



City of Lakewood

**2011 Estimate of Expense
Comprehensive Budget Document**

Submitted November 15, 2010

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2011

CITY COUNCIL

Kevin Butler (Ward 1), Council President
Mary Louise Madigan (Ward 4), Council Vice President
Thomas Bullock (Ward 2)
Michael P. Summers (Ward 3)
Nickie J. Antonio (At-Large)
Brian E. Powers (At-Large)
Monique Smith (At-Large)
Mary Hagan, Clerk of Council

MUNICIPAL COURT

Judge Patrick Carroll, Presiding Judge
Terri O'Neill, Clerk of Court

MAYOR

Edward O. FitzGerald

DEPARTMENT DIRECTORS

Jeff Ashby, Building & Housing
Joseph Beno, Public Works
Dorothy Buckon, Human Services
Nora Hurley, Law
Nathan Kelly, Planning & Development
Timothy Malley, Police Chief
Lawrence Mroz, Fire Chief
Jennifer Pae, Finance
Jean Yousefi, Human Resources

The budget is the City's organizational master plan for the fiscal year. It is a policy document, a financial plan, an operations guide and a communications tool.

This section is designed to acquaint the reader with the document's organization in order to get the most out of the information presented.

The Estimate of Expense is a preliminary budget document required by the City of Lakewood Charter which states:

The fiscal year of the City shall begin the first day of January. 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 the 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 proposed increases or decreases 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 increases 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. Provision shall be made for public hearings upon the proposed appropriation ordinance before a committee of Council or before the entire Council sitting as a committee of the whole.

The following document is to comply with Article 3, Section 14 of the City of Lakewood Charter, and to aid in the 2011 budget process.

The Estimate of Expense is divided by section, and a **Table of Contents** is included at the beginning of the book.

The **Executive Summary**, in the very front of the book, summarizes what is going on in the budget and tells the story behind the numbers. It identifies major issues, and conveys a thorough understanding of what the budget means for this fiscal year.

An **Organizational Chart** and table of **Staffing Levels** are provided for the entire City. Organizational Charts are also provided for each department.

A budget summary is presented in the **Summary of Revenues and Expenditures** section. Included in this summary are listings of total revenues and expenditures for the past two years, the 2010 projected totals, and the 2011 preliminary budget.

Expenditures throughout the document are broken down into the following categories:

- Salaries
- Fringe Benefits
- Travel & Transportation
- Professional Services
- Communications
- Contractual Services
- Materials & Supplies
- Capital
- Utilities
- Other
- Debt Service
- Transfers and Advances

A summary of outstanding **Debt** and projected **Debt Service** is also provided.

Departmental Expenditures are grouped by division. Each section includes:

- Narratives describing the department or division
- Description of budgetary trends
- Past and projected expenditures
- 2010 accomplishments
- 2011 & beyond goals
- Organization chart
- Staffing levels (current and historical)

The **Capital Improvement Plan** details the City's infrastructure and vehicles and equipment needs as estimated for 2011 to 2015.

The **Financial Policies and Guidelines** assist 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. The policies provide the structure for all decision-making with the goal of achieving and maintaining financial stability in the near and long-term.

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The 2011 General Fund Budget presented to Lakewood City Council at the November 15, 2010 Council meeting is structurally balanced in that projected 2011 revenues exceed projected 2011 expenditures.

However, it is important to note that the revenue projections at this point in time are solely estimates, and are subject to change as more information becomes known. Furthermore, in the event of a one-time, unanticipated revenue receipt, the City of Lakewood will use the Financial Policies and Guidelines set forth on page 180 of this document.

2011 General Fund Revenue Highlights

- **Municipal Income Taxes:** Represent the largest revenue source to the City and is generated by a 1.5% tax on wages and corporate earnings. Because the income tax accounts for such a large proportion of estimated general fund revenues (50%), the amount of financial resources available to provide city services is directly related to the health of the local economy. Estimated revenues for 2011 are anticipated to be \$17,908,500, an increase of 1.9 percent compared to 2010 estimated actual revenues. The increase is based on economic projections.
- **Property Taxes:** Revenues for 2011 are estimated to be \$6,900,000, which equals projected collections for 2010. Actual collections for 2010 represent 6.7% more than estimated amounts from the County Auditor. This is a result of local economic factors, and the timing of current and delinquent payments from taxpayers. Final estimated amounts for 2011 will be available in December.
- **Intergovernmental Revenues:** The City receives various shared revenues from the State of Ohio. These include the Local Government Fund, Estate Tax, and various fees paid from Cigarette and Liquor licenses, and reimbursements for Homestead exemptions, Rollback, and Corporate Activity (CAT) taxes. The Local Government Fund revenues have been estimated by the Ohio Department of Taxation at \$3,365,000, an increase of \$180,000 or 5.6 percent from the original 2010 budgeted amount.

It should be noted that the State of Ohio is currently projecting a budget deficit in their next budget cycle beginning July 1, 2011 of \$8 billion dollars. This revenue source is the most at risk for adjustment or elimination based upon actions of the Governor and General Assembly.

- **Interest Earnings:** The City anticipates interest earnings to remain flat in 2011 at \$60,000. This is attributable to the Federal Reserve Bank keeping short-term interest rates at 0% to 0.25%. The Finance Department continues to analyze cash flows of the City and monitoring investment strategies to maximize interest earnings while minimizing risk.

2011 General Fund Budget Expenditure Assumptions:

- Capital Projects totaling \$460,000 that include:
 - \$100,000 in Parks Improvements
 - \$165,000 in Buildings and Facilities Improvements
 - \$135,000 for Vehicles and Equipment
 - \$60,000 for Reforestation

- A 1 percent cost of living salary increases for all City employees, full and part-time, union and non-union, which is an approximate \$215,000 increase in expenditures over 2010. Note that this is only a guideline for budgeting purposes, and actual non-union salary increases are subject to the outcomes of the performance evaluation process.
- \$257,000 budgeted for part-time police officers, compared to \$117,000 budgeted in 2010.
- A staffing level of 12 dispatchers (11 since 2008) and 4 jailers (3 since 2009) for an estimated cost increase of \$125,000.
- \$50,000 is budgeted for non-union employee merit bonuses, as compared to \$40,000 budgeted in December 2010.
- An additional \$125,000 to be set-aside for separation payments. Of the \$1.005 million encumbered for separation payments at the end of 2009, it is estimated that \$325,000 will be spent. Therefore, with the balance of the encumbrances and the additional funds, there will be \$805,000 available for separation payouts to departing employees in 2011.
- An additional \$175,000 to be set-aside for economic development related to doubles conversion and property reinvestment. This, in addition to the \$148,800 encumbered for these purposes in at year-end 2009, will result in \$323,800 set-aside for economic development purposes.

Executive Summary

Projection As of							
November 10, 2010	2007	2008	2009	2010	2010	2010	2011
	Actual	Actual	Actual	Budget	Current	Projected	Projection
General Fund							
Fund 101: General Fund							
Beginning Balance	\$ 971,745	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 1,461,598	\$ 1,461,598	\$ 3,171,384
Revenues	\$ 37,109,124	\$ 36,383,736	\$ 36,461,146	\$ 33,957,148	\$ 29,873,727	\$ 35,678,729	\$ 36,137,660
Expenditures	\$ 37,756,727	\$ 35,755,488	\$ 34,913,381	\$ 33,895,611	\$ 27,852,097	\$ 33,968,944	\$ 36,082,815
Encumbrances	\$ 103,023	\$ 120,214	\$ 1,157,070		\$ 1,908,811		
Adjustments	\$ 118,399	\$ 103,138	\$ 120,214	\$ 1,157,070	\$ 890,195	\$ 836,820	
Unencumbered Ending Balance	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 1,523,136	\$ 3,483,228	\$ 3,171,384	\$ 3,226,229
Structural Balance / (Imbalance)	\$ (647,603)	\$ 628,248	\$ 1,547,765	\$ 61,537	\$ 2,021,629	\$ 1,709,785	\$ 54,845

Other Funds Revenue Projections:

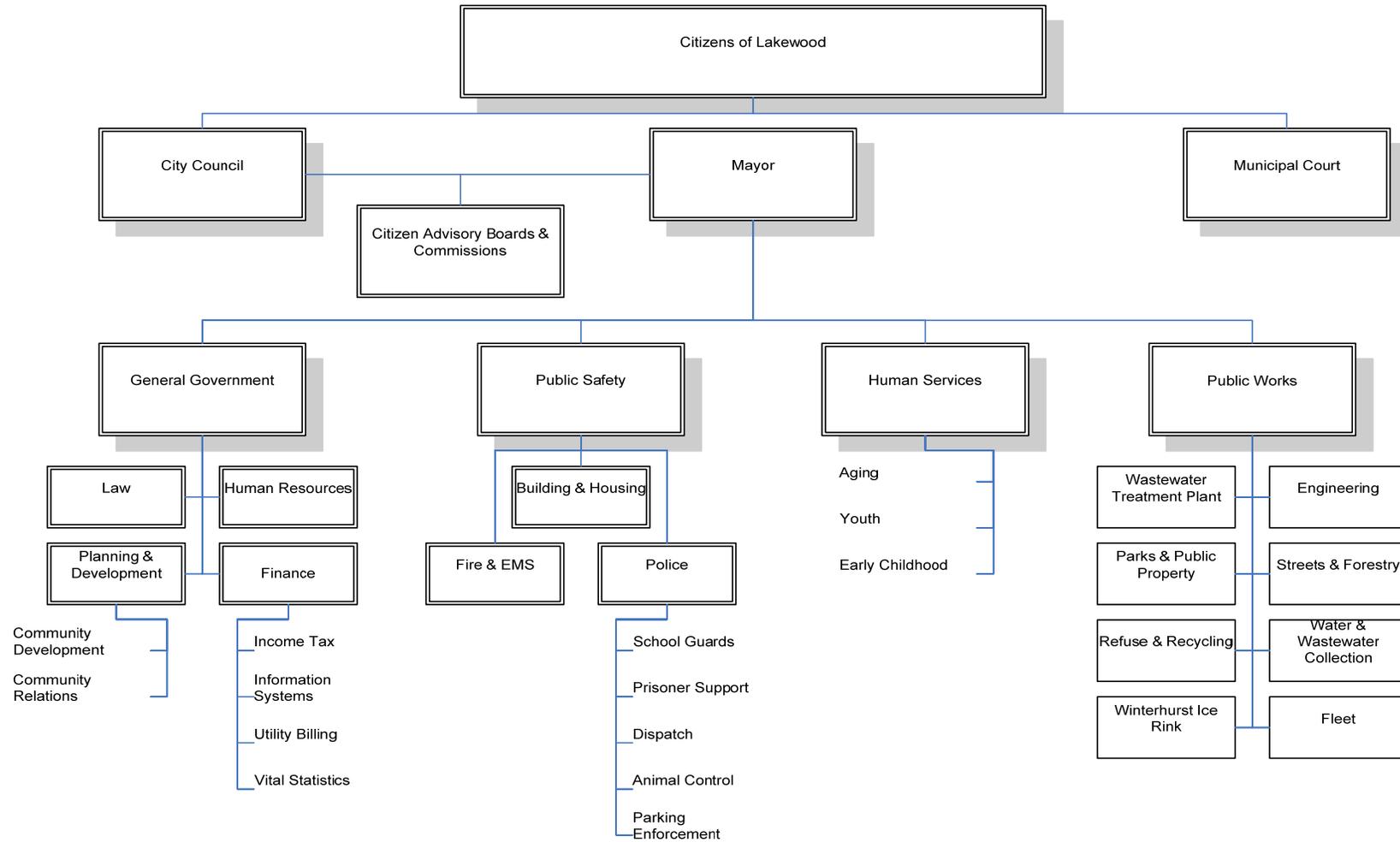
- **Lakewood Hospital Fund:** Total revenues are expected to decrease by \$20,000 compared to 2010.
- **Water Operating Fund:** Charges for Service are expected to increase \$403,000 over 2010 due to anticipated increase in water rates effective January 1, 2011.
- **Wastewater Collection and Wastewater Treatment Funds:** Charges for Service are expected to increase \$588,000 over 2010 due to anticipated increase in sewer rates effective January 1, 2011.
- **Parking Facilities Fund:** Total revenues are expected to increase \$44,000 from 2010 budgeted revenues due to the installation of new meters throughout the City.
- **Winterhurst Ice Rink Fund:** Total estimated revenues include reimbursement of utility and property tax costs and \$75,000 rental fee per the contract.

There are many unknowns as of November 10, 2010 including:

- The City has not yet received its final 2011 property tax estimates from the Cuyahoga County Auditor's Office. Property tax collections are expected to be slightly higher in 2011 due to an anticipated decrease in the projected delinquent collections rate.
- Four of the seven collective bargaining units have not yet entered into agreements with the City.
- The final 2010 revenues and expenditures can only be projected, and the final amounts will be known during the first part of January 2011.

Therefore, the City of Lakewood Administration has put forth a full-year/ permanent 2011 appropriation ordinance/ budget, but it acknowledges that as the above or other information becomes known, the budget will be revised via Council action(s) during the course of the year.

Staffing Summary



Full-Time Staffing Summary All Departments

Department Name	12/31/08 Full-Time Employees	12/31/09 Full-Time Employees	11/15/10 Full-Time Employees*	2011 Requested Employee Levels	2010-2011 Change
General Government					
Council	1	1	1	1	0
Court	19	20	20	20	0
Mayor's Office	2	2	2	2	0
Civil Service	1	1	1	1	0
Human Resources	3	3	3	3	0
Law	3	3	3	3	0
Finance	7	7	6	7	1
Income Tax	4	3	3	4	1
Information Systems (IS)	4	4	4	4	0
Vital Stats	2	2	2	2	0
Utility Billing	4	2	2	3	1
Planning & Development	8	9	9	9	0
Community Relations	1	1	1	1	0
Total General Government	59	58	57	60	3
Public Safety					
Police	98	99	99	99	0
Dispatch	11	11	10	12	2
Support of Prisoners	4	4	4	5	1
Parking	3	3	2	2	0
Animal Control	3	3	3	3	0
Fire	78	76	75	75	0
EMS	13	13	13	13	0
Building & Housing	15	17	16	16	0
Total Public Safety	225	226	222	225	3

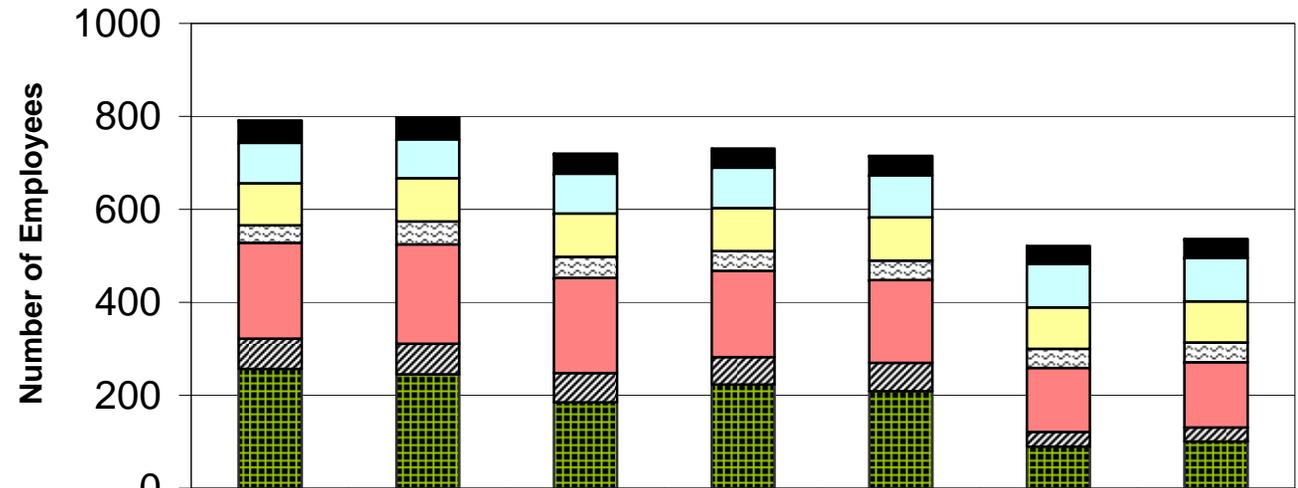
* Includes Budgeted Vacant Positions in the Process of Being Filled

Staffing Summary

Department Name	12/31/08 Full- Time Employees	12/31/09 Full- Time Employees	11/15/10 Full- Time Employees*	2011 Requested Employee Levels	2010-2011 Change
Public Works					
Public Works Administration	2	2	2	2	0
Parks	13	12	13	13	0
Buildings & Facilities	2	2	2	2	0
Construction	4	4	4	4	0
Streets	13	14	15	15	0
Forestry	5	5	4	4	0
Traffic Signs & Signals	4	3	3	3	0
Refuse	43	35	31	35	4
Fleet	11	11	11	11	0
Water Distribution	8	7	6	6	0
Water Metering	6	6	6	6	0
Wastewater Collections	13	12	10	12	2
Wastewater Treatment	24	22	23	23	0
Engineering	4	4	4	4	0
Winterhurst	1	0	0	0	0
Total Public Works	153	139	134	140	6
Human Services					
Human Services Administration	2	2	2	2	0
Aging	20	18	18	18	0
Early Childhood	1	1	1	1	0
Youth	10	10	8	9	1
Total Human Services	33	31	29	30	1
TOTAL FULL-TIME EMPLOYEES	470	454	442	455	13

* Includes Budgeted Vacant Positions in the Process of Being Filled

City of Lakewood Employee Levels 1999 to 2011



	As of 12/31/1999	As of 12/31/2001	As of 12/31/2003	As of 12/31/2005	As of 12/31/2007	As of 12/31/09	Requested for 2011
■ General Government (Does Not Include Municipal Court Employees)	48	47	43	41	42	38	40
□ Uniform Police Officers (2011 does not include 10 Part-Time Officers)	87	84	86	87	90	94	94
■ Uniform Firefighters & EMS	90	93	93	93	93	89	88
▨ Other Public Safety	38	49	45	42	42	41	43
■ Public Works	206	214	205	186	178	138	140
▨ Human Services	65	66	63	59	61	31	30
■ Estimated Part-time / Seasonal (Does Not Include Municipal Court Employees)	257	245	185	223	209	90	101

Staffing Reduction Totals 2007 vs. 2011			
	2007	2011	Reduction
Full - Time	506	435	71
Part-Time	209	101	108
Total	715	536	179

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2010 - 2011 Projected
	Audited 2008	Audited 2009	Projected 2010	Projected 2011	
Balance of January 1	20,604,105	21,927,974	18,239,756	14,412,889	
Revenues By Type					
Property Taxes	14,979,626	14,908,317	13,671,198	13,771,320	1%
Municipal Income Taxes	18,247,704	18,523,000	17,570,810	17,908,500	2%
Charges for Services	25,308,585	25,033,604	24,688,932	26,753,339	8%
Licenses, Permits, and Fees	1,384,560	1,162,073	1,201,461	1,195,000	-1%
Fines and Forfeitures	1,736,615	1,577,950	1,603,926	1,614,699	1%
Intergovernmental	13,103,466	13,941,982	14,833,139	14,976,385	1%
Special Assessments	171,942	257,518	208,145	212,370	2%
Payment in Lieu of Taxes	340,341	308,520	380,008	380,008	0%
Contribution and Donations	316,220	155,601	141,135	194,323	38%
Interest	766,553	288,361	118,627	195,097	64%
Miscellaneous	1,743,622	2,153,437	1,748,699	2,442,083	40%
Debt Proceeds	9,024,000	7,771,000	7,771,000	14,356,000	85%
Transfers In	2,461,500	8,828,667	3,159,569	3,401,346	8%
Advances In	-	-	43,000	-	
Total Revenue	89,584,734	94,910,029	87,139,647	97,400,469	12%
Expenditures by Function					
General Government	6,729,467	7,564,218	7,850,337	8,846,240	13%
Public Safety	23,149,537	23,552,377	22,627,320	24,105,853	7%
Public Works	17,316,508	16,424,383	16,039,888	17,415,504	9%
Human Services	3,882,094	2,606,454	2,317,766	2,468,754	7%
Purchased Water	5,981,162	6,273,135	6,637,422	6,700,000	1%
Capital	7,850,792	9,330,056	4,897,411	5,912,650	21%
Debt Service	15,879,889	19,766,884	18,476,612	22,731,113	23%
CDBG, ESG, HOME, NSP Pass-Through	1,313,353	1,664,124	2,763,301	2,181,183	-21%
Transfer or Advance Out	2,756,500	4,641,673	3,139,728	3,253,958	4%
Hospitalization & Workers Compensation	5,946,455	5,597,113	6,216,729	6,109,097	-2%
Total Expenditures	90,805,758	97,420,416	90,966,514	99,724,351	10%
Prior Year Encumbrances Appropriated	3,585,095	590,402			
Unexpended Prior Year Encumbrances	4,000				
Adjustments due to restatements & encumbrances	(1,044,201)	(1,768,233)			
Balance December 31	21,927,974	18,239,756	14,412,889	12,089,008	

Note: Changes in revenues and expenditures between years can often be the result of timing of when funds are received or spent; one-time grants; bond or note proceeds; etc.

