City of Lakewood

2007 Comprehensive Budget

January 1 – December 31, 2007

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Lakewood

Ohio

For the Fiscal Year Beginning

January 1, 2006

President

Executive Director

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Introduction & Financial Overview

Executive Summary

The City of Lakewood's 2007 Comprehensive Annual Budget has three distinct themes:

- Changing the Presentation of the Budget
- Improving the Financial Strength of the City
- Aligning Financial Strength Strategies to the Mission and Vision of the City

The changes in the presentation of the budget supports the City's need to have a comprehensive document that ties together planning efforts and initiatives of City leaders that align with the City of Lakewood's mission and goals. Its purpose is to improve the financial strength of the City, as well as to continue to provide quality services, and to make Lakewood attractive to new and long-time residents and businesses, with the overall goal to improve the quality of life of all citizens and visitors.

Changing the Presentation of the Budget

The 2007 budget document marks a new budget process and document submitted to City Council for review and approval of the 2007 appropriations ordinance (Ordinance 23-07), i.e. "the budget."

Lakewood is one of only 16 municipalities in the State of Ohio that has received both the Government Finance Officer Association's (GFOA) Distinguished Budget Presentation Award and the Certificate of Achievement for Excellence in Financial Reporting for its Comprehensive Annual Financial Report (CAFR). Therefore, the City adheres to extensive, best practice criteria for its financial reporting of both its annual budget and its CAFR.

The City began submitting its comprehensive budget for the GFOA Distinguished Budget Presentation Award in 2003, but it was developed after the appropriations ordinance was approved. The 2007 comprehensive budget document was presented to City Council on February 9, 2007 at the start of the budget hearing process, which provided in depth department information such as operations, accomplishments and goals, performance measures, and the 2007 departmental budget.

The Budget Document is meant to serve several purposes, which includes:

- Policy Document
- Financial Plan
- Operations Guide
- Communications Device

As a *Policy Document*, this document presents the financial policies of the City; the long-term financial and non-financial goals and objectives, short-term organization-wide initiatives, and priorities and changes in priorities of the City and of individual departments and divisions.

As the City's *Financial Plan* it describes funds and fund structure and provides a consolidated financial overview. Additionally, it gives a previous three-year summary of financial information, a description of major revenue sources, and any changes in fund balance. Furthermore, the budget presents the five-year capital improvement plan, past and projected capital expenditures, as well as the impact of capital improvement on the operating budget. Finally, the budget provides an overview of the City's debt position, and the City's basis of budgeting.

As an *Operations Guide*, this budget presents a description of functions carried out by the departments and divisions, as well as departmental performance measures, organizational charts, and summaries of departmental and divisional positions.

Finally, as a *Communications Device*, the City of Lakewood's budget document includes summary information that includes charts and graphs, descriptions of other planning processes, and a description of the budget process. The document also demonstrates the relationship between the various departments and the financial structure as shown through the departmental budgets.

According to the GFOA's National Advisory Council on State and Local Budgeting, a good budget process is characterized by the following essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad organizational goals

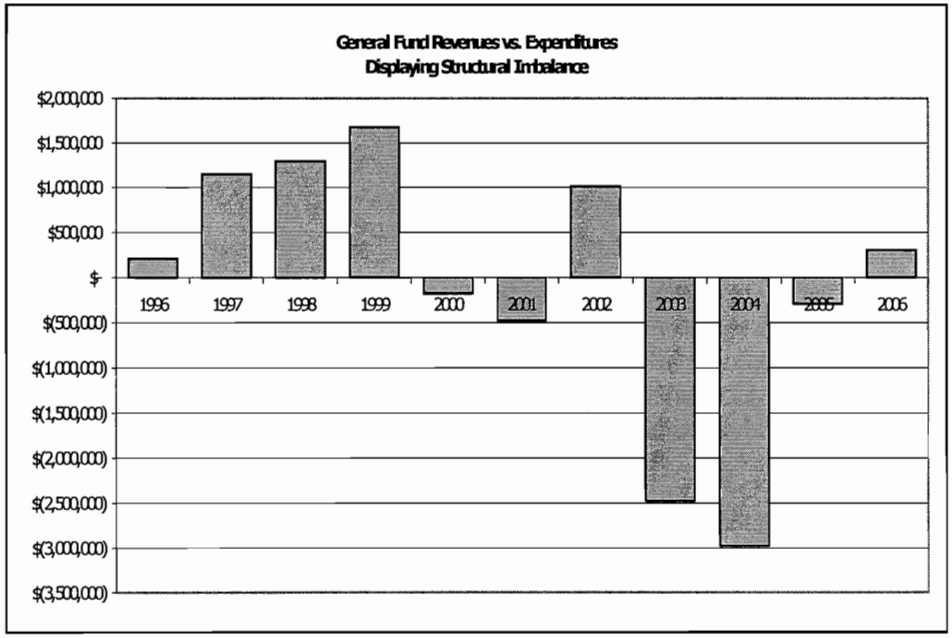
- Focuses budget decisions on results and outcomes
- Involves and promotes effective communication with stakeholders
- Provides incentives to management and employees to operate efficiently and effectively.

This year's comprehensive budget document incorporates these features as a mechanism to improve the financial strength of the City.

Improving the Financial Strength of the City

The City of Lakewood has been challenged to strengthen its financial position over the past seven years. From Fiscal Year (FY) 1997 through FY 2002, the City recorded consistent operating surpluses of almost $1 million each year, which increased the year-end General Fund balance to $6.3 million in FY 2002. However, in FY 2000 and FY 2001, the City experienced overall General Fund expenditures exceeding total revenues.

This structural imbalance continued from FY 2003 to FY 2005, with FY 2004 experiencing General Fund expenditures in excess of revenues by nearly $3.0 million as shown in the following graph.

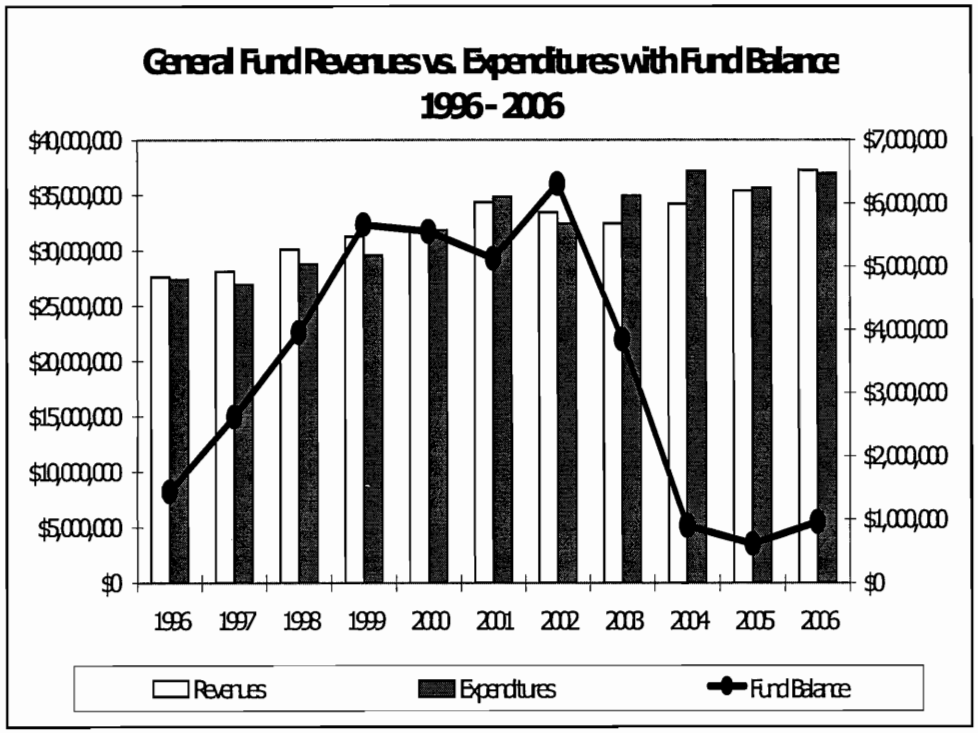


FY 2006 experienced the first year since FY 2002 that year-end General Fund revenues exceeded expenditures.

The operating deficits from FY 2000 through FY 2005 were caused by:

- Losses of Federal and State aid such reduced Community Development Block Grand funds, the freezing of the Local Government Funds, and the phasing out of tangible personal property tax.
- Rising hospitalization costs. In FY 1999, healthcare costs were $2.46 million, whereas in FY 2006 the City experienced almost $4.91 million in healthcare expenditures.
- A 27th pay period in FY 2004 resulted in $1.25 million in additional payroll expenses, which is a phenomena that occurs every 11 years.
- A shifting of General Fund surpluses into one-time large capital expenditures, such as the FY 2005 Council request of over $700,000 transferred for street construction projects
- Retroactive cost of living pay increases for negotiated collective bargaining agreements, and a 2% lump sum payment of FY 2004 wages issued on December 2005 for the newly formed AFSCME Administrative Unit.
- Municipal income tax revenue was flat in FY 2002, and then decreased in FY 2003 by $240,000. However, Regional Income Tax Agency costs escalated from $451,000 in FY 2002 to $809,000 in FY 2005.
- Estate tax revenue reached its lowest point in years with receipts of $692,000 in FY 2004, whereas FY 2006 revenues were over $900,000.

The operating deficits have also lead to a decrease in undesignated General Fund Balances from a high of over $6.3 million on December 31, 2002 to a low of $615,717 on December 31, 2005. Therefore, the undesignated fund balances have been used to present balanced budgets. The following chart illustrates General Fund revenues versus expenditures with the ending fund balance for FY 1996 to FY 2006.



Since FY 2004, the City has taken major steps to improve the structural financial imbalance that has occurred within the General Fund since FY 2000. The following are highlights of revenue enhancements, expenditure reductions, operational efficiencies, and cost avoidance mechanisms.

Revenue Enhancements

- **Property Taxes:** During FY 2006, there was a reappraisal of properties within Cuyahoga County. As a result, the City of Lakewood expects to realize an increase of real and personal property tax revenues of 9.5 percent in FY 2007. Furthermore, a significant building and reconstruction trend is occurring within the City, which will have a significant impact on property tax revenues over the coming years.

- **Municipal Income Taxes:** In FY 2005, the City of Lakewood ended its relationship with the Regional Income Tax Agency (RITA) as its vendor to collect municipal income taxes on behalf of the City. Therefore, FY 2006 was the first year that the City collected its municipal income taxes in-house through the expansion of the Division of Income Tax to accommodate the increase in processing and collection of tax returns.

  The transition from RITA resulted in a one-time revenue enhancement of approximately $700,000 based on cash flow differences. Furthermore, municipal income tax revenue is projected to increase by over 6.0 percent in FY2007 over the FY2006 amount due to the increase in returns received and the aggressive auditing of net profit returns.

- **Interest Earnings:** The City experienced nearly a 50.0 percent increase in interest earnings in FY 2006 over the FY 2005. This is attributable to a favorable interest rate environment and an increase in pooled cash available for short-term investment from the issuance of notes and bonds. Furthermore, the Finance Department has created an investment team that meets on a regular basis to analyze cash flows of the City and to develop investment strategies to maximize interest earnings while minimizing risk.

- **License, Permit & Fees:** Economic development and residential construction and remodeling continues to be on the rise in the City, as reported by the Division of Building and Housing and the Department of Planning and Development.

  In FY 2006, the City saw the ground-breaking or completion of major construction projects such as four new public schools, the Lakewood YMCA, Lakewood Public Library, Rosewood Place (Detroit & Rosewood), Sherwin Williams and Walgreens (Madison & Warren), Lakewood Presbyterian Church (Detroit & Marlowe), and a Lakewood

Hospital Office Building and the continued phases of Rockport Square.

The estimated job costs for all building permits issued in FY 2006 was valued at $73.4 million, which totaled 2,781 permits and fees resulting in almost $900,000 in revenue. During the course of FY 2006, building permit fees were reviewed and adjusted to the levels of comparable communities. Therefore, as the building and reconstruction trend continues, the City will experience higher permit revenue.

In FY 2006, the City also increased the contractor registration fee from $75 to $100 per year. Based on FY 2006 levels of registered contractors, the 25% increase could result in an increase of approximately $40,000 per year.

- **Recycling:** The Cuyahoga Solid Waste District recognized the City of Lakewood Refuse and Recycling Division by awarding an "Oscar" for "Lead Community in Box Office Receipts," as the community in Cuyahoga County earning the most recycling revenue at over $85,000.

Expenditure Reductions

- **Reduction in Staffing Levels:** The City's overall full-time employment continues to decrease through attrition. In FY 2005, the City of Lakewood brought its income tax collections in-house resulting in the hiring of five full-time positions, and in FY 2006, the Building and Housing Department added three new full-time positions. Despite the growth in these two divisions, there are 27 fewer positions Citywide since FY 2002, with most of the reductions occurring within the Public Works divisions. The following table presents City of Lakewood year-end staffing levels from FY 2002 until FY 2006.

	City of Lakewood Staffing Levels				
Service Area	**As of Dec. 31, 2002**	**As of Dec. 31, 2003**	**As of Dec. 31, 2004**	**As of Dec. 31, 2005**	**As of Dec. 31, 2006**
General Government Full-Time Employees	65	63	63	60	61
Public Safety Full-Time Employees	225	224	221	222	225
Public Works Full-Time Employees	212	205	201	186	189
Human Services Full-Time Employees	61	63	63	59	61
Grand Total	**563**	**555**	**547**	**527**	**536**
Number of W2s Issued	794	740	773	746	768
Approximate Number of Part-Time and Seasonal Labor Employees	231	185	226	219	232

- **Employee Health Care Contributions:** Employee contributions for health care were initiated in FY 2005. Employees with family plans for 100% coverage contributed $75.00 per moth and employees with single plans contributed $40.00 per month. Labor negotiations for the 2007-2009 contracts began at the end of FY 2006, and thus far two of the seven collective bargaining units have agreed to increase employee health care contributions to $85.00 in FY 2007, $95.00 in FY 2008, and $105.00 in FY 2009 for family plans, and $40.00 in FY 2007, $50.00 in FY 2008, and $60.00 in FY 2009 for single plan coverage. The increased employee contributions are expected to

result in approximately $70,000 in cost savings towards overall health care costs.

- **Fuel Use Reductions:** The Division of Refuse and Recycling has made significant changes in its operations over the past several years. A reduction in the number of routes, and the associated number of vehicles used for those collections, has significantly reduced the amount of diesel fuel used. In FY 2006, diesel fuel use was reduced by nearly 6,500 gallons and saved almost $16,000.

Operational Efficiencies

- **CitiStat:** The City of Lakewood engaged the CitiStat process in August 2005 and implementation began in the first quarter of 2006. The CitiStat process helps to identify issues and create solutions to improve the collection and reporting of data in order to make sound management decisions and improve operations. In January 2007, the four original CitiStat departments were joined by five new departments in the process: Wastewater Collection, the Division of Health, Information Services, Parks & Public Property, and Winterhurst Ice Rink. In the coming year, the CitiStat Team will continue to explore means to identify internal resources for the expansion of CitiStat to all City departments and divisions.

  The entire effort of CitiStat is keenly focused on helping the City of Lakewood to serve the community in an efficient and effective way, and the following is accomplishments to date:
  - **Citywide**: Department and division heads are provided with monthly leave usage reports that show productivity of hours worked by measuring the total number of absent hours through sick or vacation time. The reports also track the amount of overtime worked per month by department. Additional reports of budget expenditures, Labor Management issues, and Data Management issues are also compiled for the nine departments in the process. Furthermore, CitiStat has been the central forum for discussing the eventual implementation of a Geographical Information System (GIS) into the operations of municipal departments.
  - **Wastewater Treatment Plant**: The CitiStat process has been focused on meeting compliance regulations and capital improvement project progress. The group also identified electric service unreliability as a major concern for both of the aforementioned issues and has been coordinating inter-departmental efforts to upgrade the electric power needs of the Plant.
  - **Division of Aging**: Database management has been vastly improved through the identification of inefficiencies and creative solutions for the integration of the data-entry platforms. The improved reporting has enabled more comprehensive and accurate assessment of program costs for the Division. Analysis of service programs continues to find opportunities for better community penetration and resource allocation.
  - **Fleet Management**: Previously underutilized software has been integrated into Fleet's operations from top to bottom. The expansion of this management tool has identified inventory surpluses that have been returned to vendors for significant credits. A comprehensive preventive maintenance schedule has been instituted to improve the readiness of the City's vehicle and equipment. The facility itself has been reorganized for streamlined operations and safety.
  - **Housing & Building**: The address database housed in this department is being "scrubbed" and organized to become the main GIS source for Lakewood. A policies and procedures manual for inspectors and code compliance specialists was developed through collaboration of the Project Manager, Prosecutor, and other City managers during the CitiStat meetings.
  - **Wastewater Collections**: The need for a modern database to organize the results of the department's efforts and provide GIS data has been identified. Improved coordination of street and sewer repair with affected City services has also been achieved through the CitiStat forum.
  - **Winterhurst Ice Rink**: Detailed analysis of attendance and revenue trends for the skating facility are underway. The presence of the various department managers at the CitiStat

meetings has been integral to understanding the options for improving the efficiency and quality of service of Winterhurst – a premiere resource of Lakewood for the community at large.

- **Information Systems**: The evaluation of technology equipment and personnel is geared to streamlining the responsiveness of the department to the City's needs. A new work order system is being refined at the CitiStat meetings for eventual implementation in multiple departments. As the GIS operations will be housed in Information Systems, the input from managers at these meetings will help to ensure that the needs of all City departments are adequately integrated.
- **Division of Health**: The broad responsibilities of the Division are being segmented and analyzed for baseline performance standards. Similar to the Division of Aging, service programs for the Division of Health will be presented individually to understand the cost-benefits and effectiveness for upholding the welfare of Lakewood's citizens.
- **Parks and Public Property**: This broad division under Public Works performs many basic services for the City. The CitiStat process will help to solidify personnel and task organization in the department to maximize the efforts with the resources of the Division. New data collection methods and work order systems are being developed through the collaborative CitiStat process.

- **Citywide Employee Computer Training:** In December 2006, the City of Lakewood offered computer training to its employees for purposes of increased efficiency. By making arrangements with the Lakewood City Schools, classes were offered at the computer labs at Lakewood High School during the week of winter break. Three courses were offered: Basic Computer, Intermediate Microsoft Word and Microsoft Excel, in which there were almost 200 participants.

  Similarly in 2007, the City of Lakewood will offer additional computer courses for its employees at Lakewood High School during school breaks. The additional courses offered are Intermediate Microsoft Excel, Basic Microsoft Access and Microsoft PowerPoint.

- **12-Hour Police Shifts:** Beginning on January 1, 2007, Lakewood Patrol Officers will begin working 12-hour shifts instead of 8-hour shifts. This change will allow for increased coverage on the road during peak hours of calls for service, which is anticipated to also improve response times and a potential reduction in overtime needed.

Cost Avoidance Mechanisms

- **Labor Management Relations:** The City has experienced improved labor management relations since FY 2002 with its seven collective bargaining units. The administration holds quarterly meetings with each individual unit, and the City has experienced over a 50 percent decrease in grievances filed from 32 in FY 2002 to 14 in FY 2006.

- **BWC Self-Insurance:** In FY 2006, the City of Lakewood became self-insured for its Bureau of Workers' Compensation Program. By switching from State's retroactive program to self-insurance, the City is expected to save approximately $175,000 in FY 2007.

- **Cost of Living Increases:** Union contracts began negotiations towards the end of FY 2006 incorporating cost of living pay increases for 2007, 2008, and 2009. As of March 2007, Local #382 of the International Association of Firefighters (IAF) and American Federation of State, County and Municipal Employees (AFSCME) Public Works have agreed upon increases of 2.0%, 2.5%, and 2.5% over the next three years. Previous contract cost of living increases were 0.0%, 3.0%, and 3.0% for 2004 through 2006, and 4.5%, 4.0%, 4.0% for 2001 through 2003.

- **Healthcare Committee:** In FY 2006, the City of Lakewood formed a Healthcare Committee that consists of representatives from each collective bargaining unit, Human Resources Department employees, representatives from the Finance and Law Departments, as well as the City's healthcare consultant – Complete Personnel Logistics. The committee meets on a monthly basis to discuss healthcare issues such as costs, coverage, education and communication.

Aligning Financial Strength Strategies to the Mission and Vision of the City

This comprehensive budget document reflects the City's commitment to aligning its financial priorities and strategies with the mission and vision of the City. In FY 2006, the City of Lakewood Administration and Council undertook a joint effort, entitled 2006 City Mission, to update the vision of the City, most specifically to define future strategic initiatives given current budget constraints. The strategic priorities fell under the following themes that had emerged in studies and surveys of Lakewood over the past decade, and that were reiterated by city stakeholders in Phases I and II of the 2006 City Mission efforts:

- **Keep Lakewood Clean and Safe**
- **Promote Economic Development**
- **Maintain and Improve Value of Housing**

The 2006 City Mission process also included a Visioning Retreat for Council and Administration held on October 14, 2006. The retreat resulted in strategic priorities for each of the three themes.

The Grow Lakewood Committee, a citizen's group, was created to develop a strategy for Lakewood. As a result of the Committee's efforts, a strategic map was developed and presented in July 2005 that defined Lakewood's Formula for Success as:

Housing + Commercial Office + Financial Balance
=
Long-term growth, viability, and lifestyle quality

Therefore, the City of Lakewood must preserve and grow housing value; preserve and grow commercial office population (workers and space); and correct structural imbalance between operating revenues and operating expenditures.

In a continuing effort to act upon the findings of the Grow Lakewood Report, the City of Lakewood formed of the Lakewood Housing Advisory Panel in May 2006. The Lakewood Housing Advisory Panel is charged with identifying, assessing, and prioritizing issues to advance a governing agenda regarding housing for the community. Twenty-two citizen leaders with a diverse portfolio of professional and community experiences will generate an action plan to address the ongoing viability of Lakewood's housing stock.

In September 2006, a similar citizen task force, known as Grow Lakewood Structural Balance Task Force, was organized to address the financial balance recommendations of the Grow Lakewood Report. One of the group's preliminary recommendations was for the administration and City Council to pass a joint resolution to address the financial issues facing the city.

On March 26, 2007, the Mayor and City Council signed Joint Resolution 8167-07 which calls for Council and the Mayor to work together to achieve a structural balance for the Fiscal Year 2008 General Fund Budget. This includes working toward General Fund revenues higher than expenditures during 2007, creating a structurally sound budget for 2008 and creating financial strength and flexibility for 2009 and beyond. The main areas of focus will include:

- Committing to a core services identification exercise, as suggested by Council and recommended by the Grow Lakewood Structural Balance Task Force (formerly known as the Citizens Financial Advisory Group) on March 8, 2007, to commence in April of 2007, to be completed by September 1, 2007;

- Continuing to develop and act upon the fiscal strength strategies as presented by the Director of Finance and others that will be updated and reported on a monthly basis;

- Agreeing to work with and use the expertise of community leaders and volunteers, such as, but not limited to, the Grow Lakewood Structural Balance Task Force, to employ strategies to (i) increase municipal revenues, (ii) reduce operating costs of City government, (iii) create and promote efficiencies within City departments and divisions, and (iv) reallocate existing resources, if necessary, to build

and maintain a reliable infrastructure, both physical and technological, and ensure a standard of excellence for essential City services; and,

- Requesting the Task Force submit a report of its recommendations to Council and the Mayor no later than October 1, 2007 in order for these recommendations, to be considered as an addendum to the other accomplishments towards fiscal strength and flexibility that may be incorporated into the Estimated Revenues and Expenditures document submitted to Council by the 15th of November per Article III, Section 14 of the Second Amended Charter of the City of Lakewood.

Therefore, the 2007 Comprehensive Annual Budget reflects the values of teamwork, communication and cooperation among City staff, City Council and the residents of Lakewood to continue to invest in long-term growth, viability and quality of life that enhances the vibrant community that is the City of Lakewood.

City Overview

The City of Lakewood, located in northeast Ohio on the shores of Lake Erie and five miles west of downtown Cleveland, is primarily a residential community covering 5.66 square miles. The City's population according to the 2000 Federal Census was 56,646, making it the 14th largest city in Ohio. Lakewood enjoys close proximity to major cultural, educational and medical facilities in Northeast Ohio, as well as ease of access to many Interstate highways and Cleveland Hopkins International Airport, which makes it a desirable locality for residents and commercial enterprise.

Lakewood is widely known as a "City of Homes." It offers both the amenities of city living and the charm of a small town. Solidly built one and two-family homes, many with comfortable front porches, line its tree-lined streets. Within Lakewood's boundaries there is a diversity in housing, from modest single homes to luxury "Gold Coast" condominiums. The northern section of Clifton Park, a residential neighborhood, is listed in the National Register of Historic Places.

As an older, inner-ring suburb, Lakewood has confronted many of the challenges of today's urban areas, such as decrease in population, increase in poverty, and aging infrastructure. As a mature community with high-density development, it has not contributed to the broader, regional problems attributed to exurban sprawl. The city remains a stable, welcoming community with a rich past, a vibrant present and promising future.

The City was incorporated in 1911. Lakewood operates and is governed by the laws of the State of Ohio, and its own charter that provides for a mayor-council form of government. Lakewood's chief executive and administrative officer is the Mayor, who is elected to a four-year term and serves in a full-time capacity. Legislative authority is vested in a seven member council, which consists of three at-large and four ward representatives. Council members are elected to four-year terms. All members of Council serve in a part-time capacity. The Lakewood Municipal Court provides judicial services for the City of Lakewood.

Established by charter, the municipal government consists of six departments. A director, who is appointed by and reports directly to the Mayor, heads each department. All directors work closely with the Mayor to provide quality services to the citizens of Lakewood.

General Government

The **Law Department**, under the direction of the City's Law Director, functions as the attorney for the City of Lakewood and its officials by providing legal advice to the Mayor, City Council and all departments. The Law Department represents the City in all court proceedings and before any administrative body. The Law Department prepares legislation, contracts, and all legal documents to ensure all business of the City is conducted in a proper and legal manner.

The **Finance Department** performs the following administrative functions: financial reporting, general accounting, including accounts receivable and accounts payable, payroll, purchasing, cash management, risk management, tax collection, and computer information services.

The **Department of Planning and Development** coordinates long-range planning, zoning, and economic development for the City as well as administers the federal Community Development Block Grant Funds awarded to Lakewood by the U.S. Department of Housing and Urban Development. The department works directly with the Lakewood Planning Commission, the Board of Zoning Appeals, the Board of Building Standards/Architectural Board of Review and Sign Review Board, the Lakewood Heritage Advisory Board, and the Citizens Advisory Committee.

Public Safety

The **Department of Public Safety** consists of the Division of Police, the Division of Fire and the Division of Housing and Building. The Mayor serves as the ex-officio Director of Public Safety and appoints the chiefs of the Divisions of Police and Fire, and the Division of Housing and Building project administrator. The chiefs have exclusive control of

assignment of duties and stationing of all other officers and employees of their respective divisions.

Public Works

The **Department of Public Works** is responsible for the administrative control and supervision of eight divisions -- Parks and Public Property, Streets and Forestry, Fleet Management, Water and Wastewater Collection, Wastewater Treatment, Refuse and Recycling, Winterhurst Ice Rink, and Engineering.

Human Services

The **Department of Human Services** provides a continuum of responsive programs and services that enhance and promote the health and well being of individuals, families, and the community. The department is comprised of the following divisions: Aging, Health, Youth, Early Childhood, as well as Animal Control and Shelter.

2007 Elected Officials

Mayor.....Thomas J. George

Municipal Court Judge.....Patrick Carroll

City Council Ward 1.....Kevin M. Butler

City Council Ward 2.....Ryan Patrick Demro

City Council Ward 3.....Robert M. Seelie, Council President

City Council Ward 4.....Mary Louise Madigan

City Council At Large.....Michael Dever, Council Vice President

City Council At Large.....Edward FitzGerald

City Council At Large.....Nickie J. Antonio

2007 Appointed Officials

City Council

Clerk of Council.....Mary Hagan

Municipal Court

Clerk of Court.....Terry O'Neill

Magistrate.....Thomas Wagner

General Government

Director of Law.....Brian T. Corrigan

Director of Finance.....Jennifer R. Pae

Director of Human Resources.....Terry FX. Novak

Director of Planning & Development.....Thomas J. Jordan

Public Safety

Chief of Police.....Timothy J. Malley

Chief of Fire.....Lawrence E. Mroz

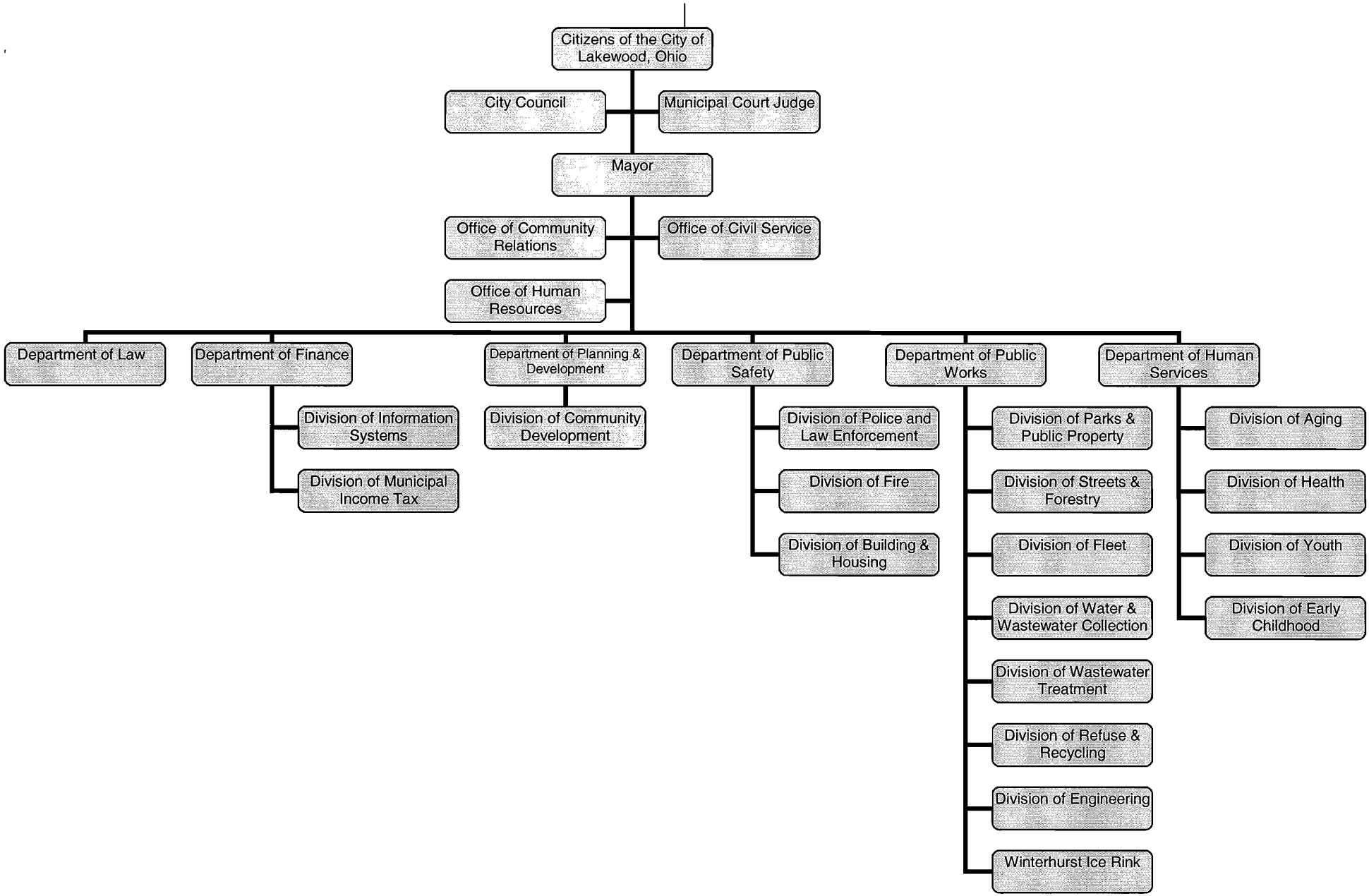
Public Works

Director of Public Works.....Anthony J. Beno

Human Services

Director of Human Services.....Dorothy M. Buckon

Health Commissioner.....Dr. Virginia A. Evans


Citizens of the City of Lakewood, Ohio
City Council
Municipal Court Judge
Mayor
Office of Community Relations
Office of Civil Service
Office of Human Resources
Department of Law
Department of Finance
Division of Information Systems
Division of Municipal Income Tax
Department of Planning & Development
Division of Community Development
Department of Public Safety
Division of Police and Law Enforcement
Division of Fire
Division of Building & Housing
Department of Public Works
Division of Parks & Public Property
Division of Streets & Forestry
Division of Fleet
Division of Water & Wastewater Collection
Division of Wastewater Treatment
Division of Refuse & Recycling
Division of Engineering
Winterhurst Ice Rink
Department of Human Services
Division of Aging
Division of Health
Division of Youth
Division of Early Childhood

Community Demographic and Economic Overview

Demographics

The U.S. Census 2000 population for the City of Lakewood was 56,646. This figure represents a 5.1% decrease from 1990 figures. Lakewood is the 14th largest city in Ohio, second largest suburb in Cuyahoga County (after Parma).

The City of Lakewood is one of the most densely populated communities between New York and Chicago. In comparing Lakewood with regional communities of comparable populations, Lakewood is nearly three times denser than the peer average, as shown in the following graph.

Comparison to Regional Peers with Population 45,000 - 60,000

	2004 Population Estimate	Square Miles	Population Density per Square Mile	US Census Median Income 2000	Percent Residents Below Poverty Level	Diversity (% Minority)
Lakewood	**53,971**	**5.6**	**9,638**	**$ 40,527**	**8.90%**	**6.90%**
Cleveland Heights	48,643	8.1	**5,998**	$ 58,028	10.60%	47.50%
Euclid	50,398	10.8	**4,654**	$ 35,151	9.70%	33.60%
Cuyahoga Falls	50,515	27.8	**1,817**	$ 52,372	6.10%	4.20%
Mentor	51,332	27.9	**1,839**	$ 65,322	2.70%	2.70%
Elyria	56,175	20.1	**2,792**	$ 38,156	11.70%	18.70%
Peer Average	**51,413**	**19.0**	**3,420**	**$ 49,806**	**8.16%**	**21.34%**

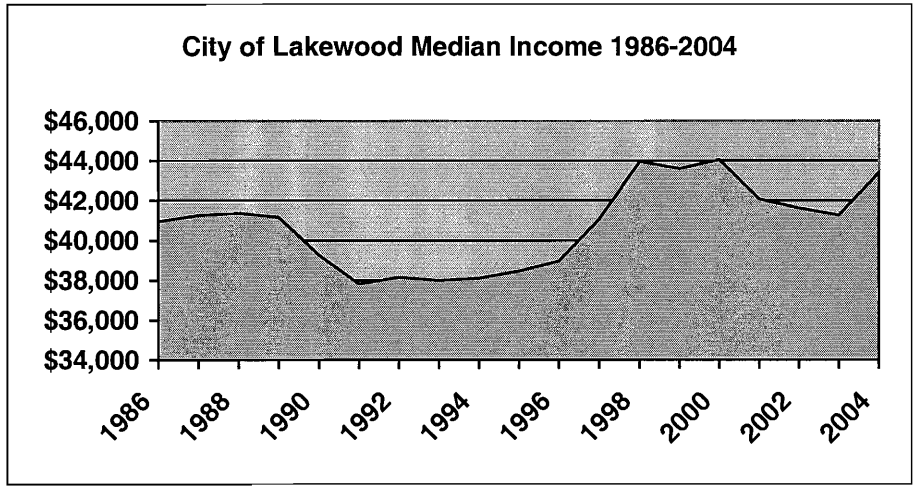
According to U.S. Census figures, Lakewood's percent of residents below the poverty level of 8.9% is comparable to the peer average of 8.16%.

Unemployment Rates

The City of Lakewood's employment rate remained stable at 4.5 percent from December 2005 until December 2006. This is lower than the Cuyahoga County rate of 5.4 percent, which is also the unadjusted rate for the State of Ohio.

Median Income

The City of Lakewood's Median Income as reported by the Ohio Department of Taxation via Average Federal Adjusted Gross Income has averaged $40,767 over the past 20 years, with the 2004 Median Income Average of $43,405 as shown in the following graph.



Property Valuation, Property Taxes, and Income Taxes

The 2005 Total Assessed Valuation of property in the City is slightly over $900 million. In 2006, a reassessment of values took place that increased the Total Tax Value for Lakewood to approximately $986 million. As shown in the following table, the City of Lakewood has almost 11.9 percent of the property tax for subdivision millage (City, Schools and the County) going towards the City, as compared to the peer average of 9.3 percent. The municipal property tax rate was last increased in 2002, which increased the rate from 17.3 to 17.4 mills.

Comparison to Regional Peers with Population 45,000 - 60,000						
	2005 Total Assessed Valuation	2005 City Property Tax Rates (Millage)	2005 City Property Tax Rates w/ Overlapping Subdivisions	Property Taxes (per $100,000 valuation)	Income Tax Rate	Bond Rating
Lakewood	**$ 907,188,349**	**17.40**	**146.60**	**$ 2,620**	**1.50%**	**Aa3**
Cleveland Heights	$ 887,912,101	13.10	166.90	$ 2,830	2.00%	Aa3
Euclid	$ 865,434,000	15.60	109.20	$ 2,130	2.85%	A1
Cuyahoga Falls	$ 1,004,347,115	11.00	86.07	$ 1,690	2.00%	Aa3
Mentor	$ 1,585,518,894	4.50	90.45	$ 1,540	2.00%	Aa2
Elyria	$ 992,872,000	5.20	77.32	$ 1,550	1.75%	A2
Peer Average	**$ 1,067,216,822**	**9.88**	**105.99**	**$ 1,948**	**2.12%**	

Although the City of Lakewood's property taxes are higher than the peer average, it has the lowest income tax rate when compared its peers. Finally, Lakewood's Bond Rating of Aa3 is comparable to two of its peers, and higher than two others. Only one community in the peer group, the City of Mentor, has a higher bond rating, which is attributable to Mentor's higher assessed valuation level and median income.

Property Valuation is expected to increase since Lakewood has taken a holistic approach to its economic development efforts leaving no area untouched by new investment. Projects are occurring with its community institutions and schools, along its commercial corridors, in its office buildings, with its industrial heart, and with its reinvestment in its infrastructure. In fact, since 2005 and into the next two years, Lakewood will realize over $235 million in new investment in these areas as shown by the projects listing in the following table.

City of Lakewood Development since 2005

AET	$ 11,000,000	Rockport Square Medical Office Bldg.	$ 1,250,000
Brennan's Florist	$ 300,000	Rosewood Place	$ 3,000,000
Hinkley Lighting	$ 2,750,000	SBC	$ 350,000
Kaiser	$ 326,000	Sherwin Williams	$ 900,000
Lakewood City Schools	$ 56,000,000	The Cliffs	$ 19,000,000
Lakewood Presbyterian Church	$ 3,000,000	Thinsoutions	$ 400,000
Lakewood Hospital Expansion	$ 8,700,000	Vedda Printing	$ 1,700,000
Lakewood Public Library	$ 12,000,000	Virginia Marti	$ 1,750,000
Martindale Electric	$ 400,000	Walgreens	$ 1,500,000
Maxxum Inc.	$ 1,665,000	Westerly	$ 250,000
Nature's Bin	$ 450,000	YMCA	$ 9,500,000
New York Life	$ 913,000	RTA	$ 5,000,000
North Coast Health	$ 300,000	St. Edwards	$ 5,000,000
Optimal Health Chiropractic	$ 1,600,000	Skatepark	$ 292,260
Pier W	$ 1,600,000	Lakewood Park	$ 2,400,000
Richard Hilliard House	$ 1,000,000	Water, Sewer and Street Improvements	$ 36,835,801
Regency Construction	$ 258,500		
Rockport	$ 40,000,000	**Total Investment**	**$ 231,390,561**

Business Climate

In 2005, The Department of Planning and Development ("Department") undertook its first Business Survey to help it assess the general business conditions within the City's boundaries. Through this survey, the Department hoped to gain a stronger understanding of the strengths and weaknesses of the business climate to provide a framework to better design and deliver services. The Department will repeat the survey in the future to further study the trends of the business community.

Utilizing its own records and information provided by the Lakewood Chamber of Commerce, the Department sent out 990 surveys hoping to provide one to every business establishment operating within the City's boundaries. The survey contained twenty-one questions. The Department included return envelopes to increase the response rate. Finally, the Department conducted a door-to-door canvassing of business along Detroit and Madison Avenues.

Through its efforts, the Department received or obtained 225 responses to the survey creating a 23% response rate. The Department received responses from businesses in 24 different categories reflecting the overall diversity of the City's business community. Those owning business in the Retail (27%), Restaurant (8%) and Bar (7%) industries represented over 40% of those who responded to the survey. A solid percentage of professional service providers (19%) also responded. Newer businesses were more likely to respond than older

establishments. Over 56% of respondents operated their businesses at their current locations for ten years or less. Nearly 25% operated their business at their current location 20 years or longer. Fifteen businesses (7%) that responded have operated in Lakewood over 50 years.

Of those responding, 76% had ten or fewer employees reflecting the City's economic base. Only five employers had more than 100 employees. Gross sales of respondents also reflected the small business nature of Lakewood. Of the respondents, 27% claimed sales of under $100,000, 25% said their sales fell between $100,000-$500,000 and a full 15% claimed sales of over $1 million. It should be noted that 17% of respondents chose not to respond to this question.

Despite the high percentage of small business responding to the survey, 52% claimed to offer health insurance. The majority of respondents (62%) rent their primary place of business.

The survey revealed generally good news for Lakewood's business community. Of those responding, 88% indicated that they expected a profit in 2005. Only two respondents indicated that they expected to close their doors. A small percentage (5%) expected a loss this year.

Lakewood's commercial districts are dominated by small storefronts. Many feared that introduction of the Internet into traditional retail markets would further diminish the City's commercial core. The survey did reveal some surprising results. Only 10% claimed that the Internet has hurt their business. Over a quarter (28%) indicated the Internet helped their business. Most surprising was the limited use or impact of the Internet on the City's business community. Over half (55%) explained that the Internet had no impact (36%) or they did not need or use it (19%) for their business.

This overall profitability is good news for Lakewood's workers in the coming year. The majority (67%) of the City's employers will not make changes to their work force. However, 28% indicated that they would increase employment in some form. Only 3% indicated that they planned to lay-off employees and not replace them.

Dividing these results by industry reveals some interesting trends. Although the vast majority of those in the restaurant and bar industries indicated that they expected a profit (83%), over 11% expected a loss. This is nearly double the survey average of 6%. Of those expecting a profit, 41% indicated that they are either less profitable or much less profitable this year. Only three businesses expect a large increase in profits.

The City possesses a small manufacturing base clustered mostly along Berea Road. Fifteen manufacturers responded to the survey. All of these manufactures indicated that they expected their profits to remain the same or increase. Most importantly, 87% of these manufacturers plan to add employees.

City Vision, Mission, Values, Goals & Objectives

City Vision

In 2006, the City of Lakewood Administration and Council undertook a joint effort, entitled 2006 City Mission, to update the vision of the City, most specifically to define future strategic initiatives given current budget constraints. In addition to interviews and focus groups, the following surveys and studies of prior planning initiatives were reviewed within Phase I of the process:

- *The Lakewood Community Vision* (1993)
- *City of Lakewood Citizen Survey* (1995)
- *The Berea Road and W.117th Street Corridors Economic and Development Program* (post 2000)
- *The Economic Revitalization Initiative Main Street Connections* (2001, 2002)
- *The Master Plan of Lakewood Park* (2000,2004)
- *The Grow Lakewood Strategy Map* (2005)

In Phase II of the 2006 City Mission process, city council members, department heads, city organizations and community stakeholders were asked the following four questions:

- What do people of Lakewood value most about their city?
- What do people of Lakewood value most about their government?
- What should be the major priorities?
- What are the challenges facing Lakewood and its city government?

City Mission

The strategic priorities fell under the following themes that had emerged in studies and surveys of Lakewood over the past decade, and that were reiterated by City stakeholders in Phases I and II:

- **Keep Lakewood Clean and Safe**
- **Promote Economic Development**
- **Maintain the Value of Housing**

City Values

The values identified by the 2006 City Mission process are as follows:

Qualities of Lakewood

- Small town feel, a front porch community
- Walk-ability, neighborhoods with character, and schools
- Convenience of location to downtown Cleveland, airport and Lake Erie

Qualities of Local Government

- City services (refuse collection, police force, senior services)
- Accessibility and responsiveness of elected officials

City Goals & Objectives

The Grow Lakewood Committee was formed in 2004 to create a strategic map for Lakewood to:

1. Define the parameters of civic discussion and investment
2. Identify a future state
3. Complete a gap analysis vs. current state
4. Identify and prioritize future investment opportunities
5. Identify shorter term cost and revenue strategies

As a result of the Committee's efforts, a strategic map was developed and presented in July 2005 that defined Lakewood's Formula for Success as:

Housing + Commercial Office + Financial Balance
=
Long-term growth, viability, and lifestyle quality

Therefore, the City of Lakewood must preserve and grow housing value; preserve and grow commercial office population (workers and space); and correct structural imbalance between operating revenues and operating expenditures.

To achieve this formula, the Grow Lakewood Committee developed six strategic objectives:

1. Maintain / improve safety force effectiveness and productivity
2. Improve streets / sewer / infrastructure
3. Maintain financial solvency / create capacity for investment
4. Improve city government accessibility, ease of doing business / leanness
5. Improve neighborhood quality / maintain and improve housing quality
6. Right size commercial infrastructure

In aligning the City Mission and strategic priorities identified by the 2006 City Mission Process with the Goals and Objectives of the 2005 Grow Lakewood Report, the following Strategic Plan has been created for the City of Lakewood.

Keep Lakewood Clean and Safe Goals

Maintain / improve safety force effectiveness and productivity objectives:

- Develop an internal task force to create coordination and cooperation between City departments.
- Analyze crime data to target types of crime.
- Increase visibility of public safety forces.

Improve streets / sewer / infrastructure objectives:

- Tie any tax increase to capital investment – particularly streets and parks
- Achieve finances to fund a 30-year streets replacement cycle

Improve city government accessibility, ease of doing business / leanness objectives

- Reduce current operating costs sufficient to provide financial strength and investment capacity
  - Focus on delivery of core services
  - Explore CitiStat tools to achieve measurement and focus
- Create more self-service capability for basic city hall services
  - Improve ability to get basic information and documents, and make inquiries online
- Commit to a "re-engineering" of city hall organization and core services
  - Challenge "past practices" for resource optimization
  - Leverage employees knowledge and experience for process improvements
  - Evolve from "1-year budget" view of expenditures
- Leverage information technology to improve technology
  - Consider "Chief Information Officer" capacity
  - Leverage citizen expertise for support and ideas (significant pool of seasoned executive available to help)

Promote Economic Development Goals

Right size commercial infrastructure objectives:

- Increase parking capacity
  - Expand existing lots with incremental house acquisition over time
  - Expand long-term (> 2 hours capacity)
- Focus on 5 to 40 person companies
  - Target smaller firms by promoting cost and accessibility
- Rework existing space
  - Convert some storefronts into office fronts
- Create retention strategies regarding growth of existing firms
  - Provide migration paths for growing firms (more space)
- Develop financial strategies / policies that create support services and amenities

  - Generate residential, commercial and retail development through Tax Increment Financing and other development tools.
  - Attract retail amenities to support commercial activity, employee lifestyle
  - Explore traffic calming designs to foster more attractive city center
- Leverage proximity, accessibility, foster ADA compliance
- Maintain public infrastructure, generate a healthy, pedestrian and bicyclist-friendly environment.
- Market City image as progressive community.

Maintain the Value of Housing Goals

Improve neighborhood quality / maintain and improve housing quality objectives:

- Define Housing Standards for the next century of housing stock
  - Create Housing Commission
    - Benchmark other urban policies and enforcement strategies
    - Create policies and capacity for action
- Build residency incentives for public employees
  - Create financial incentives for teachers / city employees
- Create aggressive incentives for owner occupancy of doubles
  - Create occupancy cost advantages, purchase support programs
- Facilitate redesign of some housing stock to address lifestyle shifts
  - Experiment with conversion strategies of rental to condominium designs
  - Analyze population segments for design opportunities
- Fill gaps in housing stock design availability
- Facilitate private investment of shoreline maintenance
  - Create access points for construction, and create financing mechanisms to foster private investment
- Promote "walk-ability" options for healthy lifestyle design.
- Create programs to help homeowners maintain quality of housing and publicize them.
- Get proactive about vacant housing and predatory lending (absentee landlords).
- Create tax incentives and abatements to convert unmarketable housing.

Citywide Initiatives

The following is a listing of 2006 accomplishments and current initiatives within the City of Lakewood to forward the accomplishment of Goals and Objectives as outlined in the City's Vision and Mission.

Keep Lakewood Clean and Safe Goals

Maintain / improve safety force effectiveness and productivity objectives

- Creation and enforcement of the criminal activities and nuisance ordinances.
- Police Department 12-Hour Shifts
- Increased foot patrols
- Expanded narcotics and vice units

Improve streets / sewer / infrastructure objectives

- Five-Year Capital Improvement Program
- Address Basement Flooding through sewer system improvements
- EPA mandated Long Term Control Plan and CMOM program
- Lakewood Park Improvement including the construction of the Lakefront Promenade

Improve city government accessibility, ease of doing business / leanness objectives

- CitiStat Implementation
- Grow Lakewood Structural Balance Task Force
- Financial Strength Strategies
- In-house Income Tax Collections
- Implementation of a Geographic Information System
- Mystery Shopper Program
- City employee computer training

Promote Economic Development Goals

Right size commercial infrastructure objectives:

- The City partnered with Lakewood Community Progress Inc. to fund the Main Street Program that secured funding for the Detroit Avenue Streetscape project.
- Updated zoning code to create mixed use overlay.
- The Economic Development Incentive program implemented in June 2005 reduced the permit cost for new construction of 2 percent for the total estimated job cost, to 1 percent for any job cost estimated to be over $500,000. Therefore, the City of Lakewood has foregone over $875,000 in permit costs in an effort to assist new development costs within the Lakewood.
- Implementation of the Lakewood Start Up and Existing Entrepreneurial Development (SEED) Program

Maintain the Value of Housing Goals

Improve neighborhood quality / maintain and improve housing quality objectives

- Developed a system to track and monitor vacant and foreclosed properties via Cuyahoga County
- Down Payment Assistance Program changed in 2006 to increase participation
- The Westerly, a senior living complex, received HOME funds in 2006 to convert six underutilized efficiency units into four one-bedroom apartments
- Welcome House Project, used HOME funds to convert 16 apartments for group living for developmentally and physically challenged residents
- Lakewood Housing Advisory Panel
- Departmental coordination of the problem address database
- Property Reinvestment Committee
- Implementation of the Grow Lakewood Housing Program to provide assistance for the conversion of a duplex into a single family home.

Additional Initiatives

- Youth Master Plan
- Greener Lakewood
- Commuter Rail

Financial Structure Overview

The City of Lakewood uses fund accounting for its financial structure. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain City functions or activities. Funds are the control structures that ensure that public monies are spent only for authorized purposes and within the amounts authorized. Funds are established to account for the different types of activities and legal restrictions that are associated with a particular government function. The use of funds and the budgeting, accounting, and auditing that are associated with this fund structure are governed by the Ohio Revised Code (ORC) and the Governmental Accounting Standards Board.

For financial statement presentation purposes, the various funds of the City are grouped into the following fund types under three broad fund categories: governmental, proprietary, and fiduciary. A more detailed description of the individual funds is described throughout the budget document.

Governmental Funds
Governmental funds are those through which most governmental functions are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and liabilities is reported as fund balance.

City of Lakewood Governmental Funds:

- **General (Fund 101)** – The General Fund accounts for all financial resources except those required to be accounted for in another fund. The general fund balance is available to the City for any purpose provided it is expended or transferred according to the general laws of Ohio, and the Charter of the City of Lakewood.
- **Special Revenue** – Special Revenue Funds are used to account for revenue from specific sources (other than major capital projects) which require separate accounting because of legal restrictions.
    - State Highway Improvement Fund (Fund 201)
    - Street Construction, Maintenance & Repair Fund (Fund 211)
    - Litter Control Grant (Fund 212)
    - Community Festival Fund (Fund 213)
    - Police Pension Fund (Fund 220)
    - Firemen's Pension Fund (Fund 221)
    - Law Enforcement Trust Fund (Fund 222)
    - Drug Enforcement Trust Fund (Fund 223)
    - Bureau of Justice Grant Fund (Fund 224)
    - Federal Forfeiture Fund (Fund 225)
    - Indigent Driver's Alcohol Treatment Fund (Fund 230)
    - Enforcement & Education Fund (Fund 231)
    - Political Subdivision Fund (Fund 232)
    - Computer Legal Research Fund (Fund 233)
    - Computer Maintenance Fund (Fund 234)
    - Court Special Projects Fund (Fund 235)
    - Court Probation Services Fund (Fund 236)
    - Community Development Block Grant Fund (Fund 240)
    - Emergency Shelter Grant Fund (Fund 241)
    - HOME Investment Partnerships Program Fund (Fund 242)
    - Lead-Base Paint (Hazard) Fund (Fund 243)
    - Office on Aging IIIB Fund (Fund 250)
    - Office on Aging IIIC Fund (Fund 251)
    - Lakewood Hospital Special Revenue Fund (Fund 260)
    - Children's Trust Grant Fund (Fund 270)
    - Little Links Fund (Fund 271)
    - Just Friends Grand Fund (Fund 272)
    - St. Ann's Charity Grant Fund (Fund 273)
    - Cuyahoga County Violence Prevention Fund (Fund 274)
    - Juvenile Accountability Incentive Block Grant Fund (Fund 275)

- Byrne Memorial Grant Fund (Fund 276)
- Help to Others Fund (Fund 277)
- FEMA Fund (Fund 278)
- Juvenile Diversion Program Fund (Fund 279)
- Family Child Day Care Home Project Fund (Fund 280)
- Family to Family Grant Fund (Fund 281)

- **Debt Service** – Debt Service Funds account for the accumulation of resources for and payment of general long-term obligations' principal and interest.
  - Debt Service Fund (Fund 301)
  - TIF Bond Retirement Fund (Fund 302)
- **Capital Projects** - Capital Projects Funds account for financial resources to be used for acquisition of equipment and the construction of major capital facilities (other than those financed by proprietary funds), and to account for the financing of public improvements or services deemed to benefit specific properties on which assessments are levied.
  - Permanent Capital Improvement Fund (Fund 401)
  - Lakehouse Breakwall Fund (Fund 402)
  - Land Acquisition Fund (Fund 404)
  - City Park Improvement Fund (Fund 405)
  - TIF Capital Improvement Fund (Fund 406)

Proprietary Funds

Proprietary fund reporting focuses on the determination of operating income, changes in net assets, financial position and cash flows. Proprietary funds are classified as either enterprise or internal service.

City of Lakewood Enterprise Funds – Enterprise funds are used to account for operations that provide services which a fee is charged to external users for goods or services.

- Water Operating Fund (Fund 501)
- Wastewater Collection Fund (Fund 510)
- Wastewater Treatment Fund (Fund 511)
- Wastewater Treatment Improvement Fund (Fund 512)
- Parking Facilities Fund (Fund 520)
- Winterhurst Ice Rink (Fund 530)
- Congregate Living Fund (Fund 540)

City of Lakewood Internal Service Funds – Internal Service Funds account for the financing of services provided by one department or agency to other departments or agencies of the City on a cost reimbursement basis.

- Hospitalization Fund (Fund 600)
- Workers Compensation (Fund 601)
- General Liability Insurance Fund (Fund 610)

Fiduciary (Agency Funds) – Fiduciary fund reporting focuses on net assets and changes in net assets. The fiduciary fund is comprised of only the agency funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

According to ORC § 5705.36(A), the City does not have to appropriate agency funds. Agency funds account for money a government holds in an agency capacity on behalf of another person or entity. Therefore a government has minimal discretion in spending this money. Accordingly, the legislative body need not authorize a purpose for spending the money.

City of Lakewood Agency Funds

- Burial Permits State Fee (Fund 705)
- GIFT-A-TREE (Fund 706)
- Building Permit - Commercial (Fund 710)
- License Suspension (Fund 730)
- Motorcycle Donation (Fund 732)
- Street Cleaning (Fund 735)
- Evidence Trust (Fund 736)
- DARE (Fund 738)
- Sidewalk Guarantee (Fund 745)
- Birth Certificate State Fee (Fund 750)
- Pavilion Deposit (Fund 755)
- Death Certificate State Fee (Fund 760)
- Food Vendor State Fee (Fund 761)
- Food Service State Fee (Fund 762)
- Marina License State (Fund 763)
- Swimming Pool State Fee (Fund 764)
- Bid Deposits (Fund 765)
- Food Est. License - State (Fund 766)

- Vital Stats - State Fee (Fund 767)
- Family Violence Shelters (Fund 768)
- Kennel Donations (Fund 770)
- Dog License Fee (Fund 772)
- Kiwanis Pavilion Deposit (Fund 775)
- Fire Deposit Bequest (Fund 777)
- Lkwd Fire Sculpture Fund (Fund 778)
- Bicycle Helmet (Fund 780)
- Spay and Neuter Program (Fund 790)
- Keep America Beautiful (Fund 795)
- Unidentified Deposits (Fund 798)
- Unclaimed Funds (Fund 799)

Basis of Accounting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting, and proprietary and fiduciary funds also use the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Differences in the accrual and modified accrual basis of accounting arise in the recognition of revenue, the recording of deferred revenue, and in the presentation of expenses versus expenditures.

Revenue Overview

The City of Lakewood's General Fund receives revenue from municipal income taxes, property taxes, and other sources such as other local taxes, fines, fees, permits and interest revenue.

Municipal Income Tax

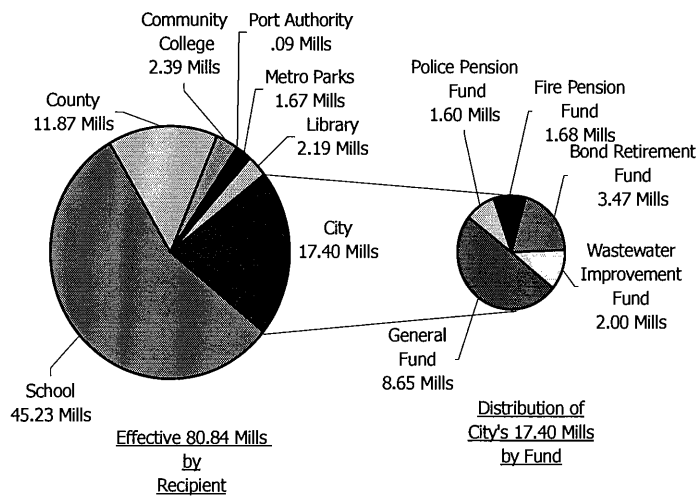
Municipal Income Tax represents the largest revenue source of the General Fund, constituting approximately 49 percent of total General Fund revenue.

The City currently levies a municipal income tax at the rate of 1.5 percent to provide funds for the general operating functions of the City. The City's income tax is levied upon the net income of corporations and other business entities, and on the gross wages, salaries, and other personal service compensation earned by residents of the City and non-residents working within the City.

Residents of the City are granted a 50 percent credit for income taxes paid to other municipalities. Employers within the City are required to withhold income tax on employee compensation, and remit this tax at least quarterly. Corporations and self-employed individual taxpayers are required to pay their estimated tax quarterly and file a declaration annually with the City.

Property Taxes

Property taxes account for nearly 19 percent of the General Fund's revenue. The following chart illustrates the allocation of the 80.84 mills of effective residential property tax. The City receives 17.4 mills.



Property taxes include amounts levied against all real, public utility and tangible personal (used in business) property located in the City. The City's portion of real property taxes is levied at a rate of 17.4 mills against 35 percent of the market value of real property and 12.5 percent of the market value of tangible personal property. The tangible personal property tax is being phased out between 2006 and 2009 as part of the tax changes contained in Amended Substitute House Bill 66, the two-year state budget bill for Fiscal Years 2006-2007.

All real property is required to be evaluated every six years with a physical inspection performed by the Cuyahoga County Auditor's Office. State of Ohio law also mandates that the County conduct triennial updates after each sexennial reappraisal of all real property.

Intergovernmental

Intergovernmental revenue is used to identify revenues from Federal, State and County governments (except property taxes), and represents more than 17 percent of total General Fund revenue.

A 10 percent rollback is applied to all real property that is not intended primarily for use in a business activity. In addition, a 2.5 percent rollback of real property taxes is granted on a homestead that is occupied by the homeowner. The state reimburses local governments for the cost of these tax credits.

The State Local Government Fund (LGF) is derived from State of Ohio tax collections that are redistributed to local governments. The State issues two separate distributions from the LGF. The first distribution is issued to Cuyahoga County before it is distributed to the City, and is reported in the next intergovernmental revenue type, Cuyahoga County Local Government Fund (LGRAF). The second distribution is directly sent to the each municipality levying an income tax in the prior year. The City's share equals the percentage of the City's total municipal income taxes collected as compared to the amount of municipal income taxes collected statewide in the second preceding year. The LGRAF is distributed to cities throughout the County, and is based on municipal property tax values relative to other cities in the county and the ratio of municipality-to-county populations.

The County Auditor acts as an agent for the Ohio Tax Commissioner and is responsible for processing the estate tax returns of decedents who resided in the City of Lakewood. An estate tax return is filed within nine months of a person's date of death. The tax due is based on the net value of the decedent's estate. The gross estate is made up of all assets, such as real estate, bank accounts, stocks, bonds, personal property, etc. The debt and administrative expenditures are made up of funeral costs, attorney and executor fees, outstanding bills in the name of the decedent, etc.

Licenses, Permits and Fees

Licenses, permits and fees constitute nearly 5 percent of total General Fund revenue. License revenue is generated from the City's authority to grant permission to specific individuals or businesses to engage in certain businesses, occupations or activities sanctioned by the City. Permits are written warrants granting permission to conduct certain types of activities within the City's jurisdictional boundaries.

Fines, Costs and Forfeitures

Fines, costs and forfeitures constitute approximately 4 percent of the total General Fund revenue. These revenues summarize receipts from the activities of the Lakewood Municipal Court.

Interest

In 2006, interest represented approximately 4 percent of total General Fund revenue.

The City uses sound cash management procedures to ensure low risk and high liquidity of funds while maximizing interest earnings and legally abiding to the Ohio Revised Code.

Charges for Services

Charges for Services represent approximately 2 percent of total General Fund Revenue. There are four types of general government charges for services. They are Title Searches, Civil Service Charges, Telephone Commissions, and Cable Television Franchise Fees. These franchise fees are generated from an agreement with Cox Communications for exclusive cable distribution rights in the City of Lakewood.

There are two types of charges for services recorded under refuse and recycling, which are refuse dumping fees and refuse commercial stickers. Refuse dumping fees are charges for residents of the City and owners of businesses situated in the City who bring refuse, garbage and

other waste materials to the Division of Refuse and Recycling facility. These charges are dependent upon the license plate classification of the vehicle used to haul the materials.

Refuse commercial stickers are charges for owners of businesses located in the City, who use the City's refuse department for waste collection. The charge for the stickers is $0.50 each, with a maximum of eight bags per week being collected.

Other charges for services include Auditorium Use, Women's Club Pavilion use, Plans Examination, Health and Wellness Program, Witness Fees, Polygraphs and Copies.

Expenditure Overview

The General Fund supports many departments within the City. These departments can be divided into five categories: General Government, Public Safety, Public Works, Human Services and Administrative Costs. The General Fund constitutes approximately 30 percent of the City's total appropriations.

All expenditures are identified by six different categories:

1. Salaries, Wages and Benefits
2. Operating and Maintenance
3. Capital Outlay
4. Transfers Out
5. Debt Payments
6. Advances Out

The Salaries, Wages and Benefits categories summarizes the following types of expenditures:

Salaries & Wages	Benefits
Regular, Full Time	Public Employees Retirement System
Regular, Part Time	Employee Hospitalization
Seasonal	Life Insurance
Overtime	Workers Compensation Premiums
Longevity	Unemployment Compensation
Comp. In Lieu of Hospitalization	AFSCME Union Dues
Perfect Attendance	Medicare
Licenses	
Sick Leave Conversion	
Holiday Conversion	
Overtime Bank Conversion	
Severance Pay	
Opt Out Payment	

Operating and Maintenance category is comprised of the following types of expenditures:

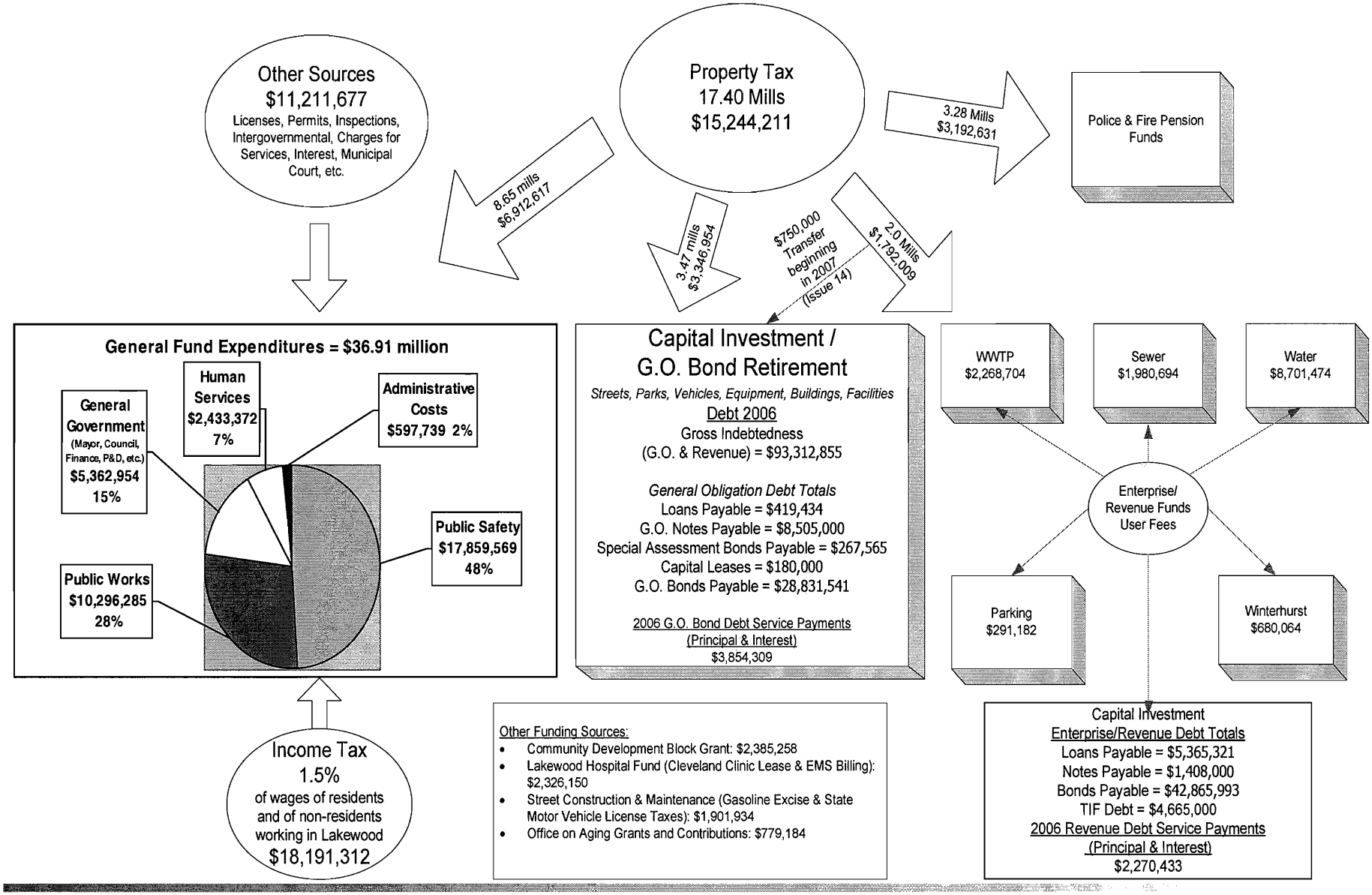
Operating	
Uniform & Clothing	Contractual Services
Travel & Transportation	Office Supplies
Other Employee Benefits	Operating Supplies
Professional Services	Repair Parts & Supplies
Communications	Maintenance Parts & Supplies
Insurance	Repair Service
Advertising	Maintenance Service
Rents & Leases	Service Agreements
Items Purchased for Resale	Utilities
Intra-Governmental Services	Payments to Other Governments
Printing & Reproduction	Reimbursements

Capital outlay is fixed asset expenditures totaling more the $500 in value.

Transfers out are appropriated permanent transfers of funds from one fund to another, whereas advances out are temporary transfers of funds with the intent to be reimbursed at a later date. Finally, debt payments are the principal and interest payments for any financed item.

The following diagram is an overview the City's Major Revenues and Expenditures for Fiscal Year 2006.

Financial Overview – City of Lakewood – Fiscal Year 2006



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Budget Process Overview

Balanced Budget Definition

The City of Lakewood is required by law (Ohio Revised Code § 5705.39) to pass a balanced budget. This section provides in part that total appropriations from each fund shall not exceed the total estimated resources. No appropriation measure is effective until the Cuyahoga County Auditor files a certificate that the total appropriations from each fund do not exceed the total official estimate or amended official estimate.

Basis of Budgeting Description

The City maintains budgetary control on a cash basis for all fund types. In 2004, the City implemented GASB 34 (Government Accounting Standards Board) and changes its method of reporting financial statements. Adjusting entries are prepared annually for the various funds to convert the cash basis records to the modified accrual for all fund statements and full accrual for entity-wide statements. Modified accrual basis accounting requires that revenues be recognized when both measurable and available. Expenditures are recorded as fund liabilities when incurred, except for interest on long-term debt, which is recorded when due.

The full accrual basis of accounting recognizes revenues when earned, and expenses when incurred. The presentation of budget-versus-actual revenues and expenditures is made within the CAFR for all major and non-major funds at the legal level of budgetary control. All funds are then converted to activities, either governmental or business-type, and adjusting entries are made to convert to the accrual basis of accounting for the entity-wide financial statements.

Administrative control is maintained through the establishment of detailed line-item budgets. Appropriated funds may not be expended for purposes other than those designated in the appropriation ordinance without authority from Council. Expenditures plus encumbrances may not legally exceed appropriations at the level of appropriation adopted by Council.

As part of formal budgetary control, purchase orders, contracts and other commitments for the expenditure of monies are encumbered and recorded as the equivalent of expenditures at the time authorized. This is done on the non-GAAP (Generally Accepted Accounting Practices) budgetary basis, in order to reserve that portion of the applicable appropriation and to determine and maintain legal compliance.

On the GAAP budgetary basis, encumbrances outstanding at year end, representing purchase commitments and pending vendor performance are reported as a reservation of fund balance for subsequent year expenditures for governmental fund types and disclosed in the notes to the financial statements of the CAFR for proprietary funds. At the close of each year, the unencumbered balance of each appropriation reverts to the respective fund from which it was appropriated and becomes subject to future appropriation. The encumbered appropriation balance is carried over to the subsequent year's expenditures, and is not re-appropriated.

Budget Process Description

The budgetary process is prescribed by provision of the Ohio Revised Code and the City of Lakewood Charter, which entails the preparation of budgetary documents with an established timetable. The major documents include:

- **The tax budget**
- **The certificate of estimated resources**
- **The appropriation ordinances (temporary, annual and revised)**

All of which are prepared on the budgetary basis of accounting. In addition, the Charter states that the fiscal year of the City shall begin the first day of January.

All funds, except agency funds, are legally required to be budgeted and appropriated. The tax budget demonstrates a need for existing or increased tax rates. The certificate of estimated resources establishes a limit on the amount Council may appropriate.

The appropriations ordinance is Council's authorization to spend resources and sets annual limits on expenditures at a level of control. According to Ohio Administrative Code § 117-2-02(C)(1) states in part, "The legal level of control is the level (e.g. fund, program or function, department, object) at which spending in excess of budgeted amounts would be a violation of law. This is established by the level at which the legislative body appropriates." The legal level of budgetary control has been established by City Council at the fund level for all funds.

However, Ohio Revised Code § 5705.38(C) requires that "Appropriation measures shall be classified as to set forth separately the amounts appropriated for each office, department, and division, and within each, the amount appropriated for personal services." Therefore, the 2007 budget passed by City Council presents appropriations in this manner.

Budgetary modifications may only be made by resolution of the City Council at the legal level of control. The Finance Director has been authorized to allocate appropriations to the department and objective level within each fund. Budgetary statements are presented beyond the legal level of control for information purposes only.

The certificate of estimated resources may be amended during the year if projected increases or decreases in revenue are identified by the Finance Director. The amounts reported as the original budgeted amounts on the budget statements reflect the amounts on the certificate of estimated resources when the original appropriations were adopted.

The appropriations ordinance is subject to amendment throughout the year with the legal restriction that appropriations cannot exceed estimated resources. The amounts reported as the original budget amounts reflect the first appropriations ordinance that is an estimate for the entire year, whereas the amounts reported as the final budgeted amounts represent the final appropriations passed by Council during the course of the year.

Each year appropriation ordinances are presented to City Council for adoption. A brief explanation of the purpose for each ordinance is presented as follows.

1. Annual Appropriation

This ordinance is the legal instrument permitting expenditures by various departments. Appropriations may not exceed the amount certified by the County Budget Commission and presented in the Certificate of Estimated Resources. The passage of this ordinance must occur no later than April 1st of the current year.

2. Revised Appropriations

This ordinance is the legal instrument permitting changes to the Annual Appropriation ordinance. This ordinance is needed to adjust appropriations due to the unanticipated costs which were not budgeted, costs savings achieved throughout the year, or an unanticipated revenue increase or decrease. The ordinance is presented to Council for adoption. A revised appropriation may be presented any time after the annual appropriation has been passed, and it may be revised more than once per year if needed.

3. Temporary Appropriation

According to Ohio Revised Code § 5705.38(A), "If the taxing authority wants to postpone the passage of the annual appropriation measure until an amended certificate is received from the county budget commission based upon the actual year end balances, it may pass a temporary appropriation measure for meeting the ordinary expenses until no later than April 1." This ordinance is the legal instrument that permits municipal operations to continue from January 1st until the Annual Appropriation Ordinance is passed by the City Council.

4. Estimated Revenues and Expenditures

According to Article III, Section of the City of Lakewood Second Amended Charter, on or before the fifteenth day of November in each year, the Mayor, Director of Public Works and Director of Finance shall prepare an estimate of the expense of conducting the affairs of the City for the following year. This estimate shall be compiled from detailed information obtained from various departments on uniform blanks prepared by the Director of Finance, and shall set forth:

(a) An itemized estimate of the expense of conducting each department;
(b) Comparisons of such estimates with the corresponding items of expenditures for the last two complete fiscal years and with the

expenditures of the current fiscal year plus an estimate of expenditures necessary to complete the current fiscal year;

(c) Reasons for the proposed increase or decrease in such items of expenditures compared with the current fiscal year;

(d) A separate schedule for each department showing the things necessary for the department to do during the year and which of any desirable things it ought to do if possible;

(e) Items of payroll increase as either additional pay to present employees. Or pay for more employees;

(f) An itemization of all anticipated revenue from taxes and other sources;

(g) The amounts required for interest on the City's debt and for bond retirement funds as required by law;

(h) The total amount of the outstanding City debt with a schedule of maturities of bond issues and any other long-term financial obligations of the City;

(i) Such other information, as may be required by Council. Upon receipt of the estimate, council shall thereafter pass, taking the estimate into consideration, temporary or permanent appropriation ordinances as provided by general law. No money, from whatever source derived, shall be appropriated for use by or at the direction of individual members of Council.

5. Periodic Financial Reports

According to Article VIII, Section 3 of the City of Lakewood Second Amended Charter, the Director of Finance shall periodically report as director to Council, to officials and to the public the recorded facts in such summaries and analytical schedules in detailed support thereof, as shall be necessary to show the full effect of such transactions for each fiscal year or part thereof upon the finances of the City and in relation to each department of the City government.

The Director shall annually prepare and submit to the Mayor and Council a recommended five-year financial plan for the City's operating and capital needs. The Director's recommended financial plan shall be prepared after consultation with the Mayor and the heads of other City departments affected thereby, and such recommended financial plan shall be advisory only and need not be followed in the adoption of the City's tax budget, annual, temporary or supplemental appropriations measures or ordinances, resolutions or other actions concerning capital programs or permanent improvements.

2007 Budget Calendar

Dates	Description
June 23, 2006	Application for Tax Budget Extension filed with Cuyahoga County Auditor's Office.
July 13, 2006	Meeting with Mayor and Department Heads to Kick-off the 2007 Budget Process to review 2007 Budget Schedule, discuss mid-year budget to actuals update, six-year financial trends, and 2007 and beyond budgets.
July 17, 2006	Meeting with City Council to review the 2006 Budget and to review 2007 Budget Schedule, discuss mid-year budget to actuals update, six-year financial trends, and 2007 and beyond budgets.
August 1 – August 31, 2006	Meetings with Department and Division heads to review 2007 Budget Schedule, discuss mid-year budget to actuals update, six-year financial trends, and 2007 and beyond budgets.
	Budget Worksheets distributed to each department with three weeks to return to Finance Department.

Dates	Description
August 22 – September 21, 2006	Department budget worksheets returned to Finance Department
August 28 – September 1, 2006	Finance Department completes 2007 Tax Budget
September 1 – October 31, 2006	Follow-up Department meetings with Finance Department
September 1 – October 31, 2006	Develop, discuss and revise Preliminary Budget.
September 5, 2006	2007 Tax Budget Resolution introduced to City Council
September 18, 2006	Public Hearing on Tax Budget Resolution and adoption of the 2007 Tax Budget by City Council
September 22, 2006	Tax Budget filed with Cuyahoga County Auditor's Office Budget Commission
November 15, 2006	Estimated Revenues and Expenditures submitted to City Council
November 20, 2006	1st Reading – 2007 Temporary Appropriation Ordinance
December 4, 2006	2nd Reading – 2007 Temporary Appropriation Ordinance

Dates	Description
December 18, 2006	3rd Reading and Adoption of 2007 Temporary Appropriations Ordinance
February 5, 2007	Draft Comprehensive Budget Submitted to Council
February 12 – March 8, 2007	City Council budget hearings
February 20, 2007	1st Reading – 2007 Appropriation Ordinance & 2007 Transfer Ordinance
March 5, 2007	2nd Reading – 2007 Appropriation Ordinance & 2007 Transfer Ordinance
March 26, 2007	3rd Reading & Adoption of 2007 Appropriation Ordinance & 2007 Transfer Ordinance
April 30, 2007	Completion of Comprehensive Budget Document and submission to the GFOA

Total Appropriations

2007 Schedule of Fund Balances

	2007 Beginning Balance	Revenue	Expenditures	2007 Ending Balance
General Fund	971,745	37,653,924	38,534,502	**91,167**
Special Revenue Funds				
State Highway Improvement Fund	104,734	156,000	225,000	**35,734**
Street Const., Maint., & Repair Fund	401,429	1,905,750	2,256,330	**50,850**
Litter Control Grant Fund	17,447	17,000	34,181	**266**
Community Festival Fund	8,101	8,000	11,530	**4,571**
Police Pension Fund	494,009	1,557,381	1,459,731	**591,659**
Firemen's Pension Fund	181,679	1,635,250	1,611,737	**205,192**
Law Enforcement Trust Fund	274,626	53,000	240,597	**87,029**
Drug Enforcement Trust Fund	0	0	0	**0**
Bureau of Justice Grant Fund	0	0	0	**0**
Federal Forfeiture Fund	0	0	0	**0**
Indigent Driver's Alcohol Treatment Fund	139,182	12,500	151,263	**419**
Enforcement & Education Fund	111,099	9,250	120,349	**0**
Political Subdivision Fund	5,201	2,500	0	**7,701**
Computer Legal Research Fund	0	0	0	**0**
Computer Maintenance Fund	0	30,000	30,000	**0**
Court Special Projects Fund	81,253	75,000	156,253	**0**
Court Probation Services Fund	25,796	30,000	25,796	**30,000**
Community Development Block Grant Fund	(51,732)	3,982,885	3,712,203	**218,950**
Emergency Shelter Grant Fund	4,016	95,000	95,000	**4,016**
HOME Investment Partnerships Program Fund	12,909	850,000	850,000	**12,909**
Lead-Base Paint (Hazard) Fund	0	75,427	75,427	**0**
Office on Aging IIIB Fund	191,642	1,764,700	1,949,079	**7,263**
Office on Aging IIIC Fund	10,385	572,500	577,520	**5,365**
Lakewood Hospital S.R. Fund	86,497	2,435,604	2,514,939	**7,162**
Children's Trust Grant Fund	0	0	0	**0**
Little Links Fund	6,155	15,050	19,735	**1,470**
Juvenile Acct. Incentive Block Grant Fund	0	0	0	**0**
Byrne Memorial Grant Fund	0	0	0	**0**
Help To Others Fund	2,007	34,306	34,006	**2,307**
Family Child Day Care Home Project Fund	1,538	232,927	232,928	**1,537**
Juvenile Diversion Program Fund	4,444	23,000	23,000	**4,444**
FEMA Fund	809	0	0	**809**
Family to Family Fund	50,431	294,729	345,160	**0**
Total Special Revenue Funds	2,163,657	15,867,759	16,751,764	**1,279,652**
Debt Service Funds:				
Bond Retirement Fund	877,381	13,224,970	13,344,202	**758,149**
TIF Bond Retirement Fund	110	272,087	272,087	**110**
Total Debt Service Funds	877,491	13,497,057	13,616,289	**758,259**

The Schedule of Fund Balances presents the beginning fund balances of the General, Special Revenue, Debt Service, Capital Project and Enterprise Funds, as well as projected revenue totals, estimated expenditure totals, which determine the projected ending balance for each fund in 2007.

These amounts were passed by Lakewood City Council with the Annual Appropriations Ordinance 23-07 on March 26, 2007.

The appropriations ordinance will be amended throughout the year as the financial picture changes as actual revenue and expenditure amounts occur.

2007 Schedule of Fund Balances (*continued*)

Capital Projects Funds:				
Capital Improvement Fund	3,923,841	3,703,777	6,604,613	**1,023,005**
Lakehouse Breakwall Fund	15,262	0	0	**15,262**
Land Acquisition Fund	150,000	250,000	0	**400,000**
City Park Improvement Fund	14,959	0	0	**14,959**
TIF Capital Improvement Fund	390,562	0	390,562	**0**
Total Capital Projects Funds	4,494,625	3,953,777	6,995,175	**1,453,227**
Enterprise Funds:				
Water Operating Fund	7,825,240	10,811,705	16,961,053	**1,675,892**
Wastewater Collection Fund	5,578,076	2,911,750	7,479,869	**1,009,957**
Wastewater Treatment Fund	1,619,283	2,863,500	4,134,883	**347,900**
Wastewater Improvement Fund	1,749,836	2,124,726	2,079,470	**1,795,092**
Parking Facilities Fund	26,171	672,666	690,458	**8,379**
Winterhurst Ice Rink	19,229	1,237,780	1,254,250	**2,758**
Congregate Living Fund	0	0	0	**0**
Total Enterprise Funds	16,817,835	20,622,127	32,599,984	**4,839,978**
Internal Service Funds:				
Hospitalization Fund	285,923	5,022,000	5,295,763	**12,160**
Workers Compensation	190,193	800,000	948,000	**42,193**
General Liability Insurance Fund	2,342	0	0	**2,342**
Total Internal Service Funds	478,458	5,822,000	6,243,763	**56,695**
TOTALS	**25,803,813**	**97,416,643**	**114,741,477**	**8,478,979**

General Fund Actual and Budgeted Amounts FY 2004-2007

Revenue	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Local Taxes							
Real & Personal Property Taxes	6,958,440	7,068,556	7,117,915	6,885,019	6,885,019	6,912,617	7,538,331
Municipal Income Taxes	16,763,579	16,918,000	16,939,353	17,656,360	17,656,360	17,491,312	18,000,000
Income Tax Cash Flow Increase from RITA	0	200,000	200,000	800,000	800,000	700,000	0
Hotel & Motel Taxes	8,361	7,500	9,075	10,000	10,000	8,814	9,000
Total Local Taxes	23,730,379	24,194,056	24,266,344	25,351,379	25,351,379	25,112,743	25,547,331
State Aid, Grants and Contracts							
Homestead Exempt. & State Subsidy	912,713	858,886	930,186	883,476	883,476	771,304	827,543
Local Government Fund (State Distribution)	279,985	280,000	279,985	280,000	280,000	279,985	280,000
Local Government Fund (County Distribution)	3,681,303	3,681,303	3,671,515	3,660,241	3,660,241	3,676,018	3,961,430
Cigarette Taxes	1,223	1,000	1,068	1,100	1,100	928	1,000
Liquor & Beer Permits	75,371	70,000	82,134	80,000	80,000	87,592	87,500
Estate & Inheritance Taxes	692,774	1,000,000	1,413,955	1,150,000	1,150,000	913,573	1,150,000
Total State Aid, Grants and Contracts	5,643,368	5,891,189	6,378,843	6,054,817	6,054,817	5,729,399	6,307,473
Intergovernmental Aids and Grants							
Intergovernmental Aid - Fed Aid	697	0	0	0	0	281,046	125,500
Intergovernmental Aid - State Aid	47,049	48,630	52,876	47,000	47,000	61,416	57,000
Intergovernmental Aid - County Aid	13,423	0	23,003	0	40,000	14,041	0
Intergovernmental Aid - Other	377,719	0	98,909	40,000	0	53,718	53,718
Total Intergovernmental Aids and Grants	438,888	48,630	174,787	87,000	87,000	410,222	236,218
Charges for Services							
Cable TV Franchise Fees	896,828	480,000	488,544	480,000	480,000	511,093	515,000
Refuse and Recycling	13,181	19,100	10,851	10,000	10,000	10,671	10,600
Women's Club Pavilion Use	21,260	20,000	21,182	20,000	20,000	22,215	22,000
Witness Fees	5,925	5,000	6,419	5,000	5,000	4,613	4,600
Polygraphs & Photostats	7,642	9,000	6,518	9,000	9,000	4,022	4,100
Other	30,105	17,500	38,111	38,000	38,000	42,466	34,400
Total Charges for Services	974,941	550,600	571,624	562,000	562,000	595,080	590,700
Fines, Costs & Forfeitures							
*Fines, Costs & Forfeitures**	1,291,438	1,312,000	1,268,076	1,487,000	1,487,000	1,365,226	1,426,330
Licenses, Permits & Inspections							
Building Permits	291,640	1,034,000	490,115	817,000	817,000	782,794	375,000
Contractor Registrations	85,100	101,162	90,525	115,000	115,000	122,475	136,000
Housing License - Residential	97,963	92,143	255,873	260,000	260,000	261,825	275,000
Housing License - Commercial	247,502	286,973	74,467	495,000	495,000	466,752	310,000
Other	127,317	119,199	141,623	137,050	137,050	188,206	206,198
Total Licenses, Permits & Inspections	849,521	1,633,477	1,052,603	1,824,050	1,824,050	1,822,052	1,302,198

The General Fund Actual and Budgeted Amounts FY 2004-2007 presents General Fund (101) revenue and expenditure totals for FY 2004, the FY 2005 Budgeted and Actual Amounts, the FY 2006 Adopted Budgeted, Revised Budget and Unaudited Actual Amounts, and the FY 2007 Adopted Budget Totals.

General Fund Revenue is broken down by according to source.

General Fund Actual and Budgeted Amounts FY 2004-2007 (Continued)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Revenue							
Interest Revenue	322,705	400,000	628,228	750,000	750,000	1,255,501	1,150,000
Rental Income	0	0	0	0	0	0	0
Miscellaneous Revenue	106,079	95,000	136,031	121,500	121,500	102,639	110,575
Total Other Revenue	428,785	495,000	764,259	871,500	871,500	1,358,141	1,260,575
Non-Revenue							
Reimbursements	24,435	11,000	26,301	17,000	17,000	26,883	52,275
Expense Recovery - Engineering	130,539	150,000	121,670	150,000	150,000	208,269	225,000
Refunds	0	0	0	0	0	0	0
Indirect Cost Reimbursement	666,075	738,329	676,497	693,269	693,269	643,269	675,000
Total Non-Revenue	821,048	899,329	824,467	860,269	860,269	878,421	952,275
Operating Transfers In							
Transfers from other funds	38,825	3	3	1,500	0	0	0
Transfers from Land Acquisition Fund	0	0	0	125,000	0	0	0
Transfers from SCMR Fund	0	0	0	100,000	0	0	0
Transfer from Political Sub. Fund	5,000	5,000	0	0	0	0	0
Transfer from Juvenile Account Incentive	0	341	341	0	0	0	0
Advances Returned	0	99,195	99,195	8,374	0	0	30,825
Total Operating Transfers In	43,825	104,539	99,539	234,874	0	0	30,825
Total Revenue and Non-revenue Receipts	34,222,193	35,128,820	35,400,543	37,332,889	37,098,015	37,271,284	37,653,924
Total Expenditures	37,198,830	35,979,963	35,691,476	37,865,306	37,390,306	36,960,229	38,534,502
Excess revenue & non-revenue receipts over expenditures	(2,976,637)	(851,143)	(290,933)	(532,417)	(292,291)	311,054	(880,578)
Decertification of Prior Year Encumbrances	32,693	0	5,291	0	0	44,973	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	3,845,305	901,360	901,360	615,718	615,718	615,718	971,745
Fund Balance Dec. 31	901,360	50,217	615,718	83,301	323,427	971,745	91,167

***Please note revenue amounts listed for 2007 Proposed Budget for Fines, Costs & Forfeitures are generated solely by the Finance Department with no input from the Municipal Court.**

General Fund Actual and Budgeted Amounts FY 2004-2007 (Continued)

General Fund Expenditures are broken down by Department and Division.

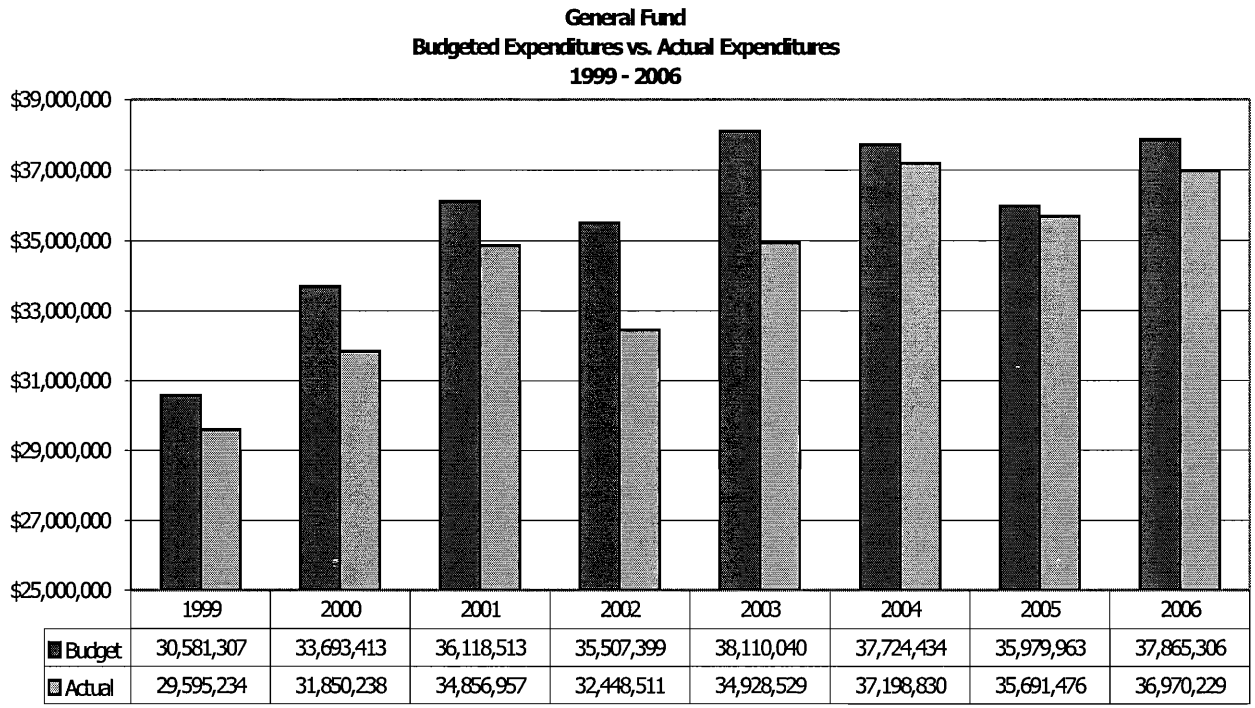
Expenditures	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Council	212,331	231,537	212,517	211,829	211,831	182,463	204,187
Municipal Court	1,113,275	1,147,022	1,069,925	1,257,713	1,257,713	1,136,994	1,239,116
Civil Service	105,034	125,128	112,915	131,178	131,178	114,733	105,735
Mayor's Office	302,100	254,011	210,451	179,607	179,607	179,493	194,646
Human Resources	313,228	282,748	280,685	339,598	339,599	336,034	353,761
Community Relations	101,306	147,096	95,291	139,865	138,515	132,542	152,904
General Fund - Public Safety							
Police & Law Enforcement	7,344,431	7,053,307	7,049,459	8,086,599	8,042,267	8,041,894	8,297,009
Safety Administration	89,169	88,797	85,446	0	0	0	0
Police & Fire Communications	659,771	656,257	665,375	681,718	648,858	676,978	680,815
Support of Prisoners	934,137	942,409	820,793	636,080	713,272	699,409	686,270
School Guards	254,621	256,400	245,153	270,087	270,087	265,822	266,568
Firefighting, Prevention & Inspection	6,694,839	6,243,555	6,532,337	6,775,344	6,775,343	6,949,757	7,129,761
Housing & Building	1,215,942	1,199,048	1,146,877	1,378,606	1,244,606	1,225,710	1,415,181
	17,192,910	16,439,773	16,545,439	17,828,435	17,694,433	17,859,569	18,475,604
General Fund - Public Works							
Public Works Administration	241,237	218,993	222,904	240,876	237,126	228,309	253,698
Parks & Public Property	1,730,135	1,778,915	1,622,828	1,719,097	1,722,301	1,637,139	1,635,731
Buildings & Facilities	694,618	570,413	578,394	658,544	658,744	620,019	643,391
Swimming Pools	133,353	146,000	161,815	189,447	184,022	77,132	240,400
Band Concerts	30,180	35,098	32,853	38,554	39,904	37,179	39,023
Museums	11,168	14,552	10,776	16,880	16,880	11,507	11,525
July 4th Festival	48,985	49,814	47,911	51,002	51,002	54,521	51,453
Tennis Courts	20,375	27,165	20,922	33,422	33,422	22,795	21,200
Forestry	386,459	421,528	392,541	452,949	450,745	432,228	463,028
Traffic Signs & Signals	409,636	325,994	331,162	310,227	310,227	293,482	53,338
Refuse & Recycling	4,400,106	4,197,349	4,131,019	4,685,044	4,665,045	4,562,067	4,795,797
Fleet Management	884,575	871,480	872,187	859,066	817,566	778,234	812,335
Communications	148,959	142,539	154,421	155,160	157,180	167,039	161,630
Engineering & Construction	486,358	444,864	380,485	451,405	451,404	438,589	532,095
Street Lighting	491,429	504,000	448,363	490,000	490,000	489,119	490,000
	10,117,574	9,748,704	9,408,580	10,351,674	10,285,568	9,849,359	10,204,644
General Fund - Human Services							
Human Services	180,688	170,018	175,049	220,916	220,915	186,579	190,478
Animal Control	185,804	184,141	190,627	202,857	202,858	199,556	213,120
Child Care Services	102,049	94,347	96,623	99,524	99,526	98,477	103,487
Youth Services	643,647	548,219	537,993	551,735	551,735	538,760	524,857
Youth Services - H2O*	0	0	0	0	0	0	0
	1,112,188	996,725	1,000,292	1,075,032	1,075,034	1,023,372	1,031,942

General Fund Actual and Budgeted Amounts FY 2004-2007 (Continued)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Finance Department	1,551,468	1,496,052	1,615,479	630,375	578,875	562,303	627,278
Income Tax	0	149,000	122,794	1,129,945	973,445	946,895	1,002,895
Information Systems	588,824	652,657	657,395	715,567	715,567	709,922	704,543
General Administration	762,229	752,500	760,835	634,289	624,289	597,739	744,633
Law Department	602,475	612,555	595,069	607,120	557,119	534,711	595,295
Planning & Development	564,819	352,961	265,394	360,296	360,297	526,862	389,296
Transfers to Other Funds	2,559,067	2,591,494	2,738,417	2,272,783	2,267,236	2,267,236	2,508,025
Total Outlay	37,198,830	35,979,963	35,691,476	37,865,306	37,390,306	36,960,229	38,534,502
Operating Transfers, Out							
Transfer to Hospitalization Fund	(150,381)	(116,206)	(159,754)	(134,194)	(336,194)	(336,194)	(149,277)
Transfer to Office on Aging IIIB	(1,100,000)	(985,000)	(1,075,000)	(1,020,000)	(990,000)	(990,000)	(1,193,100)
Transfer to Office on Aging IIIC	(300,000)	(400,000)	(430,000)	(420,000)	(420,000)	(420,000)	(515,000)
Transfer to S.C.M. R.	(320,000)	(120,000)	(120,000)	0	0	0	0
Transfer to Workers Comp Fund	(17,083)	0	0	(10,346)	(10,346)	(10,346)	(23,648)
Transfer to Comm. Festival Fund	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Transfer to Capital Projects Fund	0	(716,421)	(716,421)	0	0	0	0
Transfer to Land Acquisition Fund	0	0	0	0	0	0	(250,000)
Transfer to Litterless Lakewood	(18,700)	(13,867)	(13,867)	(33,243)	(33,243)	(33,243)	(17,000)
Transfer to Dept of Just. Fund	0	0	0	0	0	0	0
Transfer to J.A.I.B.G. Fund	(1,288)	0	0	0	0	0	0
Transfer to Byrne Mem. Grant Fund	0	0	0	0	0	0	0
Transfers to Fema Fund	(42,420)	0	0	0	0	0	0
Transfer to Lakewood Hosp. Fund	0	0	0	0	0	0	0
Transfer to Winterhurst Fund	(500,000)	(225,000)	(200,000)	(400,000)	(450,000)	(450,000)	(355,000)
Transfer to Congregate Living Fund	(5,000)	0	0	0	0	0	0
Transfer to Debt Service Fund	0	0	0	0	0	0	0
Transfer to Home Program Fund	0	(10,000)	(10,000)	0	0	0	0
Trfr Economic Develop. Fund (New Fund)	0	0	0	(250,000)	0	0	0
Advance Out	(99,195)	0	(8,375)	0	(22,453)	(22,453)	0
Total Operating Transfers, out	(2,559,067)	(2,591,494)	(2,738,417)	(2,272,783)	(2,267,236)	(2,267,236)	(2,508,025)

General Fund Transfers Out indicate anticipated transfers from the General Fund to other funds as listed.

Financial Analysis



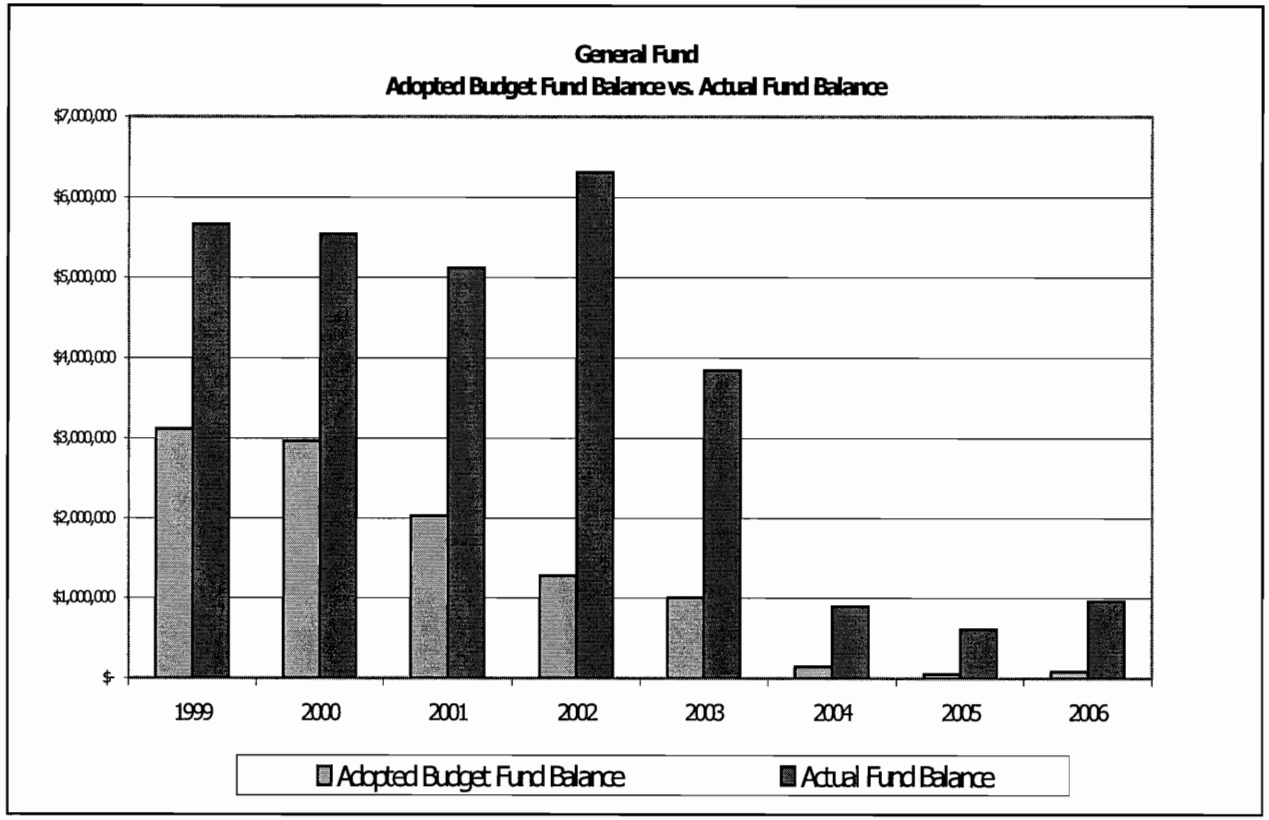
	1999	2000	2001	2002	2003	2004	2005	2006
Budget	30,581,307	33,693,413	36,118,513	35,507,399	38,110,040	37,724,434	35,979,963	37,865,306
Actual	29,595,234	31,850,238	34,856,957	32,448,511	34,928,529	37,198,830	35,691,476	36,970,229

This graph illustrates the total General Fund Expenditures Budgeted via the Appropriations Ordinance versus the actual expenditures incurred that fiscal year.

The City of Lakewood is conservative in its estimate of expected revenues. Revenue is projected using trend data from previous years, and projections based on any changes in policy on either the Federal, State, County or local level.

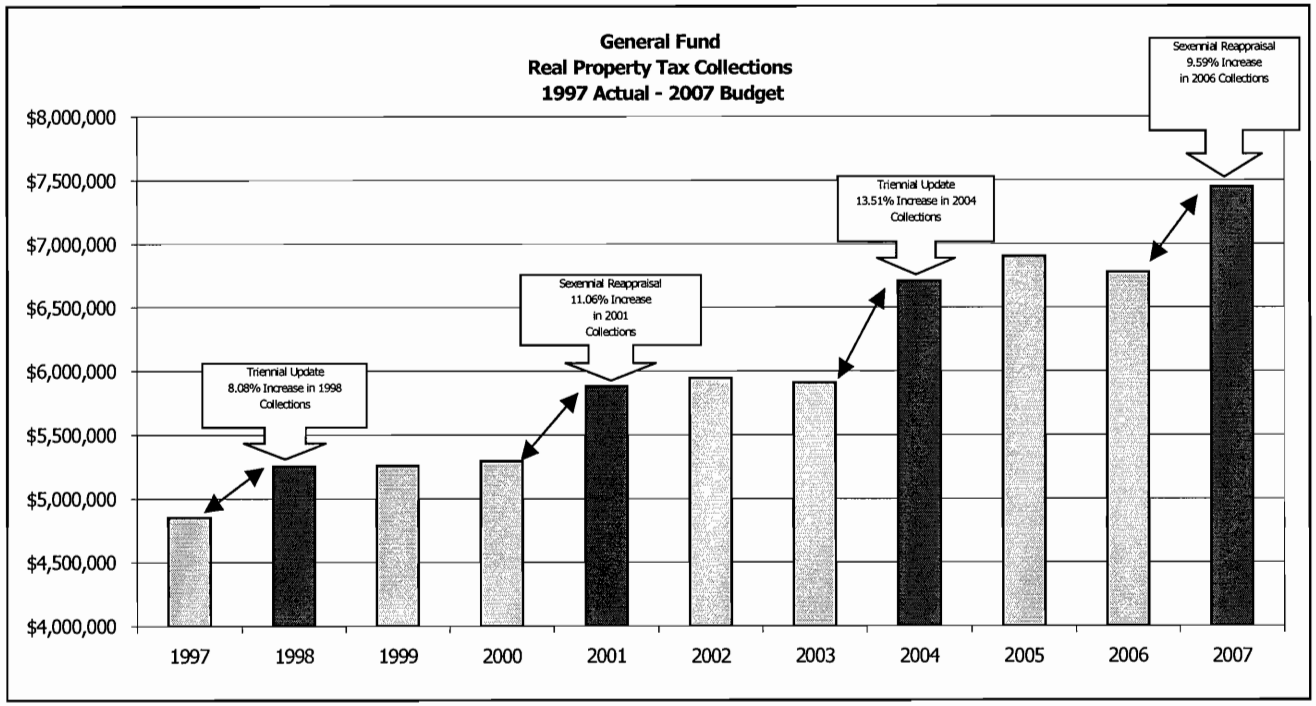
Personnel expenditures are estimated based on known or projected cost of living increases, industry projections of health care costs, and any known needs. Operating and Maintenance expenditures are estimated based on prior year expenditures, with an inflationary factor added for the sake of contingency.

Financial Analysis (Continued)



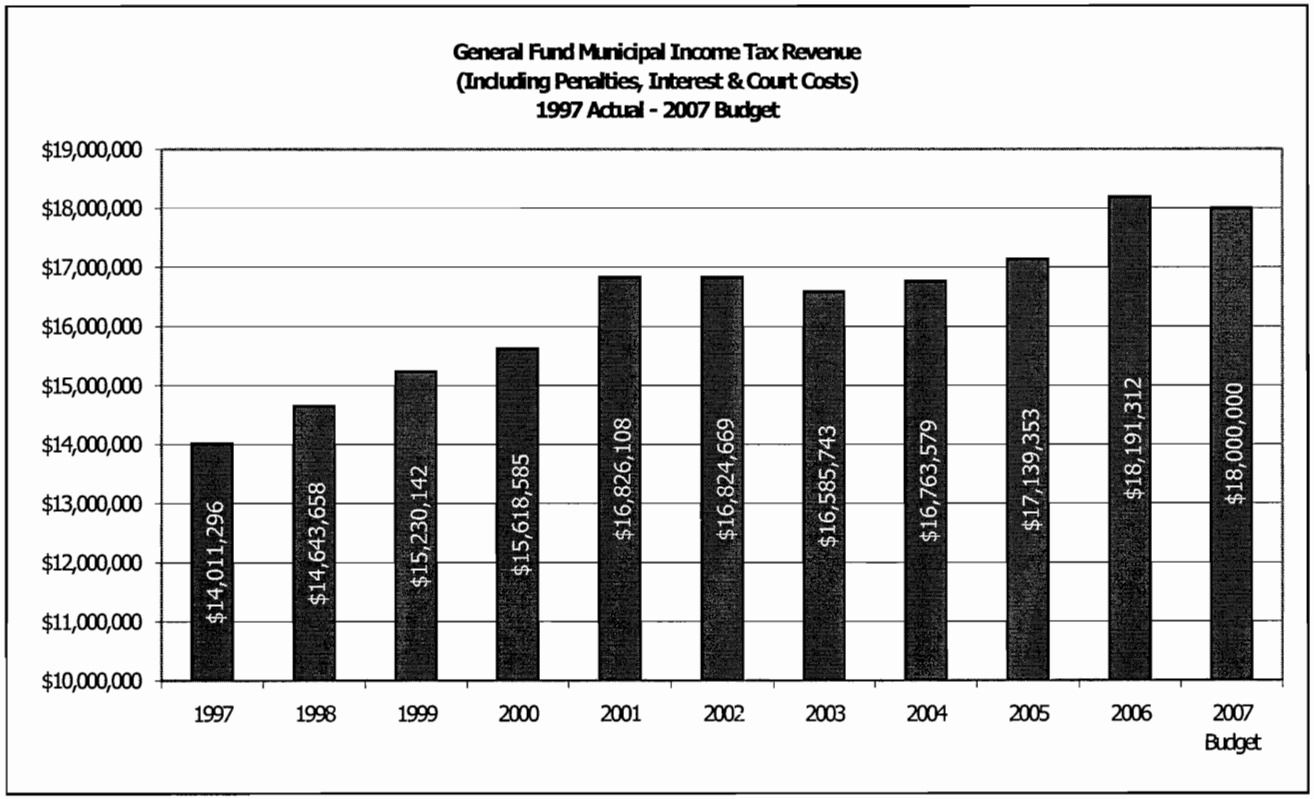
This graph presents the trend in adopted ending General Fund Balance versus the actual year-end fund balance. As described in the Executive Summary, this table illustrates the decrease in ending fund balances since FY 2000.

