Request for Proposals
Lakewood Community Vision Web Platform

Date Issued: Wednesday February 19th, 2014
Due Date: Wednesday March 19th, 2014

City of Lakewood, Department of Planning and Development
12650 Detroit Avenue
Lakewood, Ohio
Bryce Sylvester, City Planner
bryce.sylvester@lakewoodoh.net
216.529.6635
Project Summary

The City of Lakewood Department of Planning & Development (P&D) seeks a creative individual or firm to use its current brand standards to develop a web and mobile platform for Lakewood’s Community Vision (the Vision). The selected firm will work closely with P&D staff to create a design concept using the content already publicized and adopted by city council, which is included as Exhibit A. A proposal is desired by 12 pm on Wednesday March 19th.

Project Background

In January 2012, City Council requested that the Planning Commission and the Department of Planning and Development begin to evaluate the Community Vision, last updated in 1993. Through public hearings of the Planning Commission in February and March, it was determined that the Vision still had valid content but was due for an update and directed P&D to develop a community engagement plan to begin that work.

Over 20 community meetings were organized throughout 2012, with over 130 residents who regularly participated, to create the content of the Vision. Adopted in July of 2013, the updated Community Vision is organized into the following six focus areas or themes:

<table>
<thead>
<tr>
<th>Focus Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Development</td>
<td>retention, attraction, redevelopment</td>
</tr>
<tr>
<td>Community Wellness</td>
<td>environment, health, activity</td>
</tr>
<tr>
<td>Education &amp; Culture</td>
<td>access, facilities, technology</td>
</tr>
<tr>
<td>Housing</td>
<td>stewardship, options, quality</td>
</tr>
<tr>
<td>Mobility</td>
<td>options, ease of movement, services</td>
</tr>
<tr>
<td>Safety</td>
<td>safety forces, feeling safe, crime</td>
</tr>
</tbody>
</table>

For each focus area there is a vision statement which illustrates a desired future for Lakewood. Below each vision statement are three goals to achieve that vision. While more focused than the vision statement, the goals express the long term aims of the community. Objectives are actionable items which will help to achieve these goals.

Statement of Purpose

The Lakewood Community Vision is an expression of where we stand as a community and where we hope to be in the future. It is motivated by the idea that if we articulate where we are trying to go and then write it down, the likelihood of success increases significantly.

As a living platform it is to be used and updated frequently by all members of our community including, but not limited to, residents, local government, non-profits, institutions and businesses. We seek a qualified, efficient and knowledgeable design consultant to assist us in designing a web presence for the Vision to reach out to audiences, better inform the community, achieve consistency and accuracy in describing the community’s vision, and brand Lakewood.
Project Goals

- Create a user friendly web platform with heavy image content
- Build and reinforce Lakewood’s brand
- Be a source of accurate information to website visitors about city vision, goals, and objectives
- Clean, contemporary design and flow
- Easy to navigate
- Intuitive navigation with a site structure that does not require multiple clicks to reach desired page
- Display equally well in all browsers (Chrome, IE, Firefox, and Safari)
- Ability for staff to make real-time content changes (i.e., add/modify content, content management system)
- Provide training to staff to update the site
- Mobile device optimization

Example Sites

http://www.cityoflondon.gov.uk/about-the-city/who-we-are/Pages/default.aspx
Strong elements: Navigation, simplicity, design

http://www.choosechicago.com/
Strong elements: Layout, organization, great images, content

Project Timeline

February 19 – Request for Proposals goes out
March 19 – Proposals due
March 26 – Short list of candidates selected for interview
April 16 – Selected candidate notified
April 30 – Meeting with City Staff to discuss details and timeline
May 30 – Joint revision of web copy, images and site map following new branding principles
June 30 – Development and testing of new website
July 30 - Training of key staff on ongoing web maintenance and monitoring
August 13 - Online launch of website

April 16, 2014: Candidate is selected
August 15, 2014: Launch website
105 days of development

Audience

All members of our community including, but not limited to, residents, local government, non-profits, institutions and businesses.
**Budget**

The budget for this project shall not exceed $10,000. Interested firms should develop their proposal accordingly. Please submit a detailed budget with submitter’s name printed, signed, company name and dated.

**Proposals Requirements**

Please burn all required proposal materials to a CD or flash drive and include ONE HARD COPY of all required items. The CD or flash drive must be clearly labeled with name and contact information of the proposer. All pages should include proposer’s name and contact information. All submissions become property of the City of Lakewood and will not be returned.

1. **Statement** – A statement no longer than one page that explains your interest, qualifications and a brief suggested work plan with deliverables. (Save as a Word document or PDF onto the CD or flash drive)

2. **Team Resume & Portfolio**
   - Current resume no longer than two pages that describes your education, experience and representative clients.
   - Reference information and a description of your work completed for at least three (3) clients including their active websites
   - At least two (2) references
   - Save as a Word document or PDF onto the CD or flash drive

3. **Budget** – Outline of pricing

4. **Deadline** – All submission must be received by the deadline. Late and incomplete submission may be rejected.

   All submissions must be received no later than:

   **March 19th by 12:00 PM**

   Please mail your submission or drop it off in person to:

   City of Lakewood  
   Department of Planning & Development  
   RE: Community Vision Design RFP  
   12650 Detroit Avenue  
   Lakewood, Ohio 44107
No commitment

This RFP does not commit the City of Lakewood to award a contract or to pay any costs incurred in the preparations or submission of proposals, or costs incurred in making necessary studies for the preparation thereof or to procure or contract for services or supplies. The City of Lakewood reserves the right to reject any or all proposals received in response to this RFP and to negotiate with any of the vendors or other firms in any manner deemed to be in the best interest of the City of Lakewood. The City of Lakewood reserves the right to negotiate and award only a portion of the requirements; to negotiate and award separate or multiple contracts for the elements covered by this RFP in any combination it may deem appropriate, at its sole discretion to add new considerations, information or requirements at any stage of the procurement process, including during negotiations with vendors; and reject proposal of any vendor that has previously failed to perform properly or in a timely manner contracts of a similar nature, or of a vendor that, in the opinion of the City of Lakewood, is not in a position or is not sufficiently qualified to perform the contract.

This RFP contains no contractual proposal of any kind, any proposal submitted will be regarded as a proposal by the vendor and not as an acceptance by the vendor of any proposal by the City of Lakewood. No contractual relationship will exist except pursuant to a written contract document signed by the authorized procurement official of the City of Lakewood and by the successful vendor(s) chosen by the City of Lakewood.

Selection Process and Schedule

All proposals will be evaluated in accordance with the provisions of the Financial Rules and Regulations of the City of Lakewood and the evaluation criteria as specified in this RFP.

The evaluation procedure will consist of a formal, substantive and financial assessment of the proposals received. Detailed evaluation leading to a final selection or award may take several weeks.

Two weeks after the submission deadline a short list of proposers will be notified in writing and an in person interview with the selection committee will be scheduled. Selection of the winning vendor(s) will be based upon the following criteria and how well the RFP addresses these criteria:

- Does the RFP identify the vendor(s) credentials and the experience of the team that will be conducting the plan?
- Does the Response to the RFP adequately describe what the proposed vendor will deliver as an end product to conclude the project?
- The review of the RFP’s will be confidential, with the results only provide to designated vendor(s) and their respective representatives.
- Fees should include the cost, plus any estimated expenses
Further Information

In addition to the written community vision attached as Appendix A, P&D staff will provide the selected firm with the following:

- Lakewood Look Book (Exhibit B)
- Fact sheets, charts, graphs, and statistics about Lakewood
- Image library of 500+ images
- We can host a website at onelakewood.com
- We expect total page count to be around 10 pages

This RFP is available on the City of Lakewood’s webpage [www.onelakewood.com](http://www.onelakewood.com)

Please direct questions to:

Bryce Sylvester, City Planner
[mailto:bryce.sylvester@lakewoodoh.net](mailto:bryce.sylvester@lakewoodoh.net)
216.529.6635
EXHIBIT A

Lakewood Community Vision Update Working Draft

Adopted by City Council July 15, 2013
Planning Commission Final Review April 4, 2012
Revised per PC March 28, 2013
Reviewed at PC regular meeting March 7, 2013
Revised per PC February 25, 2013
Reviewed at PC regular meeting February 7, 2013
Submitted to PC on January 25, 2013

All Are Welcome

The Department of Planning and Development
12650 Detroit Avenue
Lakewood, Ohio
planning@lakewoodoh.net
216.529.6630
www.onelakewood.com
Acknowledgements

Thank you to the more than 130 residents who regularly participated in the update process from May through December 2012. The ideas, goals and hopes outlined in this draft are a result of all of their contributions and hard work.

