	26,896	27,333	27,999	27,713	27,407	29,000	26,000	25,500	25,000	24,500	24,000
Maintenance Agreements	15,035	10,160	9,410	9,410	10,440	9,442	15,012	19,000	19,380	19,768	20,163	20,566	20,978
Other Expenses	19,237	15,771	17,118	16,736	15,713	11,634	13,651	20,000	20,400	21,224	21,649	22,082	22,515
VEG	14,000	14,000	14,000	14,000	7,000	8,000	8,000	10,000	10,000	10,000	10,000	10,000	10,000
<b>OTHER POLICE DEPT. COSTS:</b>	<b>203,171</b>	<b>243,658</b>	<b>285,883</b>	<b>252,903</b>	<b>242,029</b>	<b>247,569</b>	<b>254,311</b>	<b>282,000</b>	<b>283,260</b>	<b>287,105</b>	<b>291,037</b>	<b>295,058</b>	<b>299,169</b>
Vehicle Purchase	20,572	14,099	46,336	27,360	36,925	33,990	2,156	46,000	46,000	46,000	46,000	46,000	46,000
New Equipment	6,985		(500)	8,412	7,888	14,436		20,500	46,000	26,000	16,000	6,000	10,000
<b>CAPITAL COSTS:</b>	<b>27,557</b>	<b>14,099</b>	<b>45,836</b>	<b>35,772</b>	<b>44,813</b>	<b>48,426</b>	<b>2,156</b>	<b>66,500</b>	<b>92,000</b>	<b>72,000</b>	<b>62,000</b>	<b>52,000</b>	<b>56,000</b>
<b>TOTAL POLICE DEPT. COSTS:</b>	<b>1,575,172</b>	<b>1,426,970</b>	<b>1,380,877</b>	<b>1,287,347</b>	<b>1,375,283</b>	<b>1,421,803</b>	<b>1,471,699</b>	<b>1,646,370</b>	<b>1,693,311</b>	<b>1,697,848</b>	<b>1,712,998</b>	<b>1,728,783</b>	<b>1,759,222</b>
<b>FIRE</b>													
Salaries & Wages	111,623	108,500	103,907	107,241	117,921	120,863	127,773	121,000	122,210	123,432	124,666	125,913	127,172
Workers' Comp/Soc Sec/Medi	11,080	10,450	11,967	12,433	8,543	22,717	29,774	32,000	33,280	34,611	35,996	37,435	38,933
<b>PERSONNEL COSTS:</b>	<b>122,703</b>	<b>118,950</b>	<b>115,274</b>	<b>119,674</b>	<b>126,464</b>	<b>143,580</b>	<b>157,547</b>	<b>153,000</b>	<b>155,490</b>	<b>158,043</b>	<b>160,662</b>	<b>163,349</b>	<b>166,105</b>
Vehicle Maintenance	901	1,473	1,583	1,891	10,267	3,148	4,840	5,000	5,100	5,202	5,306	5,412	5,520
Ambulance/EMS	156,106	182,510	176,316	186,158	188,760	185,500	191,765	191,765	317,500	326,920	336,623	346,721	357,123
Training & Conferences	1,202	1,259	2,743	1,544	2,005	2,346	4,800	4,800	4,896	4,994	5,094	5,196	5,300
Contract & Annual Fees	1,796	14,582	17,223	18,225	21,247	19,207	19,240	25,000	25,500	26,010	26,500	27,061	27,602
Other Expenses	4,437	9,452	5,405	7,052	7,310	5,086	6,996	8,500	8,670	8,843	9,020	9,201	9,385
<b>OTHER FIRE DEPT. COSTS:</b>	<b>164,442</b>	<b>209,226</b>	<b>203,270</b>	<b>214,870</b>	<b>229,089</b>	<b>215,847</b>	<b>224,712</b>	<b>235,065</b>	<b>361,666</b>	<b>371,969</b>	<b>382,573</b>	<b>393,591</b>	<b>404,930</b>
<b>CAPITAL COSTS:</b>	<b>8,230</b>	<b>8,661</b>	<b>38,286</b>	<b>16,788</b>	<b>22,545</b>	<b>31,577</b>	<b>17,273</b>	<b>86,650</b>	<b>60,500</b>	<b>27,107</b>	<b>216,976</b>	<b>33,959</b>	<b>19,212</b>
<b>TOTAL FIRE DEPT. COSTS:</b>	<b>295,375</b>	<b>336,837</b>	<b>356,830</b>	<b>351,332</b>	<b>378,098</b>	<b>677,104</b>	<b>559,532</b>	<b>474,715</b>	<b>577,656</b>	<b>557,120</b>	<b>760,211</b>	<b>590,898</b>	<b>590,247</b>