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2011 Budget with 2010 Projected Totals

	General Fund	Street Construction, Repair & Maintenance Funds	Police & Fire Pension Funds	Community Development Block Grant Fund	Office on Aging Fund	Lakewood Hospital Fund	Other Special Revenue Funds
Revenues By Type							
Property Taxes	\$ 6,900,000		\$ 2,564,149				
Municipal Income Taxes	\$ 17,908,500						
Charges for Services	\$ 1,961,110				\$ 141,458	\$ 2,109,992	\$ 9,849
Licenses, Permits, and Fees	\$ 1,195,000					\$ 69,310	
Fines and Forfeitures	\$ 1,356,300						\$ 258,399
Intergovernmental	\$ 6,381,000	\$ 1,903,806	\$ 420,710	\$ 2,936,436	\$ 251,234	\$ 53,873	\$ 2,240,736
Special Assessments						\$ 18,680	
Payment in Lieu of Taxes							
Contribution and Donations	\$ 250				\$ 159,035	\$ -	\$ 35,038
Interest	\$ 60,000						
Miscellaneous	\$ 225,500	\$ 65,060					\$ 147,299
Debt Proceeds							
Transfers In	\$ 150,000				\$ 777,548		
Advances In							
Total Revenue	\$ 36,137,660	\$ 1,968,866	\$ 2,984,859	\$ 2,936,436	\$ 1,329,275	\$ 2,251,854	\$ 2,691,322
Expenditures by Function							
Salaries	\$ 22,279,064	\$ 973,314		\$ 596,808	\$ 847,990	\$ 1,375,371	\$ 564,335
Fringe Benefits	\$ 5,532,940	\$ 332,384	\$ 2,625,773	\$ 202,512	\$ 332,809	\$ 409,621	\$ 87,643
Travel and Transportation	\$ 23,830	\$ -		\$ 11,123	\$ 4,365	\$ 2,600	\$ 26,716
Professional Services	\$ 1,006,868	\$ 4,248		\$ 88,171	\$ 4,033	\$ 83,625	\$ 162,005
Communications	\$ 291,934	\$ 5,365		\$ 7,500	\$ 17,900	\$ 7,850	\$ 6,800
Contractual Services	\$ 1,361,070	\$ 125,500		\$ 95,000	\$ 450	\$ 211,090	\$ 603,371
Road Salt		\$ 280,000					
Materials & Supplies	\$ 1,358,310	\$ 200,550		\$ 3,890	\$ 57,418	\$ 50,795	\$ 105,401
Capital	\$ 425,000	\$ 200,000		\$ 677,475	\$ 10,000	\$ 15,000	\$ 204,463
Utilities	\$ 1,099,795	\$ 95,000		\$ -	\$ 42,200	\$ 5,800	\$ -
Purchased Water							
Other	\$ 851,047	\$ 1,800		\$ 100,150	\$ 12,110	\$ 31,300	\$ 20,100
Reserve Balance	\$ 125,000						
Economic Development Programs	\$ 175,000						
Debt Service	\$ -					\$ -	
Transfer or Advance	\$ 1,202,958	\$ 150,000	\$ 431,000			\$ 1,200	
CDBG, ESG, HOME, NSP Pass-Through				\$ 993,740			\$ 1,187,443
Income Tax Refunds	\$ 350,000						
Total Expenditures	\$ 36,082,815	\$ 2,368,160	\$ 3,056,773	\$ 2,776,369	\$ 1,329,275	\$ 2,194,253	\$ 2,968,277
Revenue over Expenditures	\$ 54,845	\$ (399,294)	\$ (71,914)	\$ 160,067	\$ -	\$ 57,601	\$ (276,955)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2011 Budget with 2010 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Other Revenue Funds	Hospitalization & Workers Comp Internal Service Funds	Total 2011	Total 2010
Revenues By Type								
Property Taxes	\$ 2,737,181			\$ 1,569,990			\$ 13,771,320	\$ 13,671,198
Municipal Income Taxes							\$ 17,908,500	\$ 17,570,810
Charges for Services			\$ 10,720,052	\$ 6,569,440	\$ 429,377	\$ 4,812,062	\$ 26,753,339	\$ 24,688,932
Licenses, Permits, and Fees							\$ 1,264,310	\$ 1,201,461
Fines and Forfeitures							\$ 1,614,699	\$ 1,603,926
Intergovernmental	\$ 476,537	\$ -		\$ 256,993			\$ 14,921,325	\$ 14,833,139
Special Assessments	\$ 29,441		\$ 118,408	\$ 45,842			\$ 212,370	\$ 208,145
Payment in Lieu of Taxes	\$ 380,008						\$ 380,008	\$ 380,008
Contribution and Donations		\$ -					\$ 194,323	\$ 141,135
Interest	\$ 10,472	\$ 5,845	\$ 83,926	\$ 34,854			\$ 195,097	\$ 118,627
Miscellaneous	\$ 251,646	\$ 18,833	\$ 150,248	\$ 23,256	\$ 580,990	\$ 965,000	\$ 2,427,833	\$ 1,748,699
Debt Proceeds	\$ 12,356,000	\$ 2,000,000					\$ 14,356,000	\$ 7,771,000
Transfers In	\$ 2,260,840					\$ 212,958	\$ 3,401,346	\$ 3,159,569
Advances In							\$ -	\$ 43,000
Total Revenue	\$ 18,502,124	\$ 2,024,678	\$ 11,072,634	\$ 8,500,374	\$ 1,010,367	\$ 5,990,020	\$ 97,400,469	\$ 87,139,647
Expenditures by Function								
Salaries			\$ 880,509	\$ 1,842,031	\$ 146,135		\$ 29,505,557	\$ 27,966,254
Fringe Benefits			\$ 317,533	\$ 757,047	\$ 60,618	\$ 5,503,961	\$ 16,162,841	\$ 15,010,707
Travel and Transportation			\$ 3,700	\$ 2,700	\$ -		\$ 75,034	\$ 39,550
Professional Services			\$ 127,147	\$ 255,537	\$ 3,715	\$ 521,136	\$ 2,256,484	\$ 1,912,974
Communications			\$ 73,000	\$ 6,040	\$ 532		\$ 416,921	\$ 390,391
Contractual Services			\$ 100,000	\$ 225,736	\$ -		\$ 2,722,217	\$ 2,164,208
Road Salt							\$ 280,000	\$ 324,437
Materials & Supplies			\$ 219,125	\$ 368,620	\$ 18,400		\$ 2,382,509	\$ 2,110,715
Capital		\$ 2,593,212	\$ 650,000	\$ 927,500	\$ 60,000		\$ 5,762,650	\$ 4,897,411
Utilities			\$ 64,250	\$ 491,284	\$ 415,000		\$ 2,213,329	\$ 2,195,079
Purchased Water			\$ 6,700,000				\$ 6,700,000	\$ 6,637,422
Other			\$ 464,575	\$ 513,673	\$ 201,800	\$ 84,000	\$ 2,280,555	\$ 2,220,318
Reserve Balance							\$ 125,000	\$ 320,250
Economic Development Programs							\$ 175,000	\$ 60,545
Debt Service	\$ 18,248,332		\$ 1,949,343	\$ 2,498,627	\$ 34,811		\$ 22,731,113	\$ 18,476,612
Transfer or Advance		\$ 150,000	\$ 15,250	\$ 1,378,200	\$ 75,350		\$ 3,403,958	\$ 3,139,728
CDBG, ESG, HOME, NSP Pass-Through							\$ 2,181,183	\$ 2,763,301
Income Tax Refunds							\$ 350,000	\$ 336,611
Total Expenditures	\$ 18,248,332	\$ 2,743,212	\$ 11,564,432	\$ 9,266,995	\$ 1,016,361	\$ 6,109,097	\$ 99,724,351	\$ 90,966,514
Revenue over Expenditures	\$ 253,792	\$ (718,534)	\$ (491,798)	\$ (766,621)	\$ (5,994)	\$ (119,077)	\$ (2,323,881)	\$ (3,826,867)

Summary of All Funds

2011 Scheduled Fund Balances	2011 Projected Beginning Balance	2011 Projected Revenue	2011 Projected Expenditures	2011 Projected Ending Balance
General (101) Fund	\$ 3,171,384	\$ 36,137,660	\$ 36,082,815	\$ 3,226,229
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 478,806	\$ 1,968,866	\$ 2,368,160	\$ 79,512
Litter Control Grant (212) Fund	\$ 4,229	\$ -	\$ 4,000	\$ 229
Community Festival (213) Fund	\$ 1,561	\$ 4,000	\$ 4,058	\$ 1,503
Police Pension (220) Fund	\$ 770,792	\$ 1,451,525	\$ 1,570,397	\$ 651,920
Fireman Pension (221) Fund	\$ 439,927	\$ 1,533,333	\$ 1,486,376	\$ 486,884
Law Enforcement Trust (222) Fund	\$ 204,907	\$ 153,817	\$ 195,692	\$ 163,031
Federal Forfeiture (225) Fund	\$ 21,106	\$ 15,073	\$ 21,000	\$ 15,178
Indigent Driver's Alcohol Treatment (230) Fund	\$ 144,821	\$ 8,909	\$ 147,000	\$ 6,730
Enforcement and Education (231) Fund	\$ 64,243	\$ 7,573	\$ 67,000	\$ 4,816
Political Subdivision (232) Fund	\$ 13,660	\$ 1,313	\$ 13,000	\$ 1,973
Computer Maintenance (234) Fund	\$ 48,118	\$ 35,333	\$ 72,000	\$ 11,450
Court Special Projects (235) Fund	\$ 257,037	\$ 140,782	\$ 294,453	\$ 103,366
Court Probation Services (236) Fund	\$ 40,535	\$ 40,627	\$ 80,135	\$ 1,028
IDIAM (237) Fund	\$ 20,563	\$ 15,058	\$ 22,000	\$ 13,620
Community Development Block Grant (240) Fund	\$ (206,358)	\$ 2,936,436	\$ 2,776,369	\$ (46,291)
Emergency Shelter Grant (241) Fund	\$ (65,777)	\$ 121,000	\$ 120,172	\$ (64,949)
HOME Investment Program (242) Fund	\$ (70,969)	\$ 364,260	\$ 349,000	\$ (55,709)
Energy Efficiency Block Grant (244) Fund	\$ (72,988)	\$ 300,000	\$ 233,024	\$ (6,012)
Neighborhood Stabilization Program (245) Fund	\$ (156,291)	\$ 639,031	\$ 575,266	\$ (92,526)
HPSP (246) Fund	\$ (97,970)	\$ 414,570	\$ 316,108	\$ 492
Aging (250) Fund	\$ 39,594	\$ 1,329,275	\$ 1,329,275	\$ 39,594
Lakewood Hospital (260) Fund	\$ 143,960	\$ 2,251,854	\$ 2,194,253	\$ 201,562
Byrne Memorial Grant (276) Fund	\$ 50,000	\$ -	\$ 25,000	\$ 25,000
Help to Others (277) Fund	\$ 6,385	\$ 37,849	\$ 42,389	\$ 1,845
Juvenile Diversion (278) Fund	\$ 973	\$ 57,038	\$ 57,931	\$ 80
FEMA (280) Fund	\$ -	\$ -	\$ -	\$ -
Family to Family (281) Fund	\$ 41,991	\$ 335,090	\$ 329,049	\$ 48,033
Total Special Revenue Funds	\$ 2,122,857	\$ 14,162,611	\$ 14,693,107	\$ 1,592,361
Debt Service Funds				
Bond Retirement (301) Fund	\$ 652,571	\$ 18,105,518	\$ 17,750,015	\$ 1,008,075
TIF Bond Retirement (302) Fund	\$ 104,160	\$ 396,606	\$ 498,318	\$ 2,448
Total Debt Service Funds	\$ 756,731	\$ 18,502,124	\$ 18,248,332	\$ 1,010,523
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 301,683	\$ 2,000,000	\$ 2,300,000	\$ 1,683
Land Acquisition (404) Fund	\$ 150,000	\$ -	\$ 150,000	\$ -
City Park (405) Improvement Fund	\$ 77,640	\$ 18,833	\$ 70,000	\$ 26,473
TIF Capital Improvement (406) Fund	\$ 223,212	\$ 5,845	\$ 223,212	\$ 5,845
Total Capital Projects Funds	\$ 752,534	\$ 2,024,678	\$ 2,743,212	\$ 34,001
Enterprise Funds				
Water Operating (501) Fund	\$ 4,334,803	\$ 11,072,634	\$ 11,564,432	\$ 3,843,006
Wastewater Collection (510) Fund	\$ 882,389	\$ 3,343,740	\$ 3,834,769	\$ 391,360
Wastewater Treatment (511) Fund	\$ 876,201	\$ 3,329,652	\$ 3,286,531	\$ 919,322
Wastewater Improvement (512) Fund	\$ 731,115	\$ 1,826,983	\$ 2,145,695	\$ 412,402
Parking Facilities (520) Fund	\$ 127,718	\$ 429,867	\$ 440,011	\$ 117,575
Winterhurst Ice Rink (530) Fund	\$ 24,698	\$ 580,500	\$ 576,350	\$ 28,848
Total Enterprise Funds	\$ 6,976,925	\$ 20,583,376	\$ 21,847,788	\$ 5,712,513
Internal Service Funds				
Hospitalization (600) Fund	\$ 143,624	\$ 5,225,220	\$ 5,364,297	\$ 4,548
Worker's Compensation (601) Fund	\$ 922	\$ 764,800	\$ 744,800	\$ 20,922
Total Internal Service Funds	\$ 144,547	\$ 5,990,020	\$ 6,109,097	\$ 25,470
TOTALS	\$ 13,924,978	\$ 97,400,469	\$ 99,724,351	\$ 11,601,096

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements								Assumptions
	Audited 2008	Audited 2009	Projected 2010	Projected 2011	Projected 2012	Projected 2013	Projected 2014	
Balance of January 1	20,604,105	21,927,974	18,239,756	14,412,889	12,089,008	450,703		
Revenues By Fund								
General Fund (Fund 101)	36,383,736	36,461,145	35,678,729	36,137,660	36,104,660	36,644,660	36,644,660	2013 Property Tax Reappraisal expected to result in 10% increase.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,130,136	1,969,832	1,968,866	1,968,866	1,968,866	1,968,866	1,968,866	Flat based on 2010 projection
Lakewood Hospital Fund (Fund 260)	2,261,218	2,266,031	2,172,706	2,251,854	2,284,895	2,289,925	2,291,682	
Debt Service Fund (Fund 301)	9,640,547	15,610,275	13,248,800	18,502,124	7,922,268	10,268,874	11,746,021	2013 Property Tax Reappraisal expected to result in 10% increase. Fluctuations based on debt issuances.
Water Fund (Fund 501)	10,397,651	10,543,918	10,626,755	11,072,634	11,292,202	11,516,419	11,942,417	
Wastewater Collections Fund (Fund 510)	3,172,021	2,513,657	1,731,051	3,343,740	3,595,676	3,873,295	4,004,753	
Wastewater Treatment Fund (Fund 511)	2,996,917	3,062,295	4,337,567	3,329,652	3,580,803	3,858,422	3,989,880	
Wastewater Treatment Improvement Fund (Fund 512)	2,124,821	1,982,180	1,828,093	1,826,983	1,826,983	1,983,981	1,983,981	
Parking Fund (Fund 520)	334,041	404,847	420,958	429,867	438,455	447,214	456,148	
All Other Funds	20,143,646	20,095,849	15,126,123	18,537,090	15,118,499	15,468,598	15,640,041	
Total Revenue	89,584,734	94,910,029	87,139,647	97,400,469	84,133,306	88,320,254	90,668,449	
Expenditures by Function								
Salaries	29,459,048	28,738,981	27,966,254	29,505,557	30,095,669			Negotiated Contracts COLAs: 2010 = 0%; 2011 = 1%; 2012 = 2%
Fringe Benefits	11,775,877	11,436,349	9,394,711	10,658,880	10,872,058			2012 is a 2% increase over 2011 projection
Hospitalization and Workers Compensation	5,946,455	5,597,113	6,216,729	6,109,097	6,231,278			2012 is a 2% increase over 2011 projection
Travel and Transportation	65,256	60,316	39,550	75,034	60,039			Based on 4 year average
Professional Services	1,370,852	1,329,395	1,395,513	1,735,348	1,457,777			Based on 4 year average
Communications	371,493	405,189	390,391	416,921	395,998			Based on 4 year average
Contractual Services	1,994,790	1,828,812	2,164,208	2,722,217	2,177,507			Based on 4 year average
Road Salt	275,465	145,090	324,437	280,000	256,248			Based on 4 year average
Materials & Supplies	2,094,398	1,842,536	2,110,715	2,382,509	2,107,540			Based on 4 year average
Capital	7,850,792	9,330,056	4,897,411	5,912,650	6,997,727			Based on 4 year average
Utilities	1,869,525	1,998,761	2,195,079	2,213,329	2,069,173			Based on 4 year average
Purchased Water	5,981,162	6,273,135	6,637,422	6,700,000	6,566,000			2% decrease in consumption & no increase from City of Cleveland
Other	1,498,740	1,908,596	2,137,047	2,196,555	1,935,234			Based on 4 year average
Reserve Balance for Separation Payments	-	-	320,250	125,000	125,000			Based on prior year amount
Economic Development Programs	-	65,000	60,545	175,000	175,000			Based on prior year amount
Debt Service	15,879,889	19,766,884	18,476,612	22,731,113	18,476,612			Based on 2010 projection due to 2011 refunding
Transfer or Advance	2,756,500	4,641,673	3,139,728	3,253,958	3,447,965			Based on 4 year average
CDBG, ESG, HOME, NSP Pass-Through	1,313,353	1,664,124	2,763,301	2,181,183	1,980,490			Based on 4 year average
Income Tax Refunds	302,164	388,406	336,611	350,000	344,295			Based on 4 year average
Total Expenditures	90,805,758	97,420,416	90,966,514	99,724,351	95,771,611			
Prior Year Encumbrances Appropriated	3,585,095	590,402						
Unexpended Prior Year Encumbrances	4,000							
Adjustments due to restatements & encumbrances	(1,044,201)	(1,768,233)						
Balance December 31	21,927,974	18,239,756	14,412,889	12,089,008	450,703			

Financial Forecasts

Financial Forecasting

Per City of Lakewood Charter Article VIII, Section 3, the Finance “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 appropriation measures or ordinances, resolutions or other actions concerning capital programs or permanent improvements.”

Since personnel expenditures comprise the largest portion of the City’s operating costs, and the majority (over 80%) of employees are members of a collective bargaining unit, the terms of the contracts are the primary assumption for creating an operating financial forecast. However, contracts are typically three years in duration, and making salary and benefit expenditure assumptions beyond the contract terms could create a skewed fiscal picture that could have an impact on future contract negotiations.

Therefore, the Finance Department will create five-year revenue forecasts only for the following funds on an annual basis:

- General (101) Fund
- Street, Construction, Maintenance and Repair (211) Fund
- Lakewood Hospital (260) Fund
- Debt Service (301) Fund
- Water (501) Fund
- Wastewater Collections (510) Fund
- Wastewater Treatment (511) Fund
- Wastewater Treatment Improvement (512) Fund
- Parking (520) Fund

The revenue projections will be used to determine the estimated level of appropriations needed over the next five years for each of the funds listed above.

Three-year financial operating revenue and expenditure forecasts will be created upon the settlement of all collective bargaining agreements.

Debt Overview

The City's debt policy is driven by the need to provide financing for infrastructure, park and public facility improvements, vehicles and equipment, and technological improvements, while balanced by the City's ability to repay the debt.

Per City Ordinance, 3.47 mils of property tax are obligated specifically to the repayment of debt service via the Debt Service Fund (fund 301). Furthermore, per Article XVI, Section 31 of the City Charter, 2 mills of property tax levied is for the purpose of financing the reconstruction, expansion, operation, and maintenance of the wastewater treatment plant, and the capital needs of street infrastructure, municipal buildings, parks and recreation facilities via the Wastewater Treatment Improvement Fund (fund 512).

The City's Water and Sewer Enterprise funds also issue revenue bonds for the improvement of water and sewer lines. These bonds are paid from the revenues generated by the rates charged to consumers, and they do not limit the City's ability to issue general obligation debt.

The City of Lakewood's bond rating for general obligation debt is Aa2 by Moody's Investor Services.

The following table shows the City's Long-Term Outstanding Bonds.

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2010	Call Date	Security	2011 Debt Service Payments
2011	\$ 12,216,000	\$ 12,216,000	2029	GO (includes refunded 1998 Bonds)	\$ 5,404,560
2007	\$ 10,875,000	\$ 9,460,000	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 312,000
2006	\$ 10,285,000	\$ 9,190,000	7/1/2016 - 2031	Water Revenue	\$ 677,850
2006	\$ 14,320,000	\$ 12,805,000	7/1/2016 - 2031	Sewer Revenue	\$ 941,463
2005	\$ 25,875,000	\$ 12,340,000	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 1,417,950
2004	\$ 400,000	\$ 3,915,000	7/1/2014 - 2024	GO (Rockport TIF)	\$ 194,713
2003	\$ 8,700,000	\$ 6,405,000	12/1/2011 - 2023	GO	\$ 395,200
2002	\$ 4,025,000	\$ 510,000	Not Callable - 2011	Water Revenue	\$ 528,615
2001	\$ 8,225,000	\$ 440,000	12/1/2011 - 2021	GO (Pension Bonds)	\$ 462,000
1995	\$ 3,125,000	\$ 1,825,000	Not Callable - 2020	Water Revenue	\$ 241,763
Total	\$ 98,046,000	\$ 69,106,000		Total	\$ 10,576,112
Total GO	\$ 66,291,000	\$ 44,776,000			
Total Revenue	\$ 31,755,000	\$ 24,330,000			

Since 1995, the City has issued over \$98.0 million in obligations towards the improvement of infrastructure via general obligation and water and sewer revenue bonds.