Please continue to share ideas and comments by using the contact information on the cover page. To see a more detailed review of the 2012 workshop process please visit the City of Lakewood website, www.onelakewood.com, and click on the Community Vision icon.

Mayor Michael P. Summers

Lakewood City Council
Brian Powers, At-large, President
Mary Louise Madigan, Ward 4, Vice-President
David Anderson, Ward 1
Tom Bullock, Ward 2
Shawn Juris, Ward 3
Monique Smith, At-large
Ryan Nowlin, At-large

Planning Commission
Mark Stockman, Chair
Mary Cierebiej, Vice-chair
Hannah Belsito
William Gaydos
Robert Greytak, City Engineer
Tamara Karel
Patrick Metzger

Planning and Development
Dru Siley, Director
Bryce Sylvester, City Planner
Carolyn White, Intern Planner
A Process for Managing the Living Document

In 1993 when the original Community Vision document was prepared by the community in partnership with the Planning Commission and adopted by City Council the plan did not offer guidance on how and how often the Vision should be updated. This may have contributed, among other factors, to nearly 20 years of use without an update to reflect the ever-changing world and the evolution of Lakewood.

The Planning Commission has recommend the following guidelines that outline a process and methodology for regularly updating the Vision so it functions more effectively as a living document and a timely reflection of our community goals and aspirations.

Annual Review and Update

The Commission will review the previous year’s progress, projects and initiatives against the goals and objects outlined in the Vision by the end of first quarter of the following year.

- At that time, the Secretary to the Commission will provide a revised draft of the Vision updating the data in the “Where We Are Today” introduction to each chapter of the document.
- The previous year’s data will be added to an appendix at the back of the Vision each year creating a timeline of results, achievements and trends.
- During the annual review process the Secretary and the Commission will make recommendations to City Council regarding any modifications to the Zoning Code that may be beneficial to achieving the goals set forth in the Vision.

Five-year Review and Update

The Commission will outline during the fifth annual review a calendar of community workshops to reevaluate the Vision.

- The initial workshop will provide an overview of the purpose of the Vision, progress in the community over the previous five years, and any trends shown through the five years of data updates.
- Following that initial workshop and with feedback from the community, the Commission at its next regular meeting will determine if additional community workshops should be held to explore revisions and address necessary modifications to the language in the Vision.
- As with the annual review, during the Five year review process the Secretary and the Commission will make recommendations to City Council regarding any modifications to the Vision or the Zoning Code.
Statement of Purpose

The Lakewood Community Vision is an expression of where we stand as a community and where we hope to be in the future. It is motivated by the idea that if we articulate where we are trying to go and then write it down, the likelihood of success increases significantly.

As a living document, it is to be used and updated frequently by all members of our community including, but not limited to, residents, local government, non-profits, institutions and businesses.

A number of other documents and plans have been previously adopted by City Council as supplements to the Community Vision and provide direction and recommend specific actions to meet our community goals and objectives.

These documents are available on the City’s website, www.onelakewood.com: the Detroit Avenue Streetscape Plan, the Park System Master Plan, the Bicycle Master Plan, the Birdtown Action Plan, and the Madison East Plan.

Planning Commission and the Community Vision

Article XII of the Second Amended Charter of the City of Lakewood requires that the Planning Commission adopt a general plan for the city. It reads:

“SECTION 3. POWERS AND DUTIES. The Planning Commission shall make and adopt a general Plan for the development and improvement of the City, and for any area outside of the City that, in the judgment of the Commission, bears relation to the planning of the City. No general plan or portions thereof or amendments thereto shall be adopted by the Commission until after a public hearing thereon. So much of the general plan as may be established or from time to time amended by ordinance shall constitute the official map of the City. The Commission shall also make plans and proposals for specific improvements and projects that it deems desirable for the City and its surrounding area and recommend them to the appropriate authority. These plans and proposals shall not become a part of the general plan until adopted as such. The Commission may call upon officers and employees of other departments and divisions of the City for assistance in City planning. Each year, the Commission shall, if and to the extent requested by the Mayor, assist the Mayor in the preparation of a capital improvement budget and a comprehensive five-year capital improvement program. The Commission shall take the initiative in planning for the City and surrounding area. It may make such investigations, maps and studies relating to the planning of the community as it may deem desirable. The Planning Commission may recommend to the appropriate public authorities or private agencies programs for the development and improvement of the community, for the enactment of legislation pertaining thereto, for the building of public structures and
improvements and for the financing thereof. The Commission, subject to the approval of Council, may enter into agreement with other governmental or private agencies necessary or desirable for carrying forward any of its purposes. In addition to those powers and functions as provided in this Charter, the Planning Commission shall have such other powers and functions as may be provided by Council. The Planning Commission may establish rules and regulations for its own procedure not inconsistent with this Section or any Ordinances of the City.”

Document Structure

The updated Community Vision is organized into six focus areas or themes based on resident input that began at the community meeting in May 2012. For each focus area there is a vision statement which illustrates a desired future for Lakewood. Below each vision statement are three goals to achieve that vision. While more focused than the vision statement, the goals express the long term aims of the community. Objectives are actionable items which will help to achieve these goals. The objectives are organized in five categories that appeared in each of the focus areas:

Six Focus Areas

- **Commercial Development**  – retention, attraction, redevelopment
- **Community Wellness**  – environment, health, activity
- **Education & Culture**  – access, facilities, technology
- **Housing**  – stewardship, options, quality
- **Mobility**  – options, ease of movement, services
- **Safety**  – safety forces, feeling safe, crime

Objective Categories Defined

**Strike a Balance** – Balancing competing interests and limited resources is negotiated on a daily basis. We consider the things that we value most and work to understand how to navigate. What are the benefits? What are the costs? How do we share? What is expected? As a community we commit to openly discuss a range of views and possibilities in the context of understanding the whole.

**Build Connections** – Community is not static. Community is a multitude of changing layers and a web of connections among members. Connections develop as the flow of people and ideas tangle and interweave with a place. Places that invite daily activity and the community cohesion that occurs when we interact will see payoffs measured by things like safer streets, stronger neighborhood, and healthier people.

**Create Places for People** – Vibrant cities promote and develop places that always put people
first by being safe, comfortable, varied, attractive and fun. We understand the link between well-being and the quality of the physical and social environment where we live.

Enhance Existing Assets – Build upon and maintain current assets by focusing on three main themes: 1. quality of life; 2. economic and community development potential; 3. efficiency.

Think about Tomorrow – Continue to grow as a community that invests boldly for the benefit of the future residents by strengthening civic resilience and building up the local capacity for innovation, adaptation and cultural change.

Lakewood Today

Incorporated in 1911, Lakewood is a densely populated city of more than 50,000 residents and is known for its neighborhoods, beautiful architecture and walkable commercial corridors. We are an engaged community that values education in all forms, from our excellent public and private schools, to our libraries and cultural institutions. In 2012 we welcomed a satellite campus of the University of Akron to our downtown district.

Since we are called the City of Homes, our community is proud of our diverse housing stock, which ranges from century-old wood frame houses to modern condominiums. In 2011 the Division of Housing and Building adopted a proactive code enforcement strategy, Housing Forward, which began with comprehensive survey of all 12,661 one- and two-family homes in Lakewood. With the survey we found that about 86% of our housing stock was in good shape with almost no exterior violations. By focusing on the other 14% we were able to reduce the number of challenged properties by almost 50% in one year. (900 remain as of January 2013.) Since that time we have seen a rise in the number of residential building permits issued and appreciate owners working hard to make sure their homes are ready for the next century.

In addition to striving to be good stewards of our exceptional housing, we place a high value on the health of our community including individual health of our residents and the health of our environment. We encourage active lifestyles through the maintenance of our parks and by enhancing our transportation network. As an example, we are working to become more bike- and pedestrian-friendly in accordance with our 2012 Bike Master Plan.

Located on the shores of Lake Erie and the Rocky River we are constantly aware of the health quality of our waterways; everyone has a role to play. Everything from homeowners being encouraged to disconnect their downspouts and think about using rain barrels, to major infrastructure improvements to our sewer system, to requiring new commercial development projects to have on site storm detention is part of the discussion. Protecting the lake and the river is important to the future of Lakewood.
In recent years our commercial districts have seen significant revitalization, with more $18 million in private investment during 2012 alone. Our success comes from collaboration with all sectors and working to ensure new development is of the highest quality possible. Most importantly, Lakewood fosters an entrepreneurial spirit that supports local small business and encourages others to grow, improve or relocate in our city.