OTHER FUNDS -2020 BUDGET											
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	LRP	LRP	LRP	LRP	LRP
<b>SCMR-STREET MAINT. &amp; REPAIR</b>											
Beginning Balance	76,012	9,596	91,667	40,886	23,722	83,881	105,281	26,681	23,081	19,481	10,881
Transfer In from General											
State & County Tax Revenue	108,055	112,444	109,040	112,800	141,413	171,400	171,400	171,400	171,400	171,400	171,400
Expenditures	174,471	30,373	159,821	129,964	81,254	150,000	250,000	175,000	175,000	180,000	180,000
<b>Ending Balance</b>	<b>9,596</b>	<b>91,667</b>	<b>40,886</b>	<b>23,722</b>	<b>83,881</b>	<b>105,281</b>	<b>26,681</b>	<b>23,081</b>	<b>19,481</b>	<b>10,881</b>	<b>2,281</b>
<b>STATE HIGHWAY</b>											
Beginning Balance	4	6,005	15,031	23,872	5,332	12,081	11,129	10,177	9,225	8,273	7,321
Transfer In from General				0							
State & County Tax Revenue	8,761	9,027	8,841	9,389	11,547	14,048	14,048	14,048	14,048	14,048	14,048
Expenditures	2,760			27,930	4,798	15,000	15,000	15,000	15,000	15,000	15,000
<b>Ending Balance</b>	<b>6,005</b>	<b>15,032</b>	<b>23,872</b>	<b>5,331</b>	<b>12,081</b>	<b>11,129</b>	<b>10,177</b>	<b>9,225</b>	<b>8,273</b>	<b>7,321</b>	<b>6,369</b>
<b>BOND RETIREMENT</b>											
Balance	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730
<b>CAPITAL IMPROVEMENT</b>											
Beginning Balance	509,376	26,504	156,923	44,541	82,506	81,178	68,278	8,278	3,278	8,278	3,278
Transfer In from General		685,000	250,000	375,000	580,000	350,000	560,000	620,000	605,000	590,000	600,000
Other Income	106,420	26,734	93,526	56,532	16,746	17,000	17,000	17,000	17,000	17,000	17,000
Expenditures	589,292	581,315	455,907	393,567	598,074	379,900	637,000	642,000	617,000	612,000	617,000
<b>Ending Balance</b>	<b>26,504</b>	<b>156,923</b>	<b>44,542</b>	<b>82,506</b>	<b>81,178</b>	<b>68,278</b>	<b>8,278</b>	<b>3,278</b>	<b>8,278</b>	<b>3,278</b>	<b>3,278</b>
<b>WATER</b>											
Beginning Balance	284,115	286,317	366,170	298,755	237,664	167,312	83,786	76,286	68,306	59,836	50,867
Transfer In from General		100,000	0		7,500						
Other Income	731,699	633,406	639,231	341,812	330,727		16,500	16,500	16,500	16,500	16,500
Expenditures	729,497	653,553	706,647	402,903	408,579	83,526	24,000	24,480	24,970	25,469	25,978
<b>Ending Balance</b>	<b>286,317</b>	<b>366,170</b>	<b>298,754</b>	<b>237,664</b>	<b>167,312</b>	<b>83,786</b>	<b>76,286</b>	<b>68,306</b>	<b>59,836</b>	<b>50,867</b>	<b>41,389</b>
<b>WASTEWATER</b>											
Beginning Balance	1,310	89,928	27,447	26,231	10,839	10,165	26,925	18,685	30,065	41,065	52,065
Transfer In from General		250,000	190,000	195,000	200,000	225,000	200,000	210,000	200,000	200,000	200,000
Other Income	113,031	11,360	11,195	8,943	11,424	11,000	11,000	11,000	11,000	11,000	11,000
Expenditures	24,413	323,840	202,411	219,336	212,098	219,240	219,240	209,620	200,000	200,000	200,000
<b>Ending Balance</b>	<b>89,928</b>	<b>27,448</b>	<b>26,231</b>	<b>10,838</b>	<b>10,165</b>	<b>26,925</b>	<b>18,685</b>	<b>30,065</b>	<b>41,065</b>	<b>52,065</b>	<b>63,065</b>
<b>PARK-REC</b>											
Beginning Balance	249	6,786	13,001	9,860	4,420	44,365	38,365	34,565	30,503	26,174	21,572
Transfer In from General		11,000	0	0	0	0	0	0	0	0	0
Other Income	21,297	8,397	9,952	9,222	126,817	69,000	9,300	9,300	9,300	9,300	9,300
Expenditures	14,760	13,183	13,094	14,662	86,872	75,000	13,100	13,362	13,629	13,902	14,180
<b>Ending Balance</b>	<b>6,786</b>	<b>13,000</b>	<b>9,859</b>	<b>4,420</b>	<b>44,365</b>	<b>38,365</b>	<b>34,565</b>	<b>30,503</b>	<b>26,174</b>	<b>21,572</b>	<b>16,692</b>