Financial Analysis (Continued)



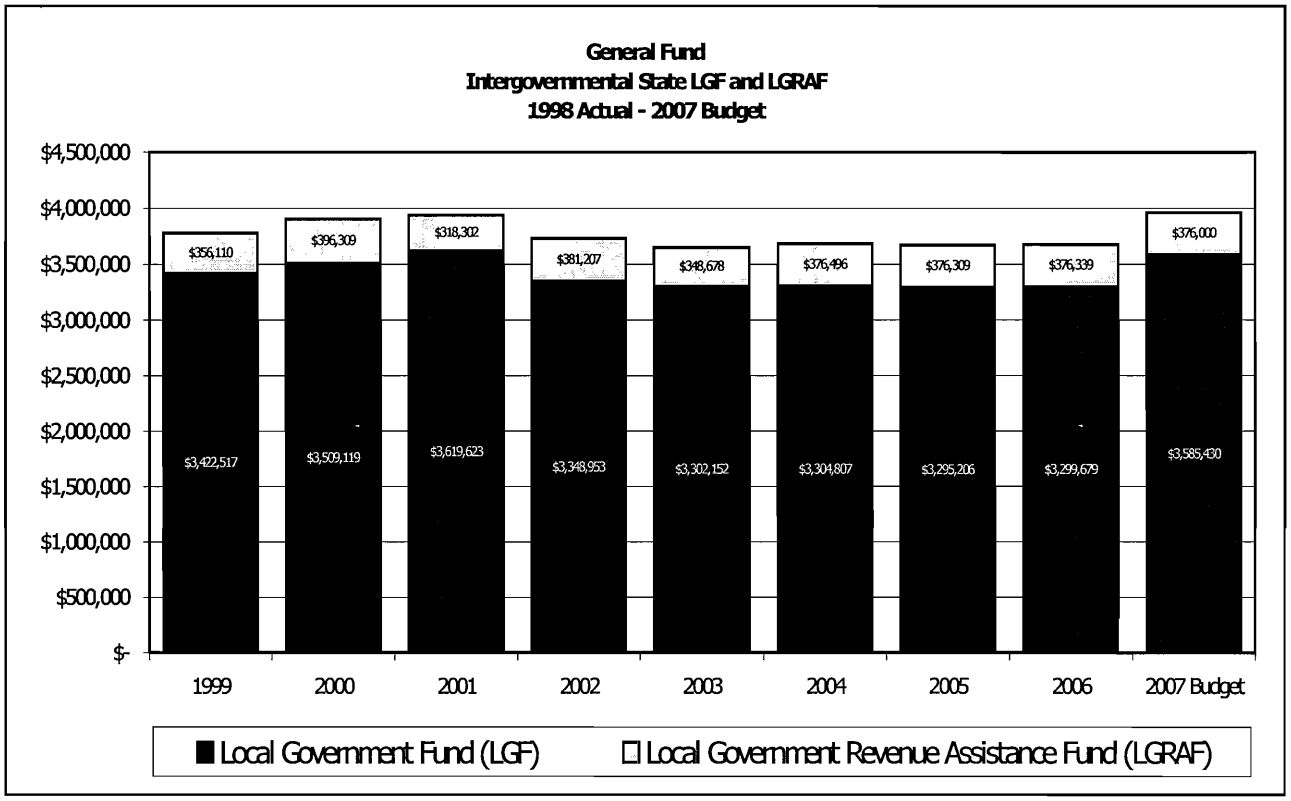
This graph presents the Real Property Tax Collections dedicated to the General Fund since FY 1997. The graph also illustrates the triennial and sexennial property value reappraisals conducted by Cuyahoga County. Property tax revenues have nearly doubled over the past 10 years.

Financial Analysis (Continued)



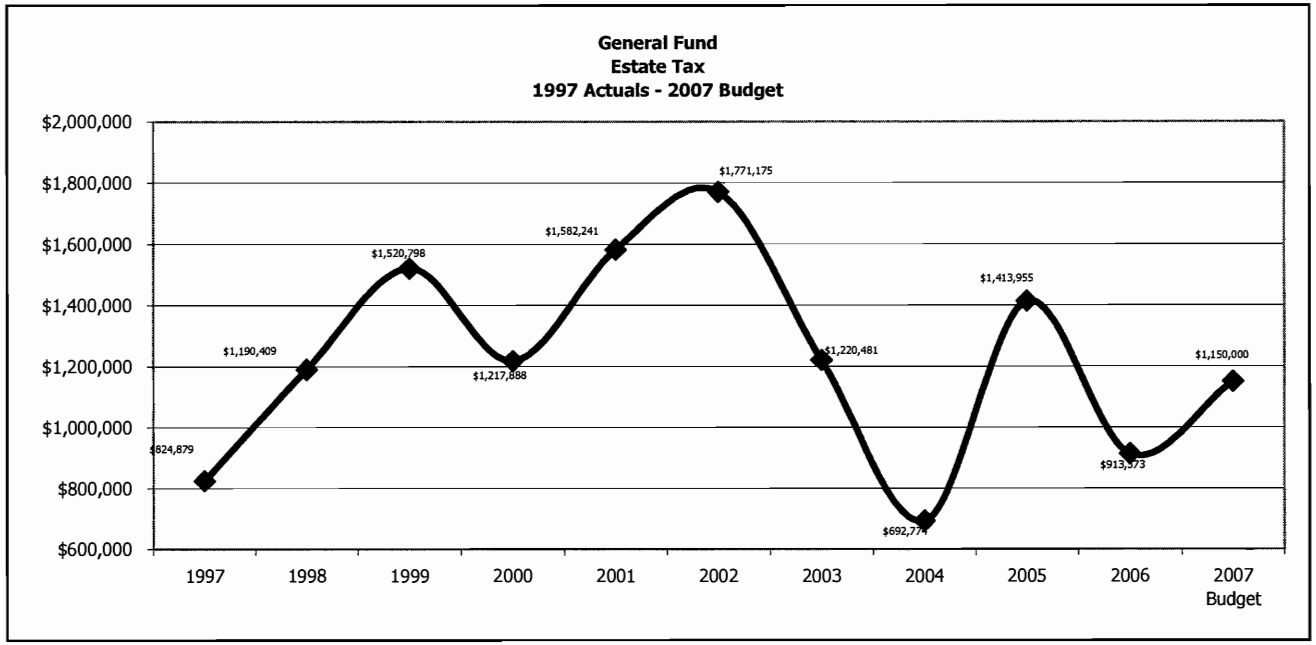
This graph illustrates municipal income tax revenues collected by the City of Lakewood over the past 10 years. Since 1997, income tax revenues have increased by 23 percent.

Financial Analysis (Continued)



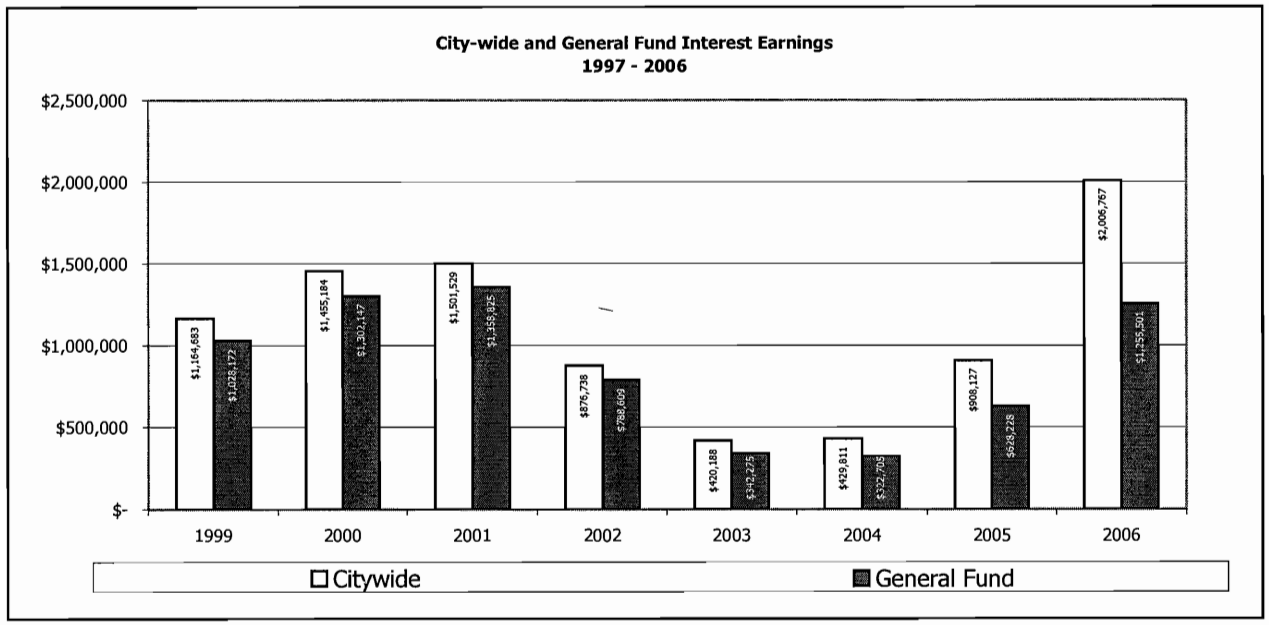
This graph presents Local Government Fund (LGF) revenue amounts from the State of Ohio since 1999, as well as the County's portion of the Local Government Revenue Assistance Fund that is distributed to municipalities. Due to State of Ohio budget constraints, the LGF was frozen from FY 2003 through FY 2006. It is projected to be increased in FY 2007.

Financial Analysis (Continued)



Estate tax revenue fluctuates greatly from year to year depending revenue realized.

Financial Analysis (Continued)



Interest earnings also greatly fluctuate from year to year. This is due to interest rate returns, and the amount of funds available for investment over the course of the year.

Five-Year General Fund Forecast

		Actual 2003	Actual 2004	Actual 2005	Unaudited 2006	Four-Year Average Growth /(Loss)	Budget 2007	Projected 2008	Projected 2009	Projected 2010	Projected 2011	Projected 2012
	Beginning Fund Balance	**6,307,680**	**3,845,305**	**901,360**	**615,717**	**-49.1%**	**974,817**	**91,167**	**(1,490,645)**	**(3,860,663)**	**(6,366,298)**	**(9,650,524)**
General Fund Revenues	**Total**	**32,455,523**	**34,222,193**	**35,400,541**	**37,271,283**	**4.7%**	**37,803,925**	**38,682,569**	**39,540,821**	**41,124,518**	**42,141,448**	**43,103,662**
	Municipal Income Tax	16,585,743	16,763,579	17,139,353	18,191,312	3.2%	18,000,000	18,567,091	19,152,048	19,755,434	20,377,830	21,019,835
	Property Tax	6,150,218	6,958,440	7,117,915	6,912,617	4.2%	7,538,331	7,613,714	7,606,101	8,290,650	8,373,556	8,365,183
	Intergovernmental	6,123,160	6,090,617	6,562,705	6,148,435	0.3%	6,552,691	6,572,504	6,592,378	6,612,311	6,632,304	6,652,359
	Licenses, Permits & Inspections	631,958	849,521	1,052,603	1,822,052	43.8%	1,302,198	1,341,264	1,381,502	1,422,947	1,465,635	1,509,604
	Fines, Costs, & Forfeitures	1,184,041	1,291,438	1,268,076	1,365,226	5.0%	1,426,330	1,497,278	1,571,755	1,649,937	1,732,008	1,818,161
	Charges for Services	590,945	974,941	571,624	595,080	9.2%	590,700	645,271	704,883	770,003	841,138	918,846
	Interest Revenue	342,275	322,705	628,228	1,255,501	62.9%	1,150,000	1,173,000	1,196,460	1,220,389	1,244,797	1,269,693
	Other Misc Revenues	82,768	106,079	136,031	102,639	10.6%	110,575	122,315	135,302	149,668	165,559	183,137
	Operating Transfers In	5,000	43,825	99,539	-	267.9%	180,825	150,000	150,000	150,000	150,000	150,000
	Non-Revenue	759,415	821,048	824,467	878,421	5.0%	952,275	1,000,131	1,050,392	1,103,179	1,158,619	1,216,845
	Fund Balance & Revenues	**38,763,203**	**38,067,498**	**36,301,901**	**37,887,000**	**-0.7%**	**38,778,742**	**38,773,736**	**38,050,176**	**37,263,855**	**35,775,150**	**33,453,139**
General Fund Expenditures	**Total Employees**	416	405	395	402	-1.1%	409	-	-	-	-	-
	Total Expenditures	**34,917,898**	**37,166,138**	**35,686,184**	**36,912,183**	**2.0%**	**38,687,575**	**40,264,381**	**41,910,840**	**43,630,153**	**45,425,674**	**47,300,911**
	Total Personal Services	23,655,061	27,869,058	26,311,830	28,129,632	6.4%	29,141,501	30,525,722	31,975,694	33,494,540	35,085,530	36,752,093
	Total Other Operations & Maintena	5,265,051	5,862,381	5,672,094	5,850,535	3.7%	6,183,224	6,308,552	6,436,436	6,566,930	6,700,086	6,835,960
	General Administration Total	825,114	762,229	760,835	597,739	-9.7%	745,633	760,546	775,757	791,272	807,097	823,239
	Total Transfers	4,932,318	2,559,067	2,738,417	2,267,236	-19.4%	2,585,858	2,637,575	2,690,327	2,744,133	2,799,016	2,854,996
	Total Capital Outlay	251,001	146,096	208,299	112,013	-15.1%	31,359	31,986	32,626	33,278	33,944	34,623
	Adjustments	(10,646)	(32,693)	(5,291)	(44,973)							
	Ending Fund Balance	**3,845,305**	**901,360**	**615,717**	**974,817**	**-16.6%**	**91,167**	**(1,490,645)**	**(3,860,663)**	**(6,366,298)**	**(9,650,524)**	**(13,847,772)**
	Structure Balance / (Imbalance)	**(2,462,375)**	**(2,943,945)**	**(285,643)**	**359,100**		**(883,650)**	**(1,581,812)**	**(2,370,018)**	**(2,505,634)**	**(3,284,226)**	**(4,197,249)**
	General Government Employees	54	54	52	55	0.7%	56	-	-	-	-	-
	General Government Total	**4,702,417**	**5,454,863**	**5,237,914**	**5,362,954**	**4.8%**	**5,627,782**	**5,842,912**	**6,077,872**	**6,323,111**	**6,579,099**	**6,846,328**
	Total Personal Services	3,133,333	3,613,208	3,446,945	3,770,996	6.7%	4,040,391	4,232,310	4,433,344	4,643,928	4,864,515	5,095,579
	Total Other Operations & Maintena	1,549,459	1,795,238	1,712,259	1,568,155	0.9%	1,577,391	1,610,602	1,644,528	1,679,183	1,714,585	1,750,749
	Total Capital Outlay	19,624	46,417	78,710	23,803	45.4%	10,000	-	-	-	-	-
	Public Safety Employees	204	201	201	205	0.2%	208	-	-	-	-	-
	Public Safety Total	**14,540,738**	**17,192,910**	**16,545,439**	**17,859,569**	**7.5%**	**18,485,604**	**19,304,620**	**20,179,620**	**21,095,342**	**22,053,705**	**23,056,717**
	Total Personal Services	13,340,460	15,780,435	15,175,277	16,433,763	7.6%	16,972,253	17,778,435	18,622,911	19,507,499	20,434,105	21,404,725
	Total Other Operations & Maintena	1,113,985	1,350,564	1,256,504	1,400,559	8.6%	1,496,260	1,526,185	1,556,709	1,587,843	1,619,600	1,651,992
	Total Capital Outlay	86,293	61,911	113,658	25,247	-7.5%	17,091	-	-	-	-	-
	Public Works Employees	119	113	106	108	-3.1%	109	-	-	-	-	-
	Public Works Total	**9,570,483**	**10,937,574**	**9,728,579**	**10,296,285**	**3.0%**	**10,615,755**	**11,021,617**	**11,448,389**	**11,893,497**	**12,357,774**	**12,842,091**
	Total Personal Services	6,371,821	7,468,542	6,785,392	6,993,779	3.7%	7,163,005	7,503,248	7,859,652	8,232,985	8,624,052	9,033,695
	Total Other Operations & Maintena	2,504,438	2,621,194	2,611,992	2,794,947	3.8%	3,044,382	3,105,270	3,167,375	3,230,723	3,295,337	3,361,244
	Winterhurst Transfer	200,000	500,000	200,000	450,000	71.7%	405,000	413,100	421,362	429,789	438,385	447,153
	SCMR Transfer	350,000	320,000	120,000	-		-	-	-	-	-	-
	Total Capital Outlay	144,223	27,837	11,194	57,560	91.2%	3,368	-	-	-	-	-
	Human Services Employees	39	37	36	34	-4.5%	36	-	-	-	-	-
	Human Services Total	**2,087,475**	**2,512,189**	**2,505,292**	**2,433,372**	**5.7%**	**2,746,943**	**2,827,525**	**2,911,898**	**2,999,280**	**3,089,794**	**3,183,569**
	Total Personal Services	809,446	1,006,873	904,215	931,095	5.7%	965,852	1,011,730	1,059,787	1,110,127	1,162,858	1,218,094
	Total Other Operations & Maintena	97,169	95,385	91,339	86,874	-3.7%	65,191	66,495	67,825	69,181	70,565	71,976
	Aging Transfer	1,180,000	1,400,000	1,505,000	1,410,000	6.6%	1,715,000	1,749,300	1,784,286	1,819,972	1,856,371	1,893,499
	Total Capital Outlay	860	9,931	4,737	5,403	338.8%	900	-	-	-	-	-

The table on the previous page represents the projected General Fund Five-Year Forecast, which is based on the following assumptions:

Revenues

- Municipal Income Tax is estimated to increase on average of 3.2 percent based on the past four years' annual average.
- Property Tax trends indicate that the first year after a reappraisal is realized, the increase averages around 1.0 percent, and in the second year there is a decrease of 0.1 percent. The next realized appraisal year is 2010 with a projected increase of 9.0 percent.
- Intergovernmental Funds are estimated to increase on average of 0.3 percent based on the past four years' annual average.
- Licenses, Permits and Inspections are estimated to increase on average of 3.0 percent since a majority of increases in fees and permit rates occurred in 2005 and 2006.
- Fines, Costs and Forfeitures are estimated to increase on average of 5.0 percent based on the past four years' annual average.
- Interest Revenue is estimated to increase on average of 2.0 percent due to the uncertainty of the interest rate market.
- Other Misc Revenue is estimated to increase on average of 10.0 percent based on the past four years' annual average.
- Operating Transfers are held straight at an estimated $150,000 per year.
- Non Revenue, such as indirect cost allocation pay backs to the General Fund from Enterprise Funds, are estimated to increase on average of 5.0 percent based on the past four years' annual average.

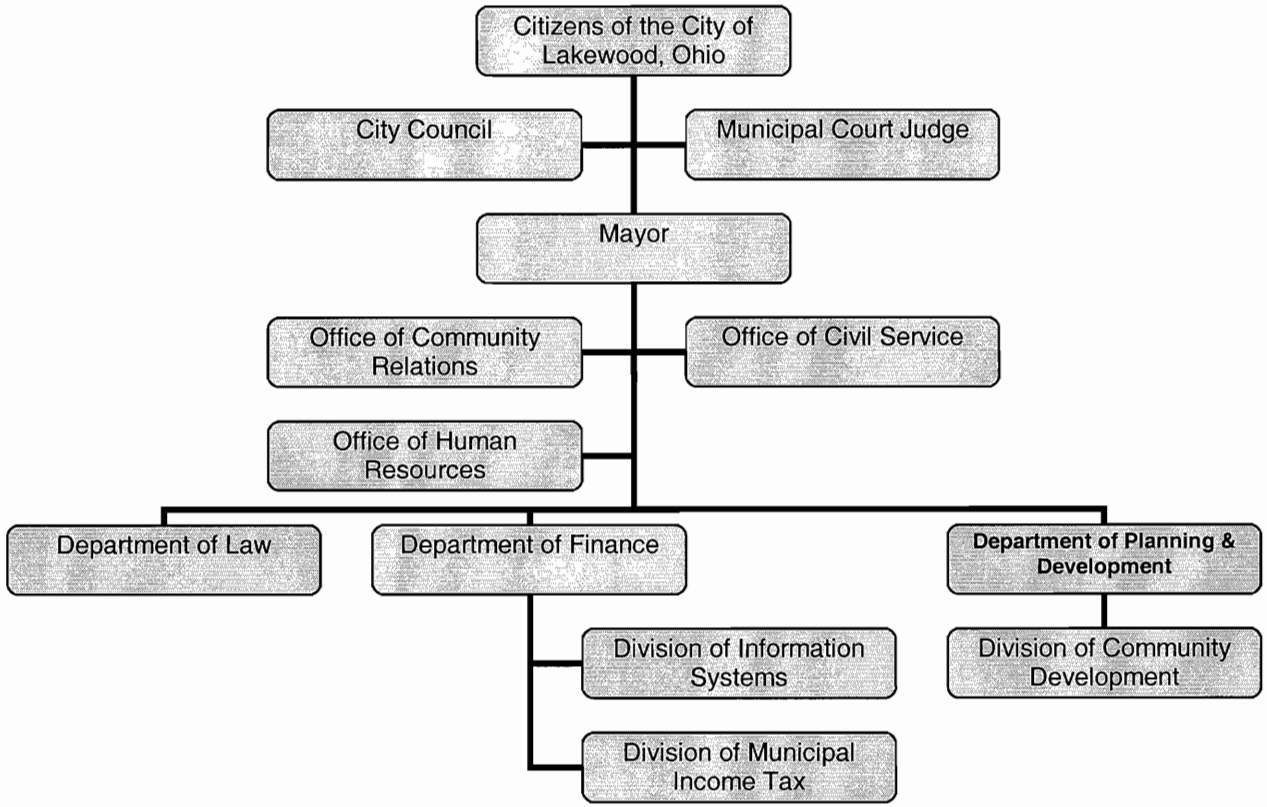
Expenditures

- Salaries and wages are expected to grow annually at 2.5 percent based on the 2007-2009 negotiated cost of living increases.
- Benefits are projected to increase at 10 percent each year.
- Due to the City's efforts to control costs to correct the General Fund's structural imbalance, operations and maintenance costs are projected to increase at 2.0 percent each year.

General Government

General Government Overview

General Government Departments consists of the Office of City Council, the Municipal Court, and the Mayor's Office, as well as the Law Department, the Finance Department and the Department of Planning and Development.



Office of City Council

Description

Lakewood operates under a City Charter that provides for a Mayor/Council form of government and designates City Council as the legislative branch of Lakewood's city government. Seven council members (3 at-large and 1 for each of the city's four wards) hold meetings in open public forums on the first and third Monday of every month (recess in August) at 7:30 P.M. in the City Hall auditorium. Council members serve four-year staggered terms.

The Clerk of Council, appointed by City Council, maintains records of proceedings of City Council and records of ordinances and resolutions adopted by City Council. The Clerk's office is the designated repository for all official documents of the City. As official parliamentarian of the City Council, the Clerk conducts council meeting and publishes the minutes to reflect all legislative action. The Clerk also provides notice of regular and special meetings of City Council, directs the activities and programs of the office, provides reference and research services regarding enacted or pending legislation and other Council documents and performs all duties outlined in the 2nd Amended Charter or as directed by City Council.

List of Functions, Programs and Services

As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the city budget. In addition, Council members serve as their constituents' links to their local government. When a constituent has a question or concern with city policy or services, they are encouraged to contact their ward Council representative, or any Council at Large member.

Legal Authority

The legislative powers of the City, except as limited by the Charter, are vested in City Council. As the legislative body, Council makes and passes the laws governing the city. The legislative process comprises a number of steps, and includes committee action during which the most intense consideration is given to the proposed measures; this is also the time when citizens are given their opportunity to be heard. Each piece of legislation is referred to the committee that has jurisdiction over the area affected by the measure. Council members serve on at least two committees and all serve on the Committee of the Whole. Most committee meetings are held in the Court's jury room or in the Council Chambers.

Legislation is introduced in the following manner:

1. Legislation is proposed by Council members, the Mayor or administration or by citizen initiative (petition). Under Article III, Section 8 of the City Charter, "each proposed ordinance shall be introduced in written or printed form and shall not contain more than one subject, which shall be clearly stated in the title," with the exception of general appropriation ordinances.
2. Proposed legislation is introduced to Council during a regularly scheduled public Council meeting and referred to the appropriate committee.
3. A committee hearing is held, during which Council members consider the proposed legislation and public commentary.
4. If necessary, the proposed legislation is amended.
5. The committee votes on the legislation.
6. If passed, the legislation is sent to full Council for discussion and a final vote.
7. If passed, the legislation is sent to the Mayor.
8. The Mayor signs the legislation.
9. The proposed legislation becomes a local law.

If the Mayor disapproves and vetoes it, the legislation comes back to Council with the Mayor's written objections. Council can override the Mayor's veto by a two-thirds vote. If the Mayor does not sign or veto the

legislation within ten days after receiving it from Council, it is considered approved.

Contact Information

A Citizen's Guide to Lakewood City Council, meeting dockets, minutes and referrals are available to the public by calling (216) 529-6055, visiting the Council offices at Lakewood City Hall, 12650 Detroit Avenue, or by e-mail directed to CityCouncil@Lakewoodoh.net. Receive information about meeting dates and times 24 hours a day by calling the Lakewood Legislative Information Line at (216) 529-6055.

2006 Accomplishments

1. Participated in a Cleveland State University sponsored retreat to define the City's Vision

2. Completed in-depth mid-year budget review.

3. Held joint City/School public meeting

4 Held quarterly hearings from the Lakewood Chamber of Commerce

5. Increased timeliness and accuracy of Committee Reports to Council

6. Launched the Code Book from a Professional Server providing search engine advancements.

2007 Goals

1. Work closely with the Administration to create a much more citizen-friendly Budget Book

2. Continue Meeting with the Chamber of Commerce on increasing Lakewood's Business-friendly Qualities

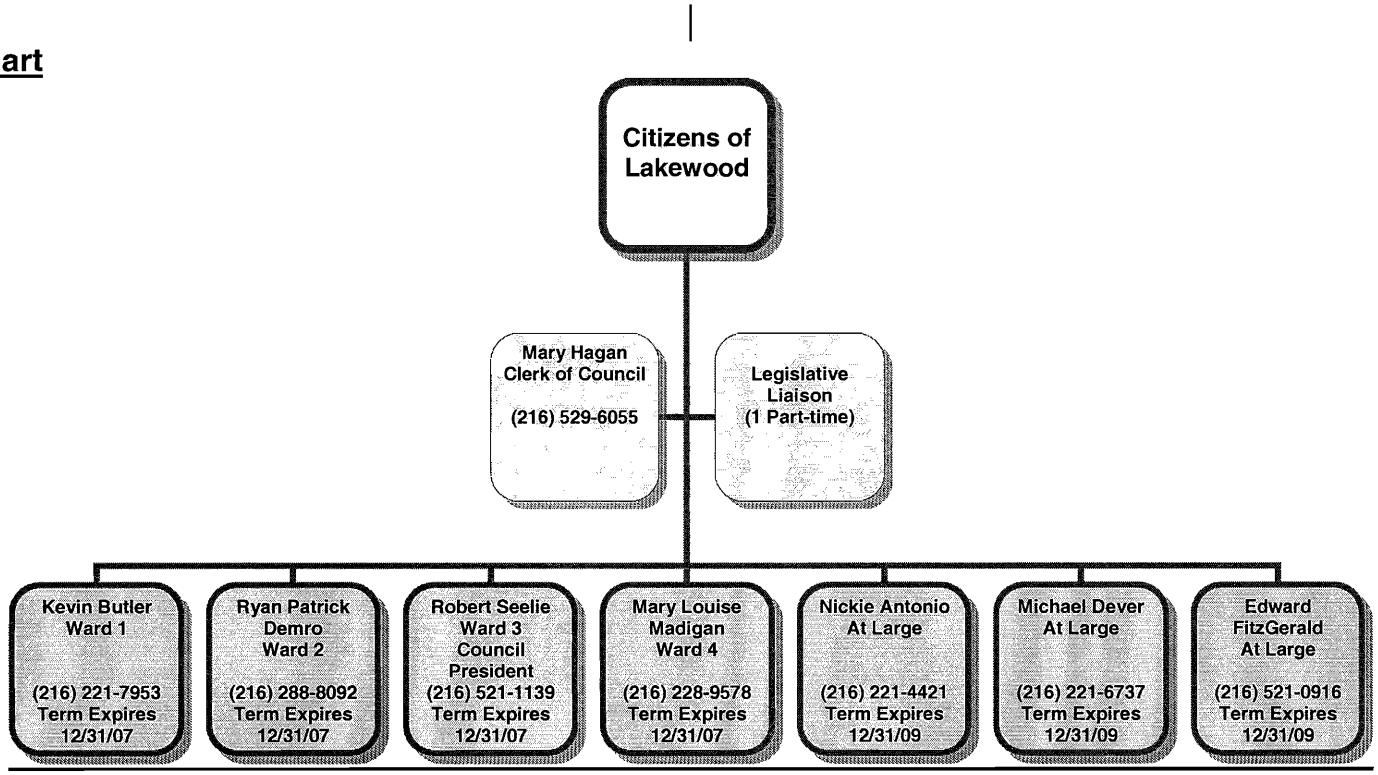
3. Continue Meeting with the Board of Education on issues of shared services and initiatives.

4. Strive to streamline and better coordinate Council's Committee Meetings

5. Work with I.T. to develop a constituent complaint/inquiry/suggestion log template.

6. Work with Document Imaging Company to launch archived legislation, minutes, public documents as well as newly created/adopted documents on searchable website for public access; Reduce staff time in research by creating do-it-yourself access to public documents while reducing costs associated with records requests including reproduction, mailing, faxing etc.

Organizational Chart



Positions

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Clerk of Council	1	1	1	Appointed	Non-Bargaining
Total Full Time Employees	1	1	1		
Part Time Employees					
Legislative Liaison	1	1	1	Appointed	Non-Bargaining
Council Members	7	7	7	Elected	Non-Bargaining
Total Part Time Employees	8	8	8		

Ward Map

Office of City Council General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	135,882	134,923	135,401	125,153	125,154	113,500	122,300
Personnel Benefits	58,148	62,927	62,939	52,989	52,990	51,222	50,369
Total Salaries, Wages & Benefits	194,030	197,850	198,339	178,142	178,144	164,723	172,670
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	2,740	1,400	15	1,400	1,400	0	1,400
Other Employee Benefits	0	0	0	0	0	0	0
Training	1,433	2,456	0	2,456	2,456	0	2,456
Memberships	300	144	144	144	144	144	144
Professional Services	0	11,991	2,900	11,991	11,991	8,855	11,991
Communications	2,245	3,220	1,318	3,220	3,220	1,093	1,250
Insurance	0	0	0	0	0	0	0
Advertising	326	2,000	1,597	2,000	2,000	515	2,000
Rents & Leases	3,091	4,400	3,017	4,400	4,400	3,170	4,400
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	769	1,010	82	1,010	1,010	231	1,010
Contractual Services	0	0	0	0	0	0	0
Office Supplies	1,247	2,700	1,460	2,700	2,700	1,351	2,700
Operating Supplies	1,185	380	37	380	380	0	380
Repair Parts & Supplies	0	200	106	200	200	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	2,480	3,786	2,578	3,786	3,786	1,415	3,786
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Total Operating	15,815	33,687	13,254	33,687	33,687	17,740	31,517
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	1,200	0	924	0	0	0	0
Computer Equipment	1,286	0	0	0	0	0	0
Total Capital	2,486	0	924	0	0	0	0
Total Expenditures	212,331	231,537	212,517	211,829	211,831	182,463	204,187

Lakewood Municipal Court

Contact Information

Honorable Judge Patrick Carroll

Magistrate: Thomas P. Wagner

Clerk of Court: Terri O'Neill

(216) 529-6700

Court Website: http://www.lakewoodcourtoh.com/

2007 General Fund Municipal Court Budget (Fund 101)

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	884,077	872,208	843,410	955,938	955,938	892,179	905,860
Personnel Benefits	127,523	130,664	126,793	139,725	139,725	134,494	132,906
Total Salaries, Wages & Benefits	1,011,600	1,002,872	970,203	1,095,663	1,095,663	1,026,673	1,038,766
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	1,930	5,650	1,638	5,650	5,650	2,205	5,650
Other Employee Benefits	2,075	3,000	2,378	3,500	3,500	2,877	3,500
Training	3,303	3,600	2,515	3,600	3,600	2,305	3,600
Memberships	2,031	1,900	1,823	2,000	2,000	1,803	2,000
Professional Services	20,652	35,000	25,825	37,000	37,000	29,515	41,000
Communications	40,433	54,150	41,524	55,950	55,950	42,152	55,250
Insurance	464	600	561	600	600	561	600
Advertising	0	0	0	0	0	0	0
Rents & Leases	2,009	2,500	1,551	2,500	2,500	1,629	2,500
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	5,123	5,500	3,893	5,500	5,500	2,889	5,500
Contractual Services	0	0	0	0	0	0	0
Office Supplies	13,006	17,000	11,159	21,000	21,000	15,573	21,000
Operating Supplies	7,245	9,400	4,157	9,400	9,000	4,395	9,400
Repair Parts & Supplies	502	900	0	10,400	8,900	170	1,400
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	2,781	4,950	2,697	4,950	5,350	3,168	28,950
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	101,554	144,150	99,722	162,050	160,550	109,243	180,350
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	121	0	0	0	1,500	1,078	20,000
Computer Equipment	0	0	0	0	0	0	0
Total Capital	121	0	0	0	1,500	1,078	20,000
Total Expenditures	1,113,275	1,147,022	1,069,925	1,257,713	1,257,713	1,136,994	1,239,116

Indigent Drivers Alcohol Treatment Fund (Fund 230)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Intergovernmental - State	0	0	8,597	8,600	8,600	7,520	7,000
Special Fees	14,035	13,500	5,351	4,500	4,500	6,148	5,500
Total Revenue	14,035	13,500	13,948	13,100	13,100	13,668	12,500
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	0	0
Personnel Benefits	0	0	0	0	0	0	0
Total Salaries, Wages & Benefits	0	0	0	0	0	0	0
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Service	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	8,465	141,821	16,755	138,613	138,613	0	151,263
Total Operating	8,465	141,821	16,755	138,613	138,613	0	151,263
Total Expenditures	8,465	141,821	16,755	138,613	138,613	0	151,263
Excess of revenues and other sources over expenditures and other funds	5,570	(128,321)	(2,807)	(125,513)	(125,513)	13,668	(138,763)
Fund Balance Jan. 1	122,751	128,321	128,321	125,513	125,513	125,513	139,182
Fund Balance Dec. 31	128,321	0	125,513	0	0	139,182	419

***Please note revenue and expenditure amounts listed for the and 2007 Adopted Budget for Fund 230 Indigent Alcohol Treatment Fund are generated solely by the Finance Department with no input from the Municipal Court.**

The Indigent Drivers Alcohol Treatment Fund accounts for the revenues from fines levied by the Lakewood Municipal Court resulting from Driving under the Influence (DUI) convictions, and from the State of Ohio from restatement fees of licenses that were suspended by persons convicted of DUI's.

Political Subdivision Fund (Fund 232)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Special Fees	3,945	5,000	1,832	1,500	1,500	3,086	2,500
Total Revenue	3,945	5,000	1,832	1,500	1,500	3,086	2,500
Total Expenditures	0	0	0	0	0	0	0
Other Sources/Uses							
Transfers to Other Funds	(5,000)	0	0	(1,500)	(1,500)	0	0
Total Other Sources/Uses	(5,000)	0	0	(1,500)	(1,500)	0	0
Excess of Revenues and other sources over expenditures and other funds	(1,055)	5,000	1,832	0	0	3,086	2,500
Fund Balance Jan. 1	1,338	283	283	2,115	2,115	2,115	5,201
Fund Balance Dec. 31	283	5,283	2,115	2,115	2,115	5,201	7,701

***Please note revenue and expenditure amounts listed for the 2007 Adopted Budget for Fund 232 Political Subdivision Fund are generated solely by the Finance Department with no input from the Municipal Court.**

The Political Subdivision Fund receives revenues from fines levied by the Lakewood Municipal Court resulting from D.U.I convictions.

Computer Maintenance Fund (Fund 234)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Special Fees	23,375	23,000	21,669	17,500	31,918	31,918	30,000
Total Revenue	23,375	23,000	21,669	17,500	31,918	31,918	30,000
Operating							
Contractual Services	34,406	52,015	51,306	35,870	49,934	49,934	30,000
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	40	3,845	3,845	0	0	0	0
Repair Parts & Supplies	0	0	0	0	0	0	0
Total Operating	34,446	55,860	55,151	35,870	49,934	49,934	30,000
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Equipment & Machinery	0	0	0	0	0	0	0
Computer Equipment	2,024	17,155	163	0	354	354	0
Total Capital	2,024	17,155	163	0	354	354	0
Total Expenditures	36,470	73,015	55,314	35,870	50,288	50,287	30,000
Excess of revenues and other sources over expenditures and other funds	(13,095)	(50,015)	(33,645)	(18,370)	(18,370)	(18,369)	0
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Audit Adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	65,110	52,015	52,015	18,370	18,370	18,370	0
Fund Balance Dec. 31	52,015	2,000	18,370	0	0	0	0

***Please note revenue and expenditure amounts listed for the 2007 Adopted Budget for Fund 234 Computer Maintenance Fund are generated solely by the Finance Department with no input from the Municipal Court.**

The Computer Maintenance Fund receives revenues per court case assessment, and pursuant to Ohio Revised Code Section 1901.26, this Fund is maintained for payment of computer maintenance costs of the Lakewood Municipal Court. The Computer Legal Research Fund's (Fund 233) available balance was combined with the Computer Maintenance Fund on December 31, 2003.

Court Special Projects Fund (Fund 235)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Special Fees	40,687	40,000	43,235	35,000	35,000	80,156	75,000
Total Revenue	40,687	40,000	43,235	35,000	35,000	80,156	75,000
Salaries, Wages & Benefits							
Salaries and Wages	982	1,200	0	0	0	0	0
Personnel Benefits	147	180	0	0	0	0	0
Total Salaries, Wages & Benefits	1,129	1,380	0	0	0	0	0
Operating							
Training	500	500	0	0	0	0	0
Rents & Leases	0	0	0	48,000	0	3,836	0
Contractual Services	0	38,120	0	38,120	38,120	1,845	0
Total Operating	500	38,620	0	86,120	38,120	5,680	0
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Equipment & Machinery	0	56,647	0	48,762	1,762	0	0
Computer Equipment	0	0	0	0	95,000	93,105	156,253
Total Capital	0	56,647	0	48,762	96,762	93,105	156,253
Total Expenditures	1,629	96,647	0	134,882	134,882	98,785	156,253
Excess of revenues and other sources over expenditures and other funds	39,058	(56,647)	43,235	(99,882)	(99,882)	(18,629)	(81,253)
Fund Balance Jan. 1	17,589	56,647	56,647	99,882	99,882	99,882	81,253
Fund Balance Dec. 31	56,647	0	99,882	0	0	81,253	0

***Please note revenue and expenditure amounts listed for the 2007 Adopted Budget for Fund 235 Court Special Projects Fund are generated solely by the Finance Department with no input from the Municipal Court.**

This Fund receives revenues per court case assessment. Pursuant to Ohio Revised Code Section 1901.26, this Fund is maintained for payment of special project costs, such as, acquisition and/or rehabilitation of facilities and equipment, personnel training and other related programs of the Lakewood Municipal Court.

Court Probation Service (Fund 236)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Special Fees	34,957	30,000	30,104	30,000	30,000	30,582	30,000
Total Revenue	34,957	30,000	30,104	30,000	30,000	30,582	30,000
Salaries, Wages & Benefits							
Salaries and Wages	31,179	56,104	54,942	24,500	24,500	1,170	0
Personnel Benefits	4,655	4,500	8,511	3,788	3,787	177	0
Total Salaries, Wages & Benefits	35,834	60,604	63,453	28,288	28,287	1,347	0
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	0
Travel & Transportation	244	0	0	200	200	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	800	800	750	800	800	750	800
Memberships	25	50	25	0	0	50	0
Professional Services	4,479	6,780	5,343	0	0	1,758	24,996
Operating Supplies	1,297	1,450	1,447	713	713	881	0
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Total Operating	6,846	9,080	7,564	1,713	1,713	3,439	25,796
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Equipment & Machinery	0	1,333	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	1,333	0	0	0	0	0
Total Expenditures	42,680	71,017	71,017	30,001	30,000	4,786	25,796
Excess of revenues and other sources over expenditures and other funds	(7,723)	(41,017)	(40,913)	(1)	0	25,796	4,204
Fund Balance Jan. 1	48,636	40,913	40,913	0	0	0	25,796
Fund Balance Dec. 31	40,913	(104)	0	0	0	25,796	30,000

***Please note revenue and expenditure amounts listed for the 2007 Adopted Budget for Fund 236 Court Probation Services Fund are generated solely by the Finance Department with no input from the Municipal Court.**

This Fund receives revenues per court case assessment, applicable only to court cases involving criminal defendants who are placed on active probation. Pursuant to Ohio Revised Code Section 737.41 and 2951.021, this Fund is maintained for the efficient operation of the Probation Department of the Lakewood Municipal Court, by supporting long term capital improvements and programs not funded by the Court's General Fund operating budget.

Office of Mayor

Legal Authority

The Mayor of Lakewood is the chief elected official of the City and serves as its principal representative and spokesperson. The powers of the Mayor are established by charter, specifically by Article II of the Second Amended Charter (Sec. 1-10), approved by Lakewood voters on November 7, 2000. The position of Mayor is full-time (Art.II, Sec. 9), and the salary of the Mayor is established by ordinance adopted not less than thirty days prior to the final date for the filing of nominating petitions by candidates for the office of Mayor (Art.II, Sec. 5).

In addition to serving as the chief executive officer, the Mayor also serves as the Public Safety Director, the chief conservator of the peace within the City. Article II, Section 6, which enumerates the "General Powers and Duties of Mayor," establishes that the Mayor supervises the administration of the affairs of the City and sees that all ordinances of the City are enforced. The Mayor may recommend that City Council adopt "such measures as the Mayor may deem necessary or expedient," and the Mayor is entitled to introduce ordinances and resolutions and take part in the discussion of all matters that come before City Council (Art.II, Sec. 10). Performance of the Mayor's powers and duties are conferred or required by the Second Amended Charter, by ordinance or resolution of Council, or by general law.

Contact Information

THOMAS J. GEORGE, MAYOR, CITY OF LAKEWOOD
Mayor's Office
12650 Detroit Avenue
Lakewood, Ohio 44107
(216) 529-6600

2006 Accomplishments

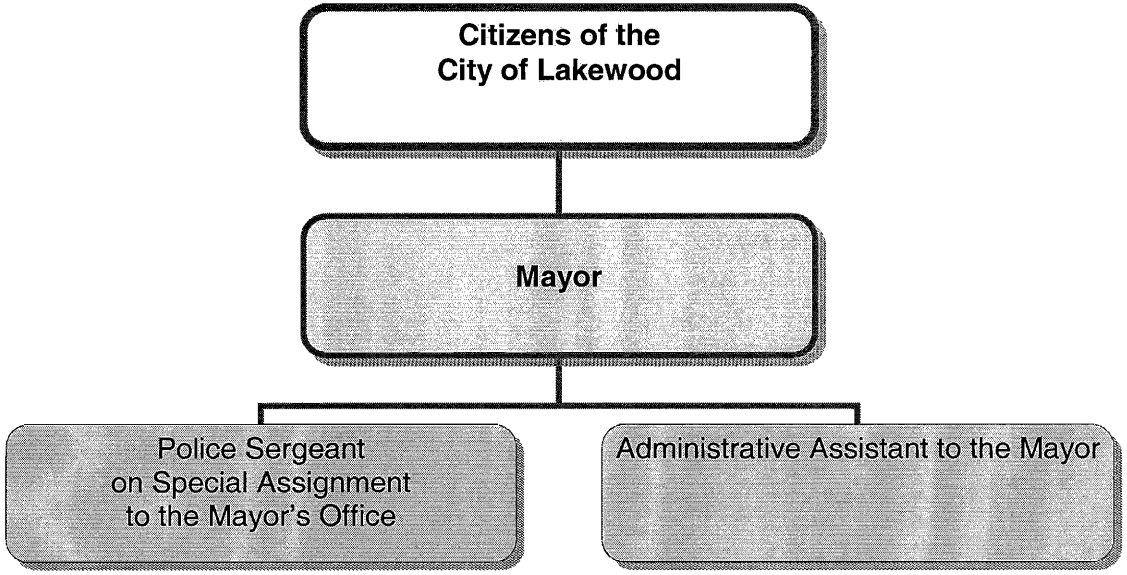
- Mayor Thomas J. George was elected or appointed to the following positions:
  - President of the Ohio Municipal League. The Ohio Municipal League (OML) was incorporated as an Ohio non-profit corporation in 1952 by city and village officials who saw the need for a statewide association to serve the interests of Ohio municipal government. The OML represents the collective interest of Ohio cities and villages before the Ohio General Assembly and the state elected and administrative offices.
  - The Executive Board of the Northeast Ohio Mayors and Managers Association Board of Trustees. Mayor George represents Cuyahoga County on this Executive Board. The board consists of mayors and city managers from Northeast Ohio counties including Ashtabula, Geauga, Cuyahoga, Lake, Lorain, Medina and Summit. The President of the organization this year is Mayor William A. Currin from Hudson in Summit County. The Northeast Ohio Mayors and Managers Association is particularly involved in regional partnerships involving municipalities throughout northeast Ohio.
  - The Energy, Environment and Natural Resources (EENR) Policy and Advocacy Committee of the National League of Cities (NLC). The EENR Policy and Advocacy Committee is responsible for developing policy recommendations on issues such as air quality, water quality, energy policy, national wetlands policy, noise control, and solid and hazardous waste management.
  - Vice-Chair of the National League of Cities *First Tier Suburbs Council* for 2007. The First Tier Suburbs Council was established in 2002 to address the unique set of challenges faced by municipalities located outside of central cities and inside the ring of developing suburbs and rural areas. The purpose of the Council is to allow local elected officials from these cities to network with each other and discuss common needs, raise the visibility of first tier suburbs, articulate their unique challenges and opportunities, and encourage NLC to be a vehicle to advance these issues.

- Other accomplishments include:
  - Secured funding for Lakewood Park Promenade through the Ohio Public Works Commission
  - Worked closely with all County offices on a variety of projects including The Cliffs, foreclosures and regional initiatives
  - Met monthly with Lakewood City School Board members, Lakewood Public Library Board members regarding city issues
  - Met regularly with Lakewood Hospital management and other key Lakewood institutions regarding city issues.
  - Managed day to day operations of City
  - Attended numerous ceremonial activities associated with duties of mayor

2007 Goals

- Bi-annual 2007 goals and update reports/meetings with Directors and Chiefs
- Implementation of Main Street program
- Implementation of Grow Lakewood recommendations
- Implementation of CSU Community Vision recommendations
- Continue to implement customer friendly city hall initiatives
- Continue to make City hall assessable
- Implementation and support of CitiStat recommendations
- Continued implementation of 1992 Community Vision and 2000 Main Street study

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Mayor	1	1	1	Elected	Non-Bargaining
Administrative Assistant to Mayor	1	1	1	Civil Service	Non-Bargaining
Total Full Time Employees	2	2	2		
Part Time Employees					
Office Intern	1	0	0	n/a	n/a
Total Part Time Employees	1	0	0		

General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	222,182	187,806	151,587	122,673	123,439	125,579	130,367
Personnel Benefits	55,558	42,693	37,170	33,945	33,946	33,584	39,702
Total Salaries, Wages & Benefits	277,739	230,499	188,757	156,618	157,385	159,163	170,069
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	3,679	5,400	4,582	4,925	1,975	1,253	1,925
Other Employee Benefits	0	0	0	0	0	0	0
Training	1,175	2,400	1,834	1,970	20	0	1,970
Memberships	6,700	6,650	6,608	6,944	6,844	6,798	6,800
Professional Services	0	0	0	0	0	0	0
Communications	2,235	2,675	1,933	3,325	1,825	1,654	1,825
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	3	300	0	1,000	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	654	750	960	739	649	645	500
Contractual Services	0	0	0	0	3,333	2,942	6,000
Office Supplies	795	2,165	1,623	1,812	3,052	3,014	2,000
Operating Supplies	1,571	1,990	1,765	1,517	3,267	2,790	2,600
Repair Parts & Supplies	50	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	895	982	918	757	1,257	1,233	957
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Total Operating	17,756	23,312	20,223	22,989	22,222	20,330	24,577
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	4,326	0	1,271	0	0	0	0
Computer Equipment	2,280	200	200	0	0	0	0
Total Capital	6,605	200	1,471	0	0	0	0
Total Expenditures	302,100	254,011	210,451	179,607	179,607	179,493	194,646

Office of Civil Service

Description

The Office of Civil Service creates, circulates, directs and enforces rules for the appointment, promotion, transfer, lay-off, reinstatement, suspension and removal of employees in classified service of the City.

List of Functions, Programs and Services

- Administers Entry Test for Firefighters and Patrol Officers
- Administers Police Promotional Exams
- Administers Fire Promotional Exams
- Conducts Non-Competitive Exams
- Review of Salaries for Mayor and Council
- Recommends Amendments of Rules and Regulations
- Serve as Civil Service Commission to the Board of Education

Legal Authority and Date Established

The Civil Service Commission consists of three members who are electors of the City appointed pursuant to Article XI of the City of Lakewood Charter. Members of the Commission shall not hold any other office or position of employment with the City, and no more than two members shall be adherents of the same political party. The Mayor shall appoint two persons as members of the Civil Service Commission, and Council shall appoint one member of the Civil Service Commission. Each member of the Commission shall serve a term of three years and until his or her successor has been appointed and qualified for office. The members of the Commission shall be ineligible to be reappointed to succeed themselves for more than one additional three (3) year term, unless the member is completing a term for which he or she was appointed to fill a mid-term vacancy. The appointing authority shall have the right to remove any member of the Commission for cause.

Contact Information

Jeannine Petrus, Secretary to the Commission
(216) 529-6040
civilservice@lakewoodoh.net

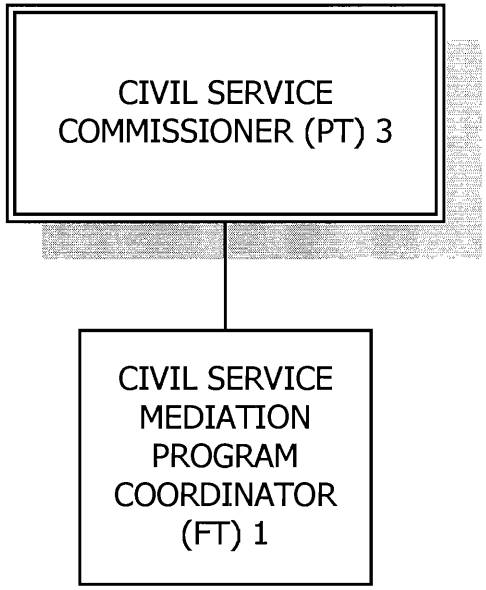
2006 Accomplishments

Exams Administered in 2006	Number of Applicants
Entry Firefighter	140
Entry Patrol Officer	200
Capt. Police Promotion	3
Lt. Police Promotion	3
Sgt. Police Promotion	27
Entry Secretary for the Board of Education	60
Non-Competitive Exams	9

2007 Goals

- Look more thoroughly into Regional Testing (i.e., pros and cons, interests from other cities, cost savings, etc.)
- Attend meetings of the Northeast Ohio Civil Service Commissioners.
- Explore the possibilities of regional testing at Tri-C for Police Physical Ability examination.
- Finalize Amended Rules and Regulations

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Civil Service/Med. Prog. Coordinator	1	1	1	Appointed	Non-Bargaining
Total Full Time Employees	1	1	1		
Part-Time Employees					
Civil Service Commissioner	3	3	3	Appointed	n/a
Total Part Time Employees	3	3	3		

Leave Usage Tables

	YTD	Avg # of FT
Employee Hours	2,080	1.0

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	8	1.0	4.06%
Funeral Leave	0	0.0	0.00%
Holiday	80	10.0	40.61%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	24	3.0	12.18%
Sick Leave	13	1.6	6.60%
Vacation	72	9.0	36.55%
Total Hours Absent	197	24.6	100.00%

Percentage of Hours Worked **90.53%**

Hours of On Call Time	0
Hours of Overtime	3
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**0.00**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	58,645	57,491	57,650	54,016	54,516	55,276	55,860
Personnel Benefits	18,710	18,262	17,214	17,792	17,791	17,906	20,880
Total Salaries, Wages & Benefits	77,354	75,753	74,864	71,807	72,307	73,182	76,740
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	25	25	0	25	25	25	25
Professional Services	25,271	45,870	36,363	56,016	55,891	38,371	26,050
Communications	740	950	578	950	825	817	750
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	433	400	104	400	0	0	400
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	200	0	200	200	251	200
Contractual Services	0	0	0	0	0	0	0
Office Supplies	166	360	225	360	360	148	360
Operating Supplies	32	850	0	850	125	125	625
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	611	570	484	570	570	698	585
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	27,279	49,225	37,754	59,371	57,996	40,435	28,995
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	400	150	296	0	875	1,117	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	400	150	296	0	875	1,117	0
Total Expenditures	105,034	125,128	112,915	131,178	131,178	114,733	105,735

Variances

Project a reduction in professional services due to having current eligible lists. 2006 was a big year for examinations for Police and Fire entry level testing, School Board secretary testing (which is paid for by Board of Education) and promotional testing for Police in three ranks. Anticipate a large jump for 2008 due to the expiration of eligible lists in all the above categories.

Discussion of Revenues

The City charges a fee for all entry level exams. Firefighter/Paramedics take a physical ability exam at Tri-C and the fee for that is paid by them personally. The City's fee for the written examination was $25 and the total number of applicants was $140, for total revenue of $3,500.00. The examination for Patrol Officer is comprised of both a written and physical ability exam. The fee was $40 and the total number of applicants was 200, for total revenue of $8000.00.

Office of Community Relations

Mission

The mission of the Office of Community Relations is to:

- Promote a positive, vibrant image of the City of Lakewood to existing or prospective residents, the business community and media to ensure maximum recognition of the unique benefits, resources and strengths of the Lakewood community.
- Generate a civic pride and confidence in Lakewood's future by communicating its assets and development both externally and internally and enhance Lakewood's image.

Description

The Department of Community Relations provides information about City services, activities, resources, programs and amenities through the creating of community newsletters, advertisements, flyers, media releases and the City official web site.

Community Relations will keep residents of the City engaged in ventures that promote a positive community image, maintain and improve avenues of communication designed to inform and educate the public, support community groups, plan events and manage the news media. The department is guided by the following tenets:

- Effectively reach targeted audiences both inside and outside the City of Lakewood, relying on newsletters and advertisements that inform, educate and promote the strengths of the community.
- Attract new residents, business investment and corporate/foundation dollars to the community through a sustained marketing effort.
- Promote understanding and cooperation among culturally and racially diverse groups of the City through programs, literature, and informational & referral services for the purpose of keeping our neighborhoods unified and safe.
- Affirm the values derived from the existence, recognition, understanding and tolerance of differences, while facilitating greater recognition by different interest groups of their obligations and commitments to others, leading to the development of a community that is cohesive and diverse.

This department also promotes Lakewood through a variety of campaigns and activities intended to promote a positive, vibrant image of the City of Lakewood and generate civic pride and confidence in Lakewood (e.g., "Its Lakewood's Time!" slogan) to new or prospective residents, the business community and the media.

List of Functions, Programs and Services

- Community Event Coordination
- Website Enhancements/Maintenance
- City Press Release Preparation
- External Communication to Residents
- Internal Communications
- Media Relations

Contact Information

Melissa Garrett, Community Relations Specialist
12650 Detroit Avenue
Lakewood, Ohio 44107
(216) 529-6650

2006 Accomplishments

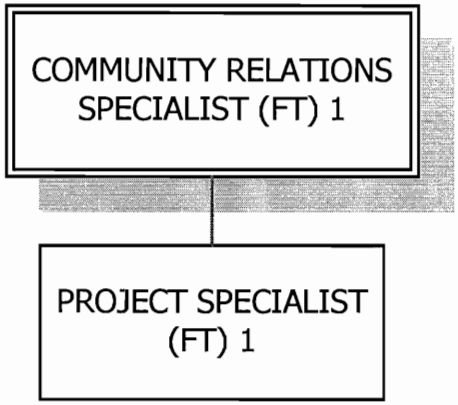
- **Community Event Coordination**
  - Band Concerts
  - Friday Night Flicks
  - Fourth of July Parade and Fireworks
  - Lakewood Memorabilia Day
  - Meet the Trucks
  - Lakewood Community Festival,
  - Lakewood Farmers Market
  - Sinagra Park Dedication
  - Underground Railroad Marker Dedication
  - Holiday Lighting Festival
- **Website Enhancements/Maintenance**
  - The following web pages were added:
    - Planning Department Studies & Reports
    - Department of Community Development application forms
    - Municipal Income Tax web pages
    - Ward map
    - Adopt-A-Pet and Lost & Found pages
- **City Press Release Preparation**
  - 91 press releases were issued in 2006
- **External Communication to Residents** As of 12/8/06,
  - 666 New Resident Packets Distributed,
  - 12 Water Bill Statements with community messages,
  - 16 advertisements placed in various publications, flyers, and school tours
- **Internal Communications**
  - 12 Employee Newsletters produced in 2006
  - Flyers/brochures/advertisements are edited by Office of Community Relations for consistent message communication, joint coordination of events like Realtor's Seminar, Pumpkin Palooza, etc
- **Media Relations**
  - Responding to requests from the media

2007 & Beyond Proposed Productivity Investments / Operational and Cost Enhancements

The biggest investment for most of the programs/functions provided by the Office of Community Relations is employee time to carry out those programs and functions. An increase in budget for items such as band concerts, Friday Night Flicks would enhance services because we would be able to provide more concerts and movies for our residents.

The best way to reduce cost for community events would be to allow for sponsorships of these events. We could potentially have these events paid for by outside organizations once our sponsorship guidelines are in place.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Executive Asst. to Mayor/Comm. Rel.	0	0	0	Appointed	Non-Bargaining
Community Relations Specialist	1	1	1	Appointed	AFSCME II
Project Specialist	0	1	1	Civil Service	Non-Bargaining
Total Full Time Employees	1	2	2		
Part Time Employees					
Executive Asst. to Mayor/Comm. Rel.	1	0	0	n/a	n/a
Total Part Time Employees	1	0	0		

Leave Usage Tables

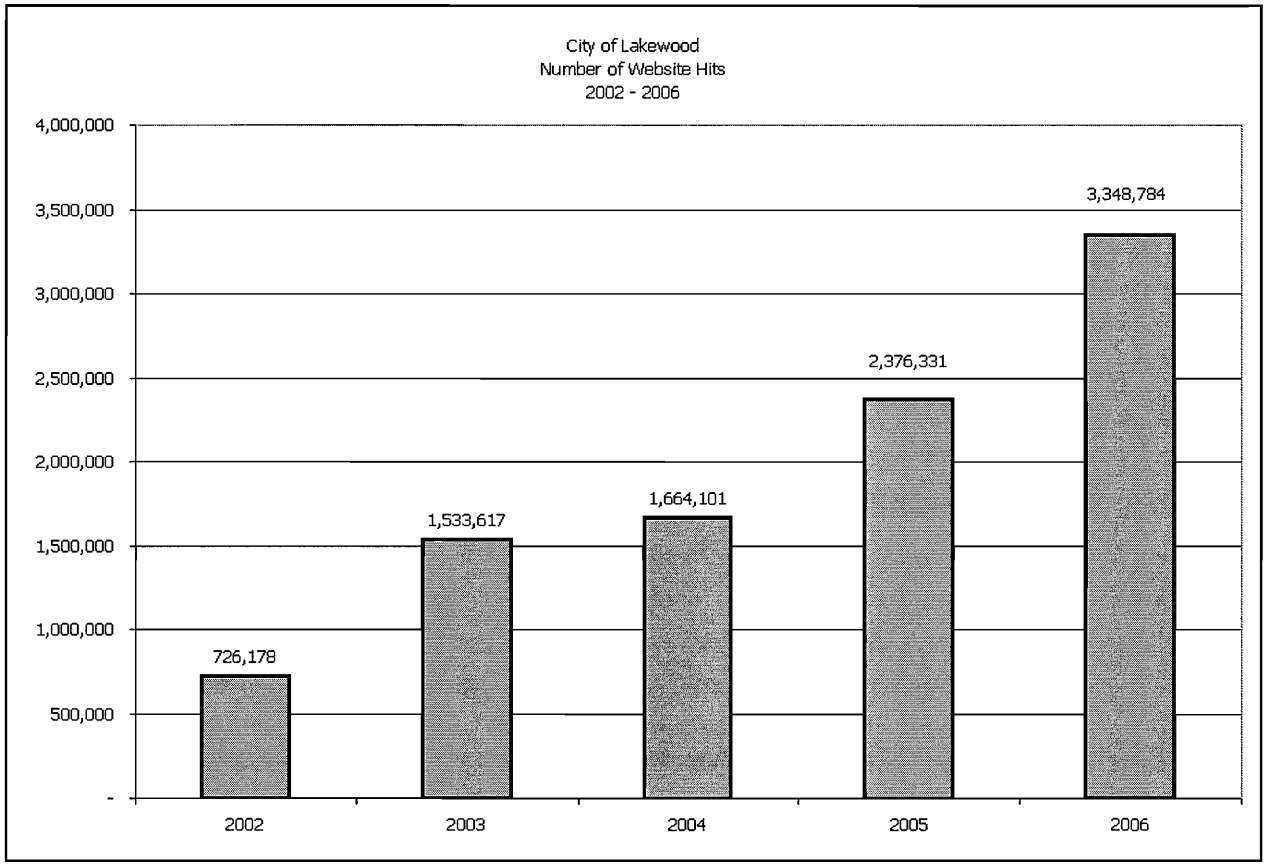
	YTD	Avg # of FT	
Employee Hours	4,080	2.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	16	1.0	1.44%
Funeral Leave	80	5.1	7.20%
Holiday	144	9.2	12.95%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	48	3.1	4.32%
Sick Leave	590	37.6	53.05%
Vacation	234	14.9	21.05%
Total Hours Absent	1,112	70.8	100.00%

Percentage of Hours Worked **72.75%**

Hours of On Call Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**-**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements



Website Hits for 2006: 3,348,784
The number of website hits continues to increase by large numbers each year. In 2006, there was a 41% increase in hits from 2005.

Community Relations General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	53,983	74,932	49,312	74,298	74,298	81,971	87,409
Personnel Benefits	20,249	15,600	12,976	15,822	15,822	16,988	29,895
Total Salaries, Wages & Benefits	74,232	90,532	62,288	90,120	90,120	98,959	117,304
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	38	44	18	44	44	18	44
Professional Services	1,671	8,000	4,872	7,880	6,305	4,291	5,236
Communications	2,225	8,800	1,432	10,145	7,145	1,128	2,050
Insurance	0	0	0	0	0	0	0
Advertising	4,224	12,500	7,638	9,812	12,812	9,217	10,000
Rents & Leases	1,728	1,300	759	1,300	1,300	435	1,300
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	2,628	12,600	6,452	9,775	4,675	3,307	5,000
Contractual Services	5,128	5,000	5,000	4,925	5,000	5,000	5,000
Office Supplies	2,247	2,700	1,865	2,659	2,659	2,292	2,000
Operating Supplies	5,075	3,400	2,824	985	2,735	2,439	3,200
Repair Parts & Supplies	0	50	0	50	50	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	1,313	2,170	1,449	2,170	2,170	1,415	1,770
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Total Operating	26,274	56,564	32,309	49,745	44,895	29,542	35,600
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	800	0	693	0	3,500	4,041	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	800	0	693	0	3,500	4,041	0
Total Expenditures	101,306	147,096	95,291	139,865	138,515	132,542	152,904

Community Festival (Fund 213) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
4th of July donations	0	0	0	0	0	0	0
Arts Festival	3,000	3,000	4,000	3,000	3,000	3,850	3,000
Total Revenue	3,000	3,000	4,000	3,000	3,000	3,850	3,000
Salaries, Wages & Benefits							
Salaries & Wages	9,384	7,536	4,359	7,500	7,750	7,546	10,000
Personnel Benefits	1,361	1,130	634	1,136	1,300	1,106	1,530
Total Salaries, Wages & Benefits	10,745	8,666	4,993	8,636	9,050	8,652	11,530
Total Expenditures	10,745	8,666	4,993	8,636	9,050	8,652	11,530
Other Sources/Uses							
Transfers from other funds	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Other Sources/Uses	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Excess of revenues and other sources and other uses	(2,745)	(666)	4,007	(636)	(1,050)	198	(3,530)
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance January 1	6,641	3,896	3,896	7,903	7,903	7,903	8,101
Fund Balance December 31	3,896	3,230	7,903	7,267	6,853	8,101	4,571

Department of Law

Mission

The Law Department of the City of Lakewood, under the direction of the City's Law Director, functions as the attorney for the City of Lakewood and its officials by providing legal advice to the Mayor, City Council and all of the various departments. The Law Department represents the City in all court proceedings and before any administrative body. The Law Department prepares legislation, contracts and all legal documents to ensure all business of the City is conducted in a proper and legal manner.

Description

The Law Department's responsibilities encompass two general areas: 1) representing the City in criminal and civil proceedings; and 2) serving as legal counsel and advisor to the City, its agencies and officials. More specifically, the Law Department prosecutes and defends all claims and lawsuits for and against the City and its officials and prosecutes criminal actions in the Lakewood Municipal Court and provides a non-criminal mediation program for dispute resolution.

As legal advisor to the City, its Departments, Boards, Commissions and Officials, the Law Department prepares documents, legislation, renders both formal and informal opinions and performs other services as required by the City Charter and the Ohio Revised Code.

List of Functions, Programs and Services

- Legislation
  - 22 Council Meetings, Committee Meetings, Advise Council/Mayor
- Docket
  - Review, Prepare and Organize New Items for Docket
- Boards and Committees
  - Attended all Board and Committee Meetings, Legal Advisor to BZA, Planning, ARB, and Civil Service
- Contracts
  - Review, Prepare, Negotiate, Approve Contracts for all Departments in City
- Lawsuits
  - Defend City against all civil claims and suits filed.
- Public Records Request
  - Review, assist and advise in all Public Records requests made to the City.
- Employment Matters
  - Advise City on all employment related matters. Represents/defends City on mediations, arbitrations and grievances. Assist in contract negotiations/labor management meetings.
- Prosecution of Criminal Matters
  - Prosecution of all criminal matters before Municipal Court.
- Building Code Violations
  - Building Department Code Violations Prosecutor Hearings, Court Appearances
- Juvenile Court Diversion
  - Represent City in Juvenile Court Diversion Cases
- Municipal Court Representation
  - Advise/Represent Court in legal/ employment matters.

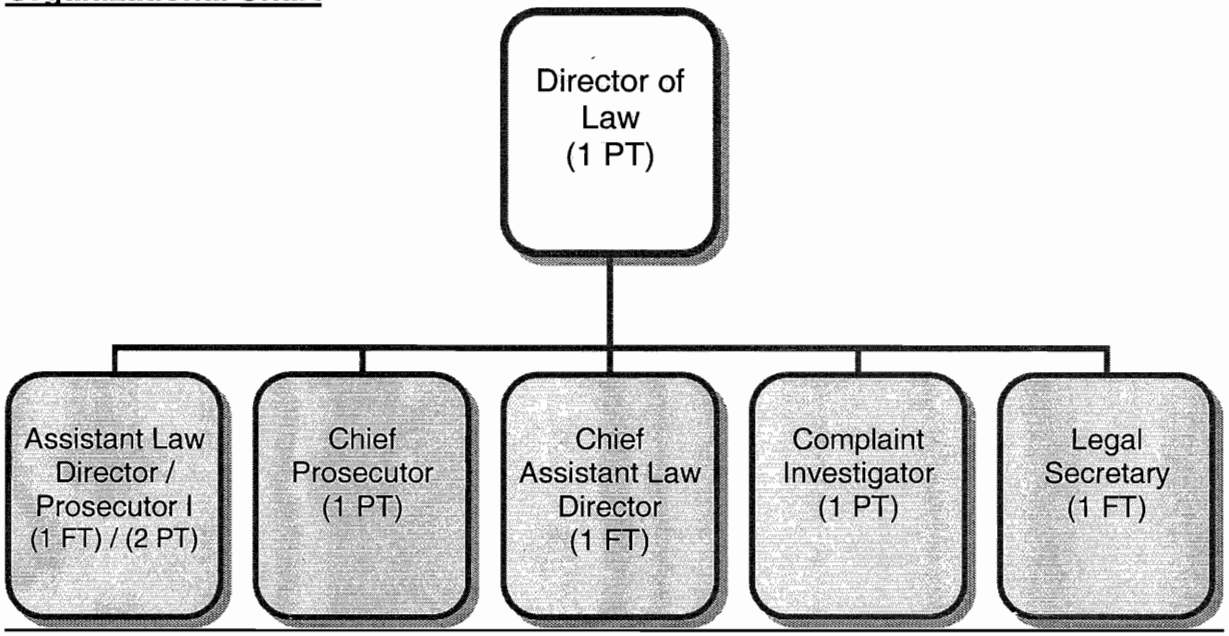
Contact Information

Brian T. Corrigan
Law Director

Criminal Division:
Regis McGann
Chief Prosecutor

Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6030
Fax (216) 228-2514
law@lakewoodoh.net

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Asst. Law Director/Pros. I	1	1	1	Appointed	Non-Bargaining
Chief Assistant Law Director	1	1	1	Appointed	Non-Bargaining
Legal Secretary	1	1	1	Appointed	Non-Bargaining
Total Full Time Employees	3	3	3		
Part Time Employees					
Director of Law	1	1	1	Appointed	Non-Bargaining
Asst. Law Director/Pros. I	2	2	2	n/a	n/a
Chief Prosecutor	1	1	1	n/a	n/a
Complaint Investigator	1	1	1	n/a	n/a
Law Clerk	0	0	0	n/a	n/a
Total Part Time Employees	5	5	5		

Department of Law General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	337,139	328,392	323,268	367,203	347,203	338,485	371,029
Personnel Benefits	99,139	99,886	96,006	93,267	93,266	87,816	106,293
Total Salaries, Wages & Benefits	436,278	428,278	419,274	460,470	440,469	426,301	477,322
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	147	350	5	345	345	128	275
Other Employee Benefits	0	0	0	0	0	0	0
Training	370	1,700	1,290	1,970	1,970	650	1,250
Memberships	788	1,000	693	985	985	693	750
Professional Services	145,487	160,887	157,142	123,233	92,033	88,900	98,118
Communications	4,972	6,025	3,285	5,935	5,935	3,501	4,200
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	365	800	91	800	400	0	300
Printing & Reproduction	367	350	0	345	345	134	300
Contractual Services	0	250	0	246	246	0	0
Office Supplies	1,309	1,520	556	1,989	1,489	1,401	1,230
Operating Supplies	8,050	9,750	9,681	9,309	10,909	9,608	10,100
Repair Parts & Supplies	351	125	0	123	123	0	0
Service Agreements	792	1,370	1,138	1,370	1,370	1,106	1,450
Total Operating	162,997	184,127	173,881	146,650	116,150	106,120	117,973
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	150	65	0	0	0	0
Machinery & Equipment	3,200	0	1,849	0	500	2,289	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	3,200	150	1,914	0	500	2,289	0
Total Expenditures	602,475	612,555	595,069	607,120	557,119	534,711	595,295

Department of Finance
Division of Finance

Mission

The mission of the Division of Finance is to maintain and strengthen the fiscal integrity of the City of Lakewood.

List of Functions, Programs and Services

The Finance Department's main objective is to maintain and strengthen the City's financial integrity by performing the following administrative functions:

- **Financial Reporting**
  - Prepare of Annual Budgets
  - Prepare of the Comprehensive Annual Financial Report (CAFR)
  - Prepare and Distribution of Month End Detailed Budget Reports
  - Prepare reports to Departments for Month End Expenditures over Budget, and Project Status Reports
- **Financial and Legal Compliance**
  - Prepare and Introduce Financial Legislation to Council
  - Submit Amendments to Ordinances and Resolutions throughout year as required
  - Undergo an Annual Financial Audit overseen by the State of Ohio Office of the Auditor
  - Prepare reporting of Labor Standards Report for CDBG projects and programs
  - Attend Fair Employment Wage Board Meetings
  - Maintain Living Wage Rate and reporting to City
- **General Accounting**
  - Oversee General and Capital Expenditures of City
- **Accounts Payable**
- **Revenue and Accounts Receivable**
  - Training/Implementation of Merchant Services – receipt of credit card payment to the City
- **Payroll**
- **Purchasing**
  - Produce all Purchase Orders for City
  - Ensure Departments do not exceed spending limits set forth in the budget and/or contracting authority
  - Prepare Board of Control documents and run meeting with Mayor and Directors
  - Produce all Bid and RFP Packages for Departments
  - Produce Contracts for Bid Packages
  - Administer Purchasing Card (P-Card) program for City, as well as including Home Depot and Staples Credit Cards
  - Administrator of HTE purchasing approval authority & entering requisitions
  - Work with outside purchasing consortiums
  - Prepare Blanket PO's for Finance & administer payments throughout year
  - Maintain Purchasing Web Page on City's Website with Bids/RFP's
- **Cash Management**
- **Investments**
- **Debt Management**
- **Fixed Asset Management**
  - Run City Auction
  - Administrator of Office/Computer Supplies throughout City
  - Responsible for maintenance/inventory of typewriters, copy & fax machines
- **Risk Management**
  - Maintain Liability Insurance for City
  - Work with outside consulting firms for City's insurance programs
- **Miscellaneous**
  - Maintain Mail Room, funds in mail machine, operation of copy machine

Legal Authority

The Division of Finance is governed by numerous sections within the Ohio Revised Code (ORC), especially ORC § 5705 that deals with government budgetary requirements.

The Chapter 111 of the Codified Ordinances of the City of Lakewood pertains to purchasing and contracting, and Chapter 129 governs the Department of Finance: Moneys, Investments and Funds.

Contact Information

Jennifer Pae
Finance Director
12650 Detroit Avenue
(216) 529-6092
Finance@lakewoodoh.net

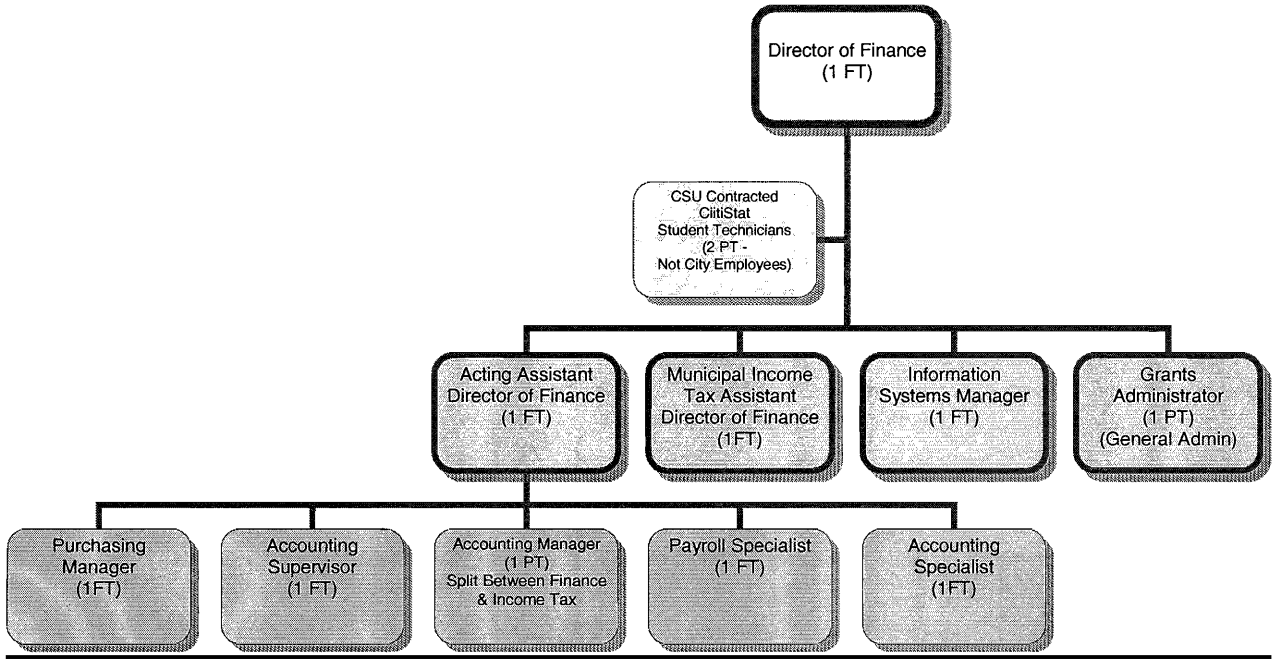
2006 Accomplishments

- Issued a RFP for banking services in an effort to reduce costs.
- The 2006 year-end change to cut-off requisitions from November 1 to October 1.

2007 Goals

- **Financial Reporting**
  - Amend format of Comprehensive Budget Book
- **Financial and Legal Compliance**
  - Create a Purchasing and Fixed Asset Manual
  - Create a Finance Dept. Policy & Procedure Manual
- **Payroll**
  - Enhanced reporting of Police payroll beginning in January will reduce paperwork, increase efficiency and provide more detailed payroll records.
  - Laser check printer for payroll and accounts payable will reduce check stock costs and IS dept hours devoted to check printing.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Director of Finance	1	1	1	Appointed	Non-Bargaining
Assistant Finance Director II	1	1	1	Civil Service	Non-Bargaining
Budget Analyst	1	0	0	Civil Service	Non-Bargaining
Purchasing Manager	1	1	1	Appointed	AFSCME II
Accounting Manager	1	1	1	Appointed	AFSCME II
Accounting Supervisor	1	1	1	Civil Service	Non-Bargaining
Payroll Specialist	1	1	1	Appointed	AFSCME II
Accounting Specialist	0	1	1	Appointed	AFSCME II
Total Full Time Employees	7	7	7		

The Division of Finance experienced significant staffing changes during 2006. The vacant Assistant Finance Director position was filled in February, while the Finance Director position was vacated that same month. The new Assistant Finance Director assumed the acting finance director role from March 1 until September 5, when she was appointed as Finance Director. The Budget Analyst was then named Acting Assistant Finance Director.

With the workload due to the start-up of the City's Division of Municipal Income Tax, the Accounting Manager position's time is now split between his responsibilities within the Division of Finance, and as an Auditor within the Division of Municipal Income Tax.

In December, the Division of Finance created and filled an Accounting Specialist position to manage the front desk, and to serve as a back up for the accounts payable, receivables, purchasing and payroll.

The Director of Finance also manages the new City-wide part-time Grants Administrator who began in December, as well as the two Student Technicians that support the CitiStat Program via a contract with the Maxine Levin College of Urban Affairs at Cleveland State University.

Leave Usage Tables

	YTD	Avg # of FT	
Employee Hours	12,840	6.2	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	40	0.8	2.64%
Funeral Leave	68	1.4	4.49%
Holiday	504	10.2	33.25%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	16	0.3	1.06%
Personal	133	2.7	8.79%
Sick Leave	281	5.7	18.52%
Vacation	474	9.6	31.26%
Total Hours Absent	1,516	30.7	100.00%

Percentage of Hours Worked **88.20%**

Hours of Additional Holiday Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	1,210
FTE of Additional Hours	**0.58**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

Division of Finance General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	569,259	532,260	518,119	400,644	353,309	346,300	372,766
Personnel Benefits	186,055	166,748	163,633	109,722	102,222	100,383	123,090
Total Salaries, Wages & Benefits	755,314	699,008	681,753	510,366	455,531	446,684	495,856
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	1,437	1,450	671	1,184	1,525	895	1,350
Other Employee Benefits	0	0	0	0	0	0	0
Training	1,947	1,600	998	1,477	1,477	1,410	2,000
Memberships	1,893	2,200	1,890	2,152	2,152	1,730	1,800
Professional Services	85,218	86,630	82,368	79,933	78,611	78,035	78,600
Communications	15,975	17,100	11,847	13,298	13,585	8,370	8,750
Insurance	0	0	0	0	0	0	0
Advertising	0	400	314	492	492	916	500
Rents & Leases	3,628	4,100	1,718	1,500	372	247	372
Intra-Governmental Services	645,743	655,700	809,859	0	0	0	0
Printing & Reproduction	11,041	11,000	7,531	9,850	7,850	5,338	5,500
Contractual Services	0	0	0	0	3,335	3,335	11,000
Office Supplies	4,590	5,121	5,837	3,447	5,957	4,118	4,600
Operating Supplies	1,910	2,320	1,003	984	2,296	1,926	1,600
Repair Parts & Supplies	88	500	0	492	492	194	150
Service Agreements	5,007	6,173	4,806	5,200	5,200	4,271	5,200
Utilities	0	0	0	0	0	0	0
Total Operating	778,478	794,294	928,842	120,009	123,344	110,784	121,422
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	14,832	2,500	4,622	0	0	4,836	10,000
Computer Equipment	2,845	250	261	0	0	0	0
Total Capital	17,677	2,750	4,883	0	0	4,836	10,000
Total Expenditures	1,551,468	1,496,052	1,615,479	630,375	578,875	562,303	627,278

Department of Finance
Division of Municipal Income Tax

Mission

The Lakewood Municipal Income Tax Division is charged with the collection, audit and enforcement of the municipal income tax ordinance. Through proper tax revenue collection, we assist the Department of Finance in maintaining and strengthening the fiscal integrity of the City. We strive to provide the taxpayers of Lakewood with high quality, cost effective, professional, and courteous service.

Description

The Municipal Income Tax Division collected $18,191,312 in 2006 at a cost of $600,370. After adjustments for a change in accounting methods, this represents a 1.42% increase over 2005 collections and the largest posted increase since 2001.

Collections consisted of individual tax of $9,640,622; net profit tax of $900,235; and withholdings of $7,650,455. Delinquent tax collections totaled $1,165,503 or 6.4% of total collections.

List of Functions, Programs and Services

The Municipal Income Tax Division includes assisting residents in preparing tax filings, processes and audits tax returns, prepares and mails estimated tax billings, identifies non-filers and pursues the collection of delinquent taxes through the filing of Small Claims and Civil Court proceedings.

Legal Authority

Municipal income tax collection is authorized by Lakewood Codified Ordinance "Chapter 128-Municipal Income Tax" adopted in 1967 through the power authorized by the State of Ohio Revised Code 718.

Contact Information

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taxdept@lakewoodoh.net

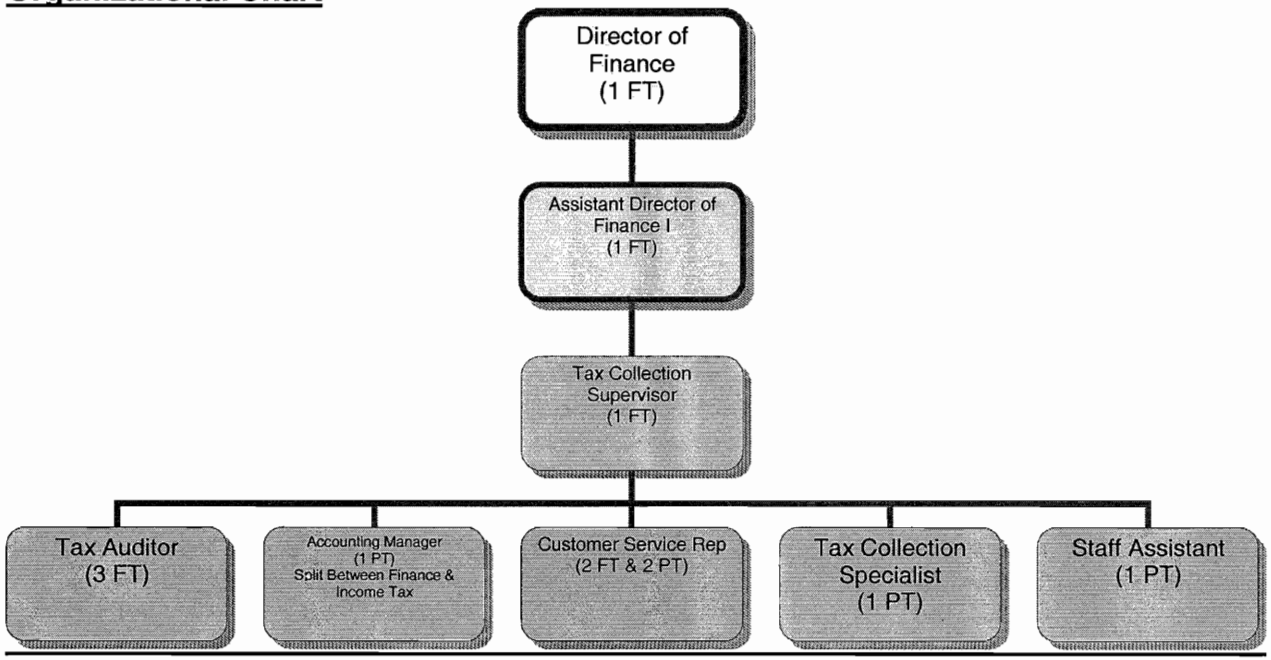
2006 Accomplishments

- Successfully completed conversion from RITA to In House collections
- All business processes were established and are fully functional
- Processed and audited 25,461-2005 tax returns
- Processed and audited 1,717 delinquent tax returns
- Processed 92,000 payments
- Processed 1,471 refunds
- Filed 742 Small Claims Complaints
- Filed 12 Civil Complaints
- Mailed 12,182 delinquent letters to non-filers
- Issued 416 Administrative Subpoenas to non-filers
- Successfully launched e-file for customer convenience and increased internal efficiency
- Implemented a master address and rental property tracking file to allow for increased compliance
- Provided excellent customer service to the residents and businesses of Lakewood
- Overall, the transition was well received by the taxpayers

2007 Goals

- Increase the number of current year tax returns filed from 25,461 to 26,660
- Increase the number of delinquent tax returns filed from 1,717 to 2,500
- File 1,200 Small Claims Complaints
- File 20 Civil Complaints
- Mail 14,000 delinquent letters to non-filers
- Issue 3,000 Administrative Subpoenas to non-filers
- Implement ACH-Automatic Debit for estimated payments and payment plan agreements
- Widely promote Enhanced e-file system
- Amend Lakewood Codified Ordinance Section 128
- Investigate all multi-unit apartment buildings to insure property owners are filing Net Profits tax returns
- Continue to micro-manage database to ensure compliance and increase the number of active accounts and tax returns filed
- Establish an electronic connection with the IRS for a two business day turnaround on requests for taxpayer information
- Participate in the LIFE (Lakewood Initiative for Financial Education) Program through the e-file training of tax preparation volunteers

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Assistant Finance Director I	1	1	1	Civil Service	Non-Bargaining
Tax Office Supervisor	1	1	1	Civil Service	Non-Bargaining
Tax Auditor	3	3	3	Civil Service	Non-Bargaining
Customer Service Rep	2	2	2	Appointed	AFSCME II
Total Full Time Employees	7	7	7		
Part Time Employees					
Tax Auditor	0	1	1	n/a	n/a
Customer Service Rep	2	0	0	n/a	n/a
Staff Assistant	2	2	2	n/a	n/a
Total Part Time Employees	4	3	3		

Leave Usage Tables

	YTD	Avg # of FT
Employee Hours	12,320	5.9

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	39	0.8	3.60%
Birthday	56	1.2	5.24%
Funeral Leave	32	0.7	3.00%
Holiday	480	10.1	44.93%
Injury	0	0.0	0.00%
Jury Duty	8	0.2	0.75%
Military Leave	0	0.0	0.00%
Perfect Attendance	40	0.8	3.74%
Personal	148	3.1	13.88%
Sick Leave	234	4.9	21.86%
Vacation	32	0.7	3.00%
Total Hours Absent	1,068	22.5	100.00%

Percentage of Hours Worked **91.33%**

Hours of Additional Holiday Time	0
Hours of Overtime	95
Hours of Part Time/Seasonal	3,761
FTE of Additional Hours	**1.85**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

Number of Active Accounts

	01/01/06	12/31/06	Increase
Individual Regular	32,432	35,845	3,413
Individual Retired	2,776	4,029	1,253
Individual Military	181	156	(25)
Total Individual Accounts	35,389	40,030	4,641
Total Net Profit Accounts	1,763	2,504	741
Total Withholding Accounts	2,574	3,015	441
Total Active Accounts	**39,726**	**45,549**	**5,823**

Number of Tax Returns Filed

Tax Year	12/31/05	12/31/06
2000	30,915	30,995
2001	30,156	30,264
2002	29,203	29,358
2003	27,452	27,738
2004	24,416	25,504
2005	n/a	25,461

Number of Active Accounts

Enhanced income tax software allows the Division to fully manage the database through a master address tracking system and rental property management system. Each location address is matched to an active taxpayer account. Vacant addresses are mailed registration forms and follow-up is completed if necessary. This on-going process has increased the active account database by 5,823 accounts in 2006

Number of Tax Returns Filed

The number of tax returns filed for all years increases each year as delinquent tax returns are received.

In 2006 the division received 25,461 2005-tax returns representing a total increase of 1,045 tax returns over the same period in 2004.

Tax Returns Filed in 2006:

Current Tax Returns Filed	25,461
Delinquent Tax Returns Filed	1,717
Total Tax Returns Received	27,178

Division of Municipal Income Tax General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	0	15,612	8,282	354,684	329,684	328,049	361,881
Personnel Benefits	0	2,343	1,242	84,871	84,871	84,106	100,775
Total Salaries, Wages & Benefits	0	17,955	9,524	439,555	414,555	412,154	462,656
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	2,068	1,998	842	1,300
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	985	985	724	50
Memberships	0	0	0	50	50	30	1,200
Professional Services	0	9,600	8,565	160,555	58,555	56,627	64,354
Communications	0	6,600	6,000	47,684	47,684	43,913	56,500
Advertising	0	1,000	580	2,462	2,462	0	1,000
Rents & Leases	0	284	284	3,405	3,405	3,490	3,405
Intra-Governmental Services	0	3,600	1,920	56,000	55,040	52,449	35,000
Printing & Reproduction	0	34,000	33,170	32,997	32,997	33,030	33,500
Contractual Services	0	0	0	1,478	5,588	4,258	4,420
Office Supplies	0	3,504	708	4,925	4,925	4,570	5,500
Operating Supplies	0	2,650	1,983	4,925	8,845	8,649	2,520
Repair Parts & Supplies	0	0	0	591	591	0	0
Service Agreements	0	359	300	16,015	19,515	9,876	16,040
Utilities	0	0	95	4,450	4,450	4,367	4,750
Payments to Other Governments	0	0	0	800	800	558	700
Reimbursements	0	0	0	350,000	310,000	311,356	310,000
Total Operating	0	61,597	53,606	689,390	557,890	534,741	540,239
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	24,948	15,344	1,000	1,000	0	0
Computer Equipment	0	44,500	44,319	0	0	0	0
Total Capital	0	69,448	59,664	1,000	1,000	0	0
Total Expenditures	0	149,000	122,794	1,129,945	973,445	946,895	1,002,895

The increase in communications expense is due to increased postage as a direct result of the increase in the number of active accounts in the database

The increase in Service agreements is largely due to the implementation of the Lakewood e-file module.

2007 municipal income tax collections are projected at $18,000,000. After adjustments for conversion cash flow increases this number represents a 2.3% increase over 2006 collections.

Department of Finance
Division of Information Systems

Mission

The Division of Information Systems provides vision and leadership for the most effective & efficient use of technology. The Division assists all other city departments and divisions in analyzing their unique needs and procedures to determine how computer technology may automate their tasks. The Division of Information Systems provides analysis, programming, PC support services, and network connectivity to all City departments and divisions.

Description

The Division is responsible for supplying all areas of City government with information systems planning, applications development, hardware and software acquisition and technical support. The Division also manages the City's computer operation and data communication networks.

List of Functions, Programs and Services

Network Administration
System Administration

- Managed the following user accounts: HTE, MITS (Division of Tax), Jail Management Application (Police), and CRIS (Police)
- Install routine IBM Operating System Upgrades
- Install biannual updates to HTE Financials and Public Safety
- Administer the imaging systems RVI and Application Xtender

Technical Support Services

- Provide telephone support for desktop computer-related problems and questions, HTE-related problems and questions, and network-related problems and questions

Telecommunications

- Add new VOIP phones to the network as needed
- Download incoming and outgoing phone logs
- Create voice menu trees for various departments
- Manage of user accounts on the phone system
- Train new employees how to use the system
- Provide technical support to users of the VOIP phone system

Website Development

- Assist the Community Relations department in maintaining the City's website

Systems Analysis and Project Management
Administrative

- Management of staff - planning, staff training, scheduling, facilitating staff meetings
- Authorized and justified I/T purchases - equipment, software, and service contracts
- Prepared for and conducted I.S. Steering Committee meetings

Contact Information

Michael Coletta
Manager
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6666

2006 Accomplishments

Network Administration

- Upgrade to all City file servers providing faster access speeds & greater capacity allowing for increased data centralization and hence safety
- Installation of server based antivirus management allowing centralized deployment of antivirus updates
- Upgraded Police Department's outdated network hubs to modern network switches
- Instituted and administered a subscription service to provide remote computer access to employees
- Configured the network to allow Fire Department to have a rip and run printer
- Set up a VLAN to enable an ODH Conference call VoIP installation in Health
- Installed wireless Internet access in City Hall auditorium
- Settup automated backups of the CFA files for Fleet

System Administration

- Developed Crystal Reports expertise allowing for a common reporting platform despite disparate database system across the City
- Upgraded and configured a multi-user fleet management database system for the Division of Fleet Management
- Installed a photo server for the Police Department Detective Bureau

Technical Support Services

- Completed Phase 2 of the PC Replacement Project by configuring and installing 40 personal computers throughout the City
- Began using an email-based help desk system to track work orders, providing a single point of entry for support from the Division of Information Systems

Telecommunications

- Negotiated a more cost effective citywide cell phone plan
- Composed a city policy for cell phones and pagers

Website Development

Systems Analysis and Project Management

- Planned, configured, and installed new mobile data computers for the police cars allowing more modern application usage, increased reliability, and greatly improved responsiveness

Administrative and Training

- Implemented Citywide computer training

2007 Goals

Network Administration

- Disaster recovery/backup upgrade: With the increased speed and expanded capacity of this proposed solution, we will gain the ability to backup all servers fully, system files as well as data. Also, this solution made up of mirrored storage devices - one onsite and one offsite - provides the benefit of redundant backup at separate geographic locations.
- Windows Network Conversion: As a network operating system, Novell Netware has lost considerable market share over the past several years. The Microsoft Windows network operating system has become the primary choice for most businesses. Because of their market dominance, most new applications are being written to run on the Windows network platform. We propose to migrate our existing Netware network to a Windows-based one in order to take advantage of these mainstream applications to conduct day-to-day city business.

System Administration

- Citywide Computer/Software/Network Upgrade: Continue to enhance and upgrade the city's network topology as the industry continues to advance and new technology becomes reliable and available. This includes the ongoing enhancement of the network, system security, software, access and connecting hardware.
- HTE NaviLine User Interface Deployment & Training: The current HTE user interface is antiquated, difficult to use, and no longer a vendor-supported product. HTE has moved to a web-based interface called NaviLine which draws upon the user-friendly environment of a web-browser (e.g. Internet Explorer) to access their applications.
- Distributed Crystal Reports Implementation: Crystal Reports will provide a unified, centrally-managed system of customized reports assembled from the city's disparate databases.

- GIS Planning: Determine systems integration needs to prepare for citywide GIS use. Determine whether an employee or contracted services would best fit the City's needs. Explore different funding sources.

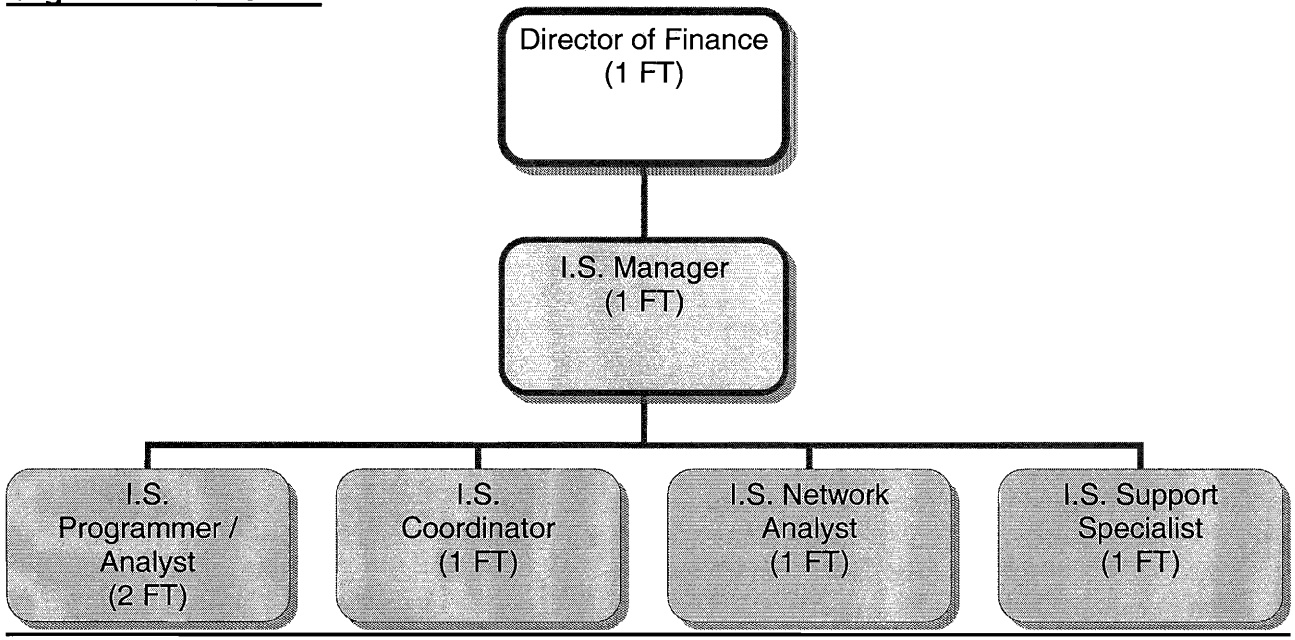
Technical Support Services

- PC Replacement Project (Phase III): This is the third phase of a project that began in 2004. The goal was to replace outdated equipment and unsupported operating systems (i.e. Windows 95/98) with PC's capable of running current versions of our software applications.

Systems Analysis and Project Management

- Convert birth and death certificates stored on Division of Health's antiquated imaging system to Application Xtender
- Continue to perform systems analysis on Fire Department software needs

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employee					
I.S. Manager	1	1	1	Civil Service	Non-Bargaining
I.S. Programmer/Analyst	2	2	2	Appointed	AFSCME II
I.S. Coordinator	1	1	1	Appointed	AFSCME II
I.S. Network Analyst	1	1	1	Appointed	AFSCME II
I.S. Support Specialist	1	1	1	Appointed	AFSCME II
Total Full Time Employee	6	6	6		

Leave Usage Tables

	YTD	Avg # of FT	
Employee Hours	12,480	6.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	48	1.0	4.07%
Funeral Leave	8	0.2	0.68%
Holiday	480	10.0	40.74%
Injury	0	0.0	0.00%
Jury Duty	6	0.1	0.47%
Military Leave	0	0.0	0.00%
Perfect Attendance	8	0.2	0.68%
Personal	111	2.3	9.38%
Sick Leave	211	4.4	17.93%
Vacation	307	6.4	26.06%
Total Hours Absent	1,178	24.5	100.00%

Percentage of Hours Worked **90.56%**

Hours of On Call Time	108
Hours of Overtime	127
Hours of Part Time/Seasonal	0
Full Time Equivalent of Additional Hours	**0.11**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

Division of Information Systems General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	291,663	314,205	330,848	352,392	352,392	375,498	344,294
Personnel Benefits	75,462	80,854	83,116	91,557	91,557	94,608	102,324
Total Salaries, Wages & Benefits	367,125	395,059	413,964	443,949	443,949	470,106	446,618
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	932	2,010	39	1,980	1,980	227	600
Other Employee Benefits	0	2,000	0	0	0	0	0
Training	195	500	0	2,462	5,794	5,024	7,500
Memberships	150	300	150	296	296	195	200
Professional Services	5,801	11,050	11,050	9,850	6,239	4,733	6,500
Communications	3,978	4,588	3,386	2,522	3,014	2,706	2,200
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	279	278	0
Rents & Leases	133	175	26	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Printing & Reproduction	16	0	0	0	0	19	0
Contractual Services	0	0	0	0	0	2,824	11,000
Office Supplies	1,191	2,750	1,405	2,709	2,709	1,602	1,950
Operating Supplies	1,897	2,725	1,413	4,654	2,480	1,487	2,425
Repair Parts & Supplies	0	0	359	345	345	0	350
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	205,005	231,500	222,369	246,800	246,800	215,654	225,200
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	219,299	257,598	240,196	271,618	269,936	234,750	257,925
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	2,400	0	3,235	0	0	3,385	0
Computer Equipment	0	0	0	0	1,682	1,681	0
Total Capital	2,400	0	3,235	0	1,682	5,066	0
Total Expenditures	588,824	652,657	657,395	715,567	715,567	709,922	704,543

Department of Finance
General Administration

Description

This General Fund account is used to record certain expenditures not assigned specifically to individual Departments, and deemed City-wide expenditures such as:

- Part-time wages and benefits to the newly assigned Citywide Grants Administrator position
- Risk management consulting services
- Employee assistance program services
- Governmental agreements and fees associated with Property Tax Administration
- Citywide infrastructure maintenance agreements
- Corporate sponsorship program services
- Inter-fund transfers from the General Fund
- General liability insurance premiums
- Professional registrations that provide a Citywide benefit

Contact Information

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General Administration General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	5,649	25,000
Personnel Benefits	3,743	0	3,815	0	0	837	3,825
Total Salaries, Wages & Benefits	3,743	0	3,815	0	0	6,486	28,825
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	4,208	0
Memberships	9,252	10,000	9,399	5,911	5,911	9,552	10,000
Professional Services	18,707	25,500	54,913	45,131	45,131	32,812	41,500
Communications	1,141	0	(1,776)	0	0	(3,361)	0
Insurance	416,378	425,500	412,133	322,000	312,000	291,170	400,000
Advertising	574	1,000	2,144	985	985	1,451	1,500
Rents & Leases	1,807	1,000	1,008	985	985	1,008	1,008
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	3,544	10,000	2,957	2,956	2,956	2,339	3,000
Contractual Services	0	45,000	45,000	0	0	0	0
Office Supplies	7,453	10,000	7,842	9,851	9,851	6,226	6,000
Operating Supplies	4,399	2,000	683	1,970	1,970	50	0
Repair Parts & Supplies	0	0	0	0	0	98	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	11,268	12,500	12,245	9,500	9,500	2,259	13,000
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	273,965	210,000	204,001	235,000	235,000	235,429	235,000
Reimbursements	0	0	0	0	0	(88)	0
Total Operating	748,487	752,500	750,550	634,289	624,289	583,152	711,008
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	10,000	0	6,471	0	0	8,100	4,800
Computer Equipment	0	0	0	0	0	0	0
Total Capital	10,000	0	6,471	0	0	8,100	4,800
Total Expenditures	762,229	752,500	760,835	634,289	624,289	597,739	744,633

On December 4, 2006 a Part-time position of Grants Administrator (previously reported under Planning and Development) was re-evaluated. It was determined that this position will provide greater value to the City if the responsibilities of the Grants Administrator were revised to incorporate administration of Grants at a Citywide level, rather than those duties related to a specific Department. The 2007 Budget reflects an increase in Salaries, Wages and Benefits to incorporate this position at a Citywide level for roughly 20 hours per week.

The 2007 Budget also reflects an increase in the projected expenditures for Insurance Premiums for the City. In 2006, the cost of insurance was distributed between the General Fund and the General Liability Self Insurance Fund, exhausting it's fund balance. This opportunity will not be available in 2007.

Office of Human Resources

Mission

The Office of Human Resources provides high quality professional services in the areas of human resources management, labor relations, employee training and development, benefits administration, regulatory compliance and the preservation of municipal documents. All efforts undertaken by the Office of Human Resources will ensure that employees and citizens are treated with respect and dignity.

Description

The Office of Human Resources is responsible for labor relations among the City's bargaining units, conducting employee continuing education and training, benefits administration, regulatory compliance, risk management and the ongoing preservation of municipal documents.

List of Functions, Programs and Services

Recruitment, Retention and Selection: Consistent with organizational goals and objectives recruits and selects staff in conjunction with the Civil Service Commission.

Employee Classification and Compensation: Administers the City's compensation programs and maintains the position classification system.

Labor Relations: Administers collective bargaining agreements for seven (7) bargaining units. Conducts labor contract negotiations.

Equal Employment Opportunity: Ensures fair employment practices.

Employee Training and Development: Coordinates employee training programs and administers tuition reimbursements for employees.

Employee Benefits: Administers employee benefits such as health care, dental, prescription drugs, worker's compensation etc.

Safety Programs: Develops and coordinates safety and training programs designed to reduce or prevent workplace injuries.

Administration: Provides professional and technical assistance to departments in the areas of human resources management, and employee relation's issues.

Contact Information

Terry Novak
Human Resources Director
12650 Detroit Avenue
Lakewood Ohio 44107
(216) 529-6610
hr@lakewoodoh.net

2006 Accomplishments

Recruitment, Retention and Selection:

- Processed 585 work applications, hired 43 students, hired 55 new employees, terminated 52 employees which included processing 17 retirement applications.

Employee Classification and Compensation:

Labor Relations:

- Finalized collective bargaining contracts for 2004-2007.
- Opened up negotiations for the contract year 2007-09 with Police, Fire, and Public Works unions.
- With the assistance of the Federal Mediation Service, trained Police, Fire, and AFSCME Administrative Union leaders on the broad use of labor management committees.
- Heard 14 grievances at the third step.

Equal Employment Opportunity:

Employee Training and Development:

- Conducted training in the areas of drug/alcohol abuse, workplace violence, and sexual harassment at the workplace and record retention, for all departments and divisions in the City.

Employee Benefits:

- Established a Healthcare Committee comprised of Union and Management to consider health care costs and plan changes.
- Brought the administration of the city's Worker's Compensation program in house,(self-insured), saving the city $175,000 by not having to pay a premium to the State retrospective program.
- Processed 88 Workers' Compensation claims, and 6 Unemployment claims.

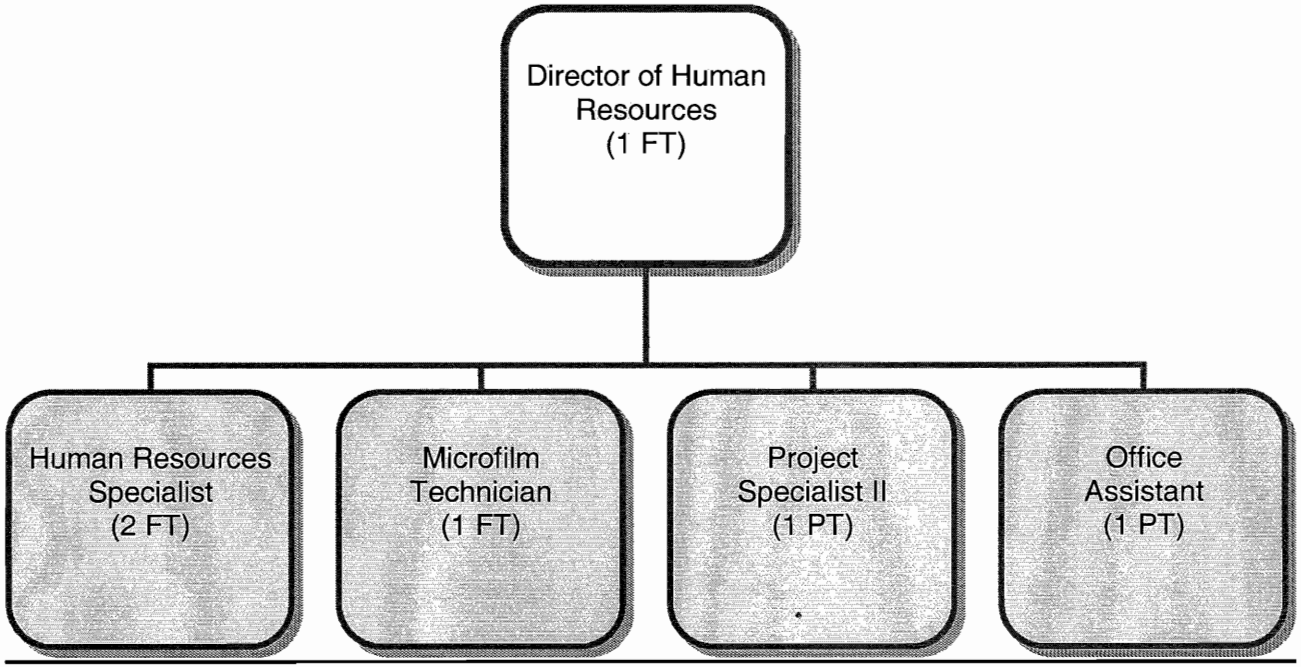
Safety Programs:

- In conjunction with the State of Ohio, Division of Safety and Hygiene, conducted safety inspections in each division of the department of Public Works, all areas and divisions located in the Administrative building, Division of Health and Taxation, and the Office on Aging

Administration:

- Completed and distributed the Human Resources Policy Manual to all full time employees. Conducted training for all Department/Division heads on all policies contained therein.
- Implemented general use of time clocks throughout the City.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Director of Human Resources	1	1	1	Civil Service	Non-Bargaining
Human Resources Specialist	2	2	2	Appointed	AFSCME II
Microfilm Technician	1	1	1	Appointed	AFSCME II
Total Full Time Employees	4	4	4		
Part Time Employees					
Office Assistant	1	1	1	n/a	n/a
Project Specialist II	1	1	1	n/a	n/a
Total Part Time Employees	2	2	2		

Leave Usage Tables

	YTD	Avg # of FT	
Employee Hours	8,320	4.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	32	1.0	2.16%
Funeral Leave	0	0.0	0.00%
Holiday	320	10.0	21.65%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	100	3.1	6.78%
Sick Leave	458	14.3	30.95%
Vacation	569	17.8	38.46%
Total Hours Absent	1,478	46.2	100.00%

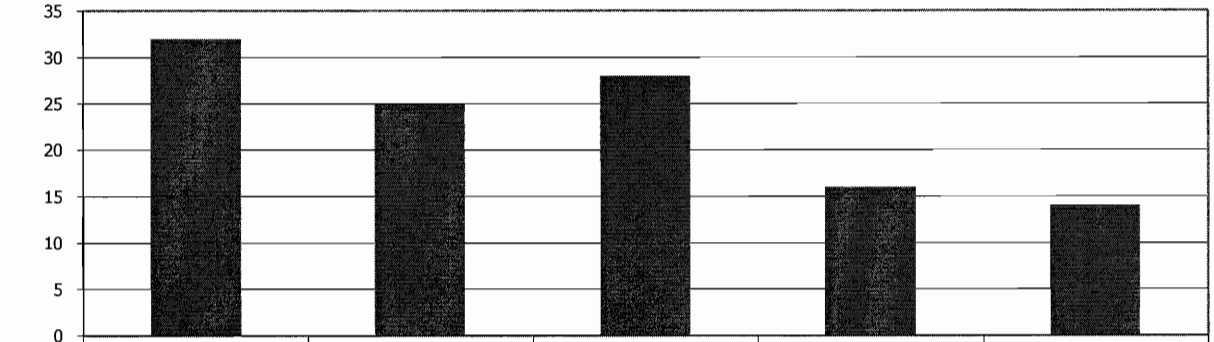
Percentage of Hours Worked **82.23%**

Hours of On Call Time	0
Hours of Overtime	1
Hours of Part Time/Seasonal	2,408
FTE of Additional Hours	**1.16**

General Government Percentage of Hours Worked Average: 85.81%
City-wide Percentage of Hours Worked Average: 84.93%

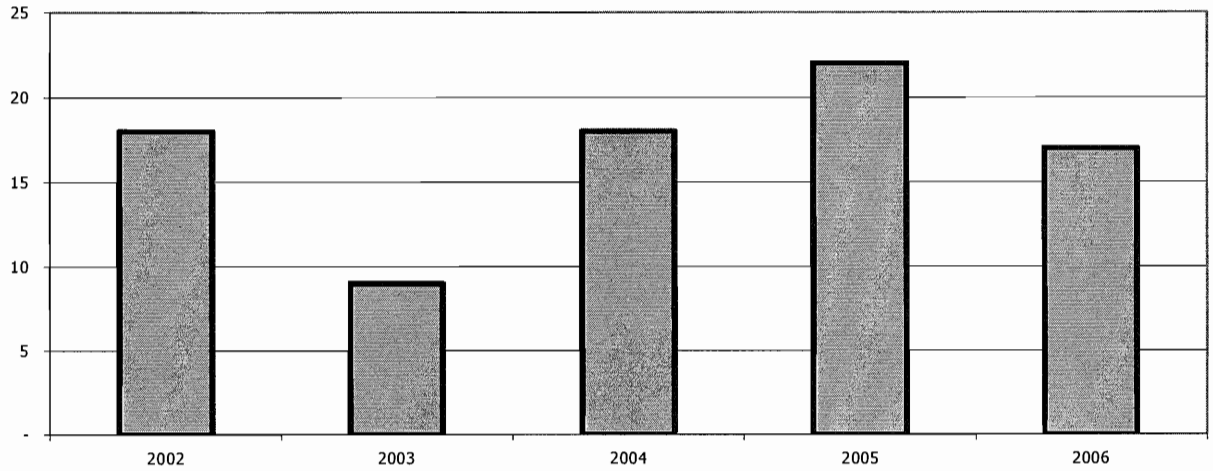
Performance Measurements

2002 - 2006 Number of Grievances Filed
(Collective Bargaining Unit totals per year displayed in table format)



	2002	2003	2004	2005	2006
AFSCME	16	13	24	10	8
FOP	8	8	1	2	3
LPA	2	0	0	0	1
IAFF	6	3	2	2	2
FOP/OLC	0	1	1	2	0

2003 - 2006
Number of Retirements Processed



Human Resources General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	203,469	176,675	185,193	224,086	224,086	231,633	230,543
Personnel Benefits	63,342	50,996	51,551	52,740	52,740	53,644	66,750
Total Salaries, Wages & Benefits	266,810	227,671	236,744	276,825	276,826	285,277	297,293
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	202	1,000	18	985	785	40	600
Other Employee Benefits	0	0	21	0	700	351	300
Training	0	900	30	1,379	279	85	1,000
Memberships	625	995	430	980	980	330	500
Professional Services	20,458	24,785	24,065	23,428	21,928	18,663	19,000
Communications	3,288	3,004	1,880	3,452	3,452	1,811	2,200
Insurance	0	0	0	0	0	0	0
Advertising	7,906	8,000	5,273	7,880	8,980	8,553	9,000
Rents & Leases	707	1,168	292	2,168	2,168	0	1,618
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	302	1,616	89	5,827	5,292	5,273	4,000
Contractual Services	0	0	0	0	0	0	0
Office Supplies	1,690	2,172	2,037	4,306	5,541	3,596	3,850
Operating Supplies	2,427	3,662	1,822	4,593	3,743	3,296	4,000
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	6,813	7,775	6,827	7,775	8,925	7,549	10,400
Utilities	0	0	0	0	0	0	0
Total Operating	44,418	55,077	42,785	62,773	62,773	49,549	56,468
Capital							
Improvements other than Building	2,000	0	0	0	0	0	0
Machinery & Equipment	0	0	1,156	0	0	1,209	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	2,000	0	1,156	0	0	1,209	0
Total Expenditures	313,228	282,748	280,685	339,598	339,599	336,034	353,761

Department of Planning & Development

Mission

To provide superior professional services in the fields of planning, community and economic development within a comprehensive and long-term framework that enhances Lakewood's high standard of living for all of our residential neighborhoods and ensures the continued economic viability of our community.