Lakewood is one of the finest communities in the country because we work together and we work hard to achieve our goals. As you read this Community Vision document some things you may already know and some things may be new to you, but as those of us who live here understand, in Lakewood there is something for everybody and all are welcome.

Lakewood’s Community Vision

The Lakewood Community Vision is a picture of the desired future for the City of Lakewood in terms of broad goals in the six areas of Commercial Development, Community Wellness, Education & Culture, Housing, Mobility, and Safety. To this end:

1. We envision a community that is a great place to live; a community that cares about the environment; a community that:

   ▪ Maintains a high quality of development;
   ▪ Has regular community events such as fairs and festivals and other diverse cultural entertainment facilities;
   ▪ Has efficient and effective multimodal transportation network;
   ▪ Enables commercial and residential land uses to successfully coexist;
   ▪ Supports diversity.

2. We envision a housing market that is stable and provides for moderate growth in housing values.

3. We envision adequate housing opportunities for the City’s economically and culturally diverse residents.

4. We envision a high-quality housing stock that is diverse in style and is well maintained through proactive code enforcement and community home improvement programs.

5. We envision a providing the finest variety of educational choices, resources and opportunities.

6. We envision a growing and diverse business sector which provides residents with a wide range of products and competitive services.
7. We envision a vibrant and attractive business environment that focuses on the community’s accessibility, the availability of business support services, and which has a well-trained work force.

8. We envision a long-range economic development strategy that encourages economic growth and supports small businesses.

9. We envision a community which has cooperative, progressive, and responsive leadership; and which provides a high level of service to residents.
Commercial Development – retention, attraction, redevelopment

Vision Statement

Achieve sustainable development practices to ensure long term viability of our commercial corridors

Where We Are Today

Lakewood is a robust place to do business, with over 1,900 employers and a labor force of 33,000 people. The top occupation categories include (1) educational services, healthcare and social assistance, (2) sales and office occupations, and (3) service occupations.\(^1\) Lakewood has seen over $65 million invested on Detroit and Madison Avenues from 2007-2012, with one third of the investment being in the downtown core and over 25 businesses participating.\(^2\) The city’s popular Storefront Renovation Program helped more than 15 Lakewood businesses make façade and building improvements in 2012. The Architectural Board of Review, which considers architectural proposals for commercial and residential properties, reviewed 275 applications in the past two years. Investment from both the private and public sectors, paired with an actively engaged business community, have helped Lakewood realize 91% occupancy along Detroit Avenue and 85% along Madison Avenue.

In 2014, the city will begin infrastructure improvements on Madison Avenue to make a more multi-modal corridor. The improvement will include resurfacing the road, installing new traffic signals and improving sidewalk conditions.

Commercial Development Goals

Goal 1: Encourage a mix of development that meets community employment, shopping, and service needs
Goal 2: Require high quality design for all rehab and redevelopment projects
Goal 3: Support local business growth and entrepreneurship

Commercial Development Objectives

Building Connections

- Promote sharing of resources and information amongst local businesses
- Improve public knowledge of development trends and processes

---

\(^1\) Per the 2010 American Community Survey
- Provide business plan mentoring and support to all business owners
- Strengthen communication concerning commercial development in Lakewood

**Enhancing Existing Assets**

- Repurpose obsolete first floor retail space
- Explore the benefits of a downtown special improvement district
- Build on proactive code enforcement for commercial districts
- Market Lakewood effectively to attract high quality development projects

**Creating Places for People**

- Provide architectural design recommendations to small business owners
- Add more public art in commercial districts
- Educate property owners on best practices for commercial building rehabilitation
- Promote mixed uses on upper floors of commercial buildings
- Advocate for building design which fits within the scale of our commercial district

**Striking a Balance**

- Enhance requirements for buffers between commercial corridor and neighborhoods
- Minimize the impact of late night commercial activity

**Thinking about Tomorrow**

- Preserve and respect historic context in commercial development projects
- Promote the use of storm water management techniques such as bio-swales, rain gardens, and pervious pavements in commercial districts
- Support environmentally sustainable development practices such as energy efficiency
- Strengthen economic development efforts to further support Madison Avenue
- Design and develop commercial districts to provide for a safe and inviting pedestrian experience
Community Wellness – environment, health, activity

Vision Statement

Support healthy living and create a more ecologically sustainable city

Where We Are Today

The health of our community is maintained in a number of ways. Lakewood Hospital, supported by the Cleveland Clinic, provides world-class care in Downtown Lakewood. We are also well served with regard to food access with six grocery stores and two farmers markets. In 2012, the city offered 220 community meals, and two community churches hosted summer lunch programs.

We support active living with 15 dedicated parks totaling approximately 75 acres of greenspace. These include community parks (three or more acres), neighborhood parks (up to three acres), or pocket parks (less than one acre). In addition to city greenspace, Lakewood has direct access to the Metroparks Rocky River Reservation, which includes five ball fields, two boat launches, nine designated fishing areas, three golf courses, 10 picnic areas, and 23 trails. Lakewood’s Recreation Department takes full advantage of the city’s park space by administering 22 youth summer camps.

With regard to the ecological health of our city, Lakewood was ranked 12th of 69 Cuyahoga County communities in 2011 with a residential recycling rate of 50%, and a waste reduction rate of 44%. In 2013 the city will begin distributing 18,000 plastic recycling containers to streamline recycling collection, save money over the long run and improve recycling rates.

Below the city lie 166 miles of storm and sanitary sewer mains, with treatment capacity of 40 million gallons per day. In 2012, 85 recorded instances of sewer system overflow occurred, releasing untreated sewage to Lake Erie and the Rocky River.

Community Wellness Goals

Goal 1: Provide great facilities and programs for active living
Goal 2: Advocate for quality healthcare for all residents
Goal 3: Adopt environmental best practices

Community Wellness Objectives

Building Connections

- Educate about the responsibility of maintaining sewers citywide
• Provide information to residents looking to make “green” renovations
• Provide opportunities for residents to become more health literate

Enhancing Existing Assets

• Enhance infrastructure to support active lifestyles including sidewalks, bikeways, open space, and parks
• Ensure that Lakewood Hospital continues to be an asset in our community
• Build on recreational programming to address community needs
• Ensure that all residents have convenient access to healthy, affordable food

Creating Places for People

• Expand available greenspace
• Improve usefulness of parks as year-round assets
• Consider small-scale community-based solutions to help alleviate storm runoff including the use of rain barrels, bio-swales, storm water retention, and permeable pavements

Striking a Balance

• Provide policy support, such as inclusion in the zoning code, for urban agriculture
• Become a regional leader regarding storm water management
• Understand and proactively address the effects of changing healthcare delivery on community health

Thinking about Tomorrow

• Grow our strong recycling program by exploring new strategies to improve compliance including container pick-up or fees for refuse collection by volume
• Educate residents on energy-efficient options such as compact fluorescent light bulbs, and appropriate home insulation
• Encourage employers to offer health promotion programs to their employees
• Reduce obesity rates by promoting active lifestyles and ensuring that nutritious food options are readily available
• Develop a culture which promotes a sense of personal responsibility for community health and wellness
Education & Culture – access, facilities, technology

Vision Statement

Provide lifelong educational opportunities for our residents and promote a community identity rooted in our cultural heritage

Where We Are Today

Lakewood Public Schools, with student enrollment totaling 5,800, realized a 91.4% (83.5% “on-time”) graduation rate in the 2009-2010 academic year. The district, designated as Excellent in 2012 by the state, consists of seven K-5 elementary schools, two middle schools, one high school and one alternative school.

In addition to excellent public schools, Lakewood is home to a number of private and parochial schools such as Lakewood Catholic Academy and St. Edward High School, a private International Baccalaureate school. With 830 students and a 17:1 student-teacher ratio, St. Ed’s has been recognized by the U.S. Department of Education as a Blue Ribbon School of Excellence.

Other community partners offering educational opportunities include:

- University of Akron Lakewood offers degree options in Organization Supervision, Nursing, Social Work and Business Administration.
- Beck Center for the Arts serves 50,000 annually through professional theatrical productions, creative arts therapies, and comprehensive curriculum-based arts education in dance, music, theater, and visual arts.
- Lakewood Recreation offers adult courses in basic computing, personal finance, homecare, arts and languages.
- Lakewood Public Library maintains main and Madison Avenue branches.