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2010, \$7.771 million in General Obligation BANS were issued to fund projects in 2007 through 2010. Once the actual costs of the projects are known upon completion, then the City will issue bonds to finance those costs over a longer period time that corresponds with the useful life of the improvement.

SHORT -TERM DEBT OUTSTANDING - NOTES

	Original Amount	Maturity Date	Coupon Rate	2011 Debt Service Payments
2007	\$ 969,971	4/13/2011	1.000%	\$ 979,671
2008	\$ 3,351,029	4/13/2011	1.000%	\$ 3,384,539
2009 & 2010	\$ 3,450,000	4/13/2011	1.000%	\$ 3,484,500
Total	\$ 7,771,000		Total	\$ 7,848,710

Starting in 2006, the City began using municipal capital lease financing for vehicles, equipment and computer-related capital rather than using long-term bonds for these items. The term of these leases range from five to ten years, and the City issues a request for proposal and the bank or financing company with the best interest rates and terms is awarded the lease. Municipal capital leases do not count against the City's debt capacity, and the City owns the equipment upon payment of the lease.

MUNICIPAL CAPITAL LEASES

	Original Amount	Amount Outstanding as of Dec. 31, 2010	Final Maturity Year	2011 Debt Service Payments
2006	\$171,102	\$0	2010	\$ -
2007	\$1,664,642	\$1,033,951	2017	\$ 267,394
2008	\$5,416,546	\$4,113,973	2018	\$ 746,079
2009	\$2,175,159	\$1,698,869	2019	\$ 275,799
2010	\$0	\$0		\$ -
Total	\$9,427,449	\$6,846,793	Total	\$1,289,272

Finally, the City also enters into financial arrangements with the State of Ohio to fund road, water and sewer projects via the Ohio Public Works Commissions (OPWC), and the Ohio Water Development Authority (OWDA). Finally, in 2003 the City repaired roads using special assessment bonds.

LOANS & SPECIAL ASSESMENTS			
	Amount Outstanding as of Dec. 31, 2010	Final Maturity Year	2011 Debt Service Payments
OWDA	\$78,513	2013	\$ 33,457
OPWC	\$4,032,880	2023	\$ 378,514
Special Assesments	\$123,290	2013	\$ 43,966
Total	\$4,234,683	Total	\$ 455,937

Under State of Ohio finance law, the City of Lakewood's outstanding general obligation debt that is supported through real estate value should not exceed 10.5 percent of total assessed property value. In addition, the outstanding general obligation debt net of voted debt should not exceed 5.5 percent of total assess property value. By law, the general obligation debt subject to the limitation is offset by amounts set aside for repaying general obligation bonds.

The following table shows the City's general obligation debt position:

DEBT POSITION	
Assessed Valuation (2010)	907,929,130
2000 Census Population	56,646

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 69,106,000
Short-Term Debt, Loans & Leases	\$ 18,852,476
Total Outstanding Debt	\$ 87,958,476
LESS	
Water Revenue Bonds (1995, 2002, 2006)	\$ (12,022,245)
Pension Bonds (2001)	\$ (3,490,000)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (4,240,000)
Municipal Capital Leases	\$ (6,846,793)
Sewer Bonds (Wastewater Fund 510 Bonds & 2006 Revenue)	\$ (20,727,518)
Special Assessment Bonds & Loans	\$ (4,234,683)
Non-Exempt Debt	\$ 36,397,237
5.5% Unvoted Debt Limit	\$ 49,936,102
Debt Leeway	\$ 13,538,866
Debt Ratios	
Net Debt to Full Value	3.39%
Total Debt per Capita	\$1,552.77
Notes as a % of Total Debt	21.43%

Therefore, per the Ohio Revised Code, the City has the legal capacity to borrow upwards of \$13.5 million in general obligation debt. However, this legal level does not reflect the City's ability to repay the debt. Debt service is paid via several funds. General obligation debt and capital leases are paid primarily through the Debt Service Fund (fund 301).

Budget Overview of General Government

Total Expenditures by Division All Funds	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Office of City Council	170,171	171,829	163,224	171,815	5%
Municipal Court	1,240,321	1,262,583	1,219,198	1,776,639	46%
Office of Mayor	242,546	231,486	223,252	231,941	4%
Office of Civil Service	81,806	82,204	123,957	131,594	6%
Human Resources	252,305	239,755	236,433	252,835	7%
Law	556,600	531,958	539,293	532,975	-1%
Finance	624,878	645,004	513,783	558,279	9%
Income Tax	651,852	667,761	627,611	743,815	19%
Information Systems	653,598	600,331	617,029	690,201	12%
Utility Billing	2,158,449	2,866,841	2,343,751	2,563,379	9%
Vital Statistics & Nuisance Abatement	-	500,602	468,359	449,620	-4%
General Administration	2,158,052	1,952,790	2,471,117	2,225,524	-10%
Planning and Development	1,234,726	888,152	898,901	1,286,662	43%
Community Development	227,431	210,931	151,967	276,351	82%
Community Relations	111,390	109,022	108,615	131,071	21%
CDBG, ESG, HOME, NSP Pass-Through	1,313,353	1,664,124	2,763,301	2,181,183	-21%
Income Tax Refunds	302,164	388,406	336,611	350,000	4%
Total Expenditures	11,979,643	13,013,778	13,806,400	14,553,885	5%
Total Expenditures by Category All Funds	All 2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Salaries	3,386,164	3,531,875	3,505,813	3,852,650	10%
Fringe Benefits	1,160,862	1,226,923	981,079	1,162,773	19%
Travel and Transportation	11,971	13,586	9,334	24,535	163%
Professional Services	784,399	732,709	826,527	993,520	20%
Communications	146,605	175,741	138,942	153,368	10%
Contractual Services	89,943	397,815	451,327	729,860	62%
Materials & Supplies	80,825	78,019	102,398	116,190	13%
Capital	662,563	177,435	24,305	357,712	1372%
Utilities	7,034	11,543	11,992	12,710	6%
Other	759,500	942,601	1,105,518	1,150,635	4%
Reserve Balance	-	-	320,250	125,000	-61%
Economic Development Programs	-	65,000	60,545	175,000	189%
Debt Service	1,795,259	1,794,692	1,803,566	1,949,343	8%
Transfer or Advance	1,479,000	1,813,308	1,364,891	1,219,408	-11%
CDBG, ESG, HOME, NSP Pass-Through	1,313,353	1,664,124	2,763,301	2,181,183	-21%
Income Tax Refunds	302,164	388,406	336,611	350,000	4%
Total Expenditures	11,979,643	13,013,778	13,806,400	14,553,885	6%

Budget Overview of General Government

General Fund Total Expenditures by Category	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Salaries	2,811,927	2,900,585	2,846,603	2,988,526	5%
Fringe Benefits	935,517	959,153	767,917	855,325	11%
Travel and Transportation	6,067	6,423	4,818	6,685	39%
Professional Services	656,449	631,479	676,422	766,895	13%
Communications	134,954	158,568	122,510	130,518	7%
Contractual Services	19,019	80,269	83,584	71,445	-15%
Materials & Supplies	68,205	63,421	89,779	98,340	10%
Capital	1,391	10,004	22,295	47,000	111%
Utilities	4,289	3,669	3,803	3,860	1%
Other	677,925	555,672	745,042	769,485	3%
Reserve Balance	-	-	320,250	125,000	-61%
Economic Development Programs	-	65,000	60,545	175,000	189%
Debt Service	-	-	-	-	
Transfer or Advance	1,479,000	1,213,308	1,305,762	1,202,958	-8%
Income Tax Refunds	302,164	388,406	336,611	350,000	4%
Total Expenditures	7,096,909	7,035,956	7,385,942	7,591,037	5%

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. There are seven council members (3 at-large and 1 for each of the city's four wards) that serve staggered terms that last four- years.

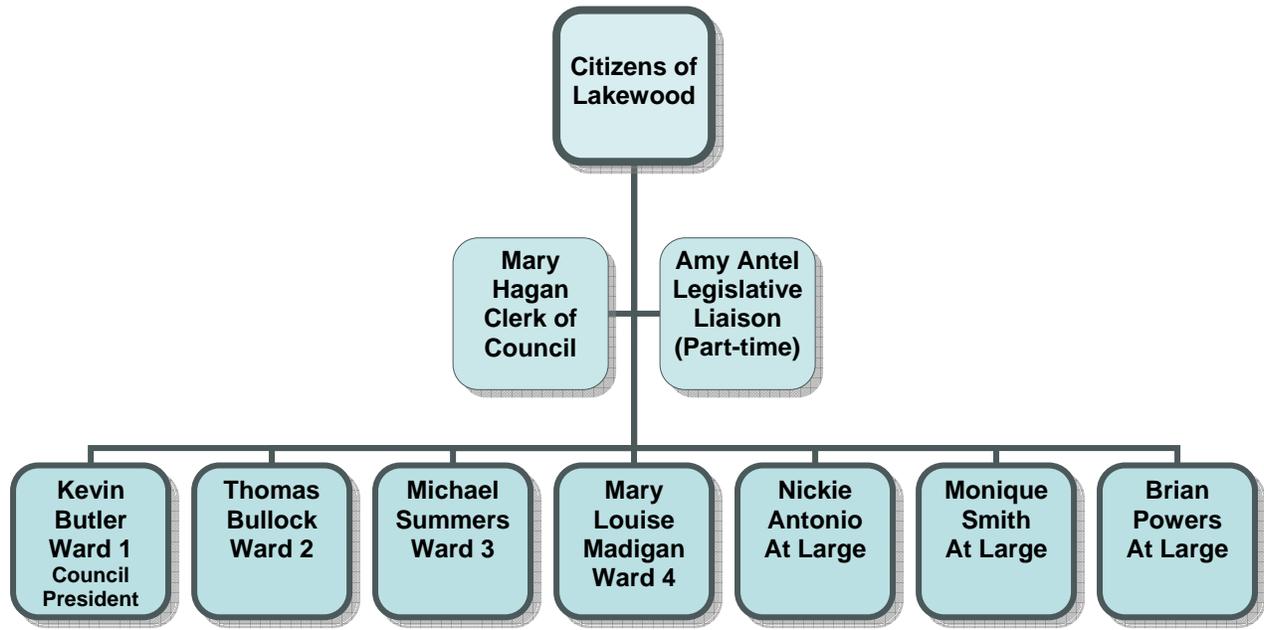
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the city budget. In addition, Council members serve as their constituents' links to their local wards.

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 meetings and publishes the minutes to reflect all legislative action, provides notice of regular and special meetings of City Council, and provides reference and research services regarding enacted or pending legislation.

Division Budget

OFFICE OF CITY COUNCIL					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	118,257	119,088	120,731	123,954	3%
Fringe Benefits	41,106	43,090	26,608	29,855	12%
Travel and Transportation					
Professional Services	7,707	8,272	14,692	16,660	13%
Communications	872	814	963	972	1%
Contractual Services					
Materials & Supplies	568	362	156	250	60%
Capital					
Utilities					
Other	1,662	204	73	125	72%
Debt Service					
Transfer or Advance					
Total	170,171	171,829	163,224	171,815	5%

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15th <u>2010</u>	Proposed <u>2011</u>
Council				
<u>Full Time Employees</u>				
Clerk of Council	1	1	1	1
Total Full Time Employees	1	1	1	1
<u>Part Time Employees</u>				
Legislative Liaison	1	1	1	1
Council Members	7	7	7	7
Total Part Time Employees	8	8	8	8

Municipal Court

Municipal Court

General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	840,033	844,959	851,575	868,195	2%
Fringe Benefits	129,260	130,066	131,787	135,106	3%
Travel and Transportation	4,524	4,908	3,735	5,150	38%
Professional Services	40,684	48,029	54,377	61,350	13%
Communications	52,056	50,132	44,778	48,900	9%
Contractual Services					
Materials & Supplies	17,459	21,343	18,453	21,250	15%
Capital	-	-	-	-	
Utilities					
Other	7,885	6,852	6,507	8,100	24%
Debt Service					
Transfer or Advance					
Total	1,091,901	1,106,289	1,111,211	1,148,051	3%

Indigent Driver Treatment(Fund 230)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	14,777	14,240	3,860	20,000	418%
Communications					
Contractual Services	-	3,850	-	127,000	
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	14,777	18,090	3,860	147,000	3708%

Political Subdivision (Fund 232)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	-	13,000	
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	13,000	

Municipal Court

Computer Maint (Fund 234)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	18,500	21,930	29,948	72,000	140%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	18,500	21,930	29,948	72,000	140%

Court Special Projects (Fund 235)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	148	5,804	1,346	45,000	3244%
Fringe Benefits	23	892	208	6,953	3245%
Travel and Transportation					
Professional Services	1,730	4,500	-	10,000	
Communications					
Contractual Services	44,437	31,151	51,326	145,000	183%
Materials & Supplies	3,922	5,695	6,995	7,500	7%
Capital	25,325	38,431	-	80,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	75,585	86,473	59,875	294,453	392%

Court Probation (Fund 236)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	24,462	18,440	3,769	30,000	696%
Fringe Benefits	3,772	2,843	581	4,635	697%
Travel and Transportation	1,603	374	152	1,000	
Professional Services	7,272	7,138	5,138	42,000	717%
Communications					
Contractual Services					
Materials & Supplies	1,018	1,006	1,236	2,500	102%
Capital	1,433	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	39,558	29,801	10,877	80,135	637%

Municipal Court

IDIAM (Fund 237)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	3,428	22,000	542%
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	3,428	22,000	542%
TOTAL	1,240,321	1,262,583	1,219,198	1,776,639	-3%

Mayor's Office

Division of the Mayor's Office

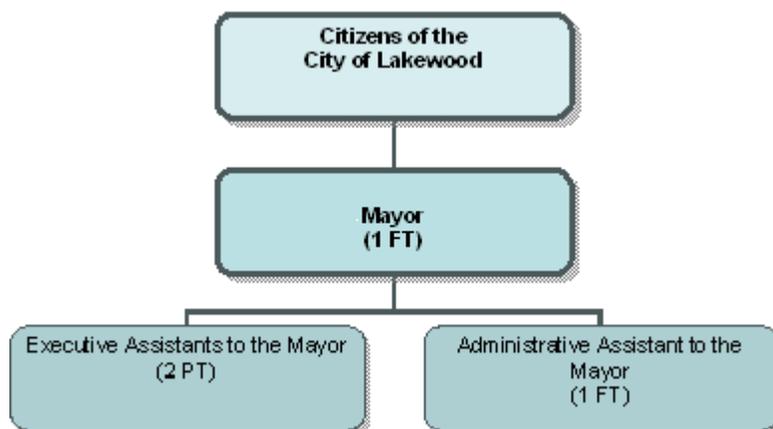
Description

The Mayor's Office serves as the principle representative for the City of Lakewood. The Mayor supervises the administration of the City and sees all ordinances of the city are enforced. The employees in the Mayor's office perform a variety of functions as support staff for the Mayor.

Division Budget

OFFICE OF MAYOR					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries	172,544	168,936	169,613	171,805	1%
Fringe Benefits	50,621	50,801	42,163	47,896	14%
Travel and Transportation					
Professional Services	7,572	7,914	8,152	8,325	2%
Communications	1,702	1,890	2,242	2,215	-1%
Contractual Services	8,000	300	-	-	
Materials & Supplies	1,573	1,286	548	1,000	82%
Capital					
Utilities					
Other	535	361	534	700	31%
Debt Service					
Transfer or Advance					
Total	242,546	231,486	223,252	231,941	4%

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
<u>Full Time Employees</u>				
Mayor	1	1	1	1
Administrative Assistant to Mayor	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2
<u>Part Time Employees</u>				
Executive Assistant to Mayor	2	2	2	2
<i>Total Part Time Employees</i>	2	2	2	2

Office of Civil Service

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.

On or before July 1 of each even numbered year, the commission reviews and makes a written report setting forth recommendations of salaries and other compensation for the Mayor and City Council members.

Trends

- Examination for the positions of Fire Captain and entry level Patrol Officer will be conducted due to expiring certified eligible lists. Review of current Rules and Regulations as needed. Other examinations as needed and requested by the City.

Division Budget

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries	54,022	54,022	54,022	54,439	1%
Fringe Benefits	20,557	20,731	16,322	19,115	17%
Travel and Transportation					
Professional Services	3,682	6,655	51,146	55,620	9%
Communications	546	449	352	421	20%
Contractual Services					
Materials & Supplies	39	78	14	50	247%
Capital					
Utilities					
Other	2,960	269	2,101	1,950	-7%
Debt Service					
Transfer or Advance					
Total	81,806	82,204	123,957	131,594	6%

2010 Accomplishments

- A survey regarding salary and other compensation was completed and recommendations for the Mayor and City Council Members salaries and other compensation were presented the City Council and the Mayor for action.
- Promotional testing for the ranks of Fire Chief, Assistant Fire Chief, Fire Marshal and Police Captain were completed as of September 25, 2010 and eligible lists have been certified in order to maintain a timely succession plan due to retirements. Tests for Police

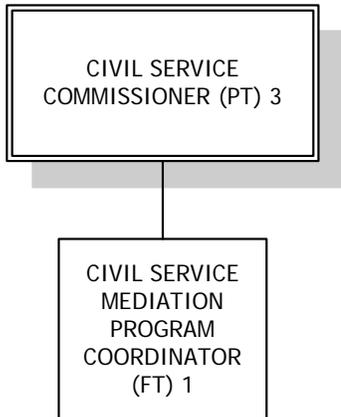
Lieutenant and Sergeant are scheduled for written examination in November and Assessment Center exercises in December of 2010. Eligible lists will be certified after the scores are received from the testing Company.

- A written examination for Entry Level Firefighter will take place on October 20, 2010. There are 167 applicants that have applied to take the examination. Scheduling of un-scored processes (i.e. polygraphs, fingerprinting background checks, etc.) will begin immediately after the certification of the eligible list by the commission members.

2011 & Beyond Goals

- The eligible list for Fire Captain will expire on June 11, 2011 and a new exam will need to be conducted in order to maintain continued placement for staffing levels upon retirement of eligible employees.
- The Patrol Officer eligible list will expire on March 12, 2011 and an examination will need to be conducted in order to maintain placement for staffing levels upon retirement of eligible employees

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Council				
<u>Full Time Employees</u>				
Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk	1	1	1	1
<i>Total Full Time Employees</i>	1	1	1	1
<u>Part Time Employees</u>				
Civil Service Commissioner	3	3	3	3
<i>Total Part Time Employees</i>	3	3	3	3

Division of Human Resources

Description

The Division of Human Resources is responsible for:

- **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 for all regardless of their membership or non-membership in a protected class in accordance with Federal, State and Local law.
- **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.
- **Worker's Compensation:** Administers the City's self insured Worker's Compensation in a manner which is fair and equitable for both workers and the Fund.
- **Administration:** Provides professional and technical assistance to departments in the areas of human resources management, and employee relation's issues.

2010 Accomplishments

- Completed negotiations and established timely conclusion on 3 of the 7 bargaining unit contracts (AFSCME Public Works, AFSCME Administrative, Paramedics). Of the 4 remaining units 3 (Police, Fire, Dispatchers) are moving to the arbitration process and 1 (Corrections Officers) has been delayed due to a change in the bargaining units representative. The Corrections unit has voted to be represented by the Ohio Patrolman's Benevolent Association which is a change in representation by the Fraternal Order of Police, Ohio Labor Council. Negotiations are being scheduled.
- Developed and implemented a Sick Leave Donation Program for employees who have themselves or a family member with a serious medical condition who does not have enough sick time accrued to be off with pay for a the course of an illness.
- Worked with Police Department and Civil Service to develop a lateral Entry process for Officers. Fire Department is currently adopting a similar process.

Division of Human Resources

- Researched, developed relationships and began utilizing recruitment sources which will increase the diversity of our candidate pool for open positions.
- Recalled all of the employees in a lay off status from the Public Works Department.
- Developed and conducted Management Training on Leadership topics to include training for new managers in the Public Works Department.
- Updated Policy and Procedure manual concentrating on the Discrimination, Harassment, Workplace Behavior and Workplace Violence policies. Added inclusive language around sexual orientation and gender expression. Used similar language in updating all bargaining unit contracts.
- Researched and updated policies and practices to comply with the Patient Protection and Affordable Care Act (PPACA).

2011 Goals

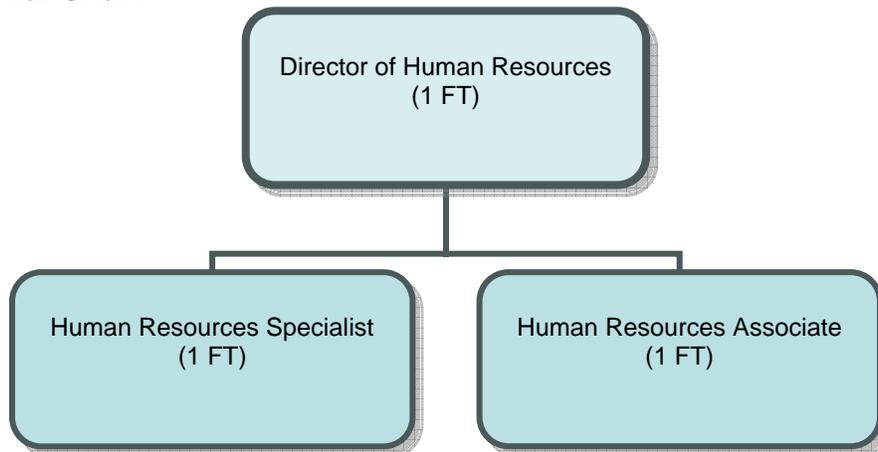
- Complete the bargaining unit negotiations and secure additional cost saving concessions.
- Complete the update of the Human Resource Policy and Procedure Manual.
- Track future PPACA changes necessary and ensure timely compliance.