Village of Gates Mills  
Year-End Balances

	2015	2016	2017	2018	2019	ESTIMATE 2020	2021	2022	2023	2024	2025
<b>GENERAL FUND</b>											
General Fund Revenues	4,667,501	4,603,051	4,572,904	4,960,083	5,109,707	4,461,174	4,947,891	4,981,965	4,974,965	4,963,965	4,957,965
General Fund Expenses (excluding transfers)	3,740,223	3,664,773	3,691,818	4,178,595	4,333,232	4,479,575	4,483,103	4,656,167	4,832,874	4,669,399	4,811,627
General Fund Operating Surplus/Deficit (excluding transfers to other funds)	927,278	938,278	881,086	781,488	776,475	(18,401)	464,788	325,798	142,091	294,566	146,338
Total Transfers to Other funds	384,500	1,135,500	493,000	656,000	891,500	675,000	861,500	941,000	916,000	906,000	921,000
Beginning Balance General Fund	3,604,874	4,147,652	3,950,430	4,338,516	4,464,007	4,348,982	3,655,581	3,258,869	2,643,667	1,869,758	1,258,324
Ending Balance General Fund	4,147,652	3,950,430	4,338,516	4,464,004	4,348,982	3,655,581	3,258,869	2,643,667	1,869,758	1,258,324	483,662
<b>OTHER FUNDS</b>											
STREET CONST MAINT REPAIR	9,597	91,668	40,886	23,722	83,881	105,281	26,681	23,081	19,481	10,881	2,281
STATE HIGHWAY	6,004	15,031	23,872	5,331	12,081	11,128	10,176	9,224	8,272	7,320	6,368
BOND RETIREMENT	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730	2,730
CAPITAL IMPROVEMENT	26,505	156,924	44,542	82,506	81,178	68,278	8,278	3,278	8,278	3,278	3,278
WATER	286,316	366,169	298,755	237,664	167,312	83,786	76,286	68,306	59,836	50,867	41,389
WASTEWATER	89,928	27,448	26,231	10,838	10,165	26,924	18,684	30,064	41,064	52,064	63,064
PARK RECREATION	6,786	13,000	9,859	4,420	44,364	38,364	34,564	30,502	26,173	21,571	16,691
GEMETERY	828	7,221	6,455	12,247	26,579	32,578	34,078	35,468	36,746	37,909	38,956
MAYOR'S DISCRETIONARY	167	1,974	933	1,597	2,573	573	1,073	1,073	1,073	1,073	1,073
PURCELL TRUST	74,305	84,269	91,896	21,570	2,917	15,416	28,166	41,171	54,436	67,966	81,767
STORER	-	-	-	-	-	-	-	-	-	-	-
LAND CONSERVATION	1,507	10,825	9,433	10,458	11,897	14,303	16,709	16,709	16,709	16,709	16,709
BUILDING BOND DEPOSIT	57,748	72,269	79,615	57,612	66,327	66,327	67,627	68,927	70,227	71,527	72,827
UNDERGROUND STORAGE TANK	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
POLICE PENSION	26,161	49,536	19,022	19,223	24,034	17,714	9,398	9,130	6,890	7,660	11,418
LAW ENFORCEMENT	313	313	313	313	313	13	13	13	13	13	13
VEST GRANT	-	-	-	-	-	-	-	-	-	-	-
STATE GRANTS	-	3,770	1,105	4,925	4,925	-	-	-	-	-	-
FEDERAL GRANTS	-	0	0	0	0	0	0	0	0	0	0
MAYOR'S COURT/MOL BUREAU	-	-	2,028	1,760	1,729	1,729	1,729	1,729	1,729	1,729	1,729
319 GRANT	-	-	-	146,274	22,034	0	-	-	-	-	-
TOTAL OTHER FUNDS	599,895	914,147	668,675	654,190	576,039	496,144	345,463	350,676	362,928	362,568	369,564
<b>TOTAL ENDING BALANCE ALL FUNDS</b>	<b>4,747,547</b>	<b>4,864,577</b>	<b>5,007,191</b>	<b>5,118,194</b>	<b>4,925,021</b>	<b>4,151,725</b>	<b>3,604,332</b>	<b>2,994,343</b>	<b>2,232,686</b>	<b>1,620,892</b>	<b>853,226</b>