Description

The Department of Planning and Development coordinates long-range planning, zoning, and economic development for the City as well as administers the federal Community Development Block Grant Funds awarded to Lakewood by the U.S. Department of Housing and Urban Development. The Department works directly with the Lakewood Planning Commission, the Board of Zoning Appeals, the Board of Building Standards/Architectural Board of Review and Sign Review Board, the Lakewood Heritage Advisory Board, and the Citizens Advisory Committee.

The City of Lakewood and the Department of Planning and Development recognize the benefit of forming partnerships with the entire community - both businesses and residents. It is this important partnership between businesses, residents, and government that significantly adds to the depth and local character of our community. As such, in order to better assist all members of the community, the Department of Planning and Development offers numerous valuable programs for both businesses and residents.

The Planning and Development Department prides itself on undertaking proactive efforts to both retain and attract businesses in our community. To this end, the Department produces a quarterly Commercial Space Available Report, administers Lakewood's Business Investment Program, and manages a Commercial Property Revitalization Program which provides qualified commercial property owners and tenants with architectural and financial assistance for facade design, signage, and streetscape improvements. Additionally, the Department of Planning and Development hosts an annual Realtor Seminar.

The Planning and Development Department, through its Division of Community Development, also offers various programs for Lakewood residents, including several low-interest home improvement/rehabilitation loan programs as well as down payment assistance for first-time homebuyers under the Lakewood HOME Program. Lakewood also participates with 31 other communities in Cuyahoga County's H.E.L.P. (Housing Enhancement Loan Program) program. H.E.L.P. Allows homeowners to borrow money to repair or remodel their homes or rental property at interest rates 3% below the lowest rate a bank would normally offer. Call (216) 529-HOME for more information.

Planning and Development supports a free Rental Rights Information program for landlords and tenants in Lakewood. The program provides information about rental concerns such as security deposits, repairs, eviction and leases through individual consultation. This program is made possible by a grant from the City of Lakewood, Department of Planning and Development. For more information about your rental rights call (216) 432-0611 or visit the Cleveland Tenants Organization web site.

Lakewood's Department of Planning and Development works closely with Housing Research and Advocacy Center (HRAC) to eliminate unlawful discrimination in the rental and sale of housing. The Fair Housing Act prohibits discrimination in housing because of race or color, national origin, religion, sex, handicap or familial status. For more information or for assistance with Fair Housing issues, please contact HRAC at (216) 361-9240. Services are provided free of charge.

List of Functions, Programs and Services

Economic Development

The Planning and Development Department administers the City's economic development programs including managing business retention and attraction activities, and packaging financial incentives available from the City, County and State. In addition, the Department maintains contact with and provides general support to the Lakewood Business Community through the following activities:

- Administration of the City's Economic Development financial tools, including the Commercial Property Revitalization (CPR) Program and the Economic Development Fund.
- Coordination with the Lakewood Chamber Board, its Economic Development Steering Committee, and the economic development corporation, Lakewood Community Progress, Inc.
- Coordination of the City's business attraction and retention efforts, including assistance to existing Lakewood businesses with any needs or concerns regarding their operations.
- Maintaining and distributing the Commercial Space Available Report and provide assistance to prospective new businesses in finding suitable commercial space in Lakewood.
- Lakewood Business Roundtables
- New Business Visitation Program
- Periodic visits to existing Lakewood businesses.
- The Department also participates in the First Suburbs Consortium Council of Governments and Development Council, representing the City of Lakewood as one of several inner-ring suburbs engaged in proactive activities to support the continued viability of mature communities.

Community Development

The Planning and Development Department administers and monitors receipt and expenditures of the City's annual entitlement allocation of Federal grant dollars (Community Development Block Grant (CDBG), HOME and Emergency Shelter Grant (ESG). This responsibility includes staff support of the Lakewood Citizens Advisory Committee, which each year reviews all funding applications for spending such grant dollars before submitting its recommendations to Lakewood City Council.

The Division of Community Development (DCD) manages a number of CDBG-funded housing and commercial assistance programs as follows:

- Commercial Property Revitalization (CPR) Program for commercial property improvements;
- Low Interest Loan and Rental Rehabilitation Loan Programs for qualified low- and moderate-income households to make residential property improvements;
- HOME Program provides one of the best mortgage financing packages available to qualified Lakewood residents who are making the move to home ownership.
- Target Improvement Grant Program for qualified housing rehabilitation projects on targets streets throughout Lakewood;
- Operation Paintbrush for exterior house painting for low-income/elderly households;
- First-Time Homebuyers Program for deferred second mortgage assistance to Lakewood renters for purchase and owner-occupancy of condominiums, single- family and two-family properties (including graduated forgiveness schedule for doubles);
- Cuyahoga County Lead Safe Cuyahoga Program for lead safe paint remediation or containment for qualified households with young children with elevated lead levels.
- The DCD also promotes the Home Enhancement Loan Program (H.E.L.P.) and the Heritage Home Loan Program (H.H.L.P.) in conjunction with the Cuyahoga County Treasurer, which provide home improvement loans at substantially reduced interest rates below those normally offered to participating households. In addition to the above referenced programs, the Department coordinates and co-sponsors the Lakewood Realtors Seminar with the Lakewood Chamber of Commerce, an accredited continuing education seminar that showcases the City's neighborhoods and the wide variety of housing options available in the community.

Planning and Zoning Administration
The Planning and Development Department has primary responsibility for maintaining, updating and interpreting the Lakewood Community Vision, the City's long-range plan and the City's Zoning Code and official zoning map. The Department also manages and coordinates a variety of special planning studies on behalf of the City. In addition, staff support is provided by the Department to the following City Boards and Commissions:

- Planning Commission (considers land use and reviews/updates Zoning Code and Community Vision)
- Board of Building Standards/Architectural Board of Review/Sign Review Board (Decides on all architectural plans, matters that concern the Building Code and approvals of signage)
- Board of Zoning Appeals (considers zoning variances)
- Heritage Advisory Board (Advises City on matters of historic and architectural significance)

Contact Information

Thomas J. Jordan
Director
12650 Detroit Avenue
Lakewood, Ohio 44107
(216) 529-6635
planning@lakewoodoh.net

2006 Accomplishments

Economic Development
The City of Lakewood is experiencing its greatest construction boom in any recent memory. Over the last few years and into the next few construction seasons, the City has or will realize $225 million in new investment. Currently, the Department of Planning and Development ("Department") oversees over thirty different projects. The Department plays a key role in all of this investment. This department either gives financing technical support or guides the project through various City departments.

Beyond the development summaries and pictures provided on the following pages, the Department of Planning and Development was or currently is involved in the initiatives bulleted below:

- Main Street Initiative
- Hilliard Theater Feasibility Study
- West 117th Joint Development Plan
- Over site of the created Web Site to Assist Landlords with Vacant Homes
- Completion of Application for Historic Designation of Birdtown
- Clifton Boulevard Study
- Meeting of Lakewood's Twenty Five Largest Employers
- Detroit Avenue Streetscape Study
- Hogsback Lane Study

To continue to promote Lakewood, representatives of the Department are involved with the following entities and meet at least monthly with them:

- LCPI
- First Suburbs Development Council
- Growth Capital Corporation
- Lakewood Chamber of Commerce
- Governor's Regional Advisory Committee

Industrial

- Bazetta Group LLC (13001 Athens Avenue)
    - Bazetta Group, LLC to purchase the machinery and equipment within Plant 3 while operating a steel processing business under the name of RadCon Wire Processing
    - ✓ Total Investment $1.2 Million

Commercial

- Sherwin Williams (14711 Madison)
  - The Sherwin Williams Corporation will invest approximately $900,000 to construct a new freestanding store on the southeast corner of Warren and Madison.
  - ✓ Total Investment: $1.4 Million

- Walgreens (Southwest Corner of Warren and Madison)
  - Located on the southwest corner of Warren and Madison Avenue, Graystone Group will construct a new Walgreen's representing a $ expenditure.
  - ✓ Total Investment: $3.2 Million

- Aldi's and Fifth Third Bank (1600 West 117th Street)
  - Recently, Aldi's and Fifth Third Bank began the construction of new building to house their businesses on the Former DeLorean Car Dealership.
  - ✓ Total Investment: $5.2 Million

Office

- Rockport Square Medical Office Building (Southeast corner Detroit & Newman)
  - Rysar Properties is construction a new medical office building for Lakewood Hospital. The building will be approximately 5,300 square feet to house primary medical offices for physicians for the hospital.
  - Total Investment: $1,500,000

- SBC (14223 Detroit)
  - SBC expended nearly $350,000 to remodel several floors of its building located at 14223 Detroit.
  - Total Investment: $350,000

Housing

- Rockport Square
  - Under the auspices of Rockport Square LLC, Forest City on the former Kopeke and Fairchild Auto Dealership sites finished the construction of seventeen new housing units. In Phase 1A, seven units have been sold to date. The company plans to begin construction on fifteen new townhouses Phase II in March and an 80,000 loft building Phase IB in May.
  - ✓ Total Investment: $40 million

- Rosewood Place (15725 Detroit Avenue)
  - Construction is nearing completion a building consisting of eleven residential units and seven thousand square feet of retail space. The developer has enlarged the project to include the building located immediately to the east of it and has improved the interior residential and office units while dramatically improving the storefront.
  - ✓ Total Investment: $3.5 million

- The Cliffs (Western portion of Sloane Avenue)
  - The Cliffs is the first new waterfront development in over 40 years in Lakewood. The local development team of The Foran Group LLC, and M. Montlack Development, plan to construct a 46-unit multi-level luxury condominium and boat marina development on a unique 1.6 acre site at the former site of the Krumreig Marina.
  - ✓ Total Investment: $19 million

- Richard Hilliard House (15555 Hilliard)
  - The Richard Hilliard House completely renovated its parking garage.
  - ✓ Total Investment $1 Million

- Welcome House (1365 Bunts)
  - The conversion of a multi-unit apartment building into a home for developmentally disadvantages adults. The City of Lakewood provided $70,000 to make two units fully ADA compliant, ADA Doors and ADA ramp. The estimated costs included the acquisition and conversion.
  - ✓ Total Investment $1.4 Million

- Westerly (14306 Detroit)
  - The Westerly renovated several apartments to modernize them for senior living.
  - ✓ Total Investment $250,000

Private Organizations

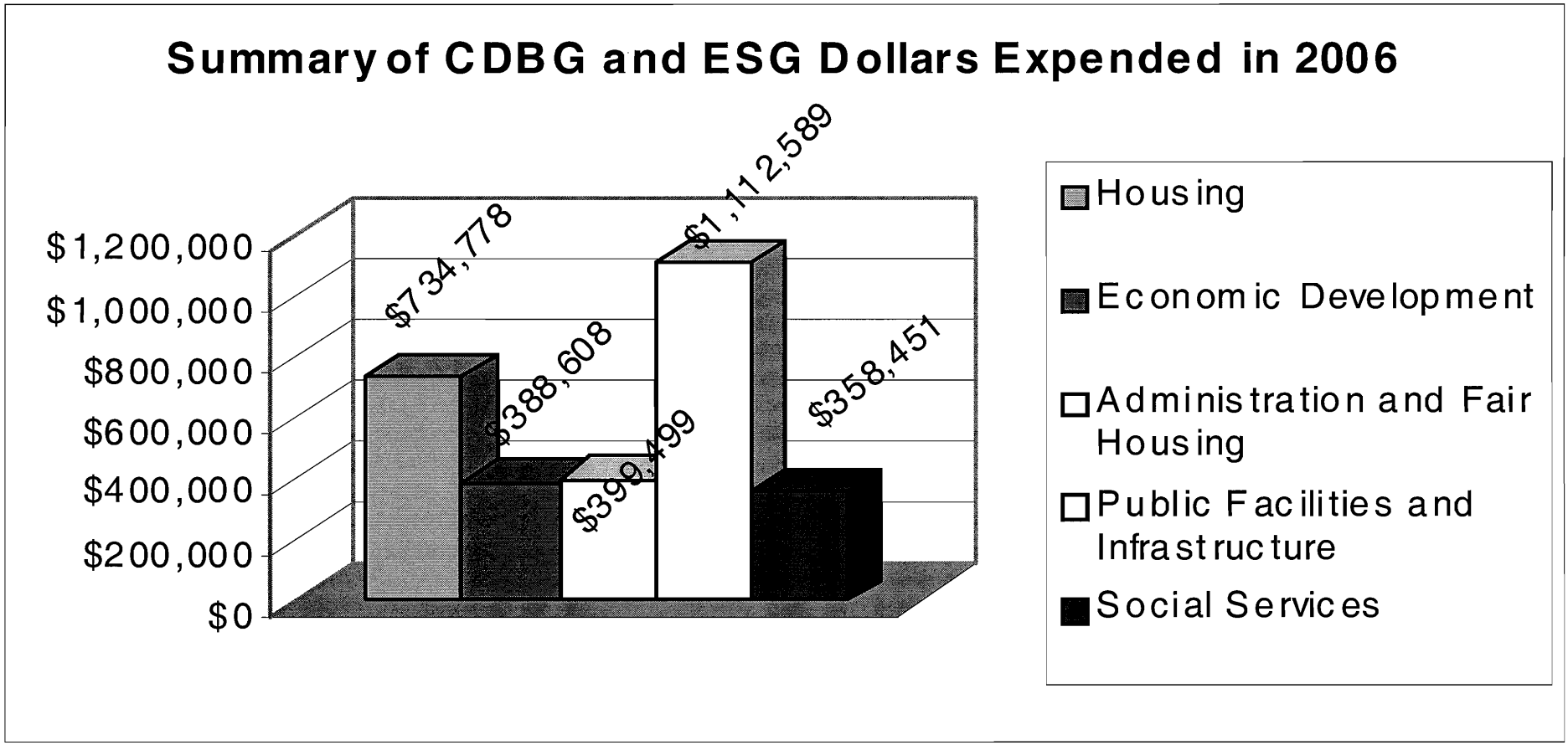
- Lakewood Presbyterian Church (Northeast Corner of Marlowe and Detroit)
  - Residing as a congregation in Lakewood for 100 years, Lakewood Presbyterian Church recently embarked on a $3 million expansion. The project will include replacing a fifteen thousand square foot education and office complex with a new building and renovating much of the remaining building.
  - ✓ Total Investment: $3 million

Storefront Program

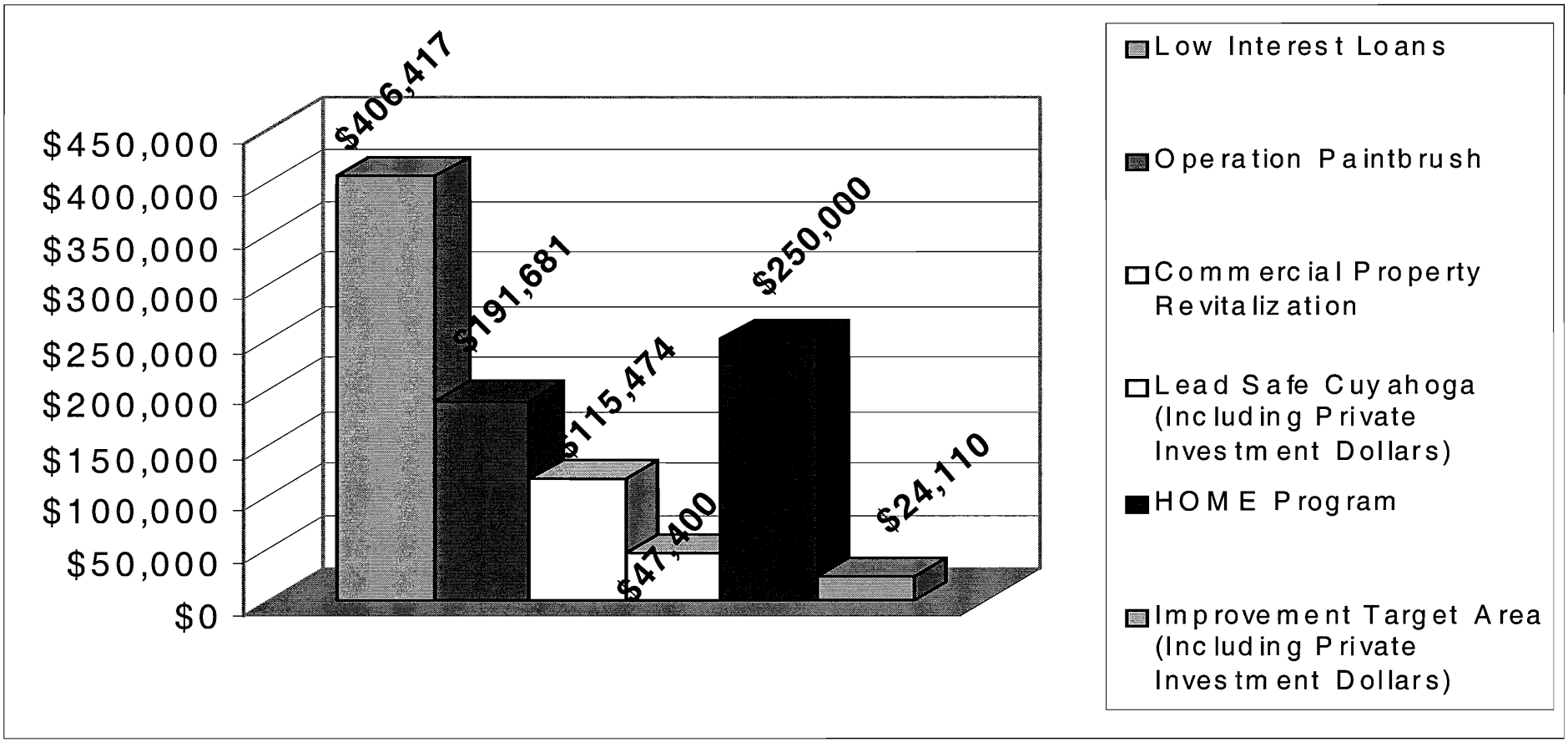
- In 2006, the Department of Planning and Development disbursed nearly $112,000 in Community Development Grant Block funds for storefront rebates leveraging over $384,000 in investment. The addresses of these projects are provided below:
  - 17300 Madison – Chartreuse, Inc.
  - 16100 Detroit – Sweet Designs
  - 18100 Detroit – Donato's Pizza
  - 18630 Detroit – David J. Wright & Assocs.

Planning Endeavors

- *Clifton Boulevard Streetscape Study* - The Ohio Department of Transportation is planning a resurfacing of Clifton Boulevard in 2008. The City of Lakewood, in partnership with the City of Cleveland, has engaged the community and solicited comments on the proposed improvements. This integration on streetscape elements will improve the environment of the roadway for drivers and cyclists, improve the experience of the road for pedestrians, enhance the boulevard corridor for those living along the street, and stimulate economic development around walk-able neighborhoods nodes.
- In 2006, The Urban Design Center prepared the final document, incorporating the changes resulting from a final review by the engineering sub-consultant, the public workshops, and the Steering Committee review of the draft documents. The final document was submitted to Planning Commission and City Council for final approval. The City will submit an application to NOACA for funding of this project.
- *Hogsback Lane Planning Study* - The Planning and Development Department, Kamm's Corners Development Corporation, the City of Cleveland, and the Cleveland Metroparks are undertaking a study of the barriers to pedestrian access near the Hogsback Lane entrance of the Cleveland Metroparks. The study will also explore a method of connecting adjacent neighborhoods. To fund the study, the City in 2006 applied to the Northeast Ohio Areawide Coordinating Agency's (NOACA) Transportation for Livable Communities Initiative (TLCI) grant program and received the approval for $32,000 in funding. After receiving proposals from multiple planning and engineering firms, the partnership chose Behnke and Associates to assist it with the study.
- *Detroit Avenue Streetscape Study* - The City of Lakewood ("City") and Lakewood Community Progress Incorporated ("LCPI") was awarded a Transportation for Livable Communities Initiative ("TLCI") grant from Northeast Ohio Areawide Coordinating Agency ("NOACA") to conduct a streetscape study of all of Detroit Avenue with a special concentration on Downtown Lakewood. The project will receive $75,000 of TLCI funds. After receiving proposals from multiple planning and engineering firms, the partnership City Architecture, Inc. as its design consultant for this project.


Summary of CDBG and ESG Dollars Expended in 2006
$1,200,000
$1,000,000
$800,000
$600,000
$400,000
$200,000
$0
$734,778
$388,608
$399,499
$1,112,589
$358,451
Housing
Economic Development
Administration and Fair Housing
Public Facilities and Infrastructure
Social Services

Division of Community Development
Summary of Project Dollars Expended – 2006



2006 FEDERAL GRANT ADMINISTRATION

Program Funding

Each year Lakewood receives funding from the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), HOME Investment Partnership Program and American Dream Downpayment Initiative (ADDI). Accomplishments related to the general administration of these funds included: Preparation and Submittal of the City's fiscal year 2005 Consolidated Annual Performance and Evaluation Report; Preparation of contracts with and monitoring the activities of sub-recipients of the City's HUD funds; Coordinating and providing staff support to the Activities of Lakewood's Citizens Advisory Committee (CAC); Preparation and submittal of the City's fiscal year 2007 application for federal funding; and working in partnership with sub-recipients to improve upon the process by which information on program accomplishments is collected and reported to HUD via the Integrated Disbursement and Information System (IDIS).

- Community Development Block Grant $2,236,199
- Emergency Shelter Grant $95,000
- HOME Investment Partnership $273,468
- American Dream Downpayment Initiative $8,024

Federally Funded Capital Improvements

Street projects receiving funding included Roycroft Avenue, Marlowe Avenue, Davis Court, Franklin Ave., and Geil Avenue.

Special Needs Housing

The Westerly project which converted six efficiency units into four one-bedroom units was completed. Welcome House originally funded in 2005 began construction in 2006 and received additional HOME Program funds needed to complete the project in 2007.

Federally Funded Public Services

- AACCESS
  - The Arab American Community Center for Economic and Social Services (AACCESS) provided tutoring to five (5) low and moderate income Lakewood children.
- Camp Can Do
  - Summer camp scholarship assistance provided through the Lakewood Board of Education assisted four (4) disabled Lakewood children and young people.
- Childcare Scholarship Assistance Program
  - The Division of Early Childhood provided one hundred forty seven (147) Lakewood children day care scholarships.
- Domestic Violence Center
  - The provision of emergency shelter to 1 Lakewood resident and supportive services to 687 Lakewood residents who were victims of domestic violence through support for operating costs.
- H.O.M.E.S. Program
  - Homeless prevention services were provided to 102 people (comprised of families with children and young homeless adults) through the Division of Youth's H.O.M.E.S. program funded in part by ESG funds.
- Lakewood Christian Service Center
  - Lakewood Christian Services provided homeless prevention services to 973 Lakewood residents through its Supportive Housing and Essential Services to the Homeless Programs.
- Lakewood Foundation Rent and Utilities Program
  - One time rent and utility assistance was provided to 260 Lakewood residents confronting a potential situation of homelessness.
- North Coast Health Ministry
  - The North Coast Health Ministry provided medical services and prescription assistance to 710 Lakewood residents through its Medical Assistance Program.
- Project Pride
  - The Division of Building and Housing inspected 4,821 residential properties in 2006. These inspections play an integral role in maintaining the condition of Lakewood's housing stock and commercial properties.
- Senior Case Management
  - The Division of Aging provided counseling services to 766 elderly Lakewood residents.

- Senior Leaf & Snow
  - The Division of Aging provided leaf and snow removal services to 67 elderly Lakewood households.
- Prevention through Intervention
  - The Division of Youth provided counseling services to 713 Lakewood children, teens and parents.
- FAIR HOUSING ACTIVITIES
  - Lakewood continued its administration of and involvement in activities designed to achieve fair housing rights for all Lakewood renters and homebuyers.
- Cleveland Tenants Organization
  - In 2006 free phone consultation was provided to 716 Lakewood renters and property owners. Free weekly "Rental Rights Information" clinics were held for tenants and property owners every Wednesday evening at the offices of the Lakewood Christian Services Center.
- Housing Research and Advocacy Center
  - Provision of fair housing services through a contract with the Housing Research and Advocacy Center that included administering tests for rental and sales discrimination, technical assistance with fair housing complaints and the administration of two-half day seminars on fair housing law for Lakewood rental property owners.

Federal Grant Administration

Each year Lakewood receives funding from the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG), Emergency Shelter Grant (ESG), HOME Investment Partnership, and American Dream Downpayment Initiative (ADDI) Programs. For fiscal year 2006 Lakewood received $2,236,199 in CDBG funds, $95,000 in ESG funds, $273,468 in HOME Program funds, and $8,024 in ADDI Program funds to support a number of successful community development programs. Accomplishments related to the general administration of these funds included:

- Preparation and submittal to HUD of the City's fiscal year 2006 Consolidated Annual Performance and Evaluation Report;
- Preparation of contracts with and monitoring the activities of sub-recipients of the City's HUD funds;
- Coordinating and providing staff support to the activities of Lakewood's Citizens Advisory Committee (CAC), the 17-member Committee which reviews applications for, and provides recommendations to City Council on allocation of the City's HUD funds;
- Preparation and submittal to HUD of the City's fiscal year 2007 application for federal funding;
- Working in partnership with sub-recipients to improve upon the process by which information on program accomplishments is collected and reported to HUD via the Integrated Disbursement and Information System (IDIS).

Federally-Funded Capital Improvements

During 2006, CDBG funds were used to complete the reconstruction of Giel Avenue (Detroit to Merl), for the re-pavement of Davis, Franklin Avenue and Roycroft, and to complete street improvements including water main replacement on Marlowe.

Special Needs Housing

During 2006, the Westerly project, which converted 6 efficiency units into 4 one bedroom units to be occupied by elderly residents, was completed. This project utilized a portion of Lakewood's HOME funding. Also utilizing HOME funding for a multi-family housing project serving special needs populations was the Welcome House Project. 2006 saw the beginning of construction on Welcome House which is converting a multi-family apartment building into housing units for people with disabilities. Additional funds were committed to this project in 2007.

Federally-Funded Public Services

Many Lakewood residents were directly assisted during 2006 by public service programs that are supported by the City's allocation of CDBG and ESG funding. These programs are administered by a number of agencies, including the City's Department of Human Services; the Division of Building and Housing; the Board of Education; and by local nonprofit organizations. Accomplishments include the following:

- Provision of summer camp scholarship assistance to 4 disabled Lakewood children and young people, through the Board of Education's Camp Can Do and S.T.O.P. programs.
- Provision of day care scholarship assistance to 147 Lakewood children, through the Division of Early Childhood's Childcare Scholarship Assistance Program;
- Provision of counseling services to 713 Lakewood children, teens and parents through the Division of Youth's Prevention through Intervention Program;
- Administration of an After School Youth Program that served 5 low- and moderate-income Arab-American young people. This new program, which is administered by the Arab American Community Center for Economic and Social Services (AACCESS), provides academic tutoring and mentoring services to Lakewood's Arab-American youth.
- Provision of counseling services to 766 elderly Lakewood residents, and leaf and snow removal services to 67 elderly Lakewood households through the Case Management and Community Leaf and Snow programs administered by the City's Division of Aging. CDBG funds approved to undertake ADA improvements and general repairs at Lawther Center, the facility which coordinates a multitude of critical services for Lakewood's elderly population. Work on these improvements was initiated at the end of 2005 and was completed in 2006.
- Provision of homeless prevention counseling services to 102 people, comprised of families with children and young homeless adults aged 18 to 21, through the Division of Youth's ESG-funded H.O.M.E.S. program;
- Provision of homeless prevention services to 973 Lakewood residents through the Lakewood Christian Services Center's Supportive Housing and Essential Services to the Homeless programs;
- Provision of emergency shelter to 1 Lakewood residents and supportive services to 687 Lakewood residents who were victims of domestic violence, through support for operating costs allocated to the Domestic Violence Center.
- Provision of one-time rent and utility assistance to 260 Lakewood residents confronting a potential situation of homelessness, through the Lakewood Foundation's Rent and Utilities Program.
- Provision of medical services and prescription assistance to 710 Lakewood residents through the North Coast Health Ministry's Medical Assistance Program.
- The City also allocated CDBG funding toward property inspection programs, which play an integral role in maintaining the condition of Lakewood's housing stock and commercial properties. Accomplishments during 2006 include:
- Inspection of 4,821 residential properties through the Division of Building and Housing's Project Pride Program;

Fair Housing Activities

Lakewood continued its administration of and involvement in activities designed to achieve fair housing rights for all Lakewood renters and homebuyers. Accomplishments during 2006 included:

- Provision of fair housing services through a contract with the Housing Research and Advocacy Center that included administering tests for rental and sales discrimination, technical assistance with fair housing complaints, and the administration of two half-day seminars on fair housing law for Lakewood rental property owners.
- Contracting with the Cleveland Tenants Organization to provide information and guidance to Lakewood renters and rental property owners on the State laws that govern the tenant-landlord relationship. In 2006, the Cleveland Tenants Organization provided free phone consultation to 469 Lakewood renters and property owners, and continued to hold its free weekly "Rental Rights Information" clinics for tenants and property owners every Wednesday evening at the offices of the Lakewood Christian Services Center on Marlowe Avenue.

- Completed an update to the City's Analysis of Impediments to Fair Housing. This report, prepared by the Housing Research and Advocacy Center, is a study of the existence of possible barriers to fair housing that exist in Lakewood. It also makes recommendations on actions to be taken to overcome these barriers.

DCD PROGRAM & ACTIVITY HIGHLIGHTS

The Division of Community Development (DCD) utilizes federal funding – CDBG, HOME, and Lead Safe Cuyahoga – to provide assistance to residents and businesses to maintain property values and enhance the appearance of our community. The DCD staff is dedicated to protecting, preserving and developing Lakewood's neighborhoods. Accomplishments of the programs administered by the DCD during the 2006 included following:

- 3% Low Interest Loan Program continues to provide income eligible owner occupied residences with low interest loans to rehabilitate their property and correct code violations.
  - 27 new loan program applications were accepted
  - 12 loan projects were completed

Deferred-Deferred Loan Program

Program provides 0% interest and no monthly payment loans to owner occupied, low-income residents over 65 year of age. Loans are repaid when the house is sold, transferred or vacated.

- 5 New Applications were processed
- 4 Deferred-Deferred loans projects were completed

In addition, these property owners also receive a Home Improvement Grant/Rebate provided they meet the exterior rehabilitation qualifications and the Building Department conducts an exterior inspection and issues a Certificate of Compliance.

- 9 loan projects also received a grant/rebate

Home Improvement Grant/Rebate Program

Program continues to provide income eligible owner occupied residences with rebates for qualified exterior home improvements.

- 6 new Home Improvement Grant applications were accepted in 2006
- 7 projects were completed, resulting in a Public Investment of $11,190.49 and Private Investment of over $39,719.

Lead Safe Cuyahoga Grant Program:

Program provides up to $11,000 in grant assistance for lead remediation to residential units where income eligible households with children under the age of six reside.

- In 2006, the DCD worked with the Cuyahoga County Department of Development, the Cuyahoga County Board of Health and the Lakewood Department of Health to coordinate the identification of eligible properties, the referral and testing of children under six for lead poisoning; and the testing/inspection of participating properties. In addition, the DCD prepared specifications, coordinated the bidding of projects with the City's Purchasing Department and oversaw the remediation/repair process.
  - 4 applications were accepted
  - 4 projects were actually completed

Operation Paintbrush Program:

Program provides residents with free paint and labor for the exterior of their property. Applications are taken once a year during the fall for the following year's painting season. Eligibility is based on family size and income.

- 56 new paint program applications were accepted
- 31 single-family structures were actually painted
- 13 multi-family structures were painted

Improvement Target Area Program

- Continued to implement the Neighborhood Improvement Target Area ITA) Program that enables Lakewood to spend federal block grant dollars on various, targeted streets throughout the City.
- 1 project was completed resulting in a Public Investment of $3,000 and Private Investment of $20,355.
- Critical to all of these efforts was the continued coordination between the Planning Department, the Public Works Department and the Division of Housing and Building

HOME Program

- The Lakewood HOME Program, managed by the Division of Community
- Development, assists in turning Lakewood renters into Lakewood homeowners by providing one of the best mortgage financing packages available to First-Time Homebuyers.
- The DCD processed 25 First-Time Homebuyer applications during 2006, resulting in $250,000 in grant down payment assistance.
- DCD staff continued to monitor eight (5) two-family structures financed through the HOME Program to ensure compliance with federally mandated rent limitations and affordability guidelines. Yearly monitoring of tenant-occupied units must continue for an eight-year period.

Cuyahoga County Home Enhancement Loan Program (H.E.L.P.)

The Planning Department continued to promote, monitor and coordinate the County's H.E.L.P./Linked Deposit Program in cooperation with the Division of Housing and Building.

- The H.E.L.P. Program offers below-market rate property improvement loans for residential and multi-family properties in Lakewood
- In the year 2006, 42 H.E.L.P. loans were processed totaling over $559,575 in activity. Since the Program's inception in July 1999, H.E.L.P. has generated over $6.75 million in loan activity to improve 489 Lakewood properties;
- The Division of Community Development received numerous requests for H.E.L.P. information, and provided several hundred Lakewood homeowners with information and brochures related to the program

Cuyahoga County Heritage Home Loan Program (H.H.L.P.)

The Planning Department continued to coordinate the promotion and monitoring of the County's newest residential program – the Heritage Home Loan Program/Linked Deposit Program (H.H.L.P.)

- As of December 31, 2006, six (6) loans were processed totaling over $142,505 in improvements to older Lakewood historic homes.
- 29 homeowners received free technical assistance for work valued at approximately $410,000. Since the program began five years ago, free assistance has been given to 194 residents with an additional 48 loans worth over $1.62 million.
- The H.H.L.P. Program offers loans at an interest rate of 3.5% for owners of older and historic homes to maintain, repair and improve their property. The Cleveland Restoration Society/Preservation Resource Center of Northeast Ohio provides technical assistance to homeowners to determine a historic preservation approach that can be financed through this program. The Division of Community Development in cooperation with the Department of Planning and Development and the Division of Housing and Building administers H.H.L.P.

Loan Document Preparation and Execution

The DCD prepared bank papers and work contracts for all loans executed during 2006. The Division processed seventy-nine (79) Requests for Contractor Payments, processed twenty-seven (27) Waivers of Priority for residents seeking to refinance their first mortgage, processed cancellation of mortgages for twenty-three (23) loans that were paid-in-full during 2006.

Homeowner Hazard Insurance Program:
To protect the interest of the City of Lakewood, property hazard insurance coverage must be secured on every Lakewood residence that has an open loan through the City. Four Hundred One (421) properties are being tracked to insure that current insurance coverage is renewed each year by the homeowner and that the City of Lakewood continues to be listed as a mortgage holder.

Marketing
The DCD utilized Community Service workers to blitz the City during the spring and fall with door-to-door delivery of the Division of Community Development Newsletter. A total of fifteen thousand (15,000) newsletters containing information about all programs run by the DCD were distributed.

Mailings are conducted on new Improvement Target Area streets to inform residents of their window of opportunity to receive grant/rebate assistance through the ITA program.

Packets of information were assembled and mailed to homeowners requesting information about the HIG and ITA programs.

Lead-Based Paint Issues:

- The DCD continued to monitor the status of new federal government lead-based paint regulations and how they affect housing rehabilitation programs.
- Staff attended conferences, seminars, workshops, classes and training sessions related to the implementation of new lead based paint regulations.
- DCD continued to advise area contractors of available lead licensing classes, and contractors are encouraged to obtain the required certification and licensure needed to meet the new regulations as lead abatement contractors.
- DCD continue to work with the Lakewood Division of Health to identify and prevent lead-based paint problems for families participating in DCD run home improvement programs. During 2005, the DCD referred twenty-one (21) children under the age of six to the Health Department for blood tests.
- DCD also distributed educational materials and explained the importance of lead safe paint practices to every program participant.
- DCD conducted nineteen (19) Home Buyer Seminars for Realtors and Lakewood tenants in an effort to teach them to identify lead-based problems in homes they intend to purchase through the HOME program. Fifty-six (56) individuals, primarily Lakewood residents, took advantage of these seminars in 2006. We also had over one hundred-sixty (160) requests for information regarding this program.

Loan Approval Board
DCD continues to provide staff support to the Loan Approval Board as it approves loans and monitors the DCD loan portfolio, which exceeds $2.1 million.

RealQuest
Staff continues to analyze property values and validate owner occupancy by utilizing RealQuest – a web-based program.

The Planning and Development Department continued to provide outstanding staff support to Lakewood's various empowered Boards and Commission in order to serve their operational needs. This support includes, but is not limited to, preparation of dockets, meeting minutes and required public notices.

- Planning Commission – 16 new applications;
- Board of Building Standards – 6 new applications;
- Architectural Board of Review - 37 new applications;
- Sign Review Board – 65 new applications;
- Board of Zoning Appeals – 36 new applications.

Planning Commission

In addition to the Zoning Code update the Planning Commission reviewed:

- Approved lot split and consolidation for expansion of existing parcel for First Energy Corporation.
- Approved lot consolidation for the construction of Lakewood Laser Car Wash.
- Approved conditional use to relocated Enterprise Rent-A-Car.
- Approved conditional use for accessory parking for Lucas Auto Center.
- Approved lot consolidation for proposed "The Cliffs", a multifamily residential condominium complex.
- Approved lot split for construction of proposed new Aldi's store and proposed new Fifth Third Bank.
- Approved lot consolidation and rezoning in order to commence renovations of Horace Mann School.

BOARD OF BUILDING STANDARDS ARCHITECTURAL BOARD OF REVIEW SIGN REVIEW BOARD ACTIVITIES

The Architectural Board of Review successfully reviewed a number of important architectural plans in 2006, including:

- Phase 1A and 1B of Rockport Square
- Lakewood Hospital Medical Office
- Renovation of 12000 Detroit Avenue
- Rozi's Wine
- Chartreuse, Inc., 17300 Madison
- Lakewood Laser Wash, 1580, 1584, 1586 W. 117th
- Lakewood Presbyterian Church
- Dianna's Restaurant, 1332 W. 117th
- Lucas Auto Center, 2016 Bunts
- Revised the site plan for The Carlyle Condominium
- Approved the preliminary site plan for The Cliffs
- Sherwin Williams
- Enterprise Rent-A-Car
- Spitzer Lakewood Chrysler Jeep
- Rosewood Place
- Aldi's and Fifth Third Bank
- Fleur-De-Lys, 18896 Detroit Avenue Extension
- The Red Rose Café, 14801 Madison
- CVS/Pharmacy, 11706 Clifton
- Horace Mann Elementary School
- Emerson Elementary School
- 13383-85 Madison Avenue
- Lakewood Sunoco, 11511 Detroit

BOARD OF ZONING APPEALS ACTIVITIES

Due to the densely built character of the community, the majority of the Board of Zoning Appeals cases in 2006 were for residential properties. The granting of these variances permitted property owners to modernize their homes and to add new amenities such as decks, larger garages and room additions.

HERITAGE ADVISORY BOARD

The year 2006 represented the tenth full year of operation of the Lakewood Heritage Advisory Board (LHAB). The Board successfully continues its efforts in the areas of public education, legislative assistance, and technical assistance to the Lakewood community.

The Department of Planning and Development participated in the monthly meetings of LHAB and continued to provide general staff support to the Board.

GEOGRAPHIC INFORMATION SYSTEM (GIS) IMPLEMENTATION

Planning staff continued to participate on the GIS Steering Committee throughout 2006.

This GIS software will be used to provide basic mapping and data analysis capabilities for planning and development projects.

The Planning and Development Department has continued to enhance and facilitate the integration of GIS data into the decision-making process. Planning staff has effectively improved efficiency and continues to emphasize cooperation through information sharing between local government agencies for centralized information and data.

Planning staff as also assisted other departments with their own GIS implementation including CitiStat.

Throughout 2006 the Planning staff has been able to utilize GIS to streamline processes for tracking projects and facilitating new projects. GIS has given the department the ability to create an information base, perform project analysis, and reduce redundant data sets. Creation and updating of the City Zoning map is currently proceeding in house. The new Zoning map has centralized information such as zoning, site review, parcels, and other planning information into one data set.

REALTORS SEMINAR

The Lakewood Realtors Seminar - "Lakewood, the City of Homes" - is an accredited continuing education seminar that showcases Lakewood's neighborhoods and the wide variety of housing options.

The Realtors Seminar is a successful endeavor, attended by Realtors® and community leaders and is sponsored by the City of Lakewood in conjunction with the Lakewood Chamber of Commerce.

Based on its importance and popularity, the Planning and Development Department will be hosting the Lakewood Realtors Seminar on an annual basis. The 2006 Seminar was held at The Sweetwater Landing at the Emerald Necklace Marina on June 22nd.

The Realtors Seminar is designed to educate realtors about living and owning residential property in Lakewood. It includes a full day of programs and tours amounting to six (6) hours of continuing education credit for participating Realtors®.

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2007 Goals

GOAL 1: ADD JOBS AND EXPAND THE TAX BASE OF THE CITY OF LAKEWOOD BY AGGRESSIVELY PURSUING AND ADMINISTERING ECONOMIC DEVELOPMENT PROGRAMS TO SUCCESSFULLY COMPETE FOR THE RETENTION AND ATTRACTION OF DESIRED BUSINESSES.

- Working with Community Development and Lakewood Community Progress Incorporated to develop an aggressive marketing program for the Storefront Renovation Program.*
- Continue direct contact with the Chamber of Commerce (Executive Director and Board), including attendance at monthly Board meetings, the monthly Economic Development Subcommittee Meeting, the monthly breakfast and several of the smaller committees to maintain an on-going dialogue with business leaders on current issues affecting the business community.*
- Continue a Business Visitation Program with the Chamber of Commerce and conduct visits to major commercial and industrial companies to offer assistance in retaining and growing their business in Lakewood, as well as to request leads for business attraction.*
- Lead a networking event of the Top 25 companies in Lakewood to promote their own business and to encourage cooperation by discussing their shared economic needs. Conduct a survey of meeting members.*
- Publish a Quarterly Commercial Space Available Report (posted on the City's website and available in the Planning and Development Department's Office) detailing available storefront, office, and industrial space in the City. Also, continually maintain and update a Business Inventory Database.*
- Continue to develop and administer and coordinate the use of appropriate and responsible financial incentives. Maintain contacts with other organizations and governmental entities to coordinate available financial assistance where needed by Lakewood's business community. Such organizations include – The Cuyahoga County Department of Development, The Ohio Department of Development/Governor's Office Local Liaison, The Greater Cleveland Partnership, and the Cleveland/Cuyahoga County Port Authority.*
- Become a member and/or continue to attend networking events of the Northeast Ohio Software Association, the Cleveland Technical Societies Council and other similar groups to promote the City's efforts to attract high tech industry.*
- Begin to develop a formal plan/policy for the City of Lakewood with regard to the City acquiring underutilized properties in order to assist and guide redevelopment. Consider forming a community land bank.*
- Building upon the completed Business Survey, conduct a Marketing Study for Downtown Lakewood. *
- Implement a revolving loan fund.*
- Annually update a target list of desired businesses to attract to the City of Lakewood that are expected to grow (in jobs and tax revenues) over the next decade by working closely with both real estate brokers and property owners representing major commercial and industrial properties for implementation of the targeted industry list.*
- Begin meeting with several potential users or purchasers of the Hilliard Theater to encourage its redevelopment and/or adaptive reuse.*

GOAL 2: ASSIST WITH ADMINISTERING A COMPREHENSIVE CAPITAL IMPROVEMENT PROGRAM, WHICH PRIORITIZES INFRASTRUCTURE PROJECTS FOR TARGETED ECONOMIC DEVELOPMENT PROJECTS.

- Develop a list of locations for targeted businesses, determine the infrastructure needs and estimate the costs (i.e. coordinated streetscape plan/program for retail districts of Detroit & Madison Avenues).*
- Apply to NOACA to Implement the Clifton Blvd. Improvements
- Apply to ODOT for Safer Routes to School Program
- Complete Detroit Avenue Streetscape Study
- Complete Hogsback Lane Streetscape Study
- Develop an official Bike route program. Install the additional bike racks

GOAL 3: CONTINUE TO EXPAND PUBLIC-PRIVATE PARTNERSHIPS TO FACILITATE (RE) DEVELOPMENT OF SPECIFIC GEOGRAPHIC AREAS AND TARGETED ECONOMIC DEVELOPMENT PROJECTS.

- Continue to be an active participant in the First Suburbs Consortium (FSC) by meeting quarterly with the Board and quarterly with the region's Economic Development Directors and utilize its influence with federal, state, and county legislators and private entities/foundations to create conditions/programs favorable to the attraction of economic development projects and the ongoing success of Lakewood businesses. Also participate at events sponsored by the First Suburbs Consortium such as being a presenter at the Developer's Forum.*
- Create administrative partnerships to promote better understanding and cooperation between the private and public sectors of the City. Examples include the City and the Chamber of Commerce, as well as a cooperative education venture between the School District and the business community.*
- Coordinate with the School District and higher education entities to create work force development initiatives to match their graduates' skills with current and targeted employment opportunities available in the City of Lakewood.
- Examine development ordinances to encourage redevelopment of older commercial areas. Provide flexibility for incentives to encourage business owners to consolidate small parcels and redevelop older buildings.*
- Continue to work with Lakewood Community Progress Incorporated and the Main Street Program to revitalize Downtown Lakewood by implementing a marketing program to include banners and other marketing efforts.*
- Update the Major Economic Development Projects Map for 2007
- Organize a public art committee for the Lakewood Public schools facility program

GOAL 4: PROMOTE A POSITIVE IMAGE OF THE CITY OF LAKEWOOD, BOTH OUTSIDE OF ITS BORDERS AND WITHIN, AS A "BUSINESS FRIENDLY" COMMUNITY. CITY GOVERNMENT AND BUSINESSES SHOULD WORK TOGETHER TO PROMOTE THE CITY'S ASSETS AND AMENITIES THAT ATTRACT ECONOMIC DEVELOPMENT.

- Continue New Business Welcome Letters from the Mayor and Chamber of Commerce President.*
- Attend and develop presentation to the development community at the FSC developers showcase meeting.*
- Assist local developers and businesses by creating GIS maps, contacting lending institutions, showing sites and providing contact and tax information for available parcels while preparing information about the City which might be useful in preparing a presentation package for potential lending and financial institutions.*
- Establishment of an expanded City website with an economic development component.*
- Prepare periodic promotional materials designed to attract residents and businesses to the community including special supplements to the Cleveland Magazine, Northern Ohio Live, and the Lakewood Sun Post.*
- Continue to expand Lakewood's Annual Realtors Seminar, including tours highlighting major commercial corridors and recent economic development projects, as well as the City's diverse housing stock.*
- Encourage local businesses, through the Chamber of Commerce to highlight the benefits of being a business in Lakewood.*
- Coordinate with Lakewood Community Progress Incorporated to assist with planning two additional street fairs and/or community celebrations.*
- Develop the Lakewood Available Rental Website to decrease vacancy and to promote Lakewood as the ideal place to live.*
- Continue efforts to retain the Social Security Office.*
- Host a "Top Real Estate Producer" event that would showcase new developments.*

GOAL 5: TO SUPPORT AND ENCOURAGE EFFORTS TO STABILIZE AND IMPROVE OUR RESIDENTIAL AND COMMERCIAL NEIGHBORHOODS

Home Program Funds

- Market a Senior Loan Program with the County Consortium utilizing $200,000 of HOME funds.*
- Work with the Planning Commission to create a new zoning chapter establishing Historic Districts and Historic Properties.
- Further market the Downpayment Assistance Program, which encourages home ownership; thereby decreasing the number of absentee owners. Directly market the program to area realtors.*
- Market program to one and two-family properties in Lakewood utilizing Community Service Workers by delivering 10,000 flyers to specific target areas throughout Lakewood and mailing 1,500 brochures to tenants in low and moderate income areas.*
- Continue to Expand the number of financial institutions that participate as lenders for first time homebuyers
- Host HOME Seminars, making them accessible during and after business hours.*
- Promote the new MURAL Program to expand the City's Storefront Program by allowing subsidy to renovate the interior of the residential units located above commercial spaces. Program allows a building owner renovating his property to borrower up to $15,000 per unit for a maximum of five units not to exceed a total expenditure of HOME Funds of $75,000 or 70% of the total project's cost per building.

Lead Safe Cuyahoga Program Funds

- Complete 10 projects in 2007. *

CPR Program

- Engage a representative from Lakewood Community Progress Inc. to assist in marketing the CPR Program in the Downtown Business District through the Main Street Program.*
- Market CPR Program to commercial property owners in the vicinity of the Rockport Project.*
- Continue to target and identify properties.*

DCD'S CDBG Rehab Programs

- Market Operation Paintbrush Program to older adult Lakewood homeowners. In addition, review and revise OPL Guidelines and Contracts relating to homeowner and contractor obligations. Attend and present 3 to 4 informational programs at the Office on Aging sites.*
- Market Low Interest Loan Program in low and moderate income areas of Lakewood by holding two (2) neighborhood informational meetins, utilizing Community Service Workers to deliver flyers and review program guidelines, interest rates and terms.

Miscellaneous

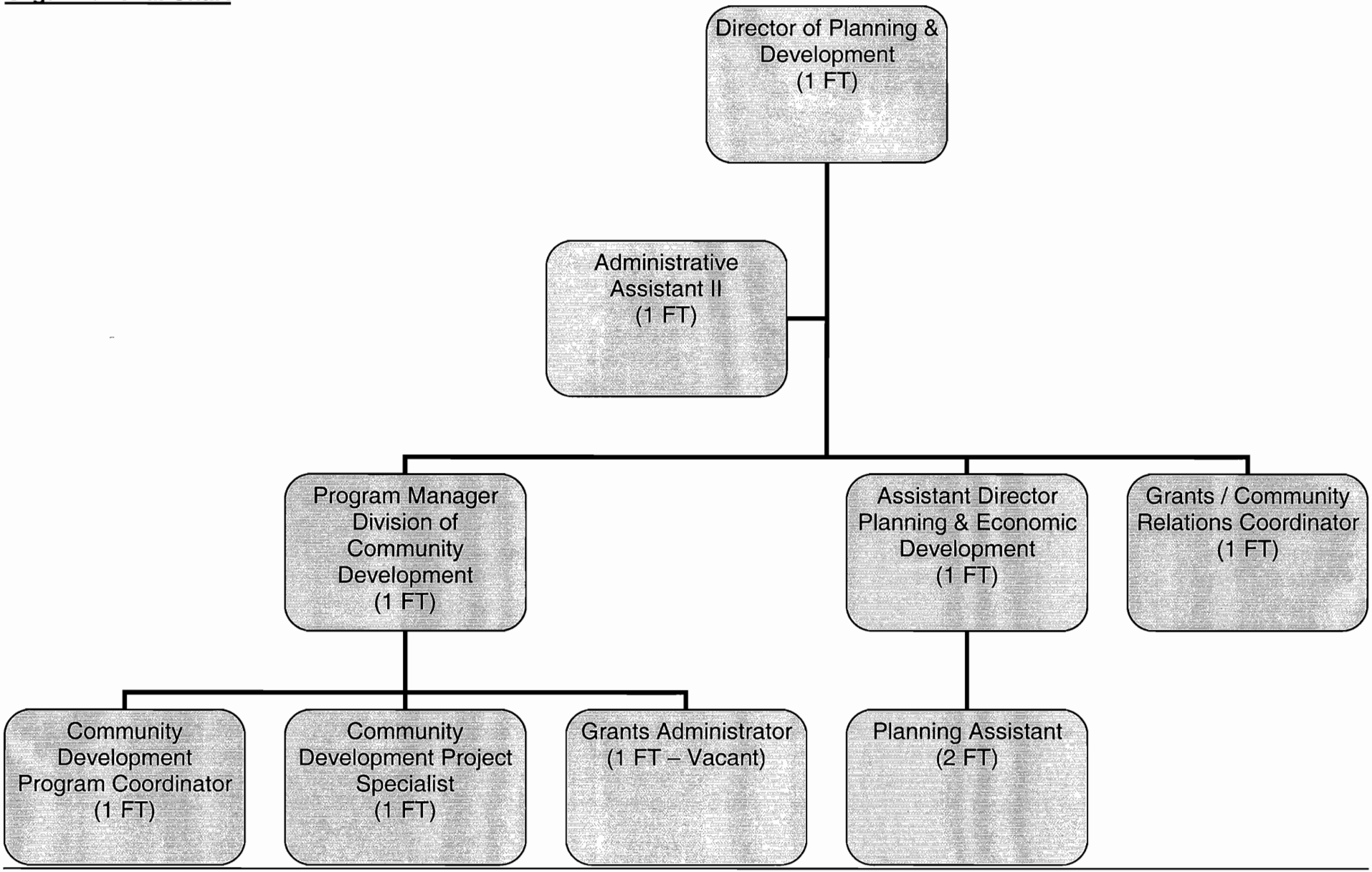
- Continue to implement the recommendations of the Grow Lakewood Committee.*

GOAL 6: FACILITATE THE IMPLEMENTATION OF THE CITY WIDE PARKING STUDY

- Oversee the implementation of new parking meters and poles throughout the City. The downtown lots are to be installed in early 2007. *
- Facilitate the reorganization of the parking meter enforcement department.*
- Work to create a set of design standards for all City of Lakewood owned parking facilities.*
- De-criminalize Parking Tickets, linking violations into the Ohio Motor Vehicles System.*
- Standardize all rates and fees throughout the City to optimize efficiency.*
- Coordinate the computerization of the parking ticketing program.*
- Identify potential areas for future additional parking and efficient use of funds.*

*Coincides with the thoughts/recommendations of the Grow Lakewood Report.

Organizational Chart



Historic Position Levels

General Fund (Fund 101) Positions

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Assistant Director/Planning & Develop.	1	1	1	Civil Service	Non-Bargaining
Planning Assistant	2	2	2	Appointed	AFSCME II
Total Full Time Employees	3	3	3		

CDBG Fund (Fund 240) Positions

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Planning & Development					
Director of Planning & Development	1	1	1	Appointed	Non-Bargaining
Grants Administrator	0	0	1	Appointed	AFSCME II
Grants/Comm. Rel. Coordinator	1	1	1	Appointed	AFSCME II
Administrative Asst. II	1	1	1	Appointed	AFSCME II
Total Planning & Development Employees	3	3	4		
Community Development					
Programs Manager	1	1	1	Civil Service	Non-Bargaining
C. D. Program Coordinator	1	0	1	Appointed	AFSCME II
C. D. Project Specialist	2	2	1	Appointed	AFSCME II
Staff Assistant	1	0	0	Appointed	AFSCME II
Total Community Development Employees	5	3	3		
Part Time Employees					
Grants Administrator	1	1	0	n/a	n/a
Administrative Asst. I	1	1	1	n/a	n/a
Total Part Time Employees	2	2	1		

Leave Usage Tables

	YTD	Avg # of FT
Employee Hours	19,360	9.3

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	48	0.6	1.66%
Funeral Leave	48	0.6	1.66%
Holiday	760	10.2	26.28%
Injury	600	8.1	20.75%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	180	2.4	6.23%
Sick Leave	579	7.8	20.03%
Vacation	676	9.1	23.39%
Total Hours Absent	2,892	38.8	100.00%

Percentage of Hours Worked **85.06%**

Hours of On Call Time	0
Hours of Overtime	2
Hours of Part Time/Seasonal	1,236
FTE of Additional Hours	**0.59**

General Government Percentage of Hours Worked Average:	85.81%
City-wide Percentage of Hours Worked Average:	84.93%

Planning & Development General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	125,910	156,333	152,759	152,826	157,827	164,407	161,594
Personnel Benefits	26,814	39,759	38,475	41,851	41,851	43,367	39,328
Total Salaries, Wages & Benefits	152,724	196,092	191,234	194,677	199,678	207,774	200,921
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	168	2,302	1,017	2,268	2,625	1,192	2,600
Other Employee Benefits	0	0	0	0	0	0	0
Training	540	1,000	590	985	985	300	1,000
Memberships	7,009	9,500	6,915	9,357	9,000	7,151	9,500
Professional Services	11,700	62,704	18,431	73,244	67,077	18,884	20,000
Communications	5,497	6,621	5,821	5,340	6,290	4,399	4,675
Insurance	0	0	0	0	0	0	0
Advertising	3,293	5,500	4,131	5,417	5,417	3,781	4,000
Rents & Leases	1,288	3,165	133	3,165	3,165	0	1,100
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	562	2,000	1,394	1,970	1,970	726	2,000
Contractual Services	364,719	45,000	23,503	44,325	43,616	0	5,000
Office Supplies	705	2,400	446	2,363	2,363	355	1,500
Operating Supplies	3,021	11,479	4,865	13,249	12,757	6,740	7,000
Repair Parts & Supplies	0	275	80	271	271	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	2,866	3,750	2,361	3,665	4,422	3,463	4,500
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	267,930	125,500
Total Operating	401,367	155,696	69,687	165,619	159,958	314,922	188,375
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	6,446	310	3,660	0	0	3,506	0
Computer Equipment	4,281	863	813	0	661	660	0
Total Capital	10,727	1,173	4,473	0	661	4,167	0
Total Expenditures	564,819	352,961	265,394	360,296	360,297	526,862	389,296

Community Development Block Grant (Fund 240) Budget

	2006 Revised Budget	2006 Unaudited Actual	2007 Carryforward	2007 Allocation	2007 Adopted Budget
Revenues					
Intergovernmental Aid (C.D.B.G.)	3,879,595	2,385,258	1,494,337	1,949,288	3,443,625
D.C.D. Program Income	600,000	400,440	0	531,260	531,260
E.D.F. Program Income	8,000	8,000	0	8,000	8,000
Total Revenue	4,487,595	2,793,698	1,494,337	2,488,548	3,982,885
C.D.B.G. Programs					
CDBG Administration	406,238	352,417	53,821	395,000	448,821
Project Pride	138,570	132,327	6,243	126,266	132,509
Lakewood Park Renovation	0	0	0	0	0
Street Reconstruction	1,426,676	1,025,709	400,967	726,993	1,127,960
Lkwd. Dept. Human Services / Aging	44,429	44,429	0	34,157	34,157
Lead Analysis Paint Screening	3,475	500	2,975	0	2,975
Lkwd. Dept. Human Services / Lead Out	0	0	0	0	0
Lkwd. DHS/E. Child Scholarship	121,376	102,469	18,907	101,000	119,907
Lkwd. DHS/Youth Services	62,694	62,493	201	0	201
Low Interest Loan / H.I.G. **	817,296	406,487	0	531,260	531,260
Commercial Property Revit. Program	288,470	115,474	172,996	75,904	248,900
Operation Paintbrush	212,549	191,681	20,868	127,416	148,284
Camp Can-Do / S.T.O.P.	1,308	1,308	0	0	0
Community Leaf & Snow Removal	7,147	1,200	5,947	0	5,947
Target Area Rehabilitation	14,732	3,755	10,977	0	10,977
Fair Housing	57,017	39,431	17,586	18,369	35,955
Lkwd. DHS/ Young Family Social Worker	0	0	0	0	0
Lakewood Foundation: Rent & Utilities	0	0	0	0	0
North Coast Health Ministry	45,618	43,230	2,388	22,363	24,751
Lkwd. Dept. Human Services / Litter Control	0	0	0	0	0
Economic Development Fund **	635,430	233,792	401,638	227,711	629,349
Madison Park Pool House	0	0	0	0	0
Lkwd. Christ. Services Center - Hsg Program	12,730	7,701	5,029	9,109	14,138
N. Union Farmer's Market	0	0	0	0	0
LCPI	50,549	37,500	13,049	30,000	43,049
Sr. Citizens Air Conditioning	0	0	0	0	0
AACCESS	12,150	0	12,150	0	12,150
Lakewood YMCA	55,000	0	55,000	55,000	110,000
Senior Center Reconstruction	115,598	84,685	30,913	0	30,913
Advance Out	0	0	0	0	0
Total C.D.B.G. Admin & Programs	4,529,052	2,886,588	1,231,655	2,480,548	3,712,203

Through the Community Development Block Grant (CDBG) Fund, the U.S. Department of Housing and Urban Development (HUD) provides eligible metropolitan cities, urban counties, and states with annual direct grants that can be used to revitalize neighborhoods, expand affordable housing and economic opportunities, and improve public facilities and services. While activities funded by the CDBG program must principally benefit low- and moderate-income persons, up to thirty percent of the funds may also be used to support activities that prevent or eliminate slum and blight. Cities such as Lakewood with a population of at least 50,000, and which meet certain housing and poverty criteria, receive their grant funding directly from HUD. Such cities are referred to as "entitlement communities." Entitlement communities are allowed to expend up to fifteen percent of their total grant for public services.

Emergency Shelter Grant (Fund 241) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Intergovernmental Aid - Fed Aid	77,914	99,263	96,434	95,000	155,080	103,451	95,000
Intergovt Aid - PY Carryover	0	75,850	0	0	0	0	0
Total Revenue	77,914	175,113	96,434	95,000	155,080	103,451	95,000
Operating							
Lkwd Christ.Service-Homeless Prevention	9,264	23,252	10,320	10,500	18,442	11,898	10,450
Lakewood Foundation - Homeless Prevention	12,595	38,534	18,430	18,136	35,300	25,148	18,050
Human Services - Essential Services	18,962	38,689	37,010	28,635	30,085	28,958	28,500
Shelter Operation Contracts	37,094	74,638	30,675	38,180	71,253	35,917	38,000
Human Services - Domestic Violence/Motel	0	0	0	0	0	0	0
Total Operating	77,914	175,113	96,434	95,451	155,080	101,920	95,000
Total Expenditures	77,914	175,113	96,434	95,451	155,080	101,920	95,000
Excess of revenues and other sources over expenditures and other funds	0	0	0	(451)	0	1,531	0
Decertification of Prior Year Encumbrances	0	0	0	0	0	0	0
Fund Balance Jan. 1	2,484	2,485	2,485	2,485	2,485	2,485	4,016
Fund Balance Dec. 31	2,485	2,485	2,485	2,034	2,485	4,016	4,016

The HUD Emergency Shelter Grants Program provides annual grant funding for programs that prevent homelessness and enable homeless individuals and families to move toward independent living. Lakewood currently allocates its Emergency Shelter Grant funding toward four separate programs, including: case management services program administered by the City's Division of Youth Services; a rent and utility assistance program administered by the Lakewood Foundation; a case management and referral services program administered by the Lakewood Christian Services Center; and an emergency shelter facility for victims of domestic violence operated by the Domestic Violence Center of Cleveland.

HOME Investment Partnerships Program (Fund 242) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
HOME Program PIF	25,000	100,000	58,858	100,000	100,000	29,500	850,000
County Reimb-2001 Carryover	0	17,276	0	17,276	17,276	0	0
County Reimb-2002 Carryover	0	283,109	0	283,109	283,109	0	0
County Reimb-2003 Carryover	0	319,977	0	319,977	319,977	0	0
Lakewood HOME County Reimb.	17,500	563,970	40,000	250,000	250,000	396,592	0
Total Revenue	42,500	1,284,332	98,858	970,362	970,362	426,092	850,000
Salaries, Wages & Benefits							
Salaries and Wages	0	0	0	0	11,000	10,692	0
Personnel Benefits	0	0	0	0	1,667	1,665	0
Total Salaries, Wages & Benefits	0	0	0	0	12,667	12,356	0
Operating							
Travel & Transportation	0	0	0	0	1,350	1,092	0
Lakewood HOME Program	80,000	138,858	105,000	1,004,220	444,653	453,634	850,000
Total Operating	80,000	138,858	105,000	1,004,220	446,003	454,726	850,000
Total Expenditures	80,000	138,858	105,000	1,004,220	458,670	467,083	850,000
Other Sources/Uses							
Transfers from Other Funds	0	10,000	10,000	0	0	0	0
Advances from Other Funds	0	0	0	0	20,042	20,042	0
Total Other Sources/Uses	0	10,000	10,000	0	20,042	20,042	0
Excess of revenues and other sources over expenditures and other funds	(37,500)	1,155,474	3,858	(33,858)	531,734	(20,949)	0
Decertification of Prior Year Encumbrances	0	0	0	0	0	0	0
Audit Adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	67,500	30,000	30,000	33,858	33,858	33,858	12,909
Fund Balance Dec. 31	30,000	1,185,474	33,858	0	565,592	12,909	12,909

Through the HOME Investment Partnership Program, or "HOME Program," as it is commonly referred, the HUD grant funding to state, county and local governments for the purpose of creating affordable housing for low- and moderate-income households. The Cuyahoga County Department of Development serves as the Program administrator and fiscal agent for the Consortium. While HUD allows HOME funding to be used for a range of activities, including building, buying or rehabilitating rental or owner-occupied affordable housing units, Lakewood allocates the entire amount of its HOME grant toward the City's First Time Homebuyer Program. Lakewood's First Time Homebuyer Program provides no interest loans to low- and moderate-income Lakewood renters toward the purchase of a condominium, single-family, or two-family home

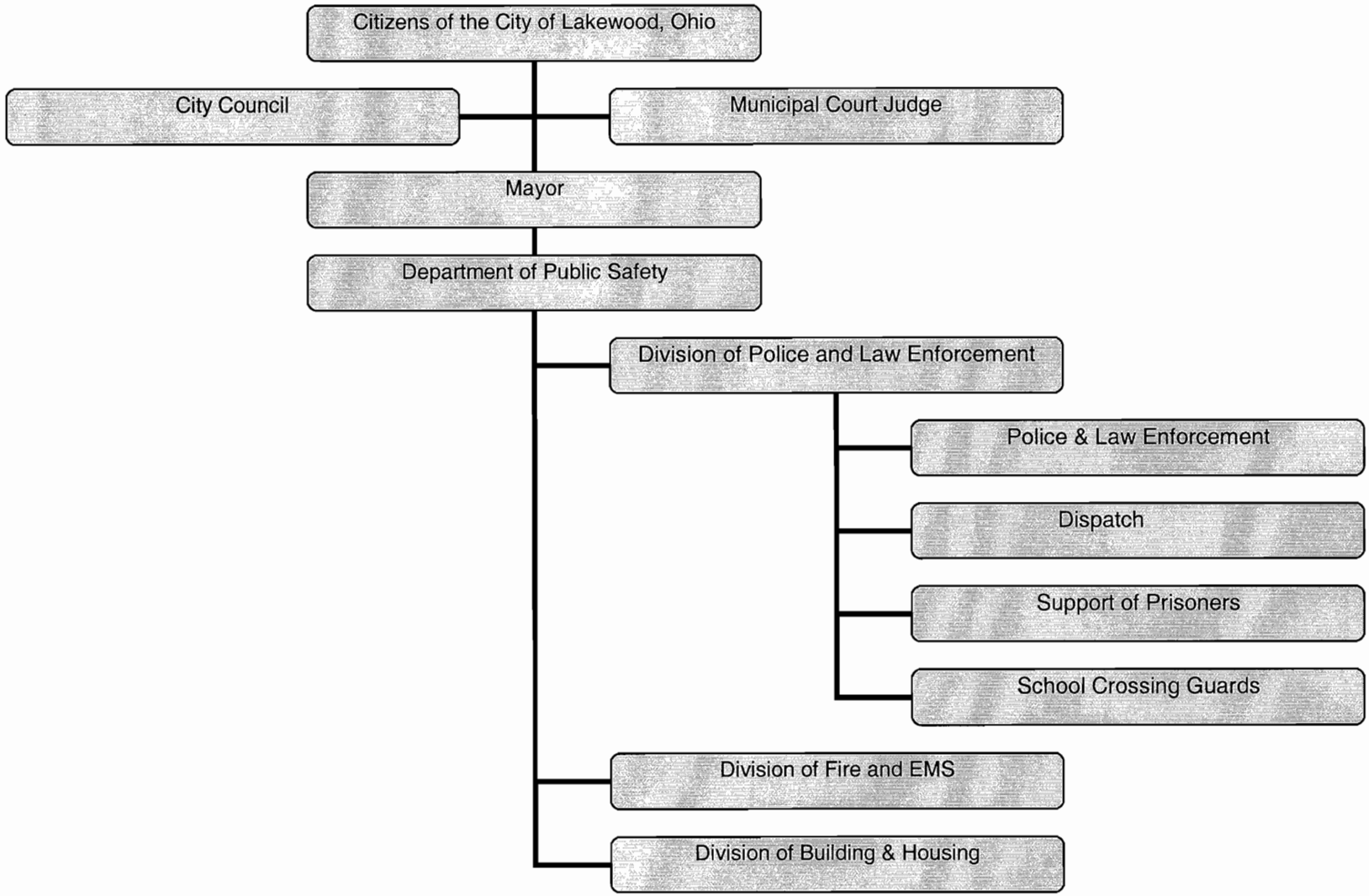
Lead-Based Paint Hazard Program Fund (Fund 243) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
County Aid	175,777	133,464	9,720	123,744	123,744	38,108	75,427
Total Revenue	175,777	133,464	9,720	123,744	123,744	38,108	75,427
Operating							
Lead-Based Paint Program	147,892	133,464	18,095	115,369	40,519	40,519	75,427
Total Operating	147,892	133,464	18,095	115,369	40,519	40,519	75,427
Total Expenditures	147,892	133,464	18,095	115,369	40,519	40,519	75,427
Other Sources/Uses							
Advances from Other Funds	0	8,375	8,375	0	2,411	2,411	0
Advances to Other Funds	0	0	0	(8,375)	0	0	0
Total Other Sources/Uses	0	8,375	8,375	(8,375)	2,411	2,411	0
Excess of revenues and other sources over expenditures and other funds	27,885	0	0	0	85,636	0	0
Decertification of Prior Year Encumbrances	0	0	0	0	0	0	0
Fund Balance Jan. 1	(27,885)	0	0	0	0	0	0
Fund Balance Dec. 31	0	0	0	0	85,636	0	0

Through the Lead Safe Cuyahoga Program, Lakewood receives federal funding from the Cuyahoga County Division of Health to support a lead abatement program administered by the City's Division of Community Development. In Lakewood, this Program offers grants of up to $10,000 for elimination of lead hazards from housing units occupied by income-eligible households with children under the age of six. Program participants also receive a lead-based paint risk assessment of their property, and lead blood level screening for the children

Public Safety

Public Safety Overview



Department of Safety
Division of Police & Law Enforcement

Mission

The Division of Police employees preserve the peace, protect life and property, prevent crimes, apprehend criminals, recover lost and stolen property, and enforce, in a fair and impartial manner, the ordinances of the City of Lakewood and the laws of the State of Ohio and the United States of America.

Description

The Division of Police & Law Enforcement is responsible for the following areas:

• **Traffic and Patrol Division**: Personnel provide round-the-clock (24-hour) uniformed police coverage to the community. They respond to all calls for service, along with handling preliminary investigations when they occur. A considerable part of their time is spent in monitoring traffic conditions in the City to ensure the safety of motorists and pedestrians.

• **Investigative Division**: Personnel assigned to the Investigative division conduct follow-up work on incidents reported to the Traffic & Patrol Division. In addition to the investigators assigned to our General Investigative Bureau, four officers are specifically assigned to work in the Juvenile Investigative Bureau on matters involving juveniles, domestic violence, and sex crimes and four others specialize in the area of Narcotics and vice investigations.

• **Administration and Services Division**: Employees are responsible for staffing the Communications Center, where calls for service originate and from which Police, Fire and EMS units are dispatched. This division is also responsible for the supervision, security and care of individuals housed in the jail facility. The records function is maintained by this division and staffed by clerks in the record room.

List of Functions, Programs and Services

Traffic and Patrol Division

The Traffic and Patrol Division comprises the largest and most visible segment of the Police Department. They respond to all types of community concerns providing professional and compassionate service. Officers continued their proactive efforts towards addressing quality of life issues in the community. There is a continuing effort by the officers of this agency to improve the efficiency of our service delivery. Through a combination of traditional crime suppression and detection tactics and current community based police strategy, the agency is continuing to work toward improving the safety and quality of life of the members of the community.

The primary responsibilities of the division are Motorized Patrol, Special Operations Unit, Canine Unit, Motorcycle Unit, Auxiliary Police and Training Unit.

Motorized Patrol

Motorized Patrol provides 24-hour coverage to the community. Three platoons on permanent shifts are each commanded by a Lieutenant and two Sergeants. Officers respond to calls for criminal and non-criminal matters. They complete the initial report and conduct the preliminary investigations of crimes. When necessary, they complete reports regarding non-criminal incidents. Officers provide preventive patrols in addition to traffic duties and enforcement. There are three uniform investigators on each platoon, with one additional investigator assigned to the afternoon shift. They are responsible for most traffic crash investigations, crime scene processing, and evidence collection when necessary.

Uniform Patrol

- Respond to calls for service, and traffic enforcement

Motorcycle Patrol

- Enforce traffic laws for speeding and hazardous moving violations. Two Harley-Davidson motorcycles and four officers assigned to the unit. The officers work two different shifts, 7 a.m. – 3 p.m. and 3 p.m. – 11 p.m., and are primarily assigned to detect and enforce traffic law violations. The officers are also used to respond to calls for service and in ceremonial functions when needed.

Accident Investigation

- Investigate and report on motor vehicle and pedestrian accidents

S.W.A.T.

- Responds to high risk warrant service and crisis situations

Bomb Squad

- Responds to calls of hazardous materials and devices

Special Operations Unit

The Special Operations Unit works as an extension of the Traffic & Patrol Division. This unit is supervised by a Sergeant and is currently staffed by six officers. The officers in this unit act as Youth Resource Officers providing Drug Abuse Resistance Education and safety education. Members of this unit provide a wide variety of informational programs and services to all segments of the community. Members of the Special Operations Unit are used to assist the working shifts and the Investigative Division. During the summer months members are deployed on bicycles and directed to patrol the parks and areas in which frequent calls for service are received and interaction with the youth of the community is most common.

D.A.R.E

- Drug Abuse Resistance Education) is a curriculum that places a trained, uniformed officer in the classroom to work with students. Officers are trained in an intensive two-week course taught at the Ohio Peace Officer Training Academy in London, Ohio, as part of the statewide D.A.R.E. program sponsored by the Attorney General, the Ohio Association of Chiefs of Police and the Ohio Department of Education.

Citizen's Police Academy

- This program is presented to residents of Lakewood who are interested in learning more about the Division of Police. Originally scheduled for eight sessions provided on consecutive Saturday mornings, the most recent Academy class covered nine weeks due to the addition of a class on Cardiopulmonary Resuscitation. Classes have been moved to Wednesday evenings. Registration is through the Lakewood Board of Education's Adult Education Program. The academy is offered every other year. During the sessions, students are presented with information from a number of speakers to familiarize them with a variety of policing issues in Lakewood. In addition to speakers from the Division, the Department of Law and Judge Carroll also address the class. At the end of each session the graduates are permitted to schedule a ride-along with a patrol officer for one evening.

Youth Resource Officer Program

- The City of Lakewood provides police officers to mentor and work with students at Lakewood High School

Safety Education

- Works with school children on proper traffic and pedestrian safety, the summer safety town program, educating 3rd grade students on seat belt safety and maintains safety statistics

Child Identification Program

- A videotaping and fingerprinting program, offered as a service to Lakewood residents every year that offers parents an opportunity to ensure the safety of their child.

Home or Business Security Surveys

- Police officers trained in security measures are available (by appointment) to visit homes and businesses within the City of Lakewood to help identify security concerns. After identifying these concerns, the officers will make practical suggestions for security improvements. This service takes about one hour and can be arranged through the Crime Prevention Unit at (216) 529-6781.

Canine Unit
Two Patrol Officers are assigned as Canine Handlers. The Canines are trained in drug detection, tracking and subject apprehension. In addition to Handler initiated activity, the Canine Unit assists members of the Investigative Division. The Canine Unit has been instrumental in locating a number of persons attempting to elude officers and the detection of concealed illegal drugs.

Auxiliary Police
The Lakewood Auxiliary Police Unit is a vital part of both the Police Department and the community, assisting with important duties such as traffic direction and crowd control at organized events. They provide support at events including Earth Day, band concerts, Fourth of July Parade and Fireworks, Lakewood Arts Festival. Lakewood High School Football games, Lakewood Community Festival and several annual marathons and runs through the City. Auxiliary Police Officers also have the opportunity to ride on patrol with Lakewood Police Officers. In 2006, the Lakewood Auxiliary Police performed over 2600 service hours for the community. The Auxiliary Police increase the safety of community events and provide the necessary community support.

Applicants for the Lakewood Auxiliary must be at least 18 years of age, preferably live or work in Lakewood and must pass a background investigation. Individuals who live or work outside of Lakewood are also welcome to apply. Upon completion of training, auxiliary officers are protected under the Ohio Worker's Compensation and are provided with uniforms and equipment.

Training
In order to better utilize departmental resources the training function was transferred to the Patrol Division and is operated by the Special Operations Unit. Training continued to be a priority for members of the Lakewood Police Department. All sworn members, corrections officers and dispatchers received training. Training can either be focused on an individual member, or assigned to groups based on subject, need, and manpower. Sworn members successfully completed the State mandated firearms training, conducted at the Lakewood Police Department Indoor Firing Range. In addition, all sworn officers have been trained in the use of the patrol rifle and have passed the state qualification requirements. Other in-house training included Prisoner Restraint, Self-defense, Use of Force, Active Shooter Training, Hostage negotiations, Community CPR and First Aid. All officers received 8 hours of training in the use and operation of the in-car video cameras. To supplement the in-house training, The Ohio Police Officers Training Academy, Cuyahoga Community College, Lorain Community College, and many other agencies were used for training Lakewood Police Department personnel. The training unit continued to work on training all members to become National Incident Management System compliant.

Investigative Division
The Investigative Division has two trained and experienced polygraph operators, and Investigators trained in specialties such as fingerprint identification, computer crime investigation, auto thefts, elder crime, identity theft, juvenile & domestic violence crimes, and narcotics & vice investigations. Investigators follow cases from the initial report through investigation, arrest and prosecution.

Juvenile Bureau
The Juvenile Bureau, within the sub-division, provides services to the families of the city. Specifically, it is a critical component of the Juvenile Diversion program, where first time juvenile offenders are offered a chance to avoid criminal prosecution through successful completion of a program designed to educate them about the consequences of their actions. Cooperation with the Lakewood Department of Human Services has been maintained and facilitated through the Juvenile Intervention Program, where at-risk juveniles are identified and appropriate community resources are directed towards the child's behavior. As well, the Juvenile Bureau has maintained cooperation with the Children Who Witness Violence Program (Fund 274), where intervention and counseling are supplied to juveniles and their families in crisis situations.

Juvenile Diversion Program

- Officers work with the Department of Human Services Division of Youth in this program, which allows minors charged with a first-time non-violent offense to make restitution and perform community service for their offense. If the youth complies with the terms of community service, he or she avoids a juvenile criminal record.

Narcotics/Vice Bureau

The Narcotics/Vice Bureau investigates and prosecutes a wide variety of these types of offenses. Liaison and cooperation with other agencies has been maintained and developed to assist in successful prosecution. Laws pertaining to forfeiture of property obtained through the violation of state laws have been utilized to remove the gains of illegal activity from the violator. The Lakewood Police Department has thus been able to obtain this property to assist in its efforts of prosecuting these types of crimes.

Property Management

Receive evidence and property, maintain evidence for prosecution, and return property to owners. This unit also manages the auction function for property that has been abandoned and forfeited.

Administration and Services Division

The Administration and Services sub-division provides support for the other units within the Lakewood Police Department. A Captain, twelve Dispatchers, three Corrections Officers, an Information Systems Specialist, three part time, and six full time staff personnel are assigned to this division. The primary responsibilities of the division are Communications, Records, and Jail Management.

Records

The Lakewood Police Department Records continues to be a major contributor and user of the Cuyahoga County Regional Information System (CRIS). Record room personnel are also continually updating files within our in-house database contained within CAD. The Information Systems Specialist has been instrumental in re-organizing some equipment and bringing it up to current standards. He has become an integral part of the department and has become involved in implementing many projects such as new in car videos, mobile data computers, and working with a community to seek a new vendor for our records management system.

Contact Information

Timothy J. Malley
Police Chief
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 521-6773
police@lakewoodoh.net

2006 Accomplishments

- Instituted formal training unit within the patrol division. Enabled department to recognize training deficiencies and address them through better organization.
- Through directed efforts of the patrol division we were able to show a 13% reduction in motor vehicle crashes.
- Participated in Pilot program with other County Justice agencies to work toward a justice reform initiative county- wide. Through work with the Investigative Division we were able to reduce the time it takes to get a case from arrest to presentation at the grand jury from an average of 98 days to an average of 43 days.
- The requirements for appointment as an auxiliary were modified through legislation to improve our efforts at recruitment of auxiliaries.
- A new ordinance was passed to criminalize occupation of drug premises. This new law gives our officers another tool to use when confronted with illegal behavior which ultimately leads to other criminal behavior in the city.
- Instituted a program where the Lakewood Police Department tracks the locations where sex offenders are registered in the City of Lakewood. Detectives maintain their own database of these offenders and the special operations unit visits the offenders, unannounced, at least once a year.
- Mobile Data Computers were purchased and implemented in all marked patrol vehicles. This gives the officers broadband capabilities while on patrol enabling them to access statewide databases and receive digital images while on patrol.
- Members worked on procuring new and improved evidence collection, analysis, and processing equipment and technology that will be provided through a grant. Full completion of the project to occur in 2007.
- New equipment was purchased to help protect our officers from ballistic threats. Officers were trained and the ballistic shields deployed.
- Through a grant we were able to obtain thermal imaging equipment which enables us to see heat signatures in any darkened conditions.

2007 & Beyond Goals

- Lakewood Patrol Officers will begin working 12-hour shifts, instead of their current 8-hour shifts, on January 1, 2007 as part of agreement reached between the Fraternal Order of Police and the George Administration. This change will allow for increased coverage on the road during peak hours of calls for service. It is anticipated that Lakewood's excellent response times to calls will improve with increased coverage.

- This change also affords the Lakewood Division of Police flexibility in assignments, which will increase marked patrol car visibility and allow for additional police to be assigned to areas that require more police intervention. Patrol officers will benefit from the 12-hour shift assignments with an increase in the number of days off during the year.

  This change only effects the uniform patrol division. The detective bureau, special operations, administration, and K-9 units will remain on 8-hour shifts. Other cities such as Shaker Heights and Garfield Heights have had 12-hour shifts for many years and found them to be successful.

- Training – Continue to develop our in-house training function to include roll call training for all officers. Complete EROC driving training for all sworn officers.

- Traffic Crashes – Work to continue reduction of motor vehicles crashes through selective enforcement of crash causing violations and areas where the most crashes occur.

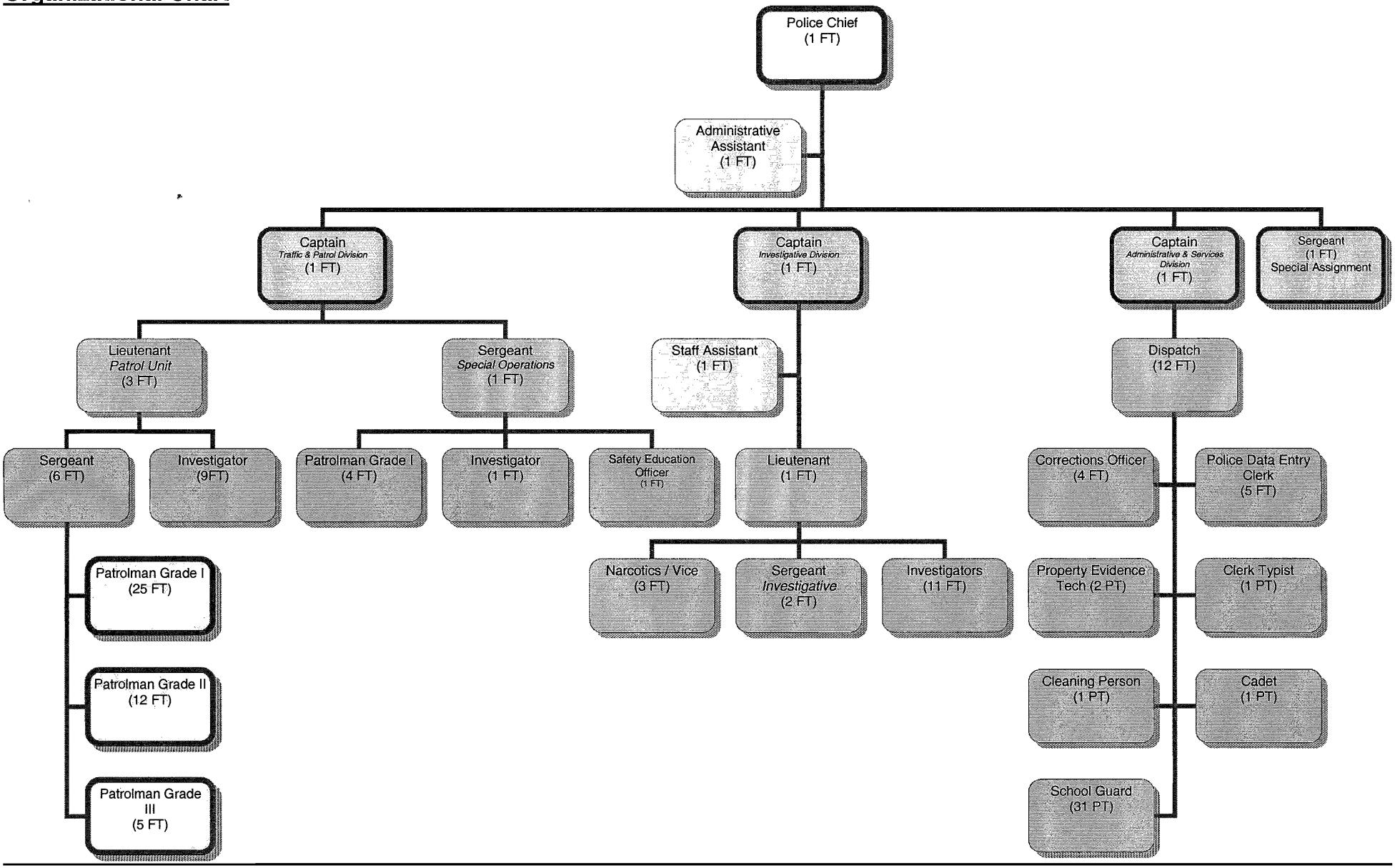
- Administrative and Services Staffing – Complete hiring processes to bring all units of this division to full staffing to reduce divisional overtime costs.

- Investigative Division – Increase enforcement of liquor law and nuisance type violations at liquor permit establishments.

- Complete evidence collection, analysis, and processing improvement project.

- Continue to work a spatial analysis study for physical needs of department to address the inadequacies and physical limitations of our headquarters and jail.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Police Chief*	1	1	1	Civil Service	Non-Bargaining
Police Captain*	3	3	3	Civil Service	FOP
Police Lieutenant*	4	4	4	Civil Service	FOP
Police Sergeant**	10	10	10	Civil Service	FOP
Patrol Officer I***	33	34	34	Civil Service	FOP
Patrol Officer II*	4	5	5	Civil Service	FOP
Patrol Officer III*	6	4	6	Civil Service	FOP
Patrol Officer - Inv.*	22	20	20	Civil Service	FOP
Patrol Officer - S.E.****	2	2	2	Civil Service	FOP
Patrol Officer - S.O.*	5	5	5	Civil Service	FOP
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Staff Assistant	1	1	1	Appointed	AFSCME II
Outreach Specialist	1	0	0	Appointed	AFSCME II
Police Data Entry Clerk	4	4	4	Appointed	AFSCME II
Total Full Time Employees	97	94	96		
Part Time Employees					
Cadet	1	0	0	n/a	n/a
Office Assistant	1	1	1	n/a	n/a
Property/Evidence Technician	2	2	2	n/a	n/a
Total Part Time Employees	4	3	3		

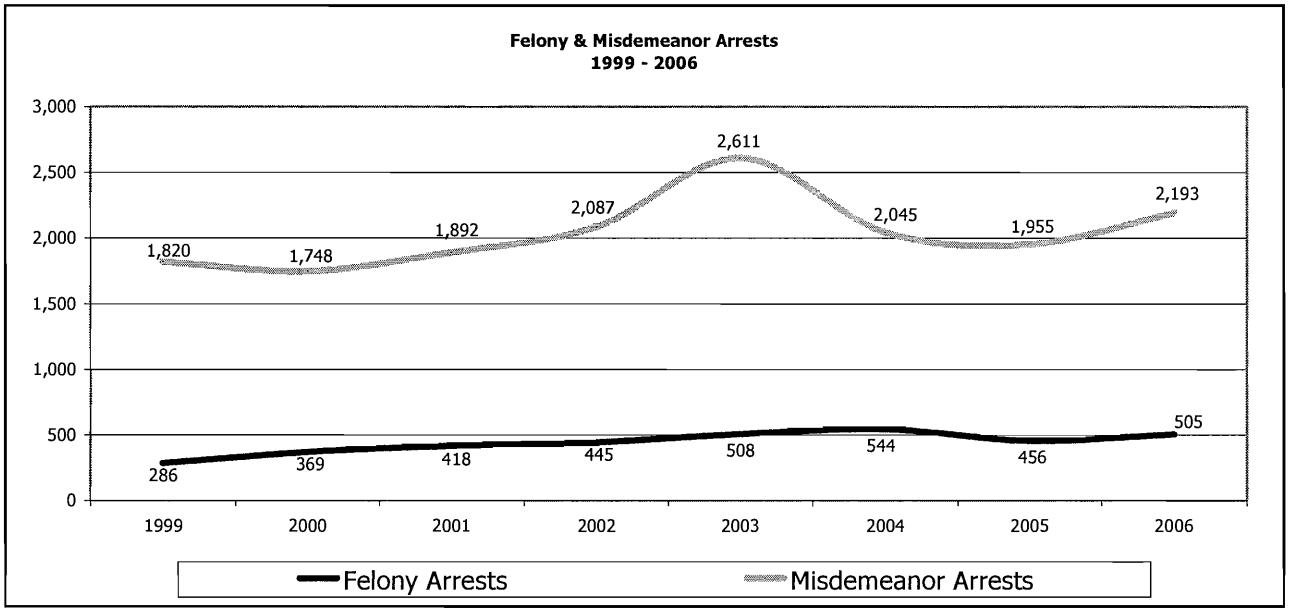
* Denotes Police Officer

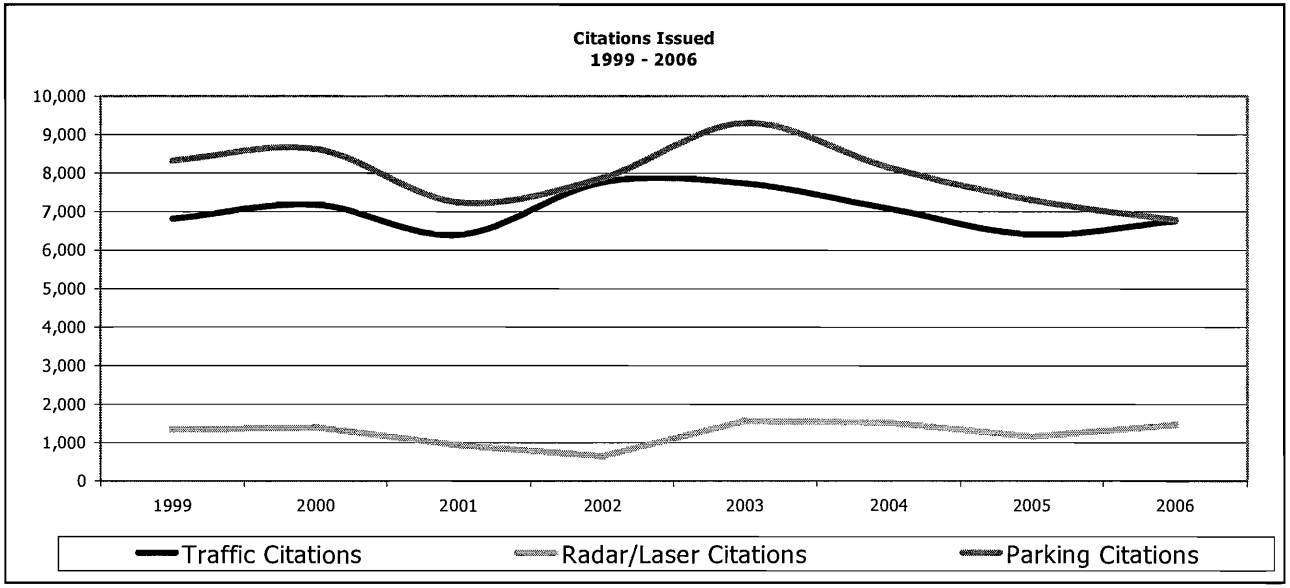
**Transferred (1) from Safety Administration in 2006

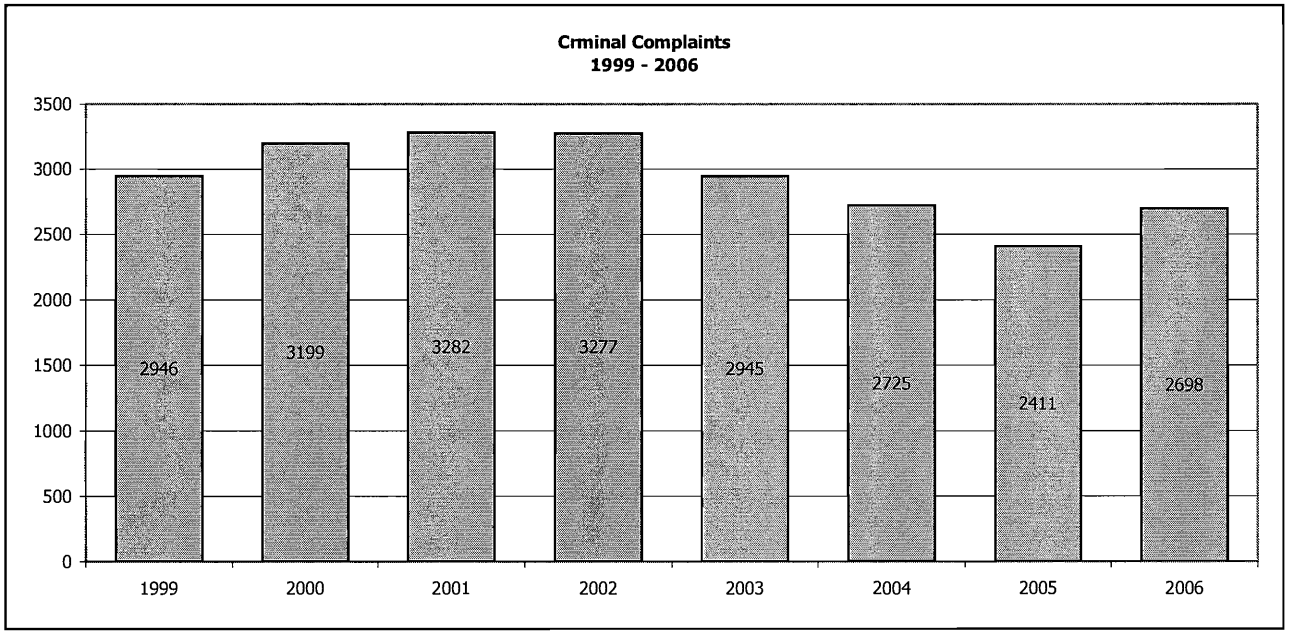
***Transferred (4) from Support of Prisoners in 2006

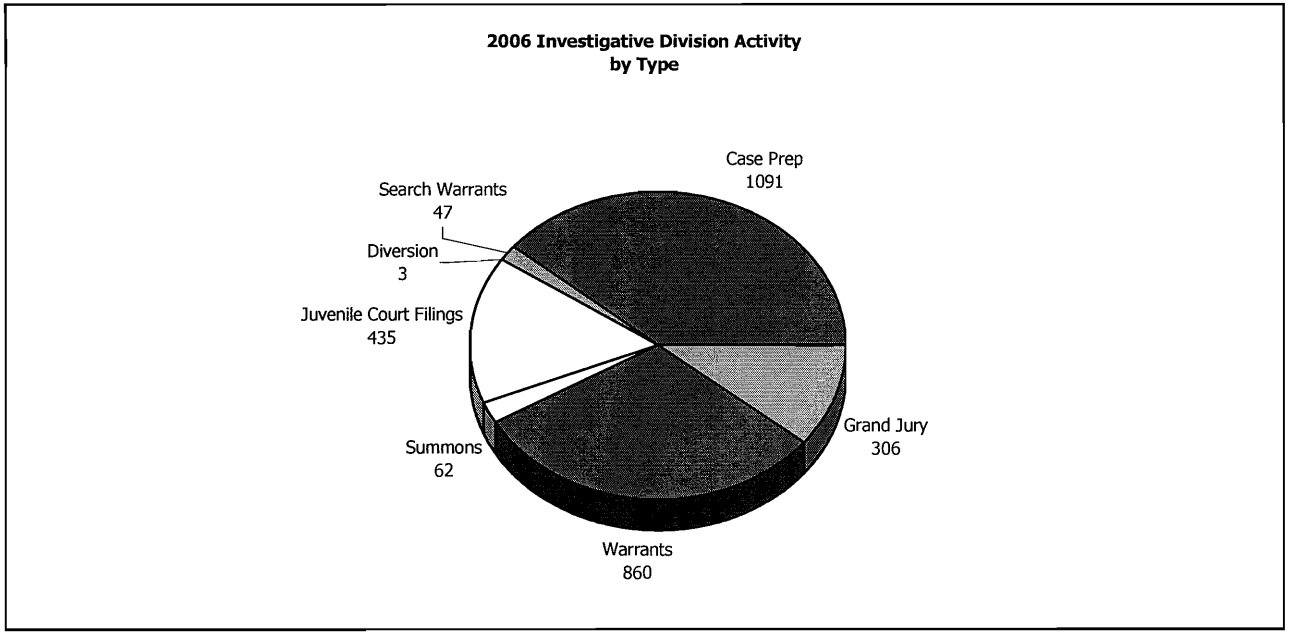
****Transferred (1) from Support of Prisoners in 2006

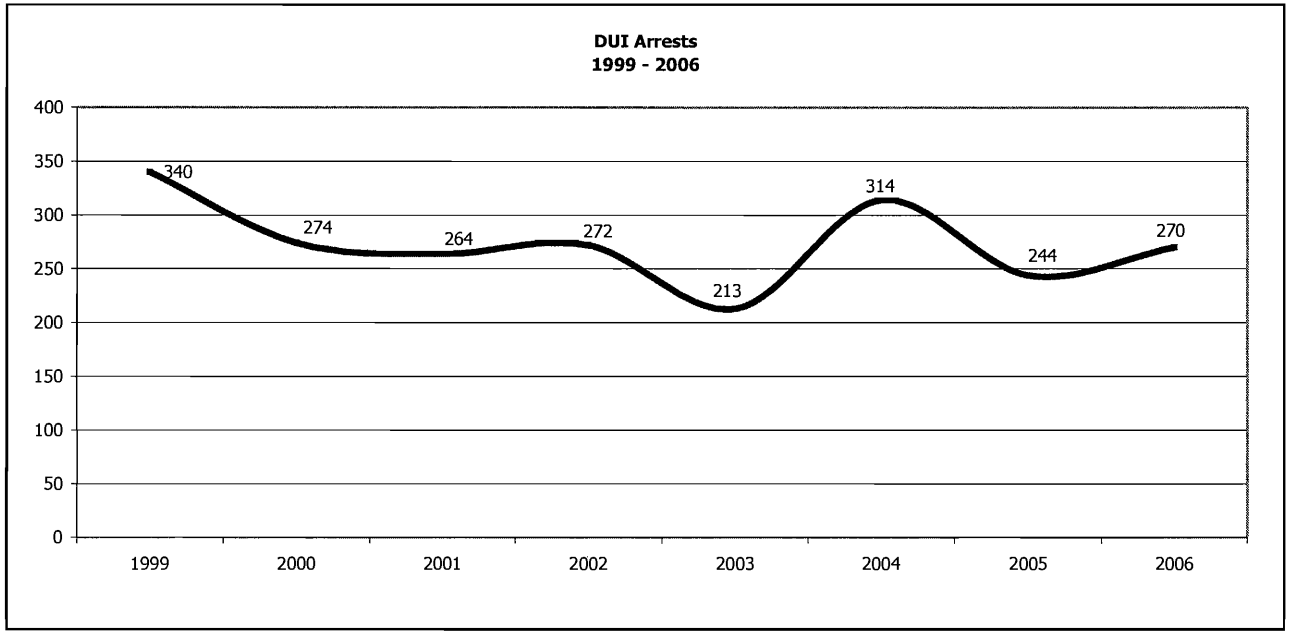
Performance Measurements

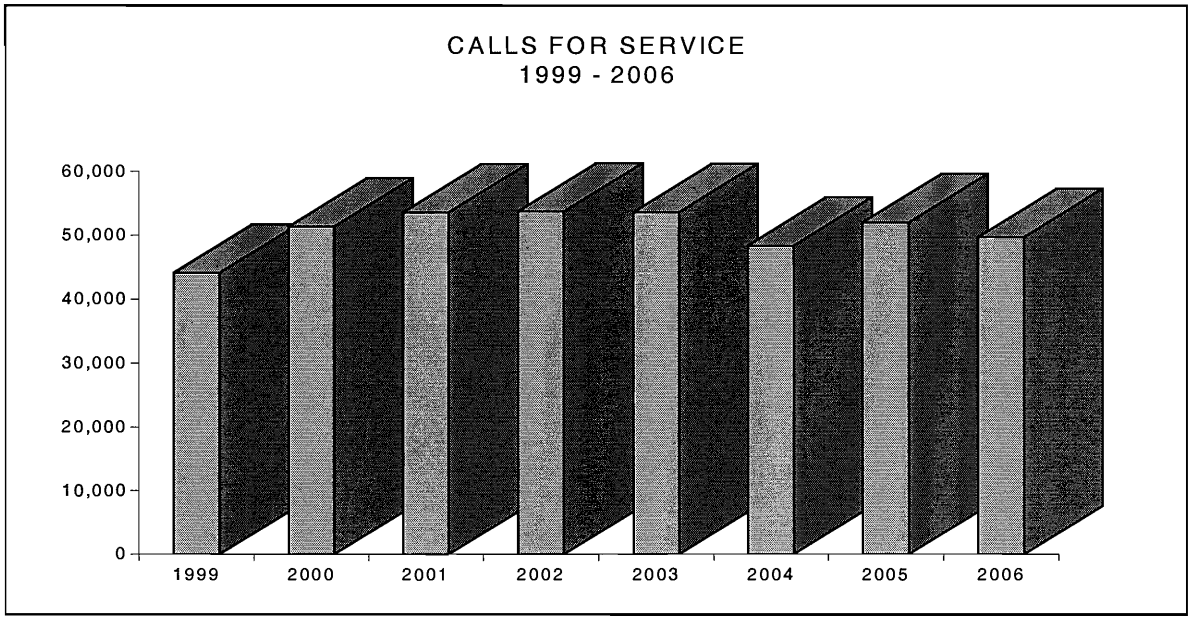


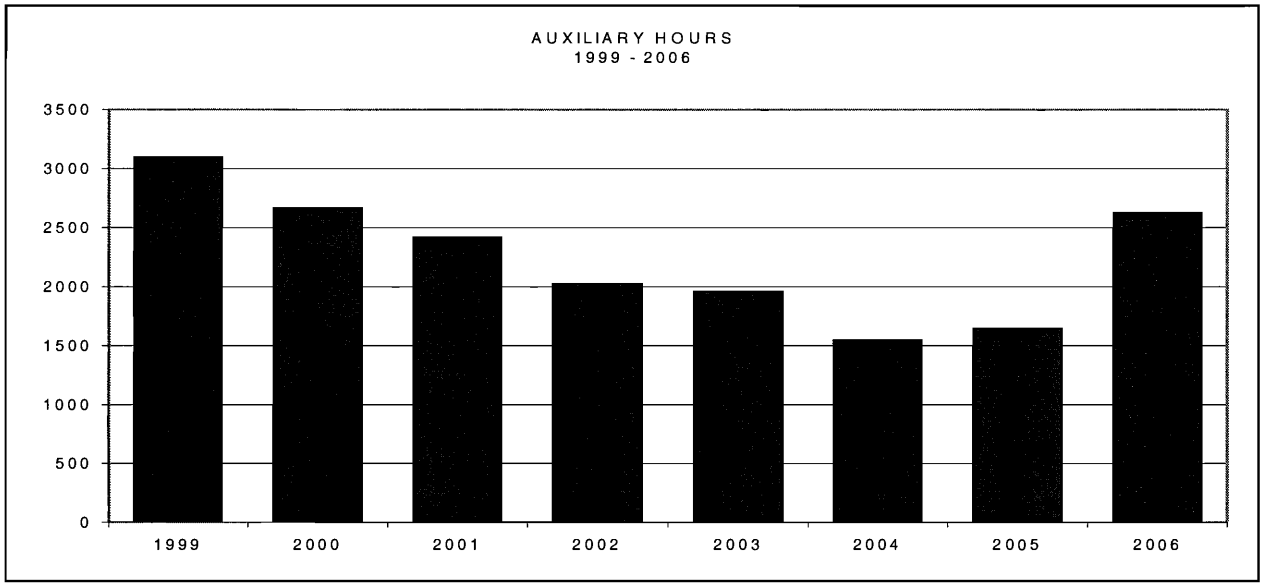


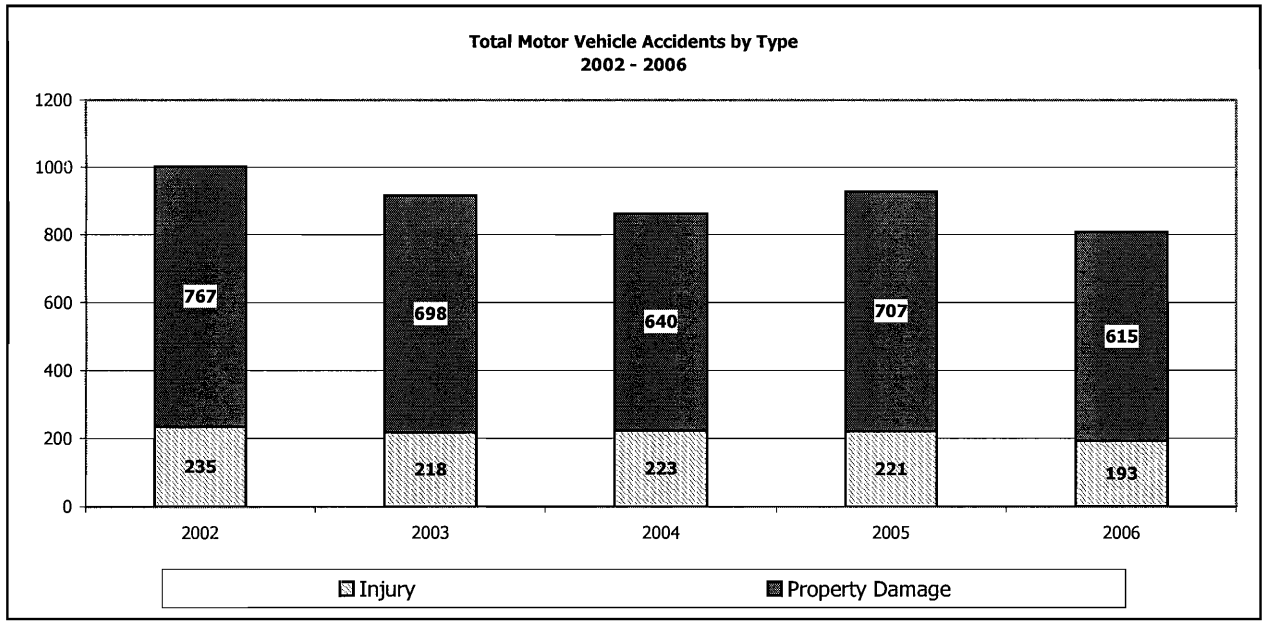

Crminal Complaints
1999 - 2006
3500
3000
2500
2000
1500
1000
500
0
2946
3199
3282
3277
2945
2725
2411
2698
1999
2000
2001
2002
2003
2004
2005
2006

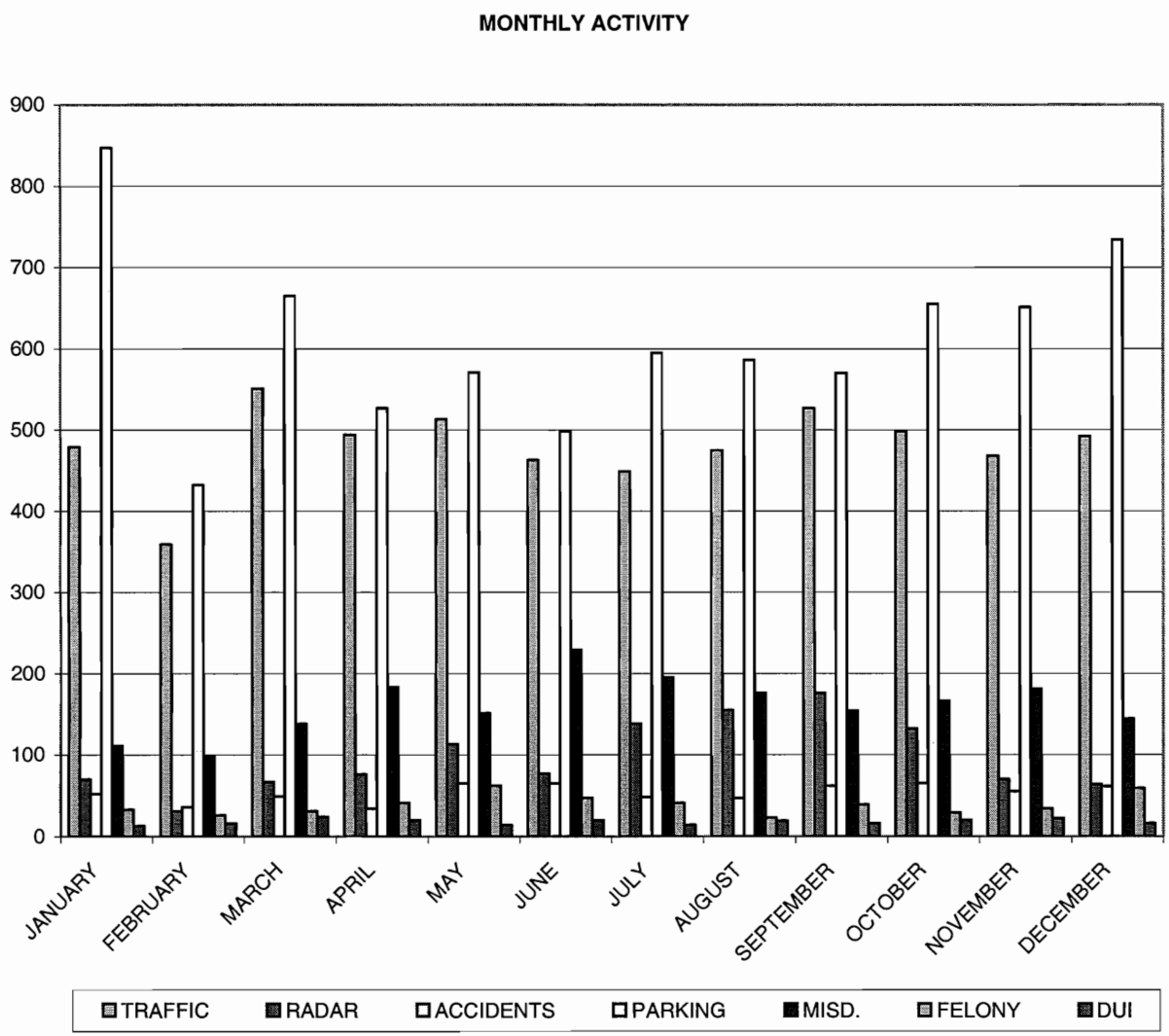

2006 Investigative Division Activity
by Type
Case Prep
1091
Search Warrants
47
Diversion
3
Juvenile Court Filings
435
Grand Jury
306
Summons
62
Warrants
860


DUI Arrests
1999 - 2006
400
350
300
250
200
150
100
50
0
340
274
264
272
213
314
244
270
1999
2000
2001
2002
2003
2004
2005
2006


CALLS FOR SERVICE
1999 - 2006
60,000
50,000
40,000
30,000
20,000
10,000
0
1999
2000
2001
2002
2003
2004
2005
2006


AUXILIARY HOURS
1999 - 2006
3500
3000
2500
2000
1500
1000
500
0
1999
2000
2001
2002
2003
2004
2005
2006


Total Motor Vehicle Accidents by Type
2002 - 2006
1200
1000
800
600
400
200
0
767
698
640
707
615
235
218
223
221
193
2002
2003
2004
2005
2006
Injury
Property Damage


MONTHLY ACTIVITY
900
800
700
600
500
400
300
200
100
0
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
TRAFFIC
RADAR
ACCIDENTS
PARKING
MISD.
FELONY
DUI

Division of Police & Law Enforcement General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	5,898,235	5,657,797	5,655,352	6,663,808	6,663,808	6,642,123	6,645,780
Personnel Benefits	954,744	861,538	870,812	878,919	878,919	870,301	1,088,961
Total Salaries, Wages & Benefits	6,852,979	6,519,335	6,526,163	7,542,727	7,542,727	7,512,424	7,734,741
Operating							
Uniform & Clothing	94,017	91,700	94,872	97,000	100,224	100,247	99,000
Travel & Transportation	2,252	3,900	352	3,841	165	207	900
Other Employee Benefits	2,336	0	0	0	0	0	0
Training	8,194	13,900	4,847	14,676	2,300	4,600	6,000
Memberships	2,093	2,500	1,893	2,463	1,963	1,773	3,000
Professional Services	8,231	12,000	6,425	14,184	8,087	6,870	8,118
Communications	42,220	44,950	41,743	44,276	42,076	46,360	65,750
Insurance	11,460	14,700	10,818	20,000	1,136	1,136	15,000
Advertising	1,256	1,000	150	985	2,985	2,907	1,000
Rents & Leases	12,396	12,550	9,971	12,550	11,508	11,029	12,000
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	6,678	8,200	7,315	8,077	12,077	11,883	8,500
Contractual Services	79,064	90,028	89,853	95,280	88,685	88,278	90,600
Office Supplies	14,074	21,300	17,102	15,071	19,071	21,020	21,000
Operating Supplies	114,001	106,550	133,232	128,000	132,532	143,838	143,650
Repair Parts & Supplies	47,797	67,200	53,416	65,207	53,687	54,905	56,500
Maintenance Parts & Supplies	2,841	3,500	4,214	3,448	3,448	3,094	3,500
Repair Service	2,575	5,000	7,393	4,925	4,925	3,767	4,000
Maintenance Service	1,998	2,000	1,776	1,970	1,970	1,489	2,000
Service Agreements	7,258	11,919	11,544	11,919	12,001	19,477	21,750
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	460,740	512,897	496,914	543,872	498,840	522,879	562,268
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	29,771	18,475	23,933	0	0	5,924	0
Computer Equipment	941	2,600	2,448	0	700	667	0
Total Capital	30,713	21,075	26,381	0	700	6,591	0
Total Expenditures	7,344,431	7,053,307	7,049,459	8,086,599	8,042,267	8,041,894	8,297,009

Police Pension Fund (Fund 220) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Real & Personal Property Taxes	1,287,016	1,273,680	1,286,900	1,273,530	1,273,530	1,281,011	1,394,373
Homestead Exempt & State Subsidy	168,825	159,530	168,169	163,417	163,417	142,669	153,072
Commercial Activity Tax	0	0	0	0	0	9,936	9,936
Miscellaneous	0	0	0	0	0	0	0
Sale of Bonds	0	0	0	0	0	0	0
Premium on Sale of Bonds	0	0	0	0	0	0	0
Total Revenue	1,455,841	1,433,210	1,455,069	1,436,947	1,436,947	1,433,617	1,557,381
Operating							
Personnel Benefits - Current	1,116,604	1,101,413	1,060,043	1,225,000	1,225,000	1,174,347	1,254,277
Personnel Benefits - Long Term	0	0	0	0	0	0	0
Debt Issuance Costs	0	0	0	0	0	0	0
Total Operating	1,116,604	1,101,413	1,060,043	1,225,000	1,225,000	1,174,347	1,254,277
Total Expenditures	1,116,604	1,101,413	1,060,043	1,225,000	1,225,000	1,174,347	1,254,277
Other Sources/Uses							
Transfers to other funds	206,659	205,598	205,598	206,852	206,852	206,852	205,454
Total Other Sources/Uses	206,659	205,598	205,598	206,852	206,852	206,852	205,454
Excess of revenues and other sources and other uses	132,578	126,199	189,428	5,095	5,095	52,418	97,650
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Audit Adjustment	0	0	0	0	0	0	0
Fund Balance January 1	119,585	252,163	252,163	441,591	441,591	441,591	494,009
Fund Balance December 31	252,163	378,362	441,591	446,686	446,686	494,009	591,659

The Police Pension Fund receives property tax revenue of 1.60 mills to meet the City's obligation related to the Ohio Police and Fire Pension Fund. This Fund pays for the 19.50 percent Employer portion of all eligible employees' Full Time Wages, Part Time Wages, Overtime, Longevity, Perfect Attendance and Holiday Conversion.