From major festivals to block parties, community gatherings are an important part of local culture. The city offers eight summer festivals, which include Meet the Trucks, Bike Rodeo, 4th of July Parade and Celebration, Lakewood Street Party, Lakewood Arts Festival, Lakewood Car Kulture Show, and the Lakewood Community Festival. Beyond these city-sponsored events, LakewoodAlive hosts a number of downtown gatherings such as the Summer Meltdown, Light Up Lakewood, and the Spooky Pooch Parade.

Education & Culture Goals

Goal 1: Support a culture of lifelong learning
Goal 2: Preserve our cultural institutions and assets
Goal 3: Continue to encourage civic engagement
Education & Culture Objectives

Building Connections

- Capture and share local history
- Provide high-quality education for K-12 students through excellent schools

Enhancing Existing Assets

- Continue to offer a broad range of community events and festivals
- Preserve and grow the Beck Center
- Understand market and social drivers of education and culture, and use those findings to guide decision making
- Leverage existing resources in schools to meet community needs such as access to technology and community meeting spaces

Creating Places for People

- Promote cultural identity in neighborhoods through design
- Develop spaces for artists to live and work

Striking a Balance

- Leverage local and regional cultural assets to direct programming in Lakewood
- Work with University of Akron Lakewood to meet local needs in higher education
- Provide great facilities and learning environments that allow access to educational technologies and resources including access to computers in schools and libraries

Thinking about Tomorrow

- Offer workforce development opportunities in industries that are growing in Northeast Ohio
- Support the libraries
Housing – stewardship, options, quality

Vision Statement

Protect and enhance the quality and character of our residential neighborhoods

Where We Are Today

Lakewood has a total of 32,000 housing units citywide including 12,700 one- or two-family homes. Through research and a comprehensive housing survey, the 2012 Housing Forward initiative has provided the city with more data on these 12,700 homes than ever before. For instance:

- The mean age of Lakewood homes is 94
- 85% of homes are in good exterior condition (“meet” or “almost meet” code)
- The average home value is $143,500
- 182 homes were in active foreclosure in 2012
- 54% of homes are owner-occupied
- 125 residential properties are vacant

By using good data in the Division of Housing and Building, and sharing that data with homeowners, Lakewood has seen the number of residential building permits increase since 2010.

The city has 63 neighborhood block clubs, resident-driven entities helping neighbors work with police and other city departments to ensure safety and security in our community. Block clubs are most active in Wards 1 and 3.

Housing Goals

Goal 1: Support a variety of housing options that meet the needs of our diverse community
Goal 2: Proactively maintain and improve our housing stock
Goal 3: Develop a culture of informed and responsible action by all property owners and tenants

Housing Objectives

Building Connections

- Educate all landlords through existing training seminars
- Promote the importance and financial benefits of quality repairs and renovations
- Work with Realtors to market Lakewood effectively to potential homeowners
• Promote energy efficiency upgrades including the installation of new furnaces, adequate insulation, and Energy Star appliances

Enhancing Existing Assets

• Improve lighting in neighborhoods through the use of porch lights
• Educate residents on how to better access services provided by local financial institutions
• Enhance the role of block clubs as social and informational resources

Creating Places for People

• Provide a variety of housing types that meet the needs of the whole community including seniors, low-moderate income families, and special needs households
• Encourage new and infill development which is complementary to the scale and character of surrounding residential uses

Striking a Balance

• Explore the benefits of point-of-sale inspections
• Promote development of affordable housing for low-moderate income and special needs households
• Preserve housing quality through proactive code enforcement of residential property including multi-family homes

Thinking about Tomorrow

• Maintain existing trees on residential streets and manage our urban forest
• Preserve the historic character of residential neighborhoods through education and support of quality design
• Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured and weatherized
• Seek new funding sources to support middle-class households which are ineligible for federally funded housing programs
Mobility – options, ease of movements, services

Vision Statement

Provide safe, convenient, and integrated transportation options throughout the community

Where We Are Today

With over 180 miles of sidewalks and 90 miles of streets, Lakewood is recognized as Ohio’s most walkable city based on the nationally recognized ranking system Walk Score. An estimated 77% of Lakewood residents commute to work by car, while a combined 10% walk or use public transportation. Based on a 2010 traffic analysis, approximately 1,100 pedestrians and 225 cyclists pass through downtown in a typical six-hour period.

The city is served by six bus lines (RTA routes 25, 26, 43, 55, 78 and 83), as well as two rapid rail stations (W 117th and Triskett). In 2013 two of these bus routes (55 Clifton, and 25 Madison) are scheduled to receive significant investment in the form of enhanced transit waiting environments.

Lakewood’s Bicycle Master Plan was adopted by City Council in 2012 and has led to several significant milestones such as the installation of 16 bicycle signs and more than 50 new bicycle racks citywide, including the region’s first on-street bicycle corral. Funds have also been allocated to introduce shared lane markings or “sharrows” on Detroit and Madison Avenues by the end of 2014.

Mobility Goals

Goal 1: Continue to invest in infrastructure improvements to achieve a balanced multimodal transportation network
Goal 2: Promote transportation safety through education, enforcement, and design
Goal 3: Increase the number of miles travelled using means other than a car

Mobility Objectives

Building Connections

- Ensure all streets are well lit
- Encourage employers to develop incentives for employees to use alternative transportation
- Educate motorists and cyclists on rules of the road
- Develop a systematic sidewalk replacement program

Enhancing Existing Assets
- Control litter and snow on sidewalks
- Enhance and expand bike routes citywide
- Increase availability of bicycle parking in commercial districts to meet demand
- Obtain bronze medal designation from League of American Cyclists

**Creating Places for People**

- Improve consistency of traffic signage to reflect what has already been added on Detroit Avenue and Clifton Boulevard
- Minimize impact of cars and parking in commercial districts
- Expand ADA compliance in public spaces including sidewalks, parks and facilities
- Enhance transit waiting environments citywide through the addition of shelters, benches and other necessary amenities
- Establish a consistent approach to providing attractive and functionally well placed pedestrian amenities

**Striking a Balance**

- Focus traffic enforcement around schools and destinations
- Explore traffic calming to achieve speeds appropriate to family neighborhoods
- Work with RTA to improve timing of bus routes
- Improve access to public transit facilities
- Pursue creative solutions to meet parking demands

**Thinking about Tomorrow**

- Educate residents on ways to reduce carbon emissions
- Explore new transportation options to fill the service gap left in the absence of the RTA Circulator
- Consider multi-use path along train tracks
- Offer downtown pedi-cab service
Safety – safety forces, feeling safe, crime

Vision Statement

Maintain the highest degree of community safety by providing excellent safety services, promoting resident participation, and expanding effective communication

Where We Are Today

Lakewood’s safety forces include the Division of Police, the Division of Fire, and the Public Works Department, as well as the Division of Housing and Building. Our safety services include 94 police officers, 14 dispatchers, 75 firefighters, 12 paramedics, and 10 building inspectors.

In 2011 the police department fielded 27,000 phone dispatches, made 15,042 arrests and realized an average response time of 3:20 for crimes in progress. In the same year, the fire department responded to 1,386 fire calls and 5,399 emergency medical calls and had 20 large-loss fires, while building inspectors issued 2,473 permits.

By the numbers, excellent safety services, along with engaged participation from residents and neighborhood block clubs (63 in total) have led to Lakewood becoming a safer place in the last five years. Since 2007 Lakewood has seen a 42% decrease in crimes of violence, a 14% decrease in burglaries, a 45% decrease in auto thefts and 47% decrease in robberies.

Safety Goals

Goal 1: Preserve the rapid response time of safety forces
Goal 2: Work with neighborhoods and business owners to improve our physical environment
Goal 3: Decrease the number of crimes of opportunity

---

Safety Objectives

Building Connections

- Develop opportunities for neighbors to connect
- Use social media to expand communication citywide including police to residents, and block clubs to businesses
- Raise the level of neighborhood safety through additional trainings for block clubs and residents
- Improve the sharing of alerts, crime data and information
- Provide crime prevention “best practices” to residents
- Encourage emergency preparedness for all citizens

Enhancing Existing Assets

- Maintain sufficient professional safety forces
- Promote and enhance bicycle safety through Bike Lakewood, improved signage and infrastructure, and community outreach events such as the Bike Rodeo
- Expand the number of private and city-owned cameras
- Leverage advancements in technology to improve effectiveness of policing

Creating Places for People:

- Improve the application of the Safe Routes to School program
- Improve lighting in the neighborhoods, parks and business districts
- Design public spaces that are beautiful, functional and safe

Striking a Balance

- Minimize the impact of late night commercial activity such as bars closing
- Ensure linked communication between safety forces

Thinking about Tomorrow

- Understand emerging trends in public safety in order to respond to those trends effectively
- Have more frequent community beautification events
All Are Welcome – The Vision Update Process 2012

Updating the 1993 Vision

On April 6, 1993 the Lakewood Community Vision was published. This report was the result of 400 hours of work contributed by members of the Planning Commission, city officials and 80 community volunteers. While it is still relevant and many of the principals are unchanged, the strategies and action items are in need of updating. Many of the priorities are as important today as they were in 1993. In addition to the 1993 Community Vision, the 2005 Grow Lakewood Report holds many observations about Lakewood that are as true today as they were eight years ago.