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries	167,891	154,592	157,758	159,336	1%
Fringe Benefits	61,093	60,706	47,661	56,044	18%
Travel and Transportation	-	124	84	200	138%
Professional Services	11,242	13,912	16,915	20,975	24%
Communications	1,944	1,255	1,351	1,605	19%
Contractual Services					
Materials & Supplies	4,167	6,191	5,930	6,850	16%
Capital					
Utilities					
Other	5,968	2,974	6,734	7,825	16%
Debt Service					
Transfer or Advance					
Total	252,305	239,755	236,433	252,835	7%

Division of Human Resources

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Human Resources				
<u>Full Time Employees</u>				
Director of Human Resources	1	1	1	1
Human Resources Specialist	2	2	1	1
Human Resources Associate	0	0	1	1
<i>Total Full Time Employees</i>	3	3	3	3
<u>Part Time Employees</u>				
Office Assistant	1	0	0	0
<i>Total Part Time Employees</i>	1	0	0	0

Law Department

Law Department

Description

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. It directs and coordinates the drafting and approval of all ordinances, resolutions, contracts, and other legal documents. The Law Department protects and ensures that all business of the City is conducted in a proper and legal manner.

The Law Department's responsibilities include prosecuting all criminal violations within the City of Lakewood, including all building and housing code violations; representing and defending the City in all civil proceedings and actions, and serving as legal counsel and advisor to the City, its agencies and officials.

The Law Department provides for and conducts Prosecutor Hearings at the request of the Building, Housing and Fire Departments to gain compliance in lieu of prosecution. In addition, the Law Department provides for and oversees the City's Mediation Program for dispute resolution of minor civil infractions.

As legal advisor to the City, its Departments, Boards, Commissions and Officials, the Law Department prepares documents, renders legal opinions, conducts specialized training of City administration and employees as to legal rights, responsibilities, issues, and performs other services as required by the City Charter and the Ohio Revised Code.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	324,350	330,145	327,973	340,226	4%
Fringe Benefits	113,757	112,903	106,546	84,669	-21%
Travel and Transportation	160	165	228	425	87%
Professional Services	101,354	76,333	92,194	93,550	1%
Communications	3,102	2,885	2,982	3,020	1%
Contractual Services					
Materials & Supplies	13,454	9,022	8,945	10,755	20%
Capital					
Utilities					
Other	424	506	425	330	-22%
Debt Service					
Transfer or Advance					
Total	556,600	531,958	539,293	532,975	-1%

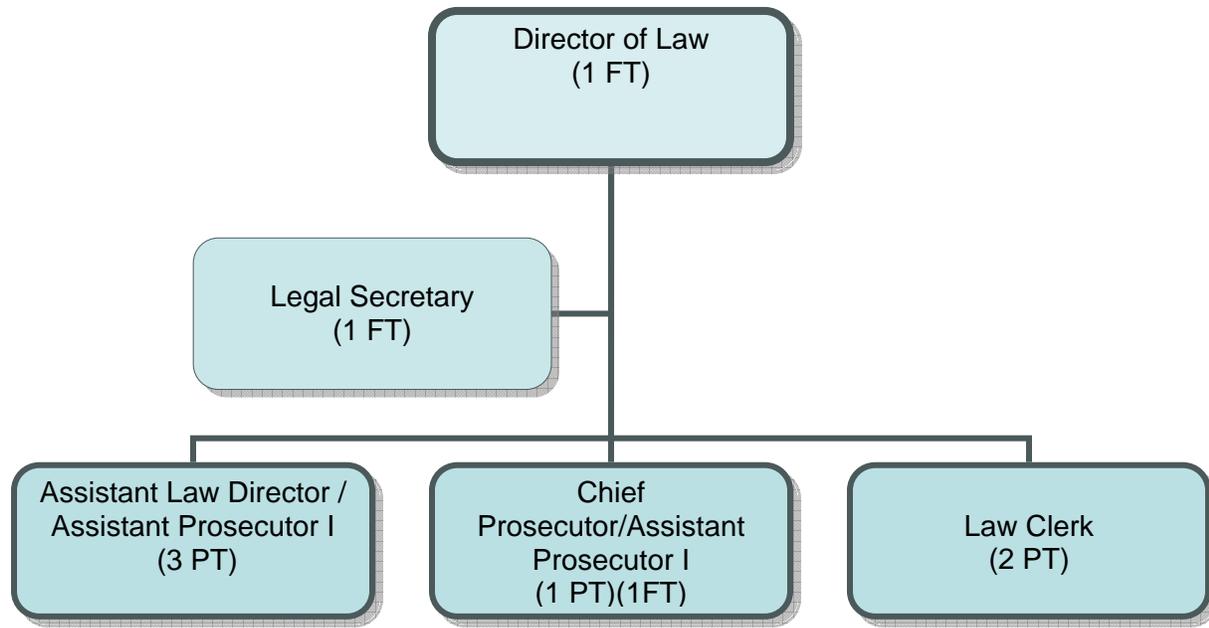
2010 Accomplishments

- Updated Traffic and Criminal Codified Ordinances.
- Worked with the Division of Safety to implement a Parking Violations Bureau to handle parking citations on a civil level.
- Prosecuted hundreds of criminal cases, including building and housing violations.

2011 & Beyond Goals

- Complete a comprehensive document destruction plan for all city departments and divisions.
- Continue to work closely with the Building Department for prosecution of property owners not in compliance with the Building and Housing Code.
- Continue to implement new strategies regarding the Mayor's Housing Initiative with particular attention to the problem of dilapidated and vacant homes.

Organizational Chart



Law Department

Personnel Staffing

	As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
Law	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<u>Full Time Employees</u>				
Director of Law	1	1	1	1
Asst. Law Director/Pros. I	1	1	1	1
Legal Secretary	1	1	1	1
<i>Total Full Time Employees</i>	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
<u>Part Time Employees</u>				
Asst. Law Director/Pros. I	3	3	3	3
Chief Prosecutor	1	1	1	1
Complaint Investigator	1			
Law Clerk	1	1	1	2
<i>Total Part Time Employees</i>	<u>6</u>	<u>5</u>	<u>5</u>	<u>5</u>

Division 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.

Description

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

- Financial Reporting
- Financial and Legal Compliance
- General Accounting
- Accounts Payable
- Risk Management
- Revenue and Accounts Receivable
- Payroll
- Purchasing
- Cash Management
- Investments
- Debt Management
- Fixed Asset Management

Trends

- The 2010 financial audit will be the second year with James G. Zupka, C.P.A., conducting the audit.

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	376,084	405,204	333,660	349,321	5%
Fringe Benefits	143,735	149,496	112,070	138,818	24%
Travel and Transportation	-	364	94	110	17%
Professional Services	88,556	75,664	56,324	58,770	4%
Communications	7,497	8,450	6,838	7,000	2%
Contractual Services					
Materials & Supplies	4,487	3,856	2,599	2,660	2%
Capital	357	-	743	-	
Utilities					
Other	4,163	1,970	1,454	1,600	10%
Debt Service					
Transfer or Advance					
Total	624,878	645,004	513,783	558,279	9%

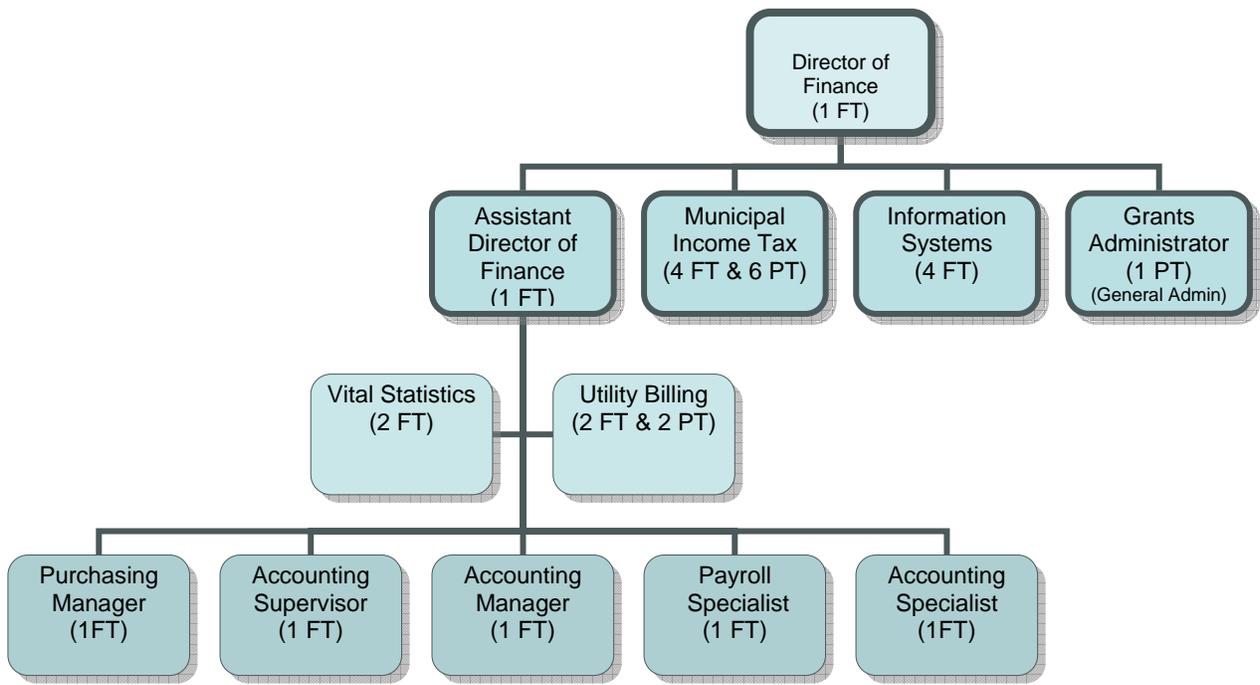
2010 Accomplishments

- Worked with James G. Zupka, C.P.A., to complete the 2009 financial audit by the June 30th deadline.
- Developed a debt strategy for 2011 and beyond.
- Updated the City's Financial Policy and Procedure Manual, especially investment & debt policies

2011 & Beyond Goals

- Implement a centralized Accounts Receivable and Collections Policy.
- Develop a Popular Annual Financial Report to distribute via water bill and to submit to GFOA for review
- Implement a Comprehensive Timekeeping System

Organizational Chart



Division of Finance

Personnel

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Finance				
<u>Full Time Employees</u>				
Director of Finance	1	1	1	1
Assistant Finance Director II	1	1	1	1
Purchasing Manager	1	1	1	1
Accounting Manager	1	1	1	1
Accounting Supervisor	1	1	1	1
Payroll Specialist	1	1	1	1
Accounting Specialist	1	1	0	1
<i>Total Full Time Employees</i>	7	7	6	7
	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
<u>Part Time Employees</u>				
Grants Administrator	1	1	1	1
<i>Total Part Time Employees</i>	1	1	1	1

Division of Information Systems

Division of Information Systems

Description

The Division is responsible for supplying all areas of City government with information systems planning, hardware and software acquisition, configuration and technical support. The Division also manages the City’s radio and data communication networks.

Trends

- Hosted application solutions to reduce the cost and labor of supporting internal applications. The Division of Building and Housing’s WebQ&A software and the Division of Police’s Data Ticket are examples.
- Utilizing remote desktop connections to reduce time-consuming onsite troubleshooting repairs.
- Open source software utilization to provide free or low cost alternatives to commercial software. Examples are Request Tracker, Linux, and the potential use of Zmanda backup.
- Web-browser based applications to eliminate the need to install “client” software on PC’s. The Division of Fire’s Firehouse is an example.
- Continue transitioning the Police in-car video system to a modern wireless solution

Division Budget

DIVISION OF INFORMATION SYSTEMS					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	283,506	247,641	249,417	254,144	2%
Fringe Benefits	141,153	88,328	70,787	88,033	24%
Travel and Transportation					
Professional Services	211,461	173,900	185,460	203,300	10%
Communications	2,056	3,328	4,795	5,750	20%
Contractual Services	2,343	66,257	49,930	55,000	10%
Materials & Supplies	11,580	12,383	34,252	36,050	5%
Capital	858	7,930	21,552	47,000	118%
Utilities					
Other	640	564	837	925	11%
Debt Service					
Transfer or Advance					
Total	653,598	600,331	617,029	690,201	12%

2010 Accomplishments

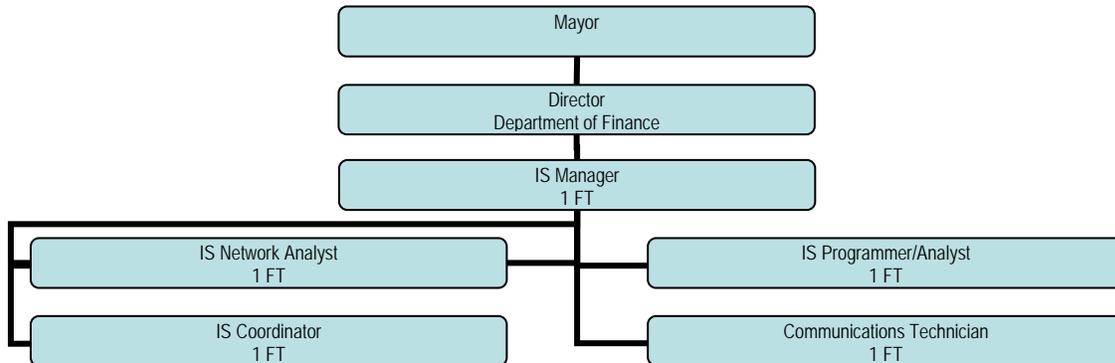
- Put the finishing touches on the 2009 Windows Migration project including remote installation of applications, patches and upgrades and implemented Microsoft Exchange email
- Upgraded an end of life Police CAD and RMS server to a current model with future expandability and a cost savings maintenance program.
- Reduced spending on telecommunications service and added Police department to a VOIP phone system.
- By year end, Lakewood's Division of Police will be transitioned from a costly analog phone system to a more efficient digital VOIP phone system

2011 & Beyond Goals

- Upgrade Police and Fire radios and radio infrastructure to meet 2013 FCC Narrow-banding compliance.
- Upgrade Police CAD and RMS application to the latest version.
- Transition to a backup solution combining network attached and offsite cloud-based storage.
- Replace Police Field Reporting and Mobile Data Browser servers with upgraded equipment and applications.
- Establish an interface to integrate key data from Firehouse into WebQ&A.
- Contract with a technology service firm knowledgeable in IBM OS/400 security to analyze and resolve issues identified by financial auditors under "IT Security Policies, Procedures and Change Management".
- Upgrade Public Works radios and radio infrastructure to meet for 2013 FCC Narrow-banding compliance.
- Begin systematic replacement of City's network switch infrastructure.
- Begin replacing City's PC's and office suite applications.
- Extending fiber cabling to Lakewood Park/Woman's Club Pavilion for future security camera expansion.
- Unified document management system.
- New 3-position console for Police and Fire dispatch center.

Division of Information Systems

Organizational Chart



Personnel Staffing

IS	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
<u>Full Time Employees</u>				
I.S. Manager	1	1	1	1
I.S. Coordinator	1	1	1	1
I.S. Network Analyst	1	1	1	1
Communications Technician	1	1	1	1
<i>Total Full Time Employees</i>	4	4	4	4

Division of Income Tax

Division of Income Tax

Description

The 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.

Trends

- The Division continues to actively monitor the economic downturn and its effects on municipal income tax revenue.

Division Budget

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries	293,652	303,381	294,344	351,700	19%
Fringe Benefits	119,521	96,846	77,695	102,136	31%
Travel and Transportation	492	470	662	750	13%
Professional Services	108,885	128,461	120,818	150,305	24%
Communications	51,477	58,130	49,136	50,310	2%
Contractual Services	2,412	1,400	1,347	1,445	7%
Materials & Supplies	4,282	4,319	4,182	4,459	7%
Capital					
Utilities	4,289	3,669	3,803	3,860	1%
Other	66,841	71,085	75,624	78,850	4%
Debt Service					
Transfer or Advance					
Total	651,852	667,761	627,611	743,815	19%

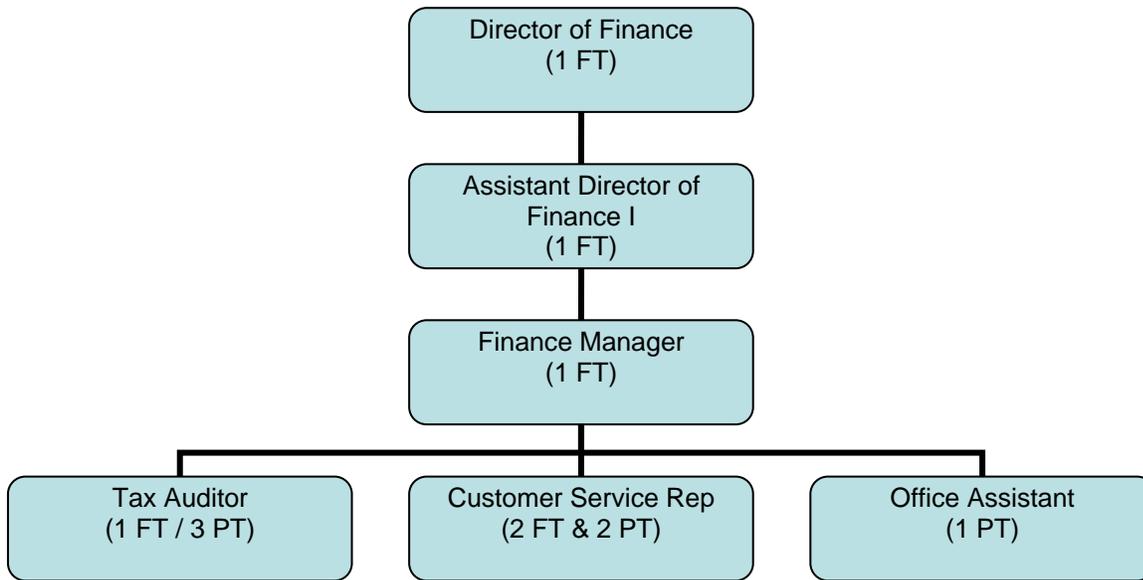
2010 Accomplishments

- Effectively established IRS information share connection with the City of Cleveland/CCA and completed a basic database comparison. This initiative has allowed us to contact approximately 500 Lakewood residents during its first run.
- Successfully implemented ACH-Automatic Debit with 50% of payroll withholding companies.
- Amended Section 128 of the Codified Ordinances.

2011 & Beyond Goals

- Complete the implementation of ACH-Automatic Debit with payroll withholding companies.
- Expand IRS information share initiative to include additional line items.
- Institute online bill payment for taxpayer convenience.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Income Tax				
<u>Full Time Employees</u>				
Assistant Finance Director I	1	1	1	1
Finance Manager	0	0	1	1
Tax Office Supervisor	1	0	0	0
Tax Auditor	0	0	0	1
Customer Service Rep	2	2	1	1
<i>Total Full Time Employees</i>	4	3	3	4
<u>Part Time Employees</u>				
Tax Auditor	1	3	4	3
Office Assistant	1	1	1	1
Staff Assistant	0	0	0	0
Tax Collection Specialist	0	0	0	0
Customer Service Rep	2	2	1	2
<i>Total Part Time Employees</i>	4	6	6	6

Division of Utility Billing

Division of Utility Billing

Description

The City of Lakewood operates two major utilities consisting of a water distribution system and wastewater collection and treatment system. The water system provides water service to all consumers within the City. The water supply is purchased in bulk from the City of Cleveland through master meters for distribution throughout the City. The City's monthly utility bill incorporates a water and sewer charge based on water consumption per one hundred cubic feet.

Trends

- Water utilization continues to decline at approximately 2% annually.