Law Enforcement Trust Fund (Fund 222) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Fines	6,334	5,000	11,053	9,500	9,500	12,231	12,000
Sale of Assets	7,592	250	5,500	1,250	1,250	507	1,000
Intergovernmental Aid - Federal	0	0	0	0	0	13,779	15,000
Reimbursements	77,351	20,000	40,692	32,000	32,000	61,852	25,000
Total Revenue	91,277	25,250	57,244	42,750	42,750	88,369	53,000
Salaries, Wages & Benefits							
Salaries & Wages	0	10,000	0	10,000	10,000	0	0
Total Salaries, Wages & Benefits	0	10,000	0	10,000	10,000	0	0
Operating							
Uniform & Clothing Maintenance	27,299	20,000	4,917	20,000	20,000	1,149	20,000
Travel & Transportation	4,271	16,000	9,151	16,000	16,000	7,018	16,000
Training	29,592	36,000	26,190	36,000	36,000	26,000	36,000
Professional Services	0	2,000	26	2,000	2,000	359	2,000
Communications	271	4,000	694	4,000	4,000	408	4,000
Rents & Leases	0	5,000	52	5,000	5,000	28	5,000
Contractual Services	1,500	0	0	0	0	0	1,000
Office Supplies	0	7,000	0	7,000	7,000	0	7,000
Operating Supplies	9,888	31,170	12,234	31,170	31,170	5,244	31,170
Reimbursements	9,590	0	7,878	0	0	4,716	10,000
Total Operating	82,411	121,170	61,143	121,170	121,170	45,091	132,170
Capital							
Equipment & Machinery	2,595	120,000	27,439	93,286	93,286	0	103,427
Computer Equipment	1,631	5,000	0	5,000	5,000	0	5,000
Total Capital	4,226	125,000	27,439	98,286	98,286	0	108,427
Total Expenditures	86,637	256,170	88,582	229,456	229,456	45,091	240,597
Excess of revenues and other sources and other uses	4,640	(230,920)	(31,338)	(186,706)	(186,706)	43,278	(187,597)
Decertification of Prior Year Encumbrance	1,619	0	85	0	0	1,892	0
Fund Balance January 1	254,451	260,709	260,709	229,456	229,456	229,456	274,626
Fund Balance December 31	260,709	29,789	229,456	42,750	42,750	274,626	87,029

This Fund receives proceeds from the sales of contraband received through forfeitures and seizures. Such revenues are used for advanced technical training, the costs associated with complex investigations and for other law enforcement purposes as deemed appropriate by the Chief of Police and the Director of Public Safety.

Bureau of Justice Grant Fund (Fund 224) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Interest	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	0
Operating Supplies	0	0	0	0	0	0	0
Repair Parts & Supplies	0	0	0	0	0	0	0
Total Operating	0	0	0	0	0	0	0
Capital							
Machinery & Equipment	22,881	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	22,881	0	0	0	0	0	0
Total Expenditures	22,881	0	0	0	0	0	0
Other Sources/Uses							
Transfers from Other Funds	0	0	0	0	0	0	0
Transfers to Other Funds	0	(3)	(3)	0	0	0	0
Total Other Sources/Uses	0	(3)	(3)	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	(22,881)	(3)	(3)	0	0	0	0
Fund Balance Jan. 1	22,884	3	3	0	0	0	0
Fund Balance Dec. 31	3	0	0	0	0	0	0

A Federally funded Local Law Enforcement Block Grant (LLEBG), this grant is awarded to qualifying jurisdictions to underwrite projects to reduce crime and improve public safety. LLEBG Program funds must be spent in accordance with one or more of the following seven purpose areas:

1. Supporting law enforcement:
   - Hiring, training, and employing additional law enforcement officers and necessary support personnel on a continuing basis.
   - Paying overtime to currently employed law enforcement officers and necessary support personnel to increase the number of hours worked by such personnel.
   - Procuring equipment, technology, and other items directly related to basic law enforcement functions.
2. Enhancing security measures in and around schools and/or other facilities or locations that the unit of local government considers to be at special risk for incidents of crime.
3. Establishing or supporting drug courts.
4. Enhancing the adjudication of cases involving violent offenders, including cases involving violent juvenile offenders.
5. Establishing a multi-jurisdictional task force, particularly in rural areas, composed of law enforcement officials representing units of local government. This task force must work with federal law enforcement officials to prevent and control crime.
6. Establishing crime prevention programs involving cooperation between community residents and law enforcement personnel to control, detect, or investigate crime or to prosecute criminals.
7. Defraying the cost of indemnification insurance for law enforcement officers.

Federal Forfeiture Fund (Fund 225) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Interest	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	4,788	0
Miscellaneous	25,319	0	949	1,000	1,000	0	0
Fines	14,678	7,500	8,849	6,500	6,500	0	0
Total Revenue	39,997	7,500	9,798	7,500	7,500	4,788	0
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	0	0
Personnel Benefits	0	0	0	0	0	0	0
Total Salaries, Wages & Benefits	0	0	0	0	0	0	0
Operating							
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	0	7,400	7,244	7,500	3,400	3,048	0
Total Operating	0	7,400	7,244	7,500	3,400	3,048	0
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Equipment & Machinery	35,594	27,756	13,815	13,896	17,996	19,155	0
Computer Equipment	3,273	5,000	0	0	0	0	0
Total Capital	38,867	32,756	13,815	13,896	17,996	19,155	0
Total Expenditures	38,867	40,156	21,059	21,396	21,396	22,203	0
Excess of revenues and other sources over expenditures and other funds	1,130	(32,656)	(11,261)	(13,896)	(13,896)	(17,415)	0
Fund Balance Jan. 1	31,526	32,656	32,656	21,396	21,396	21,396	3,980
Fund Balance Dec. 31	32,656	0	21,396	7,500	7,500	3,980	3,980

This Fund receives proceeds from the profits derived from illegal enterprises. These are the result of joint investigations between the Lakewood Police Department and Federal Agencies. The revenues in this fund may only be used per specific requirements of the federal code to support law enforcement investigations, technology, equipment, and training.

Enforcement and Education Fund (Fund 231) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Special Fees	7,397	7,000	5,509	5,000	5,000	6,551	6,250
Reimbursements	6,400	0	2,800	2,300	2,300	3,000	3,000
Total Revenue	13,797	7,000	8,309	7,300	7,300	9,551	9,250
Operating							
Contractual Services	300	1,000	300	1,000	1,000	200	1,000
Operating Supplies	5,553	49,000	11,572	49,000	49,000	11,004	42,142
Total Operating	5,853	50,000	11,872	50,000	50,000	11,204	43,142
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Equipment & Machinery	30,366	99,453	18,983	77,207	77,207	7,155	77,207
Computer Equipment	0	0	0	0	0	0	0
Total Capital	30,366	99,453	18,983	77,207	77,207	7,155	77,207
Total Expenditures	36,219	149,453	30,855	127,207	127,207	18,359	120,349
Excess of revenues and other sources over expenditures and other funds	(22,422)	(142,453)	(22,546)	(119,907)	(119,907)	(8,808)	(111,099)
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	164,875	142,453	142,453	119,907	119,907	119,907	111,099
Fund Balance Dec. 31	142,453	0	119,907	0	0	111,099	0

The Enforcement and Education Fund receives revenues from fines levied by the Lakewood Municipal Court and fees imposed by the Bureau of Motor Vehicles. The revenues are used to further the effort of the Lakewood Police Department in enforcement efforts related to alcohol offenses.

Department of Safety
Support of Prisoners Division

Description

The Lakewood City Jail is now designated as a 12-day facility and operates under the standards established by the Ohio Bureau of Adult Corrections. Three Correction Officers staff the Jail. They are assisted by Patrol Officers that have received training in Ohio Jail Standards. Cases that are bound over to the Grand Jury and misdemeanors charged under the Ohio Revised Code are placed on a waiting list for the Cuyahoga County Jail. The County accepts a limited number of prisoners as room in the Cuyahoga County Jail becomes available. Recently, that facility has stopped accepting 4th and 5th degree felony bind-over prisoners due to overcrowding in their facility and this has caused additional overcrowding in the Lakewood Police jail. The housing and medical costs that we incur for prisoners housed elsewhere for Cuyahoga County are billed back to Cuyahoga County.

List of Functions, Programs and Services

Support of Prisoners
- Housing of prisoners at the Lakewood Jail, and at other facilities due to overcrowding and limitations of the Lakewood Jail

Medical Prisoner Support
- Medical assistance to prisoners

Prisoner Laundry
- Cleaning of jail property

Prisoner Food
- Feeding of prisoners

Contact Information

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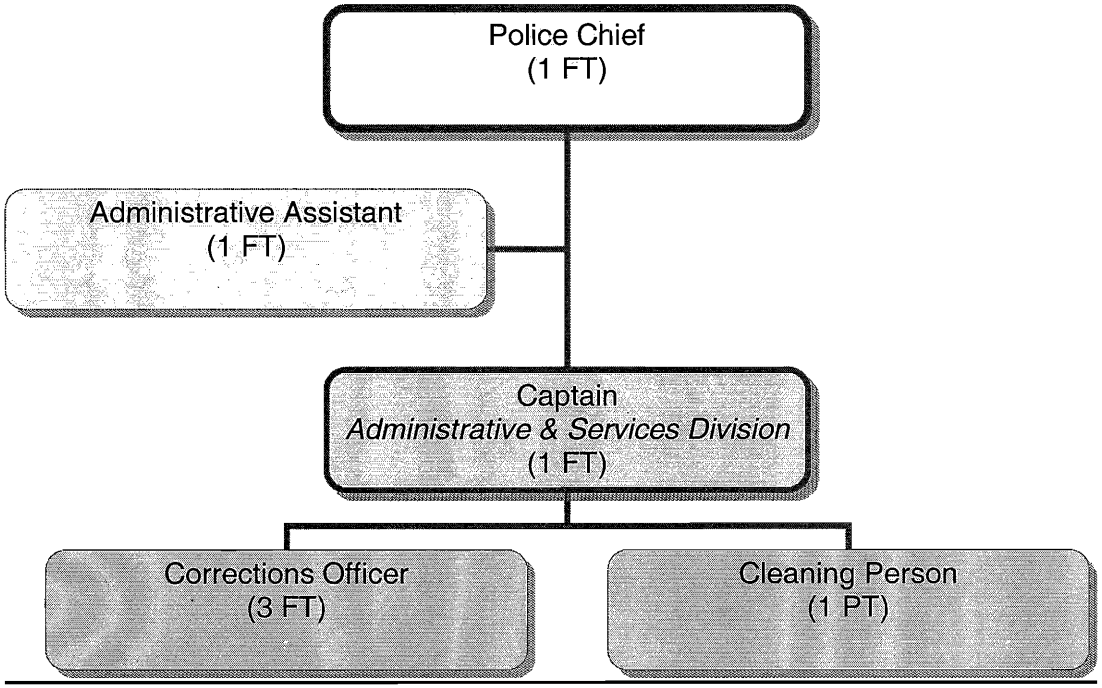
2006 Accomplishments

- Installed video and audio recording system to comply with jail standards.

2007 & Beyond Goals

- Obtain full compliment of corrections officers to reduce overtime costs and increase patrol officer road staffing.
- Continue to explore ways to reduce costs, new bids for food service, explore alternative jail service providers.
- Our present facility is clearly inadequate for existing conditions. Unless a major renovation is undertaken or a new facility built, costs for housing and transporting prisoners is going to continue to increase substantially. The safety of the prisoners and Corrections Officers will also continue to be a major concern.

Organizational Chart



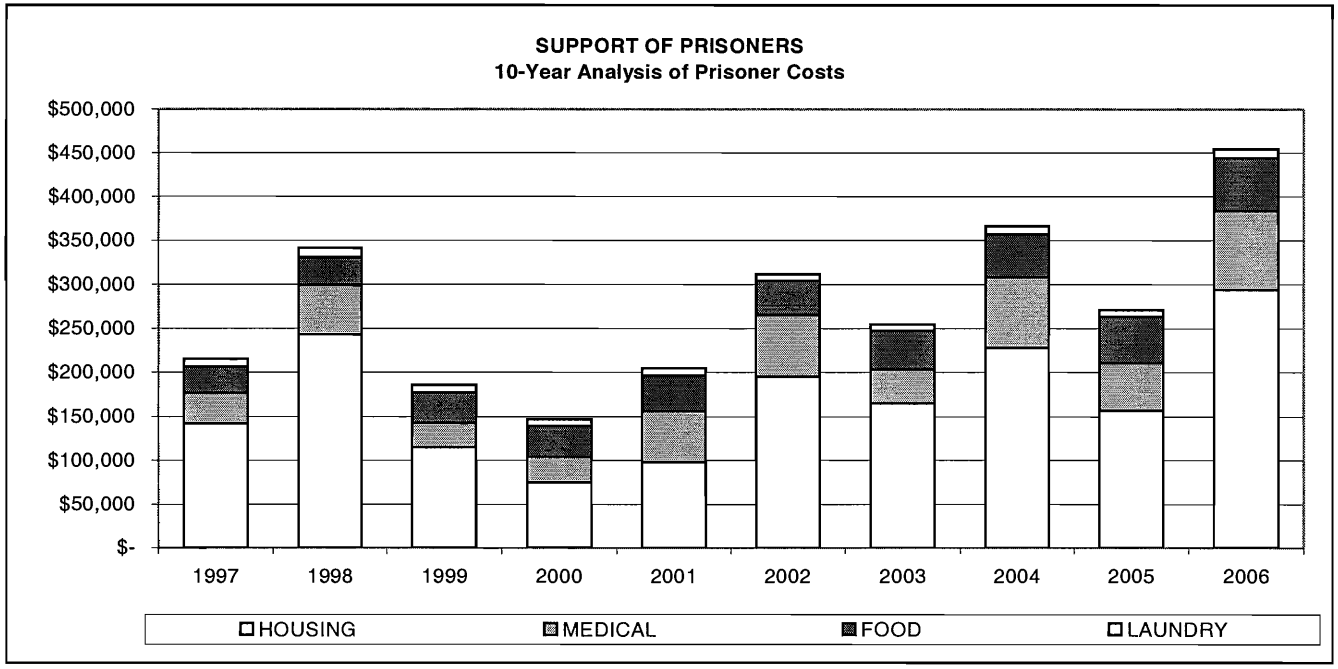
Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Corrections Officer	4	3	4	Appointed	FOP-OLC
Total Full Time Employees	4	3	4		
Part Time Employees					
Cleaning Person	1	1	1	n/a	n/a
Total Part Time Employees	1	1	1		

Performance Measurements

Prisoner Costs Comparison
2004 - 2006

Prisoner Costs	2004	2005	2006	% Increase/Decrease
Average Prisoners sent to other facilities (Monthly)	24.50	20.00	27.00	35.00%
Paid to other facilities for prisoner housing:	$ 341,651.52	$ 286,925.50	$293,944.14	2.45%
Lakewood Hospital and miscellaneous medical:	63,814.47	48,406.15	92,057.21	90.18%
Prisoner Food:	48,902.37	54,447.89	60,216.17	10.59%
Prisoner Hygiene Items:	6,363.09	13,242.65	10,857.71	-18.01%
Miscellaneous maintenance and supplies:	1,963.00	-	335.00	100.00%
Prisoner Laundry	8,448.60	7,856.68	10,460.00	33.14%
Total (Not Including Transporation Costs)	471,143.05	410,876.17	467,870.23	13.87%
Amount Reimbursed by Cuyahoga County for Housing	113,003.82	124,534.64	94,358.76	-24.23%
Net Cost	358,139.23	286,341.53	373,511.47	30.44%



Because Lakewood Municipal Jail is a twelve-day facility, we are frequently sending our prisoners to other facilities to serve sentences longer than twelve days. The other facilities include Lake County Jail, Medina County Jail, and Bedford Heights Jail. Each of these jails then bills us for the amount of time our prisoners spend in their facilities. The average number of prisoners housed every day in other facilities was 20 in 2005, and 27 in 2006.

Support of Prisoners General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	448,113	440,525	441,449	179,765	179,765	171,674	158,742
Personnel Benefits	107,073	94,134	95,494	51,864	51,864	54,658	54,729
Total Salaries, Wages & Benefits	555,185	534,659	536,942	231,629	231,629	226,332	213,470
Operating							
Uniform & Clothing	895	6,700	1,200	2,000	2,800	3,308	2,700
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	70	500	300	492	492	500	500
Memberships	0	0	0	0	0	0	0
Professional Services	79,660	77,500	53,898	78,800	96,266	92,057	80,000
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	237,822	249,500	164,584	256,100	305,326	304,752	311,500
Office Supplies	0	2,100	0	2,068	268	0	2,100
Operating Supplies	58,026	66,700	63,450	60,282	74,882	71,707	72,750
Repair Parts & Supplies	804	2,750	0	2,709	1,109	753	3,250
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	377,277	405,750	283,432	402,451	481,143	473,077	472,800
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	2,000	419	2,000	500	0	0
Computer Equipment	1,674	0	0	0	0	0	0
Total Capital	1,674	2,000	419	2,000	500	0	0
Total Expenditures	934,137	942,409	820,793	636,080	713,272	699,409	686,270

Department of Safety
Police & Fire Communications (Dispatch)

Description

Twelve Dispatchers staff the Communications Center. The Dispatchers receive calls for service for the Police, Fire, and Emergency Medical Services. Calls for service are entered into the Computer Aided Dispatch (CAD) system as they are received. The appropriate agency is then dispatched via radio, mobile data computer, or telephone. In addition, dispatchers field many calls for other departments during and after normal business hours. In conjunction with their dispatch duties the dispatchers also serve as corrections officers for the female prisoners.

Contact Information

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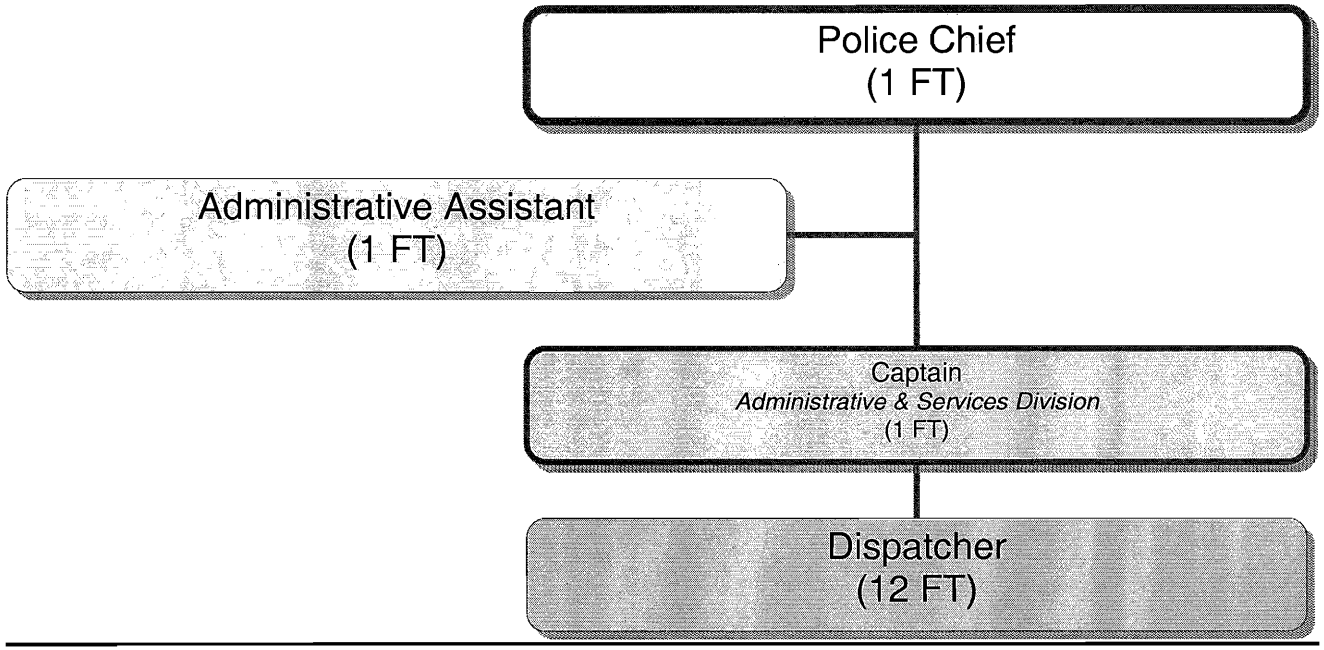
2006 Accomplishments

- Began working with FOPOLC to institute regular labor management meetings.
- Explored ways to institute and Field Training Program

2007 & Beyond Goals

- Improve video and audio observation process in dispatch center
- Complete physical improvements to dispatch center.
- Obtain full staffing to reduce division overtime.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Dispatcher	12	11	12	Appointed	FOPOLC
Total Full Time Employees	12	11	12		

Police & Fire Dispatch General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	461,557	450,681	421,457	473,634	473,634	501,217	472,273
Personnel Benefits	130,668	127,297	122,723	123,571	123,571	132,305	149,651
Total Salaries, Wages & Benefits	592,225	577,978	544,181	597,205	597,205	633,522	621,924
Operating							
Uniform & Clothing	5,262	4,900	3,726	4,900	8,050	7,981	6,700
Travel & Transportation	0	0	0	0	150	150	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	1,106	1,500	896	1,477	250	430	1,500
Memberships	0	0	0	0	0	0	0
Professional Services	2,040	0	0	0	0	0	0
Communications	275	0	300	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	27,440	30,000	26,940	27,000	18,980	16,290	20,000
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Office Supplies	0	500	0	493	343	0	500
Operating Supplies	4,622	7,429	5,743	6,919	6,599	9,225	7,350
Repair Parts & Supplies	154	1,950	464	1,921	444	0	2,250
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	25,639	31,000	15,116	34,000	9,034	9,053	13,000
Total Operating	66,539	77,279	53,186	76,710	43,850	43,129	51,300
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	1,006	1,000	68,009	7,803	7,803	327	7,591
Computer Equipment	0	0	0	0	0	0	0
Total Capital	1,006	1,000	68,009	7,803	7,803	327	7,591
Total Expenditures	659,771	656,257	665,375	681,718	648,858	676,978	680,815

Department of Public Safety
School Guards

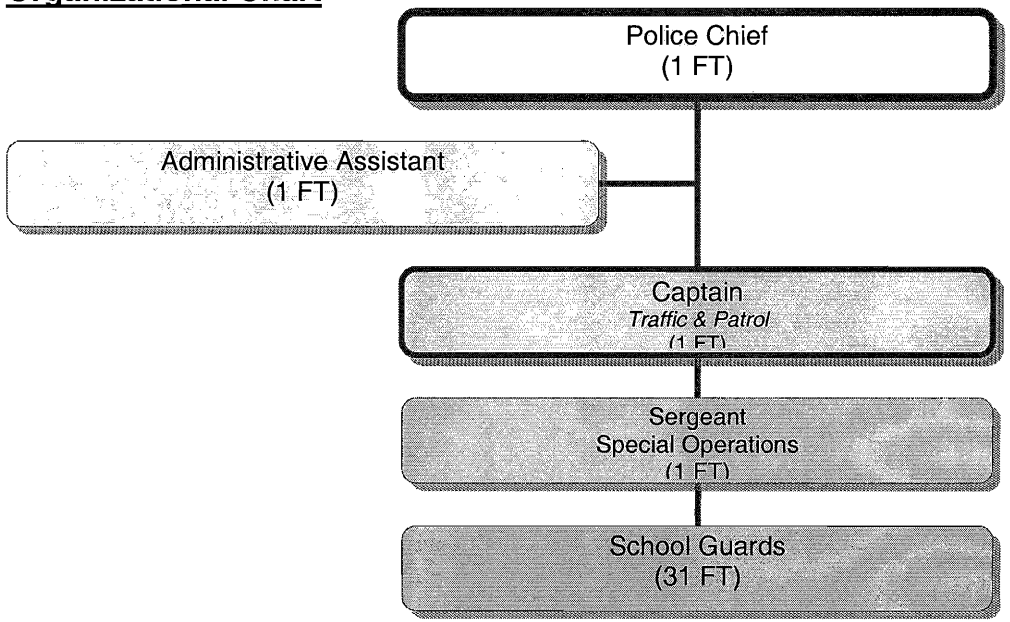
Description

The School guards provide protection to children as they walk to and from public and private schools. The guards provide protection at the morning, lunchtime, and after school crossings

Contact Information

Timothy J. Malley
Police Chief
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 521-6773
police@lakewoodoh.net

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget
Part Time Employees			
School Guard	32	31	31
Substitute School Guard	0	0	0
Total Part Time Employees	32	31	31

School Guards General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	219,317	220,000	211,088	231,600	231,600	228,259	228,420
Personnel Benefits	32,505	33,000	31,447	35,087	35,087	34,385	34,948
Total Salaries, Wages & Benefits	251,821	253,000	242,535	266,687	266,687	262,644	263,368
Operating							
Uniform & Clothing	2,800	3,400	2,618	3,400	3,400	3,178	3,200
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	0	0	0	0	0	0	0
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	2,800	3,400	2,618	3,400	3,400	3,178	3,200
Total Expenditures	254,621	256,400	245,153	270,087	270,087	265,822	266,568

Department of Safety
Division of Fire & EMS

Mission

To protect and safeguard life and property from fire or hazardous conditions: to provide emergency medical treatment to those in need.

Description

The mission statement of the City of Lakewood, Division of Fire is accomplished under the leadership of Chief Lawrence E. Mroz, through a fire and medical rescue delivery system consisting of fire prevention, fire safety education, fire and medical rescue operations and hazard abatement. There are 94 members of the Division of Fire, organized as the *staff or support function* and the *line or operations function*.

The staff function is comprised of *Fire Administration*, the *Fire Prevention Bureau*, and the *Mechanics Division*.

- The **Fire Administration** handles the business end of the division, ensuring that firefighters and paramedics are properly equipped to provide outstanding service. It oversees the daily operating procedures and acts as liaison for the public.
- The Fire Marshal and Fire Inspector make up the **Fire Prevention Bureau**, which is responsible for fire investigations. They also conduct all high-hazard target inspections - schools, day care centers, high-rise buildings and industrial operations - and re-inspect all commercial properties cited through the fire company inspection program. Fire safety education programs are provided by the Bureau annually to Lakewood students - in the spring, during Severe Weather Safety Week, in the summer through the Aluminum Cans for Burned Children safety house tour, and in the fall during Fire Prevention Week.
- The **Mechanics Division** is responsible for the preventative maintenance and repair of the emergency vehicle fleet, the three fire stations, and the municipal fire alarm system which includes the pull boxes located on streets and in high hazard locations such as nursing homes, schools, etc.

The line or operations function involves four frontline fire companies and three medical rescue squads.

- Station #1, located at 14601 Madison Avenue (at Warren), houses the Hook & Ladder, a basic life support Engine, an advanced life support ambulance Squad, and an Assistant Chief's vehicle available for immediate emergency response.
- The primary responsibilities are fire/rescue and medical response operations. However, firefighters also respond to hazardous conditions such as gas leaks, downed power lines, and chemical emergencies. Engine Companies perform commercial building inspections, building pre-plans, and in the spring, annual hydrant testing and maintenance.
- Station #2, located at 18124 Detroit Avenue (at Kenilworth), and Station #3, located at 12567 Clifton Boulevard (east of Nicholson) each house an Engine and an advanced life support ambulance Squad.
- All Division of Fire personnel are trained in the use of automatic electronic defibrillators (AEDs) and cardio-pulmonary resuscitation (CPR). In addition, all Paramedics are advanced cardiac life support (ACLS) and pediatric advanced life support (PALS) certified. They are required to remain knowledgeable of current medical issues, and skilled in the use of modern medical equipment. The medical staff consists of 34 paramedics and 10 emergency medical technicians.
- EMS personnel conduct Community Education training programs throughout the year, including CPR classes for lifeguards and coaches, and AED training for staff at defibrillator sites. There are currently 17 AEDs strategically located throughout Lakewood, at sites where significant numbers of people congregate and are at highest risk for cardiac arrest, such as athletic facilities and senior centers.

List of Functions, Programs and Services

Fire Administration
- Payroll
- Accounts Receivable
- Accounts Payable
- Contract Management
- Purchasing
- Cash Management
- Financial Reporting
- Inventory Tracking
- Grant Writing and grant administration
- Incident Reporting
- Records Requests
- Correspondence
- Events Planning/PR
- Personnel management
- Data program management

Fire Prevention Bureau
- BUSTR Underground tanks
- Inspection/code compliance
- Investigations
- Public safety education
- Personnel Management

Fire Maintenance
- Communications
- Heavy vehicle maintenance
- Lt. Vehicle/tool maintenance
- Station maintenance
- Municipal alarm maintenance
- SCBA maintenance

Fire Emergency Line or Operations
- Emergency Response
- Fire Suppression
- Training
- Inspections/pre-plans
- Hydrant testing
- Public safety education
- Housekeeping/maintenance
- Hose testing

Municipal Fire Alarm System
- Maintenance
- Equipment

Emergency Medical Services
- Start-A-Heart Program
- Emergency Response
- Reporting/Records management
- Training
- Public safety education
- Housekeeping/maintenance
- Grantwriting

Emergency Management
- Emergency coordinator
- EOP preparation/distribution
- Training

West Shore Hazmat/Technical Rescue
- Administration
- Emergency Response
- Training

Community Emergency Response Team (CERT)
- Grant Writing/Administration
- Account Receivable
- Accounts Payable
- Purchasing
- Volunteer Recruitment
- Correspondence
- Training
- County Coordination
- Regional Expansion
- Marketing/PR
- Planning
- Supplies
- Office/Misc. Supplies

Contact Information

Lawrence Mroz
Fire Chief
Station 1: 14601 Madison Avenue
Station 2: 18124 Detroit Avenue
Station 3: 12567 Clifton Boulevard
Lakewood, Ohio 44107
(216) 529-6656
fire@lakewoodoh.net

2006 Accomplishments

Fire Administration

- In 2006, we continued purchasing in Lakewood whenever possible, but with the added use of ProCards. 13 members have the Visa cards, so each shift is covered, and we can easily track each user's account for monthly reconciliations.
- As part of the administration of the Injury Prevention Grant, we submitted our one-year interim study and are happy to report no injuries or Workers Comp claims in relation to patient transport (Stryker StairChair). We improved our follow-up procedures and increased communications with the Department of Finance – Payroll Division, to address payroll issues each and every pay period. This allows us to adjust bank balances before a discrepancy compounds.
- Developed and implemented tracking reports on leaves of absence to monitor use.
- Promoted formal labor-management training through Federal Mediation resulting in improved Labor-Management Committee meeting outcomes and cooperation between different bargaining units.

Fire/EMS Emergency Operations

- Fire operations included responding to 2,067 emergency, rescue and service calls, which included 160 incidents of fire. Medical squads responded to 5111 emergency medical calls.
- Sixteen structure fires exceeded $10,000 loss, with the largest single loss at $300,000.
- Three replacement firefighter/paramedics were hired.
- Fire company personnel, in addition to updating approximately 10% of the 144 target-hazard pre-plans, completed approximately 1,200 safety inspections.
- All city hydrants were tested and serviced, as were all sections of fire hose.
- New training modules were developed regarding Rapid Intervention Teams (RIT) for fire ground operations.
- Fire safety education programs were conducted in conjunction with the Fire Prevention Bureau in the May and October at City schools.

Fire Prevention Bureau

- 2006 was a busy year for FPB with the start of many large construction projects. FPB completed plans reviews of the projects and inspections of the fire protection equipment. FPB also completed re-inspections of buildings that were inspected as part of the company inspection program.
- FPB inspections were completed in the schools, daycares, home daycares and high-rise buildings.
- Occupancy inspections were conducted of the assembly occupancies.
- FPD also conducted fire investigations of 19 serious fires as well as numerous other investigations of less serious nature.
- Fire safety education programs were also conducted in the schools during fire prevention week and during the spring using the fire safety house.

Fire Maintenance & Municipal Fire Alarm System

- Although 2 Assistant Mechanics were on extended medical leave, cooperation with Fleet Division resulted in continued maintenance of Department vehicles and equipment.
- Work on streamlining the municipal fire alarm system slowed due to medical leave, but currently is about 90% completed.
- Upgraded radio batteries and chargers to improve performance.

Emergency Medical Services

- Specified and purchased through State Purchasing a replacement medical squad for delivery in January 2007.
- Placed in service on Squad 1, a new hydraulic cot to improve patient care and reduce lift and carry injuries to medical personnel.
- Currently projecting about a 2.9% increase in revenues from billing transport charges.
- Lakewood Hospital is donating 4 new 12-lead defibrillators to meet the new medical protocols adopted by WESHARE.
- Start-A-Heart automatic defibrillators were checked and serviced.

Emergency Management

- In conjunction with the Health Department, worked on revising the Emergency Operation Plan to comply with the National Incident Management System (NIMS).

- Proposed a working committee to continue plan development, implementation and testing in 2007.
- Coordinated training and provided train-the-trainer classes for Incident Command (100 & 200) and NIMS 700.
- Represent the Mayor on the County Emergency Services Advisory Board.
- The Highway Alert Radio System (HARS) was installed to provide the City with an AM radio frequency to broadcast to residents both emergency and non-emergency messages.

West Shore Hazmat/Technical Rescue

- The regional team coordinator, a member of the Lakewood Fire Department, coordinated the specification, bidding, and purchase of a replacement Hazmat/Technical Rescue vehicle utilizing grant and regional funds. Delivery E.T.A. is May 2007.
- Also, developed a program to maintain Gas/CO meters, test and replace sensors for the Team and West Shore Fire Departments.

Community Emergency Response Team (CERT)

- The start of 2006 was a transitional period for CERT with a change in Coordinators to reorganize the Program.
- Forty-three volunteers in various stages of training regrouped to complete their 20-hour certification.
- Ongoing training opportunities included radio communications, Incident Command System structure, participation in a countywide terrorism drill, American Red Cross Shelter set-up and simulation, Search & Recovery with the Cleveland Metropark Ranger Dept., and Volunteer Reception Center guidelines.
- We implemented an organizational structure of members, designated a CERT Commander, formed a Planning Committee, and identified key positions and accompanying responsibilities on the Team.
- Nine applicants have been processed for future training sessions, slated to begin in January of 2007, as we look to forge closer working partnerships with the cities of Bay Village, Rocky River, Fairview Park, Westlake and North Olmsted.

2007 & Beyond Goals

Fire Administration

- We will evaluate records management and reporting software for recommendation to replace outdated and unsupported software currently in use. The new software must meet or exceed current capabilities in personnel administration and operational records management. Division of Fire personnel will work closely with Information Systems personnel in the evaluation process.
- Will continue to build on the positive Labor/Management Committee format and use as a benchmark in re-establishing a Safety Committee.

Fire Emergency Operations

- Will retrofit a reserve medical squad with existing air-refill equipment currently housed in a trailer to enhance emergency scene capabilities and free up the trailer to house mass care and Community Emergency Response Team (C.E.R.T.) equipment.
- Will continue to enhance current training modules, in addition to utilizing modules received from the Fire Training Academy at Cuyahoga Community College in meeting new State continuing education requirements under House Bill 401.
- Complete operational protocols and place in service the M.A.R.C.S. 800 MHz radios for improved communication interoperability.
- Purchase a thermal imaging camera to replace an obsolete, out of service unit for emergency scene operations.

Fire Prevention Bureau

- Bureau personnel will assist in records management evaluation to improve data entry and reporting. An improved system will increase efficiency in managing inspections.
- Focus in 2007 will be on occupancy inspections for the new construction and plans review of any additional projects.

Fire Maintenance

- Complete streamlining of the municipal alarm system

Emergency Medical Services

- Take delivery of the new replacement medical squad estimated in February and place in service at Station #1.

- Purchase hydraulic cots for remaining medical squads like the one purchased in 2006 to reduce personnel injuries and improve patient care.
- Place in service the new 12-lead defibrillators purchased by Lakewood Hospital as part of the regional WESHARE medical directive for enhanced cardiac care.
- Place in service wireless, reporting hardware in Squad #1 to pilot new data collection currently made available through our existing provider. This will test a system of electronic reporting, for improved paperless record keeping, which can be expanded.
- Increase transport revenue collections by 10%.

Emergency Management

- Establish an emergency management committee to complete the revised emergency operation plans, participate in plan testing, and continue as an integral part of plan management and operations.
- Participate in a community awareness program for the Highway Advisory Radio System (H.A.R.S.) to improve communications with the public in both emergency and non-emergency situations.
- Review and assess current long-term and proposed short-term shelters in conjunction with Red Cross personnel for resource planning.
- Identify needs for amended or additional memorandums of understanding with facilities for mass care or mass prophylaxis operations.
- Participate/evaluate multi-county pandemic flu functional exercise in February

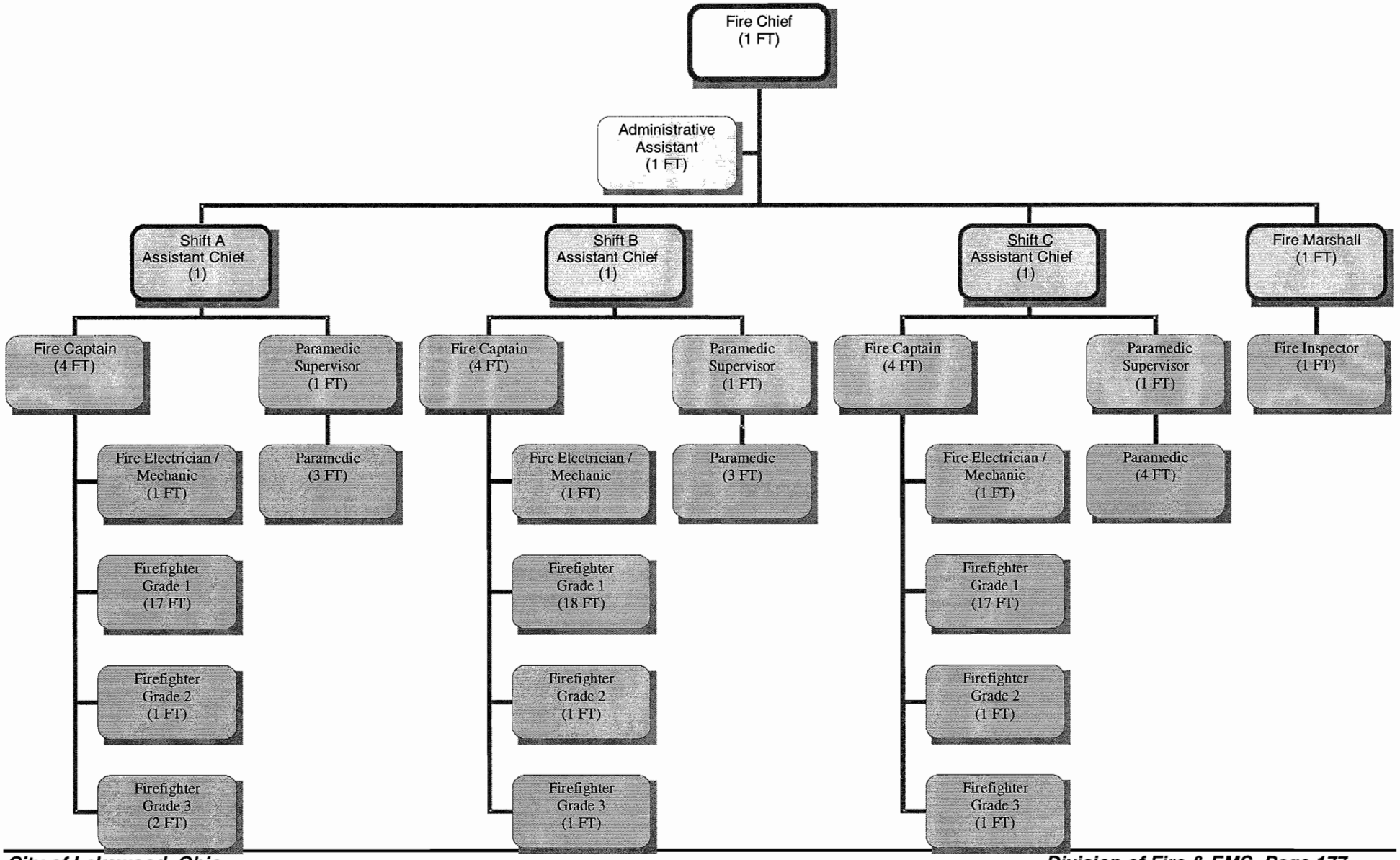
West Shore Hazmat/Technical Rescue

- Take delivery of the new replacement Hazmat/Technical Rescue vehicle in May, equip and place in service. Provide training to public safety personnel in the region on its response capabilities.

Community Emergency Response Team (C.E.R.T.)

- Fill the part-time project coordinator position to oversee team development and administration.
- Retrofit existing trailer with CERT operational supplies.
- Increase team membership by 33% through an aggressive recruitment initiative.
- Participate in regional expansion efforts to maximize grant opportunities and training.

Organizational Chart



Historic Position Levels

General Fund (Fund 101) Positions

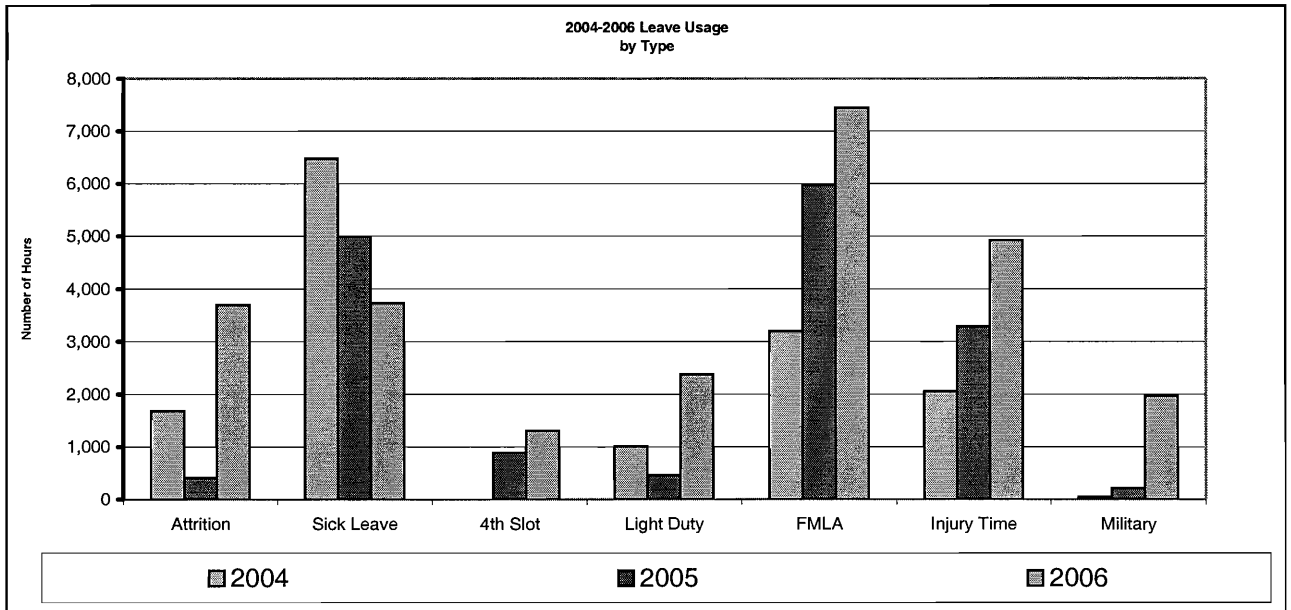
	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Fire Chief	1	1	1	Civil Service	Non-Bargaining
Assistant Chief	3	3	3	Civil Service	IAFF
Fire Captain	12	12	12	Civil Service	IAFF
Fire Marshall	1	1	1	Civil Service	IAFF
Firefighter I	50	50	49	Civil Service	IAFF
Firefighter II	3	1	1	Civil Service	IAFF
Firefighter III	1	4	4	Civil Service	IAFF
Fire Electrician/Mechanic	3	3	3	Civil Service	IAFF
Fire Inspector	1	1	1	Civil Service	IAFF
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Total Full Time Employees	76	77	76		

Lakewood Hospital Fund (Fund 260) Positions

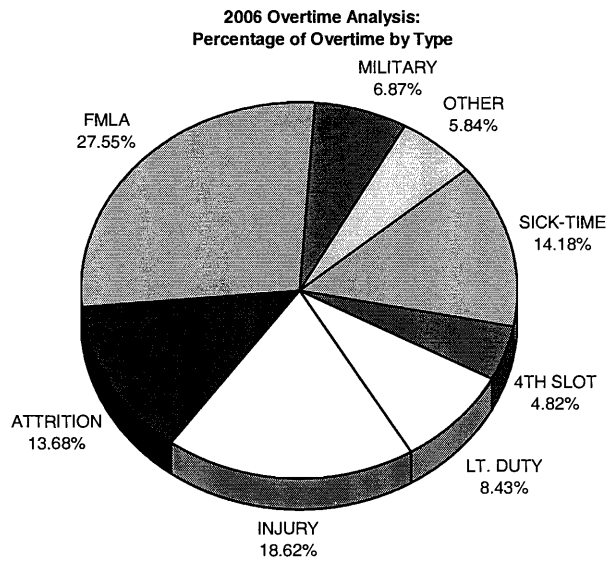
	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Division of Fire					
Paramedic Supervisor	3	3	3	Civil Service	LPA
Paramedic	10	10	10	Civil Service	LPA
Firefighter/Paramedics	5	5	5	Civil Service	IAFF
Total Full Time Employees	18	18	18		

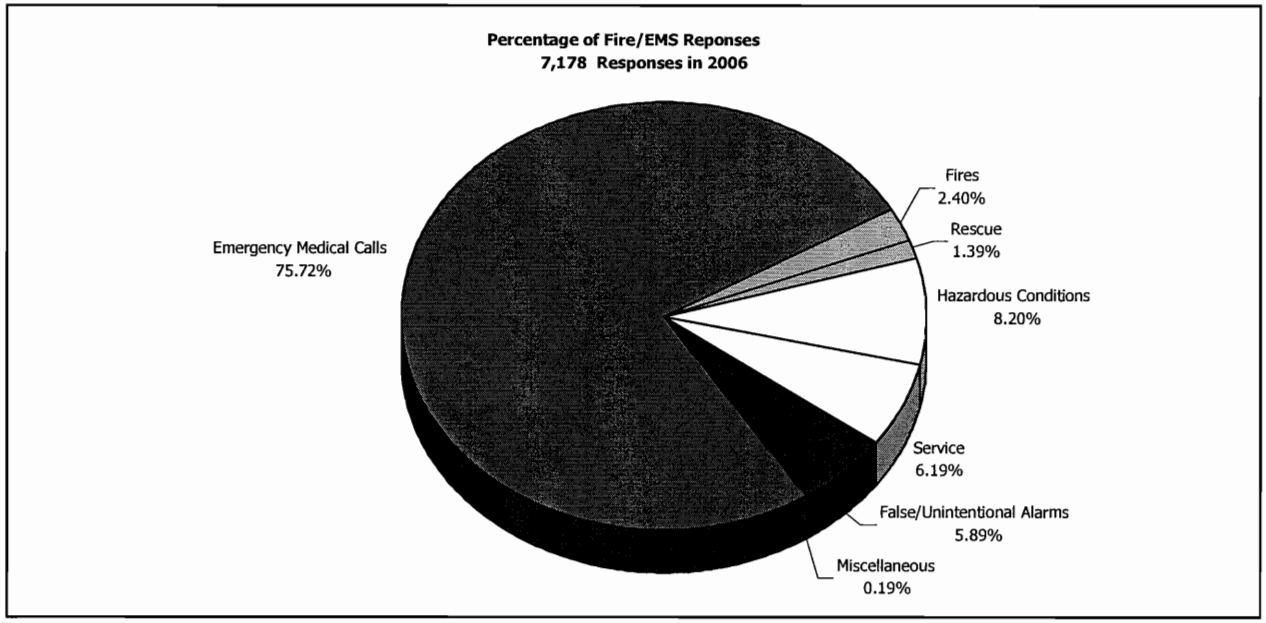
Leave/Overtime Tables

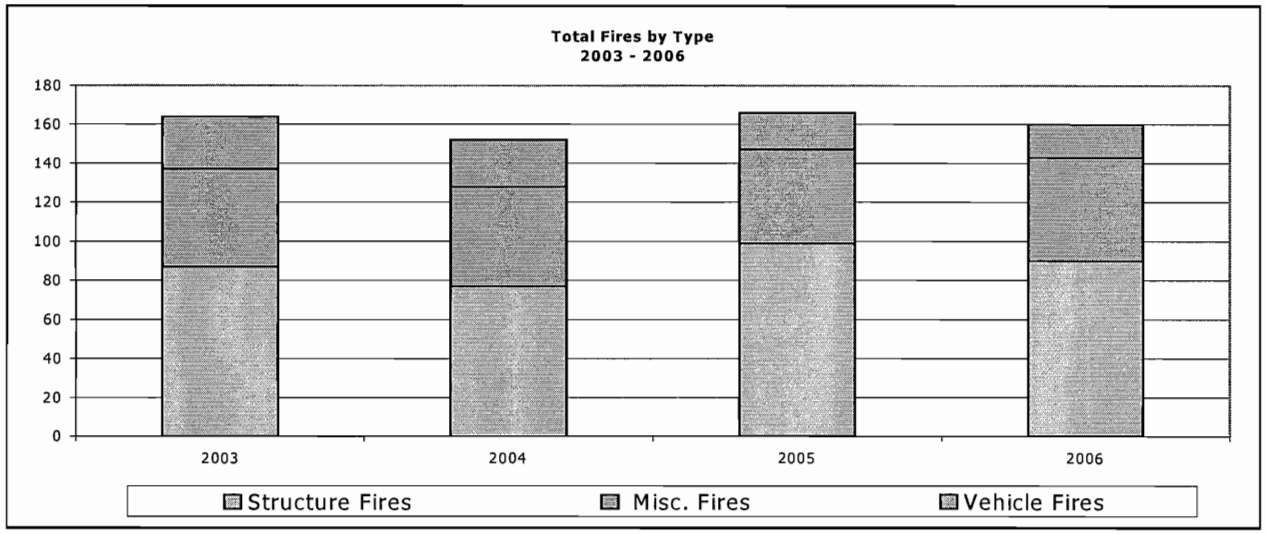
	2004 Hours	2005 Hours	2006 Hours	2005 - 2006 % Change
ATTRITION	1,680	408	3,696	805.88%
SICK-TIME	6,479	4,994	3,727	-25.37%
4TH SLOT	-	888	1,308	47.30%
SCHOOL	302	139	101	-27.70%
UNION LV	60	72	120	66.67%
JURY DUTY	144	192	204	6.25%
LT. DUTY	1,008	456	2,376	421.05%
FAMILY	3,192	5,964	7,439	24.72%
INJURY TIME	2,052	3,292	4,925	49.59%
FUNERAL	622	240	216	-10.00%
TRAINING	-	41	169	310.98%
MILITARY	48	216	1,968	811.11%
TOTAL	15,587	16,902	26,247	55.29%



Performance Measurements




Percentage of Fire/EMS Reponses
7,178 Responses in 2006
Fires
2.40%
Rescue
1.39%
Hazardous Conditions
8.20%
Service
6.19%
False/Unintentional Alarms
5.89%
Miscellaneous
0.19%
Emergency Medical Calls
75.72%


Total Fires by Type
2003 - 2006
180
160
140
120
100
80
60
40
20
0
2003
2004
2005
2006
Structure Fires
Misc. Fires
Vehicle Fires

Division of Fire & EMS General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	5,459,435	5,116,008	5,402,961	5,669,047	5,669,047	5,860,782	5,830,187
Personnel Benefits	826,864	808,680	815,948	777,959	777,959	781,762	959,139
Total Salaries, Wages & Benefits	6,286,299	5,924,688	6,218,908	6,447,007	6,447,006	6,642,544	6,789,326
Operating							
Uniform & Clothing	190,462	82,500	79,443	84,000	82,000	77,147	85,000
Travel & Transportation	519	5,557	1,009	6,107	570	455	4,500
Other Employee Benefits	0	357	357	3,750	3,750	2,545	5,645
Training	1,394	1,667	675	2,955	2,687	765	3,500
Memberships	2,228	2,508	2,508	2,462	2,930	2,358	2,730
Professional Services	0	0	181	197	1,024	1,023	1,000
Communications	14,278	12,250	12,896	11,870	11,870	16,913	16,750
Insurance	0	0	0	0	260	260	260
Advertising	1,107	0	0	0	0	0	0
Rents & Leases	54	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	191	585	585	492	492	402	500
Contractual Services	19,858	16,332	15,325	17,533	17,784	12,716	13,700
Office Supplies	4,037	4,700	3,405	4,630	4,630	4,276	4,400
Operating Supplies	34,496	40,468	34,659	50,530	55,594	47,605	47,200
Repair Parts & Supplies	35,540	43,505	40,824	31,963	32,898	28,033	38,450
Maintenance Parts & Supplies	163	0	139	148	148	61	250
Repair Service	0	0	0	0	0	583	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	10,743	10,628	11,023	11,700	11,700	10,562	10,550
Utilities	74,441	90,000	97,213	100,000	100,000	95,824	96,500
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	389,510	311,057	300,242	328,337	328,337	301,530	330,935
Capital							
Buildings	4,610	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	13,600	7,810	5,431	0	0	5,682	9,500
Computer Equipment	820	0	7,756	0	0	0	0
Total Capital	19,030	7,810	13,187	0	0	5,682	9,500
Total Expenditures	6,694,839	6,243,555	6,532,337	6,775,344	6,775,343	6,949,757	7,129,761

Division of Fire & EMS Lakewood Hospital Fund (Fund 260) Budget

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Emergency Medical Service							
Salaries, Wages & Benefits							
Salaries and Wages	1,062,682	1,091,910	1,130,196	1,177,648	1,177,647	1,272,944	1,237,013
Personnel Benefits	292,383	242,492	244,553	235,736	235,736	260,554	276,467
Total Salaries, Wages & Benefits	1,355,065	1,334,402	1,374,749	1,413,384	1,413,383	1,533,498	1,513,480
Operating							
Uniform & Clothing Maintenance	24,963	19,950	15,169	21,000	20,432	19,984	19,000
Travel & Transportation	819	725	0	4,500	1,137	15	1,300
Other Employee Benefits	160	275	146	350	350	108	350
Training	660	3,000	900	3,000	3,000	660	3,000
Memberships	0	0	0	0	0	0	400
Professional Services	63,225	85,900	80,096	85,900	85,900	51,865	77,500
Communications	1,832	2,200	1,748	2,200	2,450	2,039	2,750
Insurance	0	0	0	0	0	0	0
Rents & Leases	0	250	0	250	250	0	0
Printing & Reproduction	2,282	2,500	1,000	400	400	263	400
Office Supplies	0	912	520	2,000	2,000	1,711	2,000
Operating Supplies	33,193	46,463	44,422	46,025	47,168	42,756	44,275
Repair Parts & Supplies	2,341	7,000	8,405	8,000	9,538	6,687	7,750
Maintenance Parts & Supplies	262	0	231	0	500	154	0
Repair Service	0	0	127	0	0	0	0
Service Agreements	5,214	5,500	4,802	5,500	5,500	5,068	5,200
Inter-Departmental Service	4,013	8,000	0	8,000	8,000	0	0
Reimbursements	0	0	0	0	0	3,204	0
Total Operating	138,965	182,675	157,565	187,125	186,625	134,514	163,925
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Buildings	0	0	0	0	0	0	0
Capital Lease	73,739	79,870	69,378	0	0	0	0
Equipment & Machinery	0	0	0	2,000	2,500	2,485	0
Equipment & Machinery - Computers	0	0	0	0	0	0	0
Total Capital	73,739	79,870	69,378	2,000	2,500	2,485	0
Total Emergency Medical Service	1,567,768	1,596,947	1,601,691	1,602,509	1,602,508	1,670,496	1,677,405

Fire Pension Fund (Fund 221) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Real & Personal Property Taxes	1,351,235	1,337,350	1,350,982	1,337,206	1,337,206	1,345,062	1,464,092
Homestead Exempt & State Subsidy	177,267	167,521	176,578	171,588	171,588	149,802	160,725
Commercial Activity Tax	0	0	0	0	0	10,433	10,433
Miscellaneous	0	0	0	0	0	0	0
Sale of Bonds	0	0	0	0	0	0	0
Premium on Sale of Bonds	0	0	0	0	0	0	0
Total Revenue	1,528,502	1,504,871	1,527,560	1,508,794	1,508,794	1,505,297	1,635,250
Operating							
Personnel Benefits - Current	1,230,690	1,270,752	1,239,712	1,310,000	1,350,000	1,323,846	1,391,291
Personnel Benefits - Long Term	0	0	0	0	0	0	0
Debt Issuance Costs	0	0	0	0	0	0	0
Total Operating	1,230,690	1,270,752	1,239,712	1,310,000	1,350,000	1,323,846	1,391,291
Total Expenditures	1,230,690	1,270,752	1,239,712	1,310,000	1,350,000	1,323,846	1,391,291
Other Sources/Uses							
Transfers to other funds	221,739	220,600	220,600	221,946	221,946	221,946	220,446
Total Other Sources/Uses	221,739	220,600	220,600	221,946	221,946	221,946	220,446
Excess of revenues and other sources and other uses	76,072	13,519	67,248	(23,152)	(63,152)	(40,495)	23,513
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Audit Adjustment	0	0	0	0	0	0	0
Fund Balance January 1	78,854	154,926	154,926	222,174	222,174	222,174	181,679
Fund Balance December 31	154,926	168,445	222,174	199,022	159,022	181,679	205,192

The Fire Pension Fund receives property tax revenue of 1.68 mills to meet the City's obligation related to the Ohio Police and Fire Pension Fund. This Fund pays for the 24.00 percent Employer portion of all eligible employees' Full Time Wages, Part Time Wages, Overtime, Longevity, Perfect Attendance and Holiday Conversion.

Department of Public Safety
Division of Building & Housing

Mission

Division of Building & Housing is charged with implementing and enforcing the City's local and State of Ohio housing and building codes. They assist in establishing a minimum standard necessary to make all dwelling structures safe, sanitary, free from fire and health hazards, and fit for human habitation and beneficial to the public welfare.

Description

The Division of Housing and Building provides code enforcement and plan examination services. It conducts annual inspections on rental property, permit inspections and prior to sale inspections. The Division issues permits on new construction, repairs and alterations. The Division maintains a registry of contractors able to work in the City. It also accepts applications for the Board of Zoning Appeals, Board of Building Standards and Architectural Review Board and Planning Commission.

The chief priority of this department is enforcement of commercial and residential building codes for every structure in the City. This task is accomplished through eight systematic processes:

1. Annual Inspections consist of complete interior, exterior and yard area inspections of non-owner occupied structures on an entire street-by-street basis. Streets are assigned until all of the above properties have been inspected. When completed, the inspection rotation recycles.
2. Exterior Inspections are performed in all non-Community Development Block Grant (CDBG) areas. These are external only inspections and are assigned on a rotational street-by-street basis until the entire city is completed, at which point the inspection cycle begins anew.
3. Zone Check Inspections are the responsibility of twelve inspectors who have a specific sector of the city that they are responsible for inspecting. On a regular basis they ferret out the "eye sore" properties and cite them.
4. Project Pride Inspections (Fund 240) are carried out in areas designated by the Department of Housing and Urban Development. These exterior only inspections are conducted on a rotating street-by-street basis.
5. Exterior/Interior Complaint Inspections are triggered from various sources, i.e. citizen calls, councilpersons etc. These matters are acted upon immediately with an inspector being dispatched.
6. Certificate of Occupancy Inspections are mandated for all non-owner occupied rental properties that are on the market for sale. This inspection involves the interior, exterior and yard area.
7. Prior to Sale Inspections pertain to owner occupied properties that are for sale. The current property owner requests these interior, exterior and yard area inspections.
8. Lakewood 1st Time Homebuyer's Program Inspections are initiated by the property owner. The interior/exterior and yard area inspections are mandatory for participation in this program

This Division provides for plan examination services, which consist of an in-office plans examiner who aids citizens in need of information regarding building projects. Be it a garage, home addition or questions about permits this key Building Department member offers hands-on assistance.

The Lakewood Building Department issues permits for new construction, repairs and alterations. Specialists inspect on an ongoing basis the exterior of all one and two family dwelling units.

It also advises on the Board of Zoning Appeals whose purpose is to review applications from citizens who apply for variances to the Building Zoning Code; the Board of Building Standards and Architectural Board of Review/Sign Review. This multi tasked Board considers applications for variances to the Building Code. The Architectural Board of Review considers architectural proposals for commercial and residential properties. The Sign Review Board reviews all sign proposals, including those that require a variance.

In addition, Inspectors are required to appear and offer testimony in Lakewood Municipal Court.
A registry of all contractors is maintained and updated at City Hall and on the City of Lakewood website.

A City's Building Department is its backbone and growth source. It exists to enhance safety, improve housing and commercial stock and curb any signs of blight. This is especially true for a community such as Lakewood whose homes are rapidly approaching century status.

List of Functions, Programs and Services

Code Enforcement Inspection Programs

- Absentee Annual Inspections and Re-inspections
- Absentee Certificate of Occupancy Inspections and Re-inspections
- Advice Inspections
- Building Inspections
- Complaint Inspections and Re-inspections
- Condominium Certificate of Occupancy Inspections and Re-inspections
- Electric Inspections
- Exterior Inspections and Re-inspections
- Fire Damage Inspections and Re-inspections
- H.E.L.P. Loan Inspection
- H.V.A.C. Inspections
- Owner Occupied Prior to Sale Inspections and Re-inspections
- Plumbing Inspections
- Project Pride Inspections and Re-inspections
- Retail Certificate of Occupancy Inspections and Re-inspections
- Signage Inspections
- Tax Abatement Inspections
- CHIP Inspections
- Zone Check Inspections

Code Compliance Program

- Inspections and Re-inspections
- Correspondence / Correction Notices
- Prosecutor Hearings
- Summons Requests
- Court Appearances

Permit Issuance / Fees Management

- Building and Demolition Permit Application Review, Issuance and Fee Collection
- Electrical Permit Application Review, Issuance and Fee Collection
- H.V.A.C. Permit Application Review, Issuance and Fee Collection
- Plumbing Permit Application Review, Issuance and Fee Collection

License Issuance / Fees Management

- Commercial Housing License Application Mailing, Fee Collection and License Issuance
- Residential Housing License Application Mailing, Fee Collection and License Issuance
- Housing License Late Fee Collection
- Exhibition License Issuance and Fee Collection
- Wireless Tower License Issuance and Fee Collection
- Peddler/Solicitor Application Review, Fee Collection and License Issuance
- Adjoining Property License Application Review, Fee Collection and License Issuance
- Temporary Store Application Review, Fee Collection and License Issuance
- Amusement Device (COAD) Application Mailing, Application Review, Fee Collection, and Sticker Issuance
- Contractor Registration Application Mailing, Application Review, Fee Collection and License Issuance
  - General, HVAC, Electrical, Plumbing and Hydronics

Board Application and Fees Management

- Board of Zoning Code Appeals Application Review and Fee Collection
- Board of Building Standards Variance Application Review and Fee Collection
- Board of Building Standards Sign Application Review and Fee Collection

- Board of Building Standards Architecture Application Review and Fee Collection
- Planning Commission Similar Use / Conditional Use / Use Variance Application Review and Fee Collection

Miscellaneous Fees Management

- Contractor Test Fee Collection
- Sale of Copies/ Books/ Maps
- Certification of Occupancy Inspection Application Review and Fee Collection
- Re-inspection Fee Collection

Administration

- Payroll
- Accounts Receivable
- Accounts Payable
- Contract Management
- Purchasing
- Financial Reporting
- Inventory Tracking
- Grant Administration
- Records Requests
- Correspondence
- Personnel Management
- Data Program Management
- Training
- Reporting/Records Management
- Contractor Testing

Contact Information

Edward F. Fitzgerald
Project Administrator for New Lakewood, 529-6297
Daniel Russell
Assistant Building Commissioner for Commercial Buildings, 529-6278
Jeff Fillar
Assistant Building Commissioner for Residential Housing, 529-6285
12650 Detroit Avenue
Lakewood Ohio 44107
(216) 529-6270
Fax: (216) 529-5930
housing.building@lakewoodoh.net

2006 Accomplishments

The accomplishments of the Division of Housing & Building include providing all phases of building inspections to all the new construction of the busiest construction year arguably in the City's history; completing the third phase of an all-City inspection sweep; responded to every complaint; increased total number of inspections.

2007 & Beyond Goals

Code Enforcement Inspection Programs

- We will increase productivity by increasing annuals, doing a second beginning cycle of a complete City inspection sweep, and completion of the training of the new employees.

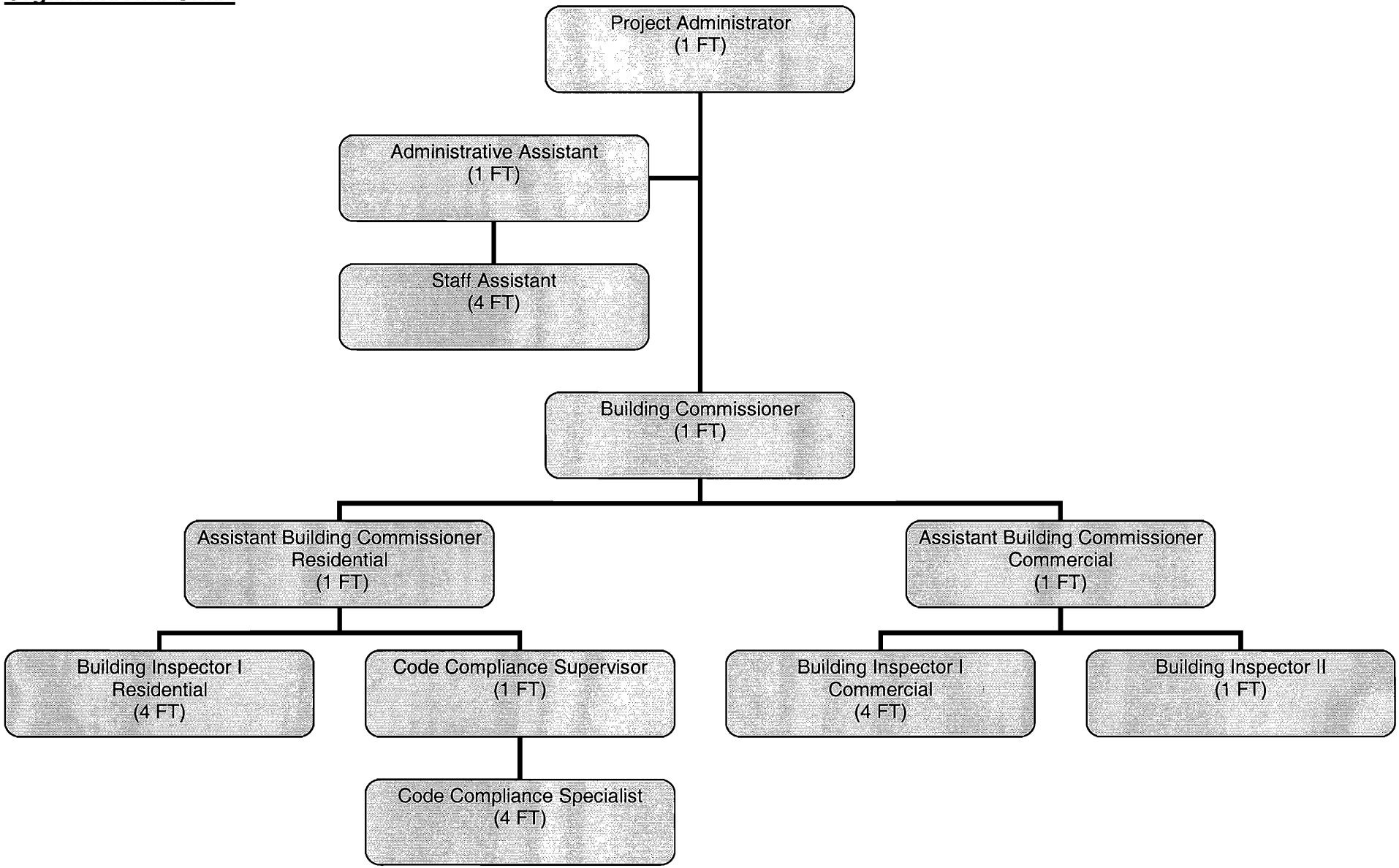
Administration

- We will enhance services provided by cross-training staff.

- With the inception of two-way communications, the efficiency of the inspectors out in the field communicating with the office is priceless. This results in a cost reduction in mileage because the inspector does not have to return to the office as often.

- Since we have enhanced our efficiency on the computer, we have not only increased our productivity but reduced cost by eliminating the need to purchase costly pre-printed forms and applications thereby saving the cost of outsourcing this printed material.

Organizational Chart



Historic Position Levels

Funded by the General Fund	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Project Administrator	1	1	1	Civil Service	Non-Bargaining
Building Commissioner	1	1	1	Civil Service	Non-Bargaining
Assistant Building Commissioner	2	2	2	Civil Service	Non-Bargaining
Commercial Building Inspector	1	0	0	Appointed	AFSCME II
Building Inspector I	5	7	7	Appointed	AFSCME II
Building Inspector II	2	1	1	Appointed	AFSCME II
Code Compliance Specialist	4	3	3	Appointed	AFSCME II
Code Compliance Supervisor	1	1	1	Appointed	AFSCME II
Staff Assistant	3	3	3	Appointed	AFSCME II
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Total Full Time Employees	21	20	20		

Funded by CDBG-Project Pride					
Full Time Employees					
Building Inspector	1	1	1	Appointed	AFSCME II
Code Compliance Specialist	1	1	1	Appointed	AFSCME II
Staff Assistant	1	0	1	Appointed	AFSCME II
Total Full Time Employees	3	2	3		

2006 Leave Usage / Overtime & Part-time Statistics

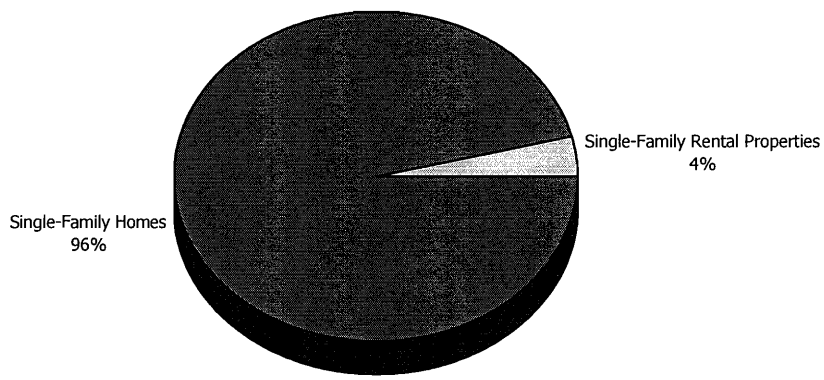
	YTD	Avg # of FT	
Employee Hours	44,440	21.4	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	1,281	7.5	18.24%
Birthday	136	0.8	1.94%
Funeral Leave	88	0.5	1.25%
Holiday	1,616	9.5	23.02%
Injury	8	0.0	0.11%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	504	2.9	7.18%
Sick Leave	1,304	7.6	18.57%
Vacation	2,083	12.2	29.67%
Total Hours Absent	7,019	41.1	100.00%

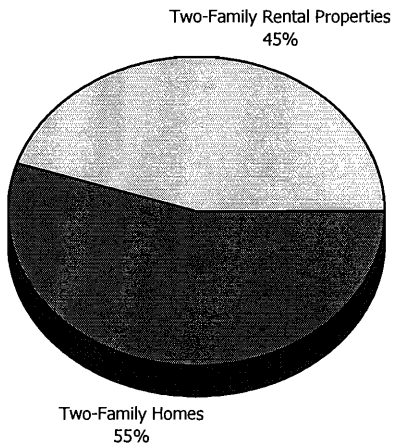
Percentage of Hours Worked **84.21%**

Hours of Additional Holiday Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**-**

City-wide Percentage of Hours Worked Average: 84.93%

Performance Measurements

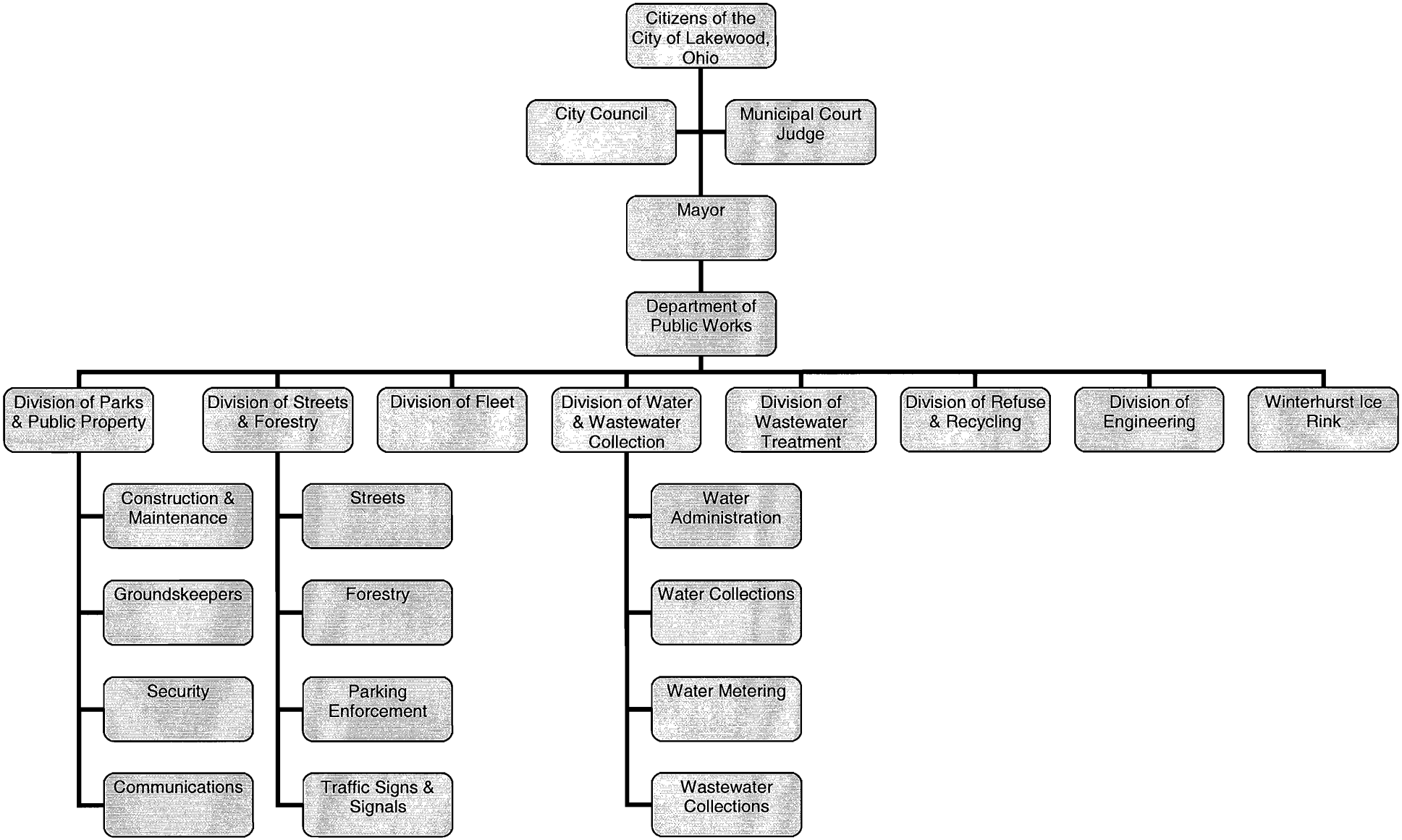




Division of Building & Housing General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	830,721	831,608	799,638	974,720	862,720	857,406	974,159
Personnel Benefits	322,185	287,852	289,089	317,844	305,843	298,890	375,265
Total Salaries, Wages & Benefits	1,152,906	1,119,460	1,088,727	1,292,563	1,168,563	1,156,297	1,349,424
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	1,075	16	1,059	1,059	7	2,100
Other Employee Benefits	12,163	12,500	12,855	17,000	17,000	14,184	15,000
Training	2,632	2,000	1,175	3,940	3,440	2,237	3,000
Memberships	1,943	1,952	1,743	2,199	2,199	2,173	2,653
Professional Services	6,123	24,000	11,119	23,640	9,140	8,009	9,000
Communications	11,821	14,115	8,543	14,179	11,379	9,941	9,654
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	4,510	3,000	2,012	3,000	3,000	1,888	3,000
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	3,810	4,300	3,236	4,728	4,128	5,241	5,500
Contractual Services	0	0	0	0	0	0	0
Office Supplies	4,477	7,700	5,105	7,387	7,887	6,162	6,250
Operating Supplies	286	2,200	1,612	2,167	4,267	3,585	2,850
Repair Parts & Supplies	0	100	0	98	98	0	100
Service Agreements	5,783	6,646	5,049	6,646	5,596	3,337	6,650
Payments to Other Governments	0	0	25	0	0	0	0
Total Operating	53,548	79,588	52,488	86,043	69,193	56,766	65,757
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	9,200	0	5,662	0	6,850	12,647	0
Computer Equipment	288	0	0	0	0	0	0
Total Capital	9,488	0	5,662	0	6,850	12,647	0
Total Expenditures	1,215,942	1,199,048	1,146,877	1,378,606	1,244,606	1,225,710	1,415,181

Public Works Overview



Department of Public Works
Division of Public Works Administration

Mission

Description

Public Works Department is responsible for the administrative control and supervision of eight divisions -- Parks & Public Property, Streets & Forestry, Fleet Management, Water & Wastewater Collection, Wastewater Treatment, Refuse & Recycling, Winterhurst and Engineering.

The Public Works Administration Division is also responsible for the issuance of permits for various public works functions such as special events.

Contact Information

Anthony J. Beno
Director of Public Works
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6800
pubworks@lakewoodoh.net

2006 Accomplishments

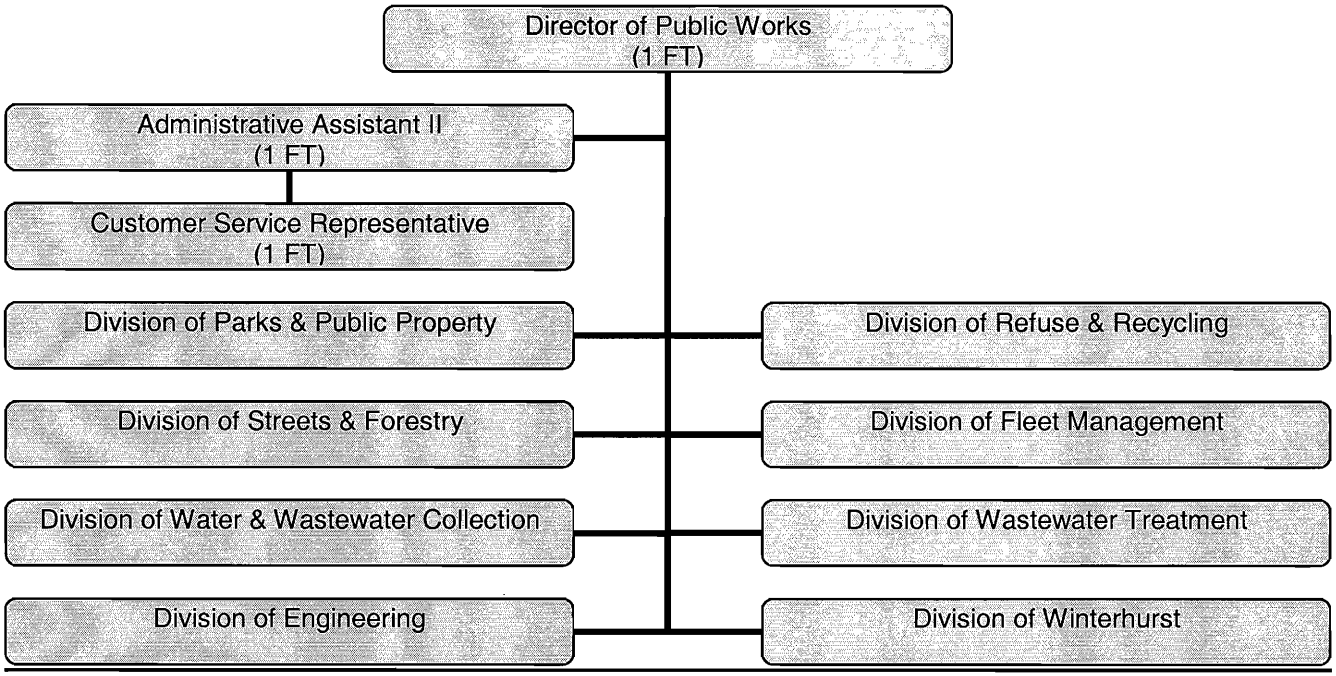
Number and Types of Permits Issues and Revenue Generated:

- 30 Forestry: $450
- 83 Newspaper Vending Boxes: $830
- 19 Obstruction: $19
- 188 Parking Lots: $32,500
- 160 Residential Parking: $800
- 3,906 Refuse Stickers for Business: $1,953
- 264 Sidewalk: $2,640
- 7 Street Cleaning (Contractors): $70
- 24 Street Opening: $22,340
- 135 Women's Club Pavilion: $21,660
- 142 Kiwanis Pavilion (deposits only)

2007 Goals

1. Successfully implement safety training education in Public Works Divisions.
2. Computer updating and training for personnel in Fleet Mgmt.
3. Negotiate new contract between AFSCME and City.
4. Installation of new parking meters.
5. Continue to work with all Public Works managers to assure excellent services for the residents while controlling costs.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Director of Public Works	1	1	1	Appointed	Non-Bargaining
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Customer Service Rep	1	1	1	Appointed	AFSCME II
Total Full Time Employees	3	3	3		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	7,520	3.6

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	16	0.6	1.10%
Funeral Leave	88	3.0	6.04%
Holiday	272	9.4	18.68%
Injury	540	18.7	37.09%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	79	2.7	5.43%
Sick Leave	86	3.0	5.91%
Vacation	375	13.0	25.76%
Total Hours Absent	1,456	50.3	100.00%

Percentage of Hours Worked **80.64%**

Hours of Additional Holiday Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	746
FTE of Additional Hours	**0.36**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

Permits	# Issued in 2004	# Issued in 2005	# Issued in 2006	2005-06 Increase/Decrease
City Auditorium	2	6	4	-2
Kiwanis Club Pavilion Reservations	137	133	142	9
Woman's Club Pavilion Reservations	168	142	135	-7
Forestry	28	31	30	-1
Newspaper Vending Boxes	61	88	83	-5
Obstruction	40	42	19	-23
Parking Lots	174	187	188	1
Residential Parking	170	196	160	-36
Refuse Stickers for Business	4,962	4,794	3,906	-888
Sidewalk/Apron	254	217	264	47
Sidewalk Sale	10	8	6	-2
Street Cleaning (Contractors)	5	8	7	-1
Street Opening	12	17	24	7

Division of Public Works Administration General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	170,192	158,884	164,102	168,793	168,792	163,328	176,296
Personnel Benefits	61,712	51,564	52,274	64,428	60,679	59,597	71,377
Total Salaries, Wages & Benefits	231,904	210,448	216,376	233,221	229,471	222,925	247,673
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	0	60	18	59	59	18	25
Professional Services	63	0	14	0	0	22	25
Communications	2,989	3,380	2,167	3,093	3,093	1,658	1,975
Insurance	0	0	0	0	0	0	0
Advertising	0	273	273	0	0	0	0
Rents & Leases	226	500	56	500	500	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	188	380	371	227	327	282	500
Contractual Services	0	0	0	0	0	64	0
Office Supplies	795	750	529	739	839	643	900
Operating Supplies	730	970	792	1,103	1,003	620	800
Repair Parts & Supplies	456	700	283	689	689	93	250
Maintenance Parts & Supplies	11	25	10	25	25	1	100
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	1,116	1,220	1,090	1,220	1,120	1,015	1,450
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	6,574	8,258	5,603	7,655	7,655	4,417	6,025
Capital							
Machinery & Equipment	2,759	287	924	0	0	967	0
Total Capital	2,759	287	924	0	0	967	0
Total Expenditures	241,237	218,993	222,904	240,876	237,126	228,309	253,698

Street Lighting General Fund (Fund 101) Budget

This Fund accounts for the City expenditures for street lighting.

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Current Expenditures							
Utilities	491,429	504,000	448,363	490,000	490,000	489,119	490,000
Total Current Expenditures	491,429	504,000	448,363	490,000	490,000	489,119	490,000
Total Expenditures	491,429	504,000	448,363	490,000	490,000	489,119	490,000

Department of Public Works
Division of Parks & Public Property

Mission

The mission of the Division of Parks and Public Property is to maintain our public buildings, enhance and beautify our parks and public properties and upgrade and improve our playgrounds and parks amenities to provide the citizens of Lakewood with attractive, well-maintained and well-managed facilities and with the finest recreational opportunities available.

Description

The Division of Parks and Public Property is responsible for the maintenance and upkeep of all publicly-owned properties, including publicly-owned buildings, Lakewood's 75 acres of parks property and an additional 75 acres of greenspace. The Division is comprised of 3 separate units:

- **Construction and Maintenance**
- **Groundskeepers**
- **Security**
- **Communications**

Construction and Maintenance:
The building and maintenance crew consists of electricians, carpenters, plumbers and painters, many of whom hold additional professional licenses and certifications, including Pool Operators and Boiler Operators licenses. In addition to the everyday maintenance challenges that arise with the upkeep of Lakewood City Hall, Winterhurst Ice Rink, the three Lakewood Fire Stations, the Division of Youth, Municipal Garages, Foster and Madison Pools and other parks buildings, they are also responsible for remodeling projects and new construction such as Kids Cove playground. Together with the Parks Groundskeepers, they set up and provide crew for special events including Band Concerts in Lakewood Park, Friday Night Flicks, the Holiday Lighting Festival, the 4th of July events and fireworks, the Community Festival, the Farmers Market and the Arts Festival.

Groundskeepers:
Lakewood's trained landscapers keep the City's turf and landscaped areas looking beautiful and remaining healthy year-round. Seasonal duties include landscaping, turf maintenance, irrigation, pruning, snow removal and salting City-owned parking lots and sidewalks and assistance with City-wide leaf collection. The Groundskeepers will also make repairs to tree lawns that are damaged as the result of excavations for underground utility repairs or tree removals.

Security:
The Division of Parks and Public Property employs part-time security guards at City Hall, Lakewood Park, Winterhurst Ice Rink and in the Woman's Club Pavilion. In addition to keeping a watchful eye over publicly-owned properties, the security guards often provide information to visitors to the City's public properties and parks.

Communications:
The Division of Communications provides reliable and professional support for all areas of communications used by City departments and divisions. The Division is responsible for maintaining the core communications infrastructure, including towers, base-stations, mobile & portable radios, network cabling and telephones.

Community Parks

The Lakewood Parks system consists of 15 dedicated parks and approximately 75 acres of "greenspace". The parks are categorized as either Community Parks (3 or more acres), Neighborhood Parks (up to 3 acres), or Pocket Parks (less than 1 acre). The following is a list of Parks and a brief description of the facilities available.

Lakewood Park: This 31 acre lakefront park, the crown jewel of the Lakewood Parks system, is located at the intersection of Belle and Lake Avenues. The Park offers a multitude of activities, including:

- The Lakefront Promenade: The project is highlighted by a stunning handicap-accessible ramp, with stone walls and brick pavers, which extends from the top of the bluff to the lower Lakefront Promenade.

The Lakefront Promenade is a gorgeous brick walkway where visitors can enjoy a lovely view of the lake as well as a wonderful skyline of downtown Cleveland.

- Foster Pool: open during the summer months, various programs offered including open swims, learn to swim classes, senior swims etc. For program information call the Community Recreation & Education Department at 529-4081.
- Construction of a new zero entry children's wading pool was completed in 2002.
- Eight tennis courts
- Three sand volleyball courts, open to the public (unless permits for league play have been issued by The Community Recreation & Education Department). Call 529-4081 for league or permit information.
- Kids Cove Playground area (built in 2001).
- The Lakewood Park Bandshell, offers free concerts on Sunday evenings, and free movies for children during the summer months. Refer to the City News and Events link for a list of dates and further information.
- The Woman's Club Pavilion, an enclosed year round facility available to the public for Meetings, wedding receptions or special get-togethers. For more information call the Public Works Office at 216-529-6802.
- The Kiwanis Open Pavilion, which is reserved during the summer months. This facility offers four separate sections that can be reserved either individually or together. Each section seats fifty people. For more information call the Public Works Office at 216-529-6800.
- Picnic areas located throughout the park, with grills and tables.
- Two softball fields, available to the public, unless a permit from the Board of Recreation has reserved the field. Call 529-4081 for permit information.
- Old Stone House: Lakewood's oldest stone house, now a museum, call 221-7343 for hours and tour information.

Madison Park: Located at 13201 Madison Ave. offers the following:

- Usher Field: Lighted softball field. Call The Community Recreation and Education Department at 529-4081 for league and permit information.
- Full length soccer field, available to the public, unless a permit from the Board of Recreation has reserved the field. Call 529-4081 for permit information.
- Open picnic pavilion with four grills, available on a first come first serve basis.
- Three basketball hoops.
- Three tennis courts.
- One sand volleyball court, available to the public.
- Madison Pool: open during the summer months, various programs offered including open swims, learn to swim classes etc. For program information call The Community Recreation & Education Department at 529-4081.
- Numerous playground areas.

Kauffman Park: Located at 15450 Detroit, behind the shopping plaza, offers the following:

- Jimmy Foxx Field: Lighted softball/hardball field. Call The Community Recreation and Education Department at 529-4081 for league and permit information.
- Playground areas and picnic tables.
- Two tennis courts.

Lakewood Dog Park: Lakewood Dog Park, the only Westside off-leash dog park and the second of only two such dog parks in Cuyahoga County, is located at 1299 Metropark Drive in the Metroparks by the Water Treatment Plant. The Dog Park, which is open from 7:00 am-9:00 pm Monday through Friday and 8:00 a.m. to 9:00 p.m. on Saturdays and Sundays, provides a fenced-in area where owners may exercise their dogs off-leash to play and socialize with other dogs.

Neighborhood Parks

Webb Park: Located at 1301 Webb Road, offers the following:

- One tennis court.
- Playground areas installed in 2001.
- Picnic tables.

Edwards Park: Located at 16800 Detroit Ave. New playground equipment installed in 2002.

- One Tee-Ball field open to the public unless a prior permit has been issued by The Community Recreation and Education Department. Call 529-4081 for permit information.
- Playground areas and picnic tables.

Wagar Park: Located at 15900 Madison at the intersection of Madison and Hilliard Blvd.
- Four tennis courts
- Numerous playground areas
- Picnic tables

Merl Park: Located at the intersection of Bunts road and Merl
- One tennis court
- Playground areas
- Picnic tables

Cove Park: Located at 1294 Cove Avenue
- One Tee-Ball field open to the public unless a prior permit has been issued by The Community Recreation and Education Department. Call 529-4081 for permit information.
- Various playground equipment.
- Picnic tables.

Pocket Parks:

Park Row Park: Located at 1386 Park Row, offers the following:
- Playground equipment
- Picnic tables

Celeste Park: Located at the corner of Clifton and West Clifton, this park is a scenic area to sit at a park bench or table to relax and enjoy a bit of nature.

Niagara Park: Located at the corner of Lakewood Heights (south of I-90) and Niagara, offers the following:
- Playground area
- Picnic table

Sloane Park: Located at 1355 Sloane Ave. this park offers a scenic place to sit and relax to enjoy the two Adopt-a-Spot gardens.

Sinagra Park: Located at the intersection of Cook and Detroit Ave. this scenic area offers a place to sit and relax while shopping.

Isaac Warren Park: Located on Warren Rd. just north of Detroit, this scenic pocket park offers a place to sit and relax during a lunch break Two picnic tables are available in a greenspace located across the street just north of the parking lot.