In January 2012, City Council requested that the Planning Commission and the Department of Planning and Development begin to evaluate the 1993 Community Vision. Through public hearings of the Commission in February and March it was determined that the Vision still has valid content but is due for an update. The Planning Department began developing a community engagement plan in February to begin that work.

While the history of Lakewood, our zoning, our proximity to the lake, downtown Cleveland and the airport, and in many ways the characteristics of our residents have remained the same, the ways that we access information, purchase goods and do business has changed significantly. Lakewood is well positioned to succeed over our next 100 years and to do so we must take stock of where we are today, what we have accomplished to this point, and detail what we need to do to reach our collective goals.

2012 Vision Update Process

Approximately 138 residents participated in the 2012 Community Vision update over the course of eight months and 20 community meetings.

May

The first public event was held May 14, 2012 with 70 residents and city officials in attendance. At the first event participants broke into groups to respond to three questions:

1. What do you love about Lakewood?
2. What worries you about Lakewood?
3. What do you hope for Lakewood’s future?

In cataloging those responses it was found that what residents love, worry about and hope all fit into the same general categories: commercial development, community
wellness, education and culture, housing and safety. These categories became the focus areas for each of six subcommittees.

June

The subcommittees met for the first time in June. This meeting was an opportunity for participants to get to know each other and develop a basic understanding about their focus areas through an informed dialogue.

Housing (University of Akron Lakewood, June 27, 2012). The Housing Subcommittee discussed several of Lakewood’s unique qualities that factor in to the city’s housing, such as the close proximity of our commercial and residential districts, the concentration of first-time home buyers, and the number of rental properties. Fostering good stewardship among homeowners was determined as essential to maintaining the city’s housing stock, including encouraging quality renovations and repairs that will both look better and last longer. The subcommittee identified the need for housing options such as one-floor properties for an aging population. Lastly, the group saw an opportunity to use education and outreach to proactively address housing, by informing homeowners on how to care for old homes, and providing resources to do so.

Mobility (Lakewood Library, June 27, 2012). Transportation, particularly cycling, is a hot topic in Lakewood right now. The Mobility Subcommittee had a frank discussion on the state of transportation in Lakewood beginning with an exhaustive list of the many ways people move through Lakewood. From this discussion it became apparent that the four most significant themes in mobility are access, options, safety and convenience. Drawing from this the subcommittee crafted the following draft vision statement: “To provide safe convenient passage to all people through a variety of options.” Over the coming months the subcommittee focused on polishing its vision statement and identifying specific goals.

Safety (University of Akron Lakewood, June 27, 2012). The Safety Subcommittee, joined by representatives of the police and fire departments, discussed the perception and reality of crime in Lakewood and ways to make the city feel safer. The subcommittee was very positive about the responsiveness and visibility of the Lakewood police, and the presence of neighborhood offices. By using information and education, such as the city-run citizens’ academy and programs in public schools, the group believed we can increase our emergency preparedness and prevent crimes of opportunity. The physical environment was also identified as an important determinant of perceptions of safety, and building design, lighting and property maintenance should reflect this.

Education & Culture (Lakewood Library, June 27, 2012). The subcommittee discussed a range of cultural and educational opportunities available in Lakewood from K-12 schools to arts venues and job readiness training. The group sought to better understand what cultural and educational resources exist, how those resources are being used, and how
we as a community can build on those existing resources. The subcommittee also discussed the role of the Community Vision broadly as well as the value of education. At the end of the first session the subcommittee put forth the following draft vision statement: “Enhancing accessibility to community-based educational opportunities and cultural activities that provide lifelong learning.”

**Community Wellness (University of Akron Lakewood, June 25, 2012).** The Community Wellness Subcommittee sought to address the health of the community as a whole incorporating physical health, recreation opportunities and environmental concerns. Many draft vision statements were proposed but the discussion centered on ensuring equitable access to healthy living to all residents. This includes food access, encouragement of active lifestyles and support of community based solutions to environmental challenges. Moving forward the committee was interested to learn about more about the ongoing Lakewood Human Services Summit.

**Commercial Development (University of Akron Lakewood, June 25, 2012).** Commercial Development began as the largest subcommittee with 32 residents in attendance at the first meeting. Two key talking points came out of that meeting. First was concern for the diversity of services offered in Lakewood. A healthy balance of businesses is necessary to meet resident needs and ensure economic sustainability in our community. Second, Lakewood should be proactive in the area of commercial development through resident engagement and high standards to support quality development.

**August**

In August 2012 a handful of Community Vision participants were asked to participate in the Lakewood Look Book by sharing a glimpse of Lakewood in one photo and fewer than 100 words. These brief snapshots of daily life informed the community vision process by providing insight on daily life. Some of the initial entries included a ride along with a police officer, a walk to the grocery store, being a first time homebuyer, and taking a class at University of Akron Lakewood.

**September**

At the September meetings a guest speaker was invited to each subcommittee meeting to share an outside perspective on conditions in Lakewood. These presenters informed the discussions:

**Community Wellness (Lakewood Library, September 27, 2012).** Louis L. McMahon shared his extensive experience with environmental issues relating to water law, and brownfield redevelopment at the September Community Wellness meeting. Two points were critical to the discussion. First, brownfield is not necessarily a bad term, but merely something that the next developer will have to deal with. Second, there is a need for greater
education about what types of alternative stormwater management strategies are available to homeowners in Lakewood.

**Housing (University of Akron Lakewood, September 26, 2012).** Residential rehabber and Lakewoodite of seven years Jen Morrow spoke to the Housing Committee in September. Morrow explained the strategy for renovating and selling some of Lakewood’s worst homes in just three months. Morrow says the reason her properties move so quickly is because she meets the needs of young professionals by providing houses with modern amenities and historic charm.

**Mobility (University of Akron Lakewood, September 25, 2012).** The Mobility Committee sat down with Mike Schipper of the Greater Cleveland Regional Transit Authority in September to share his insight on public transportation in Lakewood. The discussion began with an overview of RTA’s funding, decision making process, and upcoming projects. The conversation went on to cover a broad range of mobility related topics from ways to incentivize transit use to specific recommendations for Lakewood. Schipper urged the group to remember that “multi-modal is not every mode on every route – it is a couple of modes on each route.”

**Education & Culture (University of Akron Lakewood, September 19, 2012).** Nelson Beckford joined the Education & Culture Subcommittee last month to lend his perspective on educational and cultural opportunities in the region based on his ongoing work at the Cleveland Foundation. Themes to come out of the evening included the need to build on existing assets, engage diverse partners and better understand where Lakewood fits in the region with regard to educational offerings.

**Commercial Development (University of Akron Lakewood, September 18, 2012).** Mark and Kelley Jablonski of Centermark Development came to the September Commercial Development meeting to share their insights on commercial activity in Lakewood. The Jablonskis walked through their observations and predictions for each of the city’s commercial corridors. They recommended that an emphasis be placed on the Madison corridor as well as the preservation of independent shops along Detroit Avenue.

**Safety (Lakewood Library – September 12, 2012)** - At the September meeting of the Safety Subcommittee Jeff Verespej of Ohio City Inc. spoke on the three components of Ohio City’s safety strategy including: vibrancy, the special improvement district, and Ohio City Shines (a canvasing effort by residents and the Cleveland Building Department). The question period which followed emphasized the importance of communication between residents and safety forces as well as the benefits of knowing one’s neighbors.
**October**

In October, the community vision subcommittees paired off for three sessions at University of Akron Lakewood. Together the combined committees began to give shape to the Vision update. For each subject area two to three dozen statements from previous meetings were categorized into five objective categories:

1. **Building Connections** – Communicate effectively  
2. **Enhancing Existing Assets** – Grow what we have  
3. **Creating Places for People** – Use good design  
4. **Striking a Balance** – Manage limited resources  
5. **Thinking about Tomorrow** – Support sustainable practices

Once organized, edited and amended, these objectives formed the living outline which is at the heart of this document.