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	192,267	143,180	143,491	200,104	39%
Fringe Benefits	79,185	59,824	47,678	58,332	22%
Travel and Transportation					
Professional Services	54,690	37,057	35,690	35,275	-1%
Communications	8,340	9,368	9,366	12,300	31%
Contractual Services	2,455	24,183	8,225	8,325	1%
Materials & Supplies	4,585	2,614	612	2,600	325%
Capital					
Utilities	2,745	2,564	2,686	3,050	14%
Other	18,923	293,358	277,192	278,800	1%
Debt Service	1,795,259	1,794,692	1,803,566	1,949,343	8%
Transfer or Advance	-	500,000	15,244	15,250	0%
Total	2,158,449	2,866,841	2,343,751	2,563,379	9%

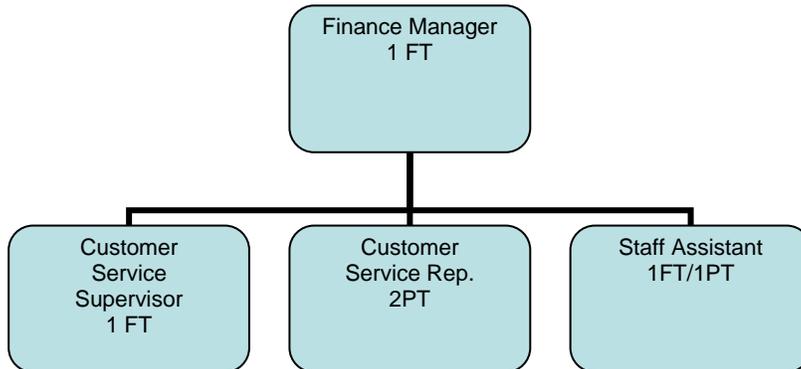
2010 Accomplishments

- Provided exceptional customer service
- Utilized the latest in office technology to streamline efficiency

2011 & Beyond Goals

- Continue to deliver customer service through the use of ever advancing technology
- Institute an online payment option for water and sewer customers
- Appraise and revise collection and shut-off procedures

Organizational Chart



Personnel Staffing

		As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
Utility Billing		2008	2009	2010	2011
Full Time Employees					
Finance Manager (20% of time)		0	0	1	1
Project Manager		1	0	0	0
Staff Assistant		1	1	1	1
Customer Service Supervisor		1	1	1	1
Customer Service Rep		1	1	0	1
Total Full Time Employees		4	3	3	4
Part Time Employees					
Staff Assistant		1	1	1	1
Customer Service Rep		1	1	1	2
Total Part Time Employees		2	2	2	3

Division of Vital Statistics

Division of Vital Statistics

Description

Local Registrar for Vital Statistics District 1802 is responsible for:

- Death Occurrence Records Filed with Ohio Department of Health
- Certified Birth and Death Records issued
- Birth Occurrence Records Filed with Ohio Department of Health
- Burial Permits Issued

Trends

- The Division continues to monitor the number of live births in the City of Lakewood. As of October 2010, there has been an approximate 13% decrease in live births at Lakewood Hospital.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries		117,413	148,800	158,736	7%
Fringe Benefits		55,845	48,546	61,568	27%
Travel and Transportation		1,547	1,258	1,300	3%
Professional Services		892	1,496	1,525	2%
Communications		3,601	3,915	4,100	5%
Contractual Services		211,119	210,990	211,090	0%
Materials & Supplies		2,147	1,465	1,750	19%
Capital					
Utilities		5,310	5,503	5,800	5%
Other		2,727	2,502	2,550	2%
Debt Service					
Transfer or Advance		100,000	43,885	1,200	-97%
Total	-	500,602	468,359	449,620	-4%

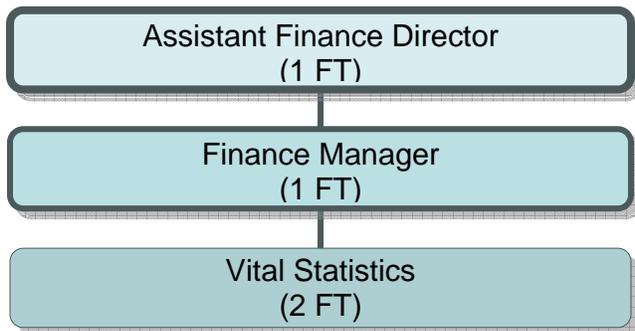
2010 Accomplishments

- Employed modern imaging software to scan and index over 15,000 existing birth and death certificates.
- Provided accurate, informative, quality customer service

2011 & Beyond Goals

- Continue to scan and index existing birth and death records dating from 1954 back through 1944 (approximately 22,000 records).
- Continue to pursue certification from the Ohio Department of Health/Vital Statistics Central Issuance Project by meeting all criteria in beta testing. This certification will allow the Division to access and issue all birth records from IPHIS, as well as grant the Division the ability to view special birth records not currently available to local offices.
- Continue to build a good rapport and support system with the Ohio Department of Health/Vital Statistics, funeral homes, and Lakewood Hospital's Medical Records Department.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Finance/Vital Statistics				
<u>Full Time Employees</u>				
Administrative Assistant 1	1	1	1	1
Staff Assistant	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2

Division of General Administration

Division of General Administration

Description

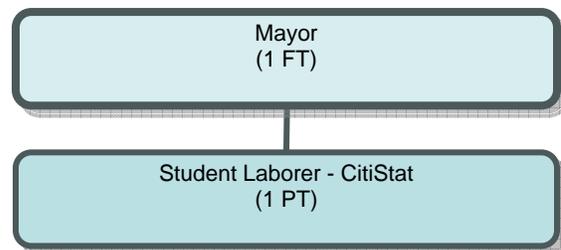
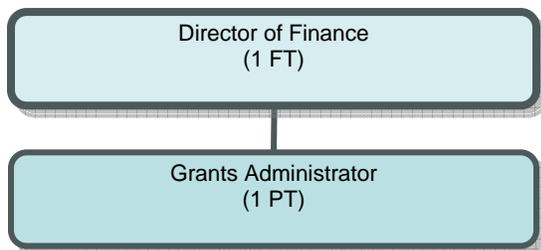
This General Fund account is used to record certain expenditures not assigned specifically to individual Departments, and deemed City-wide expenditures such as:

- Part-time wages of the Citywide Grants Administrator and CitiStat Student Laborer positions
- Risk management consulting services
- Governmental agreements and fees associated with Property Tax Administration
- Citywide maintenance agreements
- Corporate sponsorship program services
- Inter-fund transfers from the General Fund
- General liability insurance premiums
- Professional registrations that provide a Citywide benefit

Division Budget

DIVISION OF GENERAL ADMINISTRATION					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	14,045	56,119	76,595	101,007	32%
Fringe Benefits	25,914	142,207	79,060	87,881	11%
Travel and Transportation					
Professional Services	44,657	57,917	41,472	44,200	7%
Communications	8,671	27,142	2,325	2,400	3%
Contractual Services					
Materials & Supplies	7,415	(1,800)	7,185	7,318	2%
Capital					
Utilities					
Other	578,350	457,896	638,468	654,760	3%
Reserve Balance	-	-	320,250	125,000	-61%
Debt Service					
Transfer or Advance	1,479,000	1,213,308	1,305,762	1,202,958	-8%
Total	2,158,052	1,952,790	2,471,117	2,225,524	-10%

Organizational Charts



Personnel Staffing

General Administration	As of Dec. 31	As of Dec. 31	As of Nov. 15	Proposed
<u>Part Time Employees</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Student Laborer - CitiStat	0	1	1	1
Grants Administrator	1	1	1	1
Project Specialist II	0	0	0	0
<i>Total Part Time Employees</i>	1	2	2	2

Division of Planning & Development

Division of Planning & Development

Description

The Department of Planning and Development coordinates long-range planning, zoning, and economic development for the City. The Department serves as staff to the Planning Commission, the Board of Zoning Appeals, the Board of Building Standards, Architectural Board of Review and Sign Review Boards, the Lakewood Heritage Advisory Board, and the Citizens Advisory Committee. The Department houses the Office of Community Relations and the Division of Community Development.

Core Functions:

1. Planning and Zoning Administration
2. Economic Development
3. Housing Preservation and Improvement
4. Administration of Federal Grant Programs

Trends

- Private lending sources remain reluctant to invest in small business growth / expansion. Local economic development funds, especially loans for growth / redevelopment will continue to be an attractive local incentive.
- The department has used Community Development Block Grant (CDBG) funds where applicable, especially economic development, to avoid using general fund dollars. As in past years, the department benefits from a general fund source for economic development funds, or the knowledge that cash reserves could be appropriated to economic development activities if needed for appropriate projects.

Division Budgets

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries	104,804	148,755	141,930	143,809	1%
Fringe Benefits	54,885	40,933	38,389	42,298	10%
Travel and Transportation	891	292	-	-	
Professional Services	26,701	30,656	25,343	28,250	11%
Communications	4,035	3,290	5,824	6,945	19%
Contractual Services	1,265	7,312	27,308	10,000	-63%
Materials & Supplies	786	4,130	5,169	5,333	3%
Capital	176	2,074	-	-	
Utilities					
Other	6,103	6,680	9,300	11,300	22%
Economic Development Programs	-	65,000	60,545	175,000	189%
Debt Service					
Transfer or Advance					
Total	199,646	309,121	313,807	422,935	35%

Division of Planning & Development

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries	210,054	213,672	182,497	213,624	17%
Fringe Benefits	82,175	127,630	88,386	142,326	61%
Travel and Transportation	2,319	1,969	2,425	7,000	189%
Professional Services	36,940	25,257	87,516	47,800	-45%
Communications	2,113	2,325	1,919	3,500	82%
Contractual Services	5,532	25,313	67,254	95,000	41%
Materials & Supplies	3,095	3,137	2,310	3,500	52%
Capital	181	2,051	2,010	7,500	
Utilities					
Other	58,437	50,573	47,369	50,000	6%
Debt Service					
Transfer or Advance					
Total	400,847	451,927	481,686	570,250	18%
DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries		-	89,202	60,532	-32%
Fringe Benefits		-	13,872	9,434	-32%
Travel and Transportation		146	335	300	-10%
Professional Services		-	-	-	
Communications		8	-	-	
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other		-	-	-	
Debt Service					
Transfer or Advance					
Total	-	154	103,408	70,266	-32%
DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010 2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	634,233	126,949	-	223,212	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	634,233	126,949	-	223,212	
TOTAL	1,234,726	888,152	898,901	1,286,662	43%

Division of Planning & Development

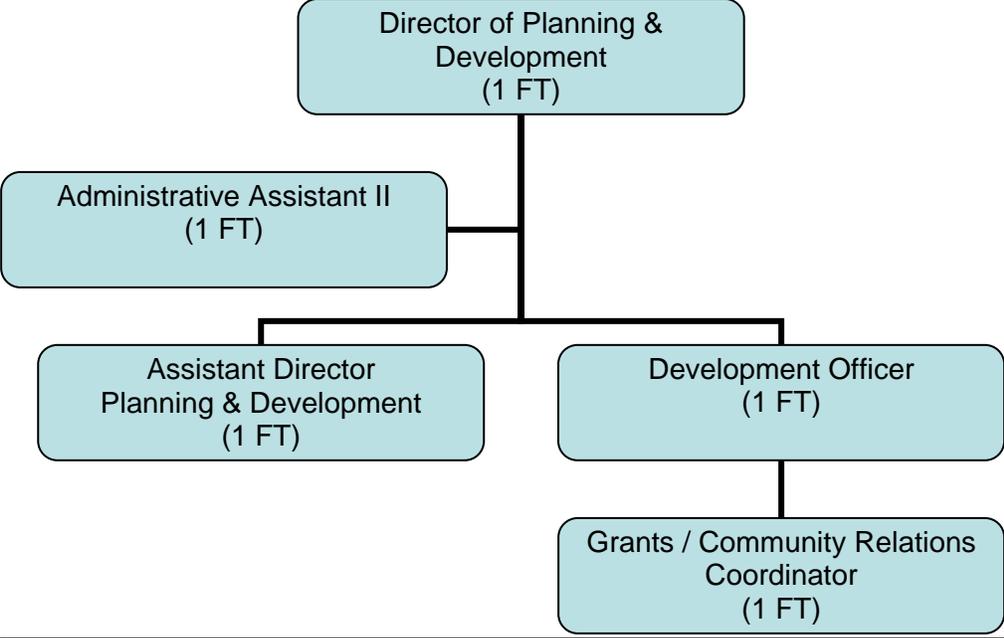
2010 Accomplishments

- Completed Citywide Parks Strategic Plan and Clifton Boulevard Design and Engineering Study (plan adopted in 2007). Necessary code revisions on zoning and signage were completed to increase commercial competitiveness and improved streetscape.
- Retail vacancy cut in half since end of 2007 with high-profile and long time vacancies now occupied.
- Leader of multi-municipality initiative to create the state's first property assessed clean energy (PACE) program to deliver a cost effective means for commercial property owners to make needed energy efficiency improvements.

2011 & Beyond Goals

- Complete Madison Avenue Streetscape Plan and Bicycle / Pedestrian Master Plan.
- Emphasize office expansion and occupancy through measurement and marketing.
- Deploy entrepreneurship program to assist business growth, draw home based and micro enterprises into storefronts and smaller office spaces in commercial areas.

Organizational Chart



Division of Planning & Development

Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Planning & Development				
<u>Full Time Employees</u>				
Director of Planning & Development	1	1	1	1
Assistant Director	1	1	1	1
Development Officer	0	0	1	1
Grants/Comm. Rel. Coordinator	1	1	1	1
Grants Administrator	1	1	0	0
Administrative Asst. II	1	1	1	1
<i>Total Full Time Employees</i>	5	5	5	5

Division of Community Development

Division of Community Development

Mission

The Division of Community Development administers those programs funded with the City’s Federal Community Development Block Grant (CDBG), HOME, and American Dream Down payment Initiative (ADDI) funds to help residents and businesses maintain property values and improve the appearance of our community.

Description

The Division of Community Development (DCD) administers a number of HUD-funded low-interest loan and grant programs for Lakewood residents and business owners interested in undertaking renovations at their residential or commercial property. Programs administered by the Lakewood DCD include the following:

- 3% Low Interest Loan Program
- 5% Rental Restoration Deferred
- Deferred Loan Program
- Emergency Loan Program
- Home Improvement Grant/Rebate Program
- Home Program
- Improvement Target Area (ITA) Grant Program
- Operation Paint Brush and Labor
- Purchase and Revitalization
- Storefront Renovation
- Neighborhood Stabilization Program

Trends

- Stimulus funding delivers opportunity to compliment reduced general fund spending and temporarily fund traditionally funded CDBG programs that wouldn’t otherwise exist. These one time funds cannot be relied upon to sustain medium or long term initiatives.
- CDBG funds are trending lower year-on-year, and are in jeopardy pending the 2010 census. The Division of Community Development and half of Planning and Development budgets (personnel and operations) would be unfunded without CDBG funds.

Division Budgets

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	134,005	124,525	90,105	156,127	73%
Fringe Benefits	58,130	17,369	13,892	24,199	74%
Travel and Transportation	1,781	1,111	347	1,250	260%
Professional Services	12,542	9,821	12,917	25,025	94%
Communications	1,197	1,872	1,232	2,950	140%
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital	-	-	-	-	
Utilities					
Other	4,214	40,271	33,414	47,800	43%
Debt Service					
Transfer or Advance					
Total	211,869	194,969	151,907	257,351	69%

Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	13,300	8,256	-	-	
Fringe Benefits	2,060	3,367	-	-	
Travel and Transportation	202	2,015	-	7,000	
Professional Services	-	2,325	60	10,000	
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	2,000	
Debt Service					
Transfer or Advance					
Total	15,562	15,962	60	19,000	
TOTAL	227,431	210,931	151,967	276,351	82%

2010 Accomplishments

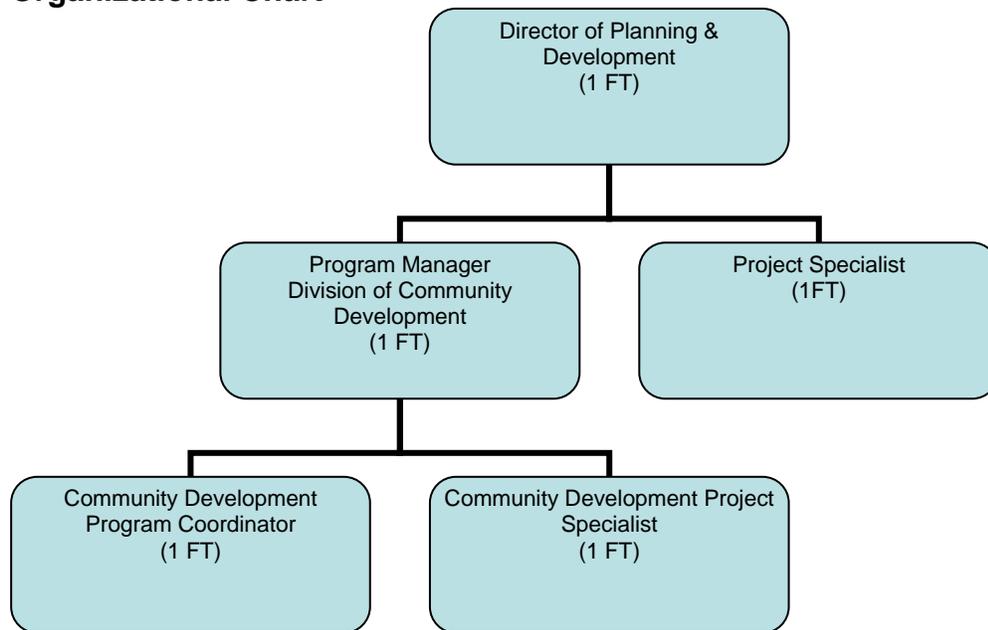
- Increased participation in Community Development programs to record levels (especially the first time homebuyer program) through improved communication and outreach, targeting neighborhoods, and partnerships with community organizations and banks.
- Started execution of NSP program, acquiring more than a dozen strategic and nuisance properties for rehabilitation, new construction, green space and commercial parking. Noted by HUD to be among top 10% in nation for allocation of NSP funds.
- \$630,000 public funds invested into housing, with \$4 million in private investment through the above residential programs. \$90,000 public funding invested into commercial storefront projects resulting from a private investment over \$500,000 plus new job growth and occupancy in previously vacant sites.

2011 & Beyond Goals

- Improved coordination with outside agencies to increase participation in housing incentive programs
- Increased use of direct allocation of NSP funds and increased utilization of County and Landbank NSP II, and NSP III funds in Lakewood. Continue to acquire strategic and/or nuisance properties and execute effective disposition strategies.
- Regular reporting of local housing conditions, city wide housing data, and inventory of state and federal initiatives / opportunities.

Division of Community Development

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Community Development				
<u>Full Time Employees</u>				
Programs Manager	1	1	1	1
Project Specialist	0	1	1	1
C. D. Program Coordinator	1	1	1	1
C. D. Project Specialist	1	1	1	1
<i>Total Full Time Employees</i>	3	4	4	4

Division of Community Relations

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 to new or prospective residents, the business community and the media.

Trends

- Have achieved significant value from division budget through earned media and information distribution channels via web site, blog, email newsletter and Facebook.

Division of Community Relations

Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	62,740	67,743	68,985	70,590	2%
Fringe Benefits	33,914	23,048	18,830	23,475	25%
Travel and Transportation	-	100	16	50	213%
Professional Services	3,947	3,766	9,530	25,590	169%
Communications	997	804	924	980	6%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	2,397	2,251	2,344	2,365	1%
Capital					
Utilities					
Other	2,395	6,310	2,985	3,020	1%
Debt Service					
Transfer or Advance					
Total	111,390	109,022	108,615	131,071	21%

2010 Accomplishments

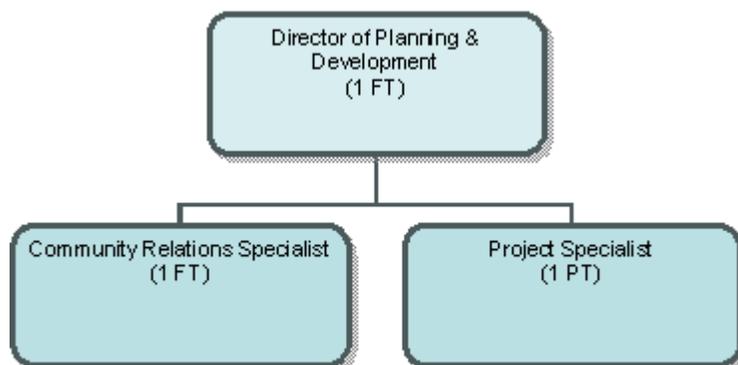
- Achieved 2009 goals and continued citywide program and events. Expanded farmers markets to include Saturdays.
- Improved information sharing through improved web presence. Doubled web traffic from new site launch, increased email distribution list and Facebook.
- Dramatically increased earned media in print, TV, radio and web coverage on city events and achievements, including housing programs, economic development achievements and planning initiatives. Coverage included winning awards for “Best Place to Raise Your Kids in Ohio,” *BusinessWeek* and “Top 10 Coolest Suburbs in US,” from *Travel + Leisure Magazine*.

2011 & Beyond Goals

- Improve quality and attendance of city events and programming.
- Develop and implement a true marketing initiative targeted to homebuyers.
- Build a new resident handbook (print and web) to guide residents to city resources and laws.

Division of Community Relations

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Community Relations				
<u>Full Time Employees</u>				
Community Relations Specialist	1	1	1	1
Project Specialist	0	0	0	0
<i>Total Full Time Employees</i>	1	1	1	1
<u>Part Time Employees</u>				
Project Specialist	1	1	1	1
<i>Total Part Time Employees</i>	1	1	1	1

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Police Division	10,468,638	10,991,688	10,648,101	11,655,834	9%
Dispatch Division	713,934	764,347	719,241	799,598	11%
Prisoner Support Division	427,296	421,260	446,310	591,038	32%
School Guards Division	245,551	174,512	180,107	181,933	1%
Animal Control Division	195,968	194,973	169,809	186,407	10%
Parking Enforcement Division	471,844	385,863	385,172	440,011	14%
Fire & EMS Department	10,084,839	10,132,825	9,595,523	9,854,777	3%
Building & Housing Department	1,195,926	1,156,879	1,128,431	1,233,004	9%
Total Expenditures	23,803,998	24,222,347	23,272,695	24,942,602	7%

Total Expenditures by Category All Funds	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Salaries	15,676,038	15,958,270	15,904,334	16,590,722	4%
Fringe Benefits	6,086,520	6,317,638	5,368,368	5,967,671	11%
Travel and Transportation	27,199	29,488	18,117	33,389	84%
Professional Services	235,999	264,565	254,394	289,171	14%
Communications	98,740	113,781	125,887	136,702	9%
Contractual Services	243,856	169,360	204,858	283,460	38%
Materials & Supplies	509,941	421,383	435,610	490,416	13%
Capital	224,567	206,029	185,150	366,438	98%
Utilities	122,310	116,227	113,125	120,000	6%
Other	148,934	161,665	202,627	194,321	-4%
Debt Service	2,393	35,576	34,812	34,811	0%
Transfer or Advance	427,500	428,365	425,412	435,500	2%
Total	23,803,998	24,222,347	23,272,695	24,942,602	7%

Total Expenditures by Category General Fund	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Salaries	14,254,260	14,503,231	14,475,727	15,051,505	4%
Fringe Benefits	3,117,667	3,197,486	2,334,277	2,906,850	25%
Travel and Transportation	17,751	15,973	11,820	16,200	37%
Professional Services	128,432	158,457	146,442	158,510	8%
Communications	93,235	109,305	120,598	128,170	6%
Contractual Services	242,707	169,341	203,914	280,560	38%
Materials & Supplies	399,374	318,793	338,592	353,906	5%
Capital	734	19,295	130,751	165,000	26%
Utilities	101,328	92,995	86,964	93,000	7%
Other	45,041	56,665	70,185	65,096	-7%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	18,400,529	18,641,541	17,919,270	19,218,797	7%

Division of Police & Law Enforcement

Mission

The Division of Police & Law Enforcement 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 three separate areas:

The 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. This Division is also responsible for the parking meter department.