Clifton Prado Park: Located at 1265 Clifton Prado, this park offers the following:
- Playground area
- Picnic table

List of Functions, Programs and Services

Construction and Maintenance
- Building Maintenance
- Electrical
- Carpentry
- Painting
- HVAC Services
- Plumbing
- New Construction

Groundskeepers
- Cut/Trim Grass 150 Acres
- Clean Parks/ Restrooms
- Tree lawn repairs
- School Crossing Guards substitutes
- Band Concerts
- Friday Night Flicks
- City Auctions
- Fourth of July
- Community Festival
- Art Festival
- Leaf removal

- Adopt-a-spots
- Maintenance of playground equipment
- Snow plowing
- Block Parties
- Swimming pools
- Dog Park
- Woman's Club Pavilion

Security

Communications

- Installation radios and maintenance of equipment

Contact Information

David Seman
Division Manager
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6815
parks@lakewoodoh.net

2006 Accomplishments

Construction and Maintenance

- Completed boiler installation at Foster Pool
- Completed numerous construction projects at City Hall and Youth
- Completed routine maintenance at all city buildings

Groundskeepers

- Completed 29 Weeks of Mowing
- Completed 365 Tree lawn Repairs
- Completed 185 School guard Crossing Hours
- Completed 8 Band concerts
- Completed 5 Friday Night flicks
- Completed two City Auctions
- Completed 46 Block Parties
- Completed 90 school crossings
- Assisted with construction projects

Security

- Provide security for City Hall
- Provide security for WCP
- Provide security in the Parks

Communication

- Installation of radios and maintenance of equipment

2007 & Beyond Goals

Construction and Maintenance

- Install new boiler at Madison Pool and paint pool
- Install new man doors at Madison and Lakewood Parks
- Maintain all city owned facilities

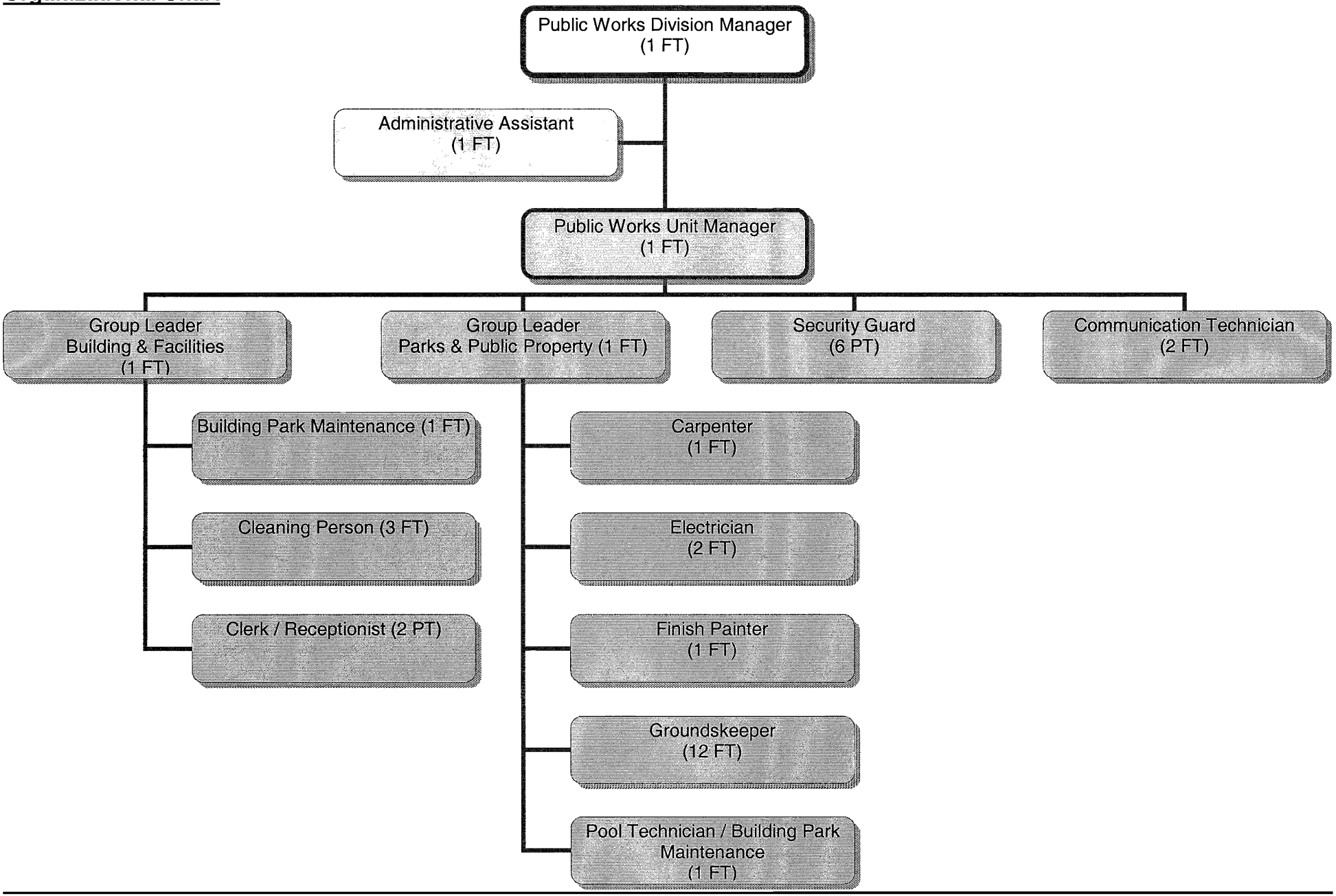
Groundskeepers

- Reconfigure mowing lists to save time/utilize equipment more efficiently
- Hire more part time employees to complete school guard substitute crossings vs. using full-time employees
- Implement a work order system to track maintenance jobs
- Have North and South Marginals maintained by the State/ weed control program – projected to save $3,000 annually.
- Install new playground equipment as Madison and Wagar Parks
- Purchase new tables and chairs for WCP

Communications

- Implement a city-wide video surveillance system/consider wireless networking

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Parks & Public Property					
Full Time Employees					
Public Works Division Manager	0	1	1	Civil Service	Non-Bargaining
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargaining
Administrative Assistant I	1	1	1	Appointed	AFSCME II
Building Park Maintenance	1	1	1	Appointed	AFSCME I
Carpenter	2	1	1	Appointed	AFSCME I
Cleaning Person	3	3	3	Appointed	AFSCME I
Electrician	2	2	2	Appointed	AFSCME I
Finish Painter	1	1	1	Appointed	AFSCME I
Groundskeeper	12	12	12	Appointed	AFSCME I
Group Leader	2	1	1	Appointed	AFSCME I
Pool Tech./Bldg. Park Mtn.	1	1	1	Appointed	AFSCME I
Total Full Time Employees	26	25	25		
Part Time Employees					
Security Guard	8	8	8	n/a	n/a
Intern	0	0	0	n/a	n/a
Total Part Time Employees	8	8	8		
Communications					
Communication Technician	2	2	2	Appointed	AFSCME II
Total Full Time Employee	2	2	2		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	56,640	27.2

		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	208	1.0	1.79%
Funeral Leave	376	1.7	3.23%
Holiday	2,176	10.0	18.72%
Injury	694	3.2	5.97%
Jury Duty	80	0.4	0.69%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	672	3.1	5.78%
Sick Leave	3,749	17.2	32.25%
Vacation	3,670	16.8	31.57%
Total Hours Absent	11,625	53.4	100.00%

Percentage of Hours Worked **79.48%**

Hours of On Call Time	312
Hours of Overtime	3,843
Hours of Part Time/Seasonal	9,608
Full Time Equivalent of Additional Hours	**6.62**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Parks, Construction & Security General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Parks, Construction & Security							
Salaries, Wages & Benefits							
Salaries & Wages	1,158,485	1,197,479	1,102,929	1,105,679	1,105,679	1,084,032	1,038,534
Personnel Benefits	371,432	338,062	321,486	359,912	359,911	344,911	378,672
Total Salaries, Wages & Benefits	1,529,917	1,535,541	1,424,415	1,465,591	1,465,590	1,428,943	1,417,207
Operating							
Uniform & Clothing	0	0	0	0	0	0	3,400
Travel & Transportation	8	8	0	8	8	0	0
Training	0	992	592	977	977	240	592
Memberships	175	200	0	197	197	0	175
Professional Services	0	347	347	0	440	440	347
Communications	7,105	8,100	4,424	6,501	6,501	4,507	5,499
Insurance	0	0	0	0	0	0	0
Advertising	0	255	255	0	284	283	350
Rents & Leases	925	2,398	1,322	3,000	3,000	1,303	1,500
Printing & Reproduction	30	500	0	492	492	272	0
Contractual Services	13,786	17,750	10,816	17,484	18,634	16,251	16,200
Office Supplies	517	1,500	699	1,477	1,477	656	1,191
Operating Supplies	52,928	69,526	55,179	69,173	66,493	59,592	61,400
Repair Parts & Supplies	38,439	44,137	26,616	46,429	47,629	33,194	39,000
Maintenance Parts & Supplies	1,404	2,000	1,893	1,970	1,970	1,776	1,970
Repair Service	740	4,000	1,536	985	985	1,528	1,500
Maintenance Service	0	1,500	0	1,478	1,478	1,273	0
Service Agreements	514	1,185	341	1,185	1,376	394	1,400
Utilities	77,557	86,626	90,372	100,000	100,000	79,556	81,000
Inter-Fund Activity	0	0	0	0	0	0	0
Payments to Other Governments	101	1,650	1,608	1,650	1,650	2,535	3,000
Reimbursements	0	0	0	0	0	0	0
Total Operating	194,228	242,674	196,001	253,006	253,591	203,799	218,524
Capital							
Machinery & Equipment	4,800	0	1,733	500	2,710	3,992	0
Computer Equipment	1,190	700	679	0	410	406	0
Total Capital	5,990	700	2,412	500	3,120	4,398	0
Total Expenditures	1,730,135	1,778,915	1,622,828	1,719,097	1,722,301	1,637,139	1,635,731

Building & Facilities General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Buildings & Facilities							
Salaries, Wages & Benefits							
Salaries & Wages	358,056	247,130	234,337	256,443	256,442	256,398	263,451
Personnel Benefits	101,431	73,860	72,123	82,592	82,593	87,364	94,290
Total Salaries, Wages & Benefits	459,487	320,990	306,460	339,035	339,035	343,763	357,741
Operating							
Uniform & Clothing	0	0	0	0	0	0	1,000
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	35	615	531	606	606	35	100
Memberships	0	0	0	0	0	0	0
Professional Services	0	50	97	49	49	22	50
Communications	9,081	9,075	6,738	7,462	7,462	9,324	9,350
Insurance	0	0	0	0	0	0	0
Advertising	0	280	0	276	276	274	350
Rents & Leases	0	200	0	200	200	0	200
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	13,562	14,000	11,026	13,790	12,790	9,924	14,000
Office Supplies	146	400	0	394	394	188	250
Operating Supplies	13,875	23,700	15,619	23,344	24,544	20,448	23,850
Repair Parts & Supplies	8,151	17,500	9,570	17,238	17,238	9,576	10,750
Maintenance Parts & Supplies	0	0	28	0	0	1	0
Repair Service	0	0	42	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	24,174	38,150	21,588	31,150	31,150	21,389	25,750
Utilities	163,674	145,453	206,232	225,000	225,000	204,591	200,000
Total Operating	232,697	249,423	271,471	319,509	319,709	275,773	285,650
Capital							
Machinery & Equipment	1,600	0	462	0	0	484	0
Computer Equipment	835	0	0	0	0	0	0
Total Capital	2,435	0	462	0	0	484	0
Total Expenditures	694,618	570,413	578,394	658,544	658,744	620,019	643,391

Swimming Pools General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	0	0
Personnel Benefits	0	0	0	0	0	0	0
Total Salaries, Wages & Benefits	0	0	0	0	0	0	0
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	500	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	250	0	246	246	0	0
Rents & Leases	0	0	0	0	0	0	0
Intra-Governmental Services	67,300	48,408	80,247	80,000	80,000	0	160,000
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	23,220	28,495	24,226	32,505	29,005	23,209	26,000
Repair Parts & Supplies	2,845	16,950	8,286	16,696	12,971	3,244	5,400
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	39,988	50,397	49,055	60,000	60,000	48,862	49,000
Total Operating	133,353	145,000	161,815	189,447	182,222	75,315	240,400
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	1,000	0	0	1,800	1,818	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	1,000	0	0	1,800	1,818	0
Total Expenditures	133,353	146,000	161,815	189,447	184,022	77,132	240,400

Band Concerts General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	8,592	7,773	7,773	13,000	9,750	8,230	13,390
Personnel Benefits	1,464	1,950	1,130	1,970	1,970	1,224	2,049
Total Salaries, Wages & Benefits	10,056	9,723	8,903	14,970	11,720	9,455	15,439
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	14,044	16,975	16,567	15,243	16,593	16,507	15,243
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	1,415	3,900	2,726	3,841	3,841	3,603	3,841
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	4,665	4,500	4,657	4,500	4,500	4,536	4,500
Total Operating	20,124	25,375	23,949	23,584	24,934	24,646	23,584
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	3,250	3,079	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	0	0	0	3,250	3,079	0
Total Expenditures	30,180	35,098	32,853	38,554	39,904	37,179	39,023

Museums General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	0	0
Personnel Benefits	0	0	0	0	0	0	0
Total Salaries, Wages & Benefits	0	0	0	0	0	0	0
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	4,453	4,852	4,765	4,925	5,595	5,593	4,925
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	1,344	2,500	0	2,955	2,285	0	0
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	5,372	7,200	6,011	9,000	9,000	5,914	6,600
Total Operating	11,168	14,552	10,776	16,880	16,880	11,507	11,525
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	11,168	14,552	10,776	16,880	16,880	11,507	11,525

Fourth of July Festival General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	10,876	11,000	11,466	12,500	12,500	16,285	12,875
Personnel Benefits	1,781	1,650	1,639	1,894	1,894	2,346	1,970
Total Salaries, Wages & Benefits	12,657	12,650	13,106	14,394	14,394	18,631	14,845
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Seminars & Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	143	200	0	197	197	155	197
Rents & Leases	0	108	0	108	108	0	108
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	34,225	34,670	34,225	34,150	34,150	34,125	34,150
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	1,960	2,186	580	2,153	2,153	1,610	2,153
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	0	0	0	0	0	0	0
Total Operating	36,328	37,164	34,805	36,608	36,608	35,890	36,608
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	48,985	49,814	47,911	51,002	51,002	54,521	51,453

Tennis Courts General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	0	0	0	0	0	0	0
Personnel Benefits	0	0	0	0	0	0	0
Total Salaries, Wages & Benefits	0	0	0	0	0	0	0
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Seminars & Training	0	0	0	0	0	0	0
Memberships	0	0	0	0	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	1,000	0	985	1,655	0	0
Office Supplies	0	0	0	0	0	0	0
Operating Supplies	2,392	3,750	2,948	3,694	3,024	2,272	2,000
Repair Parts & Supplies	1,195	4,815	886	4,743	4,743	959	1,000
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	0	0	0	0	0	0	0
Utilities	16,788	17,600	17,088	24,000	24,000	19,564	18,200
Total Operating	20,375	27,165	20,922	33,422	33,422	22,795	21,200
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	20,375	27,165	20,922	33,422	33,422	22,795	21,200

Communications General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	106,720	102,324	111,361	113,860	113,859	123,632	115,100
Personnel Benefits	37,078	35,645	37,228	36,795	36,795	38,170	42,541
Total Salaries, Wages & Benefits	143,797	137,969	148,589	150,654	150,654	161,802	157,640
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	300	0	300	295	0	0
Memberships	80	200	100	200	197	100	200
Professional Services	0	25	28	17	25	44	100
Communications	870	835	713	822	822	476	675
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	0	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Office Supplies	54	250	216	247	247	0	0
Operating Supplies	747	1,375	723	1,355	1,198	334	800
Repair Parts & Supplies	1,266	1,300	2,789	1,280	1,600	1,199	2,000
Maintenance Parts & Supplies	44	0	29	0	0	6	100
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	100	285	78	285	285	11	115
Total Operating	3,162	4,570	4,676	4,506	4,669	2,171	3,990
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	2,000	0	1,156	0	0	1,209	0
Computer Equipment	0	0	0	0	1,857	1,857	0
Total Capital	2,000	0	1,156	0	1,857	3,066	0
Total Expenditures	148,959	142,539	154,421	155,160	157,180	167,039	161,630

Department of Public Works
Division of Streets & Forestry

Mission

Description

The Division of Streets and Forestry is responsible for street pavement maintenance operations, pavement and sidewalk repair following City utility work, sidewalk inspections, snow and ice control, forestry operations on public property, fall leaf pick up, street signs and traffic signals maintenance, pavement striping, street sweeping and parking enforcement.

Streets Maintenance & Repair

Pavement Maintenance: Street pavement repairs can be divided into two categories: maintenance and capital reconstruction. The large capital reconstruction projects are managed by the Division of Engineering and Construction. Pavement maintenance consist of regularly scheduled operations such as filling cracks and rejuvenating newer asphalt surfaces, sealing the joints on concrete pavements as well as minor repairs such as pothole filling. In addition, contractors are hired to remove and replace larger sections of deteriorated asphalt pavement.

Pavement and Sidewalk Repair: When other Divisions excavate and repair underground utilities, temporary patching material is applied to the pavement or sidewalk. The Division of Streets then constructs the permanent repairs, which generally are performed within a month or two, or the following spring if the utility work occurred during winter. The Division is fortunate to have on staff skilled and experienced concrete and asphalt installers.

Sidewalk Inspection Program: The Division performs sidewalk inspections throughout the City. Our Sidewalk Inspector will note cracked sidewalk blocks and provide the responsible property owner of the need to perform repairs. If the owner chooses, they can participate in the City's sidewalk repair program which occurs twice a year.

Snow and Ice Control: During winter storms, the City of Lakewood's 93 miles of streets are cleared by trained and certified operators. Our crews receive annual training conducted by the Ohio Department of Transportation, the Salt Institute and the Ohio State University Department of Civil Engineering. Our "home base" is the service garage at City Hall, which is manned almost continuously from mid December until the end of March. Equipment is kept in tip-top condition and personnel are on stand-by to ensure quick response to rapidly changing weather conditions. Close attention is paid to current weather conditions and forecasts. Factors such as wind, temperature and moisture conditions determine our snow and ice control strategy. Light snow falls are generally handled by salting. Plowing begins when heavy, continuous snow falls are predicted. Plowing and/or salting operations are continuous until all of the streets are cleared.

Leaf Pick Up: The annual fall leaf collection program begins on the first Monday in November and continues for a minimum of three collections over a six week period. This schedule will generally be adjusted to account for interfering weather conditions. Leaves and other yard wastes are collected at other times throughout the year when residents place them in the standard paper yard waste bags on the regular refuse collection days.

Street Sweeping: This Division maintains two modern street sweepers that are employed throughout the spring, summer and fall seasons. The purpose of the street sweeping program is to remove trash and grit that can enter the sewer system as well as to help provide a tidy appearance to our community. The street sweepers also assist with the fall leaf collection process. We ask that all residents who use on-street parking to please move their cars when the street is posted for sweeping. This will enable our crews to do a much more thorough cleaning job.

Traffic Signs & Signals

This Division maintains all street signs, traffic signals and pavement striping in the City. The Signs and Signals Shop, located on City property behind the Beck Center, contains a fully equipped sign

manufacturing facility. The Signals crew is on 24 hour call to quickly respond to inoperative traffic signals due to storm damage.

Forestry

The City of Lakewood maintains all of the trees on public property, including those on tree lawns. Trees are removed when they are diseased or dead and pose a danger to the public. A certified urban forester supervises a crew of arborists who have all of the required equipment to trim branches, remove diseased trees including the stumps, plant new trees and shred the resulting wastes for recycling into mulch. Tree lawn trees are replaced according to a master reforestation plan. Mulch is available to Lakewood residents free of charge at the location near the Animal Shelter in the Rocky River valley. Logs are also available to residents for use as fire wood free of charge at the same location.

Parking Enforcement

The Division's goal is to provide safe and well-maintained parking areas and facilities for prospective shoppers to our Lakewood businesses; and continue enforcement of and removal of unauthorized signage on public thoroughfares.

List of Functions, Programs and Services

Streets Maintenance & Repair

- Snow & ice control
- Road base removal and repair
- Crack seal program
- Leaf collection
- Collect and dispose of Christmas Trees
- Street sweeping
- Utility cuts
- Pothole patching
- Curb and sidewalk inspection and maintenance
- Monitor operations performed by contractors
- Assist with catch basin larvicide applications

Traffic Signs & Signals

- Maintains all signs within the city right of way
- Creates signs and decals requested by various city departments
- Prints parking permits and decals
- Maintains all street markings to include centerlines, crosswalks, stopbars, railroad crossings, traffic islands, and parking lots
- Paints parking lines on the grass for special events
- Maintains and services all traffic lights within the city
- Maintains all conduit related to traffic signals
- Responsible for systematic upgrading of the electronic signal system
- Installation and removal of non-traffic items such as banners, flags, hanging flower baskets, etc.

Forestry

- Continue to meet standards of the Tree City USA program
- Tree Maintenance
- Tree Planting
- Tree Pruning
- Tree Removal
- Tree Evaluation
- Stump Removal
- Update and maintain forestry inventory
- Assist other City departments with crane and aerial bucket truck lifts
- Provide support for community functions such as Arbor Day, Earth Day and Lakewood School Career Day.
- Assist with plowing and salting during winter storms
- Assist with City wide leaf collection
- Manage the City's larvicide program with 30-day applications based on weather conditions

Parking Enforcement

- Ticket parking violations
- Collect money from meters and assist the Finance Dept. with counting and banking
- Maintain approximately 1800 parking meters to include repairs timing complaints, and maintaining parking meter poles
- Removal of unauthorized signage on public right of way

Contact Information

Bernie Madison
Streets & Forestry Division Manager
Kevin Chisar
Streets Repair & Maintenance Unit Manager
Paul Klembara
Forestry Unit Manager
Lakewood City Hall
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Lakewood, OH 44107
(216) 529-6810
streets@lakewoodoh.net

2006 Accomplishments

Streets Maintenance & Repair

- Repaired 100 utility openings
- Replaced deteriorated sidewalks at entrance to Winterhurst with stamped and colored sidewalks
- Replaced over 12,000 square feet of City sidewalks
- Removed over 6,800 cubic yards of leaves collected in 2005.

Traffic Signs & Signals

- Replaced over 100 stop signs, 225 no parking anytime signs, 40 8am -4pm emergency snow street signs, 50 main street emergency street signs.
- Completed all Gateway signage with updated student's names
- Designed, fabricated and installed Sinagra Park sign
- Designed, fabricated and installed Health, Income Tax, Water sign
- Changed decals on doors and awnings for the above location--annex building
- Made security camera signs for the city parks
- Updated names for adopt a spot signs
- Made door sign for juvenile court
- Printed parking enforcement stickers for new meters
- Made" no dog "signs for city parks
- Made decals and number for public works and police vehicles
- Designed layout for Foxx Field plaque
- Made new sign for the Youth Dept.
- Made all new signs for Madison and Foster Pools
- Made and installed signs for the Dog Park (excessive barking)
- Did study for Phase 3 and Phase 4 of the street name sign project and ordered all materials
- Designed, fabricated and installed 7 Birdtown Historic District signs
- Re-striped and signed Warren & Madison to alleviate traffic problems for the Fire Dept. emergency exits
- Rebuilt 3 complete signalized intersections and started on a 4th
- Continued the LED retrofit program at 6 intersections
- Repairs and modifications to at least 8 intersections related to roadway projects or construction/vehicle accident damage

Forestry

- Designated Tree City USA for the 29th year and is Northeast Ohio's oldest Tree City.
- Computerized Forestry Inventory with over 800 entries.
- Managed the City's West Nile Virus larvicide's program with 3 applications during the 2006 mosquito season
- Planted 296 trees for the City Reforestation program and per resident requests
- Removed, backfilled and seeded 204 stumps.
- Responded to 4 storm events that caused downed trees.

Parking Enforcement

- Wrote 5,520 parking tickets
- Repaired 229 jammed meters
- Picked up 189 shopping carts
- Replaced meter domes in 80% of the City parking meters
- Answered 46 police complaints
- Delivered 162 postings for block parties, resident's moving, construction & traffic control

2007 & Beyond Goals

Streets Maintenance & Repair

- Repair over 100 utility openings again in 2007
- Requested an additional $100,000 for the 2007 sidewalk program which will now total an investment of $200,000 in our neighborhoods for 2007
- Qualify additional personnel for salting and plowing--this will enable us to have more people available for storm events and assure that our streets are plowed and salted in an efficient manner as well as cost effective.
- Look for any government grants that may be available to us for our operations
- Share ideas with other suburbs to find common areas for cost reductions and\or successful programs that can be implemented in our operations

Traffic Signs & Signals

- Continue to assign one Street's Department employee to assist Signs during the April to October construction season
- Investigate longer lasting traffic paint to eliminate painting lines more than once.
- Complete upgrade to Traffic Signal Central Monitor Computer which will allow for more efficient traffic flows through out the City

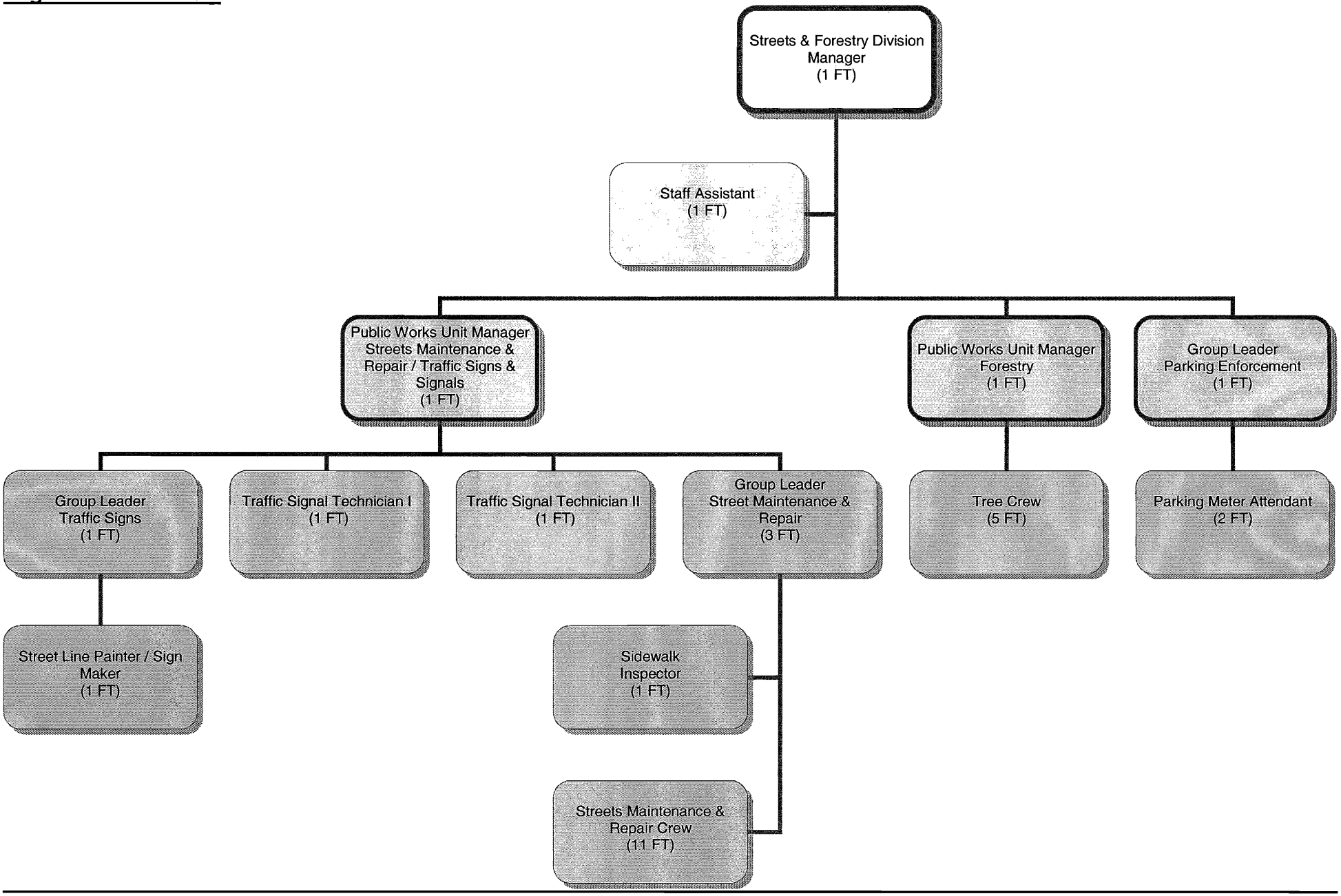
Forestry

- Track and suppress the Gypsy Moth outbreak
- Remove all City of Lakewood s Ash tree to suppress and eradicate the Emerald Ash Borer

Parking Enforcement

- Parking Enforcement will be installing electronic meters in the downtown parking lots. This will help eliminate down time associated with the old mechanical meters, such as lubricating parts, replacing parts, etc. Parking meter employees can spend more time writing additional tickets and adding dollars to the general fund.
- Increase ticket writing by 10% over 2006 totals, may increase collections by approx. $25,000.

Organizational Chart



Historic Position Levels

Streets Maintenance & Repair (SCMR Fund 211)

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Public Works Division Manager	1	1	1	Civil Service	Non-Bargaining
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargaining
Group Leader	3	3	3	Appointed	AFSCME I
Staff Assistant	1	1	1	Appointed	AFSCME II
S.C.M.R. Crew	12	10	10	Appointed	AFSCME I
Semi-Truck Driver	0	0	1	Appointed	AFSCME I
Sidewalk Inspector	1	1	1	Appointed	AFSCME I
Total Full Time Employees	19	17	18		

Traffic Signs & Signals (General Fund 101)

Traffic Signs & Signals Manager	0	0	0	Civil Service	Non-Bargaining
Traffic Signal Technician I	1	1	1	Appointed	AFSCME II
Traffic Signal Technician II	1	1	1	Appointed	AFSCME II
Group Leader	1	1	1	Appointed	AFSCME I
Street Line Painter/Sign Maker	1	1	1	Appointed	AFSCME I
Total Full Time Employees	4	4	4		

Forestry (General Fund 101)

Public Works Unit Manager	1	1	1	Civil Service	Non-Bargaining
Tree Crew	5	5	5	Appointed	AFSCME I
Total Full Time Employees	6	6	6		

Parking Enforcement (Parking Fund 520)

Group Leader	1	1	1	Appointed	AFSCME I
Parking Meter Attendant	2	2	2	Appointed	AFSCME I
Total Full Time Employees	3	3	3		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	68,240	32.8	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	399	1.5	2.84%
Birthday	256	1.0	1.82%
Funeral Leave	150	0.6	1.07%
Holiday	2,656	10.1	18.90%
Injury	572	2.2	4.07%
Jury Duty	0	0.0	0.00%
Military Leave	856	3.3	6.09%
Perfect Attendance	0	0.0	0.00%
Personal	860	3.3	6.12%
Sick Leave	3,141	12.0	22.35%
Vacation	5,164	19.7	36.74%
Total Hours Absent	14,054	53.5	100.00%

Percentage of Hours Worked **79.40%**

Hours of On Call Time	654
Hours of Overtime	3,005
Hours of Part Time/Seasonal	809
Productivity Percentage	**2.15**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Street Construction, Maintenance and Repair (SCMR) (Fund 211)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Gasoline Tax	1,045,796	1,172,293	1,170,586	1,317,959	1,317,959	1,302,170	1,375,000
Motor Vehicle License Tax	536,849	550,000	517,289	531,000	531,000	511,453	505,000
Special Assessments	0	0	2,585	0	0	0	0
Reimbursements	935	5,000	0	0	0	1,334	750
Total Revenue	1,583,580	1,727,293	1,690,460	1,848,959	1,848,959	1,814,956	1,880,750
Salaries, Wages & Benefits							
Salaries & Wages	1,095,612	1,008,795	955,014	1,046,988	1,046,988	953,520	1,152,957
Personnel Benefits	343,932	319,186	306,006	344,827	344,827	318,199	436,813
Total Salaries, Wages & Benefits	1,439,544	1,327,981	1,261,020	1,391,815	1,391,815	1,271,720	1,589,770
Operating							
Uniform & Clothing Maintenance	48	200	200	0	0	0	3,400
Travel & Transportation	0	0	14	0	0	0	0
Training	0	100	0	100	100	0	100
Professional Services	323	1,000	598	1,000	2,745	2,515	3,750
Communications	4,078	6,110	2,862	6,110	5,310	2,786	3,810
Insurance	0	0	0	0	0	0	0
Advertising	1,019	1,000	264	1,000	1,000	293	1,000
Rents & Leases	15,110	650	225	2,000	2,800	800	2,000
Printing & Reproduction	432	450	313	450	450	151	450
Contractual Services	156,321	104,100	102,836	76,400	76,750	76,405	76,900
Office Supplies	1,010	1,300	1,121	1,300	1,600	1,383	1,300
Operating Supplies	170,859	129,628	149,386	183,885	284,425	107,564	99,250
Repair Parts & Supplies	176,560	186,060	173,117	189,900	180,875	162,329	179,150
Maintenance Parts & Supplies	6,146	5,000	4,078	5,000	5,000	4,669	5,000
Repair Service	3,482	10,000	1,526	10,000	10,000	17,694	10,000
Service Agreements	655	2,065	1,130	2,065	1,765	525	1,450
Utilities	92,183	120,000	87,310	110,000	110,000	51,364	79,000
Total Operating	628,228	567,663	524,980	589,210	682,820	428,476	466,560
Capital							
Improvements other than Building	0	0	1,818	0	0	0	200,000
Machinery & Equipment	3,994	4,100	5,602	0	6,000	7,397	0
Computer Equipment	205	0	0	0	390	389	0
Total Capital	4,199	4,100	7,420	0	6,390	7,786	200,000
Total Expenditures	2,071,971	1,899,744	1,793,420	1,981,025	2,081,025	1,707,981	2,256,330

This fund receives an allocation of 92.5 percent of the Gasoline Excise Tax and State Motor Vehicle License Tax. This revenue is to be used to provide for the repair and maintenance of 200 residential streets by means of proper planning and scheduling work by a professional management team and by skilled and licensed employees who use modern equipment and techniques that will ensure safe road conditions.

Street Construction, Maintenance and Repair (SCMR) (Fund 211) - *continued*

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Sources/Uses							
Reimbursements from CDBG	0	0	0	0	0	0	0
Transfers to other funds	0	0	0	(100,000)	0	0	0
Transfers from other funds	320,000	120,000	120,000	0	0	0	0
Utility Cut Repairs - Water	68,729	22,500	0	45,000	45,000	39,140	11,250
Utility Cut Repairs - Wastewater	37,008	27,500	0	55,000	55,000	47,838	13,750
Trans. From Sidewalk Repair Fund	0	0	0	0	0	0	0
Total Other Sources/Uses	425,737	170,000	120,000	0	100,000	86,977	25,000
Excess of revenues and other sources and other uses	(62,653)	(2,451)	17,040	(132,066)	(132,066)	193,952	(350,580)
Decertification of Prior Year Encumbrance	2,703	0	10,399	0	0	4,366	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance January 1	235,622	175,672	175,672	203,112	203,112	203,112	401,429
Fund Balance December 31	175,672	173,221	203,112	71,045	71,046	401,429	50,850

State Highway Fund Budget (Fund 201)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Gasoline Tax	84,794	95,051	94,912	106,876	106,876	105,581	115,000
Motor Vehicle License Fees	43,528	45,000	41,942	43,000	43,000	41,469	41,000
Total Revenue	128,323	140,051	136,855	149,876	149,876	147,050	156,000
Operating							
Operating Supplies	165,000	125,000	125,000	175,000	165,000	67,441	225,000
Total Operating	165,000	125,000	125,000	175,000	165,000	67,441	225,000
Capital							
Machinery & Equipment	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	165,000	125,000	125,000	175,000	165,000	67,441	225,000
Excess of revenues and other sources and other uses	(36,677)	15,051	11,854	(25,124)	(15,124)	79,610	(69,000)
Decertification of Prior Year Encumbrance	7,232	0	0	0	0	0	0
Fund Balance January 1	42,715	13,270	13,270	25,124	25,124	25,124	104,734
Fund Balance December 31	13,270	28,321	25,124	0	10,000	104,734	35,734

This fund receives an allocation of 7.5 percent of the Gasoline Excise Tax and State Motor Vehicle License Tax. These revenues are used to assist in the maintenance and upkeep of the City's residential streets. This fund is used specifically for the purchase of road salt.

Traffic Signs and Signals General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	271,650	218,467	230,518	201,619	201,619	201,635	12,413
Personnel Benefits	81,696	62,707	64,277	64,439	64,438	60,377	5,455
Total Salaries, Wages & Benefits	353,345	281,174	294,795	266,058	266,057	262,012	17,868
Operating							
Uniform & Clothing	0	0	0	0	0	0	400
Travel & Transportation	0	100	0	98	98	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	30	1,275	1,575	1,275	1,256	0	1,300
Memberships	40	400	250	400	394	150	250
Professional Services	0	700	684	74	99	88	100
Communications	2,084	2,920	1,192	2,877	2,877	1,048	1,170
Insurance	0	0	0	0	0	0	0
Advertising	0	500	0	492	492	0	0
Rents & Leases	0	200	0	200	200	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	112	300	0	296	297	174	250
Office Supplies	1,061	1,300	397	1,281	1,281	296	500
Operating Supplies	21,999	23,140	17,929	24,635	24,078	18,670	19,800
Repair Parts & Supplies	12,936	12,345	12,190	10,908	11,108	8,783	10,500
Maintenance Parts & Supplies	58	500	159	493	493	165	250
Repair Service	15,436	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	535	1,140	605	1,140	1,497	644	950
Utilities	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	1,451	0
Total Operating	54,291	44,820	34,981	44,169	44,170	31,470	35,470
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	2,000	0	1,387	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	2,000	0	1,387	0	0	0	0
Total Expenditures	409,636	325,994	331,162	310,227	310,227	293,482	53,338

Forestry General Fund Budget (Fund 101)

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	267,458	286,564	277,116	303,516	301,313	293,840	303,675
Personnel Benefits	94,171	92,274	90,036	104,036	104,035	101,511	118,460
Total Salaries, Wages & Benefits	361,629	378,838	367,152	407,552	405,348	395,350	422,134
Operating							
Uniform & Clothing	156	0	0	0	0	0	1,000
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	507	550	437	542	542	609	550
Memberships	0	300	210	295	295	245	300
Professional Services	0	100	0	99	99	132	200
Communications	305	630	333	620	620	271	624
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	4	0	0	0	0	0	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	76	0	0	0	0	0	0
Contractual Services	5,001	6,850	6,180	6,747	7,147	6,960	6,950
Office Supplies	129	165	130	163	163	0	175
Operating Supplies	12,311	17,550	13,700	20,537	20,022	15,260	17,850
Repair Parts & Supplies	3,366	9,484	3,032	9,899	8,244	5,059	5,000
Maintenance Parts & Supplies	370	0	158	0	115	140	150
Repair Service	0	566	1,015	0	3,916	3,916	3,000
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	2,605	6,495	78	6,495	4,234	4,166	5,095
Total Operating	24,830	42,690	25,273	45,397	45,397	36,757	40,894
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	0	0	116	0	0	121	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	0	0	116	0	0	121	0
Total Expenditures	386,459	421,528	392,541	452,949	450,745	432,228	463,028

Parking Fund (Fund 520)

Revenues	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Detroit Avenue	110,191	112,750	120,533	120,000	120,000	124,710	128,563
Madison Avenue	26,452	26,500	25,564	25,500	25,500	27,696	28,156
Detroit & W117th	4,272	4,200	4,669	4,500	4,500	4,627	4,888
Westwood & Arthur	206	195	255	250	250	194	225
Parking Lot Permits	35,430	33,850	37,976	37,750	37,750	35,920	36,750
Fire Station Parking Lot	945	250	240	200	200	282	600
Warren/Cook Parking Lot	34,897	33,000	34,116	34,000	34,000	38,645	49,000
Warren/St. Charles Parking Lot	33,408	33,500	33,803	33,000	33,000	35,473	44,250
Westwood Parking Lot	3,085	3,000	2,836	2,700	2,700	3,996	3,984
Gladys Parking Lot	11,839	12,000	10,130	10,000	10,000	10,128	12,125
Ridgewood Parking Lot	365	300	256	250	250	664	625
Detroit/St. Charles Parking Lot	15,099	14,900	14,821	14,750	14,750	491	2,500
Downtown Parking Lot	6,237	6,300	5,725	5,500	5,500	4,795	5,100
Parking Lot at Player's	412	400	604	600	600	259	300
Parking Lot at Drug Mart	2,063	2,200	1,883	1,750	1,750	1,731	1,875
Detroit/Marlowe	4,311	0	0	0	0	0	2,100
Webb/Clifton	1,017	0	976	750	750	950	1,000
Reimbursements	2,318	0	600	0	0	622	600
Total Revenues	292,546	283,345	294,985	291,500	291,500	291,182	322,641

The City collects revenue from parking meters located on Detroit Avenue, Madison Avenue and various municipal parking lots throughout the City. The City also generates revenue from the sale of parking lot permits

Parking Fund (Fund 520) – *continued*

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	130,746	143,665	123,450	140,099	140,100	140,909	138,987
Personnel Benefits	55,599	47,801	43,424	53,175	53,174	52,664	60,590
Total Salaries, Wages & Benefits	186,344	191,466	166,873	193,274	193,274	193,573	199,577
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	600
Professional Services	8	2,450	2,292	200	200	66	200
Communications	523	660	378	660	660	371	500
Rents & Leases	0	80	0	80	80	0	0
Printing & Reproduction	931	1,000	189	1,000	1,000	933	1,000
Contractual Services	0	200	0	200	200	0	0
Office Supplies	121	200	15	200	200	104	200
Operating Supplies	5,864	5,950	3,851	5,950	5,950	3,349	5,750
Repair Parts & Supplies	5,390	15,850	6,511	18,100	9,290	3,508	5,600
Maintenance Parts & Supplies	42	0	16	0	610	657	50
Service Agreements	672	672	672	672	672	685	685
Utilities	19,468	25,000	18,419	25,000	25,000	20,091	20,000
Inter-Fund Activity	495	0	0	0	0	0	0
Indirect Cost Allocations	25,938	35,208	35,208	35,713	35,713	35,713	35,000
Payments to Other Governments	49,831	53,181	53,213	53,181	53,181	59,621	55,067
Reimbursements	0	0	0	0	25,000	25,000	0
Total Operating	109,283	140,451	120,764	140,956	157,756	150,098	124,652
Capital							
Capital Improvements Carryforward	0	0	0	0			479
Machinery & Equipment	0	0	0	350,000	358,200	357,721	0
Total Capital	0	0	0	350,000	358,200	357,721	479
Total Expenditures	295,627	331,917	287,637	684,230	709,230	701,391	324,708
Debt Service							
Note Principal	0	0	0	0	0	0	350,000
Note Interest	0	0	0	0	0	0	15,750
Total Debt Service	0	0	0	0	0	0	365,750

Parking Fund (Fund 520) – *continued*

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Sources / Uses							
Bond Proceeds	0	0	0	0	0	0	350,000
Note Proceeds	0	0	0	350,000	350,000	350,000	0
Premium on Sale of Debt	0	0	0	0	0	100	25
Total Other Sources / Uses	0	0	0	350,000	350,000	350,100	350,025
Excess of revenues and other sources over expenditures and other funds	(3,081)	(48,572)	7,348	(42,730)	(67,730)	(60,109)	(17,792)
Decertification of Prior Year Encumbrance	0	0	0	0	0	29	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	81,984	78,904	78,904	86,252	86,252	86,252	26,171
Fund Balance Dec. 31	78,904	30,332	86,252	43,522	18,522	26,171	8,379

Department of Public Works
Division of Refuse and Recycling

Mission

The Division's mission is to provide an efficient and effective municipal solid waste program focused on customer satisfaction.

Description

The City of Lakewood Division of Refuse and Recycling provides once-per-week service to residents for the collection of household refuse, bulk items, blue bag recycle, newspaper, cardboard and mixed paper recycle and yard waste. The City of Lakewood does not collect debris from work done by contractors.

Back Yard Service is limited to the collection of household garbage that is securely bagged and tied, and kept in containers with tight fitting lids and handles. Tree Lawn Service includes the weekly collection of bulk items (furniture, cut and tied lumber, boxes, miscellaneous household items, excess bags, dried out or empty paint cans with the lids off), blue bag recycle, newspaper, cardboard and mixed paper recycle, appliances and yard waste.

List of Functions, Programs and Services

The Refuse and Recycling Division provides the following services:

- **Backyard refuse collection** is provided to residential, business, and City facilities.
- **Curbside recycle collection**, including separate collections of paper and cardboard, mixed blue bag, appliance/metals, and yard waste, are provided to residential, business, and City facilities.
- **Drop-off facility operations** available to Lakewood residents, businesses, and City Departments and Divisions, for the drop-off of refuse, construction debris, appliances/metals, paper and cardboard, mixed blue bag recycle, yard waste, computers, batteries, tires, aluminum cans to benefit burn unit, used clothing to benefit Planet Aid, household hazardous waste; in-house removal and containment of Freon prior to recycling collected refrigerators, freezers, and air conditioners.
- **Recycling and Litter Prevention -** coordinates recycling, litter prevention and beautification events and awareness activities throughout the community, and serves as an environmental resource office.
- **Office of Keep Lakewood Beautiful,** an organization created to promote public interest in the general improvement of the environment of Lakewood.
- **Administrative** - managing and directing the workforce, scheduling, customer service, refuse education, Division payroll, record keeping, budget, and purchasing.
- **Vehicle maintenance and repair** of Refuse and Recycling Division vehicles

Contact Information

Larry Slavik
Operations Manager
City of Lakewood Division of Refuse and Recycling
12920 Berea Road
Lakewood, Ohio 44111
(216) 252-4322
refuse@lakewoodoh.net

Office hours: Monday - Friday, 7:00 a.m. to 5:00 p.m. - Monday through Friday - no office hours on Saturday or Sunday

2006 Accomplishments

Backyard Refuse Collection

- Collected 22,500 tons of refuse.

Curbside Recycle Collection

- Collected 890.32 tons of mixed blue bag recycle. Revenue $900.00
- Collected 2,218.62 tons of paper and cardboard recycle. Revenue $72,000.
- Collected 6,712 tons of yard waste at a cost of $11,773.86. If collected as garbage the cost would have been $260,000.
- Collected 68.5 tons of appliances and other recyclable heavy metals. Revenue $7,500.
- Increased the amount of paper and mixed blue bag recycle by expanding the recycling program to include City Hall.
- Collected 275 shopping carts. Revenue $1,330.

Drop-off Facility Operations

- Accepted for disposal 590 tons construction & demolition debris, using roll-off boxes. The use of roll-off boxes provides convenience and ease of disposal to residents, and saves wear on vehicles, labor on the routes, and $8,800 in dumping fees.
- Accepted for disposal 715 tons garbage, providing convenience to residents and businesses, and saving labor on the routes.
- Recycled 1,719 tires, the highest number of tires collected in the county.
- Recycled 4.6 tons of batteries. Revenue $500.
- Reclaimed Freon, in-house, from 2,300 units, saving $46,000.
- Collected approximately 11.35 tons of household hazardous waste.
- Recycled 6.5 tons computers and related equipment.

Recycling and Litter Prevention

- Spring citywide cleanup and appreciation party - 183 volunteers.
- Promoted recycling efforts through articles in the Lakewood Observer and the Sun Post.
- Conducted clean-up activities such as cleaning cigarette filter litter, cleaning litter from Detroit Avenue, and Boy Scout clean-ups.
- Conducted a Banner Contest resulting in 57 entries to promote Earth Day
- Produced two citywide newsletters and one schoolwide newsletter.
- Provided funding out of Recycling and Litter Prevention budget for the printing of informational door-hangers for the Refuse and Recycling Division recycle collectors.
- Conducted twenty-two second grade litter prevention lessons to 446 students.
- Conducted eight high school H2O litter and recycling lessons.
- Conducted forty fifth grade environmental club meetings.
- Assisted schools in recycling efforts and campus cleanups.
- Earth Day in Lakewood: 900 participants promoted recycling at Community Festival
- October: Recycling Ohio Month campaign

Office of Keep Lakewood Beautiful

- Coordinated volunteer efforts for the painting of the Skate House
- Coordinated volunteer efforts for the planting and maintenance of 52 adopt-a-spots
- Held two plant and humus fundraising sales to benefit beautification projects
- Held Pedal the Parks fundraiser to benefit beautification projects
- Held the Volunteer Appreciation Breakfast
- Received Keep America Beautiful Presidents Circle Award
- Partnered with Lakewood Garden Club, Lakewood Historical Society, Lakewood Chamber of Commerce, Main Street and Lakewood Schools on various projects to help promote beautification in our community.

Administrative

- Increased refuse and recycling collection efficiency, and distributed the workload more evenly, by redefining the refuse and recycling routes. We anticipate reduced operating costs, and reduced labor costs related to work injuries, in 2007.
- Encouraged the establishment of paper recycle, and mixed recycle, programs at the condominiums where the City of Lakewood contracts for the refuse collection. To date, the Berkshire, Coral Rock, Edgewater Towers, Marine Towers, Meridian, Townhouse (Newman), Waterford, Waverly, and Winton Place, participate in the recycle programs.

- Decreased 2006 solid waste disposal costs by $14,000, and 2007 solid waste disposal costs by $28,000, by renegotiating the agreement between the City of Lakewood and the City of Cleveland, for the disposal of solid waste, to $37.60/ton in 2006, and $37.00/ton through September 2007.
- Decreased 2006 recycling costs by $6,000, and 2007 recycling costs by $21,000, by renegotiating the agreement between the City of Lakewood and Recycle America, for the processing of mixed blue bag recyclables. We were paying $24/ton for the processing of the recyclable containers and as of September 1, 2006, we are receiving revenue of $3/ton.
- Improved and protected the Division of Refuse and Recycling facility buildings by roofing and sealing the office building and the service garage out of the Division of Refuse and Recycling 2006 General Fund. The office roof repair was removed from the 2007 Buildings and Facilities Capital requests.
- Provided, out of the Refuse and Recycling budget, two temporary employees to the Streets Division for the leaf collection season, a savings to the Streets Division of $3,600.
- Purchased a commercial paper shredder. The paper shredder will be available to City of Lakewood residents and employees, beginning in 2007, for the safe and proper disposal of confidential documents. The shredder was removed from the 2007 Vehicles and Equipment Capital requests.
- The Cuyahoga County Solid Waste District recognized the City of Lakewood Refuse and Recycling Division by awarding an "Oscar" for the Lead Community in Box Office Receipts" as the community that earned the most last year in recycling revenue $85,209.95
- Reduced diesel fuel consumption by consolidating refuse and recycling routes. Decreased diesel fuel use by 6,490 gallons. The City saved $15,000 in fuel costs.
- Reduced gasoline fuel consumption by utilizing Cushmans instead of pick-up trucks for the collection of blue bag mixed recycle. Decreased gasoline use by approximately 1,800 gallons. The City saved $3,600 in fuel costs.

Vehicle Maintenance and Repair

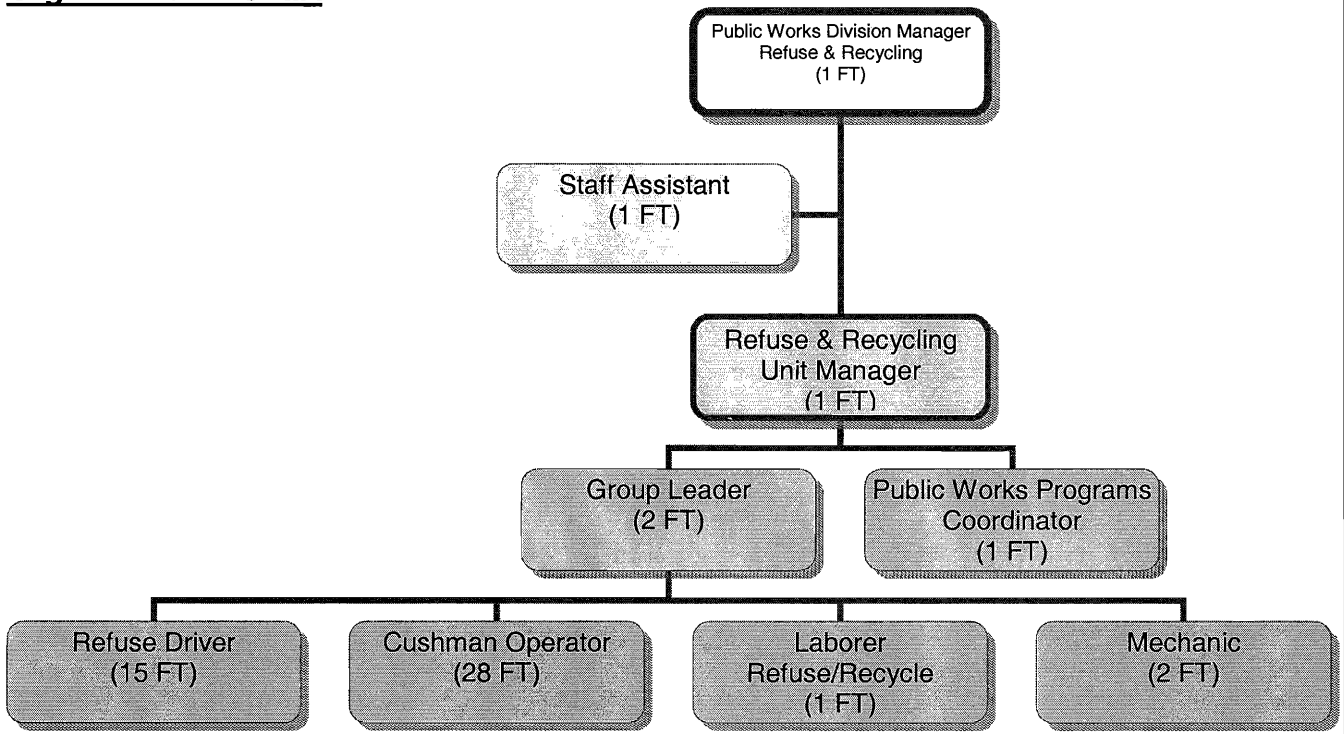
- Increased efficiency in the mechanic's shop by installing a second vehicle lift. The mechanic is able to keep one Cushman with more serious, long term repairs on one lift, and use the other lift to service and maintain the remaining Cushman fleet, for a quick turnaround (short-term repairs), without having to remove one vehicle from the lift to accommodate another.

2007 & Beyond Goals

- Enhance services with the purchase of a paper shredder, which will be available to City of Lakewood residents and employees, beginning in 2007, to provide a safe and proper disposal of confidential documents.
- Investment in the installation of a mechanic work pit in the service bay will increase productivity by providing an efficient method of accessing the undercarriage of the trucks for service and repairs.
- Investment in replacement Cushman vehicles will increase productivity, and enhance services, by providing an adequate number of Cushman vehicles for the collection of garbage and recycling.
- The purchase of replacement packer trucks will increase productivity and enhance services by replacing two 1988 non-functioning vehicles.
- The grinding and over-lay of the Division of Refuse and Recycling driveway and parking area will enhance services by providing a safe, attractive entry to the recycling facility and office.
- Increase staffing level in the Recycling and Litter Prevention office by one part-time employee. The main purpose and function of this employee is to encourage increased recycling participation at the condominiums, apartment buildings, businesses, and City of Lakewood owned buildings.
- The purchase and placement of ash containers in more City locations will enhance the environment of City streets and sidewalks, and address an increase in cigarette filter litter resulting from the new law, restricting smoking indoors in public spaces. $125 each x 25 ash containers = $3,125.

- Enhance paper recycle and mixed blue bag recycle revenues by increased recycling participation at the residences, condominiums, apartment buildings, businesses, and City of Lakewood owned buildings. Estimated revenue enhancement is $10,000
- Enhance paper recycle revenues by providing a paper shredder at the Division of Refuse and Recycling facility, for use by City of Lakewood residents, to safely dispose of confidential documents. Estimated revenue enhancement is $1,000.
- Reduce litter, and enhance paper and mixed recycle revenues, through litter prevention and recycling education. Providing lessons on litter prevention and recycling, and participating in environmental club meetings, augmenting Lakewood school's existing curriculum, will reinforce awareness of environmental issues, and also present the City's recycling program. The key to improving our environment is in the youth; enthusiastic children take the message home. Reduced litter results in less labor costs for the clean up of litter. Increased recycle participation results in increased revenue ($80.00/ton for paper, $3.00/ton for mixed recycle.)

Organizational Chart



Historic Position Levels

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Public Works Division Manager	1	1	1	Civil Service	Non-Bargaining
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargaining
Public Works Programs Coordinator	1	1	1	Appointed	AFSCME II
Group Leader	2	2	2	Appointed	AFSCME I
Mechanic - Fleet Management	2	2	2	Appointed	AFSCME I
Refuse Driver	17	15	15	Appointed	AFSCME I
Cushman Operator	26	28	28	Appointed	AFSCME I
Laborer - Refuse/Recycling	1	1	1	Appointed	AFSCME I
Staff Assistant	1	1	1	Appointed	AFSCME II
Total Full Time Employees	52	52	52		

The two Refuse Drivers who retired in 2006 were replaced with two Cushman Operators, for a more efficient use of work force.

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	103,920	50.0

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	1,322	3.3	6.60%
Birthday	400	1.0	2.00%
Funeral Leave	456	1.1	2.28%
Holiday	3,568	8.9	17.82%
Injury	806	2.0	4.02%
Jury Duty	40	0.1	0.20%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	1,656	4.1	8.27%
Sick Leave	5,016	12.6	25.06%
Vacation	6,756	16.9	33.75%
Total Hours Absent	20,020	50.1	100.00%

Percentage of Hours Worked **80.74%**

Hours of Additional Holiday Time	0
Hours of Overtime	2,119
Hours of Part Time/Seasonal	2,322
FTE of Additional Hours	**2.13**

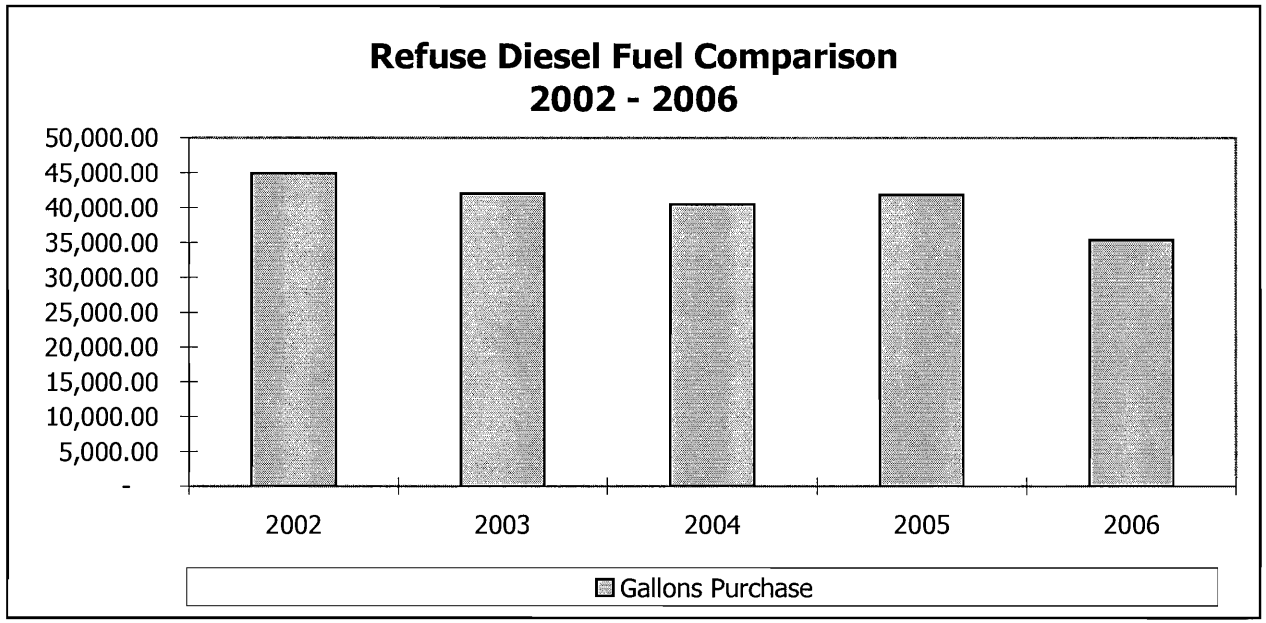
Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

Comparison of 2006 Tonnage & Costs versus 2005

Refuse	2005 Tonnage	2005 Cost	2006 Tonnage	2006 Cost	
Refuse Collected	22,523.41	$715,142.08	22,403.57	$853,324.56	
Construction Debris	672.00	$11,519.23	590.00	$11,773.86	Saved $10,000.00 **Tipping fees by providing dumpsters instead of using packer trucks**
	23,195.41	$ 726,661.31	22,993.57	$ 865,098.42	
Recycle	Tonnage includes other divisions	Cost(Revenue)	Tonnage includes other divisions	Cost(Revenue)	
Aluminum Cans	1.00	Burn Unit	2.75	n/a	
Antifreeze	3.05	n/a	1.17	n/a	
Appliances/Misc. Metals	96.98	$ (8,326.75)	88.53	-7523.70	
Batteries	5.89	$ (299.00)	5.61	$ (478.20)	
Card Board	30.06	$ (2,076.75)	13.93	-700.55	
Computers	21.44	n/a	6.42	n/a	
Florescent Bulbs	0.13		.45	n/a	
Freon removal program ($20.00/unit if done by contractor)	1989 units	saved $39,780.00	2,240 units	saved $46,000.00	
Gas/Solvents	0.20		not measurable	n/a	
Mixed Recycle - Cost @$24.00/ton	889.11	$ 21,338.64	588.77	$ 14,130.48	
Mixed Recycle - begin 9/1/06 revenue @ $3.00/ton			284.62	$ (853.86)	
Motor Oil	20.58	n/a	18.82	n/a	
Curbside paper recycle (start 11/00)	2,078.35	$ (83,134.00)	2,482.90	-70,897.38	
Mattress/Box Spring			3.75	n/a	
Paint/Solvents/Misc.	??		11.35	n/a	
Tires - estimated weight @ 21#/tire	20.34		18.05	n/a	
Useable Clothing to Charities	3.00		43.34	n/a	
Yard Waste	8,026.56	$ 9,546.18	10,282.50	10,583.86	
					The City saved more than $400,000 in tipping fees by recycling instead of collecting as garbage
Recycle Total Tonnage	**11,196.69**		**13,852.96**		
Recycle Expenditures		$ 30,884.82		24,714.34	
Refuse disposal expenditures		$ 726,661.31		$ 865,098.42	
Total Refuse and Recycle Tonnage and Cost	**34,392.10**	**$ 757,546.13**	**36,846.53**	**889,812.76**	
Recycle Revenue returned to general fund		$ (93,836.50)		$ (83,453.69)	
Other Revenue returned to general fund (shopping carts, disposal fees, refuse stickers				$ (7,200.00)	
Percent of Total Recycle Collected	**32.6%**		**38%**		

Performance Measurements



The Division of Refuse and Recycling has made significant changes in our operation over the past several years. A reduction in the number of refuse and recycling routes, and the associated number of vehicles used for those collections, has significantly reduced the amount of diesel fuel we use. In 2006 we reduced the diesel fuel use by 6,493 gallons, and saved $15,714

Work Related Injury Comparison Report

Year	Total Hours Lost	Number of Injuries
2000	3,249.75	24
2001	1,102.50	19
2002	1,164.50	20
2003	1,714.75	25
2004	1,695.50	17
2005	1,197.00	18
2006	626.25	15

Division of Refuse & Recycling General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	2,298,110	2,174,962	2,148,805	2,396,792	2,270,160	2,271,078	2,355,598
Personnel Benefits	783,213	702,193	693,065	789,558	789,558	763,160	904,322
Total Salaries, Wages & Benefits	3,081,323	2,877,155	2,841,870	3,186,349	3,059,718	3,034,238	3,259,919
Operating							
Uniform & Clothing	0	0	0	0	0	0	9,600
Travel & Transportation	20	0	0	0	0	0	0
Training	160	0	0	0	320	320	0
Professional Services	50	900	894	847	847	24	0
Communications	5,761	6,280	5,212	16,075	7,075	5,581	5,618
Advertising	1,271	800	528	985	985	755	800
Rents & Leases	1	170	0	0	0	0	0
Printing & Reproduction	490	750	657	1,478	3,678	3,668	1,600
Contractual Services	908,339	874,762	870,026	1,057,852	1,048,587	1,027,104	1,040,666
Office Supplies	720	1,000	1,174	788	1,091	867	600
Operating Supplies	163,635	191,650	177,258	176,955	194,785	178,082	184,450
Repair Parts & Supplies	82,062	108,090	101,517	100,643	125,782	113,636	115,900
Maintenance Parts & Supplies	3,861	4,000	3,068	3,940	3,940	3,109	4,000
Repair Service	94,795	56,000	54,914	41,370	96,370	96,076	90,000
Service Agreements	1,418	1,792	1,165	1,762	2,492	2,112	1,275
Utilities	54,381	74,000	71,926	96,000	96,000	72,610	76,000
Total Operating	1,316,964	1,320,194	1,288,340	1,498,695	1,581,952	1,503,945	1,530,509
Capital							
Buildings	0	0	0	0	9,050	9,050	0
Machinery & Equipment	1,600	0	809	0	14,325	14,834	5,369
Computer Equipment	219	0	0	0	0	0	0
Total Capital	1,819	0	809	0	23,375	23,884	5,369
Total Expenditures	4,400,106	4,197,349	4,131,019	4,685,044	4,665,045	4,562,067	4,795,797

Revenue: In 2006, revenues generated through Division services are:

Appliance/Metal Recycle	$ 7,523.70
Blue Bag Mixed Recycle	853.86
Car Batteries	478.20
Cardboard Recycle	700.55
Dumping Fees	5,430.00
Paper Recycle	70,897.38
Refuse Stickers	3,256.00
Shopping Carts	1,485.00

In 2007, the Division anticipates increased revenue from paper recycle, and blue bag recycle, by encouraging increased participation from the businesses, residents, and condominiums. Shopping cart revenue may increase with the raising of the fee from $5.00 to $30.00 per cart.

Contractual Services is necessary due to increases in Refuse and dumpster fees.

Increased costs for building repairs not done in-house, and electrical for shredder installation.

Litter Control Fund (Fund 212) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenue							
Intergovernmental Aids and Grants	52,710	55,479	54,209	0	0	332	0
Total Revenue	52,710	55,479	54,209	0	0	332	0
Salaries, Wages & Benefits							
Salaries & Wages	22,913	22,800	22,128	20,000	20,000	10,842	12,000
Personnel Benefits	3,437	3,420	3,319	3,030	3,030	1,643	1,836
Total Salaries, Wages & Benefits	26,350	26,220	25,447	23,030	23,030	12,485	13,836
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	0
Travel & Transportation	2,649	3,400	1,216	1,400	1,650	1,202	1,600
Other Employee Benefits	1,029	1,152	959	1,000	1,000	934	1,000
Training	1,396	800	588	800	800	353	800
Memberships	588	600	548	600	600	553	600
Professional Services	100	975	675	1,000	800	310	200
Communications	7	0	8	0	0	53	0
Advertising	4,852	4,338	4,175	4,500	4,075	725	4,000
Rents & Leases	261	650	23	650	650	0	200
Printing & Reproduction	8,153	8,954	6,696	8,000	8,000	7,834	8,000
Office Supplies	504	900	312	900	900	510	600
Operating Supplies	10,177	9,159	5,910	2,570	2,945	2,685	2,945
Repair Parts & Supplies	0	86	86	100	100	0	100
Service Agreements	266	450	284	450	450	243	300
Total Operating	29,981	31,464	21,480	21,970	21,970	15,401	20,345
Capital							
Machinery & Equipment	12,601	11,662	11,046	0	0	0	0
Total Capital	12,601	11,662	11,046	0	0	0	0
Total Expenditures	68,932	69,346	57,974	45,000	45,000	27,886	34,181
Other Sources/Uses							
Transfers from other funds	18,700	13,867	13,867	33,243	33,243	33,243	17,000
Total Other Sources/Uses	18,700	13,867	13,867	33,243	33,243	33,243	17,000
Excess of revenues and other sources nd other uses	2,479	0	10,103	(11,757)	(11,757)	5,689	(17,181)
Fund Balance January 1	(824)	1,655	1,655	11,757	11,757	11,757	17,447
Fund Balance December 31	1,655	1,655	11,757	0	0	17,447	266

Department of Public Safety
Division of Fleet Management

Mission

Fleet Management maintains and repairs all motor vehicles and equipment owned or leased by the City of Lakewood (Police, Fire, Human Services and Public Works Departments) in a cost-effective manner as compared to purchase of services from commercial vendors.

Description

The Division of Fleet Management provides repair and support service to all of the City of Lakewood's mobile and stationary equipment, 24 hours a day, seven days a week, 365 days a year. The Division operates under Computerized Fleet Analysis (CFA), a data driven database program that tracks all preventative maintenance (PM) and defect services, purchasing and installation of service parts and warranty equipment. Fleet also supports orders and over sees all underground fuel storage sites at four locations.

List of Functions, Programs and Services

- Asset Management
- Preventative Maintenance
- Defect Repair
- Inventory Control
- PetroVend Fuel Dispensing Maintenance and Monitoring

Contact Information

Howard Strong
Fleet Management Unit Manager
Lakewood City Hall
12650 Detroit Avenue
Lakewood, OH 44107
(216) 529-6646
fleet@lakewoodoh.net

2006 Accomplishments

- Brought online the CFA data base program to track all parts and services and inventory control.
- A fleet assessment that included installing service equipment within the garage.
- Inspected all underground storage tanks, which passed State standards that resulted in $1,000.00 savings for not having to outsource these inspections.
- Waste oil is now picked up and the distributor provides the City with a cash payment ($600.00) for the oil. The City used to pay for this service.
- When the new Fleet Manager began, there was a backlog of 70 vehicles that had defect repairs needed. Within three months, there is no backlog, and the division is focusing on preventative maintenance of the City's fleet.

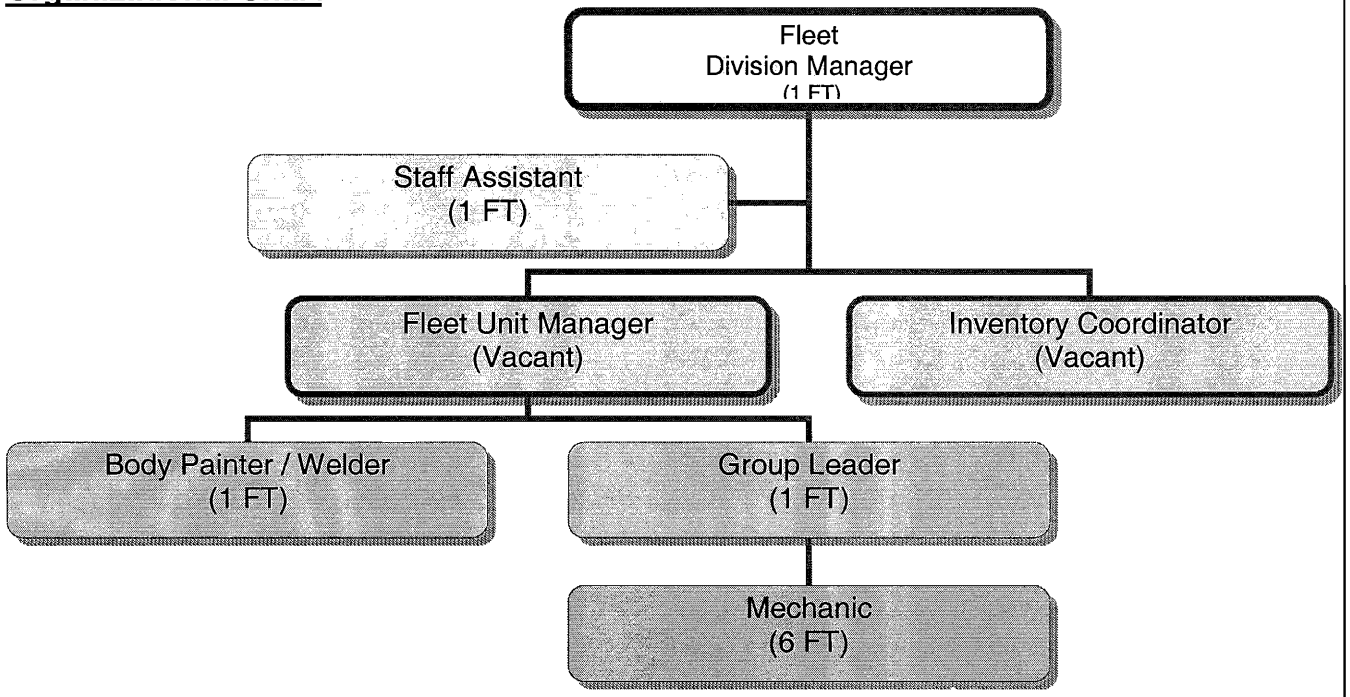
2007 & Beyond Goals

- Expand use of CFA database preventative maintenance program by purchasing additional licenses, bar code scanner and printer. This program will allow Fleet to track all costs and services related to servicing mobile equipment. This program will also track labor hours, parts costs, usage for standing inventory, warranty repairs and service and repetitive repairs related to breakdowns. This will also allow the Refuse Department to get online and track their parts and labor.
- The purchase of replacement service equipment, i.e. tire machine, tire balancer, damaged worn-out tool boxes, air compressor and shop air dryer. With this equipment, the division can service tires in-house and save money by not outsourcing this service. Also, it will allow the equipment to have less downtime.

2007 & Beyond Goals *(continued)*

- Implement the CFA database inventory control program. Currently we are not using this program and do not have a good accounting of the investment value of the standing inventory. Putting this program into effect will track the current purchase of non-stock vs. stocked parts; to place a cost factor on the inventory and allow the City to reduce at least 70% percent of old, expired parts. When a physical inventory is taken, and min/max numbers are attached we will reduce the expenditures of maintaining a large inventory and lean toward purchases on an as needed priority.
- Replace and update (OEM) vehicle software with updated software to allow the Fleet staff to make repairs in-house and avoiding out sourcing of repairs, which will reduce downtime of City equipment.
- Increase Fleet staff. Currently, Fleet is working under a ratio of 80 plus vehicles to one mechanic. The national average is 50 to 1 or less. Being understaffed will cost the City additional money in overtime, the cost of outsourcing equipment repair, lost time transporting equipment, and an increase in downtime of valued service fleet equipment. Ratio staffing would allow fleet to run three shifts, and provide 24-hour service to Plow and Salt trucks and increase the percentage of PM repairs.
- Revisit the shop layout to reconfigure service equipment, i.e. lifts, storage and standing inventory. The less foot traffic a mechanic uses the more time he has to address the repairs on equipment. Currently the flow of equipment is restricted, since tools are not in a central location, and this is the same issue with parts and hardware. This current configuration allows the staff to accumulate lost man hours working on vehicles due to inefficiencies of the current layout.
- Have one central storage crib for all tires that is dry and well lighted with a hoist to raise and lower tires safely.
- Technical training for all mechanics. Currently few have any vocational training which causes extended repair labor hours. This would reduce the percentage of comebacks due to mechanics not knowing the correct procedures to make repairs
- Begin to purchase of radial tires and tubeless wheels. This will reduce the number of flat tires, provide better traction for snow equipment, and increase fuel mileage for trucks with a long-term savings of $8,000 annually.
- Change how road calls are done. Currently we have to send two mechanics: one to make the repair and the other to return the vehicle to their respective department. This is an additional cost to Fleet of man hours. Instead when Fleet dispatches a repair truck the operator must stay with the vehicle until repairs are made or if a tow is necessary. Estimated savings: $160 x 2 = $320 per call.
- Split maintenance staff during winter months to cover repairs in the event of excessive snowfall. This will reduce the overtime of 4 hours per man in order to cover 2nd shift with a savings of approximately $8,000, and depending on weather could possibly save more.
- Introduce work standards to the maintenance staff. Currently they are held to no standards to repair vehicles. There is nothing in the union agreement that I see which would prevent standards, which could equal $10,000.00 in productivity hours gained.
- New hires into Fleet should provide their own tools (other than special equipment) which could exceed $500.00 per employee or $20,000.
- Use industry standards for vehicle replacement. When equipment exceeds the life cycle, and the maintenance cost exceed the invested value of the equipment with estimated potential savings of $100,000
- Recap drive tires and all service equipment rather than replacement with new ones with an expected savings of $3,000 annually.
- Purchase extended vehicle warranties on all equipment of two to five years could potentially experience a cost avoidance of $20,000.
- New vehicle purchases must have a specification line for under coating with a follow-up program. With all the chemicals and salt that is dropped on the street under coating will prolong the life of the equipment. Seasonal equipment is left dormant for months in the valley with a damp environment which generates rust and shortens the operating life of equipment. Under coating could result in cost avoidance of $8,000 a year.
- Leasing equipment with maintenance programs could result in an annual savings of approximately $5,000

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Public Works Division Manager	1	1	1	Civil Service	Non-Bargaining
Public Works Unit Manager	0	0	1	Civil Service	Non-Bargaining
Inventory Coordinator	1	0	0	Appointed	AFSCME II
Group Leader	1	1	1	Appointed	AFSCME I
Mechanic - Fleet Management	6	6	6	Appointed	AFSCME I
Body Painter Welder	1	1	1	Appointed	AFSCME I
Staff Assistant	0	1	1	Appointed	AFSCME II
Total Full Time Employees	10	10	11		

Recently, the inventory coordinator retired in 2006, Fleets' intent is to leave this slot vacant. The job responsibility will be shared with the staff assistant, group leader and unit manager. The second vacancy is the unit manager, this a critical position to fill in order for fleet to move forward and support city vehicles. The unit managers will pickup 1/3 of the responsibilities in our parts department; organizing and cataloging our present parts inventory, ordering, stocking and evaluating parts quality. The staff assistant will track and control the paper flow through the parts department this will pick up another third of the work- load of the vacant parts coordinator. She will maintain ledgers, monitor blanket purchase orders and charge back to other divisions any part or services provided by Fleet. The final link to back filling the vacant coordinator is the group leader; this slot is responsible for making sure that parts requested by the fleet mechanics are required and all specifications are correct. He will also provide any warranty feed back for parts purchased within one year of service. He is also responsible for opening repair order and making sure that his maintenance staff post and charge out all parts used.

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	20,240	9.7

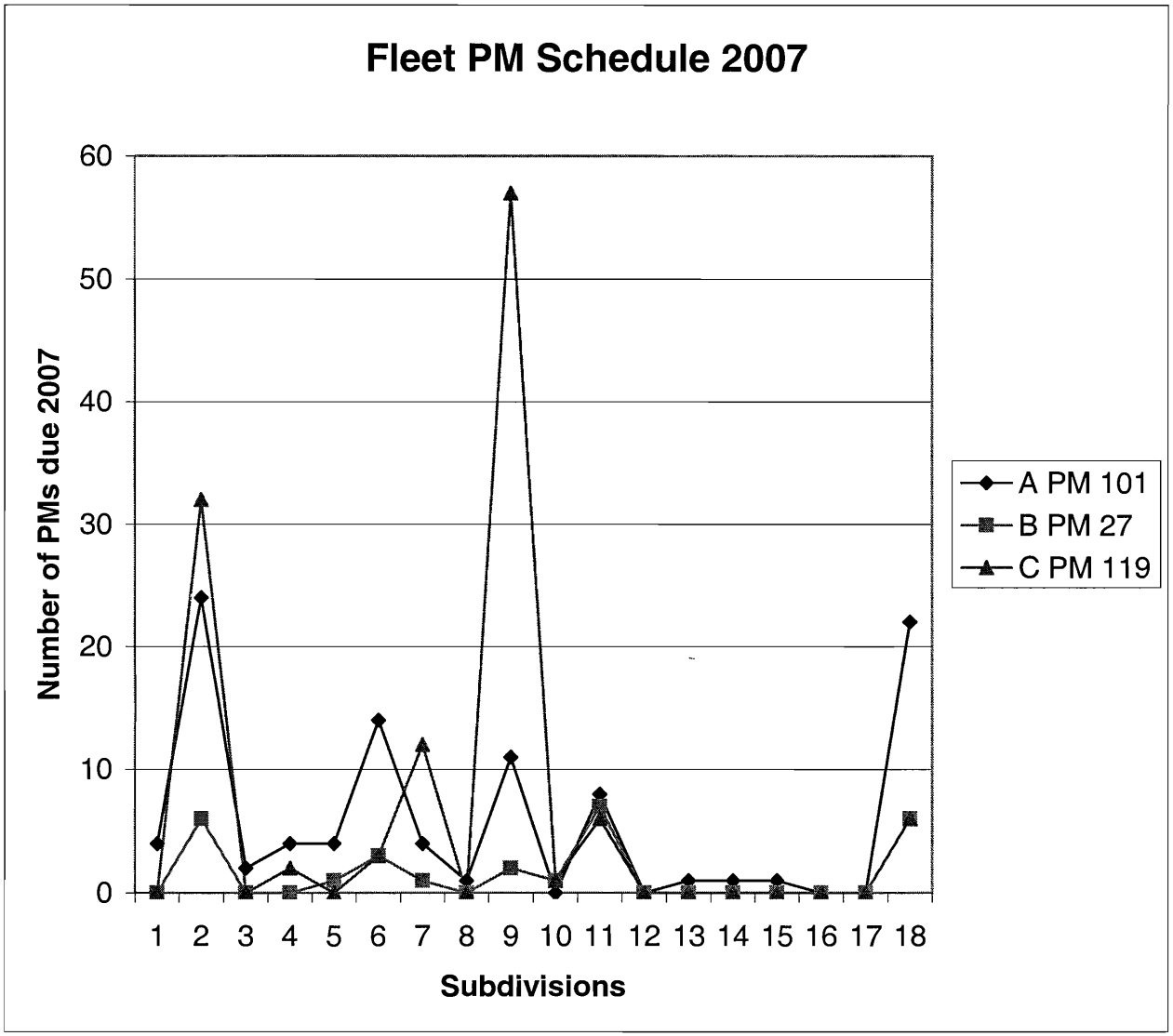
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	8	0.1	0.23%
Birthday	64	0.8	1.81%
Funeral Leave	8	0.1	0.23%
Holiday	768	9.9	21.73%
Injury	160	2.1	4.53%
Jury Duty	16	0.2	0.45%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	176	2.3	4.98%
Sick Leave	960	12.3	27.16%
Vacation	1,374	17.6	38.88%
Total Hours Absent	3,534	45.4	100.00%

Percentage of Hours Worked 82.54%

Hours of On Call Time	28
Hours of Overtime	1,190
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**0.59**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements



Fleet recently fill the position of Fleet Manager, the assessment of our current fleet of vehicles on and off road and small gas power equipment targeted two major areas that need immediate attention. These two issues will become performance measurements to evaluate management and staff. First is the number of vehicles and equipment that need scheduled preventative maintenance. Currently fleet set new levels and specifications on PM schedules triggering miles and calendar date. This chart reflects 18-sub - divisions support by fleet; that require 101 A-PMs, 27 B-PMs and 119 C- PMs 247 PMs due which is 40% of our current equipment of 606 units. Department and seasonal requirements for service and repairs will prioritize these units. Second, the standing parts inventory, currently fleet holds over 5,000 parts that are not cataloged nor have the correct or a current price in the CFA Fleet database. A physical inventory of all parts commenced on January 8, 2007 data will be updated, current vendors with the lowest prices will supply fleet, Min / Max numbers will be attached to all parts and asset disposal of obsolete parts will be auctioned.

Division of Fleet Management General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	611,081	584,931	619,658	574,193	542,356	533,010	533,905
Personnel Benefits	208,883	185,668	184,182	186,431	175,431	168,549	211,645
Total Salaries, Wages & Benefits	819,964	770,599	803,840	760,623	717,787	701,559	745,551
Operating							
Uniform & Clothing	0	0	0	0	0	0	1,600
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	850	2,500	0	2,462	2,162	2,138	2,462
Memberships	25	55	0	54	54	0	54
Professional Services	0	60	69	59	659	710	150
Communications	4,196	3,780	3,039	3,724	3,724	3,204	3,765
Insurance	0	0	0	0	0	0	0
Advertising	0	100	0	99	99	0	0
Rents & Leases	1,597	1,850	1,603	1,850	1,850	1,610	1,700
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	164	443	0	436	436	149	436
Contractual Services	3,777	10,105	8,238	3,547	3,847	2,783	5,500
Office Supplies	1,080	2,500	1,216	2,462	2,462	1,868	1,350
Operating Supplies	18,471	33,488	21,704	32,985	32,336	19,421	21,800
Repair Parts & Supplies	3,169	14,800	8,963	14,578	11,174	7,011	7,000
Maintenance Parts & Supplies	105	436	258	430	430	65	200
Repair Service	0	250	47	246	246	0	0
Maintenance Service	0	200	0	197	197	0	0
Service Agreements	5,100	7,024	4,662	7,024	6,524	5,548	5,899
Utilities	7,955	15,500	13,584	20,500	11,500	11,282	11,500
Payments to Other Governments	0	0	0	0	0	0	0
Charges for Services	10,487	7,790	2,883	7,790	0	0	0
Total Operating	56,977	100,881	66,267	98,443	77,700	55,788	63,416
Capital							
Buildings	0	0	0	0	0	0	0
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	7,634	0	2,080	0	22,079	20,887	3,368
Computer Equipment	0	0	0	0	0	0	0
Total Capital	7,634	0	2,080	0	22,079	20,887	3,368
Total Expenditures	884,575	871,480	872,187	859,066	817,566	778,234	812,335

Department of Public Works
Division of Engineering

Mission

To provide the citizens of Lakewood and their City Government with professional engineering services in support of information collection and archiving, planning, design and administration of all public infrastructure construction programs. To provide engineering and technical services, construction administration, inspection and quality assurance for all Lakewood infrastructure construction projects.

Description

This Division is responsible for all capital improvements of public infrastructure and City facilities. The primary tasks associated with this responsibility are:

- Provide forward planning information for all municipal facility, street, sewer and water rehabilitation and expansion programs including need determination.
- Maintain infrastructure condition databases.
- Manage all professional engineering services to create drawings and specifications for the projects.
- Manage all professional surveying services to examine and approve legal lot splits and consolidations as well as create right of way acquisitions.
- Maintain and expand the infrastructure portion of the geographic information system (G.I.S.).
- Administer the downspout disconnection program.
- Administer all public construction projects including quality control, prevailing wage verification, invoice processing, progress tracking and resident relations.
- Represent the City's interests on infrastructure projects administered by outside public agencies such as the Ohio Department of Transportation and the Cuyahoga County Engineer.
- Approve all construction plans regarding the connections to public infrastructure for private development.
- Administer and maintain all original infrastructure drawings and other records.
- Execute grant applications and presentations.
- Maintain Coastal Erosion Zone maps and records.

List of Functions, Programs and Services

- Project Design
- Specification Writing
- Field Surveying & Measurement
- Cost Estimating
- Construction Document Preparation
- Construction Inspection
- Consultant Management
- Construction Contract Management
- Construction Materials Quality Control
- Coordination with ODOT, Cuyahoga County and NOACA on Lakewood projects that they have the lead
- Review, Comment and Approve all Private Development connections to Public Infrastructure
- Review, Comment and Approve all Submerged Land Lease requests
- Review, Comment and Approve all Coastal Erosion projects
- Maintain and Expand GIS for Public Infrastructure

Contact Information

Dennis C. Albrecht Jr., P.E.
City Engineer
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6804
engineering@lakewoodoh.net

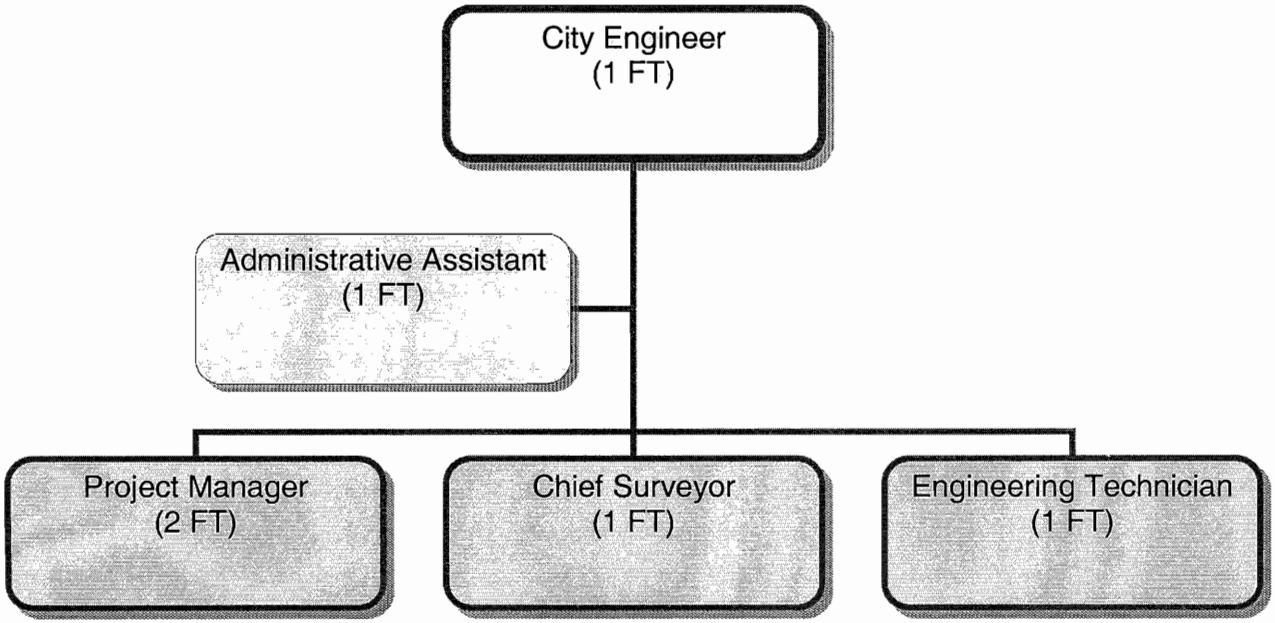
2006 Accomplishments

- Pavement improvements of nearly 4 miles of streets
- 8,700 feet of new water main installed
- 7,400 feet of sewer reconstruction/rehabilitation
- New access to Lake Erie provided at Lakewood Park
- Rehabilitation of aeration tanks at the WWTP,
- Resolved the debate of Co-Generation at the WWTP,
- Replaced the soffit and upgraded the lighting at Winterhurst,
- Updated the Water and Sewer System maps for the first time in 11 years
- Provided over 50 design reviews for private development
- Submitted Combined Sewer Overflow (CSO) Long-Term Control Plan (LTCP) to the EPA and began program negotiations.
- Applied for and received OPWC grant for $1,700,000 to install a new watermain on Clifton Blvd.

2007 & Beyond Goals

1. Research innovative construction methods and materials to continue providing high-quality, cost-effective infrastructure projects.
2. Leverage City capital funds with grants for infrastructure projects.
3. Participate in the successful negotiation of a cost-effective CSO Long-Term Control Plan with the EPA.
4. Introduce a new Stormwater Ordinance.
5. Design projects in-house (as many as possible and within technical capability) for an estimated cost savings of $300,000 annually.
6. Hire seasonal employees to inspect some of the construction projects for an estimated cost savings of $60,000 annually.
7. Digitally scan legacy drawings for disaster-proof archival and easy retrieval purposes.
8. Develop standard drawings for construction projects.
9. Update Lakewood's construction specifications.
10. Purchase new Computer Aided Drafting and GIS software
11. Purchase Asset Management Software
12. Acquire data for entry into GIS / Asset Management System

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
City Engineer	1	1	1	Civil Service	Non-Bargaining
Chief Surveyor	1	1	1	Appointed	AFSCME II
Engineering Technician	1	1	1	Appointed	AFSCME II
Administrative Assistant I	1	1	1	Appointed	AFSCME II
Project Manager	2	2	2	Civil Service	Non-Bargaining
Total Full Time Employees	6	6	6		
Part Time Employees					
Project Specialist	0	0	2	N/A	N/A
Total Full Time Employee	0	0	2		

Pursue the hiring of two (2) seasonal "Project Specialists" to assist with construction inspection and quality control efforts.

2006 Leave Usage / Overtime & Part-time Statistics

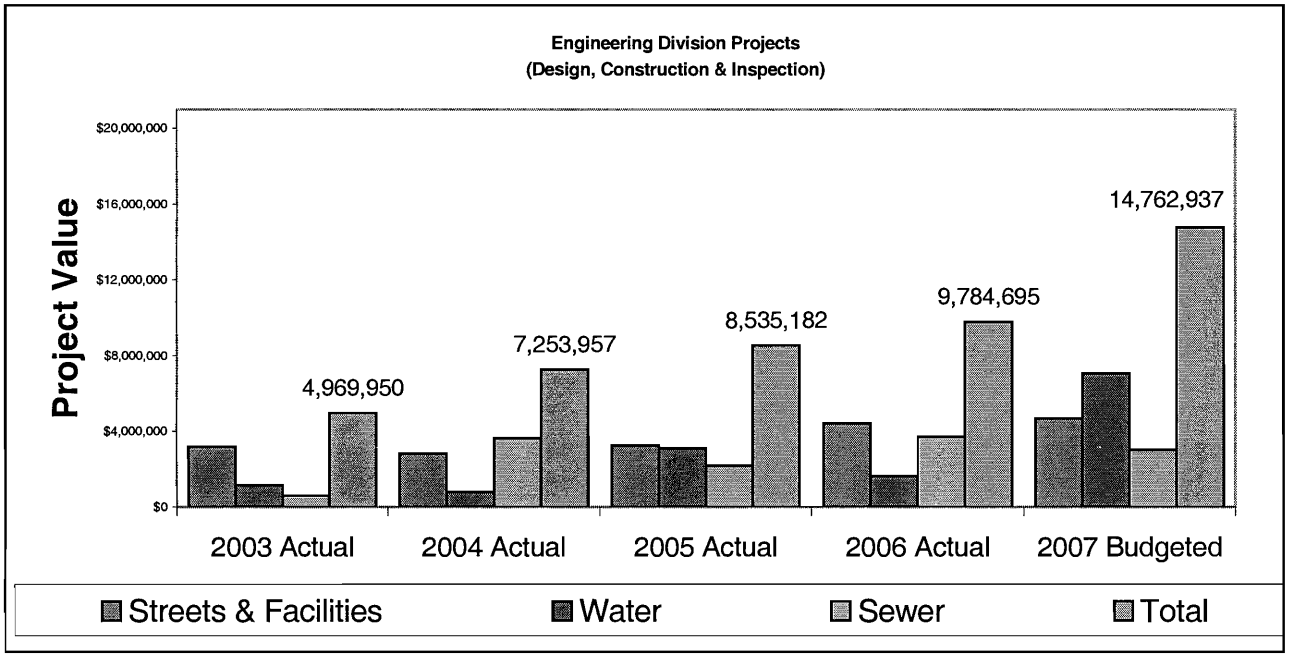
	YTD	Avg # of FT	
Employee Hours	12,080	5.8	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	24	0.5	1.56%
Funeral Leave	8	0.2	0.52%
Holiday	432	9.3	28.02%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	8	0.2	0.52%
Personal	120	2.6	7.78%
Sick Leave	233	5.0	15.08%
Vacation	717	15.4	46.52%
Total Hours Absent	1,542	33.2	100.00%

Percentage of Hours Worked **87.24%**

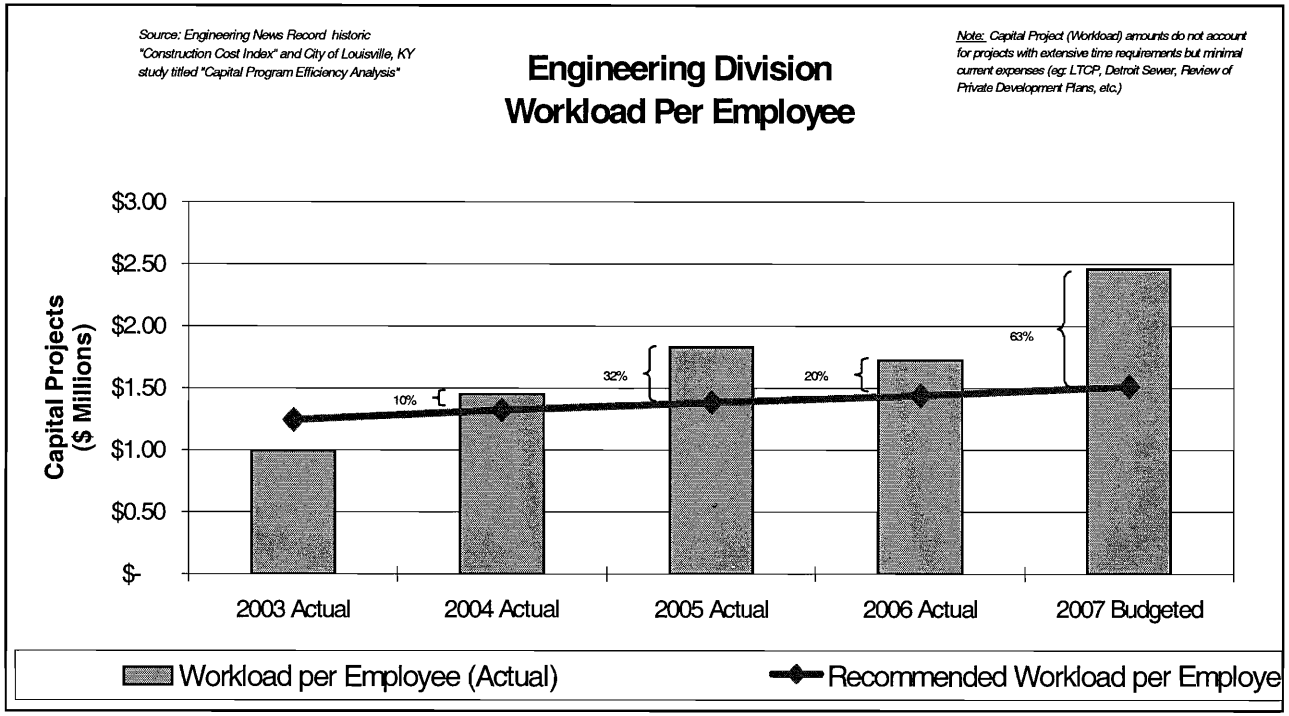
Hours of Additional Holiday Time	0
Hours of Overtime	6
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**0.00**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements



The amount of Capital Improvement projects administered by the Engineering Division continues to increase each year.



The Division of Engineering has been under-staffed since 2004. Workload per employee was exceptionally high in 2005 during the months when there was no City Engineer on staff.

Actual workloads continue to exceed the recommended workload per employee, thereby resulting in projects deferred to later years, low capacity for assistance on emerging needs and increased stress levels on each employee

Division of Engineering General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	349,657	319,405	275,668	337,419	337,418	330,076	385,090
Personnel Benefits	114,807	93,242	84,218	86,284	86,284	85,024	115,788
Total Salaries, Wages & Benefits	464,463	412,647	359,886	423,703	423,702	415,100	500,877
Operating							
Uniform & Clothing	20	0	0	0	0	0	0
Travel & Transportation	139	3,950	3,111	296	2,498	2,069	4,400
Other Employee Benefits	0	0	0	0	0	0	1,000
Training	432	1,500	1,491	1,182	2,782	2,904	4,000
Memberships	911	650	595	492	1,392	1,445	1,500
Professional Services	0	350	56	492	492	155	618
Communications	4,599	5,250	3,374	5,024	5,254	3,695	4,700
Advertising	0	0	0	0	200	182	200
Rents & Leases	137	1,400	0	2,500	775	0	500
Printing & Reproduction	5,114	7,000	1,455	6,895	2,495	1,053	2,000
Contractual Services	0	100	0	99	99	0	100
Office Supplies	1,359	2,100	1,551	1,969	3,069	2,718	2,500
Operating Supplies	1,284	3,200	2,277	1,873	2,715	2,661	2,150
Repair Parts & Supplies	1,361	2,450	1,619	2,413	2,314	1,717	2,500
Maintenance Parts & Supplies	19	100	107	0	50	38	50
Repair Service	0	0	136	0	0	0	0
Service Agreements	3,320	4,167	2,978	4,467	3,567	2,917	5,000
Total Operating	18,695	32,217	18,750	27,702	27,702	21,555	31,218
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	3,200	0	1,849	0	0	1,934	0
Total Capital	3,200	0	1,849	0	0	1,934	0
Total Expenditures	486,358	444,864	380,485	451,405	451,404	438,589	532,095

Department of Public Works
Division of Water & Wastewater Collection

Mission

- To provide potable water to all residents of the City of Lakewood in supplies adequate to meet the fire protection, domestic and commercial needs of our community.
- To maintain the free flow of storm and sanitary sewage through the City's wastewater collection system.
- To accurately meter water used by our customers upon which water and sewer bills are based.
- To issue accurate billings for this usage in a timely fashion.
- To collect and properly account for all revenues generated.
- To minimize the risk to health and property by providing prompt maintenance and repair service.
- To respond to all customer inquiries and concerns promptly, courteously and professionally.

Description

Water Administration, Metering, and Distribution Units

The City of Lakewood owns and operates its water distribution system, consisting of approximately; 110 miles of water mains, 3,000 main line valves, 1,600 fire hydrants, and 14,400 water meters. The City is responsible for the repair and maintenance of all system components within the public right-of-way. It is the property owner's responsibility for the repair and maintenance of all distribution system components located on private property.

Wastewater Collection Unit

The City of Lakewood owns and operates its wastewater collection system, consisting of approximately 166 miles of storm and sanitary sewer mains. The City is responsible for the repair and maintenance of all system components located within the public right-of-way. It is the property owner's responsibility for the repair and maintenance of all collection system components located on private property.

The City of Lakewood offers discounts of 45% on water and 25% on sewer rates through the City's Homestead Exemption Program. To qualify, the property must be owner occupied. Applicants must be at least 65 years of age, or be permanently and totally disabled (at any age). The annual adjusted gross income of the applicant and his/her spouse must not exceed $27,000. Contact our business office for further details and an application form.

Business Office:
12805 Detroit Avenue
(Across from Lakewood City Hall. Customer entrance on Alameda Ave.)
Business Hours:
8:00 am to 5:00 pm, Monday through Friday
Telephone: (216) 529-6820

List of Functions, Programs and Services

Water Administration, Metering, and Distribution Units

- Water/Sewer Billing: water statement generation, mailing, and collections.
- Water purchases, revenues, and consumption tracking
- Financial reporting
- Community relations: water bill public messages review, and coordination.
- Read Water Meters
- Water Meter Maintenance including installation and replacement
- Testing Program for Backflow Prevention Devices
- Locate and test curb water connections
- Perform service calls and repairs of main breaks, service lines,

curb boxes, valve boxes, and fire hydrants
- Clean, prepare surfaces and paint City fire hydrants
- Administer system leak detection program
- Maintain records and administer EPA required distribution system water testing

Wastewater Collection Unit
- Sewer calls
- Sewer video work
- Sewer cleaning
- Catchbasin cleaning
- Dye testing
- Combined Sewer Overflow (CSO) monitoring
- Sewer excavation/repair
- Manhole excavation/repair
- Catchbasin excavation/repair
- EPA sampling
- Westnile larvicide
- Leaf pickup
- Rat baiting
- Water meter reading

Contact Information

Ray Velcio
Water & Wastewater Collections Operations Manager
Municipal Utility Garage
1699 Metro Park Drive
Lakewood, OH 44107
(216) 529-6869
Water@lakewoodoh.net

2006 Accomplishments

Water Administration, Metering, and Distribution Units
- More efficient water billing procedures for Lakewood customers as well as for the City administration from better relationship and coordination with printer/vendor.
- Improvements to revenue tracking with upgraded financial reporting of MCF/CCF customer water sales.
- Improvements in MCF reporting of unbilled water per month which assisted in a decrease in the lost water rate to 15.2%
- Improvements in cooperation and financial reporting between the Division of Water Administration and the Finance Department.
- Better relationship as a Master Meter Community with the Cleveland Water Department (CWD) regarding Cleveland's proposed water purchase rate increases and internal cooperation among CWD's managers.
- Successfully read 14,600 meters on a monthly basis with little if any estimations.
- Responded to 5,100 service order calls which include but were not limited to meter replacements due to age, leak detection replacement of reading devices assist contractors etc.

Wastewater Collection Unit
Have begun planning for CMOM and CITISTAT implementations. Have implemented use of refurbished CCTV system..Have implemented and completed all tasks per task list. Have worked on EPA Long Term Control Plan with city and outside agencies.

2007 & Beyond Goals

Water Administration, Metering, and Distribution Units

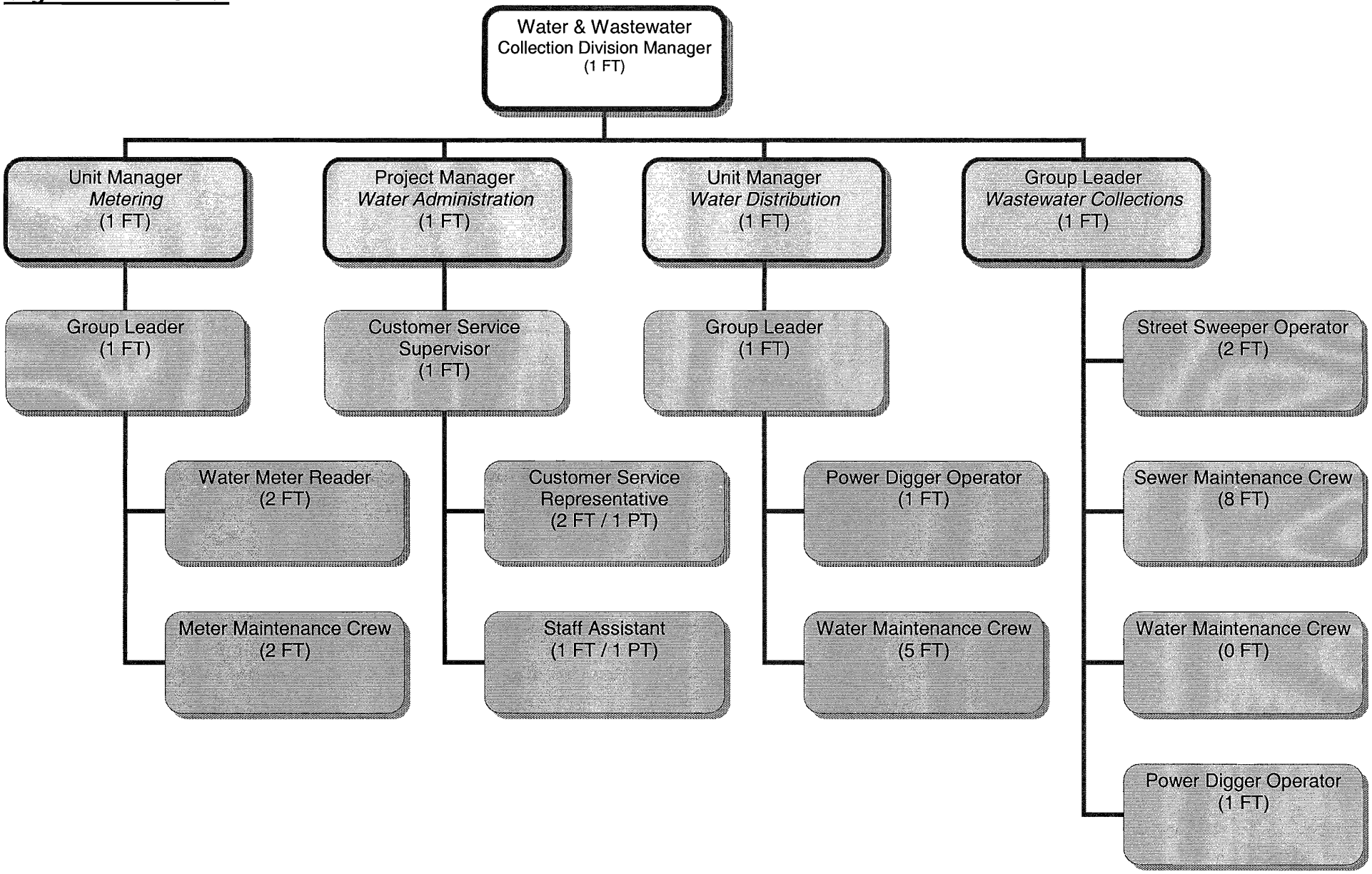
- Additional office space would help with productivity as well as public service. Right now there is limited space to meet with water customers in private regarding bill complaints/problems. Water Administration employees are currently working in cramped quarters.

- Replacement of all water meters in the City, coupled with a fixed network meter read system will enhance accurate readings for the billing process.

Wastewater Collection Unit

- While productivity during construction season is not a problem, during the winter months internal maintenance increases and outdoor tasks decrease. Per the Citistat report submitted, as part of the developing capacity, management, operation and maintenance (CMOM) program, it is our intention to initiate a manhole plug program which can be done in winter months once other necessary maintenance has been completed. This program will be an attempt to keep additional rainwater, melt, etc from entering the waste stream to the WWTP. This reduces loads to the WWTP during stressful times. This will help to reduce overloading on the plant and additional treatment costs. A complete change out of vented manholes would cost an excess of $125,000. We have developed a system for plugging the vent holes which will cost a little over $10,000. The labor is not calculated in either of these but is a fixed cost in a sense.