**From:** Christopher Courtney [<mailto:ccourtney@cwccourtney.com>]  
**Sent:** Tuesday, August 25, 2020 2:06 PM  
**To:** JAY AUWERTER  
**Cc:** Dave Biggert; [mayor@gatesmillsvillage.com](mailto:mayor@gatesmillsvillage.com); Janet Mulh; Bryan Sparks; Alec Belich  
**Subject:** DRAFT 10-year Road Program

Chip

I have attached a spreadsheet showing a draft 10-year road program.

**The Average Annual Spend is \$534,000**

**Net Village Cost would be \$50,000 lower (\$484,000) when reduced by County Material Grant reimbursement.**

**Our fees for Design, Admin, and Inspection of the Annual Program can be estimated at roughly 10% (\$53,400), but would be determined each year in accordance with our ongoing contract.**

This will continue to be refined as we look at each road in more detail and develop Pavement Condition Ratings (PCR) values for each street.

In addition to the grid showing work on Local Roads, I have assumed:

An annual 100k spend on County Roads (with 50% coming back through material grant program)

Our Average Grant Amount is about 75k a year (150k total work)

I have estimated a little lower than typical as we have been pretty aggressively working on County Roads for past few years.

NES will be completing their final efforts tomorrow (repair of a large drive apron on Berkshire Road)

With NES finishing up, we have managed to complete the following work this year:

### **County Roads**

**Berkshire Road** – Repair 2” Mill/Fill with focus on areas South of Epping Road.

**Old Mill Road** – Repair 2” Mill/Fill with focus on segment East of Chagrin River Road

**Chagrin River Road** – Repair 2” Mill/Fill of Areas between Old Mill Road and Berkshire Road

We are currently waiting on final quantities from NES, but based on our measurements, we anticipate a Reimbursement Request to the County for approximately \$75,000 for material related to this work

As we were approved for a \$92,000 Material Grant, we have \$17,000 remaining for Crack Seal and Pavement Marking Materials on County Roads, which is being direct performed by the Service Department (crack seal) or contracted (pavement markings) and will be added to the \$75,000 paving material cost.

## **Local Streets**

**Dorchester Road** – Full Width 2” Mill/Fill from Cedar Road to just West of Chartley Road. The east portion of the road was in far worse shape than the western end (due primarily to major drainage/constant shade differences). We were also notified that John Musca (34200 and 34300) will be starting a large pond/lake project on his property after a 2-year wait. I determined it prudent to delay any work west of Chartley until the Musca Project is complete. The funds authorized, allowed us to mill/fill full width from Cedar to Chartley. This provides a great comparison roadway for looking at future road work – Paving Full Width VS Repair Areas.

**Woodstock Road** – Repair 2” Mill/Fill of Areas between Cedar and Berkshire

On Berkshire, Dorchester, and Woodstock we did need to complete some minor full depth repairs (12” deep) where soft/saturated soil was encountered.

Please let me know if you have any questions.

clc



**Christopher L. Courtney, PE, PS, CPESC, CPSWQ**  
Principal  
**The CW Courtney Company / Garrett & Associates**  
700 Beta Drive, Suite 200  
Mayfield Village, Ohio 44143  
440-683-5743 direct dial  
440-449-4005 office  
440-449-0883 fax  
440-666-3046 cell

[www.cwcourtney.com](http://www.cwcourtney.com)

[www.garrettsurveying.com](http://www.garrettsurveying.com)