The Investigative Division personnel conduct follow-up work on incidents reported to the Traffic & Patrol Division. In addition to the investigators assigned to the 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.

The Administration and Services Division is 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. Animal Control is under the supervision of this division.

Trends

- While full staffing was maintained for the majority of 2010 several retirements will happen in 2011 and staffing will be impacted.
- The criminal nuisance activity ordinance has been used on several dozen problem properties to reduce calls for service and abate the nuisances to the neighborhoods.

Division of Police & Law Enforcement

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries	7,011,711	7,400,272	7,460,573	7,941,035	6%
Fringe Benefits	1,346,018	1,429,607	1,031,442	1,331,675	29%
Travel and Transportation					
Professional Services	44,392	43,409	33,615	38,700	15%
Communications	66,054	75,911	87,561	89,000	2%
Contractual Services	108,598	101,415	81,630	105,525	29%
Materials & Supplies	247,839	181,629	191,851	202,585	6%
Capital	734	3,416	34,071	30,000	-12%
Utilities					
Other	21,571	34,242	43,731	38,225	-13%
Debt Service					
Transfer or Advance					
Total	8,846,918	9,269,901	8,964,473	9,776,744	9%

Police Pension Fund (Fund 220)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries					
Fringe Benefits	1,252,415	1,315,114	1,342,372	1,364,397	2%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	206,226	206,643	203,308	206,000	1%
Total	1,458,641	1,521,757	1,545,680	1,570,397	2%

Law Enforcement Trust Fund (Fund 222)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries	5,001	3,150	2,261	25,000	1006%
Fringe Benefits	95	33	46	1,113	2333%
Travel and Transportation	6,513	9,973	3,229	13,016	303%
Professional Services	34,892	21,735	19,734	29,500	49%
Communications	2,229	1,578	1,675	3,200	91%
Contractual Services	1,140	-	920	2,900	215%
Materials & Supplies	46,431	39,675	30,955	48,675	57%
Capital	36,957	52,937	14,420	56,463	292%
Utilities					
Other	14,275	13,253	19,480	15,825	-19%
Debt Service					
Transfer or Advance					
Total	147,532	142,334	92,721	195,692	111%

Division of Police & Law Enforcement

Federal Forfeiture Fund (Fund 225)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	5,245	8,731	-	21,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	5,245	8,731	-	21,000	

Enforcement & Education Fund (Fund 231)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	2,773	11,374	1,345	20,000	1387%
Capital	7,530	12,592	2,361	47,000	1891%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	10,303	23,966	3,706	67,000	1708%

Byrne Memorial Grant Fund (Fund 276)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries	-	20,670	20,670	20,670	0%
Fringe Benefits	-	4,330	4,330	4,330	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	16,521	-	-100%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	25,000	41,521	25,000	-40%

TOTAL EXPENDITURES	10,468,638	10,991,688	10,648,101	11,655,834	9%
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Division of Police & Law Enforcement

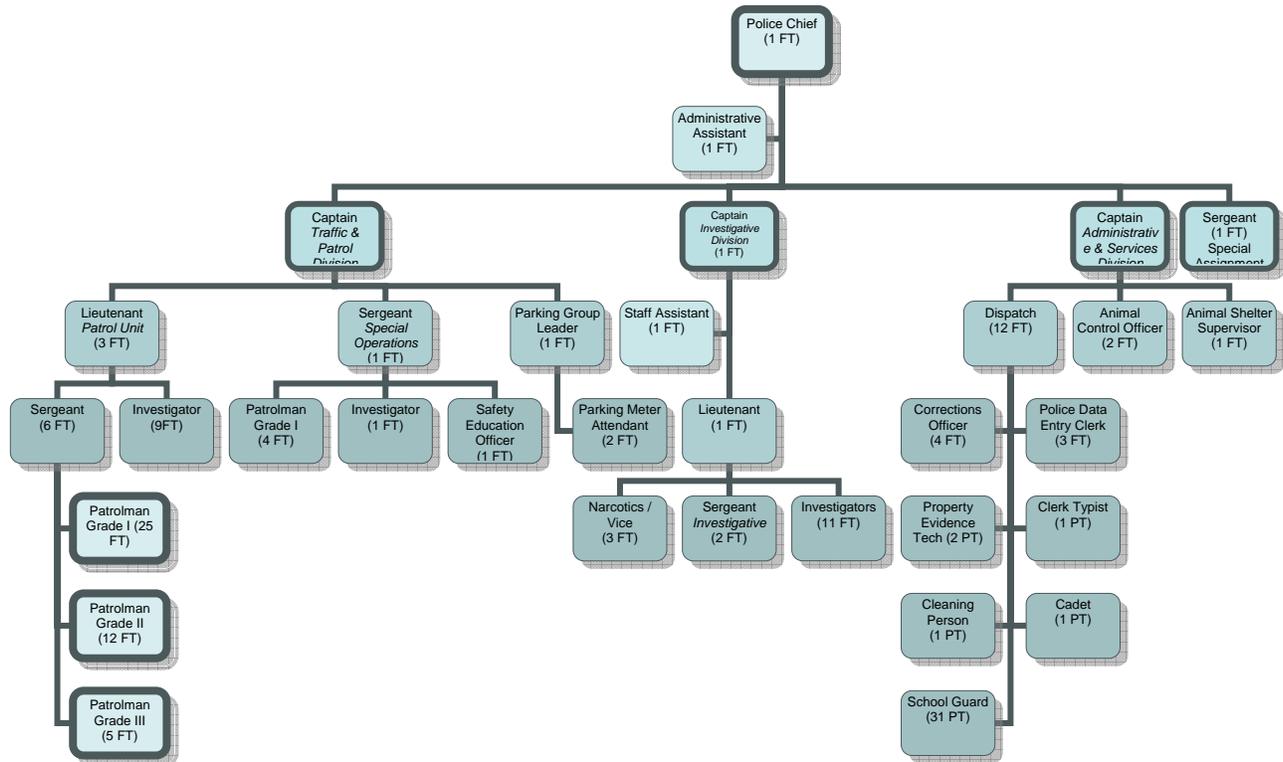
2010 Accomplishments

- Grants utilized for purchase of police vehicles, DARE officer salaries, Special Overtime Details, and park surveillance cameras.
- Increased interaction with Neighborhood Police Officers with citizen groups and increased participation with Block Clubs.
- Traffic enforcement has seen an increase of 6% for the year due to intensive efforts of the uniformed division.

2011 & Beyond Goals

- Convert processing of prisoners from a paper system to a computer based system.
- Increase physical space of Detective Bureau to include one additional interview room.
- Increase available hours to be covered by Part Time Officers to allow Full Time Officers more time for proactive policing.

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

Police Division	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
<u>Full Time Employees</u>				
Police Chief	1	1	1	1
Administrative Assistant	1	1	1	1
Captain	3	3	3	3
Lieutenant	4	4	4	4
Sergeant	10	10	10	10
Investigator	24	20	20	20
Patrolman grade I	33	33	33	33
Patrolman grade II	6	6	6	6
Patrolman grade III	10	11	12	12
Patrol Officer - S.E.	1	1	1	1
Police Data Entry Clerk	4	4	3	3
Neighborhood Police Officer	0	4	4	4
Staff Assistant	1	1	1	1
Total Full Time Employees	98	99	99	99
<u>Part Time Employees</u>				
Patrol Officers	2	5	5	10
Property Evidence Tech.	2	2	2	2
Cadet	1	0	0	0
Total Part Time Employees	5	7	7	12

Division of Prisoner Support

Division of Prisoner Support

Description

The Lakewood City Jail is designated as a 12-day facility and operates under the standards established by the Ohio Bureau of Adult Corrections. Four Correction Officers staff the Jail. They are assisted by Patrol Officers that have received training in Ohio Jail Standards. The female dispatchers handle contact with the female prisoners.

Under the Cuyahoga County Pilot Program felony prisoners are transported to the county jail within 48 hours of arrest. This has helped with the overcrowding of our jail. The housing and medical costs that we incur for prisoners housed elsewhere for Cuyahoga County are billed back to Cuyahoga County.

The division operates four distinct functions: Housing of prisoners at the Lakewood Jail, and at other facilities due to overcrowding and limitations of the Lakewood Jail; Medical assistance to prisoners; Cleaning of jail property; and Feeding of prisoners.

Trends

- Costs for prisoners housed at other facilities has trended downward. Cuyahoga County now provides for all prisoners resulting in Lakewood not paying housing costs upfront for their prisoners.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	155,378	168,080	158,106	193,432	22%
Fringe Benefits	74,907	78,080	68,775	77,891	13%
Travel and Transportation					
Professional Services	30,337	50,942	52,578	52,500	0%
Communications					
Contractual Services	115,651	57,139	107,690	157,500	46%
Materials & Supplies	51,022	59,513	50,594	49,715	-2%
Capital	-	7,506	8,567	60,000	600%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	427,296	421,260	446,310	591,038	32%

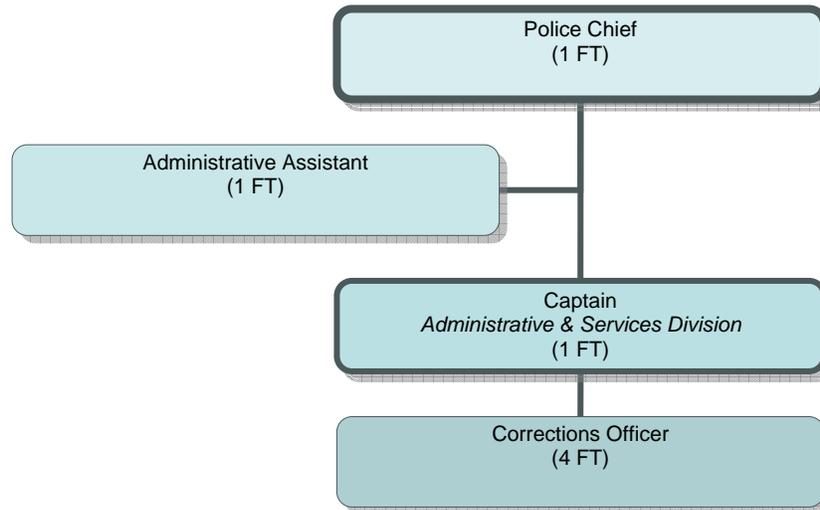
2010 Accomplishments

- Improvements began to update booking window and improve prisoner security.
- Lower costs negotiated with other facilities for prisoner housing.

2011 & Beyond Goals

- Obtain full staffing of four Corrections Officers

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Prisoner Support Division				
<u>Full Time Employees</u>				
Corrections Officer	4	3	3	4
<i>Total Full Time Employees</i>	4	3	3	4
<u>Shared Full-Time Employees</u>				
Cleaning Person	0	1	1	1

Dispatch Division

Dispatch Division

Description

The Dispatch Division receives 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.

Trends

- Staffing has been reduced by one full time position.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	492,928	505,162	511,151	560,505	10%
Fringe Benefits	195,724	233,704	181,448	211,993	17%
Travel and Transportation					
Professional Services	10,002	9,262	9,442	9,600	2%
Communications					
Contractual Services					
Materials & Supplies	730	349	-	-	
Capital					
Utilities					
Other	14,550	15,870	17,200	17,500	2%
Debt Service					
Transfer or Advance					
Total	713,934	764,347	719,241	799,598	11%

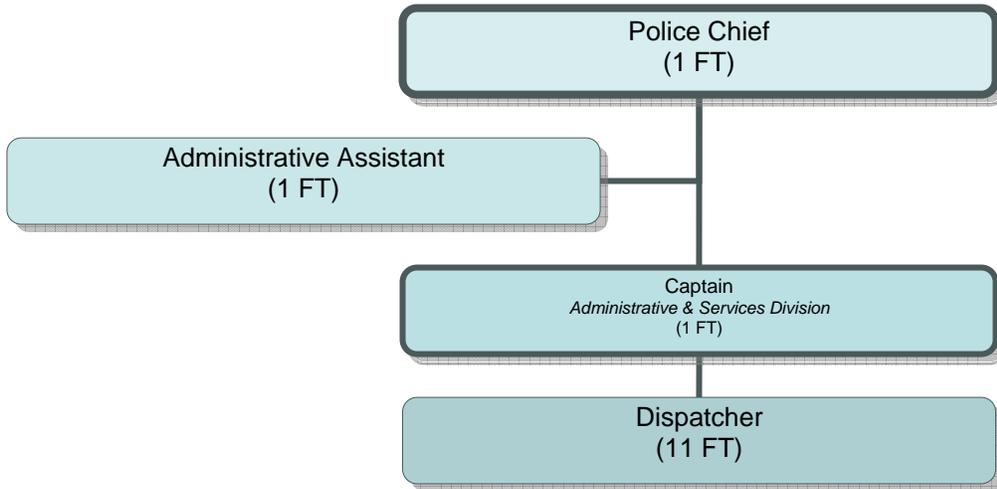
2010 Accomplishments

- Quality control procedures adapted by Division Commander.

2011 & Beyond Goals

- Increase in Advanced Training for Dispatchers in protocols and procedures.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Dispatch Division				
<u>Full Time Employees</u>				
Dispatcher	11	11	10	12
<i>Total Full Time Employees</i>	11	11	10	12

Parking Enforcement Division

Parking Enforcement Division

Mission

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.

Description

The Parking Division is staffed by three full-time employees. It is responsible for all the collection, ticketing, maintenance, and operation of the parking meters in the city.

Trends

- Parking Control Officers are becoming proficient in utilizing electronic citation writers.

Division Budget

Parking Facilities Fund (Fund 520)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	140,902	137,381	138,273	146,135	6%
Fringe Benefits	66,039	51,714	54,745	60,618	11%
Travel and Transportation					
Professional Services	734	713	-	3,715	
Communications	478	500	475	532	12%
Contractual Services	9	20	24	-	-100%
Materials & Supplies	8,633	13,325	15,815	18,400	16%
Capital	146,177	49,034	21,097	60,000	184%
Utilities	20,981	23,232	26,160	27,000	3%
Other	85,497	74,368	90,159	84,300	-6%
Debt Service	2,393	35,576	34,812	34,811	0%
Transfer or Advance	-	-	3,612	4,500	25%
Total	471,844	385,863	385,172	440,011	14%

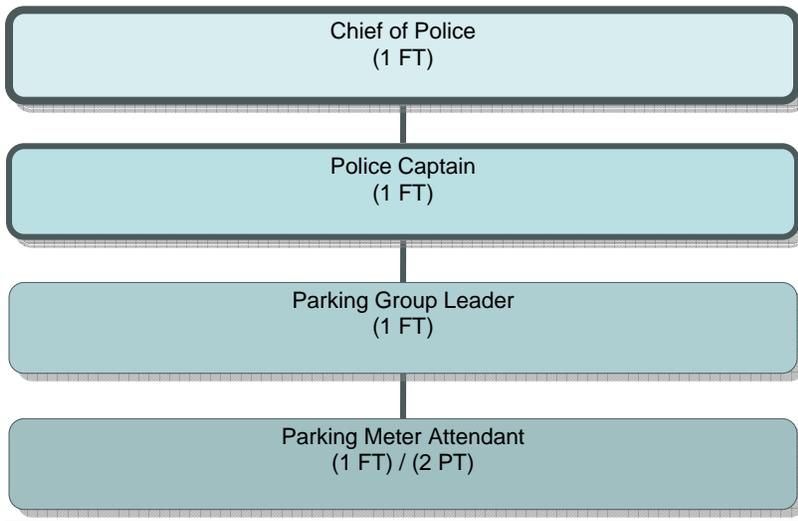
2010 Accomplishments

- Parking Control Officers have converted to electronic ticket writers exclusively.
- Conversion completed from criminal to civil for parking violations.

2011 & Beyond Goals

- Increase proficiency and productivity using electronic ticket writers.
- Obtain training on software and repair of electronic meters.

Organizational Chart



Personnel Staffing				
	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Parking Enforcement Division				
<u>Full Time Employees</u>				
Group Leader	1	1	1	1
Parking meter attendant	2	2	2	1
<i>Total Full Time Employees</i>	3	3	3	2
<u>Part-Time Employees</u>				
Parking meter attendant	0	0	0	2

Division of Animal Control

Division of Animal Control

Description

Animal Control operates the Lakewood Animal Shelter located at 1299 Metropark Drive, and enforces local animal control codes in addition to providing nuisance animal trapping, and general information regarding animal concerns. The Division also administers the Pet Adoption Program, which was started in 1989, and is supported through donations from the Citizens Committee for a Lakewood Animal Shelters.

Trends

- Animal Control saw two Officers obtain other positions in the City which resulted in lower personnel costs. Two new Officers have been hired which will bring expenses in 2011 back to normal levels.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	122,056	122,087	113,300	116,211	3%
Fringe Benefits	56,090	56,572	41,910	54,629	30%
Travel and Transportation					
Professional Services	1,129	869	715	775	8%
Communications	1,308	1,367	1,590	1,620	2%
Contractual Services	618	684	921	1,025	11%
Materials & Supplies	3,823	2,740	2,628	3,100	18%
Capital					
Utilities	10,885	10,610	8,700	9,000	3%
Other	60	44	46	46	
Debt Service					
Transfer or Advance					
Total	195,968	194,973	169,809	186,407	10%

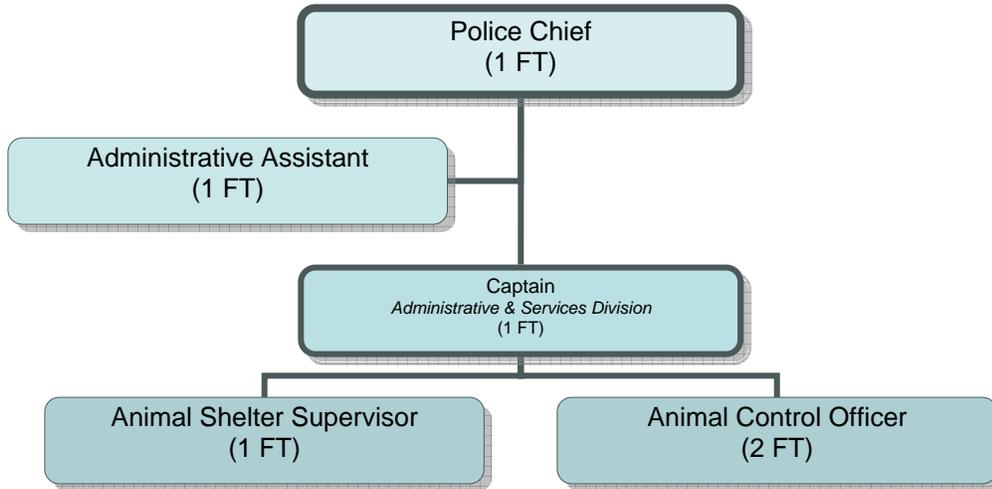
2010 Accomplishments

- First Animal Control Officer completed training in Animal Cruelty Investigations.

2011 & Beyond Goals

- Further basic and advanced training for Animal Control Officers.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Animal Control Division				
<u>Full Time Employees</u>				
Animal Control Officer	2	2	2	2
Animal Shelter Supervisor	1	1	1	1
Total Full Time Employees	3	3	3	3

Division of Crossing Guards

Division of Crossing 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 and afternoon school crossings.