Organizational Chart



Historic Position Levels

Water Administration, Metering, and Distribution Units (Fund 501)

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Water Administration					
Full Time Employees					
Project Manager	1	1	1	Civil Service	Non-Bargainin
Staff Assistant	1	1	1	Appointed	AFSCME II
Customer Service Supervisor	1	1	1	Appointed	AFSCME II
Customer Service Rep	1	1	1	Appointed	AFSCME II
Total Full Time Employees	4	4	4		
Part Time Employees					
Staff Assistant	1	1	1	n/a	n/a
Customer Service Rep	1	1	1	n/a	n/a
Total Part Time Employees	2	2	2		
Water Distribution					
Full Time Employees					
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargainin
Group Leader	1	1	1	Appointed	AFSCME I
Power Digger Operator	1	1	1	Appointed	AFSCME I
Water Maintenance Crew	5	5	5	Appointed	AFSCME I
Customer Service Rep	1	1	1	Appointed	AFSCME II
Total Full Time Employees	9	9	9		
Water Metering					
Full Time Employees					
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargainin
Group Leader	1	1	1	Appointed	AFSCME I
Water Meter Reader	2	2	2	Appointed	AFSCME I
Meter Maintenance Crew	2	2	2	Appointed	AFSCME I
Total Full Time Employees	6	6	6		

Wastewater Collection Unit (Fund 510)

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Public Works Division Manager	1	1	1	Civil Service	Non-Bargaining
Group Leader	1	1	1	Appointed	AFSCME I
Sewer Digging Crew	3	4	3	Appointed	AFSCME I
Sewer Maintenance Crew	8	7	8	Appointed	AFSCME I
Water Maintenance Crew	1	0	1	Appointed	AFSCME I
Street Sweeper Operator	2	2	2	Appointed	AFSCME I
Power Digger Operator	1	1	1	Appointed	AFSCME I
Total Full Time Employees	17	16	17		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	67,040	32.2	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	195	0.8	1.58%
Birthday	208	0.8	1.68%
Funeral Leave	296	1.1	2.39%
Holiday	2,536	9.8	20.50%
Injury	647	2.5	5.23%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	774	3.0	6.25%
Sick Leave	3,688	14.3	29.81%
Vacation	4,030	15.6	32.57%
Total Hours Absent	12,374	48.0	100.00%

Percentage of Hours Worked **81.54%**

Hours of Additional Holiday Time	41
Hours of Overtime	1,593
Hours of Part Time/Seasonal	2,490
Productivity Percentage	**1.98**

Public Works Percentage of Hours Worked Average: 83.40%
City-wide Percentage of Hours Worked Average: 84.93%

Water Fund (Fund 501) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Ohio Issue 2 Grant	0	0	0	0	0	0	0
Water Charges	8,419,231	9,101,426	8,541,659	8,847,426	8,847,426	8,187,993	10,003,200
New Service	6,187	8,000	21,600	6,350	6,350	26,927	23,500
Material Sales	256	500	0	0	0	0	0
Meter Sales	5,444	5,000	9,021	5,400	5,400	14,921	5,500
Repairs	900	150	3,164	1,000	1,000	0	0
Hydrant	512	500	1,193	500	500	1,600	1,500
Other	0	0	0	0	0	103	5
Penalty	41,044	35,000	44,266	40,000	40,000	51,755	48,000
Special Assessments	5,201	2,500	6,332	2,500	2,500	17,553	12,000
Interest Revenue	62,637	55,280	165,060	55,500	55,500	383,844	200,000
Sale of Assets	0	0	0	500	500	4,675	7,000
Reimbursements	6,566	3,000	5,488	3,500	3,500	12,103	6,000
Total Revenues	8,547,978	9,211,356	8,797,784	8,962,676	8,962,676	8,701,474	10,306,705

Water Fund (Fund 501) Budget (*Continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Water Administration							
Salaries, Wages & Benefits							
Salaries & Wages	237,142	230,830	252,767	216,682	216,681	280,083	187,675
Personnel Benefits	66,312	59,758	56,948	56,939	56,939	64,153	72,313
Total Salaries, Wages & Benefits	303,454	290,588	309,716	273,620	273,620	344,236	259,988
Operating							
Uniform & Clothing Maintenance	0	0	0	860	0	0	0
Travel & Transportation	0	113	14	113	113	0	200
Other Employee Benefits	0	0	0	500	0	0	500
Training	893	500	225	250	750	445	250
Memberships	114	225	0	225	225	0	225
Professional Services	110	19,600	18,743	15,600	23,210	22,123	24,720
Communications	9,762	8,565	5,916	8,565	8,565	6,392	9,315
Advertising	164	0	0	0	0	0	0
Rents & Leases	0	30	0	30	30	0	30
Intra-Governmental Services	0	34,000	33,538	17,000	16,710	16,704	17,000
Printing & Reproduction	7,432	4,880	1,106	5,350	1,350	388	5,350
Contractual Services	3,231	3,311	3,009	3,311	3,311	2,626	3,500
Office Supplies	2,908	3,460	2,224	3,700	3,800	2,180	4,300
Operating Supplies	519	604	1,341	704	1,324	967	1,640
Repair Parts & Supplies	427	300	4,004	300	200	131	400
Maintenance Parts & Supplies	4	0	15	0	0	35	150
Repair Service	0	0	1,465	0	0	0	0
Service Agreements	1,245	3,491	3,296	3,085	3,505	1,793	3,415
Utilities	6,384	7,000	6,738	10,000	4,400	2,826	7,200
Indirect Cost Allocations	37,609	38,241	38,241	1,915	1,915	1,915	2,000
Reimbursements	0	0	0	0	0	369	500
Total Operating	70,800	124,320	119,874	71,508	69,408	58,894	80,695
Total Water Administration	374,254	414,908	429,589	345,128	343,028	403,130	340,683
Debt Service							
Note Principal	0	995,000	995,000	4,925,000	4,925,000	9,765,000	210,000
Note Interest	0	22,500	22,388	172,375	172,375	243,765	9,450
Bond Principal	490,000	510,000	510,000	550,998	550,998	550,998	876,891
Bond Interest	251,785	251,584	251,584	249,923	249,923	249,923	598,676
Issue 2 Loan Payment	301,112	313,229	313,228	313,228	313,228	313,228	313,229
OWDA Loan	0	0	0	0	0	0	0
Debt Issuance Costs	8,805	0	14,715	0	0	403,723	0
Total Debt Service	1,051,702	2,092,313	2,106,914	6,211,524	6,211,524	11,526,637	2,008,246

Water Fund (Fund 501) Budget (*Continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Water Distribution							
Salaries, Wages & Benefits							
Salaries & Wages	346,372	406,321	350,057	393,956	410,507	374,680	465,235
Personnel Benefits	130,887	131,087	120,397	132,435	132,434	126,445	178,921
Total Salaries, Wages & Benefits	477,259	537,408	470,454	526,391	542,941	501,125	644,155
Operating							
Uniform & Clothing Maintenance	0	500	0	500	500	0	1,900
Travel & Transportation	140	269	205	1,925	2,195	821	2,050
Training	1,495	1,606	440	2,500	2,390	1,945	2,500
Memberships	171	513	0	600	600	452	525
Professional Services	37,809	43,390	37,408	70,000	78,525	66,675	84,890
Communications	2,572	3,080	1,737	3,080	4,133	3,132	3,430
Advertising	525	500	0	500	500	0	500
Rents & Leases	0	3,250	0	3,250	2,027	0	500
Items Purc. F/ Resale - Cleveland Water	5,817,608	6,013,288	5,930,015	6,250,000	6,242,500	5,413,434	6,033,921
Printing & Reproduction	541	450	311	500	500	155	500
Contractual Services	41,180	109,618	3,506	123,490	109,949	5,347	125,500
Office Supplies	435	650	697	1,350	1,805	1,406	1,550
Operating Supplies	20,620	33,328	19,526	39,728	41,799	28,668	57,678
Repair Parts & Supplies	93,731	116,250	79,039	129,450	157,525	144,490	151,450
Maintenance Parts & Supplies	494	250	492	750	750	556	750
Repair Service	875	500	0	1,500	1,500	99	3,000
Service Agreements	908	1,190	872	1,450	1,450	373	1,300
Utilities	13,007	17,700	14,417	18,200	18,200	15,814	18,000
Inter-Fund Activity	70,434	110,000	0	100,000	54,850	52,869	100,000
Indirect Cost Allocations	37,608	37,600	0	0	0	0	0
Reimbursements	0	0	0	0	0	132	0
Total Operating	6,140,153	6,493,932	6,088,666	6,748,773	6,721,698	5,736,368	6,589,944
Capital							
Improvements other than Buildings	705,165	5,042,120	2,157,666	7,808,538	10,676,977	3,829,441	2,046,518
Capital Improvements Carry forward				2,949,878			4,660,802
Machinery & Equipment	6,400	176,500	126,164	25,000	75,020	31,178	22,800
Computer Equipment	26,856	45,800	10,639	100,500	136,419	14,949	5,500
Total Capital	738,421	5,264,420	2,294,469	10,883,916	10,888,416	3,875,569	6,735,620
Total Water Distribution	7,355,833	12,295,760	8,853,588	18,159,080	18,153,055	10,113,062	13,969,719

Water Fund (Fund 501) Budget (*Continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Water Metering							
Salaries, Wages & Benefits							
Salaries & Wages	294,145	293,292	291,727	315,040	308,040	313,139	316,488
Personnel Benefits	100,299	81,817	77,487	108,738	108,738	107,234	126,318
Total Salaries, Wages & Benefits	394,443	375,109	369,215	423,778	416,778	420,373	442,805
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	1,000
Travel & Transportation	225	0	69	600	600	0	800
Other Employee Benefits	2,640	3,000	2,947	4,000	4,000	2,862	6,000
Training	250	800	840	1,500	1,500	1,005	2,000
Memberships	171	400	0	400	400	387	750
Professional Services	14,863	100	2,323	100	100	2,282	250
Communications	40,137	40,030	39,385	51,350	51,350	50,135	56,450
Rents & Leases	0	670	0	1,400	1,400	0	0
Items Purchased for Resale	6,320	6,500	6,498	8,000	10,500	7,398	15,000
Printing & Reproduction	1,980	20,000	15,651	20,000	29,600	20,545	35,000
Contractual Services	161	300	176	2,850	1,200	199	1,350
Office Supplies	1,250	1,450	1,490	2,050	2,050	354	2,500
Operating Supplies	6,397	9,110	10,163	12,620	16,620	15,011	18,350
Repair Parts & Supplies	16,836	17,630	15,732	27,280	27,430	24,750	33,450
Maintenance Parts & Supplies	44	0	57	0	500	149	1,000
Repair Service	0	0	0	0	0	53	200
Service Agreements	8,310	5,716	7,787	10,500	10,500	8,168	25,500
Utilities	6,504	8,200	7,208	11,000	11,000	7,907	0
Inter-Fund Activity	435	435	0	0	0	0	0
Indirect Cost Allocations	37,609	37,609	0	0	0	0	0
Total Operating	144,133	151,950	110,324	153,650	168,750	141,206	199,600
Total Water Metering	538,576	527,059	479,539	577,428	585,528	561,579	642,405

Water Fund (Fund 501) Budget (*Continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Sources / Uses							
Sale of Bonds	0	600,000	609,829	0	10,285,000	10,285,000	175,000
Sale of Notes	995,000	4,925,000	4,925,000	12,858,538	5,050,000	5,050,000	330,000
Premium on sale of notes	4,248	0	27,510	0	24,263	25,344	0
OPWC Loan Proceeds	48,294	0	0	0	0	0	0
Total Other Sources / Uses	1,047,541	5,525,000	5,562,338	12,858,538	15,359,263	15,360,344	505,000
Excess of revenues and other sources nd other uses	275,154	(593,684)	2,490,492	(3,471,946)	(971,196)	1,457,410	(6,149,348)
Decertification of Prior Year Encumbrance	17,034	0	26,348	0	0	14,344	0
Fund Balance January 1	3,544,458	3,836,646	3,836,646	6,353,486	6,353,486	6,353,486	7,825,240
Fund Balance December 31	3,836,646	3,242,962	6,353,486	2,881,540	5,382,290	7,825,240	1,675,892

Water Utility Proforma	ACTUAL 2005	BUDGET 2006	Unaudited ACTUAL 2006	Projection 2007	Projection 2008	Projection 2009	Projection 2010	Projection 2011		
Amount Purchased from Cleveland (MCF) (1)	273,360	273,360	248,894	245,409	241,973	238,586	235,245	231,952	(1)	Project 1.4% decrease each year based on
Cleveland Rate Per MCF	21.75	21.75	21.75	22.70	24.38	25.80	27.16	27.97	(2)	Includes $0.30 MCF decrease each year
Estimated Cost of Purchased Water	$ 5,945,578	$ 5,945,578	$ 5,413,434	$ 5,570,784	$ 5,899,308	$ 6,155,509	$ 6,389,266	$ 6,488,811		
Amount Consumed (MCF) (3)	221,457	221,457	210,807	206,591	202,459	198,410	194,442	190,553	(3)	Project 2% decrease each year based on average
Regular	218,377	218,377	207,645	203,492	199,422	195,434	191,525	187,695		
Homestead (4)	3,080	3,080	3,162	3,099	3,037	2,976	2,917	2,858	(4)	Estimated to be 1.5% of
Regular Rate Per MCF (5)	36.690	38.50	38.50	47.50	49.90	52.40	55.01	59.42	(5)	Projected to increase 5% in 2009, 5% in 2010, and
Homestead Rate Per MCF	25.683	25.50	25.50	26.10	27.40	28.77	30.21	32.63		
Customer Service Charge	3.00	1.50	1.50	-	-	-	-	-		
Estimated Revenue	8,134,115	8,507,438	8,096,337	9,746,750	10,034,376	10,325,373	10,624,809	11,245,298		
Variance between Amount Purchased & Amount Consumed (MCF)	51,903	51,903	38,087	38,818	39,514	40,176	40,804	41,399		
Percent Loss	18.99%	18.99%	15.30%	15.82%	16.33%	16.84%	17.35%	17.85%		
% Cleveland Water Purchased of Lakewood Revenues	68.8%	70.2%	65.4%	61.9%	58.8%	59.6%	60.1%	57.7%		
Beginning Balance (6)	**3,153,695**	**3,316,380**	**3,316,380**	**2,989,021**	**3,002,727**	**3,015,323**	**2,581,742**	**1,967,915**	**(6)**	**True Value of Unencumbered Cash**
Operating Revenues	**8,791,452**	**8,960,176**	**8,671,486**	**10,015,677**	**10,133,664**	**10,419,764**	**10,688,544**	**11,273,121**		
Charges for Services	8,620,473	8,900,676	8,283,675	9,746,750	10,034,376	10,325,373	10,624,809	11,245,298		
Interest Earnings	165,060	55,500	371,033	263,927	94,287	89,390	58,735	22,823		
Other	5,918	4,000	16,778	5,000	5,000	5,000	5,000	5,000		
Operating Expenses	**7,508,762**	**8,195,220**	**7,212,749**	**8,193,736**	**8,123,918**	**8,446,857**	**8,749,355**	**8,919,702**		
Purchased Water	5,930,015	6,250,000	5,413,434	6,033,921	5,899,308	6,155,509	6,389,266	6,488,811		
Personel and Operating Expenses	1,578,748	1,945,220	1,799,315	2,159,815	2,224,610	2,291,348	2,360,088	2,430,891		
Revenues Available for Debt Service	**1,282,689**	**764,956**	**1,458,737**	**1,821,941**	**2,009,746**	**1,972,906**	**1,939,190**	**2,353,419**		
Revenue Bond Debt Service	**749,016**	**755,465**	**800,921**	**1,429,848**	**1,406,566**	**2,042,538**	**2,046,738**	**2,333,228**		
Outstanding Revenue Bond Debt Service (1995 & 2002)	749,016	755,465	800,921	754,760	732,316	770,288	769,888	770,378		
New Revenue Debt Issued				675,088	674,250	1,272,250	1,276,850	1,562,850		
Projected Coverage (1.15x Min.)	**1.71**	**1.01**	**1.82**	**1.27**	**1.43**	**0.97**	**0.95**	**1.01**		
Other Expenses	**370,989**	**531,059**	**985,175**	**378,388**	**590,583**	**363,949**	**506,280**	**362,532**		
Issue II Debt	313,228	313,228	313,228	313,228	313,228	313,228	313,228	313,228		
G.O Bonded Debt Service	12,568	45,456	24,458	45,719	45,509	45,621	45,702	45,304		
G.O. Note Debt Service	22,388	172,375	243,765	11,550	216,975	-	140,250	-		
Debt Issuance Costs	14,715	-	403,723	7,890	14,870	5,100	7,100	4,000		
Capital Outlay (Cash - NOT from Bond Proceeds)	8,090									
Lease Payments				3,000	3,000	20,000	30,000	30,000		
Ending Balance	**3,316,380**	**2,794,812**	**2,989,021**	**3,002,727**	**3,015,323**	**2,581,742**	**1,967,915**	**1,625,574**		

Wastewater Fund (Fund 510) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Sewer Penalty	7,508	6,300	10,799	10,000	10,000	11,621	11,750
Sewer Charges	1,435,003	2,057,585	1,928,756	2,000,000	2,000,000	1,824,872	2,300,000
Interest	0	0	0	0	0	144,201	200,000
Special Assessments	821	450	245	325	325	0	0
Total Revenues	1,443,332	2,064,335	1,939,799	2,010,325	2,010,325	1,980,694	2,511,750
Salaries, Wages & Benefits							
Salaries & Wages	641,118	758,970	679,710	777,541	777,542	685,188	800,978
Personnel Benefits	254,755	245,183	233,788	254,248	254,247	237,246	295,543
Total Salaries, Wages & Benefits	895,873	1,004,153	913,498	1,031,789	1,031,789	922,434	1,096,520
Operating							
Uniform & Clothing Maintenance	16	0	0	0	0	0	2,800
Travel & Transportation	0	1,990	619	2,040	3,040	2,477	4,100
Training	35	1,900	1,180	3,000	3,000	2,225	4,000
Memberships	0	200	185	500	500	284	500
Professional Services	3,688	5,560	20,885	5,760	6,160	7,675	10,400
Communications	2,366	2,560	1,930	2,685	2,685	1,624	2,760
Advertising	0	100	0	100	300	268	500
Rents & Leases	0	17,746	9,150	17,746	15,946	13,146	13,000
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	200	200	200	200	200	0	200
Printing & Reproduction	0	0	155	200	200	520	400
Contractual Services	77,314	146,869	72,718	194,400	186,900	77,781	194,900
Office Supplies	489	850	786	1,300	1,300	999	1,700
Operating Supplies	35,661	34,200	39,846	48,500	55,500	54,326	64,750
Repair Parts & Supplies	84,164	92,314	71,075	98,214	114,213	92,952	103,800
Maintenance Parts & Supplies	951	2,000	1,242	2,000	2,000	1,871	2,000
Repair Service	0	0	0	0	3,200	2,751	2,500
Service Agreements	993	1,093	704	1,993	2,193	436	2,223
Utilities	13,325	21,500	14,417	24,500	20,001	15,814	27,000
Inter-Fund Activity	48,743	85,000	0	85,000	75,000	34,109	50,000
Indirect Cost Allocations	73,733	49,455	62,875	35,904	35,904	35,904	30,000
Reimbursements	1,000	0	653	0	0	86	0
Total Operating	342,678	463,537	298,619	524,042	528,242	345,248	517,533

Wastewater Fund (Fund 510) Budget *(continued)*

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Capital							
Buildings	0	18,000	12,505	0	1,295	0	0
Improvements other than Buildings	1,422,747	5,350,000	2,435,276	10,624,871	12,009,768	6,021,379	1,687,019
Capital Improvements Carryforward		992,253		1,641,516			2,108,771
Machinery & Equipment	400	310,000	339,130	138,000	139,124	64,293	53,200
Computer Equipment	0	251,300	1,876	0	250,000	14,769	0
Total Capital	1,423,147	6,921,553	2,788,787	12,404,387	12,400,187	6,100,441	3,848,990
Total Expenditures	2,661,697	8,389,243	4,000,904	13,960,218	13,960,218	7,368,123	5,463,043
Other Sources / Uses							
Bond Proceeds	0	0	2,337,677	0	11,818,132	11,818,132	400,000
Note Proceeds	2,355,000	7,524,000	5,224,000	15,886,871	2,910,000	2,910,000	0
Premium on sale of notes	1,220	0	30,865	0	43,296	43,919	0
Transfers to other funds	0	0	0	0	0	0	0
Transfers to Work. Comp. Fund	0	0	0	0	0	0	0
Transfers from other funds	0	0	0	0	0	0	0
Note Principal	0	(2,355,000)	(2,355,000)	(5,224,000)	(5,224,000)	(7,524,000)	(610,000)
Note Interest	0	(28,910)	(30,147)	(182,840)	(182,840)	(216,765)	(27,450)
Bond Principal	0	0	0	(131,684)	(131,684)	(131,684)	(661,638)
Bond Interest	0	(48,181)	(48,180)	(163,706)	(163,706)	(163,706)	(649,795)
Issue 2 Loan Payment	0	0	0	(34,486)	(1,028)	(34,486)	(34,486)
OWDA Loan Principal	0	0	0	(24,578)	(24,578)	(24,578)	(25,647)
OWDA Loan Interest	0	0	0	(8,879)	(8,879)	(8,879)	(7,811)
Debt Insuance Costs	0	0	(38,469)	0	(24,578)	(476,995)	0
Total Other Sources / Uses	2,356,220	5,091,909	5,120,746	10,116,698	9,010,135	6,190,957	(1,616,826)
Excess of revenues and other sources over expenditures and other uses	1,137,854	(1,232,999)	3,059,640	(1,833,195)	(2,939,758)	803,528	(4,568,119)
Decertification of Prior Year Encumbrance	3,511	0	17,322	0	0	144,215	0
Fund Balance Jan. 1	412,005	1,553,371	1,553,371	4,630,332	4,630,332	4,630,332	5,578,076
Fund Balance Dec. 31	1,553,371	320,372	4,630,332	2,797,137	1,690,574	5,578,076	1,009,957

	ACTUAL 2005	BUDGET 2006	ACTUAL 2006	Projection 2007	Projection 2008	Projection 2009	Projection 2010	Projection 2011
Sewer Utility Proforma								
Regular Rate Per MCF (5)	19.70	19.70	19.70	24.70	29.70	30.59	31.51	32.45
Total Regular Estimated Revenue	4,302,028.87	4,302,028.87	4,090,604.43	5,026,252.33	5,922,838.07	5,978,512.75	6,034,710.77	6,091,437.05
Homestead Rate Per MCF	16.75	16.75	16.75	18.53	22.30	22.97	23.66	24.37
Total Homestead Estimated Revenue	51,593.35	51,593.35	52,965.26	57,406.44	67,722.55	68,359.14	69,001.72	69,650.33
Total Estimated Revenue	4,353,622.22	4,353,622.22	4,143,569.69	5,083,658.76	5,990,560.62	6,046,871.89	6,103,712.48	6,161,087.38
WW Collection (510) Percentage	45%	47%	45%	45%	45%	45%	45%	45%
WWTP Portion (511) Percentage	55%	53%	55%	55%	55%	55%	55%	55%
WW Collection (510) Portion	1,964,593.09	2,026,034.30	1,867,545.72	2,287,646.41	2,695,752.24	2,721,092.31	2,746,670.58	2,772,489.28
WWTP (511) Portion	2,389,029.13	2,327,587.92	2,276,023.97	2,796,012.35	3,294,808.38	3,325,779.58	3,357,041.90	3,388,598.10
Beginning Balance (6)	**1,629,820.00**	**2,405,026.46**	**2,405,026.46**	**3,094,383.14**	**4,324,224.24**	**4,315,799.39**	**4,748,175.15**	**4,056,429.88**
Operating Revenues (Fund 510 & 511)	**4,299,882.29**	**4,321,450.00**	**5,501,420.55**	**7,050,658.76**	**6,016,560.62**	**6,957,871.89**	**6,104,712.48**	**7,072,087.38**
Charges for Services	4,299,338.93	4,320,725.00	4,074,673.30	5,084,158.76	5,991,060.62	6,047,371.89	6,104,212.48	6,161,587.38
Interest Earnings	0.00	0.00	114,326.96	200,000.00	25,000.00	50,000.00	0.00	75,000.00
Other	543.36	725.00	1,312,420.29	1,766,500.00	500.00	860,500.00	500.00	835,500.00
Operating Expenses (Fund 510 & 511)	**3,406,676.10**	**4,163,899.00**	**3,683,350.24**	**4,261,551.00**	**4,387,897.53**	**4,518,034.46**	**4,652,075.49**	**4,790,137.75**
Personel and Operating Expenses	3,406,676.10	4,163,899.00	3,683,350.24	4,261,551.00	4,387,897.53	4,518,034.46	4,652,075.49	4,790,137.75
Revenues Available for Debt Service	**893,206.19**	**157,551.00**	**1,818,070.31**	**2,789,107.76**	**1,628,663.09**	**2,439,837.43**	**1,452,636.99**	**2,281,949.63**
Revenue Bond Debt Service	**0.00**	**0.00**	**0.00**	**941,752.26**	**944,862.50**	**1,415,862.50**	**1,416,462.50**	**1,851,462.50**
Outstanding Revenue Bond Debt Service (2006)				941,752.26	944,862.50	940,862.50	941,462.50	941,462.50
New Revenue Debt Issued				0.00	0.00	475,000.00	475,000.00	910,000.00
Projected Coverage (1.15x Min.)				**2.96**	**1.72**	**1.72**	**1.03**	**1.23**
Other Expenses (Fund 510 & 511)	**117,999.73**	**546,173.00**	**1,128,713.63**	**617,514.41**	**692,225.44**	**591,599.17**	**727,919.77**	**598,941.31**
Issue II Debt	0.00	67,943.00	34,485.94	55,859.69	56,974.35	58,137.47	59,351.13	60,617.52
G.O Bonded Debt Service	48,180.08	295,390.00	295,389.81	534,204.72	533,781.09	533,461.70	537,743.64	538,323.79
G.O. Note Interest	31,350.97	182,840.00	235,940.00	27,450.00	101,470.00	0.00	130,825.00	0.00
OWDA Debt Service	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Debt Issuance Costs	38,468.68	0.00	562,897.88	0.00	0.00	0.00	0.00	0.00
Capital Outlay (Cash - NOT from Bond Proceeds)								
Lease Payments								
Ending Balance	**2,405,026.46**	**2,016,404.46**	**3,094,383.14**	**4,324,224.24**	**4,315,799.39**	**4,748,175.15**	**4,056,429.88**	**3,887,975.69**
Capital Outlay	**3,264,538.76**	**12,404,387.00**	**2,988,065.05**	**6,975,094.00**	**3,450,000.00**	**2,535,000.00**	**2,585,000.00**	**2,475,000.00**
Wastewater Collection (510)	3,218,108.31	12,404,387.00	2,166,345.44	3,974,925.00	2,250,000.00	1,675,000.00	1,750,000.00	1,640,000.00
WWTP (511 & 512)	46,430.45	0.00	821,719.61	3,000,169.00	1,200,000.00	860,000.00	835,000.00	835,000.00

Department of Public Works
Division of Wastewater Treatment

Mission

Responsible for treating all waste streams conveyed to it and disposal of all subsequent stabilized byproducts. Through the use of state-of-the art processes and trained personnel, the facility is capable of not only meeting but also exceeding the discharge parameters mandated by its National Pollutant Discharge Elimination Systems (NPDES) permit. This insures that Lakewood helps preserve one of our nation's greatest natural resources, Lake Erie.

2006 Accomplishments

1) Complied with NPDES permit and regulatory requirements.

2) Successfully negotiated a resolution with Ohio EPA concerning questionable requirements in the current NPDES permit.

3) Modified processes so wet weather flows as high as 40.0 mgd can be achieved as required by CSO nine minimum controls.

4) Successfully participated as one of the initial Citistat departments/divisions.

5) Realigned personnel in Operation Unit to reduce potential for overtime.

6) Completed Co-generation Feasability study. Implementing suggested changes.

7) Education and certification of personnel.

8) Aeration Wye Wall restoration project completed.

9) Sludge Storage Tank Cleaning project completed.

10) Bid and awarded the purchase and installation of new Belt Filter Presses. (To be installed in 2007)

11) Purchased energy efficient equipment to replace defective and outdated process equipment.

2007 & Beyond Goals

1) **Replace Digester Boilers/Heat Exchangers** - Old equipment is not only out lived its life cycle but also is highly inefficient. The boilers burn both methane gas and heating oil. The methane gas is a by-product of the digestion process thus does not cost anything. Because of their inefficiency fuel oil which burns hotter than methane gas, must be used as a supplement in order to maintain proper operating temperatures. Newer boiler/heat exchangers are more efficient at retaining and transferring heat therefore less fuel oil will be needed as a supplement. In 2006 over $30,000 was spent for heating oil. This cost potentially can be reduced by two thirds.

2) Aeration Tank Isolation Gates - The Aeration Tanks have to be drained for inspection and cleaning once every year. In order to accomplish this the tanks must be individually isolated by closing gates. The material that the present gates are made out of has deteriorated from the elements thus many extra man hours are necessary in order to seal the gate openings off sufficiently so the tanks can be drained. This burden of extra time falls on Maintenance Unit personnel even though the actual cleaning process is performed by the Operation Unit personnel. The installation of new gates will free up maintenance personnel to perform other necessary tasks and will expedite the tanks cleaning process.

3) Belt Filter Presses - The installation of new Belt Filter Presses will decrease the wet tonnage of biosolids that are disposed of annually by 20 - 25%. This is possible because of the increased efficiency of the new equipment. This reduction in biosolids disposal will reduce the disposal cost; the quantity of polymer used; fuel usage by the semi tractor; mileage on the hauling equipment and energy used by

the process equipment.

4) **Upgrade Data Logging/PLC System** - A majority of the treatment processes are controlled by the Programmable Logic Control (PLC) system. This insures that pumps start when needed, proper doses of chemicals are fed, gates/valves open and close when requested, ect. The Data Logging system collects data from the various meters and other reporting devices throughout the WWTP this is used for monitoring of the treatment processes and for EPA reports. Updating this equipment will insure the continuation of these vital functions.

5) **Primary Tank Gate/Valve Actuators** - The control of flow entering the Primary Tanks and the removal of sludge from the tanks is presently performed manually. This is not an issue during dry weather flows but during wet weather flows the tanks need to be put into service rapidly so that the quantity of influent flow can reach its maximum capacity as soon as possible. This will insure compliance with the USEPA CSO programs requirement to maximize flow to the treatment facility during wet weather occurrences. Automating the gates/valves used to control the Primary Tanks will greatly increase the speed at which the tanks can be put into service and adjusted for optimal operation.

6) **Comprehensive Maintenance** - Improved preventive and predictive equipment maintenance will replace the current method during 2007. This will put more emphasis on scheduled maintenance rather than reactionary (defect repairs). Historically preventive maintenance is less costly than reactionary. The need for costly parts or total equipment replacement is lessened when preventive maintenance is performed diligently. Preventive maintenance allows the workload to be more evenly distributed. Most importantly preventive maintenance insures less disruption in the facilities operation thus allowing compliance with the regulations governing the operation of the WWTP.

Contact Information

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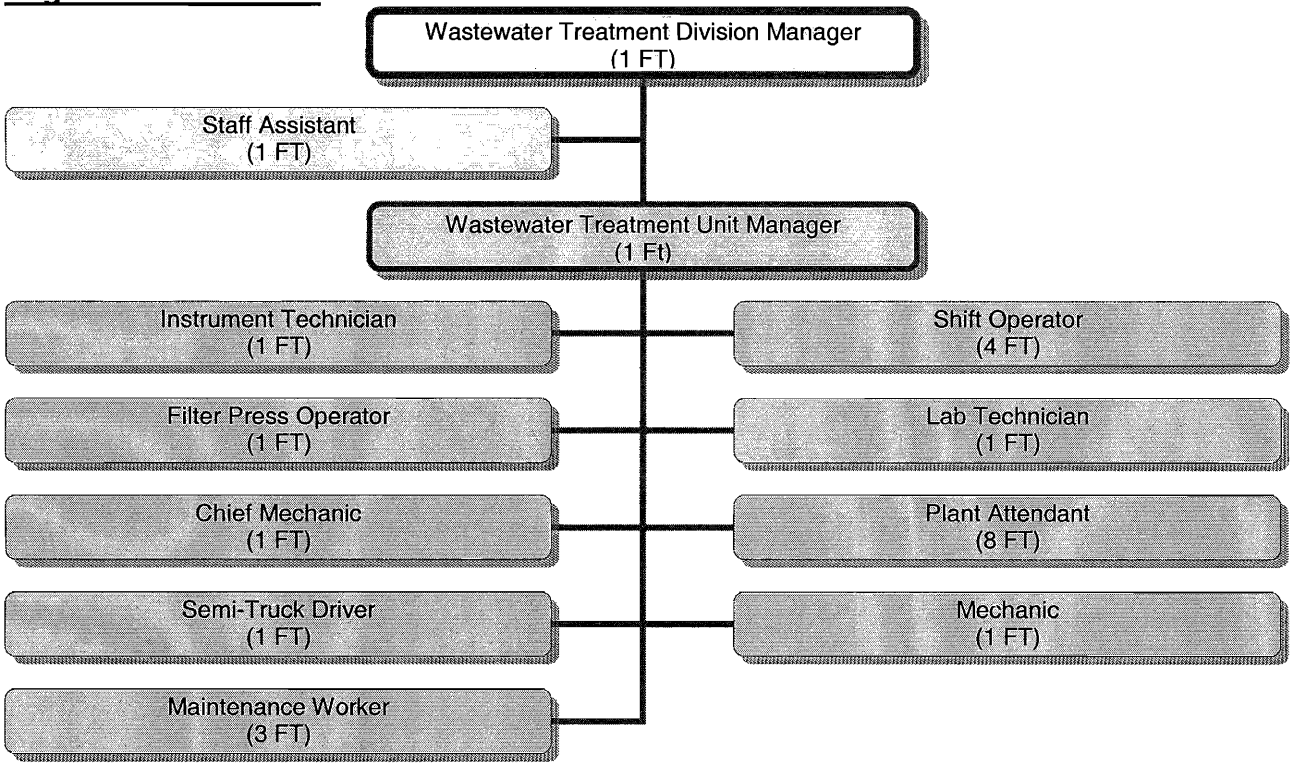
William.Crute@lakewoodoh.net

Organizational Chart



Historic Position Levels

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Public Works Division Manager	1	1	1	Civil Service	Non-Bargaining
Public Works Unit Manager	1	1	1	Civil Service	Non-Bargaining
Filter Press Operator	1	1	1	Appointed	AFSCME I
Chief Mechanic	1	1	1	Appointed	AFSCME I
Semi-Truck Driver	1	1	1	Appointed	AFSCME I
Instrument Technician	1	1	1	Appointed	AFSCME I
Lab Technician	1	1	1	Appointed	AFSCME I
Maintenance Worker	3	3	3	Appointed	AFSCME I
Mechanic	1	1	1	Appointed	AFSCME I
Plant Attendant	8	8	8	Appointed	AFSCME I
Staff Assistant	1	0	1	Civil Service	AFSCME II
Shift Operator	4	4	4	Appointed	AFSCME I
Total Full Time Employees	24	23	24		

Staffing of the WWTP has been consistent since 1990. The NPDES permit mandates that the WWTP must be staffed and operated in accordance with the Ohio EPA approved Operation and Maintenance Manual. Any changes and their effects must be discussed with the EPA before they are implemented.

In December 2006 the Ohio Administrative Code that governs treatment works and sewerage system classification and staffing requirements were revised. The revisions require the operator of record (Division Manager) of a Class IV WWTP to be on-site a minimum of 5 days/week totaling 40 hours/week. There is a means of reducing the number of hours defined within the code based on other licensed personnel and the degree of automation within the facility. The hours worked will have to be logged in an acceptable manner as a means of proof. It does not appear that this will take effect for the Lakewood WWTP for several years.

2006 Leave Usage / Overtime & Part-time Statistics

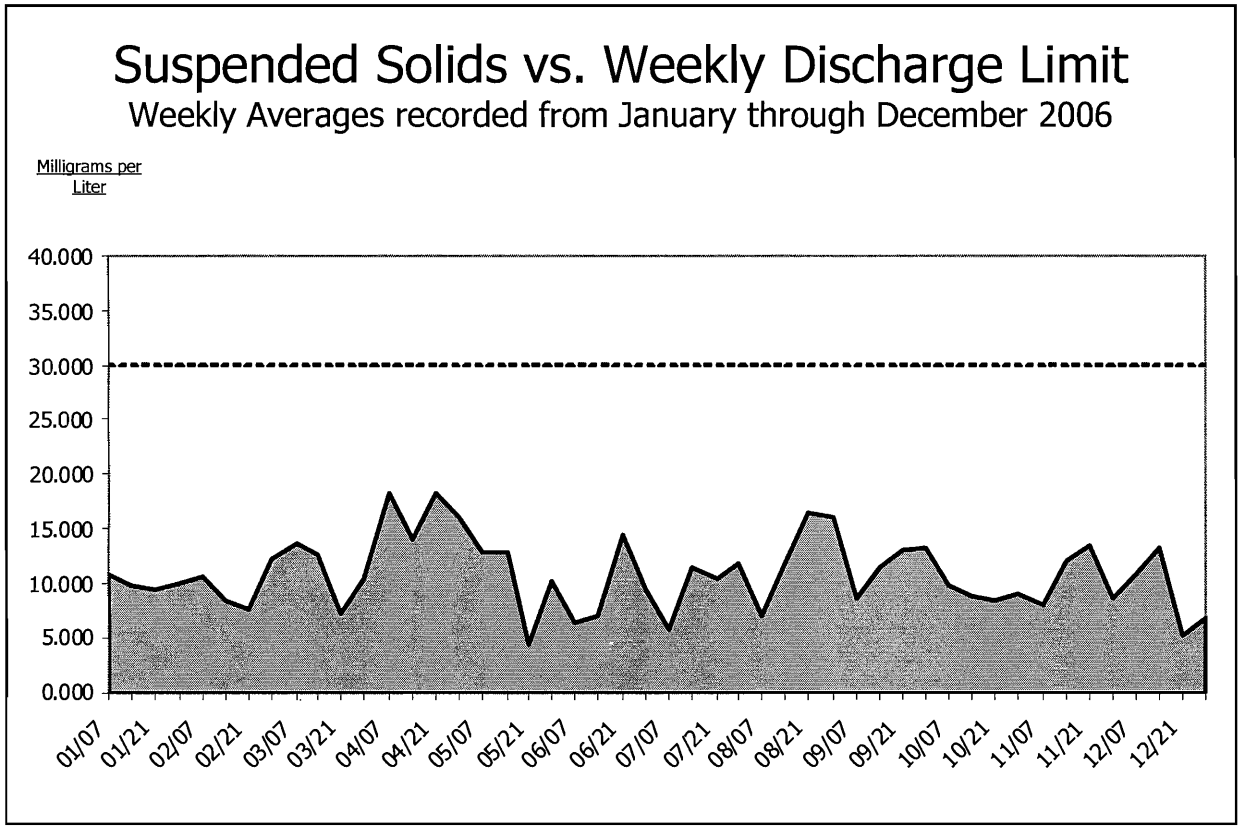
	YTD	Avg # of FT	
Employee Hours	44,640	21.5	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	33	0.2	0.57%
Birthday	160	0.9	2.79%
Funeral Leave	0	0.0	0.00%
Holiday	1,368	8.0	23.88%
Injury	97	0.6	1.69%
Jury Duty	56	0.3	0.98%
Military Leave	0	0.0	0.00%
Perfect Attendance	48	0.3	0.84%
Personal	448	2.6	7.82%
Sick Leave	1,103	6.4	19.25%
Vacation	2,416	14.1	42.18%
Total Hours Absent	5,728	33.4	100.00%

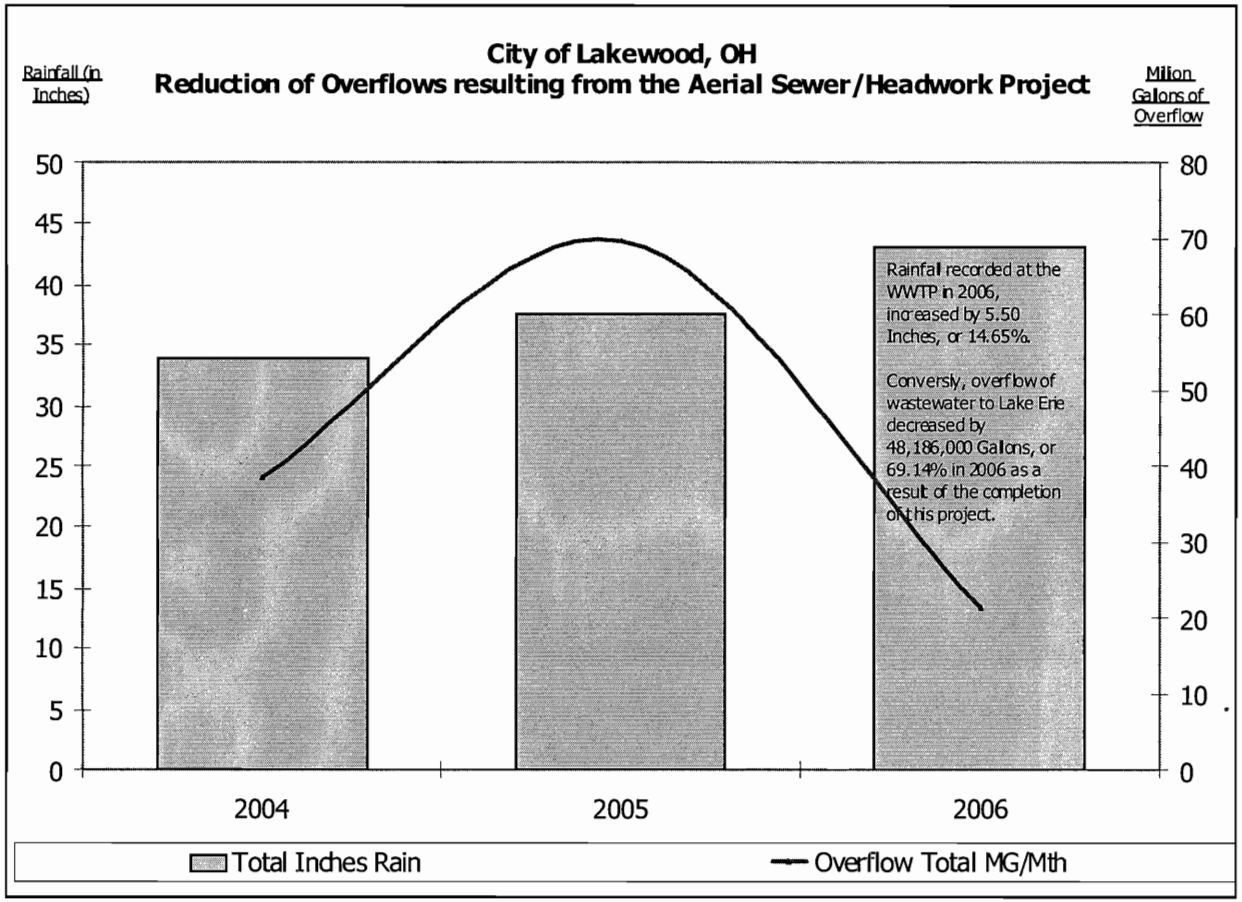
Percentage of Hours Worked **87.17%**

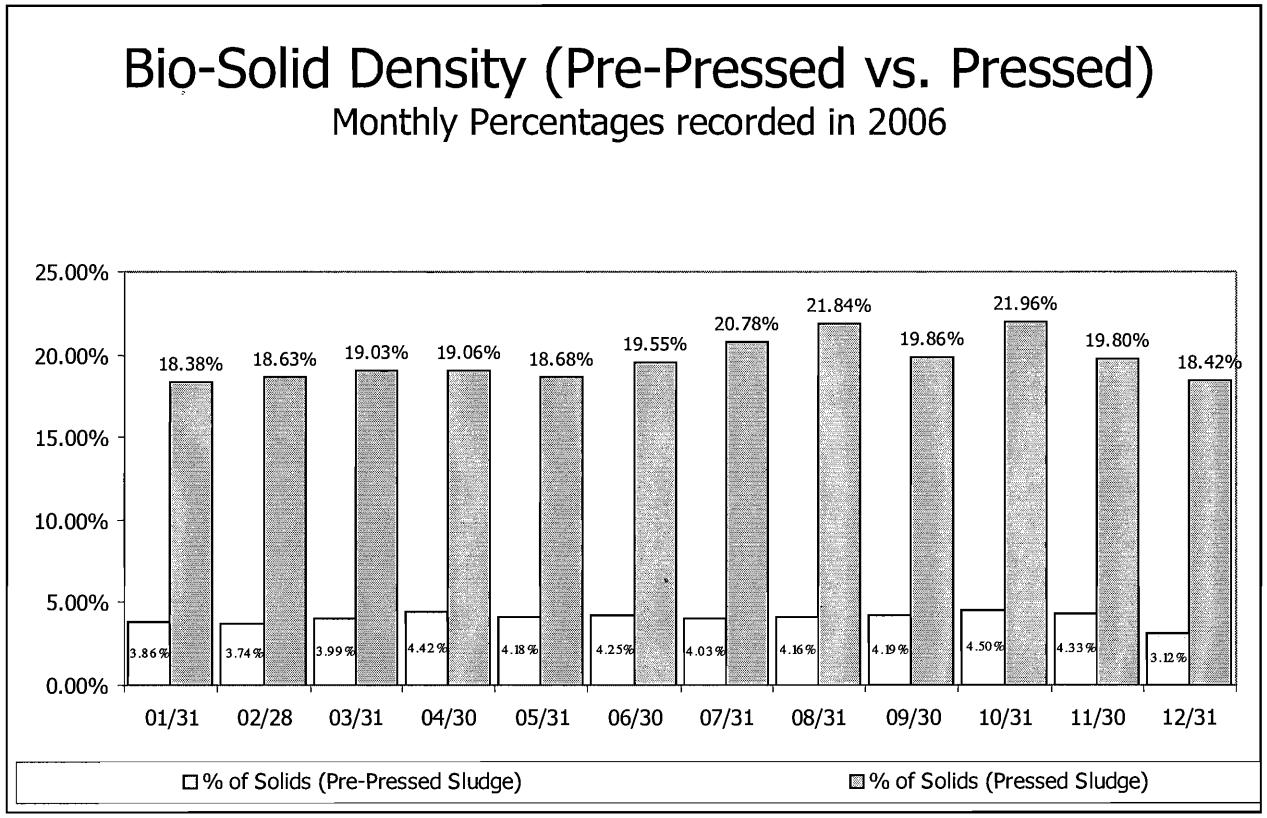
Hours of On Call Time	0
Hours of Overtime	1,690
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**0.81**

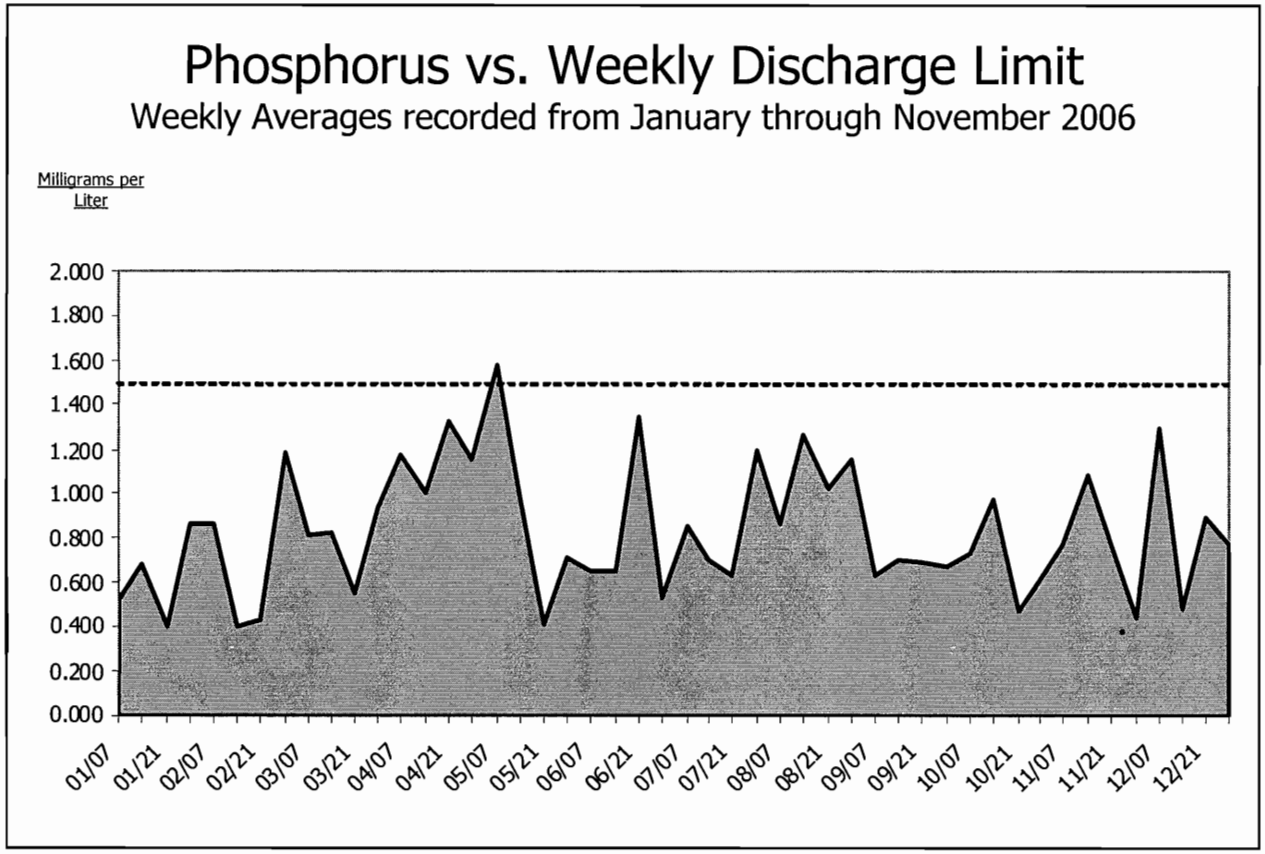
Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements




City of Lakewood, OH
Reduction of Overflows resulting from the Aerial Sewer/Headwork Project
Rainfall (in Inches)
Milion Galons of Overflow
50
45
40
35
30
25
20
15
10
5
0
80
70
60
50
40
30
20
10
0
2004
2005
2006
Rainfall recorded at the WWTP in 2006, increased by 5.50 Inches, or 14.65%.
Conversly, overflow of wastewater to Lake Erie decreased by 48,186,000 Gallons, or 69.14% in 2006 as a result of the completion of this project.
Total Inches Rain
Overflow Total MG/Mth


Bio-Solid Density (Pre-Pressed vs. Pressed)
Monthly Percentages recorded in 2006
25.00%
20.00%
15.00%
10.00%
5.00%
0.00%
18.38%
18.63%
19.03%
19.06%
18.68%
19.55%
20.78%
21.84%
19.86%
21.96%
19.80%
18.42%
3.86%
3.74%
3.99%
4.42%
4.18%
4.25%
4.03%
4.16%
4.19%
4.50%
4.33%
3.12%
01/31
02/28
03/31
04/30
05/31
06/30
07/31
08/31
09/30
10/31
11/30
12/31
% of Solids (Pre-Pressed Sludge)
% of Solids (Pressed Sludge)


Phosphorus vs. Weekly Discharge Limit
Weekly Averages recorded from January through November 2006
Milligrams per Liter
2.000
1.800
1.600
1.400
1.200
1.000
0.800
0.600
0.400
0.200
0.000
01/07
01/21
02/07
02/21
03/07
03/21
04/07
04/21
05/07
05/21
06/07
06/21
07/07
07/21
08/07
08/21
09/07
09/21
10/07
10/21
11/07
11/21
12/07
12/21

Wastewater Treatment Fund (Fund 511) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Sewer Penalty	11,352	7,700	12,217	10,000	10,000	14,204	13,500
Sewer Charges	2,185,665	2,514,826	2,347,024	2,300,000	2,300,000	2,223,976	2,800,000
Special Assessments	1,216	550	299	400	400	0	0
Interest	0	0	0	0	0	30,524	50,000
Reimbursements	13,030	0	0	0	0	0	0
Total Revenues	2,211,264	2,523,076	2,359,540	2,310,400	2,310,400	2,268,704	2,863,500
Salaries, Wages & Benefits							
Salaries & Wages	1,103,715	1,100,018	992,901	1,172,609	1,172,609	1,083,266	1,132,005
Personnel Benefits	356,262	325,269	304,006	374,687	374,687	348,209	411,057
Total Salaries, Wages & Benefits	1,459,977	1,425,287	1,296,907	1,547,296	1,547,296	1,431,476	1,543,062
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	4,200
Travel & Transportation	3,227	3,400	2,269	3,400	3,400	999	3,450
Training	2,140	1,925	1,095	2,250	2,850	3,000	2,200
Memberships	366	488	244	630	630	500	630
Professional Services	44,265	49,600	24,272	49,750	43,900	31,319	43,750
Communications	4,688	4,975	4,221	4,650	5,100	4,024	5,000
Advertising	664	450	255	450	250	454	250
Printing & Reproduction	0	200	139	200	220	216	200
Contractual Services	57,638	66,050	55,122	79,900	78,900	54,919	72,100
Office Supplies	785	1,450	657	1,500	1,500	982	1,150
Operating Supplies	118,291	158,750	135,232	212,000	219,480	181,193	212,500
Repair Parts & Supplies	62,115	86,500	61,786	86,500	82,000	60,632	81,500
Maintenance Parts & Supplies	293	1,000	274	1,000	1,000	435	750
Repair Service	0	0	111	0	3,000	1,061	0
Service Agreements	15,151	19,350	18,814	18,900	18,900	12,667	19,150
Utilities	344,612	356,000	371,791	383,500	383,500	383,654	383,000
Inter-Fund Activity	4,635	0	0	0	0	0	0
Indirect Cost Allocations	191,174	218,599	205,179	216,142	216,142	216,142	215,000
Reimbursements	0	0	0	0	0	105	0
Total Operating	850,045	968,737	881,461	1,060,772	1,060,772	952,304	1,044,830

Professional Services cost were less than anticipated due to the fact that the fees normally deducted from this line for the WWTP contributions for sewer billing preparation were not charged to this line. Contractual Lab fees also were less than anticipated for the year.

Wastewater Treatment Fund (Fund 511) Budget (*continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Capital							
Improvements other than Buildings	0	0	0	0	1,783,900	546,026	0
Capital Improvements Carry forward		3,920		0			984,266
Machinery & Equipment	51,987	50,000	37,138	0	900,000	901,330	393,200
Computer Equipment	2,916	4,800	5,251	0	0	208	5,000
Total Capital	54,904	58,720	42,389	0	2,775,000	1,447,563	1,382,466
Total Expenditures	2,364,926	2,452,744	2,220,757	2,608,068	5,383,068	3,831,343	3,970,358
Debt Service							
Note Principal	0	53,500	53,500	0	0	1,300,000	0
Note Interest	0	1,204	1,204	0	0	19,175	0
Bond Principal	0	0	0	0	0	0	75,121
Bond Interest	0	0	0	0	0	0	89,403
Debt Issuance Costs	0	0	0	0	0	85,903	0
Total Debt Service	0	54,704	54,704	0	0	1,405,078	164,524
Other Sources / Uses							
Proceeds of Bonds	0	0	0	0	2,501,868	2,501,868	0
Proceeds of Notes	53,500	0	0	0	1,300,000	1,300,000	0
Premium on Sale of Debt	230	0	0	0	9,586	9,843	0
Total Other Sources / Uses	53,730	0	0	0	3,811,454	3,811,711	0
Excess of revenues and other sources over expenditures and other uses	(99,932)	15,628	84,080	(297,668)	738,786	843,995	(1,271,383)
Decertification of Prior Year Encumbrance	13,997	0	3,659	0	0	310	0
Fund Balance Jan. 1	773,175	687,240	687,240	774,978	774,978	774,978	1,619,283
Fund Balance Dec. 31	687,240	702,868	774,978	477,310	1,513,764	1,619,283	347,900

Wastewater Improvement Fund (Fund 512) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Real & Personal Property Taxes	1,608,887	1,578,372	1,608,861	1,591,912	1,591,912	1,601,253	1,742,967
Homestead Exempt. & State Sub	211,032	213,142	210,212	204,271	204,271	178,336	191,339
Commercial Activity Tax	0	0	0	0	0	12,420	12,420
Total Revenues	1,819,919	1,791,514	1,819,072	1,796,183	1,796,183	1,792,009	1,946,726
Operating							
Professional Services	0	0	3,826	4,100	4,100	21	600
Contractual Services	0	50,000	1,492	45,000	45,000	0	0
Inter-Fund Activity	0	0	0	0	0	0	750,000
Total Current Expenditures	0	50,000	5,318	49,100	49,100	21	750,600
Capital							
Buildings	254,137	100,000	25,721	300,000	366,904	4,596	0
Improvements other than Buildings	1,535,835	1,281,722	595,554	2,129,000	859,825	147,677	102,000
Capital Improvements Carry forward		340,137		1,572,728			157,514
Machinery & Equipment	20,000	700,000	0	253,000	253,000	182,549	56,416
Computer Equipment	39,118	0	0	0	0	0	0
Total Capital	1,849,090	2,421,859	621,275	4,254,728	1,479,729	334,822	315,930
Total Expenditures	1,849,090	2,471,859	626,593	4,303,828	1,528,829	334,843	1,066,530
Debt Service							
Note Principal	1,155,000	2,530,000	2,530,000	1,300,000	1,300,000	1,300,000	178,000
Note Interest	14,061	56,925	56,925	45,500	45,500	45,500	8,010
Bond Principal	610,711	698,583	698,582	709,396	709,396	709,396	559,150
Bond Interest	447,633	384,516	384,466	363,670	363,670	363,668	267,780
Issue 2 Loan Payment	34,486	44,485	34,486	0	0	0	0
O.W.D.A. Loan Principal	22,574	23,555	23,555	0	0	0	0
O.W.D.A. Loan Interest	10,884	9,903	9,903	0	0	0	0
Debt Issuance Costs	11,730	0	33,657	0	0	15,075	0
Total Debt Service	2,307,079	3,747,967	3,771,574	2,418,567	2,418,566	2,433,639	1,012,940

A real and personal property tax levy of two (2.0) mills for the purpose of financing the reconstruction, expansion, operation and maintenance of a sewage disposal plant, and the capital needs of street infrastructure, municipal buildings, parks and recreation facilities.

Wastewater Improvement Fund (Fund 512) Budget *(continued)*

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Sources / Uses							
Bond Proceeds	0	2,090,000	2,083,582	0	0	0	178,000
Note Proceeds	2,530,000	1,300,000	1,300,000	3,982,000	178,000	178,000	0
Premium on Sale of Debt	10,892	0	11,093	0	74	134	0
OPWC Loan Proceeds	0	0	0	0	0	0	0
Total Other Sources / Uses	2,540,892	3,390,000	3,394,674	3,982,000	178,074	178,134	178,000
Excess of revenues and other sources over expenditures and other uses	204,642	(1,038,312)	815,580	(944,212)	(1,973,138)	(798,339)	45,256
Decertification of Prior Year Encumbrance	310,160	0	16,440	0	0	2,567	0
Prior Year Adjustment	0	0	(12,000)	0	0	0	0
Fund Balance Jan. 1	1,210,785	1,725,587	1,725,587	2,545,607	2,545,607	2,545,607	1,749,836
Fund Balance Dec. 31	1,725,587	687,275	2,545,607	1,601,396	572,469	1,749,836	1,795,092

Department of Public Works
Winterhurst Ice Rink

Mission

Winterhurst is a first class, accessible, recreational and educational facility run by a highly competent and dedicated management staff in a fiscally responsible manner, which is responsive to the needs of the residents of Lakewood and its overall community.

Description

Winterhurst offers a wide variety of ice sports and leisure activities including figure skating, hockey, short-track speed skating, learn-to-skate, adapted learn-to-skate, adult only public sessions and all ages public sessions.

List of Functions, Programs and Services

- Open public skating
- Adapted learn-to-skate
- Skate Sharpening
- Skate rental
- Figure skating
- Hockey
- Speed skating
- Private parties
- Birthday parties
- Room rental

Contact Information

Timothy Stark
Winterhurst Division Manager
14740 Lakewood Heights Blvd.
Lakewood, OH 44107
(216) 529-5184
Tim.Stark@lakewoodoh.net

2006 Accomplishments

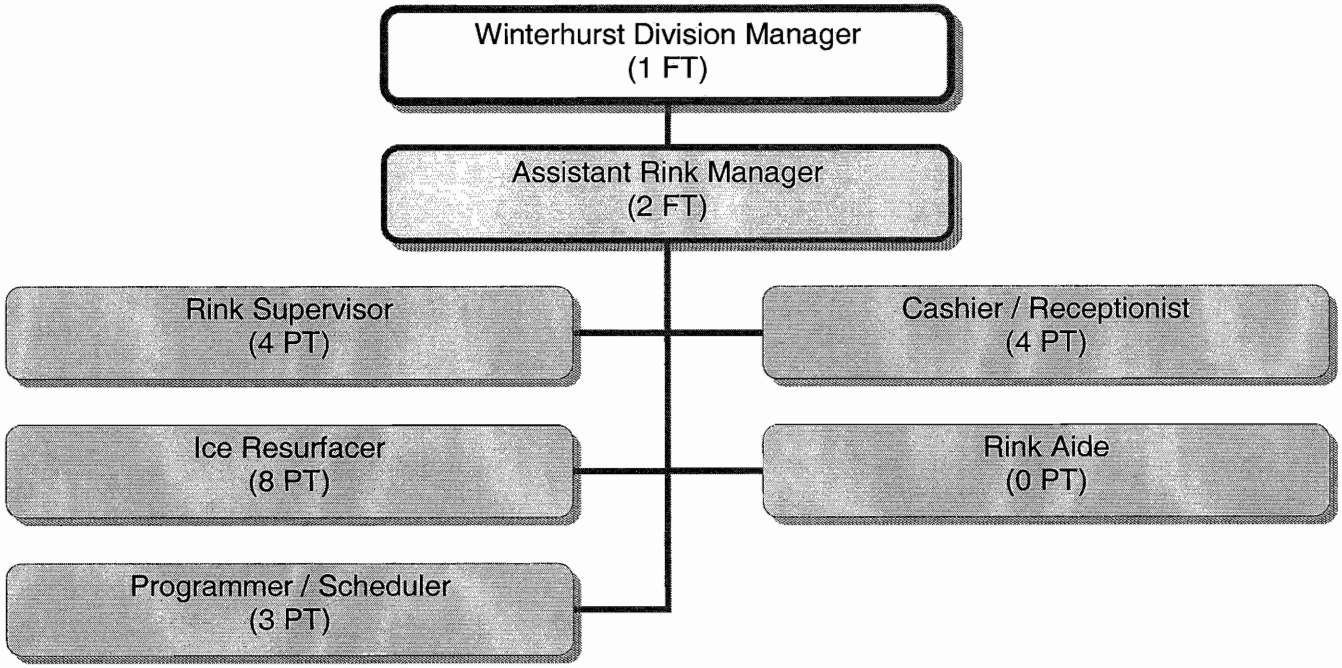
- Replaced heavily damaged interior soffit with fiberboard and reinforced fiberglass panels.
- Replace Ice Rink lighting with state of the art, energy efficient florescent lighting
- Replaced deteriorated concrete at front entrance and west sidewalk. Added a stamped concrete pad at front entrance
- Replaced deteriorated brick along building with a new stamped concrete
- Replaced the chain link fence on North side of property with a cedar board on board privacy fence.
- Increased public skating attendance by 27% for the first 6 months of year
- Increased public skating attendance by 42% during the Winter Olympics Month. (March)
- Increased participation in the Youth Stick and Puck session from 230 to 301! (31% increase)
- Hosted WHA annual Presidents' Day Hockey tournament, Trinity Special Olympics Ice Show (A World of Difference), HNA adult Hockey Cleveland Fall Classic, St. Edward Thanksgiving and Christmas Hockey Tournament, and The Bay Rocket Christmas Hockey Tournament

2007 & Beyond Goals

- Resolve interior humidity problems with new HVAC/Desiccant Dehumidifiers
- Invest in employee training
- Develop a system to quantify employee productivity
- Replace exiting employees quicker
- Increase rates on Rink Rental with an expected revenue increase of $17,500
- Increase Skate Rental to $2.50/pair with an expected revenue increase of $8,000-10,000
- Increase Skate Sharpening to $4.00/pair with an expected revenue increase of $1,000

Beyond goal: Continue the rich tradition of Ice Sports offered at Winterhurst.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Public Works Division Manager	1	1	1	Civil Service	Non Bargaining
Assistant Rink Manager	2	2	2	Civil Service	Non Bargaining
Total Full Time Employees	3	3	3		
Part Time Employees					
Rink Supervisor	4	4	4	n/a	n/a
Program Scheduler	3	3	3	n/a	n/a
Cashier/Receptionist	6	3	4	n/a	n/a
Ice Resurfacer	9	4	8	n/a	n/a
Rink Aide	2	0	0	n/a	n/a
Total Part Time Employees	24	14	19		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	6,240	3.0

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	24	1.0	4.78%
Funeral Leave	8	0.3	1.59%
Holiday	216	9.0	43.03%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	64	2.7	12.75%
Sick Leave	0	0.0	0.00%
Vacation	190	7.9	37.85%
Total Hours Absent	502	20.9	100.00%

Percentage of Hours Worked	**91.96%**
Hours of Additional Holiday Time	0
Hours of Overtime	24
Hours of Part Time/Seasonal	19,257
FTE of Additional Hours	**9.27**

Public Works Percentage of Hours Worked Average:	83.40%
City-wide Percentage of Hours Worked Average:	84.93%

Winterhurst Ice Rink Fund (Fund 530) Budget

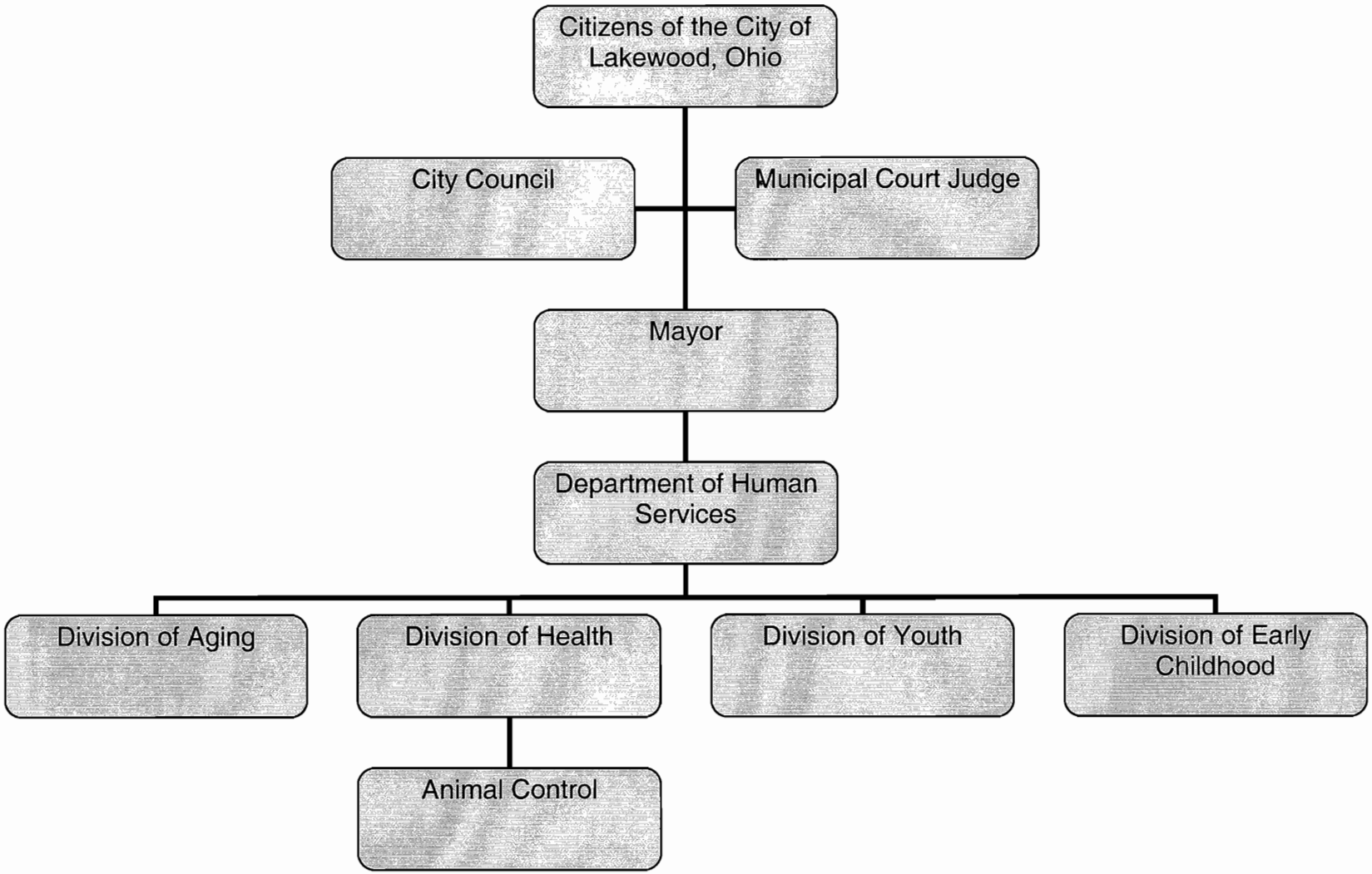
	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Admissions	170,939	179,500	165,661	165,000	165,000	179,946	188,000
Adapted Learn to Skate	5,430	7,000	4,675	5,000	5,000	11,070	12,000
Skate Rental	41,679	46,000	40,928	40,000	40,000	48,194	52,000
Skate Sharpening	3,099	3,500	2,887	3,000	3,000	2,751	3,500
Rink Rental	453,454	500,000	484,156	485,000	485,000	409,490	490,000
Coupon Books	8,670	10,000	8,085	8,000	8,000	6,180	7,000
Season Pass	6,005	5,000	4,790	4,500	4,500	5,750	5,750
Locker Rental/Revenue	1,790	1,500	2,050	2,050	2,050	1,755	2,000
Coin Locker Revenue	3,941	4,000	3,160	3,000	3,000	3,885	4,250
Video Game Revenue	1,885	2,000	1,872	2,000	2,000	1,690	2,000
Vending Machines Income	607	1,300	455	500	500	495	1,500
Concession Stand Rental	10,500	10,500	10,500	10,500	10,500	6,210	12,000
Miscellaneous Revenue	2,767	3,000	2,672	2,500	2,500	2,606	2,750
Advertising	0	68,000	0	50,000	50,000	43	50,030
Total Revenues	710,765	841,300	731,889	781,050	781,050	680,064	832,780
Salaries, Wages & Benefits							
Salaries & Wages	327,900	307,236	306,665	318,745	318,744	308,034	328,071
Personnel Benefits	65,948	64,539	65,007	67,697	67,697	66,481	77,923
Total Salaries, Wages & Benefits	393,847	371,775	371,672	386,441	386,441	374,515	405,993
Operating							
Travel & Transportation	0	457	456	457	457	426	525
Professional Services	9,050	7,869	7,044	7,975	7,975	8,766	11,000
Communications	3,940	3,603	2,425	4,053	3,453	2,638	3,450
Advertising	7,982	10,970	10,969	10,500	10,500	8,973	7,500
Rents & Leases	56	100	61	100	0	0	100
Printing & Reproduction	2,504	2,200	1,945	2,500	2,500	2,513	2,500
Contractual Services	4,763	4,525	4,215	4,244	4,489	4,667	4,689
Office Supplies	1,137	1,631	1,443	1,550	1,950	2,108	1,950
Operating Supplies	8,968	8,852	7,750	10,100	9,745	9,277	9,650
Repair Parts & Supplies	20,810	20,000	19,440	18,600	19,053	19,307	16,750
Maintenance Parts & Supplies	186	200	0	200	200	33	200
Repair Service	0	2,000	0	2,000	2,000	1,208	1,500
Service Agreements	44,586	42,978	42,684	44,330	44,287	43,441	45,400
Utilities	241,463	232,280	244,940	270,000	270,000	319,140	300,000
Indirect Cost Allocations	112,386	238,563	238,573	272,314	272,314	272,314	272,314
Reimbursements	0	0	0	0	0	96	0
Total Operating	458,165	576,228	581,945	648,923	648,923	694,906	677,528

- Admissions should increase due to the $.50 increase in non-resident fees
- Rink rental should increase due to the increase of $5.00 per hour of rental.
- Concession rental will increase due to higher rental fee and new lease.
- Utility costs exceeded 2006 projections due mainly to cost of electricity.
- Part-time wages will increase in 2007 as the facility anticipates to attain full staffing for the year.

Winterhurst Ice Rink Fund (Fund 530) Budget (*continued*)

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Capital							
Buildings	132,306	31,794	23,125	8,500	66,752	28,238	0
Improvements other than Buildings	0	0	0	0	0	0	0
Capital Improvements Carry forward	0	31,794		118,252			
Machinery & Equipment	22,464	21,500	18,971	3,000	8,000	4,506	0
Computer Equipment	0	3,600	3,903	0	0	0	6,635
Total Capital	154,770	88,688	45,999	129,752	74,752	32,744	6,635
Total Expenditures	1,006,783	1,036,691	999,616	1,165,116	1,110,116	1,102,165	1,090,156
Debt Service							
Bond Principal	23,200	23,200	23,200	31,999	31,999	31,999	34,097
Bond Interest	63,062	62,065	66,254	69,057	69,057	69,057	67,747
Note Principal	0	215,000	215,000	60,000	60,000	60,000	60,000
Note Interest	0	4,838	4,838	2,100	2,100	2,100	2,250
Lease Payments - Ice Resurfacer	0	0	0	0	0	0	0
Debt Issuance Costs	510	0	3,350	0	0	0	0
Total Debt Service	86,772	305,103	312,641	163,156	163,156	163,156	164,094
Other Sources / Uses							
Bond Proceeds	0	200,000	203,276	0	0	0	0
Note Proceeds	215,000	60,000	60,000	60,000	60,000	60,000	0
Premium on Sale of Debt	933	0	1,059	0	0	159	0
Damages	0	0	0	0	0	0	0
Transfers from GF	500,000	250,000	200,000	400,000	450,000	450,000	405,000
Transfers to other funds	0	0	0	0	0	0	0
Transfers to Work. Comp. Fund	0	0	0	0	0	0	0
Total Other Sources / Uses	715,933	510,000	464,335	460,000	510,000	510,159	405,000
Excess of revenues and other sources over expenditures and other funds	333,142	9,506	(116,033)	(87,222)	17,778	(75,099)	(16,470)
Decertification of Prior Year Encumbrance	0	0	31	0	0	1,260	0
Prior year audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	(124,073)	209,069	209,069	93,068	93,068	93,068	19,229
Fund Balance Dec. 31	209,069	218,575	93,068	5,845	110,846	19,229	2,758

Human Services Overview



Department of Human Services Administration

Mission

The City of Lakewood, Department of Human Services, provides a continuum of responsive programs and services that enhance and promote the health and well being of individuals, families and the community.

Description

This office oversees the programs and services conducted by the following divisions:

Division of Aging
Center East 12400 Madison Ave., Lakewood, OH 44107
Kathleen & Robert Lawther Center (West)
16024 Madison Ave., Lakewood, OH 44107

Division of Health
12805 Detroit Ave., Lakewood, OH 44107
Animal Control & Shelter
1299 Metropark Dr., Lakewood, OH 44107

Division of Youth
12900 Madison Ave., Lakewood, OH 44107

Division of Early Childhood
17400 Northwood Ave., Lakewood, OH 44107

List of Functions, Programs and Service

- Youth Master Plan
- Lakewood Initiative for Financial Education
- The Lakewood Foundation
- Administration (i.e. Budget, Emergency Operations, Community Support Services)
- Division Management and Support

Contact Information

Dottie Buckon, RN
Director
Lakewood City Hall
12650 Detroit Ave.
Lakewood, OH 44107
(216) 529-6685
HumanServices@lakewoodoh.net

2006 Accomplishments

Youth Master Plan

- Completed technical assistance project with National League of Cities; Established governance structure, mission, vision and strategic focus areas; engaged Center for Community Solutions to facilitate remainder of project.
- Grants to The Lakewood Foundation in the amount of $22,000 were awarded to the Youth Master Plan Project.

Lakewood Initiative for Financial Education

- Increased free tax filings by 24% with a total economic impact of $369,543.00 to community; Strengthened local program through participation on Cuyahoga County EITC coalition.

The Lakewood Foundation

- Non-profit fiscal agent for Human Services and collaborators allowing acquisition of grant funds and donations used to support programs for Lakewood residents. Foundation is currently undergoing strategic planning process.

Administration (i.e. Budget, Emergency Operations, Community Support Services)

Division Management and Support

- Division of Health oversight as a result of not filling Assistant Director position vacated in July 2006
- Early Childhood personnel trained in HTE purchasing and processing monthly USDA Claim thereby allowing hours to be charged to USDA program grant resulting in a savings to general fund. Administrative Assistant cross-trained to cover Vital Statistics as needed.

2007 & Beyond Goals

Youth Master Plan

- The Youth Master Plan is projected for completion in June 2007. Grant funding was awarded and consultants were hired to expedite completion of the process.
- Based upon the outcome of the Youth Master Plan process, program changes and/or efficiencies may occur in the second half of 2007.

Lakewood Initiative for Financial Education

- LIFE is now an active participant in Cuyahoga County EITC Coalition bringing more resources to the community i.e. volunteers and outreach materials.
- Seeking computer equipment donations from RET3 non-profit organization to supplement the program.

The Lakewood Foundation

- Continue to work on the strategic planning process that was initiated in October, 2005.
- Potential efficiencies and operational changes may occur based upon the strategic planning process outcome.

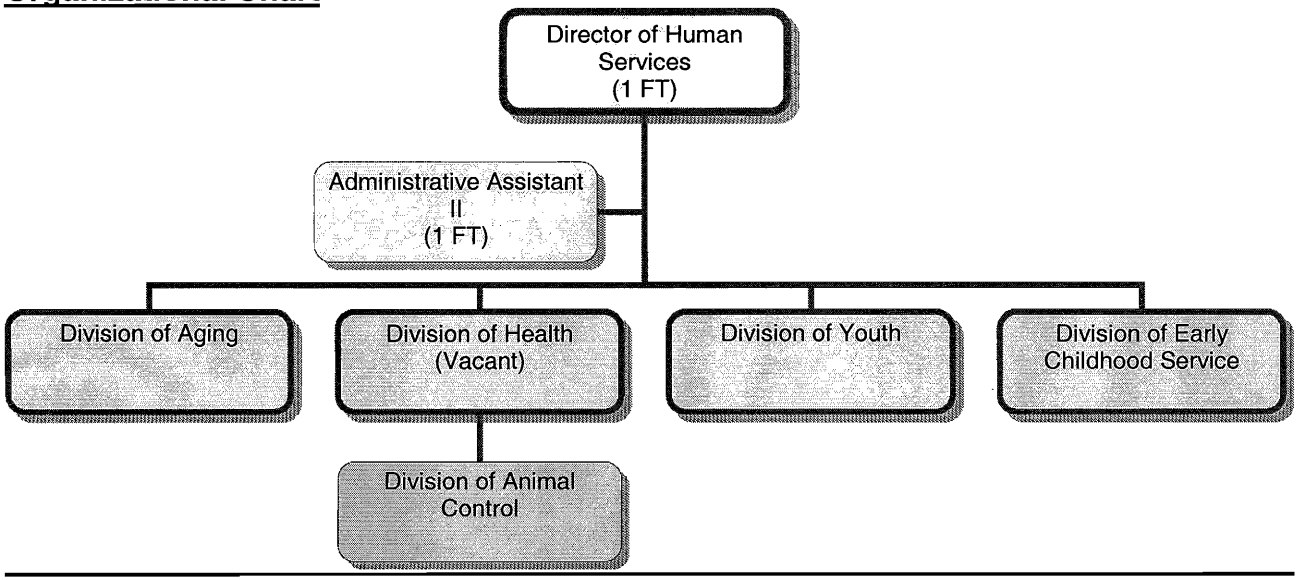
Administration (i.e. Budget, Emergency Operations, Community Support Services)

- Director will continue to complete NIMS (National Incident Management Systems) and Incident Command Systems training for emergency preparedness. Lakewood Emergency Management Committee will complete a NIMS compliant Emergency Operations Manual. Cell phones will be upgraded to Treo system for more efficient communication capabilities with emergency preparedness grant funds.
- Department Head personnel expenses charged to Public Health Infrastructure grant related to emergency preparedness activities resulting in a reduction to general fund expenditures.

Division Management and Support

- Participate in Citistat review process for Divisions of Health and Aging to increase productivity particularly related to data systems management and reporting.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Director of Human Services	1	1	1	Appointed	Non-Bargaining
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Total Full Time Employees	2	2	2		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	4,160	2.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	16	1.0	3.49%
Funeral Leave	0	0.0	0.00%
Holiday	144	9.0	31.44%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	48	3.0	10.48%
Sick Leave	28	1.8	6.11%
Vacation	222	13.9	48.47%
Total Hours Absent	458	28.6	

Percentage of Hours Worked **88.99%**

Hours of Additional Holiday Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	0
FTE of Additional Hours	**-**

Human Services Percentage of Hours Worked Average:	86.50%
City-wide Percentage of Hours Worked Average:	84.93%

Human Services Administration General Fund (101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	130,437	126,774	131,405	134,350	134,349	128,238	139,016
Personnel Benefits	39,587	38,154	38,794	38,572	38,572	37,585	45,065
Total Salaries, Wages & Benefits	170,024	164,928	170,199	172,922	172,921	165,823	184,081
Operating							
Travel & Transportation	1,173	31	19	1,723	1,723	229	700
Other Employee Benefits	82	44	43	150	150	41	150
Training	1,082	0	0	886	586	0	800
Memberships	138	118	118	118	118	18	118
Professional Services	0	0	0	0	0	0	236
Communications	1,862	1,525	943	1,675	1,775	966	1,350
Rents & Leases	1,685	1,712	1,685	900	780	562	0
Printing & Reproduction	0	0	0	517	517	19	400
Contractual Services	0	0	0	40,000	40,000	16,350	0
Office Supplies	702	650	493	887	1,019	1,011	850
Operating Supplies	640	338	314	395	583	320	150
Service Agreements	571	672	658	743	743	637	743
Total Operating	7,934	5,090	4,272	47,994	47,994	20,152	5,497
Capital							
Machinery & Equipment	1,200	0	578	0	0	605	0
Computer Equipment	1,531	0	0	0	0	0	900
Total Capital	2,731	0	578	0	0	605	900
Total Expenditures	180,688	170,018	175,049	220,916	220,915	186,579	190,478

The Contractual Services line item came under budget due to receipt of a grant from the George Gund Foundation for facilitation of the Youth Master Plan project. The expenditures posted to this line item include facilitation of Youth Master Plan Phase I, grant writing and graduate student internship in partnership with the University of Akron. Salaries and wages were under budget due to charging off personnel time devoted to public health programs.

Department of Human Services
Division of Aging

Mission

The Lakewood Department of Human Services, Division of Aging provides programs, services and activities which enhance the lives of older adults by encouraging them to live dignified, independent and productive lives in our community.

Description

Established over 30 years ago, the Division of Aging provides a continuum of responsive services to Lakewood's elderly residents. The Division continues to face the ever present challenge of adjusting service levels to assist the rapidly growing segment of residents 80 years of age and older, while at the same time providing a variety of programs and activities that are also attractive and appealing to younger senior residents.

List of Functions, Programs and Services

Transportation/Escort:
- Wheelchair Transports
- 60 and under Special Need Transports
- 60 and over Transports
- Grocery Shopping Transports
- Meal Delivery
- A New Day, adult care center

Nutrition Services:
- Congregate Meals
- Home Delivered Meals
- Holiday Meals
- Nutrition Education

Home Health Care:
- Personal Care Service
- Housekeeping
- Grocery Shopping Assistance
- Nursing
- Health Services
- Health Education

Supportive Services:
- Social Services – Home Visits & Assessments
- Case Management
- Outreach
- Benefits Assistance
- Information and Referral
- Service Coordinators – Westerly I,II, III, Fedor Manor

Volunteer Services:
- Outreach
- Intergenerational Programs
- Community Programs

Programs/Activities:
- Gingham Goose, senior consignment shop, 1394 Cranford Ave.
- Recreational Programs
- Educational Programs
- Wellness Programs
- Seasonal Programs – Leaf/Snow Removal – Yard Maintenance
- Special Events
- Support Groups – Stroke, Diabetes, Low Vision, Bereavement

Administrative Services:
- Administration
- Grant Writing & Management
- Payroll
- The Lakewood Foundation (ESG Funds, Project Income)
- Budget
- Records Management
- Accounts Payable, Accounts Receivable
- Data Entry & Program Management
- Reports – Financial & Statistical
- Billing – PASSPORT, OPTIONS, Title III
- CitiStat

Overhead:

- Maintenance, Cleaning, & Custodial
- Building Repairs
- Rent
- Utilities
- Supplies
- Communications
- Property Taxes
- Printing
- Service Agreements

Contact Information

Paulette McMonagle
Assistant Director

Kathleen & Robert Lawther Center (West)
16024 Madison Ave.
Lakewood, OH 44107
(216) 521-1515

Senior Center East
12400 Madison Avenue
Lakewood, OH 44107
(216) 226-9339
aging@lakewoodoh.net

2006 Accomplishments

Transportation/Escort:
- Did not fill vacant Program Supervisor (FT) position in 2006. To maintain service restructured tasks to other positions.
- Three Outreach Drivers completed the DRIVE recertification course to train other Drivers.
- Implemented new rules from WRAAA, including additions to Daily Safety Check List, driver training in First Aid and providing Biohazard Kits for all vehicles.
- Made effort to improve efficiency by scheduling trips for activities to local areas.

Nutrition Services:
- Nutrition component was in complete compliance with 2006 program audits for Title III, PASSPORT and OPTIONS.
- Increased number of people served through meal program by 14% from 2005.
- Awarded Supplemental Grant from WRAAA for $2,000 for home delivery meal bags and kitchen equipment.

Home Health Care:
- Home Health component was in complete compliance with 2006 program audit for PASSPORT, Title III and OPTIONS.
- Terminated participation in the Medicare program since it was no longer cost effective.
- Hired Public Health Nurse I – Nursing assessments increased by 10% from 2005.

Supportive Services:
- Assisted 5% of Senior Population with Medicare Part D through one-on-one assists and inquiries.
- The actual number of people receiving supportive services in 2006 increased 35 % over the 2006 projected number of people.
- Community referrals in 2006 increased 20% from 2005, mainly due to more inclusive tracking.

Volunteer Services:
- Coordinated volunteer program with all Divisions in Dept. of HS with uniform application, tracking & recognition.
- Volunteers provided 46,084 hours of service a value of $237,332.60 at the 2006 minimum wage of $5.15/hour.
- Coordinated with Lakewood High School work experience training for two special needs students.

Program & Activities:
- PACE program participation doubled in 2006.
- Increased consigners at Gingham Goose by 4%

Administrative Services:
- Provided four community presentations regarding the Elder-Friendly Community Building Project.
- Received additional revenue through the Burri Trust - $122,154.75 and the Burkley Estate - $5,000.00
- Participated in the CitiStat process.

Overhead:
- One position provided cleaning services at Aging East location and at Divisions of Youth & Early Childhood, a General Fund savings of approximately $6,000.

2007 & Beyond Goals

Transportation/Escort:
- Coordinate with the Senior Transportation Connection of Cuyahoga County when the program becomes available in Lakewood to increase efficiency of scheduling and dispatch procedures and trips outside of Lakewood.
- Continue to investigate ways to improve efficiency of service through scheduling, vehicle usage, vehicle maintenance and client participation and cooperation.
- Investigate obtaining a replacement vehicle under the Specialized Transportation Program.

Nutrition Services:
- Provide six (6) box lunch programs for seniors in apartment buildings with high senior population (i.e. Lake Shore Towers, South Westerly, Mayfair).
- Implement new portion control regulations for meal program.

Supportive Services:

- Develop and implement an Outreach Plan to increase awareness about service availability.

Home Health Care:

- Increase number of personal care clients served under Title III by 10% through expanding public awareness of services including a nursing presence monthly at the Lawther Center.
- Expand content and number of staff meetings to bimonthly for home health component.

Volunteer Services:

- Continue coordination of volunteer program under Department of Human Services. Include all Human services volunteers in the 2007 volunteer recognition.

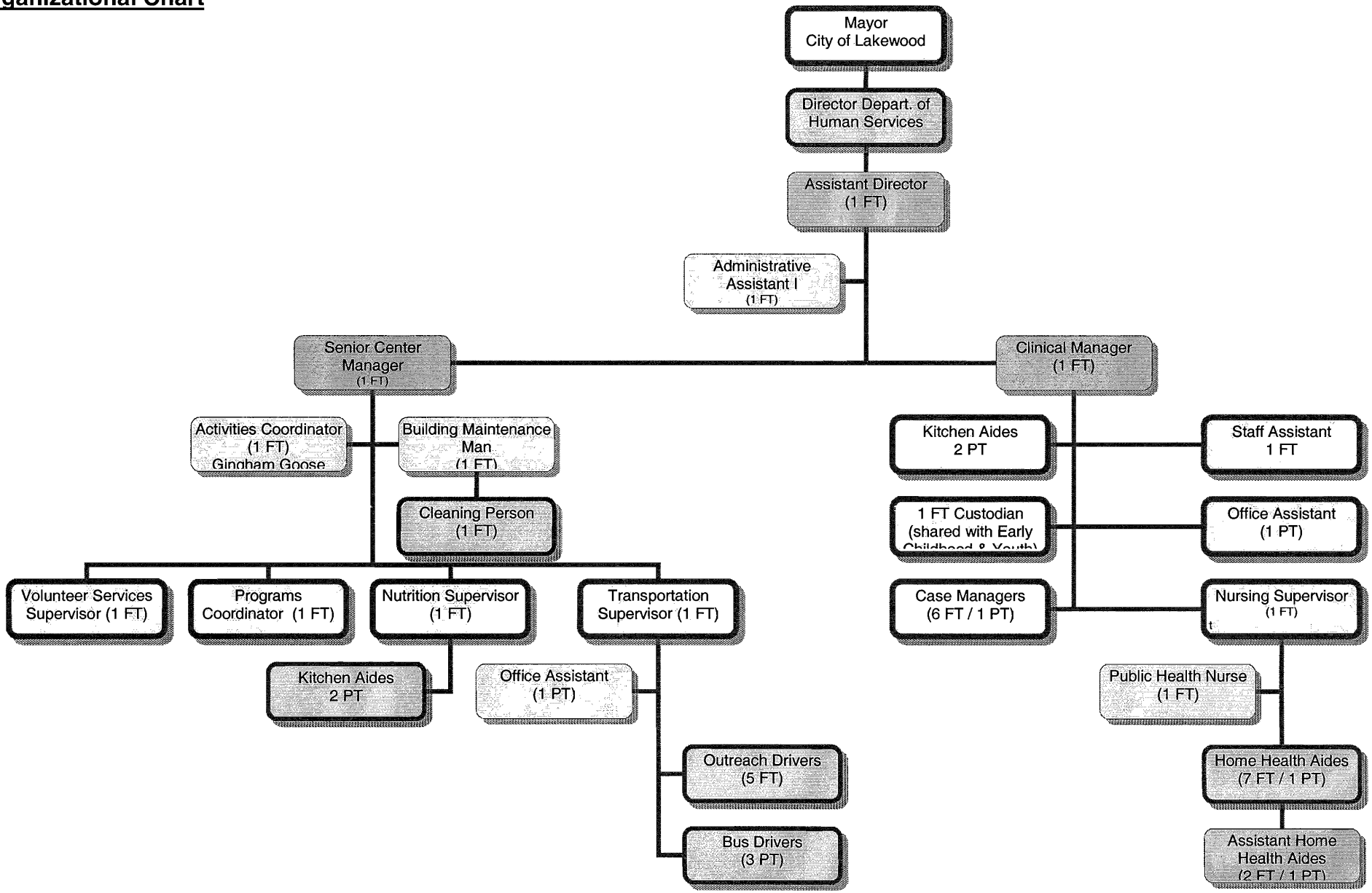
Transportation:

- Continue to plan activities involving transportation in local areas.

Administration

- Develop succession plan for retirement of Building Maintenance employee in October 2007.
- Continue participation in CitiStat process.
- Work with IS to upload one database system into a second database system to eliminate double entry of contractual services and increase efficiency of data systems management.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Administrative Assistant I	1	1	1	Appointed	AFSCME II
Assistant Director/Human Services	1	1	1	Civil Service	Non-Bargainin
Assistant Home Health Aide	2	2	2	Appointed	AFSCME II
Clinical Manager	1	1	1	Civil Service	Non-Bargainin
Home Health Aide	7	7	7	Appointed	AFSCME II
Human Services Case Manager	6	6	6	Appointed	AFSCME II
Nursing Supervisor*	0	0	1	Civil Service	Non-Bargainin
Outreach Driver	4	4	4	Appointed	AFSCME II
Program Coordinator	1	1	1	Appointed	AFSCME II
Program Supervisor	1	0	0	Appointed	AFSCME II
Public Health Nurse I*	0	0	1	Civil Service	Non-Bargainin
Transportation Supervisor	1	1	1	Appointed	AFSCME II
Volunteer Services Supervisor	1	1	1	Appointed	AFSCME II
Total Full Time Employees	26	25	27		
Part Time Employees					
Assistant Home Health Aide	1	1	1	n/a	n/a
Bus Driver	2	2	2	n/a	n/a
Home Health Aide	1	1	1	n/a	n/a
Human Services Case Manager	1	1	1	n/a	n/a
Office Assistant	2	2	2	n/a	n/a
Total Part Time Employees	7	7	7		
Full Time Employees					
Activities Coordinator	1	1	1	Civil Service	AFSCME II
Nutrition Supervisor*	0	0	1	Civil Service	Non-Bargaining
Outreach Worker/Driver	1	1	1	Appointed	AFSCME II
Senior Center Manager	1	1	1	Civil Service	Non-Bargaining
Staff Assistant	1	1	1	Appointed	AFSCME II
Cleaning Person	1	1	1	Appointed	AFSCME I
Building Park Maintenance	1	1	1	Appointed	AFSCME I
Custodian	1	1	1	Appointed	AFSCME I
Total Full Time Employees	7	7	8		
Part Time Employees					
Kitchen Aide	4	4	4	n/a	n/a
Substitute Bus Driver	1	1	1	n/a	n/a
Total Part Time Employees	5	5	5		

* Transferred from Lakewood Hospital Fund to Aging

In 2006 there was one (1) new hire, Public Health Nurse. The position of Program Supervisor, while in the 2006 Budget was not filled in 2006 and is not included in the 2007 Budget. The 2007 Budget includes the two (2) positions, Nursing Supervisor and Public Health Nurse that were transferred from the Lakewood Hospital Fund back to the Aging Title IIIB Fund.

One (1) position, Nutrition Supervisor was transferred from the Lakewood Hospital Fund back to the Aging Title IIIC Fund (251-4030). This explains the increase from seven (7) to eight (8) full time employees in the 2007 Budget.

The duties for the Custodian position filled in 2006 cover Senior Center East and Youth and Early Childhood.

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT
Employee Hours	71,440	34.3

Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	583	2.1	5.09%
Birthday	257	0.9	2.24%
Funeral Leave	116	0.4	1.01%
Holiday	2,720	9.9	23.73%
Injury	29	0.1	0.25%
Jury Duty	136	0.5	1.19%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	807	2.9	7.04%
Sick Leave	3,215	11.7	28.05%
Vacation	3,599	13.1	31.40%
Total Hours Absent	11,461	41.7	100.00%

Percentage of Hours Worked **83.96%**

Hours of Additional Holiday Time	0
Hours of Overtime	308
Hours of Part Time/Seasonal	17,141
FTE of Additional Hours	**8.39**

Human Services Percentage of Hours Worked Average:	86.50%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

2006 Client Demographics For Title IIIB & Title IIIC

Service Name	Service Unit Definition	Total Projected Unduplicated Clients/Total Actual Clients Served 2006	*Poverty/Low Income	Aged 75 or Older	Handicapped
Nutrition					
Congregate Meal	One USDA Eligible Meal	700/**865**	30%	40%	50%
Home Delivered Meal	One USDA Eligible Meal Provided in Client's Home	240/**286**	75%	75%	83%
Transportation					
Transportation	One Trip	700/**839**	29%	50%	30%
Escort	One Odometer Mile	150/**115**	67%	77%	83%
Home Health Care					
Personal Care Service	One Hour	125/**96**	60%	80%	80%
Housekeeping	One Hour	225/**214**	67%	56%	78%
Social Services					
Supportive	One 60 Minute Client Contact	600/**916**	38%	50%	46%
Total		**2,740/3331**	42%	61%	52%

*Title III follows Health & Human Services Poverty Guidelines starting at $9,800 Family Unit of 1

These demographics are for people, age 60 and over, who received Title III services (congregate meals, home delivered meals, transportation, escort service, personal care service, housekeeping and supportive services) in 2006. Annually, the City of Lakewood, Division of Aging contracts with the Western Reserve Area Agency on Aging to provide these services for Lakewood's older residents. The number of clients actually receiving service in 2006, in some cases, exceeded the projections stated in the Contract. Clients receiving congregate meals, transportation and supportive services exceeded the 2006 projections for unduplicated clients. While not on the grid, "Lives Alone" is another demographic of importance in that 76% of people receiving personal care, housekeeping and escort service live alone and have no other resource for these services.

The actual client demographics were entered into SAMS (Social Assistance Management System) database system. All Older Americans Act providers are required to report all service units and clients to the Western Reserve Area Agency on Aging through SAMS database system.

Demographics & Number of Seniors Receiving Services

	2002	2003	2004	2005	2006
Meals Served	65,573	66,372	65,469	67,584	66,557
Unduplicated Clients	1,313	1,326	1,352	1,288	1,499
Estimated % of Senior Population Served	13%	13%	14%	13%	15%
# of Meals per Client per Year	50	50	48	52	44
Trips Taken	48,293	48,395	49,131	48,591	42,198
Unduplicated Clients	1,234	1,248	1,331	1,524	1,376
Estimated % of Senior Population Served	12%	12%	13%	15%	14%
# of Trips per Client per Year	39	39	37	32	31
Hours of Home Health Services	13,416	12,998	13,837	13,373	13,847
Unduplicated Clients	368	374	378	375	372
Estimated % of Senior Population Served	4%	4%	4%	4%	4%
# of Hours per Client per Year	36	35	37	36	37

Transportation/Escort

	2002	2003	2004	2005	2006
Number of Drivers (Full-Time Equivalent (FTE))	8.2	8.2	7.4	7.4	7.4
Number of Miles Driven	134,081	138,301	154,518	164,473	152,766
Number of Miles Driven per FTE	16,351	16,866	20,881	22,226	20,644
Number of Trips	47,210	47,161	48,013	47,627	42,198
Annual Number of Trips per FTE	5,757	5,571	6,488	6,436	5,702
Average Miles per Trip	3	3	3	4	4
Number of Unduplicated Clients Served	1,234	1,248	1,331	1,524	1,376
Number of Clients per Driver	150	152	180	206	186

Based on the 2000 Census, there were 10,888 Lakewood Residents 55 years and older. Therefore, in 2006 it can be assumed there are approximately 10,000 residents 55 years and older based on the projected declining population within the community.

Nutrition services include meals provided under Title III, PASSPORT and OPTIONS, in addition to special diet meals and holiday meals.

Transportation and Medical Escort service includes Title III, PASSPORT and OPTIONS in addition to wheelchair transports, under 60 transports, grocery shopping transports and Lakewood Hospital transports.

Home Health services, nursing services, personal care, housekeeping and list shopping provided under Title III, PASSPORT and OPTIONS programs.

In 2006 there was an effort to keep the number of miles down due to high fuel costs. While many medical transports required out of Lakewood trips, there was an effort to double up as much as possible, use cab vouchers for return trips and schedule trips for activities to local areas

Home Health Care

	2002	2003	2004	2005	2006
Home Health Aide FTE	7.8	7.8	7.8	7.8	7.8
Hours of In Home Service	9,281	8,908	9,513	9,010	9,034
Annual Hrs Providing Direct Service p/FTE	1,190	1,142	1,220	1,155	1,158
Number of Unduplicated Clients	141	132	145	141	140
Caseload per FTE	18.1	16.9	18.6	18.1	17.9

Home Health Aides provide personal care service for frail, handicapped people age 60 and older. Personal care is designed to give residents the opportunity to achieve optimal function with activities of daily living. Personal care must be provided in the client's residence. Personal care requires R.N. supervision and the Home Health Aides must be certified by a qualified entity.

This table includes personal care services provided by Home Health Aides under Title III, PASSPORT and OPTIONS. This table does not include nursing services, housekeeping and other health services.

Division of Aging Title IIIB (Fund 250) Budget

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental Aid	364,779	345,392	321,543	323,772	323,772	328,635	328,000
Rental Income	3,000	3,600	3,600	3,600	3,600	3,600	3,600
Donations - Private Sources	100,123	230,783	259,596	228,783	350,937	371,859	240,000
Donations - Passport Services	81,919	0	0	0	0	0	0
Medicare/Misc. Reimbursements	7,856	10,000	714	5,000	5,000	0	0
Respite Care Reimbursements	0	0	0	0	0	0	0
Total Revenues	557,677	589,775	585,453	561,155	683,309	704,093	571,600
Salaries, Wages & Benefits							
Salaries and Wages	1,105,535	1,142,280	1,120,329	1,119,925	1,119,925	1,055,809	1,222,465
Personnel Benefits	386,953	378,551	377,861	359,542	359,542	347,018	416,479
Total Salaries, Wages & Benefits	1,492,488	1,520,831	1,498,190	1,479,467	1,479,467	1,402,826	1,638,944
Operating							
Travel & Transportation	566	100	27	100	306	256	0
Other Employee Benefits	5,566	6,721	7,904	7,500	7,500	9,100	10,000
Training	410	900	748	900	900	749	900
Memberships	1,112	1,181	1,127	1,216	1,216	1,177	687
Professional Services	0	26,733	7,001	4,000	794	319	2,118
Communications	18,898	18,146	14,862	18,746	17,396	14,967	15,550
Rents & Leases	9,712	10,325	9,720	10,325	7,388	6,146	6,325
Printing & Reproduction	1,337	1,300	388	2,400	2,100	1,704	2,000
Contractual Services	3,347	2,680	2,371	2,800	2,800	1,774	2,300
Office Supplies	3,705	5,800	3,766	7,000	7,000	4,315	4,750
Operating Supplies	57,375	57,450	61,634	63,400	69,200	76,543	79,650
Repair Parts & Supplies	24,895	21,945	20,991	21,850	20,350	18,123	17,700
Maintenance Parts & Supplies	357	200	1,795	2,000	2,000	731	2,000
Repair Service	523	1,500	3,213	3,000	6,000	5,732	2,200
Service Agreements	5,203	6,616	4,668	6,616	6,616	4,134	5,200
Utilities	29,498	31,000	31,310	31,000	31,000	33,760	33,900
Payments to Other Governments	2,209	2,359	2,359	2,359	2,646	2,645	2,700
Total Operating	164,712	194,956	173,883	185,212	185,212	182,175	187,980
Capital							
Equipment & Machinery	12,000	0	5,431	0	0	5,682	122,155
Total Capital	12,000	0	5,431	0	0	5,682	122,155
Total Expenditures	1,669,200	1,715,787	1,677,504	1,664,679	1,664,679	1,590,684	1,949,079

Revenues were better than projections, but slightly lower than 2005.

Division of Aging had the good fortune to be part of a Trust distribution in 2006.

Evelyn Burri Trust – $122,154.25, Ms. Burri was a client of the Division of Aging from 1991 to 2004 and received various services including transportation, home health and case management services.

Salaries, Wages and Benefits came in lower than Budget at $1,402,826.38

The greatest operating expenditure in 2006 was fuel for the vehicles – over budget by over $8,074.59. This was the only variance over $5,000. The overall actual operating expenses came in at $182,268.31, less than the Budget amount of $185,212.00.

The increase in 2007 Proposed Budget for salaries, wages and benefits is due to transferring the Nursing Supervisor and Public Health Nurse from the Lakewood Hospital Fund to Aging Title IIIB.

Division of Aging Title IIIB (Fund 250) Budget *(continued)*

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Other Sources/Uses							
Transfers to other Funds	0	0	0	0	0	0	0
Transfers from other Funds	1,100,000	1,075,000	1,075,000	1,020,000	990,000	990,000	1,193,100
Total Other Sources/Uses	1,100,000	1,075,000	1,075,000	1,020,000	990,000	990,000	1,193,100
Excess of revenues and other sources over expenditures and other funds	(11,524)	(51,012)	(17,051)	(83,524)	8,630	103,409	(184,379)
Decertification of Prior Year Encumbrance	(32)	0	0	0	0	7	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	116,834	105,278	105,278	88,226	88,226	88,226	191,642
Fund Balance Dec. 31	105,278	54,266	88,226	4,702	96,856	191,642	7,263

Division of Aging Title IIIC (Fund 251) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental Aid - County Aid	43,771	61,579	59,319	53,740	53,740	55,091	57,500
Total Revenues	43,771	61,579	59,319	53,740	53,740	55,091	57,500
Salaries, Wages & Benefits							
Salaries and Wages	240,175	372,189	358,372	362,061	362,062	363,817	420,202
Personnel Benefits	102,303	115,629	113,970	115,182	110,682	107,886	141,618
Total Salaries, Wages & Benefits	342,478	487,818	472,342	477,244	472,744	471,703	561,820
Operating							
Uniform & Clothing Maintenance	613	700	257	0	0	0	0
Travel & Transportation	24	0	0	0	0	104	0
Other Employee Benefits	325	500	704	500	1,000	1,272	1,000
Training	50	330	0	330	330	0	200
Rents & Leases	2,341	1,500	0	2,500	258	0	0
Contractual Services	0	720	526	720	720	0	500
Office Supplies	306	0	371	500	642	633	650
Operating Supplies	434	1,350	682	1,750	3,350	2,864	1,750
Repair Parts & Supplies	0	540	147	540	540	456	0
Service Agreements	561	2,802	1,693	1,602	1,602	478	1,100
Utilities	8,704	10,000	9,878	10,000	10,000	10,049	10,500
Total Operating	13,357	18,442	14,258	18,442	18,442	15,856	15,700
Capital							
Equipment & Machinery	2,800	0	1,387	0	0	1,451	0
Total Capital	2,800	0	1,387	0	0	1,451	0
Total Expenditures	358,634	506,260	487,987	495,686	491,186	489,009	577,520
Other Sources/Uses							
Transfers from other Funds	300,000	430,000	430,000	420,000	420,000	420,000	515,000
Total Other Sources/Uses	300,000	430,000	430,000	420,000	420,000	420,000	515,000
Excess of revenues and other sources over expenditures and other funds	(14,864)	(14,681)	1,332	(21,946)	(17,446)	(13,918)	(5,020)
Fund Balance Jan. 1	37,835	22,971	22,971	24,303	24,303	24,303	10,385
Fund Balance Dec. 31	22,971	8,290	24,303	2,358	6,857	10,385	5,365

Revenue was slightly more than Budget. Salaries and operational expenditures were less than Budget.

The increase in 2007 Proposed Budget for salaries, wages and benefits is due to transferring the Nutrition Supervisor from the Lakewood Hospital Fund to Aging Title IIIC.

Department of Human Services
Division of Youth

Mission

The staff of the Division of Youth work with parents, kids and the community to provide a wide range of services to meet the everchanging needs of kids and their families.

Description

The Division's responsibility is to promote, enhance and affirm the value and dignity of children, adolescents and families through services such as Outreach Services Case Management, Consultation with Parents & Caregivers, Crisis Intervention Services, Community Collaboration, School Liaison Services and Prevention Education & Support

Since 1980, the City of Lakewood, Department of Human Services, Division of Youth has helped strengthen families and young people and has helped them see all the possibilities for growth and change. In partnership with parents, young people and the community, we have provided a wide range of services to meet the ever-changing needs of young people and families. Our services recognize and build on the strengths of the individual, the family and the community.

List of Functions, Programs and Services

Administration

Youth Activities and Development

- H2O
- Service Learning Programs
- Division of Aging/Youth Snow Removal Program - Snow Removal Service to eligible seniors who otherwise would be housebound and unable to meet city requirements.
- Youth Leadership Academy

School Liaison

- Family Support through Schools Collaboration
- Problem solving/skill building groups for youth involved in violent/aggressive/bullying behavior both on and off school grounds
- Individual/group services to most at risk youth at Lakewood Academy.
- Parent information/parenting tips were disseminated by liaisons to parents through monthly news letters.
- Crisis, outreach, case management, advocacy, and counseling services provided to youth/families identified by high school, middle school and selected elementary schools as being at risk.

Intervention and Support Services

- Crisis Intervention, Outreach, Case Management, Counseling Services to Youth and Families
- Parent Education and Support Programs
- Outreach/Service Collaboration to Families with Other City Departments (Health, Building, Water, Fire, Police and Courts)

Family to Family

- Building a Community Collaborative
- Providing Wrap around Services to At-Risk Families
- Recruitment Support of Adoptive and Kinship homes

Facilities and Overhead

Contact Information

Mary Hall
Assistant Director
12900 Madison Avenue
Lakewood, Ohio 44107
(216) 529-6870
youth@lakewoodoh.net

2006 Accomplishments

Administration

- Sought and awarded five outside grants to offset costs of existing programming.
- Participated in the planning, development ands implementation of the City's Youth Master Plan.
- Re-tooling/ re-organization of Youth office programs and initiatives, reallocation of staff and resources to meet needs of families and the requirements of outside funding sources.

Youth Activities and Development

- Held the Spring Fling, an intergenerational dance showcasing the musical talents of student musicians and the dancing ability of Seniors.
- 880 Youth participated in H2O asset building programs and donated back to the community over 20,000 service hours;
- H2O youth members raised $3,200.00 for philanthropic causes;
- H2O directed, planned and implemented the 6th annual community-wide pumpkin palooza attended by over 600 families;
- Collaborated with other City Departments to provide home safety and self care tips to 118 parents and 133 elementary school age children.
- Thirty-one high school students participated in a leadership academy and participated in youth master plan activities.

School Liaison

- 254 youth involved in violent/aggressive/bullying behavior on and off school grounds participated in problem solving and skill building groups.
- Outreach/consultation and case management services to parents of the most at risk youth at Lakewood Academy.
- Crisis, outreach, advocacy and counseling services provided to youth/families of selected youth identified by high school/middle school and some elementary schools.

Intervention and Support Services to Youth and Families

- 2394 individuals received intervention services, including but not limited to Case management/resource linkage/crisis intervention/counseling.
- Of these 2394 individuals, 988 individuals/(446 families) were referred by other city Departments for assistance/intervention (Police/health/water/building)
- 135 youth and their parents participated in the Youth Diversion Program for first time juvenile offenders.
- Program efforts produced one of the lowest recidivism rates (9.2%) of all the County Diversion programs.
- Diversion Participants "gave back" to the community by performing 1800 hours of community service.
- City Council approved a Diversion Participation fee mid-year generating an additional $3,500 to offset program costs.

Family to Family

- Three staff were reassigned to this program and participated in required specialized training.
- Eighty-eight families including 363 children received intervention/support services.
- Twenty-three of these families are receiving intensive wrap around services.
- Program activities/events have been implemented for foster care/kinship care recruitment and support.

Facilities and Overhead

- $19,900 General Fund savings by downsizing youth office and moving to a City-owned building and by eliminating contractual cleaning service and utilizing Division of Aging personnel.
- $11,000 of Family to Family funds covered cost of needed building renovations eliminating need for General Fund Expenditures.

2007 & Beyond Goals

Administration

- Participate in Youth Master Plan project including completion of plan and action plan implementation.

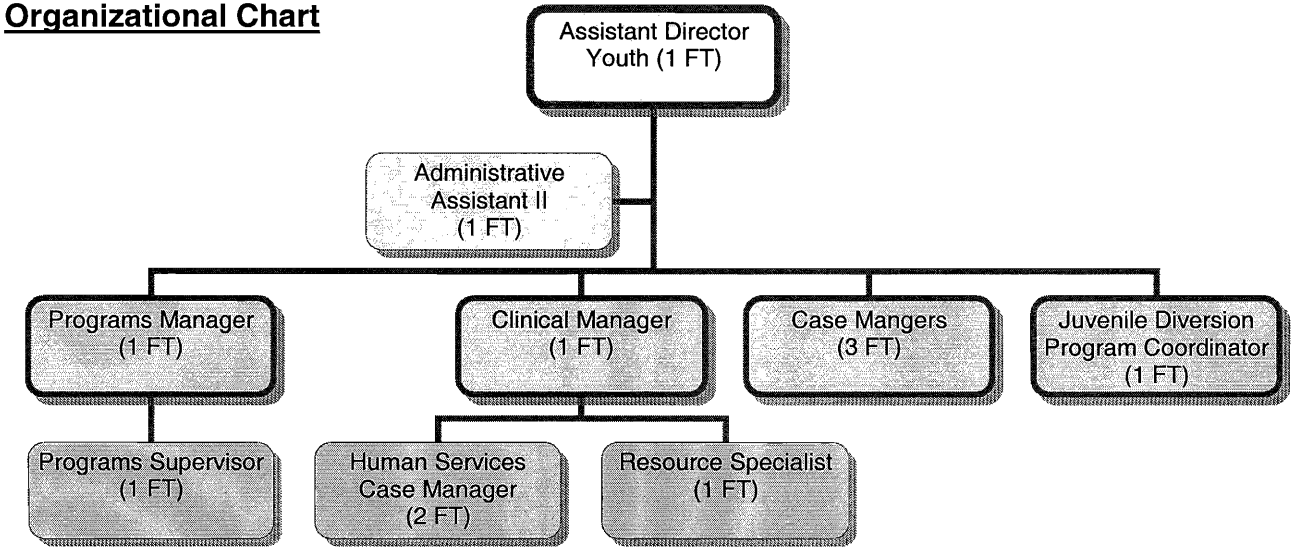
All programs and services

- Work with City Grant Writer to acquire sustainable funding for programs and services

Family to Family

- Develop Lakewood Collaborative of youth and families service providers as per program guidelines.
- Submit successful application for two year funding continuation.

Organizational Chart



The Family to Family grant moved both of Youth's 2006 part time employees to full time during the last quarter of 2006 and added 1 FT Resource Specialist in 2007.

Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Administrative Assistant II	1	1	1	Appointed	AFSCME II
Assistant Director/Human Services	1	1	1	Civil Service	Non-Bargaining
Clinical Manager	0	1	1	Civil Service	Non-Bargaining
HS Case Manager	5	5	5	Appointed	AFSCME II
Juvenile Diversion Prog Coord	0	1	1	Appointed	AFSCME II
Programs Manager	1	1	1	Civil Service	Non-Bargaining
Programs Supervisor	1	1	1	Appointed	AFSCME II
Resource Specialist	0	0	1	Appointed	AFSCME II
Total Full Time Employees	9	11	12		
Part Time Employees					
Clinical Manager	1	0	0	n/a	n/a
Office Assistant	1	0	0	n/a	n/a
Staff Assistant	1	0	0	n/a	n/a
Total Part Time Employees	3	0	0		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	18,720	9.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	32	0.4	1.19%
Funeral Leave	88	1.2	3.28%
Holiday	736	10.2	27.40%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	197	2.7	7.33%
Sick Leave	687	9.5	25.58%
Vacation	946	13.1	35.22%
Total Hours Absent	2,687	37.3	100.00%

Percentage of Hours Worked **85.65%**

Hours of Additional Holiday Time	0
Hours of Overtime	67
Hours of Part Time/Seasonal	6,209
FTE of Additional Hours	**3.02**

Human Services Percentage of Hours Worked Average:	86.50%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements (Types & Hours of Service)

Administration 4,986

Youth Activities and Development 1,875
- H2O – 880
- Home Alone – 251
- Pumpkin Palooza – 600
- Divisions of Aging/Youth Snow Removal Program -- 113
- Youth Leadership Academy – 31

School Liaison 254
- Crisis Intervention with Students and Families – 88
- Skill Building/Problem Solving Groups – 127
- Family Support through Schools Collaboration – 39

Intervention and Support Services to Youth and Families 2,394
- Diversion – 135
- Parent Education and Support Programs – 157
- Crisis Intervention Case Management Counseling Services to Youth and Families – 968
- Outreach/Service Collaboration to Families with Other City Departments (Health, Building, Water, Fire, Police and Courts) – 1,134

Family to Family 463
- Building a Community Collaborative
- Providing Wrap around Services to At-Risk Families – 451
- Recruitment Support of Adoptive and Kinship homes – 12

Facilities and Overhead
- Division of Youth office moved from rental location to City-owned facility decreasing overhead costs.

The Division of Youth received significant grant funding to institute the Family to Family program, a partnership with Cuyahoga County Department of Children and Family Services and other youth and family service providers in the Greater Cleveland area. As a result, personnel were shifted to this program from the School Liaison program.

Division of Youth General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	445,364	374,164	366,630	398,320	398,372	385,346	361,962
Personnel Benefits	132,611	110,110	109,551	109,613	109,613	111,430	134,314
Total Salaries, Wages & Benefits	577,974	484,274	476,182	507,933	507,985	496,777	496,275
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	30	10	295	6	6	250
Other Employee Benefits	428	770	682	800	700	504	700
Training	289	50	50	296	0	0	200
Memberships	38	0	18	25	25	18	25
Professional Services	0	0	0	0	600	200	368
Communications	6,562	7,316	3,746	7,206	5,551	4,274	7,215
Rents & Leases	37,842	38,802	38,052	21,252	21,252	21,252	4,452
Printing & Reproduction	77	100	92	296	326	345	250
Contractual Services	3,253	3,225	3,225	0	0	0	0
Office Supplies	1,487	1,735	1,513	1,674	1,674	1,547	1,750
Operating Supplies	1,027	730	425	813	1,359	1,025	1,050
Repair Parts & Supplies	347	190	187	148	1,133	75	125
Service Agreements	2,493	2,597	2,200	2,597	2,278	1,745	2,697
Utilities	6,632	8,400	8,606	8,400	8,400	7,403	9,500
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	60,473	63,945	58,807	43,802	43,304	38,394	28,582
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	5,200	0	3,004	0	0	3,143	0
Computer Equipment	0	0	0	0	446	446	0
Total Capital	5,200	0	3,004	0	446	3,589	0
Total Expenditures	643,647	548,219	537,993	551,735	551,735	538,760	524,857

Rent line item reduced due to Division of Youth office move to City owned facility.

Salary line item was offset by Family to Family grant dollars.

Little Links (Fund 271) Budget

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Admissions	12,472	10,800	11,333	11,000	11,000	0	11,000
Concessions	3,593	6,120	3,634	3,750	3,750	0	3,750
Donations & Contributions	260	1,000	290	300	300	0	300
Total Revenues	16,326	17,920	15,257	15,050	15,050	0	15,050
Salaries, Wages & Benefits							
Salaries and Wages	9,642	11,000	10,127	11,700	0	0	11,700
Personnel Benefits	1,446	1,650	1,519	1,773	0	0	1,790
Total Salaries, Wages & Benefits	11,088	12,650	11,646	13,473	0	0	13,490
Operating							
Uniform & Clothing Maintenance	0	200	90	200	200	0	200
Advertising	0	0	0	0	330	165	400
Items Purchased for Resale	3,258	3,500	2,924	3,500	4,774	0	3,500
Printing & Reproduction	0	50	0	0	0	0	0
Office Supplies	26	20	7	20	0	0	0
Operating Supplies	1,350	1,500	967	1,325	1,015	0	2,145
Total Operating	4,634	5,270	3,988	5,045	6,319	165	6,245
Total Expenditures	15,722	17,920	15,634	18,518	6,319	165	19,735
Excess of revenues and other sources over expenditures and other funds	603	0	(377)	(3,468)	8,731	(165)	(4,685)
Fund Balance Jan. 1	6,095	6,697	6,697	6,320	6,320	6,320	6,155
Fund Balance Dec. 31	6,697	6,696	6,320	2,851	15,051	6,155	1,470

Little Links was closed for the season hence no salary or operational expenditures noted except notice of closure under advertising.