**December**

At the December 12 Community Vision meeting representatives of all six subcommittees presented the first draft of the Community Vision update including vision statements, goals and objectives in each subject area. The presentation was followed by a lively discussion on the visioning process.
The Lakewood Look Book
A glimpse of Lakewood from your eyes

August 2012

Updated for the Community Vision
# Table of Contents

Introduction ................................................................................................................................. 34
Community Wellness ....................................................................................................................... 35
Housing ........................................................................................................................................ 38
Mobility ......................................................................................................................................... 39
Safety ........................................................................................................................................... 42
Commercial Development ............................................................................................................ 43
Education and Culture .................................................................................................................. 47
Introduction

In August 2012 a handful of Community Vision Participants were asked to share a glimpse of Lakewood. These brief snapshots of daily life are meant to inform the community vision process by reporting on relevant personal experiences such as buying a home or going back to school. All are welcome to participate in the Lakewoood Look Book. Contact Planning@lakewoodoh.net to submit your idea or ask for an assignment. Submissions must include a photograph and a write up of less than 100 words.
Community Wellness

The 2012 Lakewood Human Services Summit brought together city leadership and representatives of 28 human service organizations to assess the state of service provision in Lakewood. Each of the three sessions focused on a different element of the human service sector: economic stabilization, physical & mental health, and safe and supportive neighborhoods.

In the end we all walked away with a better understanding of what resources are available in Lakewood, existing service gaps, current trends, and critical issues. From the Summit, it is clear that local government has an important role to play connecting and advocating for human services in Lakewood.

– Mary Anne Crampton on 2012 Lakewood Human Services Summit
At a summer block party, a neighbor who moved to Lakewood from Kosovo helps a mom and daughter pick apples from their front yard tree, demonstrating the harvester she used in her home country. Where else but Lakewood could we see such a scene: friends from different continents and different generations enjoying healthy, urban agriculture and building community? Quintessential Lakewood!

- Tom Bullock
The Lakewood Family Collaborative is a network of Lakewood organizations and individuals dedicated to making the community stronger for children, youth, and families. The Lakewood Collab meets once a month to discuss issues and to put solutions into action. In addition to connecting people, the Collab has committees that sponsor projects within Lakewood such as the Lakewood School Supplies Initiative, Welcome to Lakewood, Clear for Kids, Adoption & Foster Care Awareness, Job Seeker Workshops, Mental Health Awareness, and monthly “Spotlight” speakers. Anyone with an interest is helping kids and families is welcome to attend meeting and join the Lakewood Collab.

- Kristine Pagsuyoin
After renting here for two years, my wife and I decided to purchase our first home. A few things influenced our decision:

1. Location (Close to the Lake, downtown, and the interstate)
2. Great mix of local shops and national chains
3. Visible police force
4. Trash Day is organized and the refuse program is MANDITORY
5. Safety and walkability
6. Great place to raise a family

We looked at 7 houses and chose number 5, on Belle. Working with a realtor from Lakewood and First Federal of Lakewood made the process easy.

Soon after moving in we received a welcome packet from the City and a gift certificate from Pacers welcomed us to the neighborhood. We love this city!

— Ken Brand on Buying a Lakewood Home
When you make a cross-country move, a lot of factors contribute to the decision. This is the situation that my family and I faced in relocating to Lakewood from Springfield, Missouri several months ago. There was a geographic draw being so close to Cleveland and Lake Erie. There was a demographic aspect with Lakewood being such a “young” suburb. We also saw the many accolades that Lakewood has garnered in recent years in the areas of safety, housing, family, and walkability. But, what made the difference was experiencing firsthand the strong community, diversity, and camaraderie among the residents while visiting.
- Ryan Fisher on Moving to Lakewood
Mobility

I live in southwest Lakewood. Car travel is the norm. Bikes abound, for pleasure and school commutes. Every now and again a bus rolls by.

The closest grocer is Giant Eagle at Warren Village, .96 miles as the crow flies. By car, I can reach Giant Eagle in 3.5 minutes. I can shop for what I want, pack the car and head back.

Over sidewalks, Giant Eagle is 1.1 miles. The other night I walked there pushing my daughter in our stroller. It took us 25 minutes to get there. I was only able to fit 13 items in the stroller, mostly produce, tragically no ice cream. Any more groceries and my daughter would’ve been sitting on a sack of potatoes.

<table>
<thead>
<tr>
<th>Mode of transport</th>
<th>Travel time, round-trip</th>
<th>Limits on what may be bought</th>
</tr>
</thead>
<tbody>
<tr>
<td>By car</td>
<td>7 minutes</td>
<td>Only the weekly budget and my pride</td>
</tr>
<tr>
<td>On foot, pushing stroller</td>
<td>50 minutes</td>
<td>About two days’ worth of food; sadly, nothing that melts</td>
</tr>
</tbody>
</table>

– Kevin Butler on Grocery Access
When people ask me about biking in winter, I point out that people ski all winter long and they don't get upset about the cold. They just bundle up. That's how it is riding your bike. You don't have to buy expensive clothes. A wind breaker over your sweatshirt or fleece does wonders. I do recommend gloves and a knit ski mask that covers your whole face.

Among the greatest things about riding in winter is that people think that it's hard but it isn’t. It's not raining or snowing most of the time. The streets are clean and dry. Riding a bike in winter is a lot like riding in the summer: you’re a kid again, balanced on two wheels.

- Michael Gill on Why He Rides
The evening started at 6:45 pm with a daily checkup of his police car and 3 traffic violation tickets (running a stop sign, illegal parking, and idling for 5 minutes while stopped). He was constantly monitoring activity and running plates by putting license plate #’s in his computer. Likely one of the reasons he hands out the most tickets of any Lakewood Officer. We fielded a domestic violence and a loud music complaint. Officer Ciresi was continually checking the facts and was gathering as much available information as possible, processing it quickly, and making effective decisions. Impressive. Surprising how often the officer turns into a counselor.

- Carl Orban on his Ride Along with Officer Ciresi
Brant Smith, owner of the Detroit Warren building, was good enough to give us a chance to visit his rooftop and take photos of Detroit Avenue. Brant is a great example of a truly invested owner who bought into Lakewood just a few years ago. It is because of folks like him that our community is growing and improving. The investment is more than just the money into the building and being a conscientious steward of the property. The investment is also rooted in a community minded ethos that you get back as good as you give.

– Dru Siley on Responsible Building Owners
Lakewood residents came out in droves this September to support an artisan, locally-owned business, Local Girl Gallery. Owner Linda Goik features the work of local artist in her gallery, a charming Detroit Avenue storefront. After announcing she might need to close, Lakewood neighbors rallied to support this unique business through a "cash mob" and lines stretching out the door, since all agreed the shop is a community resource worth keeping.

- Tom Bullock on a Cash Mob to support artisan, locally-owned business
Winning the Startup Lakewood Ideation Challenge was incredible for me because it gave my business a real sense of direction and momentum for the first time. Also, as a recent transplant to Lakewood, the people I met during and after of the challenge helped me feel right at home in my newly adopted town. Though I have only been here a few months, the entrepreneurs community I have found in Startup Lakewood is a fantastic group of people and make me excited for the future.

- Daniel Dudley on StartUp Lakewood
This is the perfect reflection of Birdtown's blend of past and future. Transfiguration church is shown in the renovated storefront of Lakewood resident Maria Shinn’s new business. Throughout Ward 4 are the traditions of the past and an emerging economy anchored by Lakewood owner/operators. In a 20-minute walk, we passed the new Mahall’s lovingly renovated by two young, Lakewood couples. We admired Bay Branch Farm on Lark. We shopped for treasures in two hip antique stores. We met four immigrant women sitting on lawn chairs on the sidewalk who spoke a total of 20 languages. We could have taken yoga, danced ballet or studied martial arts if we had more time.

- Mary Louise Madigan and Monique Smith Explore Birtdtown
My first class, a GMAT Prep Course, was unique in that I was the only student in a distance learning classroom at UAL. There was certainly a learning curve in contributing to the class by buzzing in as opposed to raising my hand. Taking the class at UAL was greatly beneficial because of the convenience, which is a 5 minute bike ride or a 10 minute walk from my house. I will enjoy that short commute for every other Saturday for the next two years in the inter-disciplinary MBA program at UAL.