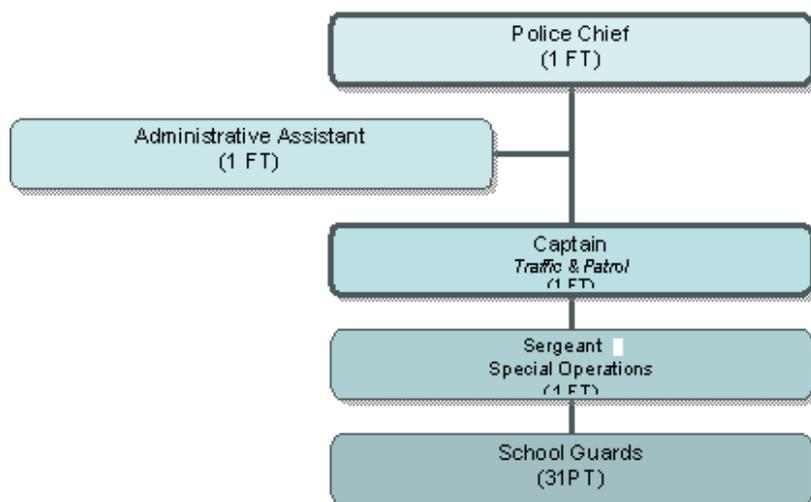
Trends

- In recent budgets we have reduced hours worked through the elimination of lunchtime crossings. Each year the locations of Crossing Guards are reviewed for proper posting.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	210,185	148,746	153,014	154,544	1%
Fringe Benefits	35,366	25,288	26,654	26,889	1%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	478	439	500	14%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	245,551	174,512	180,107	181,933	1%

Organizational Chart



Personnel Staffing

Crossing Guards Division	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
<u>Part Time Employees</u>				
Crossing Guards	31	31	31	31
<i>Total Part Time Employees</i>	31	31	31	31

Division of Fire & EMS

Description

The Division of Fire is tasked with fire prevention, fire safety education, fire and medical rescue operations, and hazard abatement. There are 88 members of the Division of Fire, organized into two areas; staff-support and line operations.

The staff-support area is comprised of Fire Administration, the Mechanics Division and the Fire Prevention Bureau, which is responsible for fire investigations, high-hazard target inspection and re-inspections of all commercial properties cited through the fire company inspection program.

The line operations area consists of Stations 1, 2, and 3 - each equipped with an engine company and/or ladder company as well as an advanced life support medical transport squad. The primary responsibilities are fire/rescue and medical response operations. Fire personnel also respond to hazardous conditions such as gas leaks, downed power lines, chemical emergencies, rescues and extrications. Fire Company personnel perform commercial building inspections, building pre-plans, and annual hydrant testing and maintenance.

Trends

- A comprehensive regional fire study involving the Westshore cities has been completed and presented to the public. This study emphasizes the need for closer cooperation among the communities involved, in order to continue providing efficient and cost-effective fire protection and EMS service. Results of this study will be closely reviewed and evaluated to determine the best practices for improving the City of Lakewood's Division of Fire operations.
- To increase interoperability among emergency responders, the Fire Service is moving towards a narrow band 800 MHZ radio system. Due to a regional grant awarded the City of Westlake, for which Lakewood was a recipient of funds, we are able to implement this upgraded communications system within the Division of Fire at a reduced cost to the City of Lakewood.
- Emergency Management demands on planning resources and time allocation continues to trend upward. As a result, a revised Emergency Operations Plan for the City of Lakewood will need to be addressed by the new LFD administration in the coming years.

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	5,563,017	5,476,937	5,401,127	5,378,579	0%
Fringe Benefits	1,099,618	1,081,548	758,018	915,413	21%
Travel and Transportation	576	1,334	87	3,700	4153%
Professional Services	17,232	33,838	26,221	32,635	24%
Communications	17,923	24,676	23,641	24,050	2%
Contractual Services	17,839	10,103	13,673	16,510	21%
Materials & Supplies	93,388	71,603	90,162	94,956	5%
Capital	-	8,373	56,113	70,000	25%
Utilities	90,443	82,385	78,264	84,000	7%
Other	3,250	2,695	3,633	3,925	8%
Debt Service					
Transfer or Advance					
Total	6,903,287	6,793,491	6,450,940	6,623,768	3%

Firemen's Pension Fund (Fund 221)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits	1,343,519	1,352,559	1,289,798	1,261,376	-2%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	221,274	221,722	218,492	225,000	3%
Total	1,564,793	1,574,281	1,508,290	1,486,376	-1%

Lakewood Hospital Special Revenue Fund (Fund 260)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	1,168,865	1,181,267	1,155,200	1,216,635	5%
Fringe Benefits	289,390	378,343	324,166	348,053	7%
Travel and Transportation	372	1,222	991	1,300	31%
Professional Services	71,615	83,359	82,024	82,100	0%
Communications	2,167	2,040	2,502	3,750	50%
Contractual Services					
Materials & Supplies	52,449	38,033	48,629	49,045	1%
Capital				15,000	
Utilities					
Other	3,977	17,349	22,782	28,750	26%
Debt Service					
Transfer or Advance					
Total	1,588,835	1,701,613	1,636,293	1,744,633	7%

Division of Fire & EMS

FEMA Fund (Fund 278)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	27,924	63,440	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	27,924	63,440	-	-	
TOTAL EXPENDITURES	10,084,839	10,132,825	9,595,523	9,854,777	3%

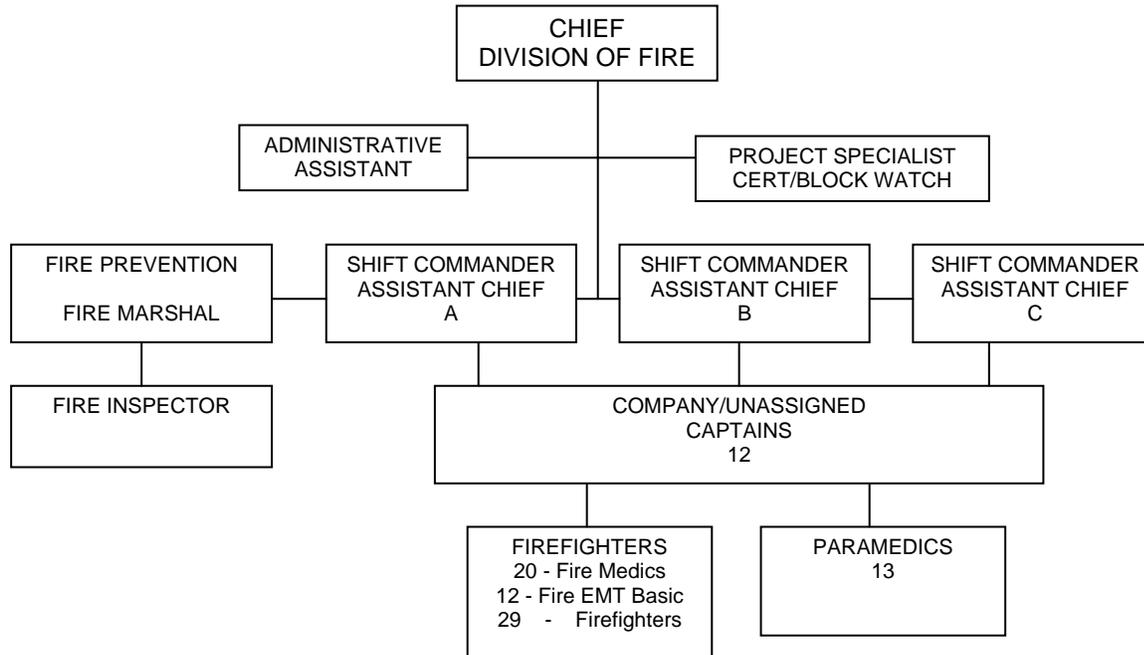
2010 Accomplishments

- Completed promotional testing for Chief, Assistant Chief, Fire Marshal and Captains positions. Promoted two Assistant Chiefs, three Captains, and hired four new Firefighter/Paramedics. Identified new Chief and Fire Marshal.
- Purchased and installed new Records Management System and began training of departmental members. System will replace unsupported dBase program. Changeover of system is targeted for 1-1-11.
- Obtained laptop computers from St. John Westshore for EMS vehicles, to improve patient care record keeping and efficiency. Medical personnel are receiving training, and a start-up date of mid-November is planned.

2011 & Beyond Goals

- Transfer all dBase records and data into new FIREHOUSE Software program. Greatly reduce paperwork and duplication of record keeping by implementing new system.
- Revise General Orders to reflect changes in computer operating system and newly acquired communications equipment. Develop new Operating Procedures to improve the efficiency of emergency operations, safety, and manpower utilization.
- Complete upgrade of communications equipment to meet the unfunded FCC mandate using grant money and Capital improvement funds.

Organizational Chart



Personnel Staffing

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Fire & EMS Division				
<u>Full Time Employees</u>				
Fire Chief	1	1	1	1
Assistant Chief	3	3	3	3
Fire Captain	12	12	12	12
Fire Marshall	1	1	1	1
Firefighter I	48	48	45	45
Firefighter II	4	2	4	4
Firefighter III	4	4	4	4
Fire Electrician/Mechanic	3	3	3	3
Fire Inspector	1	1	1	1
Paramedic Supervisor	3	3	3	3
Paramedic	10	10	10	10
Administrative Assistant II	1	1	1	1
Total Full Time Employees	91	89	88	88

Division of Building & Housing

Division of Building & Housing

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.

Trends

- Experienced a projected increase in contractor estimated work in Lakewood of approximately \$5.0 million with much in residential investment.
- Related fees received are projected to have increased a projected \$75-\$100K over 2009.
- It is anticipated that commercial and residential work which showed a slight recovery in 2010 over 2009, will continue or least remain stable for 2011.
- It is also anticipated that a higher than normal rate for complaint inspections in 2011, as Lakewood continues to deal with the foreclosed properties crisis.

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	698,986	681,948	678,456	707,199	4%
Fringe Benefits	309,943	292,686	226,031	288,359	28%
Travel and Transportation	17,175	14,639	11,733	12,500	7%
Professional Services	25,339	20,136	23,871	24,300	2%
Communications	7,949	7,351	7,806	13,500	73%
Contractual Services					
Materials & Supplies	2,573	2,481	2,918	3,050	5%
Capital	-	-	32,000	5,000	-84%
Utilities					
Other	5,610	3,813	5,574	5,400	-3%
Debt Service					
Transfer or Advance					
Total	1,067,575	1,023,056	988,390	1,059,308	7%

Division of Building & Housing

Community Development Block Grant Fund (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	107,010	112,570	112,626	130,777	16%
Fringe Benefits	17,395	18,060	18,899	20,935	11%
Travel and Transportation	2,564	2,319	2,082	2,873	38%
Professional Services	326	300	6,162	15,346	149%
Communications	632	358	423	1,050	148%
Contractual Services					
Materials & Supplies	280	183	179	390	118%
Capital	-	-	-	1,975	
Utilities					
Other	145	31	17	350	2011%
Debt Service					
Transfer or Advance					
Total	128,351	133,823	140,388	173,696	24%

TOTAL EXPENDITURES	1,195,926	1,156,879	1,134,376	1,266,882	12%
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2010 Accomplishments

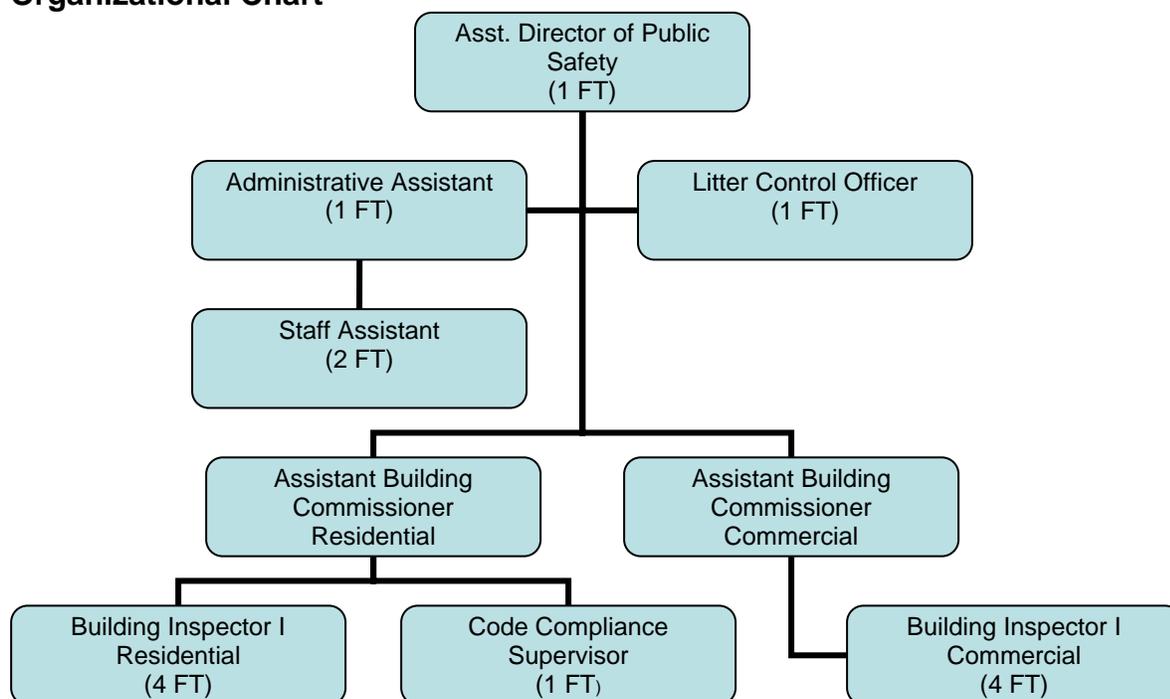
- The Department will have conducted over 20,000 inspections for the permitted work, complaints, prior to sale, certificate of occupancy and other code related items.

2011 & Beyond Goals

- Fully implement the new web-based software program for Code Enforcement, Permitting, and Licensing, bringing a transparency to the department which it has never had.

Division of Building & Housing

Organizational Chart



Personnel Staffing

	As of Dec. 31 2008	As of Dec. 31 2009	As of Nov. 15 2010	Proposed 2011
Division of Building & Housing				
Asst. Director of Public Safety	0	1	1	1
Project Administrator	1	1	0	0
Assistant Building Commissioner	1	2	2	2
Building Inspector I	8	8	8	8
Litter Control Officer	1	1	1	1
Code Compliance Supervisor	1	1	1	1
Staff Assistant I	2	2	2	2
Administrative Assistant II	1	1	1	1
Total Full Time Employees	15	17	16	16

Budget Overview of Public Works

Total Expenditures by Division All Funds	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Public Works Admin	114,451	194,095	285,435	398,806	40%
Street Lighting	506,420	522,376	619,250	631,635	2%
Parks & Public Property	2,320,640	1,986,120	2,044,262	2,389,501	17%
Streets & Forestry	2,552,035	2,043,646	2,392,460	2,787,493	17%
Refuse & Recycling	4,496,111	3,759,247	3,313,720	3,509,602	6%
Fleet	854,111	1,330,967	1,340,530	1,432,517	7%
Engineering	1,066,113	1,382,474	1,241,277	947,728	-24%
Water & Wastewater Collection	12,996,760	11,599,290	11,641,026	12,835,822	10%
Wastewater Treatment Plant	5,260,322	6,545,087	6,840,733	5,432,226	-21%
Winterhurst	560,479	383,097	578,115	576,350	0%
Total Expenditures	30,727,442	29,746,399	30,296,807	30,941,681	2%
Total Expenditures by Category All Funds	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Salaries	8,022,025	7,523,610	6,999,614	7,446,535	6%
Fringe Benefits	3,589,480	3,223,395	2,530,773	2,937,685	16%
Travel and Transportation	5,028	4,098	2,900	6,975	141%
Professional Services	321,934	309,019	292,288	429,495	47%
Communications	97,103	91,749	97,009	98,660	2%
Contractual Services	1,325,824	1,260,466	1,455,961	1,656,947	14%
Road Salt	275,465	145,090	324,437	280,000	-14%
Materials & Supplies	1,396,088	1,260,731	1,502,489	1,691,785	13%
Capital	3,553,696	2,217,120	3,799,252	2,728,500	-28%
Utilities	1,718,664	1,820,617	2,020,480	2,031,519	1%
Purchased Water	5,981,162	6,273,135	6,637,422	6,700,000	1%
Other	564,897	785,608	813,936	835,904	3%
Debt Service	3,026,076	2,431,762	2,470,820	2,498,627	1%
Transfer or Advance	850,000	2,400,000	1,349,425	1,599,050	18%
Total Expenditures	30,727,442	29,746,399	30,296,807	30,941,681	2%

Total Expenditures by Category General Fund	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Salaries	4,347,054	4,090,176	3,750,323	3,882,386	4%
Fringe Benefits	1,993,793	1,745,617	1,352,511	1,579,012	17%
Travel and Transportation	784	553	460	575	25%
Professional Services	109,894	54,894	65,829	77,839	18%
Communications	26,277	22,796	27,184	26,555	-2%
Contractual Services	1,090,321	975,895	1,015,517	1,009,065	-1%
Materials & Supplies	573,711	691,275	797,956	904,090	13%
Capital	1,982	11,787	138,212	213,000	54%
Utilities	930,473	861,019	976,980	996,035	2%
Other	10,837	16,521	13,078	13,156	1%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	9,085,127	8,470,532	8,138,050	8,701,712	7%

Division of Public Works Administration

Division of Public Works Administration

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, Engineering and Winterhurst.

The Public Works Administration Division is also responsible for operating the City Hall switchboard and issuing permits for various for public parking lots, pavilion rentals, and for contractors performing work in the public right of way.

Trends

- Continue to manage Lakewood's Energy Efficiency and Conservation Block Grant (EECBG).
- Begin a proposal for improvements to the Refuse and Recycling Drop-off Facility using funds from NOPEC's Powering Our Communities Grant

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010- 2011
Expenditures by Category					
Salaries	76,799	112,423	111,951	113,707	2%
Fringe Benefits	29,101	29,904	33,289	41,042	23%
Travel and Transportation	213	128	162	225	
Professional Services	696	726	1,006	1,175	17%
Communications	1,512	1,432	1,228	1,300	6%
Contractual Services	-	1,007	1,808	3,000	66%
Materials & Supplies	896	791	1,042	1,100	6%
Capital					
Utilities					
Other	80	952	154	175	14%
Debt Service					
Transfer or Advance					
Total	109,297	147,362	150,640	161,724	7%

Division of Public Works Administration

Energy Efficiency and Conservation Block Grant (Fund 244)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	-	-	4,350	24,770	
Fringe Benefits	-	-	672	3,283	
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	37,768	122,509	204,971	67%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	37,768	127,531	233,024	83%

Community Festival (Fund 212)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	4,599	7,776	6,301	3,500	-44%
Fringe Benefits	555	1,188	964	558	-42%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	5,154	8,964	7,264	4,058	-44%

TOTAL EXPENDITURES	114,451	194,095	285,435	398,806	40%
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Division of Street Lighting Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Utilities	506,420	522,376	619,250	631,635	2%
Total	506,420	522,376	619,250	631,635	2%

Division of Public Works Administration

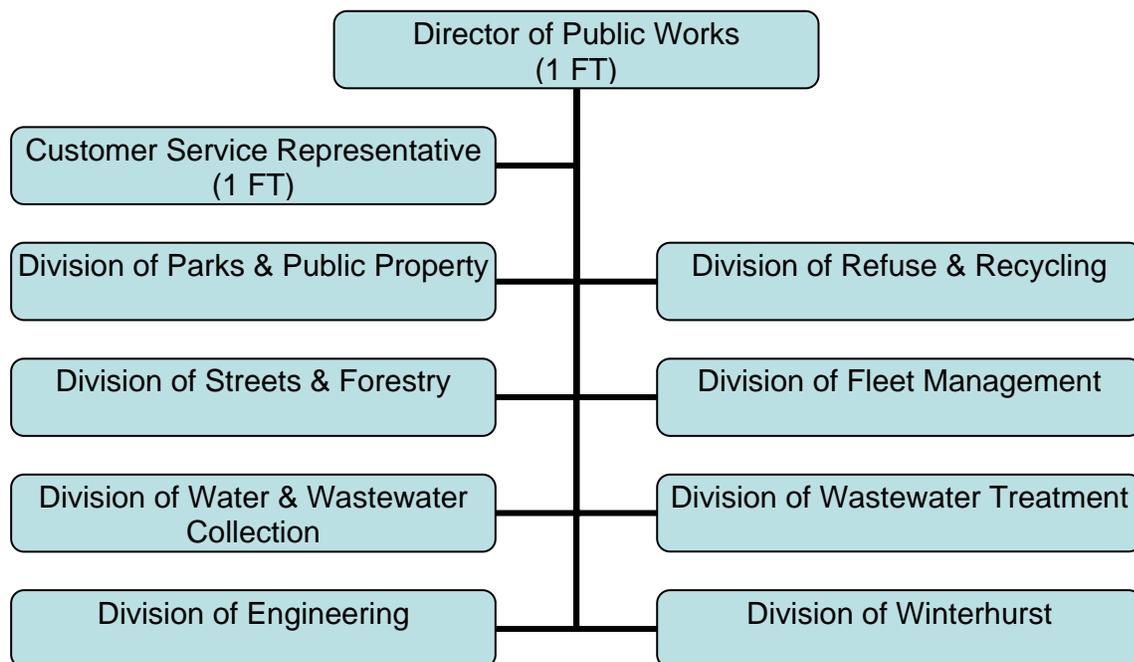
2010 Accomplishments

- Beginning the second phase of the EECBG.
- Beginning the city sign inventory for compliance to the Manual of Uniform Traffic Control Devices.

2011 & Beyond Goals

- Assessment and revision of Public Works permit fees so that they are more in line with general standards.
- Coordinate upgrades to Lakewood's GIS program with various City departments.