Help to Others (Fund 277) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental	0	0	0	0	0	21,017	0
Charges for Services	7,475	7,650	7,880	7,750	7,750	9,035	10,306
Donations & Contributions	20,918	31,775	21,092	25,000	25,000	510	24,000
Total Revenues	28,393	39,425	28,972	32,750	32,750	30,562	34,306
Salaries, Wages & Benefits							
Salaries and Wages	22,304	21,415	21,281	23,300	22,887	22,887	23,700
Personnel Benefits	3,346	3,339	3,192	3,530	3,474	3,467	3,626
Total Salaries, Wages & Benefits	25,650	24,754	24,473	26,830	26,361	26,354	27,326
Operating							
Other Employee Benefits	220	445	453	400	560	574	560
Training	0	0	0	500	0	0	300
Professional Services	0	0	0	500	8	0	400
Communications	225	170	158	520	266	232	520
Advertising	121	130	129	150	182	181	200
Office Supplies	193	376	418	900	1,222	754	900
Operating Supplies	1,854	1,675	1,530	2,950	3,150	1,976	3,150
Repair Parts & Supplies	80	0	0	650	328	0	650
Total Operating	2,742	2,796	2,688	6,570	5,716	3,717	6,680
Capital							
Computer Equipment	0	1,750	1,740	0	0	0	0
Total Capital	0	1,750	1,740	0	0	0	0
Total Expenditures	28,393	29,300	28,901	33,400	32,077	30,071	34,006
Excess of revenues and other sources over expenditures and other funds	0	10,125	71	(650)	673	491	300
Fund Balance Jan. 1	1,445	1,445	1,445	1,516	1,516	1,516	2,007
Fund Balance Dec. 31	1,445	11,570	1,516	866	2,189	2,007	2,307

$21,000.00 was received from the YEC Summer Enrichment Program to support salaries for summer camp counselors.

Juvenile Diversion Program (Fund 279) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Proposed Budget
Revenues							
Intergovernmental Aids & Grants	16,500	18,000	18,000	22,000	22,000	18,000	18,000
Donations & Contributions	0	0	0	0	0	4,508	5,000
Total Revenues	16,500	18,000	18,000	22,000	22,000	22,508	23,000
Salaries, Wages & Benefits							
Salaries and Wages	13,024	15,652	15,022	15,632	18,921	16,401	19,948
Personnel Benefits	1,912	2,348	2,253	2,368	2,509	2,483	3,052
Total Salaries, Wages & Benefits	14,937	18,000	17,275	18,000	21,430	18,884	23,000
Operating							
Uniform & Clothing Maintenance	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	150	0	0	0
Other Employee Benefits	114	0	5	400	0	0	0
Professional Services	0	0	0	0	0	0	0
Communications	0	0	0	200	0	0	0
Office Supplies	0	0	0	300	0	0	0
Operating Supplies	0	0	0	2,950	0	0	0
Total Operating	114	0	5	4,000	0	0	0
Capital							
Computer Equipment	1,350	0	0	0	0	0	0
Total Capital	1,350	0	0	0	0	0	0
Total Expenditures	16,400	18,000	17,280	22,000	21,430	18,884	23,000
Excess of revenues and other sources over expenditures and other funds	100	0	720	0	570	3,624	(0)
Fund Balance Jan. 1	0	100	100	820	820	820	4,444
Fund Balance Dec. 31	100	100	820	820	1,390	4,444	4,444

2007 Grant Award from Cuyahoga County Juvenile Court is $18,000.

Participant fees are estimated to reach $5,000 in 2007.

Family to Family Program (Fund 281) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Proposed Budget
Revenues							
Intergovernmental Aids & Grants	0	0	0	0	171,783	165,270	294,729
Donations & Contributions	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	171,783	165,270	294,729
Salaries, Wages & Benefits							
Salaries and Wages	0	0	0	0	89,317	85,599	234,171
Personnel Benefits	0	0	0	0	14,500	13,034	44,329
Total Salaries, Wages & Benefits	0	0	0	0	103,817	98,633	278,500
Operating							
Travel & Transportation	0	0	0	0	350	134	200
Other Employee Benefits	0	0	0	0	4,900	1,846	6,000
Professional Services	0	0	0	0	7,418	0	19,182
Communications	0	0	0	0	2,450	872	2,280
Advertising	0	0	0	0	980	980	200
Rents & Leases	0	0	0	0	0	0	4,000
Printing & Reproduction	0	0	0	0	3,500	38	2,800
Contractual Services	0	0	0	0	11,674	0	3,525
Office Supplies	0	0	0	0	3,000	851	1,900
Operating Supplies	0	0	0	0	7,018	1,252	16,323
Repair Parts & Supplies	0	0	0	0	0	0	200
Reimbursements	0	0	0	0	9,800	382	0
Total Operating	0	0	0	0	51,090	6,355	60,460
Capital							
Buildings	0	0	0	0	10,000	7,400	0
Machinery & Equipment	0	0	0	0	5,550	1,127	4,200
Computer Equipment	0	0	0	0	1,326	1,325	2,000
Total Capital	0	0	0	0	16,876	9,852	6,200
Total Expenditures	0	0	0	0	171,783	114,840	345,160
Excess of revenues and other sources over expenditures and other funds	0	0	0	0	0	50,431	(50,431)
Fund Balance Jan. 1	0	0	0	0	0	0	50,431
Fund Balance Dec. 31	0	0	0	0	0	50,431	1

Family to Family is a program funded through The Cuyahoga County Department of Children and Family Services. The initial grant cycle is 21 months with the opportunity for continuation funding for two-year cycles.

Department of Human Services
Division of Early Childhood

Mission

To build on the strengths of families raising young children, by providing services and resources to enhance parenting skills and to improve the overall quality of early care and education in the Lakewood community

Description

The Division of Early Childhood (DEC) provides programs to assist parents in accessing early childhood services, to increase the supply of affordable child care, to provide child care scholarships to low income families and to improve and enhance the over all quality of child care in the community. This Division has a resource and referral system for child daycare and early education needs, working closely with licensed Early Childhood centers and Family Child Care Home providers registered with the City of Lakewood and/or participating in the USDA Food Program (Fund 278).

- Resource /Referral/Early Childhood Consortium – This program assists parents in accessing services and resources by offering referrals for families in need of child care, in-service training to Lakewood care-givers, providers and preschool teachers, and a strong collaboration with the Lakewood Early Childhood Professional Consortium (Representatives of 16 child care centers, head start programs, public pre-kindergarten, school age child care providers and the family child care sponsor.)
- Scholarship/Financial Assistance Program – This program provides child-care scholarships to low to moderate income working families. The program enables parents to maintain employment and build educational skills.
- The Family Room – This program is a project of the City of Lakewood, Department of Human Services, which utilizes free space from St. James Catholic Church community, to provide family resources, and support programs that serve parents, children and caregivers.

List of Functions, Programs and Services

USDA/Family Child Care Home

Family Support Programs
- Drop-in programs
- Toy Lending Library
  - Provide developmentally appropriate toys to families, home care providers and child care center staff
- Family activities

FAST/Families & Schools Together
- This program strengthens families and community in the Harrison neighborhood.

Resource/ Referral/ Early Childhood Consortium

Greater Cleveland Family Support Consortium
- Learn Through Play/ Family literacy
- Children's Trust Fund/ Young Family Social Worker

Community Development Block Grant Child Care Assistance Program

Special Projects
- National League of Cities Youth Master Plan
- Cities Supporting Young Families
- East End Family Room

General Administration

Overhead (communications/computer/supplies)

Contact Information

Toni Gelsomino
Program Manager
17400 Northwood Avenue
Lakewood, Ohio 44107
(216) 529-5018
echildhood@lakewoodoh.net

2006 Accomplishments

USDA/Family Child Care Home

- Implemented a Block Claim System
- Provided 15 workshops for providers with focus on Early Learning Content Standards
- Improved provider retention

Family Support Programs

- There are 7 or 8 drop-in/family support programs offered weekly which serve families raising young children. They include programs facilitated by volunteer parents, staff, and community collaborations which provide staff through Lakewood Hospital, Lakewood Schools, Help Me Grow, Center for Families and Children and the Domestic Violence Center
- The space and utilities for all of these programs and offices of Early Childhood are in-kind from St. James Parish community at no cost to the City.
- 12th annual Family Room Ice Cream Social with Sharefest
- Participated in Madison Community Festival, Pumpkin Palooza. Harry & the Potters, and the Meet the Trucks event

FAST/Families & Schools Together

- Staff time was offset by $1,200 from the County

Resource/ Referral/ Early Childhood Consortium

- Sponsored Early Childhood Professional Development Conference to address new Ohio mandated Early Learning Content Standards. There were 138 Lakewood Early Care & Education teachers participating. Over 1300 phone calls were received concerning Early Care and Education and related areas that impact families raising young children.

Greater Cleveland Family Support Consortium

- These grant-funded programs have enabled the Division to enhance services, providing much needed resources with no general fund expense and no additional full time staff.
- Having a social worker trained and experienced in providing case management services for families raising young children has provided opportunity for early identification, referral and intervention.
- Client pre and post tests have indicated that they feel less isolated, more connected to community, with a greater understanding of child development.
- The parent education series has also indicated improved child development understanding, greater connectedness to child and community. A number of these parents continue to gather monthly.
- Family Literacy Programs offered three to four times weekly, funded through Cuyahoga County Help Me Grow.

Community Development Block Grant Child Care Assistance Program

- The resident population served through this program are typically those who fall between the cracks, with the majority being single female heads of households. Their comments are always that this assistance keeps them working and their children in high quality childcare with trained and caring adults.

Special Projects

- As part of the National League of Cities project community school surveys were used to gather information from parents. It was indicated that families raising young children wanted a place to gather for support, an opportunity to learn more about raising their children and they wanted those resources in their neighborhood, the east end of Lakewood.

2007 & Beyond Goals

USDA/Family Child Care Home

- Increase number of participating family child care homes to 45 monthly

Family Support Programs

- Identify collaborative partners and location to establish an indoor gross motor playroom (funds to purchase equipment have already been donated)
- Secure continuation funding to sustain parent /child program staff.
- Administer the Outcome Measurement survey to participants of the family support programs using a tool that was created with assistance from Community Solutions and United Way.

FAST/Families & Schools Together

- Participate as a FAST team member to serve 10-12 families from the Harrison neighborhood resulting in General Fund salary offset through County program funding.

Resource/ Referral/ Early Childhood Consortium

- Starting Point is meeting with the Division to fund additional training in Lakewood. Continue work with Lakewood Early Care and Education facilities to implement emergency preparedness policies and procedures in collaboration with the Police Dept. Increase the number of Lakewood Centers involved in the statewide Step Up to Quality initiative.

Greater Cleveland Family Support Consortium

- Administer Outcome evaluation survey to program participants. Continue to identify funding sources to offset general funds to maintain family support programs.

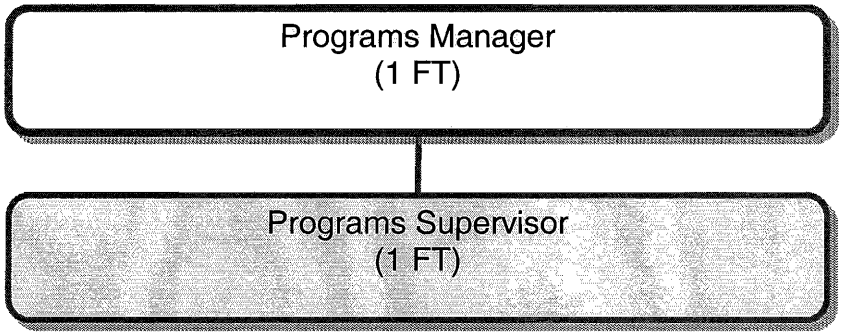
Community Development Block Grant Child Care Assistance Program

- Maintain the level of assistance to Lakewood families

Special Projects

- Establish East Side Family Room location that will offer family support programs to those parents/caregivers raising young children in the east end of Lakewood.

Organizational Chart



Historic Position Levels

	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Full Time Employees					
Programs Manager	1	1	1	Civil Service	Non-Bargaining
Programs Supervisor	1	1	1	Appointed	AFSCME II
Total Full Time Employees	2	2	2		
Part Time Employees					
Office Assistant	1	1	1	n/a	n/a
Staff Assistant	1	1	1	n/a	n/a
Total Part Time Employees	2	2	2		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	4,160	2.0	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	0	0.0	0.00%
Birthday	16	1.0	3.50%
Funeral Leave	0	0.0	0.00%
Holiday	160	10.0	34.97%
Injury	0	0.0	0.00%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	0	0.0	0.00%
Personal	48	3.0	10.49%
Sick Leave	93	5.8	20.33%
Vacation	141	8.8	30.71%
Total Hours Absent	458	28.6	100.00%

Percentage of Hours Worked **89.00%**

Hours of Additional Holiday Time	0
Hours of Overtime	0
Hours of Part Time/Seasonal	1,484
FTE of Additional Hours	**0.71**

Human Services Percentage of Hours Worked Average:	86.50%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

USDA/Family Child Care Home	45 Family Child Care Providers 365 Families with 466 Children
Family Support Programs	571 families have been served with an estimated 1150 children.
A. Drop-in programs	
B. Toy Lending Library	Estimate 60 families with 85 children and 5 child care centers serving over 200 children.
C. Family activities	No way to know numbers, except all events were very well attended.
FAST/Families & Schools Together	9 Harrison families with 20 children
Resource/Referral/Early Childhood Consortium	Approximately 1,100 calls annually
Greater Cleveland Family Support Consortium	
A. Learn Through Play/Family Literacy	172 adults and 224 children
B. Ohio Children's Trust Fund/ Young Family Social Worker	59 families, with approximately 177 children, received case management services. 83 adults with 65 children participated in 3 parenting education 8 week sessions.
Community Development Block Grant Child Care Assistance Program	52 children received assistance

Special Projects
- National League of Cities
- Youth Master Plan
- Cities Supporting Young Families
- East End Family Room

Division of Early Childhood General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	73,251	66,617	69,109	73,079	73,080	73,003	73,186
Personnel Benefits	21,684	20,342	20,631	21,060	21,061	20,852	24,092
Total Salaries, Wages & Benefits	94,935	86,959	89,741	94,139	94,141	93,855	97,279
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	246	246	0	246
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	218	0	18	18	18	18	100
Professional Services	0	0	0	0	0	0	118
Communications	2,054	2,193	962	2,265	2,265	1,404	2,200
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	450	1,080	1,080	1,080	1,080	1,080	1,800
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	1,920	3,120	3,120	0	0	0	0
Office Supplies	307	0	0	493	493	452	500
Operating Supplies	0	0	0	295	295	0	250
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	938	995	1,009	988	988	942	995
Utilities	28	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	5,914	7,388	6,189	5,385	5,385	3,896	6,209
Capital							
Machinery & Equipment	1,200	0	693	0	0	725	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	1,200	0	693	0	0	725	0
Total Expenditures	102,049	94,347	96,623	99,524	99,526	98,477	103,487

Child and Adult Care Food Program (Fund 278) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	73,251	66,617	69,109	73,079	73,080	73,003	73,186
Personnel Benefits	21,684	20,342	20,631	21,060	21,061	20,852	24,092
Total Salaries, Wages & Benefits	94,935	86,959	89,741	94,139	94,141	93,855	97,279
Operating							
Uniform & Clothing	0	0	0	0	0	0	0
Travel & Transportation	0	0	0	246	246	0	246
Other Employee Benefits	0	0	0	0	0	0	0
Training	0	0	0	0	0	0	0
Memberships	218	0	18	18	18	18	100
Professional Services	0	0	0	0	0	0	118
Communications	2,054	2,193	962	2,265	2,265	1,404	2,200
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	450	1,080	1,080	1,080	1,080	1,080	1,800
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	0	0	0	0	0	0	0
Contractual Services	1,920	3,120	3,120	0	0	0	0
Office Supplies	307	0	0	493	493	452	500
Operating Supplies	0	0	0	295	295	0	250
Repair Parts & Supplies	0	0	0	0	0	0	0
Maintenance Parts & Supplies	0	0	0	0	0	0	0
Repair Service	0	0	0	0	0	0	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	938	995	1,009	988	988	942	995
Utilities	28	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Reimbursements	0	0	0	0	0	0	0
Total Operating	5,914	7,388	6,189	5,385	5,385	3,896	6,209
Capital							
Machinery & Equipment	1,200	0	693	0	0	725	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	1,200	0	693	0	0	725	0
Total Expenditures	102,049	94,347	96,623	99,524	99,526	98,477	103,487

This Fund receives proceeds from a State of Ohio USDA Grant and provides reimbursement to home daycare providers for food and snacks served to eligible children in their care.

The City of Lakewood is the sponsoring agency for the United States Department of Agriculture Family Child Care Home program. Additionally, the Lakewood Registry of Homes was established for those families who do not choose to participate in the USDA food program. The Registry was designed to provide a vehicle for family child-care homes to voluntarily meet a minimum quality standard.

Department of Human Services
Division of Health & Animal Control

Mission

The Lakewood Division of Health through education, prevention and intervention works collaboratively with individuals and families to enhance and promote the health and well being of the community.

Description

The Division of Health is the public health authority for the City of Lakewood. Registered Nurses, Registered Sanitarians and Vital Statistics Staff conduct programs and provide services that enforce State and Local laws designed to maintain the health, safety and public welfare of Lakewood. A Litter Control Officer is responsible for enforcement of local laws for High Grass/Weeds and Solid Waste including an annual apartment refuse inspection project, year round patrols and complaint investigations.

The Division of Health is instrumental in local and regional emergency preparedness programs. Working with the Lakewood Emergency Management Coordinator, personnel develop plans and programs to assist Lakewood to become National Incident Management System (NIMS) complian.

The Division of Animal Control operates the Lakewood Animal Shelter located at 1299 Metropark Drive and enforces City Animal Control Ordinances, conducts nuisance animal trapping, pet adoption and provides general information regarding animal concerns. The Pet Adoption Program, started in 1989, is supported by donations from the Citizens Committee for a Lakewood Animal Shelter. The program's focus is to find good homes for healthy stray animals.

List of Functions, Programs and Services

Division of Health

Communicable Disease Management
- Class A Disease investigation and follow-up
- Disease Outbreak Management
- Tuberculosis Screening
- Pediculosis Program
- Food Borne Outbreak Control

Occupational Health

Immunization Program
- Childhood and Adult Services and a Seasonal Influenza program.

Health Promotion
- Helmet Program
- Car Seat Program
- Community Education and Outreach

Lead Poisoning Prevention
- Pediatric blood testing
- Case management
- Environmental Assessment
- Community Education and Outreach

Emergency Preparedness

Food Protection
- Food Service Operation
- Retail Food Establishment

Swimming Pools & Spa
- Public Swimming Pool
- Family Swimming Pool

Home Day Care Inspections

Jail Services
- Inmate Health
- Environmental Inspection

Tobacco
- Vendor Licensing

Marina Licensing and Inspection
High Grass/Weeds Inspection & Abatement
School Inspection
Commercial and Residential Housing Inspection
Solid Waste Inspection & Abatement
Nuisance Control
Indoor Air Regulation
Tattoo/Body Piercing
Vector Control
West Nile Virus

- Human, mosquito and bird surveillance
- Environmental surveillance and nuisance abatement

Vital Statistics

- Death Occurrence Records Filed with ODH
- Certified Birth and Death Records issued
- Birth Occurrence Records Filed with ODH
- Burial Permits Issued

Administration – other

- Grant writing and management

Animal Control

- Animals Impounded
- Complaints/calls/details/patrols
- Rabies Surveillance - Animal bite follow-up
- Dead Animal Pick-up
- Wildlife trapping

Animal Shelter

- Animal Adoption
- Care of Animals

Contact Information

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Lakewood City Hall
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Lakewood, OH 44107
(216) 529-6685
HumanServices@lakewoodoh.net

2006 Accomplishments

Division of Health

Communicable Disease Management

- New format for ODRS (Ohio Disease Reportable System) instituted along with on-line reporting; three nurses attended the training.
- Worked closely with Lakewood Public Schools to address MRSA issue at Lakewood High School including disease surveillance, public education and inspection;
- Participated in Ohio Epidemiologist Conference August 2006.
- Provided lice product and consultation to income eligible residents and worked closely with Lakewood Public School nurses to ensure students returned to school in a timely manner.

Occupational Health

- Blood Pressure screening and heart health information was offered to employees in February to celebrate Hearth Health Month.

Immunization Program

- Ohio Department of Health (ODH) added Hepatitis A, Menactra, Rotateg and MMRV vaccines to the available vaccines the Division of Health provides for children.
- Majority of clinics moved back to Division of Health office decreasing preparation and down time thereby decreasing costs and increasing efficiency.
- ODH requested that we begin to track the number of immigrants requesting immunizations for their green card and they will provide the vaccines, a cost saving measure.

Health Promotion

- Initiated a child car seat fitting program July 2006 in collaboration with Lakewood Hospital and the EMS Academy. Public Health Nurse received training in proper installation through the Safe Kids Coalition. Monthly sessions were held by appointment.
- Nursing Supervisor completed the Ohio Public Health Leadership Institute. Project included participation in Colon Cancer project of Greater Cleveland. The project included raising awareness
- Two nurses were certified as AHA CPR instructors and assisted in community CPR education sessions.

- Conducted the sixth annual Helmet Saturday and expanded the program by providing child car seat checks.
- Presentation to preschool PTA included information regarding home safety, lead poisoning prevention and family disaster preparedness.
- Article written for Preschool PTA newsletter on car seat safety.
- Table at Harding health Fair promoted tobacco use reduction
- Table at Community Festival provided information on disaster preparedness and pandemic influenza.

Lead Poisoning Prevention

- Collaborated with Lakewood Schools Project 1-2-3 to test students at Franklin, McKinley, Lincoln & Roosevelt and educate their parents.
- Worked with the Cuyahoga County Board of Health (CCBH) to provide education session offered to all Lakewood pediatricians and family practices physicians. Presented program to 3 physician offices and to the Lakewood Preschool PTA.
- Lead poisoning prevention article written for Preschool PTA newsletter.
- Lead week recognition activities included an article in the Lakewood Observer, lead testing for children at City pools, teen parent group and baby-n-me drop-in and education provided during story hour at both libraries;

Emergency Preparedness

- Nursing Supervisor participated in the Regional Infection Control Committee and the Northeast Ohio Regional Epidemiology Response Team, part of public health preparedness functions.
- All staff registered educational achievements on Ohio Train and met baseline requirements for ICS100 & NIMS 700 classes.
- Training and equipment including monitors purchased with Public Health Infrastructure grant funds, decreasing burden on City's budget.
- Three personnel worked with Division of Fire to form the Lakewood Emergency Management Committee, a core group of personnel working on revising the City's disaster plan to make it NIMS compliant. MPH intern provided by Case Western Reserve University helped to develop base plan framework.
- Other preparedness activities included training in SWIPER technology for mass clinics, Lakewood Pandemic Flu Plan development, Strategic National Stockpile plan, mass dispensing plan and MARCS radio protocol. Personnel participated in regional pandemic flu tabletop exercise.

High Grass/Weeds

- Local Ordinance revised to include a graduated fine schedule for abatements completed by City of Lakewood.
- Reduced cost of program by hiring two summer students to cut grass and clean up properties in lieu of a commercial contractor.

Swimming Pools & Spa

- Presented revised public and family swimming pool local ordinances to City Council in December 2006.

School Inspection

- Environmental Health Specialist trained in new school inspection guidelines based upon Jared's Law, HB 203, to be implemented in 2007.

West Nile Virus

- Conducted WNV prevention program including surveillance, larvaciding, nuisance abatement, and public awareness.
- No positive bird or human cases of WNV reported. Only four mosquito pools tested positive for the virus late in scattered through the month of August.

Vital Statistics

- Personnel trained in Electronic Death Registration System.
- New scanning system purchased and implemented for maintenance of historic records.

Animal Control

- Impound fees raised through revision of LCO 505.
- Initiated repairs to Animal Shelter facility.

2007 & Beyond Goals

Swimming Pools
- Implement new LCO including establishment of revised fee schedule, increasing revenues to partially cover cost of program.

Vital Statistics
- Implement new Electronic Death Registration System instituted by the Ohio Department of Health.

School Inspection
- Implement new inspection process based upon HB 203. Provide information to public and parochial school administrators.

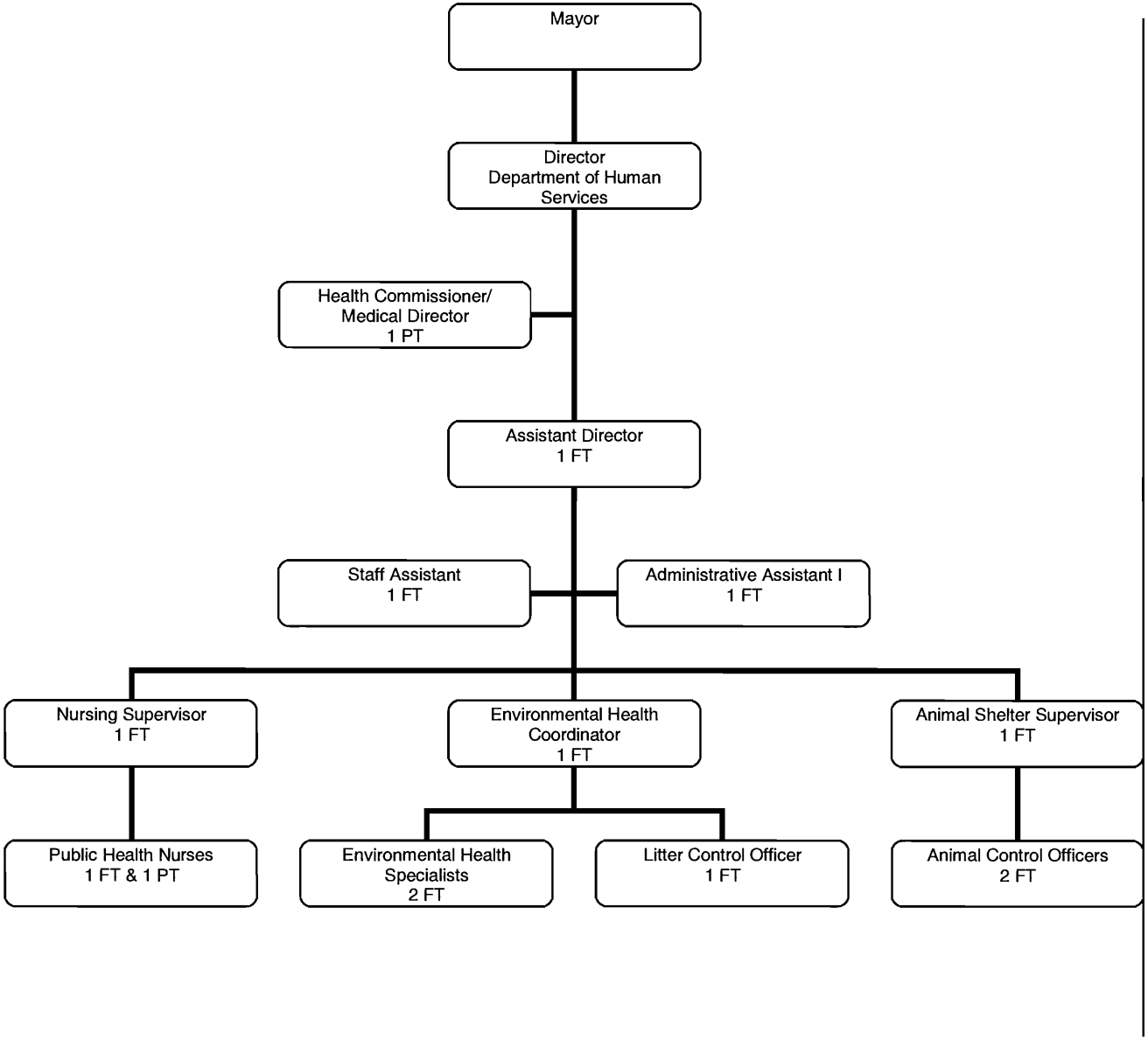
Emergency Preparedness
- Participate in regional Pandemic Influenza drill February 2007.
- Complete personnel training in ICS 300 and 400 and other related curriculum as directed by ODH.
- Meet PHI grant deliverables as outlined in contract.

Administration
- Participate in CitiStat process to increase efficiency and effectiveness of services.
- Collaborate with City grant writer to identify funding sources for community health outreach programs.

Lead Poisoning Prevention
- In collaboration with Law, Planning & Development, Building and Mayor, re-evaluate ODH delegation of authority and design program to effectively meet needs of residents in a timely manner.

Animal Control
- Complete facility improvements to the shelter building.

Organizational Chart



Historic Position Levels

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Division of Health					
Administrative Assistant I	1	1	1	Appointed	AFSCME II
Assistant Director/Human Services	1	0	1	Civil Service	Non-Bargainin
Environmental Health Coordinator	1	1	1	Civil Service	Non-Bargainin
Environmental Health Specialist	2	2	2	Appointed	AFSCME II
Litter Control Officer	1	1	1	Appointed	AFSCME II
Nursing Supervisor*	2	2	1	Civil Service	Non-Bargainin
Nutrition Supervisor*	1	1	0	Civil Service	Non-Bargainin
Public Health Nurse I*	2	2	1	Civil Service	Non-Bargainin
Staff Assistant	1	1	1	Appointed	AFSCME II
Total Health Full Time Employees	12	11	9		

Full Time Employees	2006 Budget	as of 31-Dec-06	2007 Budget	Type of Service	Union Affiliation
Animal Control Officer	2	2	2	Appointed	AFSCME II
Animal Shelter Supervisor	1	1	1	Appointed	AFSCME II
Total Full Time Employees	3	3	3		

2006 Leave Usage / Overtime & Part-time Statistics

	YTD	Avg # of FT	
Employee Hours	23,360	11.2	
Less Absent Hours		# Days Absent per FT	% of Absent Days
Absence without pay	16	0.2	0.45%
Birthday	104	1.2	2.95%
Funeral Leave	188	2.1	5.34%
Holiday	880	9.8	24.98%
Injury	56	0.6	1.59%
Jury Duty	0	0.0	0.00%
Military Leave	0	0.0	0.00%
Perfect Attendance	16	0.2	0.45%
Personal	279	3.1	7.92%
Sick Leave	679	7.6	19.27%
Vacation	1,305	14.5	37.04%
Total Hours Absent	3,523	39.2	100.00%

Percentage of Hours Worked 84.92%

Hours of Additional Holiday Time	649
Hours of Overtime	171
Hours of Part Time/Seasonal	2,836
FTE of Additional Hours	**1.76**

Human Services Percentage of Hours Worked Average:	86.50%
City-wide Percentage of Hours Worked Average:	84.93%

Performance Measurements

Environmental Health Programs		2006	2005	Variance
Emergency Preparedness	Consultation	421	19	95%
	Meeting/Training	676	284	58%
Commercial Building	Complaint	1	3	-200%
	Consultation	28	57	-104%
	Inspection	8	31	-288%
Community Health	Outreach/Education	12	0	100%
	Consultation	4	2	50%
Family Swimming Pool	Consultation	93	129	-39%
	Inspection	12	58	-383%
	Plan Review	11	33	-200%
Food Establishments	Complaint	16	30	-88%
	Consultation	679	585	14%
	Inspection	916	667	27%
	Facility Layout Review	30	28	7%
Food Service Operation	Complaint	136	103	24%
	Consultation	1593	2570	-61%
	Inspection	3206	2328	27%
	Facility Layout Review	81	697	-760%
High Grass/Weeds	Complaint	263	182	31%
	Consultation	208	168	19%
	Inspection	1826	2046	-12%
	Order Cut	157	98	38%
	Violation Notice	509	858	-69%
Home Day Care	Consultation	47	39	17%
	Inspection	114	109	4%

Units of Services Log:

Consultation, Inspection, Facility Layout Review, Outreach and Education:
1 Service Unit = 15 minutes

Complaint, Violation Notice, Ordered Cut: 1 Service Unit = 1 incidence

Environmental Health Programs		2006	2005	Variance
Indoor Air	Complaint	1	1	0%
	Consultation	239	145	39%
	Inspection	167	0	100%
Jail	Inspection	10	8	20%
Lead	Consultation	27	11	59%
Marina	Consultation	16	18	-13%
	Inspection	25	27	-8%
Nuisance	Complaint	4	18	-350%
	Consultation	552	488	12%
	Court Appearance	15	7	53%
	Inspection	339	491	-45%
	Prosecutor Hearing Req.	0	4	0%
	Prosecutor Hearing	0	2	0%
	Violation Notice	47	46	2%
Public Pools/Spas	Consultation	392	398	-2%
	Inspection	391	367	6%
Residential Housing	Complaint	0	5	0%
	Consultation	357	82	77%
	Inspection	366	46	87%
	Violation Notice	58	4	93%
Schools	Consultation	111	126	-14%
	Inspection	206	394	-91%
	Inspection Reports	30	46	-53%
Solid Waste	Complaint	160	144	10%
	Inspection	1279	1505	-18%
	Violation Notice	308	427	-39%
	Consultation	268	275	-3%
	Prosecutor Hearing	10	0	100%
	Inspection	128	105	18%

Units of Services Log:

Consultation, Inspection, Facility Layout Review, Outreach and Education:
1 Service Unit = 15 minutes

Complaint, Violation Notice, Ordered Cut: 1 Service Unit = 1 incidence

Environmental Health Programs		2006	2005	Variance
Tatoo/Body Piercing	Consultation	1	17	-1600%
Tobacco	Consultation	46	40	13%
Vector Control	Complaint	4	15	-275%
	Consultation	284	249	12%
	Inspection	244	242	1%
	Violation Notice	16	14	13%
West Nile Virus	Complaint	1	2	-100%
	Consultation	108	145	-34%
	Inspection	195	219	-12%
	Violation Notice	4	5	-25%

Animal Control and Shelter		2006	2005	Variance
Animal Control	Complaints Handled	631	433	31%
	Calls/Details	2182	2222	-2%
	Animal Bite Reports	77	66	14%
	Dead Animal Pick-up	344	321	7%
	Patrols	103	85	17%
Cats	Impounded	503	576	-15%
	Disposition: Claimed	16	36	-125%
	Adopted	180	251	-39%
	Escaped	2	2	0%
	Expired	294	272	7%
Dogs	Impounded	245	217	11%
	Disposition: Claimed	91	85	7%
	Adopted	28	48	-71%
	County	107	75	30%
	Expired	3	1	

Animal Control and Shelter		2006	2005	Variance
Wildlife	Raccoon	58	67	-16%
	Opossum	76	72	5%
	Other	128	102	20%

Vital Statistics		2006	2005	Variance
BIRTH CERTIFICATES	Filed with State of Ohio	772	771	0%
	Home Delivery	2	4	-100%
	Birth Records Certified	2678	2427	9%
DEATH CERTIFICATES	Filed with State of Ohio	508	570	-12%
	Fetal Deaths filed with State of Ohio	6	4	33%
	Death Records Certified	2631	3147	-20%
BURIAL PERMITS	Lakewood Permits Issued	243	267	-10%
	Out-Of-District Permits Issued	442	488	-10%
	Other - numbers issued (no fee)	272	313	-15%
Record Maintenance Project	Birth Certificates Indexed	1565	2628	-68%
	Birth Certificates Scanned	1762	2699	-53%
	Death Certificates Indexed	1348	1764	-31%
	Death Certificates Scanned	1286	1832	-42%

Public Health Nursing Programs		2006	2005	Variance
COMMUNICABLE DISEASE	Reported Class A Illness	139	105	24%
	Class A Client follow-up	140	118	16%
	Tuberculosis Screens	169	309	-83%
	Consultation	7	2	71%
EMPLOYEE HEALTH	New Employee Physicals	20	21	-5%
	Return-to-work Exams	143	166	-16%
	Temp. Summer Physicals	19	16	16%
JAIL HEALTH SERVICES	Jail Visits	247	245	1%
	Inmates	309	300	3%
	Inmated - Unduplicated	269	267	1%
	Consultation	154	190	-23%
	Charts Reviewed	1069	1194	-12%
IMMUNIZATIONS	Clinics	134	137	-2%
	Appointments Scheduled	722	998	
	Lakewood Residents	616	745	-21%
	Non-Residents	390	304	22%
	Adult Clients	396	290	
	Children Clients	610	650	
	Total Clients	1006	1049	-4%
	Vaccine Administered	1452	1668	-15%
	Missed appt. recall	32	68	-113%
	Influenza Vaccine	3109	3195	-3%
	Influenza Clinics	22	23	-5%

Public Health Nursing Programs		2006	2005	Variance
Health Promotion	Baby and Me Sessions	0	20	!
	Helmets sold/fitted	86	99	-15%
	Helmets free/fitted	14	86	-514%
	Presentations	6	7	-17%
	Number of Participants	808	955	-18%
	Car Seat Checks	32	0	
Pediculosis	Consultation	35	27	23%
	Office Visit	6	12	-100%
	Home Visit	2	2	0%
	Free Product Distributed	75	91	-21%
	Persons treated	175	232	-33%

Lead Poisoning Prevention		2006	2005	Variance
PROGRAM LEAD TESTS	First Test	57	28	51%
	Confirmatory Test	2	0	100%
	Retest - Annual	18	8	56%
	Retest - Elevated	16	5	69%
	# Elevated	42	24	43%
	# Normal	267	296	-11%
	TOTAL	309	320	-4%
ELEVATIONS-PROGRAM CLIENTS	Class I (10 - 14)	9	15	-67%
	Class II (15 - 19)	5	3	40%
	Class III (20 - 44)	8	5	38%
	Class IV (45 - 69)	0	1	
	TOTAL	22	24	-9%
COMMUNITY PROVIDER TESTS	# Elevated	28	36	-29%
	# Normal	349	571	-64%
	TOTAL	377	607	-61%

The City deferred delegation of Authority to enforce the lead ordinance to Ohio Department of Health in July of 2006. This has changed our relationship with the CCBH in that they no longer perform our environmental assessments and they no longer receive our STELLAR DATA. We are no longer able to obtain our STELLAR DATA and consequently don't have information on all lead test results for Lakewood children.

Lead Poisoning Prevention		2006	2005	Variance
ELEVATIONS-OTHER PROVIDER	Class I (10 - 14)	19	22	-16%
	Class II (15 - 19)	6	11	-83%
	Class III (20 - 44)	5	3	40%
	Class IV (45 - 69)	0	0	0%
	TOTAL	30	36	-20%
OTHER	Environmental Assessment	9	7	22%
	PHN Home Visits	171	177	-4%
	Family/Physician Consuls	55	84	-53%
	HEPA Vacuum loan	20		
HEALTH PROMOTION	Birthday Card Sent	219	259	-18%
	# Sessions	5	19	-280%
	Individuals	160	548	-243%

Division of Animal Control General Fund (Fund 101) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Salaries, Wages & Benefits							
Salaries & Wages	117,425	113,672	124,483	131,572	130,678	130,008	137,418
Personnel Benefits	46,515	42,008	43,612	44,963	44,963	44,633	50,799
Total Salaries, Wages & Benefits	163,940	155,680	168,094	176,535	175,641	174,641	188,217
Operating							
Uniform & Clothing	0	0	0	0	30	30	0
Travel & Transportation	0	0	0	0	0	0	0
Other Employee Benefits	0	0	0	0	0	0	0
Training	150	0	0	0	0	0	0
Memberships	0	0	0	49	19	0	0
Professional Services	2,371	2,160	1,658	1,931	2,131	1,930	1,981
Communications	1,652	1,950	1,411	2,265	2,020	1,645	2,265
Insurance	0	0	0	0	0	0	0
Advertising	0	0	0	0	0	0	0
Rents & Leases	1,291	1,291	1,291	1,391	741	538	0
Items Purchased for Resale	0	0	0	0	0	0	0
Intra-Governmental Services	0	0	0	0	0	0	0
Printing & Reproduction	140	0	0	0	70	67	0
Contractual Services	283	550	505	542	742	704	500
Office Supplies	235	400	327	394	444	352	394
Operating Supplies	2,603	4,230	4,264	3,644	4,321	4,267	4,567
Repair Parts & Supplies	1,650	1,650	1,197	296	3,691	2,506	2,155
Maintenance Parts & Supplies	33	0	0	0	31	31	50
Repair Service	0	0	0	0	0	58	0
Maintenance Service	0	0	0	0	0	0	0
Service Agreements	722	880	647	810	646	600	991
Utilities	9,935	15,000	10,736	15,000	12,331	11,704	12,000
Payments to Other Governments	0	0	35	0	0	0	0
Total Operating	21,065	28,111	22,071	26,322	27,217	24,432	24,903
Capital							
Buildings	0	350	0	0	0	0	0
Machinery & Equipment	800	0	462	0	0	484	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	800	350	462	0	0	484	0
Total Expenditures	185,804	184,141	190,627	202,857	202,858	199,556	213,120

Revenues	2006
Impound Fees	$ 1,752
Dog Licenses	8
Donations	1,253
Total	$ 3,014

Division of Health Lakewood Hospital (Fund 260) Budget

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Division of Health							
Salaries, Wages & Benefits							
Salaries and Wages	664,917	711,596	621,040	688,996	688,998	619,502	503,626
Personnel Benefits	168,894	178,327	163,950	169,179	169,178	159,009	165,840
Total Salaries, Wages & Benefits	833,811	889,923	784,990	858,175	858,176	778,511	669,466
Operating							
Travel & Transportation	2,701	3,420	3,443	1,940	3,425	3,061	4,750
Other Employee Benefits	2,867	2,450	3,004	1,200	2,200	2,660	3,000
Training	2,652	2,460	2,442	2,400	2,400	1,835	3,500
Memberships	1,647	1,661	1,632	1,752	1,752	1,667	1,752
Professional Services	150	150	150	0	190	188	618
Communications	7,466	7,950	7,081	8,995	10,025	8,947	9,100
Insurance	22,521	25,000	23,735	25,000	23,535	20,276	21,000
Rents & Leases	5,250	5,780	5,244	6,541	6,111	5,681	6,000
Printing & Reproduction	2,470	2,400	1,350	2,709	1,519	1,201	1,500
Contractual Services	11,832	10,900	2,927	38,000	13,570	9,536	11,500
Office Supplies	3,313	3,960	3,021	3,200	5,940	5,617	5,700
Operating Supplies	29,713	40,964	30,611	36,504	47,312	39,610	37,150
Repair Parts & Supplies	1,745	1,735	1,772	1,685	1,090	636	1,355
Maintenance Parts & Supplies	0	70	50	0	100	62	100
Service Agreements	3,050	3,552	3,256	6,501	8,488	4,893	4,543
Utilities	5,438	5,800	5,821	5,800	5,800	6,128	6,500
Payments to Other Governments	0	50,000	50,030	50,000	50,000	50,000	50,000
Total Operating	102,827	168,252	145,570	192,227	183,457	161,998	168,068
Capital							
Equipment & Machinery	6,457	11,409	3,582	0	730	4,478	0
Equipment & Machinery - Computers	4,540	9,975	9,935	0	8,040	7,838	0
Total Capital	10,997	21,384	13,517	0	8,770	12,316	0
Total Health	947,635	1,079,559	944,077	1,050,402	1,050,403	952,825	837,534
Excess of revenues and other sources over expenditures and other uses	(287,477)	(442,921)	(273,097)	(348,588)	(348,588)	(297,160)	(79,335)
Decertification of Prior Year Encumbrances	10	0	12,102	0	0	4,995	0
Fund Balance Jan. 1	927,124	639,657	639,657	378,662	378,662	378,662	86,497
Fund Balance Dec. 31	639,657	196,736	378,662	30,074	30,074	86,497	7,162

- Salaries and Wages were lower than projected
- Summer Students were hired to cut grass; therefore, lowering the expenditure in Contractual Services.
- Insurance costs were lower than anticipated based on historical data.

Revenues	2006
Retail Food Establishment	$ 22,785
Food Service	77,270
Food Vending	271
Marina	165
Swimming Pool	3,565
Tobacco Product	4,100
Home Day Care	775
Weed Abatement	6,281
Immunizations	1,677
Immunizations - Flu	6,380
Immunizations - Private	9,840
Medicare	4,486
Medicaid	169
Birth Certificates	25,898
Death Certificates	24,980
Burial Permits	340
VS - Other	1,174
State Subsidy	17,060
Bike Helmet Fund	598
Other	3
PHI/Pandemic Flu Grant	45,656
Total	$ 253,474

Capital Improvements
Debts & Other Funds

Capital Improvement Program

The City of Lakewood's Capital Improvement Program consists of assets with a useful life of over 1 year, with a cost threshold of $5,000 and over. The City's capital assets fall into the following general categories:

- Buildings & Facilities
- Computers & Systems
- Infrastructure
  - Streets
  - Sewers
  - Water
  - Sidewalks
  - Signs & Signals
  - Forestry
- Parks & Public Property
- Parking
- Vehicles & Equipment
- Winterhurst Ice Rink
- Wastewater Treatment Plant

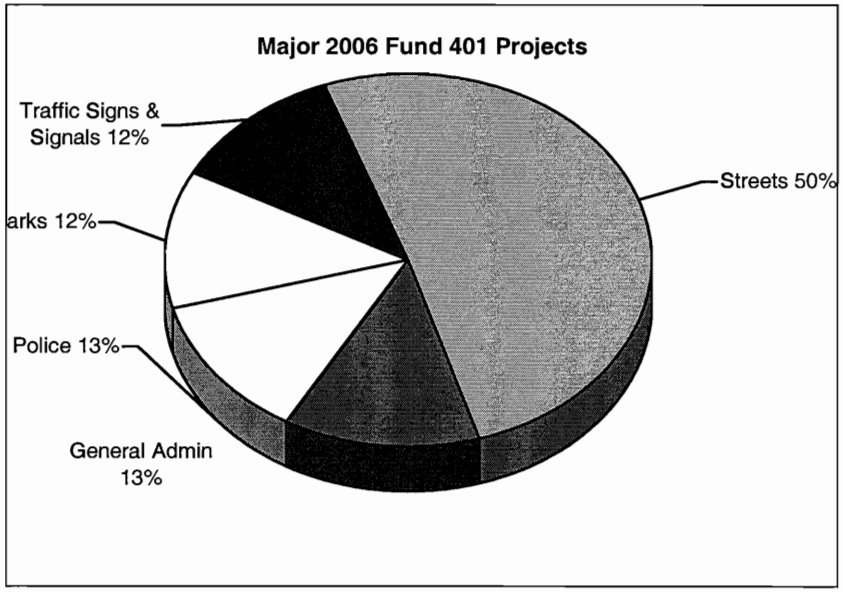
Capital assets, or outlay, are funded via several sources, which includes, but is not limited to, the following:

- General Obligation Bond Anticipation Notes
- General Obligation Bonds
- Revenue Bonds
- Capital Leases
- Special Assessments
- Community Development Block Grants
- Other Grants and Loans
- Fund Cash Balances

The City has five Capital Project Funds, which are used to account for the acquisition of major capital projects and facilities other than those financed by proprietary, or enterprise, funds. The following table lists each of the City's Capital Project Funds.

Funds
401 Permanent Capital Improvement Fund
402 Lakehouse Breakwall Fund
404 Land Acquisition Fund
405 City Park Improvement Fund
406 TIF Capital Improvement Fund

In 2006, the City of Lakewood issued $4.338 million in General Obligation Bond Anticipation Notes to fund projects within Fund 401. These projects can be broken out into the following departments:



The following tables detail the City of Lakewood's capital program in 2005/2006, and its planned projects for 2007 and beyond as of March 1, 2007 (subject to change based on scope, funding and needs).

Total Projects and Capital Needs Summary as of March 1, 2007 (subject to change based on scope, funding and needs)

		Actual Expenditures/Encumbered or Estimated Cost							
	Amount Financed / Funded (2004-2006)	2004	2005	2006	2007	2008	2009	2010	2011
CITY TOTAL	$ 55,637,635	$ 5,796,074	$ 12,297,158	$ 18,798,275	$ 12,142,841	$ 23,728,586	$ 13,129,507	$ 9,256,686	$ 13,600,196
Buildings & Facilities	1,983,808	392,651	438,946	343,680	285,908	385,000	100,000	-	4,000,000
Computers & Systems	2,213,672	287,951	439,754	811,310	648,635	1,410,000	175,000	40,000	40,000
Infrastructure - Sewer	17,599,265	1,695,348	3,914,479	6,872,325	1,637,019	2,244,164	1,673,510	1,743,638	1,638,706
Infrastructure - Sidewalks	280,000	28,728	145,226	100,672	200,000	200,000	200,000	200,000	200,000
Infrastructure - Streets	9,768,463	848,541	3,151,766	2,713,377	3,800,411	4,769,231	4,176,273	1,807,834	1,745,531
Infrastructure - Street Signs	76,000	19,889	7,029	23,096	20,000	20,000	20,000	20,000	20,000
Infrastructure - Traffic Signals	361,550	119,413	139,984	52,577	40,000	1,165,000	2,415,000	1,240,000	1,490,000
Infrastructure - Trees	200,000	50,162	82,393	66,326	60,000	60,000	60,000	60,000	60,000
Infrastructure - Water	10,827,735	625,286	1,822,702	4,134,937	1,946,518	2,620,000	1,971,637	852,365	1,822,565
Park Facilities	3,387,432	874,728	500,468	776,640	238,000	765,000	164,000	100,000	15,000
Park Facilities - Pools	219,000	93,682	-	62,905	33,000	-	14,000	-	15,000
Parking	350,000	-	-	-	-	100,000	100,000	100,000	100,000
Vehicles & Equipment	3,934,710	299,428	1,566,370	1,639,852	1,467,350	4,443,691	990,086	1,967,849	1,403,394
WWTP	3,530,000	247,048	48,546	804,150	1,766,000	1,191,500	860,000	835,000	835,000
Winterhurst	906,000	213,220	39,495	396,427	-	4,355,000	210,000	290,000	215,000

Building & Facilities as of March 1, 2007 (subject to change based on scope, funding and needs)

Department/Division							Actual Expenditures/Encumbered or Estimated Cost							
Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
Total Buildings & Facilities					1,983,808	5,946,185	392,651	438,946	343,680	285,908	385,000	100,000	-	4,000,000
Aging				Total	364,808	321,230	10,885	125,339	144,098	40,908	-	-	-	-
Senior Center West Renovations		Close	301	GO Bond 2005	4,500	4,530	4,530	-						
Senior Center West Elevator		Close	301	GO Bond 2005	8,000	7,500	-	7,500						
Senior Center West Cooler		Close	301	GO Bond 2005	1,400	1,395	1,395	-						
Senior Center West HVAC		Close	301	GO Bond 2005	5,000	4,960	4,960	-						
Aging West Roof	53029	Open	301	GO Note 2006	180,000	167,851		108,437	59,413					
Senior Center Reconstruction	53073	Open	240	CDBG	125,000	94,086		9,402	84,685					
Fire alarm pull stations			250	Burri Trust	1,136	1,136				1,136				
Kitchen ceiling rack panels & tiles			250	Burri Trust	2,350	2,350				2,350				
Carpeting @ lawther center west			250	Burri Trust	15,695	15,695				15,695				
Hvac unit in lower level back room			250	Burri Trust	9,000	9,000				9,000				
Nature stone or waterproof carpeting for flood areas			250	Burri Trust	8,477	8,477				8,477				
Arm chairs for reception areas @ SCE & lawther center			250	Burri Trust	3,590	3,590				3,590				
Carpeting @ SCE (social work office)			250	Burri Trust	660	660				660				
Animal Control				Total	15,000	9,688	9,688	-	-	-	-	-	-	-
Animal Shelter - Roof	33025	Close	301	GO Bond 2005	10,000	9,688	9,688							
Animal Shelter Repair	63052		401	GO Note 2006	5,000	-								
City Hall				Total	993,000	587,130	132,361	55,511	124,258	100,000	75,000	100,000	-	-
Environmental Study	33024	Close	301	GO Bond 2005	10,000	5,611	2,390		3,221					
City Hall Complex Renovations	033023	Close	301	GO Bond 2005	150,000	59,771	59,771							
City Hall Complex Renovations		Close	301	GO Bond 2005	108,000	80,982	70,200	10,782						
City Hall Complex Renovation	053028	Open	301	GO Note 2006	342,000	158,516		37,479	121,037					
Remove Cooling Tower	053061	Open	301	GO Note 2006	8,000	7,250		7,250						
Service Garage Roof	063054		401	GO Note 2006	375,000	-								
City Hall Security				2007 Capital Lease		250,000				75,000	75,000	100,000		
Fleet Tire Cage Enclosure				GO Note 2007		25,000				25,000				
City Hall Roof Replacement						-								
City Hall Parking Lot						-								
City Hall & Justice Facility						-								

Fire				**Total**	**578,000**	**595,137**	**239,717**	**258,096**	**52,325**	**45,000**	**-**	**-**	**-**	**-**
Fire Facilities Renovation	033021	Close	301	GO Bond 2005	20,000	**20,796**	20,796							
Fire Facilities (033021)	043053	Close	101	Fund Balance	23,000	**21,711**		7,239	14,472					
Fire Station #1 Roof	043025	Open	301	GO Bond 2005	410,000	**407,570**	218,921	187,239	1,409					
Fire Facilities Renovation	053060	Open	301	GO Note 2006	100,000	**98,402**		63,617	34,784					
Station #3 - Roof & HVAC	063053		401	GO Note 2006	25,000	**1,658**			1,658					
Station #3 - Roof & HVAC				GO Note 2007		**45,000**				45,000				
Police				**Total**	**33,000**	**23,000**	**-**	**-**	**23,000**	**-**	**-**	**-**	**-**	**-**
Police Facility Improvements	033022	Close	301	GO Bond 2005	10,000	**-**								
Dispatch Center Improvements	053062	Open	301	GO Note 2006	5,000	**5,000**			5,000					
Police Kitchen Improvemnt	063056	Open	401	GO Note 2006	8,000	**8,000**			8,000					
Police Spatial Assessment	063057	Open	401	GO Note 2006	10,000	**10,000**			10,000					
Municipal Utility Garage				**Total**	**-**	**310,000**	**-**	**-**	**-**	**10,000**	**300,000**	**-**	**-**	**-**
MUG Rehabilitation			510	510/511 Fund Balance		**10,000**				10,000				
Salt Dome Replacement						**300,000**					300,000			
Refuse				**Total**	**-**	**4,100,000**	**-**	**-**	**-**	**90,000**	**10,000**	**-**	**-**	**4,000,000**
Demolition - office & recycle building						**2,000,000**	-							2,000,000
Reconstruction - office & recycle building						**2,000,000**								2,000,000
Heaters				2007 Capital Lease		**20,000**				10,000	10,000			
Office roof & gutter replacement				2007 Capital Lease		**5,000**				5,000				
Replace natural gas line				GO Note 2007		**10,000**				10,000				
Driveway - grind and overlay				GO Note 2007		**65,000**				65,000				

Computers & Systems as of March 1, 2007 (subject to change based on scope, funding and needs)

Department/Division	Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost: 2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
	Total Computers & Systems		$ 2,213,672	$ 3,852,651	$ 287,951	$ 439,754	$ 811,310	$ 648,635	$ 1,410,000	$ 175,000	$ 40,000	$ 40,000
Aging		Total	-	30,000	-	-	-	-	30,000	-	-	-
	Computer Software updates	Burri Trust		30,000					30,000			
Building & Housing		Total	95,000	8,909	-	8,909	-	-	-	-	-	-
	Document Imaging System	GO Bond 2005	80,000	-								
	High Capacity Scanner	GO Bond 2005	15,000	8,909		8,909						
Council		Total	20,000	11,218	-	11,218	-	-	-	-	-	-
	Digital Recording System	GO Bond 2005	20,000	11,218		11,218						
Court		Total	95,000	92,727	-	-	92,727	-	-	-	-	-
	Court Computer System	Fund Balance	95,000	92,727			92,727					
Engineering		Total	420,000	76,738	37,567	4,187	34,984	-	-	-	-	-
	GIS - Sewer System Mapping and Data	Fund Balance	5,000	3,245	3,245							
	GIS - Sewer System Mapping and Data	Fund Balance	5,000	4,787	4,787							
	GIS	Fund Balance	20,000	20,180	14,572	1,177	4,431					
	GIS	Fund Balance	20,000	19,681	14,963	2,307	2,411					
	GIS	Fund Balance	10,000	7,121		703	6,418					
	GIS	2006 GO Note	250,000	14,309			14,309					
	GIS	2006 GO Note	10,000	-								
	GIS	2006 GO Note	100,000	7,415			7,415					
Finance		Total	10,000	10,000	-	-	-	10,000	-	-	-	-
	Laser check printing	Fund Balance (101)	10,000	10,000				10,000				

Department/Division	Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost 2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
	Total Computers & Systems		$ 2,213,672	$ 3,852,651	$ 287,951	$ 439,754	$ 811,310	$ 648,635	$ 1,410,000	$ 175,000	$ 40,000	$ 40,000
Fire		Total	150,500	539,030	6,489	12,495	115,046	5,000	400,000	-	-	-
	F/S Alerting System	Fund Balance	20,000	18,984	6,489	12,495	-					
	Fire Communications Grant	GF Grant	78,000	67,081	-	-	67,081					
	Digitizer	2006 GO Note	7,000	6,996	-	-	6,996					
	Highway Advisory Radio	2006 GO Note	30,000	25,134	-	-	25,134					
	Pulse Oximetry Units	2006 GO Note	6,060	6,060	-	-	6,060	-				
	Hydraulic Medical Cot	2006 GO Note	6,940	7,290	-	-	7,290					
	Hydraulic Medical Cot	Grant	2,500	2,485	-	-	2,485					
	Medical Laptop for Squad #1	2007 Capital Lease		5,000				5,000				
	Fire records management software			400,000					400,000			
Human Resources		Total	7,000	35,703	-	-	5,703	30,000	-	-	-	-
	HR Copier/Scanner	2006 GO Note	7,000	5,703			5,703					
	Microfilm Equipment Replacement	2007 Capital Lease		30,000				30,000				
Income Tax		Total	99,500	100,005	-	82,292	17,714	-	-	-	-	-
	Income Tax Software	Fund Balance	34,500.00	34,500		34,500.00	-					
	Income Tax Software	2006 GO Note	65,000.00	65,505		47,791.50	17,713.50					
Information Systems		Total	736,483	1,345,229	243,756	210,407	189,066	287,000	160,000	175,000	40,000	40,000
	Citywide Computer/Network Upgrade	2005 GO Bond	46,000	46,483	46,483	-	-					
	Citywide Communication	2005 GO Bond	15,000	4,542	4,542	-	-					
	Citywide Network Upgrade	2005 GO Bond	35,000	34,998	20,134	14,864	-					
	Fixed Asset Scanner/Software	2005 GO Bond	12,000	-	-	-	-					
	Telecommunications Upgrade	2005 GO Bond	70,000	73,340	70,170	3,170	-					
	Cox Fiber Network	2005 GO Bond	85,000	55,946	50,515	5,432	-					
	Document Imaging License (6)	2005 GO Bond	20,000	-	-	-	-					
	City Hall Communications Tower	2005 GO Bond	55,000	51,913	51,913	-	-					
	Citywide Network Upgrade	2006 GO Note	22,850	22,739		22,739	-					

Department/Division	Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
					2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
	Total Computers & Systems		$ 2,213,672	$ 3,852,651	$ 287,951	$ 439,754	$ 811,310	$ 648,635	$ 1,410,000	$ 175,000	$ 40,000	$ 40,000
Information Systems		Total	736,483	1,345,229	243,756	210,407	189,066	287,000	160,000	175,000	40,000	40,000
	Upgrade AS400	2006 GO Note	62,000	62,000		15,737	46,263					
	PC Replacement Citywide	2006 GO Note	143,000	141,752		130,800	10,952					
	PC Replacement Citywide	Fund Balance	10,800	9,107		8,568	539					
	PC Replacement Citywide	Fund Balance	1,300	1,301		1,263	39					
	PC Replacement Citywide	Fund Balance	4,800	5,204		4,163	1,041					
	PC Replacement Citywide	Fund Balance	3,600	3,903		3,672	231					
	Naviline - GUI Replacement	Fund Balance	-	-		-	-					
	Network Server	2006 GO Note	20,000	18,435			18,435					
	Server Replacement (3)	2006 GO Note	55,000	36,023			36,023					
	Remote Access	2006 GO Note	-	-			-					
	WIFI	2006 GO Note	133	132			132					
	Citywide Upgrade	2006 GO Note	25,000	643			643					
	PC Replacement (Phase II)	2006 GO Note	50,000	49,767			49,767					
	HTE NaviLine User Interface Deployment & Training	2007 Capital Lease		90,000				90,000				
	Windows Network Conversion	2007 Capital Lease		85,000				85,000				
	PC Replacement Project (Phase III)	2007 Capital Lease		50,000				50,000				
	Citywide Computer/Software/Network Upgrade	2007 Capital Lease		175,000			25,000	25,000	25,000	50,000	25,000	25,000
	Distributed Crystal Reports Implementation	2007 Capital Lease		15,000				15,000				
	Disaster recovery/backup upgrade	2007 Capital Lease		22,000				22,000				
	Citrix Thin Client Computer Environment			280,000					125,000	125,000	15,000	15,000
	Interactive Help Desk Implementation			10,000					10,000			
Police		Total	505,222	1,326,855	-	100,862	345,993	60,000	820,000	-	-	-
	GPS - Locate Police Cars			-		-	-					
	CRIS Upgrade	2005 GO Bond	15,000	14,778		14,778	-					
	Police In-Car Video	Fund Balance	20,903	20,903		20,903	-					
	Police In-Car Video	Fund Balance	22,881	22,881		22,881	-					
	Police In-Car Video	Fund Balance	27,706	27,706		27,706	-					
	Police In-Car Video	2005 GO Bond	60,000	59,961		-	59,961					

Department/Division	Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost 2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
	Total Computers & Systems		**$ 2,213,672**	**$ 3,852,651**	**$ 287,951**	**$ 439,754**	**$ 811,310**	**$ 648,635**	**$ 1,410,000**	**$ 175,000**	**$ 40,000**	**$ 40,000**
Police		**Total**	**505,222**	**1,326,855**	**-**	**100,862**	**345,993**	**60,000**	**820,000**	**-**	**-**	**-**
	Police Report to FRS			**-**		-	-					
	Police In-Car Video	2006 GO Note	36,950	**36,949**		-	36,949					
	911 Digital Recorder	2006 GO Note	14,600	**14,594**		14,594	-					
	Jail Digital Video Recorder	2006 GO Note	24,000	**19,961**		-	19,961					
	Jail Digital Video Recorder	2006 GO Note	20,000	**20,000**		-	20,000					
	Property Impoundment Syst			**-**		-	-					
	Property Impoundment Syst	County	30,000	**-**		-	-					
	Livescan Booking System	GF	10,182	**10,182**		-	10,182					
	Livescan Booking System	State	28,000	**28,000**		-	28,000					
	MDT Replacements (30)	2006 GO Note	175,000	**162,198**		-	162,198					
	Polygraph Replacement	2006 GO Note	20,000	**8,742**		-	8,742					
	Police security cameras for parks	2007 Capital Lease		**60,000**				60,000				
	Police cad and records management software			**800,000**					800,000			
	Police voice mail			**20,000**					20,000			
Refuse		**Total**	**56,600**	**16,638**	**-**	**6,560**	**10,078**	**-**	**-**	**-**	**-**	**-**
	Refuse Copier	2006 GO Note	6,600	**6,560**	-	6,560	-	-				
	Hydraulic Lift w/Install	2006 GO Note	10,000	**5,078**	-	-	5,078	-				
	Emergency Generator	2006 GO Note	30,000	**-**								
	Floor Scrubber	2006 GO Note	10,000	**5,000**			5,000					
Traffic Signs & Signals		**Total**	**14,867**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
	Traffic Signal Hardware & Software	2006 GO Note	14,867	**-**								
Wastewater Treatment		**Total**	**3,500**	**252,963**	**139**	**2,824**	**-**	**250,000**	**-**	**-**	**-**	**-**
	Computer Equipment	Fund Balance	3,500.00	**2,963**	139.15	2,823.99						
	Programmable Logic Controllers / Data Logger System	2007 Capital Lease		**250,000**				250,000				
Winterhurst		**Total**	**-**	**6,635**	**-**	**-**	**-**	**6,635**	**-**	**-**	**-**	**-**
	Emergency Management PC Replacement	Fund Balance		**6,635**				6,635				

Infrastructure: Streets as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	WARD	Scope	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
							Actual Expenditures/Encumbered or Estimated Cost						
TOTAL INFRASTRUCTURE-STREETS				9,768,463	17,864,200	848,541	3,151,766	2,713,377	3,800,411	1,056,873	1,521,837	2,929,834	2,817,531
Lakewood Heights Blvd Reconstruction			GO Bond 2005	212,000	-	-							
Hilliard/Franklin			GO Bond 2005	245,000	**32,663**	32,663							
Bunts/Detroit Turn Lane			GO Bond 2005	75,000	**7,422**	7,422							
West Clifton Blvd			GO Bond 2005	80,000	**978**	978							
West Clifton Road Resurfacing			GO Bond 2005	35,000	-	-							
Manor Park Resurfacing			301 Fund Balance	27,350	**25,984**	25,984							
Ethel (DGO)			GO Bond 2005	115,000	**199**	199							
Athens (DGO)			GO Bond 2005	135,000	**199**	199							
Delaware (DGO)			GO Bond 2005	90,000	**199**	199							
Nicholson (DGO)			GO Bond 2005	40,000	**199**	199							
Sloane Ave.			CDBG	897,923	**549,868**	82,165	460,729	6,974					
Sloane Ave.			GO Bond 2005	230,000	**20,498**	15,198		5,300					
Sloane Ave.			Issue 2	905,000	**1,095,011**		1,095,011						
Merl Ave.			CDBG	320,000	**285,394**	281,083	4,312	-					
W117th			CDBG	412,000	-	-	-	-					
Delaware (DGO)			GO Bond 2005	126,000	**126,160**	126,160							
Emerson (DGO)			GO Bond 2005	72,000	**69,702**	69,702							
Edwards (DGO)			GO Bond 2005	95,000	**92,103**	92,103							
Edgewater (DGO)			GO Bond 2005	116,000	**114,286**	114,286							
Streetscape Improvements			GO Bond 2005	50,000	**20,987**		14,000	6,987					
Clifton Blvd. Beautification			GO Bond 2005	50,000	-		-	-					
Berea Rd			CDBG	40,000	**31,197**		458	30,739					
Manor Park			CDBG	506,000	**484,093**		408,717	75,376					
Chesterland			CDBG	236,000	**249,124**		172,610	76,514					
Wyandotte			CDBG	236,000	**280,952**		223,966	56,986					

Project Description	WARD	Scope	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
							Actual Expenditures/Encumbered or Estimated Cost						
TOTAL INFRASTRUCTURE-STREETS				9,768,463	17,864,200	848,541	3,151,766	2,713,377	3,800,411	1,056,873	1,521,837	2,929,834	2,817,531
Edgewater Dr. (CP, Water, Sewer)			2006 GO Note	415,000	**411,926**		65,575	346,351					
Franklin Blvd.			2006 GO Note	315,000	**392,269**		272,930	119,339					
Armin Ave.			2006 GO Note	210,000	**222,961**		8,724	214,237					
Lakeland Ave.			2006 GO Note	40,000	**21,344**		11,876	9,468					
Summit Ave.			2006 GO Note	50,000	**24,839**		10,080	14,759					
Pavement Condition Report			CDBG	50,000	**48,337**		-	48,337					
Wagar Ave DGO			GF Transfer	280,271	**156,906**		156,906						
Rosalie Ave DGO			GF Transfer	64,225	**35,013**		35,013						
Merl Ave DGO			GF Transfer	61,500	**45,793**		45,793						
Arden Ave DGO			GF Transfer	77,515	**43,477**		43,477						
Niagra Dr. DGO			GF Transfer	92,625	**46,131**		46,131						
Abbieshire Ave DGO			GF Transfer	67,650	**37,346**		37,346						
Waterbury DGO			GF Transfer	59,491	**38,112**		38,112						
Fischer Road - Brick Surface			GF Transfer	13,144	**-**		-						
Giel (Det - Merl) ITA			CDBG	225,772	**160,856**			160,856					
Marlowe (Det - Clifton)			CDBG	270,000	**263,036**			263,036					
Marlowe (Det - Clifton)			2006 GO Note	270,000	**222,618**			222,618					
Franklin (Rvrside-Rockwy)			CDBG	7,997	**7,632**			7,632					
Roycroft			CDBG	135,000	**130,665**			130,665					
Davis Crt (Coutant-WTerm)			CDBG	36,000	**35,183**			35,183					
Elmwood (Det - Hilliard)			2006 GO Note	447,781	**50,930**			50,930					
Arthur (Det - Hilliard)			2006 GO Note	615,881	**425,246**			425,246					
Franklin DGO			2006 GO Note	43,867	**12,668**			12,668					
Ferndale DGO			2006 GO Note	72,316	**14,398**			14,398					
Rosewood DGO			2006 GO Note	220,644	**215,716**			215,716					
Archdale DGO			2006 GO Note	57,583	**18,901**			18,901					
Chesterland DGO			2006 GO Note	55,928	**54,694**			54,694					
Elbur - Asphalt Overlay			2006 GO Note	35,000	**2,072**			2,072					

Cliff Dr -Asphalt Overlay	063044	401		2006 GO Note	50,000	**3,032**	3,032				
Leedale (Lake-Edgewater)	063060	401		2006 GO Note	10,000	**10,510**	10,510				
Lincoln (Det-Franklin)	063061	401		2006 GO Note	23,500	**24,118**	24,118				
McKinley (Mrgnl-Hilliard)	063062	401		2006 GO Note	24,500	**23,363**	23,363				
Wilbert (Lake-Cliff Dr)	063063	401		2006 GO Note	14,000	**16,479**	16,479				
Indianola/Overbrook Tree Lawn	063066	401		2006 GO Note	7,000	**6,895**	6,895				
Belle Ave Tree Lawn	063067	401		2006 GO Note	3,000	**3,000**	3,000				
Pavement Condition Report	073055		1,2,3,4	Fund Balance		**150,000**		50,000	50,000	50,000	
Woodward Ave. (Madison to Detroit)	073031		1,2	Ra, W, S 2007 GO Note		**757,740**		757,740			
Belle Ave. (Detroit to Franklin)	073032		2,3	Ra, W, S 2007 GO Note		**326,523**		326,523			
Arliss Ave. (Cove to End)	073033		4	DGO, W 2007 GO Note		**76,877**		76,877			
Detroit Ave.(US 6A) -E.C.L. to W.C.L.	073030		1,2,3,4	DGO County, CDBG, Fund Balance		**1,435,000**		1,435,000			
Athens Ave. (Waterbury to Halstead)	073034		4	Ra CDBG		**400,000**		400,000			
Blossom Park Ave. (Franklin to Detroit)	073035		3	DGO 2007 GO Note		**118,154**		118,154			
Parkway Dr. (Lewis to Lewis)	073036		3	DGO 2007 GO Note		**67,504**		67,504			
Bonnieview Ave. (Detroit to Clifton Blvd.)	073038		1	DGO 2007 GO Note		**206,318**		206,318			
Coutant St. (Franklin to Detroit)	073039		4	ASR CDBG		**24,000**		24,000			
Clarence Ave. (Detroit to Hazelwood)	073040		4	ASR CDBG		**9,400**		9,400			
Clarence Ave. (Athens to Bramley)	073043		4	ASR CDBG		**10,400**		10,400			
Riverside Drive (Detroit to W. Clifton)	073041		1	ASR, W CDBG		**30,400**		30,400			
Nicholson Ave. (Detroit to Tracks)	073042		4	ASR CDBG		**6,000**		6,000			
Andrews Ave. (Detroit to Tracks)	073044		2	ASR SCMR Fund		**14,684**		14,684			
Lincoln Ave. (Franklin to Madison)	073045		3	ASR SCMR Fund		**26,054**		26,054			

Carabel Dr. (Madison to S. Terminus)	073046	2	ASR	SCMR Fund	44,571	44,571				
Athens Ave. (Carabel to Belle)	073047	2	ASR	SCMR Fund	45,627	45,627				
Parkwood Rd. (Madison to Franklin)	073048	3	ASR	SCMR Fund	13,326	13,326				
Jackson Ave. (Merl to Clifton)	073049	3	ASR	SCMR Fund	10,133	10,133				
Cook Ave. (Detroit to Clifton Blvd.)	073050	2	ASR	SCMR Fund	21,972	21,972				
Alameda Ave. (Detroit to Franklin)	073051	4	ASR	SCMR Fund	11,257	11,257				
Chesterland Ave. (Franklin to Madison)	073052	3	ASR	SCMR Fund	11,710	11,710				
Woodford Ave. (Webb to Granger)		1	DGO	GO	82,761		82,761			
Bunts Rd. - CR-232 (Clifton to Lakewood Hts.)		3	Ra, W, S	GO, County & CDBG	2,135,836		2,135,836			
Clifton Blvd. - US 6 (West Clifton to East C.L.)		1,2,3,4	Pr	GO & ODOT	1,735,000		1,735,000			
Athens Ave. (Wascana to Waterbury)		3	Ra	CDBG	350,000		350,000			
Elmwood Ave. (Hilliard to Madison)		2	DGO	GO	146,095		146,095			
Baxterly Ave. (Athens to Madison)		3	DGO	GO	124,300		124,300			
ASR Streets			ASR	GO	100,000		100,000			
Detroit Ave - Intersection Improvements				GO & CDBG	562,000		178,000	128,000	128,000	128,000
Lake Rd. - North (Clifton Blvd. To Webb)		1	Ra, S		975,970		975,970			
Summit Ave. (Detroit to Clifton)		2	Ra, W, S	GO	648,448			648,448		
Warren Rd. - CR-226 (Detroit to Lakewood Hts)		2	Ra	GO & County	2,308,045			2,308,045		
Marlowe Ave. (Franklin to Madison)		3	Ra, W, S		411,780			411,780		
Clifton Place (Detroit to S. Terminus)		1	Ra, S		300,000			300,000		
Merl Ave. (Manor Park to Bunts)		3	Ra, S		330,000			330,000		
Andrews Ave. (Detroit to Clifton Blvd)		2	Ra, W, S		703,864				703,864	
Arthur Ave. (Detroit to North End)		2	Ra, S		170,000					170,000
French Ave. (Andrews Ln to Clifton Blvd)		2	Ra, W, S		413,632					413,632
Gladys Ave. (Detroit to Clifton Blvd)		2	Ra, W, S		654,399					654,399
Giel Ave. (Merl to Clifton Blvd)		3	Ra, W, S		329,499					329,499

Infrastructure: Sewer as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	WARD	Scope	Financing Source	Amount Financed / Funded	Total Project Cost	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
							Actual Expenditures/Encumbered or Estimated Cost						
TOTAL INFRASTRUCTURE-SEWER				17,599,265	21,419,189	1,695,348	3,914,479	6,872,325	1,637,019	2,244,164	1,673,510	1,743,638	1,638,706
Manor Park Resurfacing			GO Bond 2005	75,000	**75,907**	75,907							
Webb Rd.			Fund Balance	95,000	**93,542**	93,542							
Sewer Capital Repair - Emerg			Fund Balance	445,000	**397,644**	397,644							
Sloane Ave			GO Bond 2005	385,000	**307,682**	227,854	79,828						
Long Term Control Plan - Citywide			Fund Balance	150,000	**150,000**	135,519	14,481						
Sloane Ave.			GO Bond 2005	765,000	**1,007,668**	174,579	790,697	42,393					
Sewer Emergency Program			Fund Balance	250,000	**81,873**	81,873	-	-					
Long Term Control Plan			GO Bond 2005	480,000	**484,323**	296,025	185,008	3,291					
Sewer Capital Repair Program			Fund Balance	65,000	**55,663**	55,663	-	-					
Edgewater Interceptor Cleaning			GO Bond 2005	1,540,000	**1,394,582**	2,673	1,122,285	269,623					
Detroit Sanitary Sewer Replacement			GO Bond 2005	160,000	**160,000**	1,348	158,652	-					
Warren Sanitary & Storm			GO Bond 2005	600,000	**407,498**	152,720	235,881	18,897					
Hathaway Sanitary & Storm			Fund Balance	-	-								
Detroit Lateral Replacement			Fund Balance	-	-								
Bunts Storm Sewer Replacement			Fund Balance	-	-								
Manor Park			Sewer Rev 2006	210,000	**294,071**		233,335	60,736					
Chesterland			Sewer Rev 2006	262,000	-								
Wyandotte			Sewer Rev 2006	285,000	**314,091**		278,756	35,335					
Edgewater Dr.			Sewer Rev 2006	560,000	**509,594**		458,638	50,956					
Edgewater Dr.			Fund Balance	250,000	-								
Armin Ave.			Sewer Rev 2006	80,000	**112,371**		12,769	99,602					
Lakeland Ave.			Fund Balance		**84,294**		13,223	71,072					
Summit Ave.			Sewer Rev 2006	50,000	**10,826**		8,959	1,867					
Fischer Road - Brick Surface			Fund Balance	27,824	-		-	-					

Project Description	WARD	Scope	Financing Source	Amount Financed / Funded	Total Project Cost	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
							Actual Expenditures/Encumbered or Estimated Cost						
	TOTAL INFRASTRUCTURE-SEWER			17,599,265	21,419,189	1,695,348	3,914,479	6,872,325	1,637,019	2,244,164	1,673,510	1,743,638	1,638,706
Sewer Capital Emergency			Fund Balance	140,441	**28,369**		28,369	-					
Environmental Study			Fund Balance	18,000	**12,505**		11,718	787					
Detroit Ave (Nich to Olive)			Sewer Rev 2006	7,200,000	**4,720,486**		47,606	4,672,880					
Long Term Control III			Fund Balance	370,000	**214,413**		31,688	182,725					
Storm Water Manage Prog			Fund Balance	80,000	**24,366**		10,564	13,802					
Sloane Sewer Phase II			Fund Balance	200,000	**216,267**		191,536	24,730					
Lateral Replacement & Sewer					**486**		486	-					
Giel (Det - Merl) ITA			Sewer Rev 2006	243,000	**193,925**		-	193,925					
Marlowe (Det - Clifton)			Sewer Rev 2006	600,000	**525,055**		-	525,055					
Elmwood (Det - Hilliard)			Sewer Rev 2006	150,000	**1,512**		-	1,512					
Arthur (Det - Hilliard)			Sewer Rev 2006	530,000	**483,808**			483,808					
Emergency Response			Fund Balance	100,000	**22,799**			22,799					
Metering of CSO's			Fund Balance	33,000	**-**								
Edgwatr Interceptr Repair			Sewer Rev 2006	700,000	**93,361**			93,361					
Bunts Rd (Det - Franklin)			Sewer Rev 2006	500,000	**3,169**			3,169					
Woodward Ave. (Madison to Detroit)	1,2	Ra, W, S	Sewer Rev 2006		**847,022**				847,022				
Belle Ave. (Detroit to Franklin)	2,3	Ra, W, S	Sewer Rev 2006		**364,997**				364,997				
Clifton Park Force Main (Lagoons to Lake Rd)	1	S	Sewer Rev 2006		**75,000**				75,000				
Clifton/Belle Sewer (Connection to Interceptor)	1	S	Sewer Rev 2006		**150,000**				150,000				
Detroit/Lauderdale (Sewer Connections)	1	S	Sewer Rev 2006		**150,000**				150,000				
Sewer Flow Monitoring			Fund Balance		**50,000**				50,000				
Bunts Rd. - CR-232 (Clifton to Lakewood Hts.)	3	Ra, W, S			**2,244,164**					2,244,164			
Summit Ave. (Detroit to Clifton)	2	Ra, W, S			**724,853**						724,853		
Marlowe Ave. (Franklin to Madison)	3	Ra, W, S			**498,658**						498,658		
Clifton Place (Detroit to S. Terminus)	1	Ra, S			**300,000**						300,000		
Merl Ave. (Manor Park to Bunts)	3	Ra, S			**150,000**						150,000		

Project Description	WARD	Scope	Financing Source	Amount Financed / Funded	Total Project Cost	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
								Actual Expenditures/Encumbered or Estimated Cost					
	TOTAL INFRASTRUCTURE-SEWER			17,599,265	21,419,189	1,695,348	3,914,479	6,872,325	1,637,019	2,244,164	1,673,510	1,743,638	1,638,706
Andrews Ave. (Detroit to Clifton Blvd)	2	Ra, W, S			**730,598**							730,598	
Lake Rd. - North (Clifton Blvd. To Webb)	1	Ra, S			**1,013,040**							1,013,040	
Arthur Ave. (Detroit to North End)	2	Ra, S			**76,507**								76,507
French Ave. (Andrews Ln to Clifton Blvd)	2	Ra, W, S			**462,370**								462,370
Gladys Ave. (Detroit to Clifton Blvd)	2	Ra, W, S			**731,506**								731,506
Giel Ave. (Merl to Clifton Blvd)	3	Ra, W, S			**368,323**								368,323

Infrastructure: Water as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	WARD	Scope	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
									Actual Expenditures/Encumbered or Estimated Cost				
TOTAL INFRASTRUCTURE-WATER				10,827,735	15,796,009	625,286	1,822,702	4,134,937	1,946,518	2,620,000	1,971,637	852,365	1,822,565
Franklin Watermain			GO Bond 2005	600,000	**596,448**	576,238	19,692	519					
Emergency Response			Fund Balance	100,000	-	-	-	-					
Water System Vuneralibitiy			Fund Balance	60,000	**60,000**	49,048	-	10,952					
Berea Rd			Water Rev 2006	1,000,000	**1,337,979**	-	-	1,337,979					
Manor Park			Water Rev 2006	550,000	**604,789**	-	544,671	60,119					
Chesterland			Water Rev 2006	440,000	**456,184**		433,369	22,816					
Wyandotte			Water Rev 2006	475,000	**488,717**		425,532	63,185					
Edgewater Dr.			Water Rev 2006	510,000	**573,100**		369,146	203,954					
Armin Ave.			Water Rev 2006	125,000	**143,045**		10,474	132,571					
Lakeland Ave.			Water Rev 2006	170,000	**159,875**		10,572	149,303					
Summit Ave.			Water Rev 2006	140,000	**165,164**		9,247	155,917					
Fischer Road - Brick Surface			Fund Balance	9,559	-		-	-					
Webb Rd.					-		-	-					
Emergency Response			Fund Balance	72,176	-			-					
Giel (Det - Merl) ITA			Water Rev 2006	284,000	**230,779**			230,779					
Marlowe (Det - Clifton)			Water Rev 2006	520,000	**462,061**			462,061					
Davis Crt (Coutant-WTerm)			Water Rev 2006	55,000	**56,540**			56,540					
Elmwood (Det - Hilliard)			Water Rev 2006	542,000	**28,846**			28,846					
Arthur (Det - Hilliard)			Water Rev 2006	400,000	**377,865**			377,865					
Elbur			Water Rev 2006	70,000	**72,525**			72,525					
Cliff Dr			Water Rev 2006	100,000	**104,582**			104,582					
Emergency Response			Fund Balance	100,000	-			-					
Clifton (W.Clifton -Cove)			Water Rev 2006	4,000,000	**160,076**			160,076					
Warren Rd (Frnkln-Madisn)			Water Rev 2006	340,000	**373,943**			373,943					
Ogontz (Fschr-S.Marginal)			Water Rev 2006	165,000	**130,403**			130,403					
Woodward Ave. (Madison to Detroit)	1,2	Ra, W, S	Water Rev 2006		**988,193**				988,193				
Belle Ave. (Detroit to Franklin)	2,3	Ra, W, S	Water Rev 2006		**425,830**				425,830				
Arliss Ave. (Cove to End)	4	DGO, W	Water Rev 2006		**202,496**				202,496				
Riverside Dr. (Detroit to W. Clifton)	1	ASR, W	Water Rev 2006		**330,000**				330,000				

Project Description	WARD	Scope	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
						Actual Expenditures/Encumbered or Estimated Cost							
TOTAL INFRASTRUCTURE-WATER				10,827,735	15,796,009	625,286	1,822,702	4,134,937	1,946,518	2,620,000	1,971,637	852,365	1,822,56
Bunts Rd. - CR-232 (Clifton to Lakewood Hts.)	3	Ra, W, S			**2,620,000**					2,620,000			
Summit Ave. (Detroit to Clifton)	2	Ra, W, S			**845,662**						845,662		
Marlowe Ave. (Franklin to Madison)	3	Ra, W, S			**581,767**						581,767		
Delaware Ave. (Carabel to Alger)	2	W			**544,208**						544,208		
Andrews Ave. (Detroit to Clifton Blvd)	2	Ra, W, S			**852,365**							852,365	
French Ave. (Andrews Ln to Clifton Blvd)	2	Ra, W, S			**539,431**								539,43
Gladys Ave. (Detroit to Clifton Blvd)	2	Ra, W, S			**853,423**								853,42
Giel Ave. (Merl to Clifton Blvd)	3	Ra, W, S			**429,710**								429,71

Infrastructure: Sidewalks as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
					Actual Expenditures/Encumbered or Estimated Cost						
TOTAL INFRASTRUCTURE-SIDEWALKS		280,000	1,274,626	28,728	145,226	100,672	200,000	200,000	200,000	200,000	200,000
Sidewalk Repair Program	2005 GO Bond	80,000	**74,667**	28,728	45,939						
Sidewalk Repair Program	2006 GO Note	100,000	**99,286**		99,286						
Sidwalk Repair Program	2006 GO Note	100,000	**100,672**			100,672					
Sidwalk Repair Program	2007 Note		**1,000,000**				200,000	200,000	200,000	200,000	200,000

Infrastructure: Street Signs & Signals as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
							2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
TOTAL INFRASTRUCTURE-Street Signs					76,000	150,014	19,889	7,029	23,096	20,000	20,000	20,000	20,000	20,000
Gateway Signage	043044	Open	301	GO Bond 2005	20,000	19,834	-	7,029	12,804					
Street Name Sign Standardization	043047	Close	301	GO Bond 2005	20,000	19,889	19,889	-	-					
Street Name Sign Standardization	053047	Open	301	GO Note 2006	20,000	2,561	-	-	2,561					
Street Name Sign Standard	063047		401	GO Note 2006	16,000	7,730	-	-	7,730					
Gateway				SCMR Fund		50,000				10,000	10,000	10,000	10,000	10,000
5th Phase Street Name Sign Standardization				SCMR Fund		50,000				10,000	10,000	10,000	10,000	10,000
TOTAL INFRASTRUCTURE-Traffic Signals					361,550	10,997,199	119,413	139,984	52,577	40,000	2,259,000	3,456,850	2,304,100	2,625,275
Traffic Signal Intersection	033042	Close	301	GO Bond 2005	40,000	39,904	39,904							
Traffic Signal Upgrade	000001	Close	301	GO Bond 2005	113,000	91,972	22,871	68,278	823					
Traffic Signal Upgrade	000001	Close	301	Fund Balance	10,550	-			-					
Traffic Signal - LED	000001	Close	301	GO Bond 2005	60,000	59,997	56,637	3,360						
Traffic Signal Upgrade LED	053045	Open	301	GO Note 2006	90,000	78,445		68,346	10,099					
Traffic Signal Upgrde LED	063045		401	GO Note 2006	10,000	278			278					
Intersection Upgrades	063049		401	GO Note 2006	38,000	41,377			41,377					
Traffic/Signals Upgrades - LED				Capital Lease		100,000				20,000	20,000	20,000	20,000	20,000
Intersection Upgrades				Capital Lease		100,000				20,000	20,000	20,000	20,000	20,000
Traffic Signals; Phase 1 Construction; Clifton Blvd				GO & NOACA		2,079,000					2,079,000			
Traffic Signals; Phase 2 Design; Detroit (Arthur to Cove)				GO & NOACA		140,000					140,000			
Clifton Blvd Intersection Improvements				GO & NOACA		1,250,000						1,250,000		
Traffic Signals; Phase 2 Construction; Detroit (Arthur to Cove)				GO & NOACA		2,021,250						2,021,250		
Traffic Signals; Phase 3 Design; Detroit (Sloane to Lakeland)				GO & NOACA		145,600						145,600		
Traffic Signals; Phase 3 Construction; Detroit (Sloane to Lakeland)				GO & NOACA		2,102,100							2,102,100	
Traffic Signals; Phase 4 Design; Madison (McKinley to Ridgewood)				GO & NOACA		162,000							162,000	
Traffic Signals; Phase 4 Construction; Madison (McKinley to Ridgewood)				GO & NOACA		2,338,875								2,338,875
Traffic Signals; Phase 5 Design; Hilliard/Franklin (Riverside to Ridgewood)				GO & NOACA		246,400								246,400

Forestry as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
				2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
TOTAL INFRASTRUCTURE-Trees		**200,000**	**498,881**	**50,162**	**82,393**	**66,326**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
City Reforestation	2005 GO Bond	50,000	**49,923**	49,923							
City Reforestation	2005 GO Bond	50,000	**50,029**	239	47,116	2,674					
City Reforestation	2006 GO Note	50,000	**50,071**		35,277	14,794					
City Reforestation	2006 GO Note	50,000	**48,859**			48,859					
City Reforestation	2007 GO Note		**250,000**				50,000	50,000	50,000	50,000	50,000
Gypsy Moth/Emerald Ash Bore Eradication Programs	Fund Balance (101)		**50,000**				10,000	10,000	10,000	10,000	10,000

Parks & Public Property as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
							2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
				TOTAL PARK FACILITIES	3,387,432	3,433,836	874,728	500,468	776,640	238,000	765,000	164,000	100,000	15,000
Lakefront Renovation Grants	033003	Open		301 Fund Balance	335,309	**300,000**			300,000					
Lakefront Renovation Grants	033003	Open	301	2005 GO Bond	380,000	**270,508**	109,492	161,016						
Lakefront Renovation Grants	033003	Open		Grants	938,523	**749,887**		336,151	413,736					
Lakewood Park Improvements	033004	Close	301	2005 GO Bond	101,600	**106,191**	106,191							
Lakewood Park Improvements	033004	Close		Grants	245,000	**245,000**	245,000							
Park Improvements	033005	Close	301	2005 GO Bond	235,000	**177,288**	177,288							
Skate Park	033006	Close	301	2005 GO Bond	134,000	**134,200**	134,200							
Old Stone & Nicholson	033020	Open	301	2005 GO Bond	20,000	**12,175**	8,875	3,300						
Skate Park	043006	Close	301	2005 GO Bond	166,000	**-**								
Lakewood Park Improvements	043049	Close	301	2005 GO Bond	15,000	**-**								
Lkwd Park Master Plan	043050	Close	301	2005 GO Bond	11,000	**-**								
Niagara Park Playground	043052	Close	301	2005 GO Bond	37,000	**-**								
Lakewod Park	053053	Open	301	2006 GO Note	330,000	**-**								
Park Improvements	063058		401	2006 GO Note	220,000	**-**								
Lakewood Park Improvements				2007 GO Note		**50,000**				50,000				
Promenade Improvements (Lighting & Benches)				2007 GO Note		**25,000**				25,000				
Lakewood Park Parking Lot & Roadway				2007 GO Note		**75,000**				75,000				
Replacement of man doors parks/garage				2007 GO Note		**30,000**				30,000				
Repair Tennis Courts Wagar Pk.				2007 GO Note		**25,000**				25,000				
Little Links Improvements						**20,000**					20,000			
Madison/Wagar Playground Equip.						**400,000**					400,000			
Kaufmann/Cove Playground Equip.						**300,000**					300,000			
Resurface Tennis Courts Madison Pk						**25,000**					25,000			
Replace Tile Floor Women's Club						**20,000**					20,000			
Parkrow Playground Equipment						**150,000**						150,000		
Clifton Prado Park Equipment						**100,000**							100,000	
				TOTAL PARK FACILITIES-POOLS	219,000	218,587	93,682	-	62,905	33,000	-	14,000	-	15,000
Pool Concession Stand Upgrade	063037	Close	301	2005 GO Bond	6,000	**7,828**	7,828							
Pool Infrastructure	063038	Close	301	2005 GO Bond	5,000	**4,944**	4,944							
Madison Baby Pool Repair	000001	Close	301	2005 GO Bond	68,000	**67,957**	67,957							
Pool Repair & Paint		Close	301	2005 GO Bond	13,000	**12,953**	12,953							
Madison Pool - Paint	053050	Open	301	2006 GO Note	7,000	**-**								
Madison Pool - Slide Resurface	053051	Open	301	2006 GO Note	20,000	**9,624**			9,624					
Pool Boilers - (2 Pools)	053052	Open	301	2006 GO Note	100,000	**53,281**			53,281					
Miscellaneous Pool Repairs				2007 GO Note		**20,000**				20,000				
Paint Foster Pool				2007 GO Note		**42,000**				13,000		14,000		15,000

Parking Facilities as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
				Actual Expenditures/Encumbered or Estimated Cost							
	TOTAL PARKING	350,000	400,000	-	-	-	-	100,000	100,000	100,000	100,000
Parking Meter Replacement	2006 GO Note	350,000	-								
Parking Meter Restoration Program			100,000					25,000	25,000	25,000	25,000
City owned parking lot repavement			300,000					75,000	75,000	75,000	75,000
			-								
			-								

Vehicles & Equipment as of March 1, 2007 (subject to change based on scope, funding and needs)

Department/Division							Actual Expenditures/Encumbered or Estimated Cost							
Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
		TOTAL VEHICLES & EQUIPMENT			3,934,710	10,770,621	299,428	1,566,370	1,639,852	4,467,350	1,443,691	990,086	1,967,849	1,403,394
Aging				**Total**	**108,600**	**155,890**	**34,505**	**73,385**	**-**	**48,000**	**-**	**-**	**-**	**-**
Van - Office on Aging		Close	301	2005 GO Bond	35,000	**35,012**	34,505	507						
Van (Accom. Wheel Chair)	053009	Close	301	2006 GO Note	8,900	**8,876**	-	8,876						
Replacement Transit Vehicle	053011	Open	301	2006 GO Note	40,300	**39,654**	-	39,654						
Passenger Van	053012	Close	301	2006 GO Note	24,400	**24,348**	-	24,348						
Light transit vehicle			250	Burri Trust		**48,000**				48,000				
Finance				**Total**	**9,000**	**8,702**	**8,702**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Shredder	063051	Close	301	2005 GO Bond	9,000	**8,702**	8,702							
Fleet				**Total**	**-**	**-**	**-**	**-**	**-**	**5,000**	**-**	**-**	**-**	**-**
Air Compressor & Air Dryer				Fund Balance (101)						5,000				
Fire				**Total**	**511,000**	**1,755,856**	**116,522**	**267,851**	**85,982**	**108,000**	**114,500**	**65,000**	**865,000**	**133,000**
Fire Engine Pumper	043001	Open	401	2005 GO Bond	400,000	**363,176**	95,324	267,851	-	-				
Passenger Car (Fire)	043002	Close	401	2005 GO Bond	25,000	**21,198**	21,198	-	-	-				
Med Squad (Lease)	063005		401	2006 Capital Lease	60,000	**60,000**	-	-	60,000					
Fire Marshall Vehicle	063006		401	2006 GO Note	26,000	**25,982**	-	-	25,982	-				
Medical Squad Replacement (Lease)				2007 Capital Lease		**120,000**				60,000	60,000			
Medical Equip - Three (3) Hydraulic Cots				2007 Capital Lease		**36,000**				36,000				
Fire - Replacement Thermal Imaging Device				2007 Capital Lease		**12,000**				12,000				
Fire - Replace Command Car - 1993						**43,000**					43,000			
Fire - Replace-Breathing Air Mobile Fill Station						**11,500**					11,500			
Medical Squad Replacement (Lease)						**195,000**						65,000	65,000	65,000
Fire - Replace Engine 3-1990 Quint						**800,000**							800,000	
Fire - Replace Utility Pick-up - 1998						**38,000**								38,000
Fire - Replace Fire Inspector Car - 2000						**30,000**								30,000

Forestry				**Total**	**63,000**	**132,338**	**-**	**32,904**	**27,434**	**37,000**	**-**	**-**	**35,000**	**-**
Disc Chipper	053006	Close	301	2006 GO Note	33,000	**32,904**		32,904	-					
Asplundh Aerial Bucket Truck	053013	Open				**-**		-	-					
Aerial Bucket Trk(Modify)	063014		401	2006 GO Note	30,000	**27,434**		-	27,434					
Stump Grinder				2007 Capital Lease		**37,000**				37,000				
Truck						**35,000**							35,000	
General Admin				**Total**	**-**	**35,750**	**-**	**-**	**-**	**7,150**	**7,150**	**7,150**	**7,150**	**7,150**
Replace existing RICOH copiers (2) Five Year Lease				Fund Balance (101)		**35,750**				7,150	7,150	7,150	7,150	7,150
Information Systems				**Total**	**30,000**	**27,430**	**-**	**-**	**27,430**	**-**	**-**	**-**	**-**	**-**
Communications System Analyzer	053074	Open	401	2006 GO Note	30,000	**27,430**			27,430					
Parking				**Total**	**-**	**20,000**	**-**	**-**	**-**	**20,000**	**-**	**-**	**-**	**-**
Compact 4WD Pick-Up			520	2007 Capital Lease		**20,000**				20,000				
Parks & Public Property				**Total**	**198,110**	**333,697**	**66,520**	**21,353**	**69,824**	**50,000**	**62,000**	**34,000**	**-**	**30,000**
Truck w/Plow 4WD (#604)		Open	301	2005 GO Bond	25,000	**23,304**	22,797	507	-	-				
Truck w/Plow #631		Close	301	2005 GO Bond	45,000	**44,230**	43,723	507	-	-				
Mowers	053008	Close	301	2006 GO Note	20,400	**20,339**	-	20,339	-	-				
Cargo Van E150	063007		401	2006 GO Note	18,000	**18,056**	-	-	18,056					
Madison Park Utility Cart	063008		401	2006 GO Note	18,000	**-**	-	-	-	-				
Bobcat w/Attachments	063009		401	2006 GO Note	70,000	**50,090**	-	-	50,090	-				
Mowers (2)	063059		101	Fund Balance	1,710	**1,678**	-	-	1,678	-				
Two Small Pickups				2007 Capital Lease		**50,000**				50,000				
Pick-up Truck with plow						**32,000**					32,000			
Riding Mower						**60,000**					30,000			30,000
Pick-up Truck with plow						**34,000**						34,000		
Police				**Total**	**514,200**	**1,427,234**	**-**	**179,009**	**323,226**	**177,400**	**180,000**	**185,000**	**190,000**	**195,000**
Police Cruisers		Open	301	2005 GO Bond	175,000	**167,538**	-	149,075	18,464	-				
Police Cruisers/Detective	053001	Close	301	2006 GO Note	164,200	**164,154**	-	29,934	134,220	-				
Police Cars (6)	063010		401	2006 GO Note	175,000	**170,542**	-	-	170,542					
Police Cruisers & Equipment (5)				2007 Capital Lease		**925,000**				175,000	180,000	185,000	190,000	195,000
Motorcycles (2)				Fund Balance (101)						2,400				
Refuse				**Total**	**1,114,800**	**3,700,260**	**38,688**	**430,339**	**632,414**	**354,000**	**519,841**	**535,436**	**551,499**	**638,044**
Cushmans	033015	Close	301	2005 GO Bond	90,000	**92,062**	-	92,062	-	-				
Refuse Packer (1)	033016	Close	301	2005 GO Bond	165,000	**165,775**	248	165,527	-	-				
Refuse cushmans (2)		Close	301	2005 GO Bond	40,000	**35,560**	-	35,560	-	-				
Lift Truck w/Body #429		Close	301	2005 GO Bond	45,000	**45,000**	38,440	6,560	-	-				
Refuse Packers (2)	053003	Open	301	2006 GO Note	341,850	**341,818**	-	-	341,818	-				
Collection Vehicles	053004	Open	301	2006 GO Note	105,450	**105,420**	-	103,172	2,248	-				
Road Service Utility Van	053005	Close	301	2006 GO Note	27,500	**27,459**	-	27,459	-	-				
Refuse Packer Truck (1)	063003		401	2006 GO Note	190,000	**182,627**	-	-	182,627					
Refuse Collection Veh (4)	063004		401	2006 GO Note	110,000	**105,720**	-	-	105,720					
Paper shredder				2006 GO Note		**10,000**				10,000				
Packer garbage trucks (2)				2007 Capital Lease		**1,882,295**				195,700	403,142	415,236	427,693	440,524
Refuse collection vehicles (4)				2007 Capital Lease		**601,525**				113,300	116,699	120,200	123,806	127,520
Mechanic pit				2007 Capital Lease		**35,000**				35,000				
Lift gate truck						**30,000**								30,000
Pick-up trucks						**40,000**								40,000

Streets				**Total**	**536,000**	**1,529,873**	**34,491**	**166,258**	**248,024**	**333,000**	**390,200**	**113,500**	**119,200**	**125,200**
Dump Truck w/Plow @129	000001	Close	301	2005 GO Bond	35,000	**34,998**	34,491	507	-	-				
V-Box Salt Spreader	000002	Close	301	2005 GO Bond	15,000	**10,689**	-	-	10,689	-				
One Ton Dump Truck w/Plow	053002	Open	301	2006 GO Note	44,150	**43,534**	-	43,534	-	-				
Five Ton Dump Truck w/Plow	053007	Open	301	2006 GO Note	95,000	**94,430**	-	93,980	450	-				
4WD Truck w/Plow	053010	Open	301	2006 GO Note	28,850	**28,237**	-	28,237	-	-				
1-Ton Dump Truck&10' Plow	063011		401	2006 GO Note	48,000	**45,118**	-	-	45,118	-				
5-Ton Dmp Truck&10' Plow	063012		401	2006 GO Note	95,000	**90,379**	-	-	90,379					
Front End Load w/Bucket	063013		401	2006 GO Note	105,000	**101,388**	-	-	101,388	-				
Replace Dump Trk Beds (3)	063015		401	2006 GO Note	70,000	**-**	-	-	-	-				
5-Ton Dump w/ Plow & Spreader				2007 Capital Lease		**569,100**				103,000	108,200	113,500	119,200	125,200
4WD Truck w/ Plow				2007 Capital Lease		**72,000**				36,000	36,000			
Planner for Skid Steer				2007 Capital Lease		**20,000**				20,000				
Compact 4WD Pick-Up				2007 Capital Lease		**20,000**				20,000				
Leaf & Litter Collection Cleaner Truck				2007 Capital Lease		**154,000**				154,000				
Street Sweeper (replace #134)						**120,000**					120,000			
Front End Loader						**105,000**					105,000			
10' Plows (3)						**21,000**					21,000			
Traffic Signs & Signals						**20,000**	**-**	**-**	**-**	**20,000**	**-**	**-**	**-**	**-**
Printer				2007 Capital Lease		**20,000**				20,000				
Wastewater Collections				**Total**	**451,000**	**1,254,125**	**-**	**290,281**	**70,044**	**268,800**	**100,000**	**50,000**	**200,000**	**275,000**
Camera w/Lateral Inspection	046212	Close	510	Fund Balance	55,000	**49,029**	-	296	48,733					
One Ton Service Utility Body	057001	Close	510	Fund Balance	36,000	**35,985**	-	35,985	-	-				
Street Sweeper	057002	Open	510	2006 GO Note	120,500	**120,000**	-	120,000	-	-				
Leaf Collection Truck	057007	Open	510	2006 GO Note	134,500	**134,000**	-	134,000	-	-				
1-Ton Dump Truck	067002		510	2006 GO Note	40,000	**-**	-	-	-	-				
4WD S-10 Truck	067003		510	2006 GO Note	25,000	**21,311**	-	-	21,311	-				
1-Ton Dump Truck	067004		510	2006 GO Note	40,000	**-**	-	-	-	-				
Replace #810 - Heavy duty dump truck			510	2007 Capital Lease		**83,000**				83,000				
Replace #824 Heavy duty dump truck			510	2007 Capital Lease		**83,000**				83,000				
Replace #805 1-Ton Dump Truck			510	2007 Capital Lease		**50,000**				50,000				
Replace #806 1-Ton Dump Truck			510	2007 Capital Lease		**50,000**				50,000				
Concrete Mixer			510	Fund Balance (510/511)		**2,800**				2,800				
Replace #814 (Backhoe)			510			**100,000**					100,000			
Replace #811 - Utility Van			510			**50,000**						50,000		
Replace #809 CB Cleaner			510			**200,000**							200,000	
Replace #812 Jet/Vac			510			**175,000**								175,000
Replace #813 Utility Van			510			**50,000**								50,000
Replace #804 Utility Van			510			**50,000**								50,000

Wastewater Treatment				**Total**	**178,000**	**166,433**	**-**	**-**	**121,433**	**-**	**45,000**	**-**	**-**	**-**
Semi Tractor	067015		512	2006 GO Note	150,000	**93,584**	-	-	93,584					
Truck w/ Plow	067016		512	2006 GO Note	28,000	**27,849**	-	-	27,849	-				
1-Ton Dump/Plow/Lift Gate			512			**45,000**					45,000			
Water Administration				**Total**	**25,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Statement Bill Scanner	056206	Open	501	Fund Balance	25,000	**-**								
Water Metering				**Total**	**-**	**-**	**-**	**-**	**-**	**-**	**3,000,000**	**-**	**-**	**-**
Water Meter Replacement Program											3,000,000			
Water Distribution				**Total**	**196,000**	**203,032**	**-**	**104,990**	**34,042**	**39,000**	**25,000**	**-**	**-**	**-**
Compressor	046211	Open	501	Fund Balance	25,000	**12,731**	-	-	12,731					
Service Utility Body	056201	Open	501	Fund Balance	36,000	**28,233**	-	28,233	-					
Extended Backhoe Ladder	056202	Open	501	2006 GO Note	85,000	**52,872**	-	52,872	-					
4WD Truck w/ Extend Cab	056205	Open	501	Fund Balance	25,000	**23,885**	-	23,885	-					
4WD Extend Cab Truck	066002		501	2006 GO Note	25,000	**21,311**	-	-	21,311					
4WD Truck w/ Extend Cab			501	2007 Capital Lease		**25,000**				25,000				
4WD Truck w/ Extend Cab			501			**25,000**					25,000			
30" Core Cut Saw 65 HP			501	2007 Capital Lease		**14,000**				14,000				

Wastewater Treatment as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
							2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
				WWTP	3,530,000	6,587,243	247,048	48,546	804,150	1,766,000	1,191,500	860,000	835,000	835,000
Repair Aeration Tank Wye Walls	037001	Close	512	Fund Balance	200,000	-	-	-	-					
Aerial Sewer & Headworks	037003	Open	512	GO Bond 2005	100,000	3,738	2,297	1,441	-					
Ultraviolet System	047004	Open	512	GO Bond 2005	245,000	218,096	215,756	2,340	-					
MUG Security Fence	047009	Open	512	Fund Balance	40,000	4,596	-	-	4,596					
Misc. Equip & Machiner	057009	Close	512	Fund Balance	50,000	33,559	-	33,559	-					
Misc. Equipment & Machinery	047001	Close	512	Fund Balance	50,000	35,785	28,994	2,306	4,486					
MUG Entrance Road	057010	Open	512	Fund Balance	30,000	-	-	-	-					
WWTP Force Main Replace	057011	Open	512	Fund Balance	80,000	-	-	-	-					
Aeration Tank Wye Walls	057012	Open	512	Sewer Rev 2006	457,000	439,433	-	-	439,433					
Filter Presses/Polymer	057013	Open	512	Sewer Rev 2006	700,000	-	-	-	-					
Restoration of Concrete	057014	Open	512	Sewer Rev 2006	100,000	8,900	-	8,900	-					
Window Replacement	067008		512			-	-	-	-					
Ultraviolet Lamp Replacem	067009		512	Fund Balance	25,000	23,286	-	-	23,286					
Activated Sludge Pumps(5)	067010		512	Fund Balance	75,000	72,926	-	-	72,926					
Filter Presses Install	067011		512	Sewer Rev 2006	200,000	-	-	-	-					
Valve Actuators (8)	067012		512			-	-	-	-					
Thickener Tank Units (2)	067013		512	Fund Balance	52,000	-	-	-	-					
Miscellaneous Process Equ	067014		512	Fund Balance	75,000	43,509	-	-	43,509					
Co-Generation Study	067017		512	Fund Balance	51,000	50,914	-	-	50,914					
Clean Sludge Storage Tank	067018		512	Sewer Rev 2006	200,000	165,000	-	-	165,000					
Security Monitoring Syst	067019		512	Fund Balance	50,000	-	-	-	-		-			
Thermophillic Dig Upgrde	067020		512	Sewer Rev 2006	500,000	-	-	-	-		-			
Emergency Generator	067021		512	Sewer Rev 2006	250,000	-	-	-	-		-			
Operation/Sludge Load Building Roofs				Capital Leasing 2007		215,000				215,000				
Aeration Tank In/Out Isolation Gates (28)				Capital Leasing 2007		150,000				150,000				
Restoration of Deteriorating Concrete				Sewer Rev 2006		100,000				100,000				
Miscellaneous Process Equipment				Fund Balance		410,000				75,000	80,000	85,000	85,000	85,000
Primary Tank Gate/Valve Actuators (8)				Fund Balance		26,000				26,000				
Secondary Digester Tank Fixed Roofs				Capital Leasing 2007		1,200,000				1,200,000				
Thermophilic Digestion Upgrade (Digester Upgrade)						700,000					700,000			
Window Replacement						300,000					300,000			
Digester/Control Building Roofs						61,500					61,500			
Screening Building Roof						50,000					50,000			
Process and Equipment Replacement/Upgrades						2,250,000						750,000	750,000	750,000
Ultraviolet Lamp Replacement						25,000						25,000		

Winterhurst as of March 1, 2007 (subject to change based on scope, funding and needs)

Project Description	Project #	Project Status	Fund	Financing Source (Actual or Anticipated)	Amount Financed / Funded	Total Project Cost (Actual or Estimated)	Actual Expenditures/Encumbered or Estimated Cost							
							2004 & Prior Years	2005	2006	2007	2008	2009	2010	2011
				WINTERHURST	906,000	5,719,143	213,220	39,495	396,427	-	4,355,000	210,000	290,000	215,000
Winterhurst Renovations	033019	Close		2005 GO Bond	90,000	85,208	85,208							
Building Improvements	048001	Open		2005 GO Bond	200,000	160,559	114,340	14,276	31,944					
Nat Gas Quick Fill Tank	048002	Close		Fund Balance	15,000	13,673	13,673	-	-					
Rental Skates	058001	Close		Fund Balance	7,500	7,085		7,085	-					
Furniture & Equipment	058002	Close		Fund Balance	5,000	4,435		4,435	-					
Flooring	058003	Close		Fund Balance	8,000	7,982		7,982	-					
Sound Barrier Fence	058004	Close		Fund Balance	9,000	5,718		5,718	-					
Ice Resurfacer	058005	Open		2006 GO Note	60,000	274			274					
Winterhurst Soffit &Light	063055			2006 GO Note	500,000	353,425			353,425					
Locker Room Floor-Phas II	069001			Fund Balance	8,500	8,365			8,365					
Ice Edger	069002			Fund Balance	3,000	2,419			2,419					
HVAC Desiccant Dehumidifier Replacement						1,840,000					1,840,000			
Roof & Siding Work						2,320,000					2,320,000			
Lower lobby renovations vestibule/players door						100,000					100,000			
Masonry brick, stucco and exterior gutter repairs						75,000					75,000			
Rental Skates						20,000					10,000			10,000
Walk behind Floor scrubber						10,000					10,000			
R#1 Dasher boards, raising Dasher and Arena Shielding						150,000						150,000		
Sound System replacement						60,000						60,000		
Rink #2 Dasher boards and Arena shielding Replacement						90,000							90,000	
Flat rubber roof replacement						200,000							200,000	
Additional locker rooms and Ice Resurfacer Storage						80,000								80,000
Scissors lift						25,000								25,000
Bleacher renovations						100,000								100,000

Prior Year Project Carryforward Appropriations

Project	Fund	Carryforward Appropriation
Manor Park	CDBG	23,000.00
Pavement Condition Report	CDBG	15,400.00
Senior Center Reconstruction	CDBG	30,913.00
Giel (Det - Merl) ITA	CDBG	50,000.00
Marlowe (Det - Clifton)	CDBG	227,000.00
Franklin (Rvrside-Rockwy)	CDBG	371.00
Roycroft	CDBG	31,900.00
Davis Crt (Coutant-WTerm)	CDBG	30,700.00
Lakefront Renovation Grants	Capital Projects	296,960.00
Jail Digital Video Recorder	Capital Projects	5,928.00
City Hall Complex Renovation	Capital Projects	190,800.00
Madison Pool - Paint	Capital Projects	7,000.00
Pool Boilers - (2 Pools)	Capital Projects	10,000.00
Lakewod Park	Capital Projects	325,805.00
Dispatch Center Improvements	Capital Projects	5,000.00
Police Cars (6)	Capital Projects	4,489.00
Replace Dump Trk Beds (3)	Capital Projects	70,000.00
Server Replacement (3)	Capital Projects	15,000.00
Citywide Upgrade	Capital Projects	3,306.00
MDT Replacements (30)	Capital Projects	13,123.00
Emergency Generator	Capital Projects	720.00
Floor Scrubber/Steam Cleaner	Capital Projects	940.00
Marlowe (Det - Clifton)	Capital Projects	25,399.00
Elmwood (Det - Hilliard)	Capital Projects	360,700.00
Arthur (Det - Hilliard)	Capital Projects	30,000.00
Rosewood DGO	Capital Projects	4,922.00
Traffic Signal Upgrde LED	Capital Projects	4,001.00
Station #3 - Roof & HVAC	Capital Projects	22,634.00
Service Garage Roof	Capital Projects	375,000.00
Police Kitchen Improvemnt	Capital Projects	582.00
Police Spatial Assessment	Capital Projects	10,000.00
Park Improvements	Capital Projects	154,027.00

Project	Fund	Carryforward Appropriation
Berea Rd	Water	135,000.00
Lakeland Ave.	Water	10,124.00
Giel (Det - Merl) ITA	Water	49,656.00
Marlowe (Det - Clifton)	Water	23,400.00
Elmwood (Det - Hilliard)	Water	512,486.00
GIS	Water	92,585.00
Clifton (W.Clifton -Cove)	Water	3,837,551.00
GIS	Wastewater Collections	25,000.00
Detroit Ave (Nich to Olive)	Wastewater Collections	500,000.00
Long Term Control III	Wastewater Collections	138,817.00
Giel (Det - Merl) ITA	Wastewater Collections	47,959.00
Marlowe (Det - Clifton)	Wastewater Collections	66,559.00
Elmwood (Det - Hilliard)	Wastewater Collections	148,434.00
1-Ton Dump Truck	Wastewater Collections	40,000.00
1-Ton Dump Truck	Wastewater Collections	40,000.00
Edgwatr Interceptr Repair	Wastewater Collections	605,172.00
Bunts Rd (Det - Franklin)	Wastewater Collections	496,830.00
Long Term Control III	Wastewater Treatment	44,172.00
Restoration of Concrete	Wastewater Treatment	91,100.00
Clean Sludge Storage Tank	Wastewater Treatment	99,234.00
Thermophillic Dig Upgrde	Wastewater Treatment	500,000.00
Emergency Generator	Wastewater Treatment	249,760.00
Thickener Tank Units (2)	Wastewater Improvement	52,000.00
Semi Tractor	Wastewater Improvement	55,514.00
Security Monitoring Syst	Wastewater Improvement	50,000.00
Parking Meter Replacement	Parking Facilities	479.00

Permanent Capital Improvement Fund (Fund 401) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental	0	1,943,803	1,138,630	5,020	5,020	568,722	1,027,900
Special Assessments	0	0	3,976	0	0	0	0
Reimbursements	0	0	0	0	0	2,077	0
Total Revenues	0	1,943,803	1,142,605	5,020	5,020	570,799	1,027,900
Security of Persons & Property							
Buildings & Facilities	415,182	37,405	29,469	47,500	51,339	11,730	45,000
Equipment & Machinery	517,776	423,103	326,501	530,400	563,825	519,174	0
Total Security of Persons & Property	932,958	460,508	355,970	577,900	615,164	530,904	45,000
Public Health & Welfare							
Buildings & Facilities	10,885	8,000	7,500	0	14,486	2,604	0
Capital Improvements	169,637	123,913	82,256	64,000	105,654	98,062	0
Equipment & Machinery	35,012	351,817	274,899	0	74,940	13,600	0
Total Public Health & Welfare	215,534	483,730	364,654	64,000	195,080	114,266	0
Leisure Time Activities							
Buildings & Facilities	22,289	0	0	0	7,824	0	0
Capital Improvements	662,982	1,607,485	720,989	220,000	1,019,629	191,899	0
Equipment & Machinery	67,534	22,000	20,339	106,000	106,562	68,476	0
Total Leisure Time Activities	752,805	1,629,485	741,328	326,000	1,134,015	260,375	0
Community Environment							
Buildings & Facilities	0	0	0	0	0	0	0
Capital Improvements	58,175	50,000	50,071	50,000	50,000	48,859	50,000
Equipment & Machinery	0	67,000	41,813	30,000	56,882	27,434	0
Total Community Environment	58,175	117,000	91,884	80,000	106,882	76,292	50,000
Basic Utility Service							
Buildings & Facilities	0	0	0	0	0	0	80,000
Equipment & Machinery	338,396	533,767	477,885	340,000	353,372	330,138	0
Total Basic Utility Service	338,396	533,767	477,885	340,000	353,372	330,138	80,000
Transportation							
Buildings & Facilities	0	0	0	0	0	0	0
Capital Improvements	1,375,444	2,602,565	2,075,581	1,804,866	2,652,223	1,626,650	3,153,277
Equipment & Machinery	34,998	185,000	176,890	328,000	329,686	236,885	0
Total Transportation	1,410,442	2,787,565	2,252,471	2,132,866	2,981,909	1,863,535	3,153,277

This fund is used to account for the acquisition of equipment and the construction of general fixed assets of the City.