– Joe Beno on Going Back to School
“I’ll just “Google” it.” This is repeated millions of times a day across America. Is there another choice? Yes! And it’s right outside our front porch. We live in Lakewood along with people of every ethnicity, so geography comes easily with my Bosnian, Romanian, Egyptian, Japanese neighbors. We have NASA engineers, lawyers, auto mechanics, poets, inventors, and entrepreneurs; neighbors who represent every career imaginable. If these human resources do not help, our world-class library is a welcome back up. The “information age” is right at our doorstep along side every sort of commercial enterprise from venture capitalist to Mexican or Thai restaurants.

- Jake and Cindy Marx on the Information Age
Forms and Affidavits

Each proposer shall submit with their proposal (RFP) the following forms and affidavits:

Affidavit of Non-Collusion

Each bidder is required to submit with their bid response an affidavit stating that neither he nor his agents, nor any other party for him has paid or agreed to pay, directly or indirectly, any person, firm or corporation, any money or valuable consideration for assistance in procuring or attempting to procure the contract herein referred to, and further agreeing that no such money or reward will be hereafter paid. This affidavit must be on the form, which is hereto attached & notarized.

Ethics Affidavit

Each bidder is required to submit with their bid/proposal a completed Affidavit in Compliance with Section 3517.13 of the Ohio Revised Code. This affidavit must be on the form, which is hereto attached & notarized.

Personal Property Tax Affidavit

After the award of any contract let by the competitive proposal process and prior to the time the contract is entered into, the person making a proposal shall submit to the fiscal officer a statement affirmed under oath that the person with whom the contract is to be made was not charged at the time the proposal was submitted with any delinquent personal property taxes on the general tax list of personnel property of any county in which the taxing district has territory or that such person was charged with delinquent personnel property taxes on any such tax list, in which case the statement shall also set forth the amount of such due and unpaid delinquent taxes and any due and unpaid penalties and interest thereon. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the fiscal officer to the county treasurer within thirty days of the date it is submitted.

A copy of the statement shall also be incorporated into the contract and no payment shall be made with respect to any contract to which this section applies unless such statement has been so incorporated as apart thereof.

MacBride Principles Disclosure Form

Each proposer is required to submit with their proposal a completed MacBride Disclosure Form indicating whether or not the proposer is engaged in any business or trading for profit in Northern Ireland.

Insurance

In some cases, the proposer awarded the contract to supply materials, equipment or services will be required to provide an insurance certificate naming the City of Lakewood as an additional insured. Required coverage will be indicated on the “Insurance Requirements Checklist” which is enclosed.
NON-COLLUSION AFFIDAVIT

State of ___________________________,
County of __________________________, SS

_________________________________ (the “Affiant”), being first duly sworn according to law states:

1. Individual Only: That the Affiant is an individual doing business under the name of ______________________________ in the City of _____________________________, State of ________________;

Partnership Only: That the Affiant is the duly authorized representative of a partnership doing business under the name of ___________________________________________ in the City of _____________________________, State of ________________;

Corporation Only: That the Affiant is the duly authorized, qualified and acting __________________________________, a corporation organized and existing under the laws of the State of ________________; and that the Affiant of the partnership or corporation referred to above, as applicable, is filing herewith a bid to the City of Lakewood in conformity with the Contract Documents;

2. Individual Only: Affiant further states that the following is a complete and accurate list of the names and addresses of all persons interested in the contract for which the bid is being filed:

________________________________________________________________
________________________________________________________________
________________________________________________________________
________________________________________________________________

CITY-RFP DOCUMENTS-2
Affiant further states that the following attorneys represent Affiant:

Partnership Only: Affiant further states that the following is a complete and accurate list of the names and addresses of the members of the partnership:

_____________________________________________________________
_____________________________________________________________
_____________________________________________________________
_____________________________________________________________

Affiant further states that the following attorneys represent the partnership:

3. Corporation Only: Affiant further states that the following is a complete accurate list of the officers, directors and attorneys of the corporation:

President - Vice President -
Secretary - Treasurer -
Attorneys - Directors -

and that the following officers are dully authorized to execute contracts on behalf of the corporation:

_____________________________________________________________
4. Affiant further states that the bid filed herewith is not made in the interest of or on behalf of any undisclosed person, partnership, company, association, organization or corporation; that such bid is genuine and not collusive or a sham; that the Bidder has not directly or indirectly, induced or solicited any other Bidder to file a false or sham bid, and has not, directly or indirectly, colluded, conspired, connived, or agreed with any Bidder or anyone else to file a sham bid or to refrain from bidding; that the Bidder has not in any manner directly or indirectly, sought by agreement, communication or conference with anyone to fix the bid price of the Bidder or of any other Bidder, or to fix any overhead, profit, or cost element of such bid price or that of any other Bidder, or to secure any advantage against the City or anyone interested in the contract for which the bid is filed; that all statements contained in the bid are true; that the Bidder has not directly or indirectly submitted the Bidder’s bid price or any breakdown thereof of the contents thereof, or divulged information or data relative thereto, or paid or agreed to pay, directly or indirectly any money, or other valuable consideration for assistance or aid rendered or to be rendered in procuring or attempting to procure the contract above referred to, to any corporation, partnership, company, association, organization, or to any member or agent thereof, or to any other individual, except to such person or persons as herein disclosed to have a partnership or other financial interest with said Bidder; and that the Bidder will not pay or agree to pay, directly or indirectly, any money or other valuable consideration to any corporation, partnership, company, association, organization or to any member or agent thereof, or to any other individual, for aid or assistance in securing the contract above referred to in the event the same is awarded to

____________________________________________________________________;

(Name of Bidder)

Further Affiant says not.

____________________________________

Affiant

Sworn to before me and subscribed in my presence this ___day of ________, 20___.

____________________________________
Notary Public
AFFIDAVIT IN COMPLIANCE WITH SECTION 3517.13
OF THE OHIO REVISED CODE

STATE OF OHIO
COUNTY OF __________ SS:

I, the undersigned, after being first duly cautioned and sworn, state the following with respect to compliance with Section 3517.13 of the Ohio Revised Code:

1. I am the representative of and have the authority to make certificates for __________________________________________, which entity may be or has been selected as a contractor/consultant/vendor for the City of Lakewood.

2. None of the following has individually made within the previous twenty four months and, if awarded a contract or contracts for the purchase of goods or services aggregating in excess of $10,000 in a calendar year, none of the following individually will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, as an individual, one or more campaign contributions totaling in excess of $1,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:
   a. myself;
   b. any partner or owner or shareholder of the partnership (if applicable);
   c. any owner of more than 20% of the corporation or business trust (if applicable);
   d. each spouse of any person identified in (a) through (c) of this section;
   e. each child seven years of age to seventeen years of age of any person identified in division (a) through (c) of this section (only applicable to contributions made on or after January 1, 2007).

3. None of the following have collectively made since April 4, 2007, and, if awarded a contract or contracts for the purchase of goods or services that aggregate in excess of $10,000 in a calendar year, none of the following collectively will make, beginning on the date of the contract is awarded and extending until one year following the conclusion of the contract, one or more campaign contributions totaling in excess of $2,000, to the Mayor or any City Council member of the City of Lakewood or their individual campaign committees:
   a. myself;
   b. any partner or owner or shareholder of the partnership (if applicable);
   c. any owner of more than 20% of the corporation or business trust (if applicable);
   d. each spouse of any person identified in (a) through (c) of this section;
   e. each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section.

Signature: ____________________________________________
Printed Name: _________________________________________
Title: __________________________________________________

Sworn to before me and subscribed in my presence this ______ day of _____________, 20____.

Notary Public: _________________________________________
My Commission Expires: _________________________________

CITY-RFP DOCUMENTS-5
I. The successful Bidder shall provide a properly executed statement which fulfills the requirements of Section 5719.042 of the Ohio Revised Code which provides as follows:

“After the award by a taxing district of any contract let by competitive bid and prior to the time the contract is entered into, the person making a bid shall submit to the district’s fiscal officer a statement affirmed under oath that the person with whom the contract is to be made was not charged at the time the bid was submitted with any delinquent personal property taxes on the general tax list of personal property of any county in which the taxing district has territory or that such person was charged with delinquent personal property taxes on any such tax list, in which case the statement shall also set forth the amount of such due and unpaid delinquent taxes and any due and unpaid penalties and interest thereon. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the fiscal officer to the county treasurer within thirty (30) days of the date it is submitted.

A copy of the statement shall also be incorporated into the contract, and no payment shall be made with respect to any contract to which this section applied unless such statement has been so incorporated as a part thereof.”