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
General Government							
Buildings & Facilities	99,657	0	166,805	875,000	1,162,444	459,516	590,000
Capital Improvements	0	454,250	0	0	0	0	0
Equipment & Machinery	351,014	356,873	299,505	182,000	180,316	137,596	0
Total General Government	450,671	811,123	466,310	1,057,000	1,342,760	597,113	590,000
Carryforward Capital Projects	0	0	0	2,151,416	0	0	1,936,336
Total Expenditures	4,158,982	6,823,178	4,750,503	6,729,182	6,729,182	3,772,622	5,854,613
Other Financing Sources(Uses)							
Sale of Bonds	0	0	0	0	0	0	0
Sale of Notes	3,869,800	4,228,510	4,228,000	4,337,766	4,337,766	4,338,000	2,675,877
Issue 2 Loan Proceeds	0	0	0	0	0	0	0
Premium on sale of notes	16,077	23,463	23,463	0	0	2,737	0
Transfers from other funds	0	716,421	716,421	0	0	0	0
Transfers to other funds	(360,500)	(1,002,900)	(1,002,900)	0	0	(61,000)	(750,000)
Total Other Financing Sources	3,525,377	3,965,494	3,964,984	4,337,766	4,337,766	4,279,737	1,925,877
Excess of revenues and other sources over expenditures and other uses	(633,606)	(913,881)	357,086	(2,386,396)	(2,386,396)	1,077,914	(2,900,836)
Decertification of Prior Year Encumbranc	421,517	344,000	460,085	0	0	120,005	0
Prior year audit adjustment	0	0	12,000	0	0	0	0
Fund Balance Jan. 1	2,108,839	1,896,751	1,896,751	2,725,922	2,725,922	2,725,922	3,923,841
Fund Balance Dec. 31	1,896,751	1,326,870	2,725,922	339,526	339,526	3,923,841	1,023,005

Lakehouse Breakwall Fund (Fund 402) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Special Assessments	5,643	0	108	0	0	0	0
Total Revenues	5,643	0	108	0	0	0	0
Operating							
Professional Services	0	0	0	0	0	0	0
Total Operating	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0
Debt Service							
Note Principal	0	0	0	0	0	0	0
Note Interest	0	0	0	0	0	0	0
Bond Principal	0	0	0	0	0	0	0
Bond Interest	0	0	0	0	0	0	0
Debt Issuance Costs	0	0	0	0	0	0	0
Total Debt Service	0	0	0	0	0	0	0
Other Sources / Uses							
Sale of Bonds	0	0	0	0	0	0	0
Sale of Notes	0	0	0	0	0	0	0
Transfers to other funds	0	0	0	0	0	0	0
Transfers from other funds	0	0	0	0	0	0	0
Accrued Interest on sale of bonds	0	0	0	0	0	0	0
Total Other Sources / Uses	0	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other uses	5,643	0	108	0	0	0	0
Prior year audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	9,511	15,154	15,154	15,262	15,262	15,262	15,262
Fund Balance Dec. 31	15,154	15,154	15,262	15,262	15,262	15,262	15,262

This fund is used to account for the construction of a permanent breakwall to protect the property of the citizens of the City.

Land Acquisition Fund (Fund 404) Budget

	2004 Actual	2005 Budget	Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Miscellaneous	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	0	0
Operating							
Professional Services	0	0	0	0	0	0	0
Payments to Other Governments	0	0	0	0	0	0	0
Capital Improvements	0	0	0	0	0	0	0
Total Operating	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0
Debt Service							
Note Principal	0	0	0	0	0	0	0
Note Interest	0	0	0	0	0	0	0
Debt Issuance Costs	0	0	0	0	0	0	0
Total Debt Service	0	0	0	0	0	0	0
Other Sources / Uses							
Sale of Bonds	0	0	0	0	0	0	0
Sale of Notes	0	0	0	0	0	0	0
Transfers from other funds	0	0	0	0	0	0	250,000
Transfers to other funds	0	(125,000)	0	(125,000)	(125,000)	0	0
Total OtherSources / Uses	0	(125,000)	0	(125,000)	(125,000)	0	250,000
Excess of revenues and other sources over expenditures and other uses	0	(125,000)	0	(125,000)	(125,000)	0	250,000
Prior year audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Fund Balance Dec. 31	150,000	25,000	150,000	25,000	25,000	150,000	400,000

This fund is used to account for the acquisition of properties purchased by the City to be developed for recreation, economic or other purposes as deemed appropriate by City Council and the Mayor.

City Park Improvement Fund (Fund 405) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Miscellaneous Revenue	0	0	3,579	0	0	11,371	0
Total Revenues	0	0	3,579	0	0	11,371	0
Capital							
Capital Improvements	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other uses	0	0	3,579	0	0	11,371	0
Prior year audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	10	10	10	3,589	3,589	3,589	14,959
Fund Balance Dec. 31	10	10	3,589	3,589	3,589	14,959	14,959

This fund is used to account for the purpose of accumulating resources for the acquisition, construction or improvement of the City parks.

TIF Capital Improvement Fund (Fund 406) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Miscellaneous Revenue	0	0	0	0	0	0	0
Interest	11,710	0	30,269	0	0	49,571	0
Total Revenues	11,710	0	30,269	0	0	49,571	0
Operating							
Professional Services	9,918	38,024	38,630	0	0	15,351	0
Property Taxes	0	0	0	0	0	0	0
Total Operating	9,918	38,024	38,630	0	0	15,351	0
Capital							
Capital Improvements	1,000,050	1,180,467	975,560	227,000	227,000	0	359,955
Land	2,175,000	0	0	0	0	0	0
Total Capital	3,175,050	1,180,467	975,560	227,000	227,000	0	359,955
Total Expenditures	3,184,968	1,218,491	1,014,190	227,000	227,000	15,351	359,955
Other Sources / Uses							
Sale of Bonds	4,265,000	400,000	400,000	0	0	0	0
Sale of Notes	0	0	0	0	0	0	0
Premium on Sale of Debt	0	0	741	0	0	0	0
Transfers from other funds	0	0	0	0	0	0	0
Transfers to other funds	0	(8,252)	(8,252)	(31,057)	(31,057)	(31,057)	(30,607)
Accrued Interest on sale of bonds	6,708	0	0	0	0	0	0
Total Other Sources / Uses	4,271,708	391,748	392,489	(31,057)	(31,057)	(31,057)	(30,607)
Debt Service							
Debt Issuance Costs	271,708	0	6,592	0	0	0	0
Total Debt Service	271,708	0	6,592	0	0	0	0
Excess of revenues and other sources over expenditures and other uses	826,743	(826,743)	(598,024)	(258,057)	(258,057)	3,163	(390,562)
Decertification of Prior Year Encumbrance	0	0	158,680	0	0	0	0
Fund Balance Jan. 1	0	826,743	826,743	387,399	387,399	387,399	390,562
Fund Balance Dec. 31	826,743	0	387,399	129,342	129,342	390,562	0

This fund accounts for the Tax Increment Financing (TIF) proceeds for the purposes of acquiring real property and public improvement expenditures related to the "Rockport Project" pursuant to the TIF and Development Agreement between the City and Rockport Square LLC.

Debt Service Overview

The Debt Service Funds are funds used to account for the accumulation of resources for and the payment of long-term debt principal and interest.

The City's debt policy is driven by the need to provide financing for infrastructure and neighborhood and economic development, balanced by the City's ability to repay the debt. The City's current policy of obligating 3.47 mills of the property tax to debt service sets the limit upon which the City can issue tax supported general obligation bonds. The City's Water and Sewer Enterprise Funds also issues debt for their capital needs. However, these bonds are paid from the revenues the Water and Sewer Fund generates from their services and they do not limit the City's ability to issue general obligation debt.

The City's bond rating for general obligation tax supported debt is Aa3, by Moody's Investor Service, Inc.

Funds
301 Debt Service Fund
302 TIF Bond Retirement Fund

Outstanding Debt

LONG-TERM DEBT OUTSTANDING - BONDS				
	Original Amount	Amount Outstanding	Call Date	Security
2006	$ 24,605,000	$ 24,605,000	7/1/2016	Water/Sewer Revenue
2005	$ 21,210,000	$ 18,755,000	6/1/2015	GO
2004	$ 4,265,000	$ 4,265,000	7/1/2014	GO
2003	$ 8,700,000	$ 7,795,000	12/1/2011	GO
2002	$ 4,025,000	$ 2,350,000	Not Callable	Water Revenue
2001	$ 8,225,000	$ 6,470,000	12/1/2011	GO
1998	$ 20,355,000	$ 10,075,100	12/1/2008	GO
1995	$ 3,125,000	$ 2,300,000	Not Callable	Water Revenue
Total	**$ 94,510,000**	**$ 76,615,100**		
Total GO		**$ 36,247,490**		
Total Revenue		**$ 40,367,610**		

SHORT -TERM DEBT OUTSTANDING - NOTES			
	Original Amount	Maturity Date	Coupon
2005	**$4,817,000**	**6/14/2007**	**4.50%**
2006	**$5,096,000**	**6/14/2007**	**4.50%**
Total	$9,913,000		

Debt Position

DEBT POSITION		
Assessed Valuation	$	985,986,951
2000 Census Population		56,646

	Total Outstanding General Obligation Debt	
Long-Term Debt	$	76,615,099.99
Short-Term Debt		$9,913,000.00
Total Outstanding G.O. Debt		**$86,528,099.99**
LESS		
Water Revenue Bonds **(1995, 2002, 2006)**	$	(15,523,830.97)
Pension Bonds **(part of 2001 Bonds)**		($4,350,000.00)
TIF's **(Rockport and Vedda in 2005 Bonds)**	$	(4,650,000.00)
Sewer Bonds **(Wastewater Fund 510 Bonds & 2006 Revenue)**	$	(19,926,214.26)
Special Assessment Bonds	$	(267,565.21)
Non-Exempt Debt		**$41,810,489.55**
5.5% Unvoted Debt Limit	**$**	**54,229,282.31**
Debt Leeway	**$**	**12,418,792.76**

Debt Ratios	
Net Debt to Full Value	3.07%
Total Debt per Capita	$1,527.52
10 Year Debt Pay-Out (2006-2015)	69.00%
Notes as a % of Total Debt	11.46%

Debt Service Fund (Fund 301) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Real & Personal Property Taxes	2,791,421	2,559,322	2,631,789	2,761,967	2,761,967	2,778,180	3,024,047
Homestead Exempt & State Subisdy	366,140	369,801	343,696	354,412	354,412	309,413	331,974
Commercial Activity Tax	0	0	0	0	0	21,549	21,549
Special Assessments - Streets	67,375	38,548	35,937	44,490	44,490	28,298	30,000
Special Assessments - Sidewalks	11,284	5,000	43,086	30,000	30,000	70,651	30,000
Interest Revenue	32,293	20,000	81,728	25,000	25,000	138,599	80,000
Reimbursements	0	0	0	0	0	264	0
Total Revenues	3,268,513	2,992,671	3,136,237	3,215,869	3,215,869	3,346,954	3,517,570
Operating							
Professional Services	0	50,000	12,412	100,200	100,200	67	38,900
Total Operating	0	50,000	12,412	100,200	100,200	67	38,900
Total Expenditures	0	50,000	12,412	100,200	100,200	67	38,900
Debt Service							
Note Principal	3,555,500	7,064,800	7,064,800	4,228,000	4,228,000	4,228,000	8,505,000
Note Interest	44,520	158,958	158,958	147,980	147,980	147,980	382,725
Issue 2 Loan Payment	64,023	64,023	64,023	64,023	64,023	64,023	64,023
Bond Principal	1,851,089	2,008,218	2,148,218	2,545,923	2,545,923	2,545,923	2,588,104
Bond Interest	1,459,716	1,379,918	1,228,555	1,384,091	1,384,091	1,384,089	1,289,850
Bond Issuance Costs	34,680	60,000	95,658	0	0	0	155,600
Capital Lease Financing Payment	0	0	0	0	0	0	320,000
Total Debt Service	7,009,528	10,735,917	10,760,211	8,370,017	8,370,017	8,370,015	13,305,302
Other Sources / Uses							
Sale of Bonds	0	6,061,900	6,095,637	0	0	0	7,780,000
Sale of Notes	3,195,000	0	0	4,228,000	4,228,000	4,167,000	0
Premium on Sale of Debt	14,747	0	76,415	0	0	2,629	0
Transfers from other Funds	788,898	1,429,098	1,429,098	428,797	428,797	489,798	1,927,400
Total Other Sources / Uses	3,998,645	7,490,998	7,601,150	4,656,797	4,656,797	4,659,427	9,707,400
Excess of revenues and other sources nd other uses	257,631	(302,248)	(35,236)	(597,551)	(597,551)	(363,701)	(119,232)
Fund Balance January 1	1,018,687	1,276,317	1,276,317	1,241,082	1,241,082	1,241,082	877,381
Fund Balance December 31	1,276,317	974,069	1,241,082	643,531	643,531	877,381	758,149

Debt Service Fund (Fund 301) Five-Year Forecast

General Bond Retirement Fund #301	Unaudited ACTUAL 2006	Projection 2007	Projection 2008	Projection 2009	Projection 2010	Projection 2011
Balance - January 1st	1,241,082	877,382	1,687,596	391,683	(1,894,470)	(4,525,246)
Revenues	**3,346,954**	**3,665,453**	**3,693,941**	**3,518,344**	**3,741,184**	**3,772,019**
Real Estate & Public Utility (1)	2,718,921	2,977,218	3,006,990	2,856,641	3,056,606	3,087,172
Tangible Personal Property (2)	59,259	53,333	48,000	43,200	38,880	34,992
OPWC	-	-				
Homestead (3)	15,520	17,863	18,042	17,140	18,340	18,523
Rollback (4)	293,893	387,038	390,909	371,363	397,359	401,332
CAT (5)	21,549	50,000	50,000	50,000	50,000	50,000
Special Assessments - Street (6)	28,298	25,000	-	-	-	-
Special Assessments - Sidewalk (7)	30,918	35,000	50,000	50,000	50,000	50,000
Special Assessments - Sidewalk - Direct Billing (7)	39,733	40,000	50,000	50,000	50,000	50,000
Miscellaneous	264	-	-	-		
Interest (8)	138,599	80,000	80,000	80,000	80,000	80,000
Other Financing Sources	**4,659,427**	**11,325,900**	**4,177,500**	**6,378,365**	**3,877,915**	**6,380,840**
Bond Proceeds	-	9,425,000		5,000,000		5,000,000
Note Proceeds	4,167,000	-	2,900,000		2,500,000	
Premium on Sale of Debt	2,629	-				
Transfer (Permanent Capital Imp Fund)	61,000	725,000				
Transfer (Pension Funds)	428,798	425,900	427,500	428,365	427,915	430,840
Transfer (General Fund)	-	-				
Transfer (WWTP Improvement Fund 512)		750,000	850,000	950,000	950,000	950,000
Miscellaneous	-	-				
Other	-	-				
Total Receipts and Balance	**9,247,464**	**15,868,735**	**9,559,037**	**10,288,392**	**5,724,629**	**5,627,613**
Expenditures	**8,370,082**	**14,181,139**	**9,167,354**	**12,182,862**	**10,249,875**	**12,853,341**
Professional Services (9)	67	47,125	14,500	25,000	12,500	25,000
Note Principal	4,228,000	8,505,000	2,500,000	5,000,000	2,500,000	5,000,000
Note Interest	147,980	382,725	112,500	225,000	112,500	225,000
Bond Principal - Issued Prior to 2006	2,545,923	2,588,104	2,609,805	2,738,271	2,831,738	2,525,211
Bond Interest - Issued Prior to 2006	1,384,089	1,289,850	1,188,403	1,080,256	968,402	849,795
Debt Service GO Bond 2007 Issuance		765,812	1,311,735	1,308,535	1,313,935	1,317,535
Debt Service - Estimated for 2006 & Beyond		-	625,000	625,000	1,030,000	1,030,000
Capital Lease Payments		350,000	700,000	1,050,000	1,400,000	1,750,000
Issue 2 Loan Payments	64,023	64,023	47,411	30,800	30,800	30,800
Debt Issuance Costs (10)	-	188,500	58,000	100,000	50,000	100,000
Total Disbursements	**8,370,082**	**14,181,139**	**9,167,354**	**12,182,862**	**10,249,875**	**12,853,341**
Cash Balance	877,382	1,687,596	391,683	(1,894,470)	(4,525,246)	(7,225,728)
Less: Encumbrances	-					
Unencumbered Balance	**877,382**	**1,687,596**	**391,683**	**(1,894,470)**	**(4,525,246)**	**(7,225,728)**

Assumptions

(1) 2007 Projection is based off of 2006 unaudited Actuals with a 7% increase based on reassessments in 2006. 2008 is based on 1% increase over 2007, and 2009 is a -0.5% decrease over 2008 based on previous year trends. 2010&2011 follow the same pattern

(2) Based on HB 66 passed in 2005, Tangible Personal Property is being phased out for general business & railroads until 2009, and telecommuncations until 2011. Estimate is reduced by 10% each year for reimbursements received.

(3) Homestead is projected to be 0.6% of the Real Estate & Public Utility Revenues

(4) Rollback is projected to be 13% of the Real Estate & Public Utility Revenues

(5) Commercial Activity Tax (CAT) began in 2006. Too early to estimate revenues earned.

(6) Program to assess streets will end in 2007

(7) Program to assess sidewalks is projected to increase from $100,000 a year to $200,000 beginning 2007.

(8) Based on 5% of the Cash Balance in 2006, and 3% of the Cash Balance 2007-2011

(9) Estimated to be 0.5% of the Debt Proceeds amount for that year

(10) Estimated to be 2% of the debt issued.

TIF Service Fund (Fund 302) Budget

	2004 Actual	2005 Revised Budget	2005 Unaudited Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Payments in Lieu of Taxes	0	241,480	241,480	241,480	241,480	241,480	241,480
Charges for Services	100,617	0	0	0	0	109	0
Total Revenues	100,617	241,480	241,480	241,480	241,480	241,589	241,480
Debt Service							
Bond Principal	0	0	0	15,000	15,000	15,000	15,000
Bond Interest	0	350,349	350,348	257,536	257,536	257,536	257,087
Bond Issuance Costs	0	0	0	0	0	0	0
Total Debt Service	0	350,349	350,348	272,536	272,536	272,536	272,087
Other Sources / Uses							
Sale of Bonds	0	0	0	0	0	0	0
Sale of Notes	0	0	0	0	0	0	0
Premium on Sale of Debt	0	0	0	0	0	0	0
Accrued Interest on Sale of Debt	0	0	0	0	0	0	0
Transfers from other Funds	0	8,252	8,252	31,057	31,057	31,057	30,607
Total Other Sources / Uses	0	8,252	8,252	31,057	31,057	31,057	30,607
Excess of revenues and other sources nd other uses	100,617	(100,617)	(100,616)	0	1	109	0
Prior year audit adjustment	0	0	0	0	0	0	0
Fund Balance January 1	0	100,617	100,617	1	1	1	110
Fund Balance December 31	100,617	0	1	1	1	110	110

Other Funds
Hospitalization Fund (Fund 600) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Charges to Departments	3,929,156	4,036,026	4,036,026	3,590,806	3,590,806	3,591,954	4,300,723
Employee Contributions	0	237,235	225,302	456,152	588,000	589,778	552,000
Reimbursements	158,828	20,000	30,301	25,000	25,000	23,467	20,000
Total Revenues	4,087,984	4,293,261	4,291,629	4,071,958	4,203,806	4,205,199	4,872,723
Operating							
Personnel Benefits	4,242,225	4,460,780	4,452,278	4,700,000	5,111,000	4,907,255	5,250,763
Professional Services	46,863	39,200	10,500	50,000	50,000	36,000	45,000
Total Operating	4,289,089	4,499,980	4,462,778	4,750,000	5,161,000	4,943,255	5,295,763
Total Expenditures	4,289,089	4,499,980	4,462,778	4,750,000	5,161,000	4,943,255	5,295,763
Other Sources / Uses							
Transfers from other funds	150,381	159,754	159,754	134,194	336,194	336,194	149,277
Total Other Sources / Uses	150,381	159,754	159,754	134,194	336,194	336,194	149,277
Excess of revenue and other sources over expenditures and other uses	(50,724)	(46,965)	(11,395)	(543,848)	(621,000)	(401,862)	(273,763)
Decertification of Prior Year Encumbrances	5,500	0	1,038	0	0	65,838	0
Audit adjustment	0	0	0	0	0	0	0
Fund Balance Jan. 1	677,529	632,305	632,305	621,948	621,948	621,948	285,923
Fund Balance Dec. 31	632,305	585,340	621,948	78,100	948	285,923	12,160

The City provides hospitalization coverage for all full-time employees and their dependants. The City selects and offers at least two plans of health care coverage, a Preferred Provider Organization (PPO) and a Health Maintenance Organization (HMO). The City is not required to pay any monthly premium to an HMO in excess of the monthly costs for the PPO.

The Hospitalization Fund's primary source of revenue, prior to 2004, was generated through charges to the operating departments based on the number of full-time employees covered by the City's hospitalization plans. In 2004, the City incorporated a more accurate and efficient method of charging operating departments; by identifying the average cost to the City for each type of hospitalization plan offered and charging each department accordingly based upon each type of plan.

Workers' Compensation Fund (Fund 601) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Charges to Departments	682,917	0	0	339,654	339,654	339,624	776,352
Reimbursements	0	0	0	0	0	0	0
Refunds	1,538	0	0	0	0	0	0
Total Revenues	684,455	0	0	339,654	339,654	339,624	776,352
Operating							
Workers Comp Premiums	350,054	365,000	363,207	897,454	897,454	768,265	443,000
Workers Comp Claims	307,387	373,206	301,735	572,400	572,400	571,366	460,000
Professional Services	28,292	25,000	23,375	55,000	55,000	23,026	45,000
Total Operating	685,732	763,206	688,317	1,524,854	1,524,854	1,362,658	948,000
Total Expenditures	685,732	763,206	688,317	1,524,854	1,524,854	1,362,658	948,000
Other Sources / Uses							
Transfers from other funds	17,083	0	0	10,346	10,346	10,346	23,648
Total Other Sources / Uses	17,083	0	0	10,346	10,346	10,346	23,648
Excess of revenues and other sources over expenditures and other uses	15,806	(763,206)	(688,317)	(1,174,854)	(1,174,854)	(1,012,688)	(148,000)
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance Jan. 1	1,875,391	1,891,197	1,891,197	1,202,880	1,202,880	1,202,880	190,193
Fund Balance Dec. 31	1,891,197	1,127,991	1,202,880	28,026	28,026	190,193	42,193

This fund is used to account for workers compensation annual premiums, administration, medical payments and compensation payments incurred by City employees. The State of Ohio has the exclusive authority to provide employers with workers' compensation insurance.

General Liability Self Insurance Fund (Fund 610) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Interest Revenue	1,911	0	2,841	0	0	2,234	0
Reimbursements	0	0	1,325	0	0	0	0
Total Revenues	1,911	0	4,165	0	0	2,234	0
Operating							
Professional Services	0	0	0	0	0	0	0
Insurance	0	0	0	110,474	110,474	99,974	0
Claims	15,118	25,000	10,647	0	0	10,393	0
Total Operating	15,118	25,000	10,647	110,474	110,474	110,367	0
Total Expenditures	15,118	25,000	10,647	110,474	110,474	110,367	0
Other Sources / Uses							
Transfers from other funds	0	0	0	0	0	0	0
Total Other Sources / Uses	0	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other uses	(13,207)	(25,000)	(6,482)	(110,474)	(110,474)	(108,132)	0
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance Jan. 1	130,163	116,956	116,956	110,474	110,474	110,474	2,342
Fund Balance Dec. 31	116,956	91,956	110,474	0	0	2,342	2,343

This fund was established to pay claims and claims expenses with respect to the City's liability to others arising out of torts, including the City's duty, if any, to indemnify its employees and officials in a proper case. Moneys deposited into this fund were expended to pay claims, whether by settlement or upon final judgement; to pay claims-related expenses and other expenses related to the purpose of the fund; to purchase liability insurance; to make contributions for the services provided and the liability coverage extended by a joint-self insurance pool; to withdraw money for any lawful use if Council determines that excess moneys are to the credit of the fund; and to distribute any balance remaining in the fund for any lawful use upon the determination by Council that this fund shall be terminated. Interest is also paid on the investment of moneys to the credit of this fund.

Children's Trust Fund (Fund 270) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental Aid - County Aid	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0	0
Other Sources / Uses							
Transfers to other Funds	323	0	0	0	0	0	0
Total Other Sources / Uses	323	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	(323)	0	0	0	0	0	0
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance Jan. 1	323	0	0	0	0	0	0
Fund Balance Dec. 31	0	0	0	0	0	0	0

Juvenile Accountability Incentive Block Grant Fund (Fund 275) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental Aids & Grants	8,903	2,236	2,693	0	0	0	0
Total Revenues	8,903	2,236	2,693	0	0	0	0
Salaries, Wages & Benefits							
Salaries and Wages	11,103	101	101	0	0	0	0
Personnel Benefits	1,665	15	15	0	0	0	0
Total Salaries, Wages & Benefits	12,768	116	116	0	0	0	0
Total Expenditures	12,768	116	116	0	0	0	0
Other Sources / Uses							
Transfers to other funds	0	(341)	(341)	0	0	0	0
Transfers from other funds	1,288	0	0	0	0	0	0
Advance In	2,236	0	0	0	0	0	0
Advance Out	0	(2,236)	(2,236)	0	0	0	0
Total Other Sources / Uses	3,524	(2,577)	(2,577)	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	(341)	(457)	0	0	0	0	0
Fund Balance Jan. 1	341	0	0	0	0	0	0
Fund Balance Dec. 31	0	(457)	0	0	0	0	0

Byrne Memorial Grant Fund (Fund 276) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Intergovernmental Aids & Grants	0	0	0	0	0	0	0
Total Revenues	0	0	0	0	0	0	0
Othe Sources / Uses							
Transfer to other funds	(1,908)	0	0	0	0	0	0
Transfers from other funds	0	0	0	0	0	0	0
Total Other Sources / Uses	(1,908)	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	(1,908)	0	0	0	0	0	0
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance Jan. 1	1,908	0	0	0	0	0	0
Fund Balance Dec. 31	0	0	0	0	0	0	0

Federal Emergency Management Agency Fund (Fund 280) Budget

	2004 Actual	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Proposed Budget
Revenues							
Intergovernmental Aids & Grants	133,687	0	0	0	0	0	0
Total Revenues	133,687	0	0	0	0	0	0
Salaries, Wages & Benefits							
Capital							
Improvements other than Building	0	0	0	0	0	0	0
Machinery & Equipment	138,705	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0
Total Capital	138,705	0	0	0	0	0	0
Total Expenditures	138,705	0	0	0	0	0	0
Other Sources / Uses							
Transfer from other Funds	42,420	0	0	0	0	0	0
Transfers to other Funds	(36,593)	0	0	0	0	0	0
Total Other Sources / Uses	5,827	0	0	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	809	0	0	0	0	0	0
Fund Balance Jan. 1	0	809	809	809	809	809	809
Fund Balance Dec. 31	809	809	809	809	809	809	809

Congregate Living Facility Fund (Fund 540) Budget

	2004 Actuals	2005 Budget	2005 Actual	2006 Adopted Budget	2006 Revised Budget	2006 Unaudited Actual	2007 Adopted Budget
Revenues							
Rental Income	5,594	0	0	0	0	0	0
Total Revenue	5,594	0	0	0	0	0	0
Operating							
Professional Services	0	15,837	15,837	0	0	0	0
Communications	294	27	27	0	0	0	0
Advertising	0	0	0	0	0	0	0
Contractual Services	0	0	0	0	0	0	0
Operating Supplies	0	0	0	0	0	0	0
Repairs & Maintenance	0	844	844	0	0	0	0
Utilities	3,334	1,171	1,171	0	0	0	0
Indirect Cost Charges	0	1,309	1,309	0	0	0	0
Payments to Other Governments	4,908	2,927	2,927	0	0	0	0
Total Operating	8,536	22,115	22,114	0	0	0	0
Capital							
Improvements other than Buildings	0	0	0	0	0	0	0
Total Capital	0	0	0	0	0	0	0
Total Expenditures	8,536	22,115	22,114	0	0	0	0
Other Sources / Uses							
Transfers to CDBG	5,000	(162,809)	(162,809)	0	0	0	0
Sale of Property	0	180,250	180,250	0	0	0	0
Total Other Sources / Uses	5,000	17,441	17,441	0	0	0	0
Excess of revenues and other sources over expenditures and other funds	2,058	(4,674)	(4,674)	0	0	0	0
Decertification of Prior Year Encumbrance	0	0	0	0	0	0	0
Fund Balance Jan. 1	2,616	4,674	4,674	0	0	0	0
Fund Balance Dec. 31	4,674	0	0	0	0	0	0

Appendix

Financial Policies

These financial and budgetary policies guide the City through everyday financial matters and in short and long-term budgetary planning. They provide guidelines for evaluating both current activities and proposals for future programs. They provide the structure for all decision-making and lead to the goal of financial stability. It is recommended these policies be reviewed on an annual basis and modified as needed to ensure that they are the best guidelines for achieving fiscal responsibility and cost effectiveness.

Financial Planning Policies

Budget Policies

General Fund Reserves

In order to maintain a prudent level of financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one time expenditures, the General Fund should maintain a reserve equal to 10-15% of projected appropriations. However due to tough economic conditions this has been difficult to achieve in the past three years.

Balanced Budget

The budget is balanced with estimated revenues equal to or greater that the proposed expenditures of each fund. Revenues are conservatively estimated. On a monthly basis, actual expenditures are compared to the budget. Throughout the year additional appropriations may be made only if actual revenues can finance these expenditures. However, as we perform long-range planning over a five-year period, it may be necessary to use a portion of the fund balance for very specific purposes and under decreasing economic conditions.

A primary consideration when balancing the budget is to not eliminate vital programs or services. The City also attempts to balance the budget without increasing taxes.

Capital Budgeting

The City prepares a five-year capital plan through which capital projects are funded by debt issuance. This is further discussed under the debt policy.

Revenue Policies

1. The City tries to maintain a diversified revenue system to improve the ability to handle short term fluctuations in any one revenue source.

2. The City will establish all user charges and fees at a level sufficient to cover the costs of services provided. It will also consider market rates and charges levied by other municipalities to establish these charges and fees.

3. The City will review these fees and charges annually and will modify the revenue to allow the charges to grow at a rate that keeps pace with the cost of providing the service.

Expenditure Policies

Debt Policies

Debt Issuance Policies

- **Reliance on current revenues to finance operations**
  The City will use current revenues to meet daily operations and working capital needs. The City will not issue any debt to fund its operations.
- **Reliance on current revenues vs. debt to finance capital improvements**
  The City goal is to use current revenues to pay for short-term capital projects, repair and maintenance items and to reserve, where

possible, long-term debt for capital improvements with useful lives of ten years or more.

- **Promote economic development**
  The City will monitor opportunities to foster economic development, with the primary goals to create high paying jobs and increase the property tax base, through the use of its debt capacity. This effort may include the consideration of tax increment financings, assisting with industrial revenue bonds and the use of special assessment debt. It is the City's intent to focus such economic development efforts in high need redevelopment areas.

- **Use of outside funding sources for capital projects**
  The City will pursue all known outside funding sources, for example local, state or federal grant or low interest loan programs, before issuing debt. Where outside funding is available only on a matching basis, the City will attempt to maximize leverage its available cash and debt resources.

- **Parameters for annual note issues**
  Bond anticipation notes may be issued only as necessary during the construction or acquisition phases of capital projects or to finance on-going capital needs of the City that exceed current revenue sources. Notes may be renewed and remain outstanding until the projects are complete and final costs are known or can be reasonably estimated. At that time, bonds will be issued to retire the notes, unless market conditions warrant that the debt remain in notes. For amounts remaining in notes, the City's goal is to annually pay down the maximum amount allowable within the budget, but not less than 10% of the outstanding note balance.

- **Selection of outside service providers for debt issues**
  All professional service providers (underwriters, financial advisors, bond counsel, underwriter's counsel, bond registrars, paying agents, trustees, escrow agents, bond insurers, etc.) selected in connection with the City's debt issues will be selected according to the City's procurement policies. In most cases this will require a request for proposal process. The objectives of the process will be to:
  - Promote competition
  - Be as objective as possible
  - Incorporate clear and rational selection criteria
  - Be independent of political influence
  - Be perceived as fair by the respondents
  - Result in a cost-effective transaction
  - Result in the selection of the most qualified firm(s)

- **Bond structuring considerations**
  Bond amortization schedules will be structured to minimize interest expense within the constraints of revenues available for debt service. The structure may include features such as serial and term bonds, original issue discounts, premiums and mandatory sinking funds in any configuration that enhances the marketability of the bonds in order to minimize the total cost of the financing. The bonds should include call features to maximize the City's ability to advance refund or retire the debt early. However, the call features should be balanced with market conditions to ensure that the total cost of financing is not adversely effected.

- **Use of variable rate debt**
  The City will monitor interest rate markets and may use variable rate debt for long-term capital improvements if conditions warrant.

- **Debt not to exceed useful life of assets**
  The City will not issue debt for any capital improvement for a term that exceeds the useful life of that improvement.

- **Credit enhancement considerations**
  For each debt issue, the City will analyze the potential economic benefit of utilizing credit enhancement (bond insurance, bank letters of credit, etc.) and will pursue such enhancement provided cost savings are obtainable. Further, the City will only pursue credit enhancement from companies that maintain the highest possible rating by nationally recognized rating agency(ies) for their products.

- **Use of derivative products**
  The City may use derivative products to reduce interest costs, enhance the efficiency of debt service reserve funds and escrow accounts, or reduce market risk exposures (the City's Long Term Financing Plan provides examples of such transactions). Should derivative products be used, a description of the risks and potential rewards of a derivative product must be provided, in writing, before

the structure is selected. Both the Law Director and bond counsel must review the transaction to ensure that the City is authorized to enter into the necessary agreements under all existing statutes and Administration policies.

- **Method of sale for bonds and notes**
  The City will determine, on an issue by issue basis, the most advantageous method of sale. The City will generally follow the Government Finance Officers Association guidelines for selecting the method of sale (these guidelines are outlined in the City's Long Term Financing Plan). If the sale is to be competitive, the City may consider engaging a financial advisor to assist with the sale.
- **Investment of bond proceeds**
  The City will invest bond proceeds according to its general investment of funds policies.

Debt Management Policies

- **Revenues committed to fund capital projects**
  To minimize the need for issuing debt, the City will commit 100% of property taxes raised within the inside 10 mill limitation, to capital. The City will also transfer excess proceeds from property tax levies. These revenues will be used to fund annual capital projects, as well as to meet debt service requirements and pay down on outstanding debt.
- **Enhance year-to-year financial stability**
  The City will prepare annually a five year projection of revenues and expenditures in order to enhance year-to-year financial stability and to better analyze the need to issue debt. Included with the projections will be a determination as to whether the City should modify the portion of general fund revenues dedicated to financing capital improvements.
- **Annual preparation of CIP**
  The City will produce a five year capital improvement plan and update the plan annually. The plan will remain flexible to permit changes in project priorities. Debt will be issued in accordance with CIP as necessary.
- **Credit rating**
  The City will work to maintain and improve its "Aa" long-term debt credit rating from Moody's Investors Service, provided this effort is consistent with good fiscal management policies. City does not currently believe it is cost effective to pursue ratings from additional agencies, but will continue to monitor the market to determine whether additional ratings provide economic benefit. The City will consider having its bond anticipation note issues rated if doing so will provide economic benefit.
- **Debt and financial ratio goals**
  Consistent with the objective to receive and maintain the highest possible long-term debt credit rating, the City has adopted the following goals for the key financial ratios listed below:

	City of Lakewood 12/31/03	City of Lakewood Goal Minimum	Maximum	Moody's Median
• Net Direct Debt Per Capita*	$489	N/A	$558	$745
• Net Debt as % of E.F.V.** (E.F.V.=A.V./.35)	1.20%	N/A	1.6%	1.6%
• Overall Net Direct of Per Capita	$566	N/A	$698	$1,314
• Debt Burden (Overall Net Direct Debt/E.F.V.)	1.98%	N/A	2.0%	3.3%
• Unreserved General Fund Cash Balance as % of General Fund Expenditures***	11.0%	5.00%	15.00%	N.A.
• Unreserved General Fund Cash Balance as % of General Fund Revenues***	11.8%	5.00%	15.00%	N.A.

* - Based on population of 56,646, ** - E.F.V.= Effective Full Valuation, *** - Cash basis as of 12/31/03

The City will closely monitor these ratios and include a year-by-year trend analysis of these ratios in its annual comprehensive annual financial report (CAFR).

Bond and Note Retirement

The City will retire all debt on or before the maturity date.

- **Debt limitations compliance**
  The City will fully comply with all statutory debt limitations imposed by the Ohio Revised Code or City ordinance, and those developed by the Administration.

- **Arbitrage compliance**
  The City will fully comply with all arbitrage rebate requirements of the federal tax code and Internal Revenue Service regulations, and will perform arbitrage rebate calculations for each issue subject to rebate, on an annual basis. All necessary rebates will be filed and paid when due.

- **Reserve millage**
  The City's goal will be to maintain a 1 mill inside millage reserve for emergencies. Based on 2003 assessed valuation figures, this amounts to approximately $800,000 of annual debt service capacity.

- **Bond retirement fund**
  The City will maintain a segregated bond retirement fund to provide for principal and interest payment on its debt. The City's goal will be to maintain a fund balance adequate to meet current obligations.

- **Debt service reserve funds**
  The City will maintain a segregated debt service reserve fund for revenue issues as required by trust and/or indenture agreements.

- **Refunding criteria**
  The City will monitor its debt portfolio for refunding opportunities on a regular basis. The City will consider refundings for various reasons, including to:
  1. Achieve interest rate savings in a declining interest rate environment,
  2. Update covenants on outstanding debt which impair efficient operations,
  3. Restructure the pattern of debt service associated with outstanding bond issues; and
  4. Alter bond characteristics, such as call provisions or payment dates, on existing debt.

  If the City pursues a refinancing for interest rate savings, it should initiate the transaction (select method of sale, engage outside service providers and begin Preliminary Official Statement preparation) when the present value savings exceed 2% of the par amount of the outstanding issue (inclusive of all costs of issuance). Generally, the City will execute the refunding once present value savings exceed 3% of the outstanding par.

- **External reporting**
  The City will provide rating agencies, national information repositories and other interested parties with current versions of its CAFR in a timely manner. The City plans to include all information required by the Security and Exchange Commission's rule 15c2-12(b)(5) in the statistical section of the CAFR, unless this information is otherwise available in the form of a current Annual Information Statement or Official Statement prepared in connection with the issuance of debt. In addition, the City's debt limitations will be updated at least annually and reported in the statistical section of the CAFR.

Debt policy responsibility and maintenance

The debt policies are considered Administration policies will be modified by the Administration, from time to time, as deemed necessary. However, the policies are the primary responsibility of the Finance Director. The policies shall be reviewed annually during the Capital Improvements Plan preparation process and should be updated at that time as necessary.

Investment Policy

This document, in conjunction with the Ohio Revised Code, as amended, will govern the investment activities of the City of Lakewood. It will be reviewed annually to assure the flexibility necessary to effectively manage the portfolio.

The purpose of the investment policy is to allow for the maximum return on the city's excess cash balances consistent with safety of the portfolio's principal value and the liquidity desired.

The city's Finance Director or other designated person will conduct all investment activities. A current list of individuals authorized to transact securities trades for the city will be maintained with this policy.

The City of Lakewood will be permitted to invest in any security specifically authorized by the Ohio Revised Code, Sections 135.14, 135.142, 135.45, as amended, or other relevant sections. Eligible obligations include but are not limited to:

Obligations of the US Government:
- US Treasury Bills
- US Treasury Notes
- US Treasury Bonds
- US Treasury Strips

Instrumentality's of the Federal Government:
- Federal Farm Credit Bank
- Federal Home Loan Bank
- Federal Home Loan Mortgage Corporation
- Federal National Mortgage Association
- Student Loan Marketing Association

Commercial Paper issued by any corporation incorporated under the laws of the United States or any state if two nationally recognized rating agencies rank the commercial paper in the highest category.

Banker's Acceptance under the following conditions:
- The BA's mature in 180days or less
- The BA's are eligible or purchase by the Federal Reserve System.

The Ohio State Treasurer's Asset Reserve Fund (Star Ohio)

Repurchase Agreements with eligible institutions.

Bank certificates of deposits with eligible institutions.

Bonds and other obligations of the State of Ohio.

The Finance Director or designee should normally seek to diversify its holdings of investments by avoiding concentrations of specific issuers.

Under the guidelines of this policy, no security will be purchased that has a remaining term to final maturity of more than five years unless matched against a specific liability as per the Ohio Revised Code.

To maintain the portfolio's current characteristics and/or to enhance its yield, swapping (i.e. the simultaneous sale of one security and the purchase of another) will be permitted provided that the loss, if any, on the sale is recovered in one half the time remaining to maturity of the security being sold.

All portfolio transactions will be performed on a competitive basis when practical. Each price will be recorded and the best price selected for execution.

The Finance Director will maintain a current portfolio report providing details of each investment.

A file will be maintained with this investment policy of all approved securities dealers and banks with which the city will transact investment activities.

A copy of this policy must be forwarded to each broker or dealer doing business with the city. Their signature will be required indicating that they have received, read, understand, and will abide by its contents when recommending or selling investments to the city.

Fixed Asset Policy

This policy establishes the minimum cost value (capitalization amount) that shall be used to determine the capital assets, including infrastructure assets, that are to be recorded in the City's annual financial statements in order to comply with the requirements of GASB Statement No. 34.
This policy also addresses other considerations for recording and depreciating fixed assets in order to comply with the provisions of GASB Statement No. 34.

Capital Asset definition

Capital assets will be defined as tangible and intangible assets that have initial useful lives that extend beyond a single reporting period (1year).

Capitalization method

All capital assets will be recorded at historical cost as of the date acquired/constructed or fair value if donated. If historical cost information is not available, assets will be recorded at estimated historical cost by calculating current replacement cost and deflating the cost using the appropriate price-level index.

Capitalization thresholds

The City capitalizes only their higher-cost assets. The minimum capitalization threshold is $5,000, all land is capitalized.

Other assets

The City maintains adequate controls over all assets, including lower-cost capital assets ($100-$4999). Detailed records shall be maintained for all items below the capitalization threshold that should be safeguarded from loss. These items will be part of the annual physical inventory discussed below. These items include furniture and equipment that fall below the established thresholds.

Depreciation and useful life

Depreciation will be recorded based on the straight-line method using actual month convention and depreciated down to the assets salvage value. Salvage value for depreciable assets were based on 5% of the original cost, with exception of infrastructure. Asset lives will be adjusted as necessary depending on the present condition and use of the asset and based on how long the asset is expected to meet current service demands. Adjustments should be properly documented.

Safeguarding and controlling fixed assets

All machinery and equipment, vehicles and furniture above $5,000 will be assigned an asset number and identified with a fixed asset tag, all others ($100-$4999) will be identified with a “property of” tag. As fixed assets are purchased, transferred or disposed of, the personnel in custody of that asset will be responsible for preparing a Fixed Asset Addition / Deletion /Transfer Form (exhibit A), which will then be forwarded to the Finance Department to ensure proper recording. A physical inventory will be taken annually by each department and compared to the physical inventory records. The results will be forwarded to the Finance Department, where appropriate adjustments will be made to the fixed asset records where appropriate.

Asset Classes		*Useful Life (Years)*
001	Land	Indefinite
020	Land Improvements	25
040	Outdoor Recreation Equipment	25
050	Buildings	75
100	Athletic Equipment	10
150	Audio Visual Equipment	10
180	Communication Equipment	15
250	Business Machines	10
255	PhotoCopiers	10
270	Computer Equipment	10
271	Computers	10
273	Printers	10
300	Machinery & Tools	20
400	Appliances/Food Service Equipment	15
450	Musical Instruments	10
470	Law Enforcement Equipment	20
500	Lab/Science/Engineering Equipment	15
550	Fire Department Equipment	20
600	Furniture & Accessories	20
750	Grounds/Agricultural Equipment	20
800	Licensed Vehicles	15
850	Construction Equipment	20
910	Roadways	50
935	Traffic Lights	40
945	Sidewalks	100
950	Curbing	100
970	Sewer Lines	100
971	Water Lines	100

* Useful life schedule was determined to be compliant with GASB #34 Implementation Guide B (not appropriate to report capital assets that are still in active service as fully depreciated if the amounts involved are significant) and review of age of assets in each asset class as of 1/1/03.

Accounting Treatment

Recording of Assets in H.T.E. Fixed Asset Module

Information on purchase of assets over the $100 will be compiled from data gathered from the biweekly check runs. This data will be reviewed to verify assets to be capitalized and those for tracking purposes only. After verification of data, the fixed asset module will be populated with new additions.

Depreciation Expense and Accumulated Depreciation

Only those assets above the $5,000 threshold will be depreciated. The GAAP adjustment for depreciation expense and accumulated depreciation will be made off the system. This will allow data within the H.T.E. system to remain on a cash basis of accounting. Fund balance and expenditures will not be distorted by depreciation, which is a non-cash expenditure.

Disposition of Assets

Upon receipt of a Fixed Asset Addition /Deletions /Transfer Form and confirmation that asset was disposed via council action or annual auction, the fixed asset will be marked with a status of "disposal". A disposal code will be used to indicate that the fixed asset was sold, scrapped, donated or lost. The GAAP adjustment to record gain/loss, remove asset and associated accumulated depreciation will be made during conversion.

City of Lakewood Fiscal Strength Strategies as of March 1, 2007

Financial Strength Goals:

1) Achieve a structural balance of general fund revenues higher than expenditures during 2007, to create a structurally sound budget for 2008, and to create financial strength and flexibility for 2009 and beyond.
2) Align Strategies to the Mission and Vision of the City
3) Improve and Maintain the City's General Obligation rating from Aa3 to Aa1

1. **Personnel Strategy**
   - **1.1** Develop and Implement a Staffing and Workload Plan
   - **1.2** Containment of Healthcare Costs
     - **1.2-1** Monitor Progress of the Healthcare Committee
     - **1.2-2** Continue to Retain a Qualified Healthcare Consultant
     - **1.2-3** Conduct Periodic Insurance Claims Audits
   - **1.3** Conduct Cost-Impact Study of Collective Bargaining Agreement Terms
   - **1.4** Create retirement estimates and create succession plans based on the results of the staffing & workload plan
2. **Programmatic and Operations Strategy**
   - **2.1** Develop and Implement a Comprehensive Budget that focuses on Programmatic/ Functional Annual Report and Goals
   - **2.2** Pursue City-wide Implementation of CitiStat
     - **2.2-1** Secure Foundation Funding for the Program
     - **2.2-2** Conduct Performance Audits of Safety Services
   - **2.3** Develop and Continually Update Citywide and Departmental Five-year Financial Forecasts
3. **Revenue Strategy**
   - **3.1** Review and Audit Contractual Arrangements with other Entities
     - **3.1-1** Conduct an Accounts Payable Audit
     - **3.1-2** Review and Analyze Sewer Agreement with the City of Rocky River
     - **3.1-3** Conduct a Telephone Charges Audit
   - **3.2** Expand Grant Revenues
     - **3.2-1** Monitor Progress of the City-wide Grant writer
     - **3.2-2** Pursue EPA STAG Grants and Congressional Funding for the Sewer System Long-Term Control Plan
     - **3.2-3** Explore EPA Brownfield Grants for the remediation of the Refuse Incinerator site.
   - **3.3** Explore Potential Additional Income Tax Revenue Streams
   - **3.4** Conduct a Comprehensive Review of Fees and Charges of the City
   - **3.5** Implement sponsorship of City's recreation facilities and events
   - **3.6** Implement receivable collections
   - **3.7** Enhance Parking Revenues
     - **3.7-1** Decriminalization of parking offenses
4. **Debt Strategy**
   - **4.1** Monitor Debt Affordability Model
   - **4.2** Expand Capital Leasing Program
     - **4.2-1** Explore Feasibility of Implementing a Citywide Car Sharing Program
   - **4.3** Explore HB300 Energy Performance Management Contracts
5. **Investment Strategy**
   - **5.1** Monitor Progress of the Investment Team
6. **Capital Strategy**
   - **6.1** Monitor and update Formal 5-year Capital Improvement Plan
     - **6.1-1** Hold Quarterly Department Head level CIP reviews and strategy meetings
7. **Cash Management Strategy**
   - **7.1** Monitor and update Cash Flow model
   - **7.2** Work to increase the amount of vendors that will accept ACH and P-Cards
   - **7.3** Implement remote capture, ACH payment for Income Tax, and positive pay
8. **Purchasing Strategy**
   - **8.1** Monitor Progress of the Purchasing & Asset Management Team
     - **8.1-1** Develop an Updated Purchasing Manual
   - **8.2** Expand Relationship with NEOSO and its members
   - **8.3** Develop a Centralized Contract Management Program

9. Asset Management Strategy
- **9.1** Conduct a Comprehensive Inventory of Assets
- **9.2** Develop and Implement a Comprehensive Preventive Maintenance Program

10. Financial Reporting & Accountability Strategy
- **10.1** Perform Regular Economic and Revenue Reviews
  - **10.1-1** Review and Update Budget Document to Align with Best Practices
  - **10.1-2** Develop a Financial Update Report for the Administration and Council
  - **10.1-3** Develop a Popular Annual Financial Report (PAFR)
- **10.2** Address 2005 Financial and Information Systems Audit Recommendations
  - **10.2-1** Ensure proper encumbering of expenditures
  - **10.2-2** Develop proper procedures to account for transfers and advances
  - **10.2-3** File a public notice that the CAFR is complete
  - **10.2-4** Ensure depository agreements follow terms of the Charter
  - **10.2-5** Review procedure for CDBG Grant Allowable/Unallowable Costs
  - **10.2-6** Review process for CDBG Subrecipient Monitoring
  - **10.2-7** Establish an Audit Committee
  - **10.2-8** Require Tier II SAS 70 reports for EMS Billing
  - **10.2-9** Review procedure for outstanding checks
  - **10.2-10** Develop and Implement a Cell Phone Policy
  - **10.2-11** Review procedure for compensated absences accrual
  - **10.2-12** Work with the Court to improve bank reconciliation procedures
  - **10.2-13** Enforce Travel Policies and Procedures
- **10.3** Review and Update Codified Ordinances Related to Finance Department (Section 129) and Purchasing (Section 111)
- **10.4** Review, Update and Create a Finance Department Procedures and Policy Manual

11. Information Systems Strategy
- **11.1** Develop a Formal 5-year Information Systems Strategic Plan
  - **11.1-1** Develop and implement an Application Plan
  - **11.1-2** Develop and implement a Hardware Plan
  - **11.1-3** Develop and implement a System Software Plan
  - **11.1-4** Develop and implement a Staffing Plan
  - **11.1-5** Develop and implement a Control Plan
- **11.2** Conduct a Technology Assessment
- **11.3** Implement a Citywide Geographic Information System
- **11.4** Develop Application Upgrade and Program Change Procedures
- **11.5** Develop Security Policies and Procedures
- **11.6** Develop a Disaster Recovery Plan
- **11.7** Develop 3 year capital hardware and software replacement plan

12. Economic Development Strategy
- **12.1** Continue to develop and expand relationships with other institutions
  - **12.1-1** School District
  - **12.2-2** Lakewood Hospital
  - **12.2-3** Lakewood Chamber of Commerce
  - **12.2-4** Lakewood Public Library
  - **12.2-5** Lakewood YMCA
  - **12.2-6** Lakewood Religious Institutions
  - **12.2-7** Lakewood Community Progress Inc.
- **12.2** Pilot projects through the Grow Lakewood Economic Development Fund

13. Quality of Life Strategy
- **13.1** Housing
  - **13.1-1** Grow Lakewood Housing Committee
- **13.2** Education
  - **13.2-1** NCL Youth Master Plan
- **13.3** Destinations
  - **13.3-1** Recreation
  - **13.3-2** Commerce
  - **13.3-3** Entertainment
  - **13.3-4** Arts and Culture
- **13.4** Diversity and Inclusive Community
  - **13.4-1** Community Organizations
  - **13.4-2** Citizens Community Relations Council recommendations

Glossary

Ad Valorem Taxes – Taxes levied on all real and certain personal property, tangible and intangible, according to the property's assessed valuation.

Advance – To move monies from one fund to another with the obligation of repaying the advancing fund in the near future.

Appropriation – Authorization made by Council to make expenditures and incur obligations for specific purposes.

Appropriation Ordinance – The enactment by Council, that authorizes the City to make expenditures and to incur obligations.

Bond – A written promise to pay a specific sum of money at a specified date or dates in the future (maturing dates) at a specific rate of interest.

Budget – The financial plan of operation which details estimated proposed expenditures for a given period of time and the proposed revenues which will finance those expenditures.

Capital Improvement Plan – An organized plan through which a governing body designates which anticipated major capital projects are scheduled in the near future, their estimated costs, and the resources that will fund these projects. The City of Lakewood utilizes a five year capital improvement plan.

Capital Projects Funds – Funds used to account for the construction or acquisition of major capital facilities (other than those financed by proprietary funds).

Cash Basis – A basis of accounting under which transactions are recognized only when cash is received or disbursed.

Council – The governing body of the City comprised of seven council members, including the Council President.

Debt Service Funds – Funds used to account for the accumulation of resources for and the payment of long-term debt principal and interest.

Department – A major unit of organization in the City comprised of sub-units named divisions and are responsible for the provision of a specific package of services.

Division – A major sub-unit of a department with responsibility for a clearly defined portion of the service package provided by a department.

Enterprise Funds – Funds that account for operations in the same manner as private businesses. Costs (including depreciation) are financed through goods provided or services,

primarily in the form of user charges. Enterprise Funds are types of proprietary funds.

Expenditures – The cost of goods or services rendered resulting in decreases in financial resources.

Fiscal Policy – The policy of the City with respect to revenues, expenditures and debt management as they relate to operations and financial planning.

Fiscal Year – The twelve months to which an annual budget pertains. (The calendar year si the fiscal year for the City of Lakewood)

Fund – A self balancing set of accounts used for the purpose of recording revenue and expenditures with a related balance which is segregated for the purpose of a specific objective.

Fund Balance – The resources remaining in a fund; the excess of assets over liabilities.

General Fund – The fund used to account for all financial resources except those required to be used in another fund.

General Obligation Bonds – Bonds used to finance public projects for which the full faith and credit of the City is pledged.

Income Tax – Revenues received from taxes levied on the income of all residents and non-residents working within the City (Residents not working in the City receive a 50 percent credit for income taxes paid to the cities where they work).

Infrastructure – The underlying foundation or framework.

Interest – The earnings from investments or the cost of borrowing funds at a specified rate.

Internal Service Funds – Funds that account for the financing of goods or services provided by one department or agency to another department or agency of a government unit on a cost-reimbursement basis.

Millage – The amount of property tax collected for every $1,000 of assessed valuation.

Note – A written promise to pay a specific sum of money at a specified date in the future at a specific interest rate.

Ordinance – A formal legislative enactment by the governing board of a municipality.

Principal – A sum of money owed a s debt upon which interest is calculated.

Property Tax – Revenues received from taxes levied on both real and personal property at current property appraisal values.

Proprietary Funds – Funds that are similar to those found in the private sector in which focus is placed upon the determination of net income, financial position and cash flow.

Revenue – Increase in financial resources; income.

Special Assessments – A compulsory levy made against certain properties that defray part or all of the costs of a specific improvement to that property.

Special Revenue Funds – Funds that account for the proceeds of specific revenue sources (other than expendable trusts or capital projects) that are legally restricted to expenditures for specific purposes.

Taxes – Compulsory charges levied by governments for the purpose of financing services to be performed for the benefit of the citizens of that government.

Transfer – To move monies from one fund to another without obligation to repay the transferring fund.

Summary of Revenues, Expenditures and Fund Balance
2004 Audited Actuals

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total Funds	% of Total
Balance January 1	3,845,305	2,212,341	1,018,687	2,268,360	5,900,950	2,683,083	17,928,726	
Revenue								
Property and Other Local Taxes	6,966,801	2,638,251	2,791,421	0	1,608,887	0	14,005,360	15.67%
Municipal Income Taxes	16,763,579	0	0	0	0	0	16,763,579	18.75%
Charges for Services	974,941	1,059,218	100,617	0	13,111,330	0	15,246,106	17.06%
Licenses, Permits and Fees	849,521	89,913	0	0	0	0	939,434	1.05%
Fines and Forfeitures	1,291,438	145,408	0	0	0	0	1,436,846	1.61%
Intergovernmental	6,082,256	5,136,134	366,140	0	211,032	0	11,795,562	13.20%
Special Assessments	0	0	78,659	5,643	7,238	0	91,540	0.10%
Interest	322,705	0	32,293	18,418	62,637	1,911	437,964	0.49%
Rentals	0	1,053,000	0	0	5,594	0	1,058,594	1.18%
Miscellaneous	927,127	923,709	0	0	24,680	4,772,439	6,647,955	7.44%
Debt Proceeds	0	0	3,209,747	8,150,877	6,214,317	0	17,574,941	19.66%
Transfers In	43,825	1,787,408	788,898	0	505,000	167,464	3,292,595	3.68%
Advances In	0	99,195	0	0	0	0	99,195	0.11%
Total Revenue	34,222,193	12,932,236	7,367,775	8,174,938	21,750,715	4,941,814	89,389,671	100.00%
Expenditures								
Salaries, Wages & Benefits	27,872,800	8,859,113	0	0	4,111,197	0	40,843,110	44.89%
Operating	6,610,869	3,026,448	0	9,918	8,123,793	4,989,938	22,760,966	25.02%
Capital	156,095	1,549,391	0	7,334,033	4,220,332	0	13,259,851	14.57%
Transfers Out	2,559,067	472,223	0	360,500	0	0	3,391,790	3.73%
Debt Payments	0	0	7,009,527	271,708	3,445,553	0	10,726,788	11.79%
Total Expenditures	37,198,831	13,907,175	7,009,527	7,976,159	19,900,875	4,989,938	90,982,505	100.00%
Revenue over Expenditures	(2,976,638)	(974,939)	358,248	198,779	1,849,840	(48,124)	(1,592,834)	
Decertification of Prior Year Exp	32,693	21,548	0	421,517	344,702	5,500	825,960	
Audit Adjustment	0	0	0	0	0	0	0	
Balance December 31	901,360	1,258,950	1,376,935	2,888,656	8,095,492	2,640,459	17,161,852	

Summary of Revenues, Expenditures and Fund Balance
2005 Audited Actuals

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total Funds	% of Total
Balance January 1	901,360	1,258,950	1,376,935	2,888,656	8,095,492	2,640,459	17,161,852	
Revenue								
Property and Other Local Taxes	7,126,991	2,637,882	2,631,789	0	1,608,861	0	14,005,523	13.40%
Municipal Income Taxes	17,139,353	0	0	0	0	0	17,139,353	16.39%
Charges for Services	571,624	1,064,268	241,480	0	13,943,900	0	15,821,272	15.13%
Licenses, Permits and Fees	1,052,603	107,363	0	0	0	0	1,159,966	1.11%
Fines and Forfeitures	1,268,076	127,602	0	0	0	0	1,395,678	1.33%
Intergovernmental	6,553,630	6,335,744	343,696	1,138,632	210,210	0	14,581,912	13.95%
Special Assessments	0	2,585	79,024	4,084	6,876	0	92,569	0.09%
Interest	628,228	0	81,728	30,269	165,060	2,841	908,126	0.87%
Rentals	0	1,053,600	0	0	0	0	1,053,600	1.01%
Miscellaneous	960,499	873,760	0	3,579	188,410	4,292,953	6,319,201	6.04%
Debt Proceeds	0	0	6,172,052	4,652,204	16,813,889	0	27,638,145	26.43%
Transfers In	344	1,825,051	1,437,350	716,421	200,000	159,754	4,338,920	4.15%
Advances In	99,195	0	0	0	0	0	99,195	0.09%
Total Revenue	35,400,543	14,027,855	10,987,119	6,545,189	33,137,206	4,455,548	104,553,460	100.00%
Expenditures								
Salaries, Wages & Benefits	26,382,915	8,850,124	0	0	3,898,332	0	39,131,371	39.46%
Operating	6,355,374	2,942,126	12,412	38,630	8,229,085	5,161,742	22,739,369	22.93%
Capital	214,770	1,282,610	0	5,726,066	5,792,919	0	13,016,365	13.13%
Transfers Out	2,738,417	523,160	0	1,011,152	162,809	0	4,435,538	4.47%
Debt Payments	0	0	11,110,559	6,592	8,717,629	0	19,834,780	20.00%
Advances Out	0	2,577	0	0	0	0	2,577	0.00%
Total Expenditures	35,691,476	13,600,596	11,122,971	6,782,440	26,800,774	5,161,742	99,159,999	100.00%
Revenue over Expenditures	(290,933)	427,259	(135,852)	(237,251)	6,336,432	(706,194)	5,393,461	
Decertification of Prior Year Exp	5,291	420,852	0	618,765	63,800	1,038	1,109,746	
Audit Adjustment	0	0	0	12,000	(12,000)	0	0	
Balance December 31	615,718	2,107,061	1,241,083	3,282,170	14,483,724	1,935,303	23,665,059	

Summary of Revenues, Expenditures and Fund Balance
2006 Audited Actuals

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total Funds	% of Total
Balance January 1	615,718	2,107,062	1,241,084	3,282,172	14,483,723	1,935,302	23,665,061	
Revenue								
Property and Other Local Taxes	6,921,431	2,646,443	3,041,209	0	1,613,673	0	14,222,756	11.88%
Municipal Income Taxes	18,191,312	0	0	0	0	0	18,191,312	15.20%
Charges for Services	595,080	1,069,244	109	0	13,328,597	0	14,993,030	12.53%
Licenses, Permits and Fees	1,822,052	108,881	0	0	0	0	1,930,933	1.61%
Fines and Forfeitures	1,365,226	170,672	0	0	0	0	1,535,898	1.28%
Intergovernmental	6,139,621	6,092,631	309,413	568,722	178,336	0	13,288,723	11.10%
Special Assessments	0	6,281	98,949	0	17,553	0	122,783	0.10%
Interest	1,255,501	0	138,599	49,571	558,569	2,234	2,004,474	1.67%
Rentals	0	1,078,600	0	0	0	0	1,078,600	0.90%
Miscellaneous	981,061	941,822	264	13,448	17,400	4,544,823	6,498,818	5.43%
Debt Proceeds	0	0	4,169,629	4,340,737	34,532,498	0	43,042,864	35.96%
Transfers In	0	1,448,243	520,855	0	450,000	346,540	2,765,638	2.31%
Advances In	0	22,453	0	0	0	0	22,453	0.02%
Total Revenue	37,271,284	13,585,270	8,279,027	4,972,478	50,696,626	4,893,597	119,698,282	100.00%
Expenditures								
Salaries, Wages & Benefits	28,136,115	8,915,365	0	0	4,187,732	6,246,887	47,486,099	40.26%
Operating	6,433,687	2,921,402	67	15,351	8,079,045	169,393	17,618,945	14.94%
Capital	123,191	1,270,395	0	3,772,622	12,148,860	0	17,315,068	14.68%
Transfers Out	2,267,236	428,798	0	92,057	0	0	2,788,091	2.36%
Debt Payments	0	0	8,642,551	0	24,109,603	0	32,752,154	27.77%
Advances Out	0	0	0	0	0	0	0	0.00%
Total Expenditures	36,960,229	13,535,960	8,642,618	3,880,030	48,525,240	6,416,280	117,960,357	100.00%
Revenue over Expenditures	311,055	49,310	(363,591)	1,092,448	2,171,386	(1,522,683)	1,737,925	
Decertification of Prior Year Exp	44,973	11,260	0	120,005	162,725	65,838	404,801	
Audit Adjustment	0	0	0	0	0	0	0	
Balance December 31	971,745	2,167,632	877,491	4,494,625	16,817,835	478,458	25,807,787	

Summary of Revenues, Expenditures and Fund Balance
2007 Adopted Budget

	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total Funds	% of Total
Balance January 1	971,745	2,167,637	877,491	4,494,625	16,817,835	478,458	25,807,792	
Revenue								
Property and Other Local Taxes	7,547,331	2,878,834	3,287,076	0	1,755,387	0	15,468,628	15.88%
Municipal Income Taxes	18,000,000	0	0	0	0	0	18,000,000	18.48%
Charges for Services	590,700	1,192,522	0	0	16,311,776	0	18,094,998	18.57%
Licenses, Permits and Fees	1,302,198	110,000	0	0	0	0	1,412,198	1.45%
Fines and Forfeitures	1,426,330	161,250	0	0	0	0	1,587,580	1.63%
Intergovernmental	6,543,691	7,844,005	331,974	1,027,900	191,339	0	15,938,909	16.36%
Special Assessments	0	6,575	60,000	0	12,000	0	78,575	0.08%
Interest	1,150,000	0	80,000	0	450,000	0	1,680,000	1.72%
Rentals	0	1,078,600	0	0	0	0	1,078,600	1.11%
Miscellaneous	1,062,850	865,873	0	0	63,600	5,649,075	7,641,398	7.84%
Debt Proceeds	0	0	7,780,000	2,675,877	1,433,025	0	11,888,902	12.20%
Transfers In	0	1,730,100	1,958,007	250,000	405,000	172,925	4,516,032	4.64%
Advances In	30,825	0	0	0	0	0	30,825	0.03%
Total Revenue	37,653,925	15,867,759	13,497,057	3,953,777	20,622,127	5,822,000	97,416,645	100.00%
Expenditures								
Salaries, Wages & Benefits	29,080,036	9,701,598	0	0	4,592,101	6,153,763	49,527,498	43.16%
Operating	6,884,913	4,794,951	38,900	0	9,235,382	90,000	21,044,146	18.34%
Capital	61,528	1,829,315	0	6,214,568	12,290,120	0	20,395,531	17.78%
Transfers Out	2,508,025	425,900	0	780,607	750,000	0	4,464,532	3.89%
Debt Payments	0	0	13,577,389	0	5,732,380	0	19,309,769	16.83%
Advances Out	0	0	0	0	0	0	0	0.00%
Total Expenditures	38,534,502	16,751,764	13,616,289	6,995,175	32,599,983	6,243,763	114,741,476	100.00%
Revenue over Expenditures	(880,577)	(884,005)	(119,232)	(3,041,398)	(11,977,856)	(421,763)	(17,324,831)	
Decertification of Prior Year Exp	0	0	0	0	0	0	0	
Audit Adjustment	0	0	0	0	0	0	0	
Balance December 31	91,167	1,283,632	758,259	1,453,227	4,839,978	56,695	8,482,959	

Capital Leasing Requirements and Instructions

- The Project, Vehicle or Equipment must be listed on the current year's capital improvement plan. If on the capital improvement plan, the item indicates the funding source is 2007 Capital Lease, you must follow the following instructions.

- In 2007, there will be two opportunities for departments and divisions to submit projects, vehicles and equipment for municipal capital lease financing:

  May 11, 2007 by 5:00 p.m.

  July 20, 2007 by 5:00 p.m.

- In order to have a project, vehicle, or equipment financed, departments and divisions must provide the following information to the Finance Department by either of deadlines stated above:
  - Detailed description of the item being purchased
  - Final price quote from vendor
  - Expected delivery date (must be on or after June 29th)
  - Anticipated life span of item
  - Anticipated annual maintenance costs
  - What other departments or divisions will need to be involved with the purchase, installation and maintenance of the item? What will be their expected roles?

- When purchasing a vehicle, contact should be made between Division Managers and Howard Strong to assure proper procedures are being followed. Requests for vehicles should come from Howard Strong to the Division of Purchasing in memo form with quote attached from Vendor that includes State of Ohio Schedule number, including discount. If vehicles require bidding, because they cannot be purchased through the State or ODOT, that process should begin immediately. Division Managers should work with Howard to verify specifications on vehicles that require bidding.

- Based on the above deadlines, here is the estimated schedule of when the funding will be available to purchase the item:

Window #1

Deadline to submit item:	**May 11, 2007 by 5:00 p.m.**
RFP published:	**May 18**
Deadline for Proposals:	**June 1**
Award to Financing Vendor:	**June 8**
Expected Date to Receive Lease:	**June 29**

Window #2

Deadline to submit item:	**July 20, 2007 by 5:00 p.m.**
RFP published:	**July 27**
Deadline for Proposals:	**August 10**
Award to Financing Vendor:	**August 17**
Expected Date to Receive Lease:	**August 31**

***** No Projects, Vehicles or Equipment can be purchased after July 20th unless another form of funding has been identified*****

Budget Hearing Agendas

Meeting #1: Overview
Monday, February 12 from 6:00 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:15 p.m.	**Mayor George**	**Introductory Comments**
6:15 to 6:30 p.m.	**Jennifer Pae**	**Explanation of New Budget Format & GFOA Budgeting Best Practices**
6:30 to 6:40 p.m.	**Jennifer Pae**	**Budget Process To Date**
6:40 to 7:30 p.m.	**Jennifer Pae & Paul Novelli**	**2007 Budget Overview**
7:30 to 8:00 p.m.	**Jennifer Pae**	**Fiscal Strength Strategies**
8:00 to 8:30 p.m.	**Bob Seelie**	**Development of Council Decision Issues**

- Identify issues to be added to department-specific Budget Hearings over the next three weeks.

Questions Submitted by Council and Responses to Date:

City Initiatives

- 3.3- What does "Additional Income Tax Revenue Streams" mean?

  Response: We will study the tax code and practices that other independent tax collecting cities have implemented, especially Net Profit Tax Returns through detailed auditing of corporate returns and owners of rental properties.

- 3.5- What is the status/progress in this area? (Implement sponsorship of City's recreation facilities and events). What went wrong with the promise of the Superlative Group and how much did we spend?

  Response: On July 6,2004, City Council passed ordinance 48-04 authorizing the City to enter into contracts for the right to sell sponsorship and advertising of City owned property. RFP's were received by 3/25/05 and on 5/9/05 the board of control awarded a contract to the Superlative Group and a contract was entered into to begin Phase 1. Phase 1 included an information gathering, asset valuation so as to develop a marketing strategy and plan to solicit sponsorship and advertising opportunities for the City. The strategy employed by the consultant emphasized aggressive naming rights deals that, in the end, did not come to fruition. The City has paid the Consultant a total of $20,642.50.

- 8.2- Have you considered looking into Information Services? (Expand Relationship with NEOSO and its members)

  Response: Yes, NEOSO offers a technology audit service for member communities. We will continue discussions with NEOSO to see if this is a good fit for Lakewood.

- 10.2-13- What has triggered this enforcement? Are there existing violations of the policy? (Enforce Travel Policies and Procedures)

  Response: When the State Auditor's Office conducts an audit, it ensures that an entity is following its own policies. In the FY2005 Audit, it was found in five of the 18 expense reimbursements tested, the City was not following its policy in terms of requiring itemized receipts and not to exceed a 15% tip. Since 2005, the City has updated the Human Resources Policy & Procedure Manual, and training for department managers has taken place. Furthermore, the Finance Department updated the travel reimbursement form to make these policies clear, and no reimbursements occur without an itemized receipt or an explanation why the receipt is missing, and the Finance Department only reimburses 15% tips.

- Debt Strategy

  4.2 – Is it possible to add the feasibility of carsharing to this strategy?

  Response: This was added to the Fiscal Strength Strategy.

- Under Quality of Life 13.3, I suggest adding 13.3-4 Arts and Culture

  Response: This was added to the Fiscal Strength Strategy.

- Somewhere in Quality of Life should be a strategy to address the issue of Diversity and Inclusive Community, where the Community Relations Council could be identified as a vehicle-
  - Diversity and Inclusive Community
    - 13.4-1 Community Organizations
    - 13.4-2 Citizens Community Relations Council recommendations

  Response: This was added to the Fiscal Strength Strategy.

Schedule of Fund Balances

- Why aren't we replenishing the land acquisition fund?

  Response: Per section 129.45(b) of the City of Lakewood Codified Ordinances, a fund source has not been "acquired" as Money for Fund.

General Fund Appropriations, Financial Analysis, & Forecast (5 of 15)

- Why is there a jump in salaries in the Mayor's Office?

  Response: Pursuant to the provisions of the Charter passed by the voters in November 2004, the Mayor position is eligible for a COLA for both 2006 and 2007. The percentage of the retroactive increase for 2006 is 4.1%, or based on the $65,000 base salary, $2,655. The

percentage of increase due this position for 2007 is 3.3%, or based on the $67,655 2006 salary, $2,233 above what it was the previous year.

- Why is there a jump in salaries in Community Relations?

  Response: From June 2002 through January 2006 there was only one FTE. Beginning January 2006 there are two FTEs due to the hiring of a Project Specialist.

- Why is there a jump in salaries in Firefighting, Prev. & Insp.?

  Response: In referencing the Leave/Overtime Chart on page 9 of the Division of Fire & EMS Comprehensive Annual Report, note the overall, 55.3% increase in leave hours due to the categories itemized. This unusually high increase, due to prolonged medical leaves, military service and attrition, resulted in a corresponding increase in overtime expenses. Leave time for 2007 is projected to stabilize and decrease, specifically in the areas of attrition and military resulting in a decrease of overtime.

- Why is there a jump in salaries in Housing and Building?

  Response: The hiring of two additional employees: Commercial Building Inspector and Code Compliance Specialist.

- What justifies the increase in Swimming Pools?

  Response: The Board of Education submitted an invoice for the 2006 pool operating deficit in the last week of FY2006. As a result, expenditures will most likely be inflated in FY2007 as the City expects the Board of Education to resume billing for this deficit in the same fiscal year.

- How does the tennis courts expenditure interact with capital funds being spent on these same courts?

  Response: This expenditure is for the operations and upkeep of the courts. The capital project on the five-year capital fund is for major capital improvements.

- Regarding the band concerts, how can we get our hands around how many are being served? Also, what have we done to increase attendance and diversity of music to justify this expenditure?

  Response: It is very difficult to get a good estimate of the number of people attending the band concerts. We have tried in the past to count but because it is an outdoor venue and the music can be heard from a good distance away, it is very difficult to get an accurate count. We can certainly try again this year if that is requested. Attendance at the concerts tends to be influenced by the weather as well. If is extremely hot or it looks like rain, that usually effects attendance. The most well attended concerts seem to be when we have a big band style of music.

  The band concerts are promoted through press releases, the water bill, on our web site, flyers distributed throughout the community, flyers distributed to the senior apartment buildings. We have not done any paid advertising to promote the band concerts. The concerts, for the most part, are well attended and because we have been holding them for over 30 years, information has spread through word-of-mouth about these concerts.

There has never been a discussion or request to diversify the music at the band concerts. Because we have an established audience as we have been doing this for so many years, they have come to expect a particular type of music. Over the years, we have tried a number of different music styles (i.e. jazz, swing, folk music, youth rock, country). As mentioned before, the preference of the audience we have established tends to be a big-band style of music so we have mainly focused the concerts toward that style while also trying to incorporate some other types of music. In recent years, we have added Ernie Krivda and The Lakewood Project to our line-up. Due to budgetary constraints, in 2003, we reduced the number of concerts from 10 to 8. Prior to 2003, the first concert of the year tended to be a new group and we varied the styles of music. Those concerts tended to be the least attended concerts. If a change to the style of music is requested, thought needs to be given as to what audience we are looking to please. Senior citizens tend not to enjoy the same style of music as teenagers. When we have tried to change the styles of music, our established audience has been very vocal about the dislike of our music choices. Suggestions for new styles of music or bands are certainly welcome but we need to define our audience.

- What accounts for the decrease in Traffic Signs and Signals?

  Response: Decrease probably due to 12/31/06 retirement of Group Leader Denis Strang. He has not been replaced. FTE count went from four to three as of 12/31/06.

- In many of the departmental budget summaries, you listed the departmental percentage of "hours worked" - usually between 75%-91%. This is an excellent statistic. Would you please provide (a) the percentage of hours worked, averaged per employee, for the entire city; and (b) a single spreadsheet, if available, that lists the each of the departmental breakouts in one unified document?

  Response: This measurement is a direct result of the CitiStat process. The exception of police & fire, we will have the averages for the entire city and the departmental sections (General Government, Public Works, Human Services) in the final draft of the Comprehensive Budget Book. We are still working to report this information for police & fire in a consistent basis due to the scheduling of their shifts, and will not be able to provide that information for this year's budget.

- In How does the City allocate cost of electricity and natural gas to departments and divisions?

  Response: Costs are allocated for electric and natural gas to each department/division that has a separate meter at City facilities. Natural Gas and electricity expenditures are metered and invoiced to the following departments:

  - Fire
  - Parks (Portion of Structure, Museums, Swimming Pools, Tennis Courts)
  - Fleet (Portion of Structure)
  - Buildings & Facilities (City Hall)
  - Refuse
  - Streets (Portion of Structure)
  - Income Tax (Portion of Structure)

- Youth
- Aging
- Health (Portion of Structure)
- Water (Portion of Structure)
- Winterhurst

Meeting #2: General Government
Thursday, February 15 from 6 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:10 p.m.	**Jennifer Pae**	**General Government Overview**
6:10 to 6:15 p.m.	**Bob Seelie**	**City Council**
6:15 to 6:25 p.m.	**Mayor George**	**Mayor's Office**
6:25 to 6:30 p.m.	**Jeannine Petrus**	**Civil Service**
6:30 to 6:40 p.m.	**Melissa Garrett**	**Community Relations**
6:40 to 6:50 p.m.	**Brian Corrigan**	**Law**
6:50 to 7:00 p.m.	**Jennifer Pae**	**Finance**
7:00 to 7:15 p.m.	**Patricia Chittock**	**Income Tax**
7:15 to 7:30 p.m.	**Michael Coletta**	**Information Systems**
7:30 to 7:35 p.m.	**Jennifer Pae**	**General Administration**
7:35 to 7:45 p.m.	**Terry Novak**	**Human Resources**
7:45 to 8:00 p.m.	**Tom Jordan** **Mary Leigh**	**Planning & Development** **Community Development**

8:00 to 8:30 p.m. **Submitted Council General Government Question & Answers and Responses given to date:**

- What is the long term commitment to LCPI? Is anything projected for next year? Is money identified for executing the Main Street Vision after the study is complete and we have a plan?

  Response: LCPI is currently funded through the Community Development Block Grant program. They will submit a new application for funding in 2008 and compete with other applicants and for availability of funds.

The Main Street Vision planning process has not identified the cost of any specific improvements. It is our expectation the study will be completed at the end of 2007, and we will file a proposal to NOACA for some of the improvements. Other areas to explore for funding are Business Improvement Districts.

- Do any full-time city employees also receive permanent disability pay? If so, please break them out by department.

  Response: HR does not have this information available. We am not aware of the city making payments to anyone on permanent disabilty., and we believe those payments would be made by OPERS

- How many full-time city employees live in Lakewood? Please break them out by department.

  Response: See Updated Historical Staffing spreadsheet to be distributed at 2/15/07 Budget Hearing

- How many full-time city employees are in positions funded by grants? Please break them out by division.

  Response: See Updated Historical Staffing spreadsheet to be distributed at 2/15/07 Budget Hearing

- The number of interns, 2003- present, with names and accompanying salary amounts.

  Response: See handout distributed at the March 8th Council Meeting.

Office of Community Relations

Under External Communication to Residents, bullet #1

- Please provide an example of the packet.

  Response: A New Resident Packet was placed in each Council Members box in the Council Office

- Are the hits on the website total or individual?

  Response: The website hits number provided in the Budget Document was the total number of hits for the entire city website. Using the statistics provided by our web hosting service, ValueWeb, we are able to get statistics for monthly or daily website hits for the entire site. We can, on a limited basis, receive information about individual web pages. We cannot track hits but we can track pageviews.

Division of Municipal Income Tax (2 of 6)

For the last two bullets under "2006 Accomplishments"

- How do you know this? What did you measure to reach this conclusion?

  Response: The Division has received numerous compliments via phone calls, in person, e-mails and letters.

Page 5 of 6

- Please clarify the second paragraph under "Number of Tax Returns Filed" It seems to confuse the chart.

  Response: In 2006 the Division received 1,045 more tax returns when compared to the same period in 2005. 2006-25461 compared to 2005-24,416

Division of Information Systems (Page 2 of 6)

Under the second to last bullet below '06 Accomplishments

- How does City Council access this?

  Response: Any laptop with built-in wireless capability will be able to access the wireless internet connection in the auditorium. There is no password associated with this connection. Simply connect to the wireless network name "COL" (stands for City of Lakewood) that Windows XP or Mac OS X will detect automatically.

Office of Human Resources (This is a Department and should be re-titled)

Under 2006 Accomplishments (Page 2 of 6)

- What accounts for the turnover of 52 employees (roughly 10% of total workforce)?

  Response: Turnover of seasonal employees (45 in 2006), retirements, and terminations (voluntary & involuntary)

- Page 3 of 6, Is this position still necessary?

  Response: Not clear what position is in question.

- Do we require new hires to have basic computer skills?

  Response: All external job postings state that basic computer skills are essential.

- What is the legal authority for the position that all city records must be stored on microfilm as opposed to other media?

  Response: On page A-8 of the Attorney General's 2006 Ohio Sunshine Laws Update: The Public Records Act / Open Meetings Act (http://www.ag.state.oh.us/legal/sunshine.asp) states "Destruction of original materials should always be considered with extreme caution. Since electronic records and technology surrounding them are in a continuous state of change, any record in an electronic format cannot be

considered stable and capable of remaining reliable, authentic and accessible over any long-term or permanent retention period. Therefore, the State Archives of the Ohio Historical Society recommends that any digitally imaged records of permanent value also be maintained in either paper or microfilm format."

Office of Planning and Development

- Under '07 Goals, last bullet point illustrates that nothing was done in '06. Why wasn't this an '06 Goal?

  Response: Questions concerning 2007 Goals were in the revised sheets submitted to Council.

- On Page 9 of 16, please clarify what these Grant positions are for as opposed to the Grant position in the Finance Department.

  Response: These are for the administration of the CDBG, HOME and other grants funds dedicated solely to the Department of Planning & Development, and Division of Community Development. The Grant position in the Finance Department is a part-time position responsible for grant identification and writing for all City departments.

Development of Council's General Government Decision Issues

Meeting #3: Public Safety
Thursday, February 22 from 6 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:10 p.m.	**Jennifer Pae**	**Public Safety Overview**
6:10 to 6:30 p.m.	**Chief Malley**	**Police**
6:30 to 6:40 p.m.	**Chief Malley**	**Support of Prisoners**
6:40 to 6:50 p.m.	**Chief Malley**	**Dispatch**
6:50 to 6:55 p.m.	**Chief Malley**	**School Guards**
6:55 to 7:15 p.m.	**Chief Mroz**	**Fire & EMS**
7:15 to 7:35 p.m.	**Ed Fitzgerald**	**Building & Housing**
7:35 to 8:30 p.m.	**Submitted Council Public Safety Question & Answers Responses given to date:**	

Division of Police

- Is there still a Youth Officer within the PD? If so, is he or she working with youth or performing other duties? I cannot find a connection with human services and I believe we need special attention to youth crime in Ward 4.

  Response: The Youth Outreach Worker left for the FBI and has not been replaced. That position had been funded by a grant but put in the 2010 budget for a few years. It was determined that the best use of resources was directed elsewhere. We still have the Youth Resource Officers in the High School everyday and the DARE officers in the elementary and middle schools every day. We do continue to work with the Human Services Division with report review of indexed juveniles and the juvenile diversion program.

- We traditionally get statistics on all major crime categories with the law enforcement presentation.

Response:

	2002	2003	2004	2005	2006
MURDER	1	1	1	2	1
RAPE	9	3	3	7	7
BURGLARY	198	149	211	163	216
AUTO THEFT	99	116	110	125	136
ARSON	7	5	3	6	7
ROBBERY	34	40	50	52	75
FEL. ASSAULT	27	18	22	29	30
B&E	59	69	76	65	63

- Please include all drug offenses.
  Response: Provided at the 2/22/07 Safety Services Budget Hearing Meeting.

Division of Fire/EMS

Under Performance Measurements (Page 10 of 14)

- Why is there such a substantial increase in '06 on the bottom chart
  Response: The chart will be removed from the Budget Book since the estimated value of properties involved in fire cannot be verified in all cases.

Development of Council's Public Safety Decision Issues

Meeting #4: Public Works
Tuesday, February 27 from 6 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:10 p.m.	**Jennifer Pae**	**Public Works Overview**
6:10 to 6:15 p.m.	**Tony Beno**	**Public Works Administration**
6:15 to 6:30 p.m.	**David Seman**	**Parks & Public Property**
6:30 to 6:45 p.m.	**Bernie Madison** **Kevin Chisar** **Paul Klembara**	**Streets, Forestry & Parking**
6:45 to 7:00 p.m.	**Larry Slavik** **Gail Higgins**	**Refuse & Recycling**
7:00 to 7:15 p.m.	**Howard Strong**	**Fleet**
7:15 to 7:30 p.m.	**Dennis Albrecht**	**Engineering**
7:30 to 7:45 p.m.	**Ray Velcio**	**Water & Wastewater Collection**
7:45 to 8:00 p.m.	**William Crute**	**Wastewater Treatment**
8:00 to 8:15 p.m.	**Timothy Stark**	**Winterhurst**
8:15 to 8:30 p.m.	**Submitted Council Public Works Questions & Responses given to date:**	

Division of Public Work Administration (Page 1 of 6)

- How is the residential permit program administered?
  Response: Residents on posted streets are required to fill out a short application form that requires a name, address, telephone number, year and make of vehicle, license number and proof of residency. Each permit is $5.00 for one year (July 1 through June 30 of following year). Designated permit streets are Baxterly, Belle Avenue, Blossom Park, Concord, French, Manor Park, Norton, Robinwood, Warren and Webb.

- Why is there a decrease in the # of business refuse stickers? (4/6)
  Response: 1. Refuse stickers for business are also sold at the Refuse & Recycling Division on Berea Road and are $0.50 each. 2. Perhaps some of the businesses are recycling more of their paper/cardboard/bottles, etc.

Division of Parks and Public Properties

- Establish an advisory committee to explore new playground equipment that is safe, low maintenance and develop a public /private, diversified funding strategy to pay for the equipment.
  Response: We are currently discussing the issue of new playground equipment at Madison and Wagar Park. We are going to defer this issue to the Public Works commission to further address this issue.

- Why is there no mention of a skateboard park? (Page 2 of 16)
  Response: The information regarding the skateboard park was unintentionally omitted from the report, and will be included in the final comprehensive budget document.

Division of Streets and Forestry

- The Division also collects shopping carts? Do you coordinate with Refuse? (Page 4 of 16)
  Response: Streets/Forestry and Parking Meters do coordinate with Refuse Dept. on shopping cart pick-up. All shopping carts are returned to the Refuse Dept. Where then the Refuse Dept. does what they need to do in the proper manner to determine the fate of the shopping carts.

- Why is there a need for a semi-truck driver?
  Response: The Streets/Forestry Dept. was able to retrieve the old Semi from Waste Water. Thanks to Bill Crute and a little moving around we are able to haul the leaves out. Without a classified Semi Driver this can pose a problem. We need an experienced Semi Driver. The Streets/Forestry Dept. has a vacancy for a position for SCMR. The Semi-Truck driver would fill this vacancy. This can be a very considerable money saver for the City. First I would like to start with Leaf Removal. The City pays $45,000.00 for Leaf Removal. Having our own Semi-Truck Driver we can haul the leaves for free. Second, we will be able to haul Concrete, and Asphalt to the Companies that the City deals with at no charge. Third, the dirt can be hauled to landfills. Having the Semi-Truck Driver we can take care of all this. Savings can be near $150,000.00

Division of Refuse and Recycling

- Under Curbside Recycling, sixth bullet point, Is this number in addition to those collected by Forestry?

Response: This section was originally an estimate. I inadvertently overlooked it when updating the report. The sixth bullet point should read: Collected shopping carts in addition to carts collected by other divisions. Revenue from 297 retrieved carts was $1,485.00.

- Under Recycling and Litter Prevention, bullet points 7,8, & 9—Why are we still conducting activities in the schools?

  Response: Prior to last years budget hearings I had very successfully gained access to Lakewood classrooms and delivered enthusiastic messages that caused many families to begin recycling. I also had the opportunity to preach litter prevention and to teach nine years, worth of fourth graders to care for trees and to plant for the future.

  As the Education Specialist, until I assumed my present full time position as the Program Coordinator in June, 2007, I finished out the school year of previously scheduled classes. **I have turned down all of the frequent requests to come into the classrooms during this 2006/2007 school year.**

- Page 9 of 10, does the number of shopping carts collected include carts from Forestry? The number does not match revenue stated on Page 2 of 10.

  Response: On page two, the number of carts, and the revenue, were estimates that were inadvertently overlooked when updating the report. All shopping cart figures include the carts collected by the Division of Refuse and Recycling and other divisions, mainly Streets and Forestry. As stated on page 9, we were paid $1,485.00 for 297 retrieved carts.

- What is the status of recycling on the Gold Coast and with commercial buildings?

  Response: The division has been collecting from four condominiums, the Meridian, Waterford, Berkshire, and Edgewater Towers. In 2006, we added collections at the Winton Place, Marine Towers, Lakeshore Towers, Coral Rock, and Waverly. Businesses added in 2006 include Realty One, Martindale Electric, Westwood Medical Building, AT&T, Rockport Square, Huntington Bank, and 1st Federal of Lakewood.

- What is the status of the incinerator?

  Response: The incinerator building is still being used as the staging area for the drop-off of refuse and recycling. The demolition of the incinerator building and the construction of a new building was submitted under the Five Year Capital Plan, Buildings & Facilities. The estimated year for the project is undetermined at this time.

Division of Engineering

- Will street improvements, particularly Detroit Avenue destroy the cross walk enhancements already made? Can't we stop that?

  Response: No, new projects will not destroy existing enhancements. If construction does require work in the area of an enhancement then it will be repaired at the conclusion of the construction project.

- Under '06 Accomplishments (Page 2 of 7), bullet point #6—What was the conclusion?

  Response: A detailed study was performed and the results showed that the WWTP does not generate enough digester gas to produce ample electricity to make Co-Generation a cost-effective process. Therefore, Co-Generation of digester gas will no longer be pursued.

- Bullet Point #11 (same page), Does this take the place of previously committed capital dollars?

  Response: The $1.7 million grant funding from the Ohio Public Works Commission for Clifton Blvd. watermain does lighten the 2007 burden on the Water Fund, but by no means catches up with the continually deteriorating water infrastructure, most of which is nearly 100 years old.

- Page 6 of 12, What was this project and will this trend continue?

  Response: The "Workload Per Employee" graph on page 6 of 7 accounts for all funded projects, not just a single project, which the Engineering Division is responsible for. The trend of additional Capital Projects each year must continue if Lakewood is going to catch up with and reverse the failing condition of the aging infrastructure (streets, water, sewer and facilities). The trend of increased workload per employee can be eliminated with some strategic staff increases.

- Will Detroit Street improvements incorporate any of the proposed planning for Main Street or at least take into consideration, future enhancements?

  Response: The construction on Detroit Avenue in 2007 (Sewer repairs & ODOT resurfacing) do not include any streetscape enhancements. At this point it would be a waste of money to construct improvements that are merely a guess at what future enhancements will be planned.

Division of Wastewater

- Page 6/12, What was this project and will the trend continue?

  Response: The Aerial Sewer/Headworks Project was undertaken to remove a hydraulic restriction that had a negative impact on delivering flow to the WWTP. The project included the removal of the hydraulic

restriction along with replacement of a deteriorating Aerial Sewer and debris removal equipment. The maximum wet weather hydraulic flow the WWTP could accept before the project was 23.0 mgd. Upon completion of the project in January 2006 this increased to 40.0 mgd. This was accomplished because of the increased capacity of the new Aerial Sewers and debris removal equipment. This project also benefited the City by complying with control requirement #4 of the USEPA Combined Sewer Overflow (CSO) Program nine minimum control plan. This requirement states "Maximize the capabilities of the POTW to treat wet weather flows, and maximize the wet weather flow to the wastewater treatment plant within the limit's of the plant's capabilities". The Aerial Sewer/Headworks Project accomplished all of these requirements. The trend of accepting and treating greater wet weather flows will continue provided that the processes and equipment required to do so are capable of being kept in service.

Division of Winterhurst

- Under '07 Goals, last three bullets, Is this the '06 increase?

  Response: The increase in Rink Rental passed in 2006, and took effect January 1, 2007. The remaining two bullet points I would like to introduce in 2007.

- Page 4 of 7, What happened to the rink aides?

  Response: At this time I have not filled or budgeted for the position of Rink-Aide. The tasks and responsibilities have been absurd into the Ice Resurfacer and Rink Supervisor job description. This has help clarify and define roles. All "Ice Staff" are crossed trained in all the disciplines regarding customer service (skate room, skate sharpening, guarding, ice maintenance, and ice resurfacing). This strategy allows us to be more flexible in the scheduling of part-time staff.

Development of Council's Public Works Decision Issues

Meeting #5: Municipal Court & Human Services
Thursday, March 1 from 6 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:20 p.m.	**Judge Carroll**	**Lakewood Municipal Court**
6:20 to 6:35 p.m.	**Council Municipal Court Question & Answers**	
6:35 to 6:45 p.m.	**Jennifer Pae**	**Human Services Overview**
6:45 to 6:55 p.m.	**Dottie Buckon**	**Human Services Administration**
6:55 to 7:10 p.m.	**Paulette McMonagle**	**Aging**
7:10 to 7:25 p.m.	**Mary Hall**	**Youth**
7:25 to 7:40 p.m.	**Toni Gelsomino**	**Early Childhood**
7:40 to 7:55 p.m	**Dottie Buckon**	**Health & Animal Control**
7:55 to 8:30 p.m.	**Submitted Council Human Services Questions & Responses given to date:**	

Division of Youth

- Page 3/10, under historic position levels, How can people be put on the budget that are not approved by City Council?

  Response: The positions in question are funded through the Cuyahoga County Family to Family System of Care grant. City Council passed a resolution in 2006 authorizing the Mayor to enter into an agreement to accept these funds on behalf of the City of Lakewood. All positions listed on the budget book were established according to procedure including completion of Requisitions for Personnel and Change of Status forms approved through appropriate channels for existing personnel to fulfill grant requirements as follows:

  - Two full time case managers were reassigned to Family-to-Family program duties and the related personnel costs charged to the grant.
  - The grant required a full time clinical supervisor dedicated solely to the program resulting in a change of status of the current part time clinical supervisor to full time and related personnel costs charged to the grant.

- The Diversion Coordinator was assigned grant responsibilities resulting in a change from part time to full time status with additional personnel costs charged to the grant.

The Community Resource position, also required by the grant, was a new position established through the standard approval process:

- Requisition for Personnel was submitted and approved through the chain of command.
- Appropriate steps were taken to determine if the position was Civil Service or part of AFSCME II. The position was posted and filled in January 2007.

- Under the Little Links Fund, where are the capital dollars coming from to reopen? Why is this still in HS instead of Division of Parks?

  Response: The request for capital dollars was submitted with all other requests and is therefore in competition with other projects for capital funding. Placing Little Links under the Division of Parks is not currently under consideration.

Division of Health

- Has the Mayor begun to look at consolidating the Health Department and joining the regional Board of Health?

  Response: The Administration reviewed this question in 2005. A 2004 comparison of services provided by CCBH to the City of Euclid and services provided by the Department of Human Services/Division of Health in Lakewood was completed along with a summary of costs (see attached). Members of the Administration met with Cuyahoga County Board of Health (CCBH) leadership and reviewed services and costs. Updates of this report will be available before the March 1, 2007 budget hearing.

Development of Council's Municipal Court and Human Services Decision Issues

Meeting #6: Administrative Costs, Capital Improvements, Debt Service, Other Funds

Tuesday, March 6 from 6 to 8:30 p.m.

Time	Speaker	Topic
6:00 to 6:10 p.m.	**Jennifer Pae**	**Overview**
6:10 to 6:30 p.m.	**Paul Novelli & Art Stehlik of KKS&G**	**Workers Compensation**
6:30 to 6:50 p.m.	**Jennifer Pae & Paul Novelli**	**Health Care**
6:50 to 7:30 p.m.	**Jennifer Pae Tony Beno Dennis Albrecht**	**Capital Improvement Plan**
7:30 to 7:45 p.m.	**Jennifer Pae**	**Debt Service**
7:45 to 8:00 p.m.	**Jennifer Pae**	**Other Funds**
8:00 to 8:30 p.m.	**Question & Answers**	

Submitted Council Questions & Responses given to date:

- What is the cost of healthcare benefits that are offered to members of Council. For example, what did it cost in real dollars last year (total).
  Response: Total cost of health care for 2006 for council members was $8,911.22

- Is anyone tracking the number of claims for workers comp by Depart/Division ?
  Response: Yes, the Finance Department has begun tracking this information since we became self-insured. Here are the workers comp claims by department for 2006

Department	Division	# of Claims
Public Safety	Fire	17
Public Safety	Police	14
Public Works	Refuse	12
Public Works	Parks	7
Human Services	Aging	3
Public Works	Forestry	3
Human Services	Animal Control	2
Public Works	Streets	2

Public Works	Wastewater Collection	2
Public Works	Wastewater Treatment	2
Public Works	Water Distribution	2
Public Works	Construction	1
Public Works	Fleet	1
Public Works	Public Works Admin	1
Public Works	Security	1
Public Works	Traffic Signals	1
Public Works	Water Metering	1
		72
Human Services		5
Public Safety		31
Public Works		36
		72

Meeting #7: Wrap-up
Thursday, March 8 from 6:45 to 8:00 p.m.

1) **Meeting Kickoff by Jennifer Pae**
   - **Review of Five-Year Forecast**
   - **Purpose of meeting is a discussion by and solely of Council of decision issues identified to date and to gain consensus of next steps**
   - **Members of the administration are solely present to provide clarification and answer questions about the decision issues identified**

2) **Observations and Next Step Recommendations by the Grow Lakewood Structural Balance Task Force**

3) **Council Discussion of Decision Issues to Gain Consensus of Next Steps**

4) **Council Discussion to Determine Process to Address Initiatives**

5) **Council Next Steps / Vote to Recommend Passage of Budget**

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Lakewood City Council
2007
Decision Issues & Initiatives

DECISION ISSUES:

ISSUE 1 **Add an additional $250,000 into an Economic Development Fund.**

ISSUE 2 **Implement City-Wide CitiStat Program in 2007.**

ISSUE 3 **Ensure Worker's Compensation charged to departments covers anticipated expenses.**

ISSUE 4 **Move the Land Acquisition Fund Balance (Fund 404) to another fund for economic development purposes**

ISSUE 5 **Possible reduction in the number of college interns the city hires every year.**

INITIATIVES:

1) **Place all Council's public documents on City's website with the assistance of Community relations.**
2) **Identify Employee/Department to administer Block Watch Program**
3) **Institute employee evaluation system**
4) **Phase out fire boxes**
5) **Provide the Community Development Updates given to the Chamber of Commerce to Council**
6) **Implement a reverse 911 system or comparable city-wide communication system**
7) **Eliminate the number of hours worked by crossing guards.**

Meeting #8: Monday, March 12th

Development of Council Decision Issues:

THIS DRAFT IS WRITTEN BY MARY HAGAN FROM AN INTERPRETATION OF THE 3/12/07 FINANCE COMMITTEE MEETING ON BUDGET HEARING DECISION ISSUES:

1. Creation of an Economic Development Fund by ordinance (FitzGerald/Demro) that budgets the existing $250,000 submitted by the Administration, plus $150,000 from the Land Acquisition Fund, which will be repealed by ordinance and its components will be included in the new authority granted under the new Economic Development Fund. This will create an Economic Development Fund of $400,000 to be used for various purposes.

2. Freeze 2007 Budget Expenditures consistent with 2006 Budget Expenditures

3. Budget adjustments

Proposed 2007 Budget Cuts

GENERAL FUND OPERATING EXPENSES

Department	*Adjustment Line Item*	*Adj. Amount*	*Subtotal*	*Comments*
Council	Salaries & wages	$15,000.00	$15,000.00	Full time to part time liaison
Mayor	Travel & transport	$3,000.00	$18,000.00	Overbudgeted from prior year
	Contractual services	$3,000.00	$21,000.00	Overbudgeted from prior year
Community Relations	Communications	$2,700.00	$23,700.00	Historically overbudgeted
Finance	Contractual services	$7,000.00	$30,700.00	Overbudgeted from prior year
Information Systems	Contractual services	$7,000.00	$37,700.00	Overbudgeted from prior year
Planning & Development	Operating Supplies	$2,250.00	$39,950.00	Historically overbudgeted
Police & Law Enforcement (p. 15)	Communications	$15,000.00	$54,950.00	Overbudgeted from prior year
Law Enforcement Trust Fund	Uniform & Clothing	$14,000.00	$68,950.00	Historically overbudgeted
	Operating Supplies	$20,000.00	$88,950.00	Historically overbudgeted
Enforcement & Education Fund	Operating Supplies	$30,000.00	$118,950.00	Historically overbudgeted
Police & Fire Dispatch	Service Agreements	$5,000.00	$123,950.00	Historically overbudgeted
Fire & EMS General Fund	Other Employee Benefits	$3,000.00	$126,950.00	Historically overbudgeted
Fire & EMS Hospital Fund	Professional Services	$15,000.00	$141,950.00	Overbudgeted from prior year
Housing & Building	Professional Services	$8,000.00	$149,950.00	Historically overbudgeted
GF transfer to Winterhurst Fund	Transfers from GF	$50,000.00	$199,950.00	Force increase from zero ad revenue
GF PERSONNEL ADJUSTMENTS				
Freeze filling of 6 GF positions budgeted but not filled:				
Police (2), Dispatch (1), Jail (1), Traffic (1), Youth (1)		$420,000.00	$619,950.00	
TOTAL ADJUSTMENTS			**$619,950.00**	

3. Review Position of Project Specialist II in Department of Human Resources

4. Citi-stat - *identify an in house person to assign duties to

6 Review Workers Compensation

7 Reduce projected summer students by 10.

Meeting #9: Finance Committee Meeting
Thursday, March 15, 2007 – 5:30 p.m.

1) Discussion of Ordinance No. 72-06A: Membership Ordinance Substitution to add Ohio School Resource Officers Association introduced on Feb. 5, 2007.

2) Letter from Mayor George regarding Grow Lakewood Structural Balance Task Force's March 8th Recommendations

3) Discussion of 7 Decision Issues Identified by Council:

1. Creation of an Economic Development Fund by ordinance (FitzGerald/Demro) that budgets the existing $250,000 submitted by the Administration, plus $150,000 from the Land Acquisition Fund, which will be repealed by ordinance and its components will be included in the new authority granted under the new Economic Development Fund. This will create an Economic Development Fund of $400,000 to be used for various purposes.
2. Freeze 2007 Budget Expenditures consistent with 2006 Budget Expenditures
3. Budget adjustments

Proposed 2007 Budget Cuts

GENERAL FUND OPERATING EXPENSES				
Department	*Adjustment Line Item*	*Adj. Amount*	*Subtotal*	*Comments*
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Freeze filling of 6 GF positions budgeted but not filled: Police (2), Dispatch (1), Jail (1), Traffic (1), Youth (1)		$420,000.00	$619,950.00	
TOTAL ADJUSTMENTS			**$619,950.00**	

4. Review Position of Project Specialist II in Department of Human Resources
5. Citi-stat - *identify an in house person to assign duties to
6. Review Workers Compensation
7. Reduce projected summer students by 10.