See attached personal property tax statements:

Statement “A”
Bidder not charged with tax delinquency.

Statement “B”
Bidder is charged with tax delinquency.

Either Statement “A” or Statement “B” should be reproduced on the Bidder’s letterhead stationary and enclosed with the Bid Form.

[Balance of this page intentionally left blank.]
Statement “A” - Bidder Not Charged with Tax Delinquency

BIDDER’S AFFIDAVIT
PERSONAL PROPERTY TAX DELINQUENCY

Bid No. :___________________________

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

______________________________
Bidder Name

The undersigned hereby certifies that the Bidder to whom contract award is being considered was not charged with any delinquent personal property tax on the general tax list of personal property for any county in the State of Ohio at the time the bid was submitted for the above-referenced contract.

Name: __________________________

Title: ____________________________

State of ___________
County of ___________, SS:

SWORN TO before me and subscribed in my presence this _____ day of _________, 20__. 

_________________________________
Notary Public

Note: This affidavit is to be reproduced on the Bidder’s letterhead and signed by the appropriate signatory before a notary public.
Statement “B” - Bidder Charged with Tax Delinquency

BIDDER’S AFFIDAVIT
PERSONAL PROPERTY TAX DELINQUENCY

Bid No. : _____________________________

Personal Property Tax Certification
Required by Ohio Revised Code
Section 5719.042

Finance Director
City of Lakewood
12650 Detroit Avenue
Lakewood, Ohio 44107

Dear Sir:

____________________________
Bidder Name

The undersigned hereby certifies that the Bidder to whom contract award is being considered has been charged with a delinquency regarding personal property tax on the general tax list of personal property for at least one county in the State of Ohio at the time the bid was submitted for the above-referenced contract. The amount of the due and unpaid delinquent taxes, including any due and unpaid penalties and interest thereon, is $ ______________. It is understood that this statement is to be signed by the party whose bid has been tentatively accepted, and must be affirmed under oath. If the statement indicates that the taxpayer was charged with any such taxes, a copy of the statement shall be transmitted by the Treasurer to the County Treasurer within thirty days of the date it is submitted. The statement must be incorporated into the contract before any payment can be made under the contract.

Name: _____________________________
Title: _____________________________

State of _____________
County of ___________, SS:

SWORN TO before me and subscribed in my presence this _____ day of __________, 20__. 

_________________________________
Notary Public

Note: This affidavit is to be reproduced on the Bidder’s letterhead and signed by the appropriate signatory before a notary public.
MACBRIDE PRINCIPLES
DISCLOSURE STATEMENT

PRESCRIBED BY DIRECTOR OF PUBLIC WORKS PURSUANT TO ADMINISTRATIVE CODE
SECTION 111.10

INSTRUCTIONS:

The information requested herein must be supplied by all contractors and any subcontractors having more
than a fifty percent (50%) interest in the proposed contract prior to any contract being awarded by the City of
Lakewood.

Any such contractor or subcontractor who fails to disclose the requested information shall not be eligible to
provide any goods or services whatsoever for use by the City in return for payments, fees or commissions
from City funds.

Any such contractor or subcontractor who is awarded a contract to supply goods or services for use by the
City in return for payments, fees or commissions from City funds, and who is subsequently deemed to have
made a false statement shall be declared to have acted in default of its contract and shall be excluded from
bidding for the supply of any goods or services for use by the City for a period of two years.

DISCLOSURE

CHECK WHICHEVER IS APPLICABLE:

( ) A. The undersigned or any other controlling shareholder\(^1\) subsidiary, or parent corporation of
the undersigned is NOT ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN
NORTHERN IRELAND. (If this paragraph applies, sign at bottom.

( ) B. The undersigned or any controlling shareholder, subsidiary, or parent corporation of the
undersigned is ENGAGED IN ANY BUSINESS OR TRADING FOR PROFIT IN NORTHERN
IRELAND. (If this paragraph applies, proceed to paragraph “C”.)

( ) C. The undersigned and all enterprises identified in paragraph “B” are TAKING ALL LAWFUL
AND GOOD FAITH STEPS TO ACTIVELY ENGAGE IN THE IMPLEMENTATION OF THE
FAIR EMPLOYMENT PRACTICES KNOWN AS THE MACBRIDE PRINCIPLES FOR FAIR
EMPLOYMENT IN NORTHERN IRELAND\(^2\). If requested by the City, the undersigned agrees
to supply to the Investor Responsibility Research Center (IRRC), and independent research
agency, all data deemed necessary by the IRRC to determine if the undersigned and all said
enterprises are engaged in the implementation of the fair employment practices known as the
MacBride Principles\(^3\).

_____________________________________
Name of Contractor or Subcontractor

By: _______________________________________
Title: _______________________________________

---

\(^1\) “Controlling Shareholder”: Any shareholder owing more than fifty percent (50\%) of the stock in
the corporation, or more than twenty-five (25\%) of the stock in the corporation if no other
shareholder owns a larger share of the stock in the corporation.

\(^2\) A copy of the MacBride Principles can be obtained from the Director of Public Works (216)
521-7580.

\(^3\) An IRRC report shall provide a factual basis upon which the City may deem the undersigned or
an enterprise in compliance with Section 111.10 of the Administrative Code of the City of
Lakewood. Investor Responsibility Research Center, Inc., Suite 600, 1755 Massachusetts Ave.,
# INSURANCE REQUIREMENTS CHECKLIST

Items marked “X” must be provided.

## COVERAGE REQUIRED

<table>
<thead>
<tr>
<th>MINIMUM LIMITS REQUIRED</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,000,000</td>
<td></td>
</tr>
</tbody>
</table>

### GENERAL LIABILITY

(The following coverage must be included)

- Premises-Operations
- Independent Contractors/Subs
- Broad Form Contractual
- Broad Form Property Damage
- Explosion (X)

### UMBRELLA LIABILITY

$2,000,000

### AUTOMOBILE LIABILITY

- Owned, Hired, and Non-Owned
  - Employee Non-Ownership X

### WORKER’S COMPENSATION

- Worker’s Compensation coverage in compliance with the laws of the State of Ohio

### PROFESSIONAL LIABILITY

$1,000,000 (includes Errors & Omissions)

### BUILDER’S RISK

100% Completed Value

### INSTALLATION FLOATER

100% Installed Replacement Value

### FLOOD INSURANCE

100% Completed Value or Maximum of Flood Program

### ENVIRONMENTAL IMPAIRMENT LIABILITY

$_______

### EMPLOYMENT PRACTICES LIABILITY

$_______

The certificate of insurance must show the “City of Lakewood” as an additional insured and give sixty- (60) days prior written notice of cancellation, non-renewal, or adverse change to the City of Lakewood.

--------------------------
Statement of Bidder and Insurance Agent

We understand the requirements requested and agree to fully comply.

_________________________ _____________________________
Bidder Insurance Agency

_________________________ _____________________________
Authorized Signature Authorized Signature

A completed copy of this form with ORIGINAL signatures must accompany proposal.
BIDDER QUALIFICATION STATEMENT

Must be submitted with Bid. Failure to comply can result in rejection of Bid.

All questions must be answered and the data given must be clear and comprehensive. If necessary, questions may be answered on separate attached sheets. The Bidder may submit any additional information he desires.

1. Bidder’s Name ____________________________________________
   Name of Company

   _____________________________________________________________________
   Business Address (Permanent Main Office)

   _____________________________________________________________________
   City, State, Zip Code

2. Date Business was organized: _______/ _______/ _________

3. If bidder is a corporation, indicate where business is incorporated:

   _____________________________________________________________________

4. Indicate years engaged in contracting business:____________________

5. General character of work performed by your company:

   _____________________________________________________________________

6. Have you ever failed to complete any work awarded to you?

   _____ Yes _____ No   If yes, indicate where and why:

   _____________________________________________________________________

7. Have you ever defaulted on a contract? _____ Yes _____ No
GOVERNMENT AGENCY REFERENCES:
(State, City, Public Schools, Park Systems)

$ __________________________
Project Cost

Project Name or Description of Project

Project Owner

Address

City __________________________ State __________ Zip __________________________
Contact Name __________________________ Phone Number __________________________

$ __________________________
Project Cost

Project Name or Description of Project

Project Owner

Address

City __________________________ State __________ Zip __________________________
Contact Name __________________________ Phone Number __________________________

$ __________________________
Project Cost

Project Name or Description of Project

Project Owner

Address

City __________________________ State __________ Zip __________________________
Contact Name __________________________ Phone Number __________________________