Organizational Chart



Division of Public Works Administration

Personnel Staffing

Public Works Administration	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Director of Public Works	1	1	1	1
Administrative Assistant II	0	0	0	0
Customer Service Rep	1	1	1	1
Total Full Time Employees	2	2	2	2

Division of Parks & Public Property

Division of Parks and Public Property

Description

The Division of Parks and Public Property is responsible for the maintenance and upkeep of all publicly-owned properties, City Facilities, Lakewood’s 75 acres of parks property and an additional 75 acres of green space. The Division is comprised of the following units:

- Security
- Parks (Groundskeepers)
- Building and Facilities
- Construction
- Swimming Pools
- Band Concerts
- Museums
- 4th of July
- Tennis Courts

Trends

- Increased budgets to cover more expenses with yearly General Fund resources rather than paying over time for improvements.
- Increases in Security budget to include additional Parks security guards in 2010 and 2011. Also includes more consistent security at the Women’s Club Pavilion since 2009 when rental fees were increased.
- Using CDBG funding to pay for improvements to parks that qualify for them.

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Program					
Parks	1,210,326	1,037,782	1,075,831	1,189,238	11%
Construction	308,561	333,913	304,056	378,662	25%
Security	39,015	55,755	87,967	90,051	2%
Building and Facilities	584,876	449,536	452,269	491,684	9%
Band Concerts	28,897	30,658	27,866	28,137	1%
Museums	9,071	10,999	10,281	10,500	2%
Swimming Pools	72,983				
Fourth of July Festival	49,281	47,822	45,359	47,779	5%
Tennis Courts	17,629	15,288	13,226	13,450	2%
Total	2,320,640	1,981,753	2,016,855	2,249,501	12%

Division of Parks & Public Property

General Fund (Fund 101) Expenditures by Category	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Salaries	1,159,932	1,043,018	1,033,392	1,082,496	5%
Fringe Benefits	530,367	440,508	351,365	412,185	17%
Travel and Transportation	-	-	118	120	
Professional Services	40,070	36,133	35,694	35,845	0%
Communications	12,790	9,536	13,212	11,680	-12%
Contractual Services	55,942	56,759	63,339	69,900	10%
Materials & Supplies	141,777	97,324	130,817	230,303	76%
Capital	-	-	76,851	90,000	17%
Utilities	376,167	295,566	308,933	313,800	2%
Other	3,596	2,909	3,133	3,173	1%
Debt Service					
Transfer or Advance					
Total	2,320,640	1,981,753	2,016,855	2,249,501	12%

City Park Improvement (Fund 405) Expenditures by Category	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Capital	-	4,367	358	70,000	19453%
Total	-	4,367	358	70,000	19453%

CDBG (Fund 240) Expenditures by Category	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Capital	-	-	27,049	70,000	159%
Total	-	-	27,049	70,000	159%

TOTAL	2,320,640	1,986,120	2,044,262	2,389,501	17%
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2010 Accomplishments

- **Supplementary services provided outside of City parks:**
 - High Grass property abatement
 - Maintain properties purchased by the City
 - Provided staffing for School Crossing Guards

- **Parks projects in 2010:**
 - Madison Park:
 - Usher Field backstop, fence and dugout upgrades
 - West bleacher removal
 - Walking path connector on west side of tennis courts (CDBG)
 - Provided support for LCSC garden and fund raiser event
 - Provided support for Madison Branch Library Learning Garden
 - Establish an improved maintenance program on soccer field turf
 - Repair and update soccer field sprinkler system

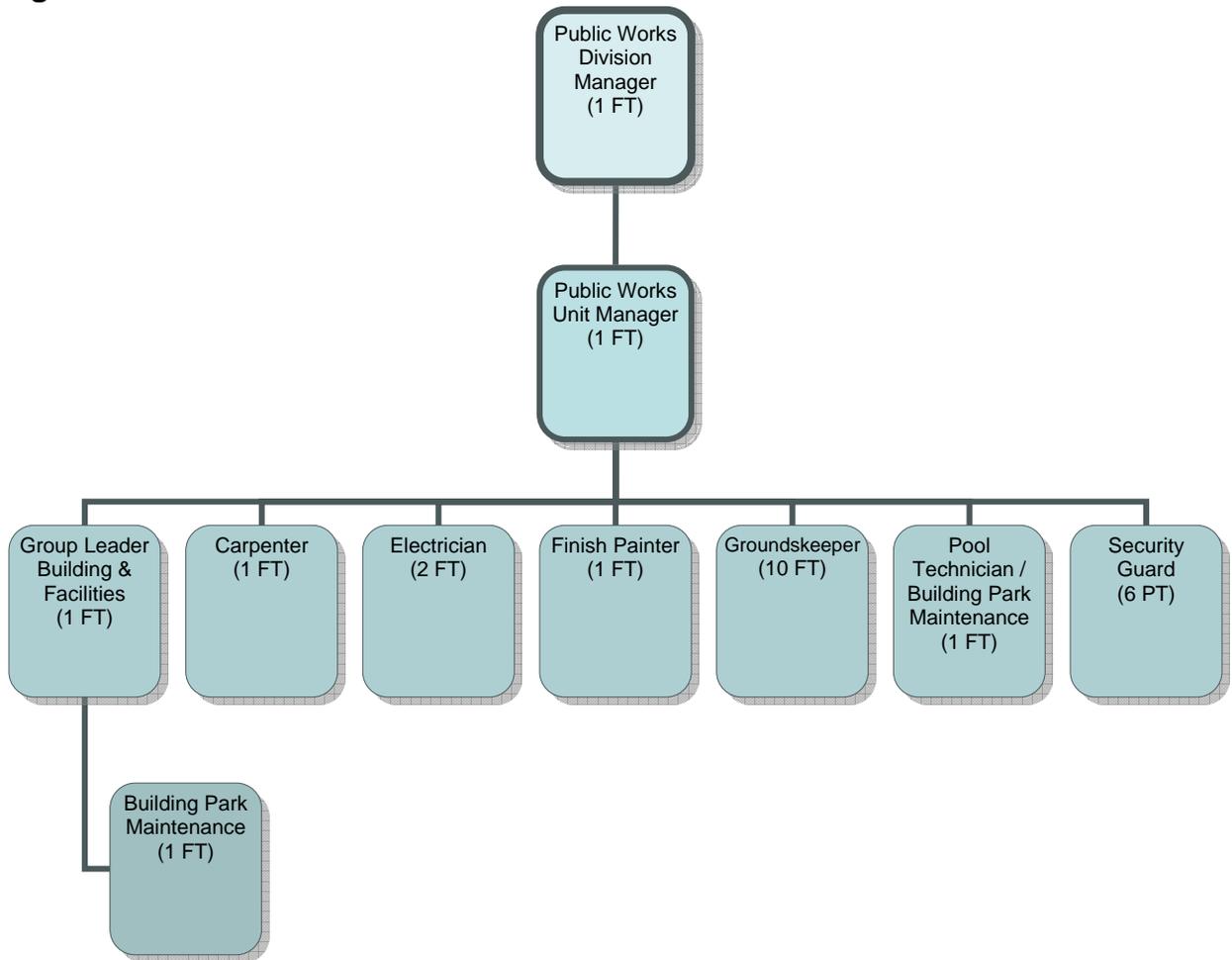
Division of Parks & Public Property

- Kauffman Park:
 - Improve outfield fence at Foxx Field
 - Begin work to remove Little Links
 - Support LOBC with installing pilot project new basketball hoops
- Lakewood Park:
 - Sand volleyball court upgrades
 - Support and assist with new Recess Rocks event
- **Facilities projects in 2010:**
 - Installation of regenerative panels at Refuse and City Hall for DPF program
 - Booking room upgrades at Police Department
 - Installation of hot water boiler at Fire Station # 1
 - Remodeling improvements in Human Resources, Finance, Fleet and Human Services

2011 & Beyond Goals

- Install gazebo at Lakewood Park from ODNR Nature Works Grant
- Replace the lakefront swings at Lakewood Park
- Update the electric for the volleyball courts
- Upgrade playground equipment at Park Row Park (CDBG)
- Replace man doors at Lakewood Park Restrooms
- Install siding on the skate house and replace doors
- Update the skate house restrooms at Lakewood Park
- Make various upgrades at the Band Show
- Install new grills at Madison and Lakewood Parks
- Remove north bleachers at Madison Park
- Install new aluminum bleachers at Usher Field
- Continue with fence replacement at Usher Field
- Reconfigure walking paths at Madison Park (CDBG)
- Replace scoreboard at Foxx Field
- Install LED lighting on Alameda Island, Kiwanis Pavilion and other locations (EECBG)
- Continue updating existing playground equipment at all parks

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Security				
Part-Time Employees				
Security Guard	5	2	6	6
Total Part-Time Employees	5	2	6	6
Parks				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Groundskeeper	10	9	10	10
Pool Tech/Bldg. Park Maintenance	1	1	1	1
Total Full Time Employees	13	12	13	13
Buildings & Facilities				
Full Time Employees				
Group Leader	1	1	1	1
Building Park Maintenance	1	1	1	1
Total Full Time Employees	2	2	2	2
Part-Time Employees				
Security Guard	3	3	0	0
Clerk/Receptionist	1	1	0	0
Total Part-Time Employees	4	4	0	0
Construction				
Full Time Employees				
Carpenter	1	1	1	1
Electrician	2	2	2	2
Finish Painter	1	1	1	1
Total Full Time Employees	4	4	4	4

Division of Streets & Forestry

Description

The Streets Maintenance and Repair Unit is responsible for street pavement maintenance operations, pavement and sidewalk repair following City utility work, snow and ice control, street sweeping, and the fall leaf collection.

The Traffic Signs & Signals Unit maintains all street signs and traffic signals and performs pavement striping throughout 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.

Specific responsibilities of Traffic Signs & Signals Division include:

- Maintaining all signs within the city right-of-way;
- Creating signs and decals requested by various city departments;
- Printing parking permits and decals;
- Maintaining all street markings, including centerlines, crosswalks, stopbars, railroad crossings, traffic islands, and parking lots;
- Painting parking lines on the grass for special events;
- Maintaining and servicing all traffic lights within the city;
- Maintaining all conduit related to traffic signals;
- Upgrading the electronic signal system;
- Installing and removing non-traffic items such as banners, flags, hanging flower baskets, etc.
- Graffiti abatement

The Forestry Unit 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. The department has a crew of certified arborists equipped to trim branches, remove diseased trees including the stumps, plant new trees and shred the resulting wastes for recycling into mulch.

Trends

- Continue to use a salt use reduction plan that began in 2008
- Add as many new trees with the Reforestation Program as possible while reducing trees in imprudent locations

Division of Streets & Forestry

Division Budgets

DIVISION OF STREETS AND FORESTRY	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Program					
Streets, Traffic Signs & Signals	2,169,934	1,657,485	1,974,384	2,368,160	20%
Forestry	382,102	386,161	418,076	419,333	0%
Total	2,552,035	2,043,646	2,392,460	2,787,493	17%

General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	246,779	252,956	254,956	237,017	-7%
Fringe Benefits	113,616	114,211	91,947	104,625	14%
Travel and Transportation					
Professional Services	3,095	1,191	1,093	1,225	12%
Communications	1	19	90	50	-44%
Contractual Services	59	40	57	75	
Materials & Supplies	18,121	17,744	14,933	16,341	9%
Capital	-	-	55,000	60,000	9%
Utilities					
Other	432	-	-	-	
Debt Service					
Transfer or Advance					
Total	382,102	386,161	418,076	419,333	0%

State Highway Fund Budget (Fund 201)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Road Salt	153,359	112,550	139,704	140,000	0%
Total Expenditures	153,359	112,550	139,704	140,000	0%

Division of Streets & Forestry

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	862,083	789,168	773,181	973,314	26%
Fringe Benefits	401,834	374,409	272,526	332,384	22%
Travel and Transportation	-	-	-	-	
Professional Services	26,951	1,511	4,066	4,248	4%
Communications	4,977	4,516	5,049	5,365	6%
Contractual Services	61,757	63,329	92,960	125,500	35%
Road Salt	122,106	32,540	184,733	140,000	-24%
Materials & Supplies	293,139	157,975	186,790	200,550	7%
Capital	145,184	160	197,813	200,000	1%
Utilities	97,068	119,616	97,274	95,000	-2%
Other	1,476	1,711	1,655	1,800	9%
Debt Service					
Transfer or Advance	-	-	18,633	150,000	705%
Total	2,016,574	1,544,935	1,834,681	2,228,160	21%

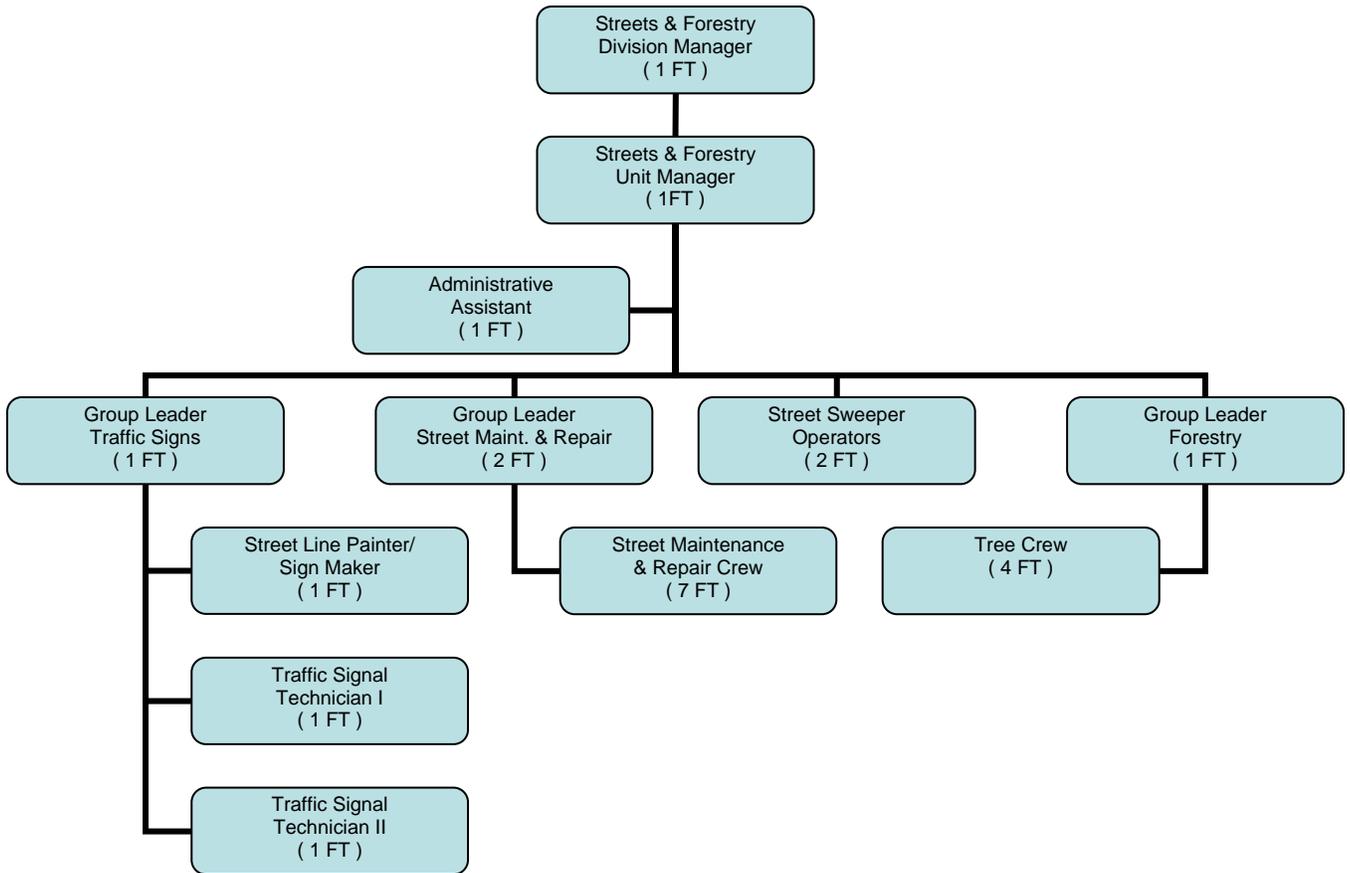
2010 Accomplishments

- Made asphalt repairs to all city streets.
- Painted traffic lines, crosswalks and parking spaces throughout the city.
- Provided support service and banners for various city sponsored events.

2011 & Beyond Goals

- Continue to reduce cost of leaf disposal through recycle efforts.
- Construct ramp at Refuse Dept. domar for loading salt trucks.
- Construct replacement salt domar at Valley site.

Organizational Chart



Division of Streets & Forestry

Personnel Staffing

Division of Streets & Forestry	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Streets & Traffic				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	0	0	1	1
Group Leader	3	3	3	3
Administrative Assistant I	1	1	1	1
SCMR Crew	7	7	7	7
Street Sweeper Operator	2	2	2	2
Traffic Signal Technician I	1	1	1	1
Traffic Signal Technician II	1	1	1	1
Street Line Painter/Sign Maker	1	1	1	1
Total Full Time Employees	17	17	18	18
Forestry				
Full Time Employees				
Group Leader	0	0	0	1
Tree Crew	5	5	4	3
Total Full Time Employees	5	5	4	4

Division of Refuse & Recycling

Description

The Division of Refuse and Recycling provides once-per-week, automated curbside collection of household garbage and trash contained in City-owned, wheeled refuse carts that have been provided to all single-, two-, three- and four-unit residential properties. For those residents that are physically unable to move the refuse cart to the curb, the Division provides special back yard collection services. The Division also administers a separate collection of bulk trash items and bundled or bagged refuse that does not fit in the refuse cart.

All properties that receive City of Lakewood municipal solid waste collection services are required to separate recyclable materials from their solid waste destined for disposal. The Division provides curbside collection of mixed paper and cardboard recyclables, blue bag mixed recyclables, and yard waste for all residential and business properties. The Division also provides a drop-off facility to Lakewood residents and businesses for the disposal of trash, construction and demolition debris, recyclable material, and household hazardous waste.

Trends

- Changes to refuse and recycling collection routes increased efficiency and impacted the budget:
 - Salaries and wages were reduced through a decrease in overtime needed for collections during holiday weeks;
 - Diesel costs were reduced with improved routing;
 - Time lost to work related injuries was reduced with fewer and less severe injuries associated with manual collection of refuse carts.
- Changes to regulations that discontinued collection of yard waste from garbage cans, and discontinued collection of bagged leaves during the Fall leaf collection season, impacted the budget:
 - Salaries and wages were reduced through a decrease in overtime needed for yard waste collection;
 - Time lost to work related injuries was reduced with fewer and less severe injuries associated with emptying garbage cans filled with yard waste.
- Division recycling programs decreased the amount of solid waste disposed at landfills and impacted the budget:
 - 3,900 tons recyclable paper, cardboard, and mixed containers collected saved \$130,000 in disposal fees;
 - 4,700 tons yard waste collected saved \$196,000 in disposal fees;
 - 1,600 tons construction and demolition debris disposed at drop-off facility instead of curbside collection as trash saved collection labor, fuel, vehicle wear, and \$38,300 in disposal fees.
- Changes to staffing for the drop-off facility impacted the budget:
 - Salaries and Wages were reduced through a decrease in overtime needed for collections and drop-off facility operation;

Division of Refuse & Recycling

- Utilized transitional duty employees to staff weekday drop-off facility operation to free-up full-duty employees for collection routes;
- Changed the work schedule of one employee to include Saturdays, January 1st through March 31st, to staff the drop-off facility during this traditionally slow season for drop-off use.

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	2,023,400	1,875,463	1,563,704	1,629,190	4%
Fringe Benefits	978,964	835,302	601,248	710,909	18%
Travel and Transportation	57	-	-	-	
Professional Services	56,352	3,562	4,119	3,829	-7%
Communications	5,972	6,202	7,478	7,580	1%
Contractual Services	1,021,073	863,798	881,816	863,990	-2%
Materials & Supplies	363,071	130,459	156,718	165,325	5%
Capital	282	-	899	30,000	3237%
Utilities	35,620	31,500	39,223	40,000	2%
Other	1,489	11,134	8,450	8,450	0%
Debt Service					
Transfer or Advance					
Total	4,486,279	3,757,419	3,263,656	3,459,273	6%

Litter Control (Fund 212)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation	268	-	-	-	
Professional Services	338	-	-	-	
Communications	7	-	-	-	
Contractual Services					
Materials & Supplies	5,379	1,829	7,494	2,000	-73%
Capital	-	-	-	-	
Utilities					
Other	3,841	-	3,500	2,000	
Debt Service					
Transfer or Advance					
Total	9,832	1,829	10,994	4,000	-64%

Division of Refuse & Recycling

CDBG (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	-	-	34,796	40,129	15%
Fringe Benefits	-	-	4,274	6,200	45%
Total	-	-	39,069	46,329	19%

TOTAL EXPENDITURES	4,496,111	3,759,247	3,313,720	3,509,602	6%
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2010 Accomplishments

- Implemented changes to refuse collection routes and methods to improve collection efficiency and reduce risk of injury:
 - Changed routing to increase the number of refuse carts collected by automated trucks and decrease the number of carts collected by packer trucks.
 - Changed packer truck routes to more equally distribute work.
 - Trained all CDL Refuse Drivers and Cushman Operators on the operation and maintenance of the automated collection trucks to increase the versatility of our workforce, and established a schedule of operation to maintain skills.
 - Issued additional refuse carts to large family residences.
 - Purchased large capacity automated collection public street cans and placed in high-traffic areas to reduce litter and increase efficiency.

- Implemented changes to Division Rules and Regulations to improve yard waste collection efficiency and reduce risk of injury:
 - Discontinued collection of yard waste from garbage cans.
 - Began alternating collection and driving duties between the Refuse Drivers and CDL Cushman Operators assigned to yard waste trucks to reduce fatigue and risk of injury.

- Implemented changes to recycle routes and vehicles used to improve recycle collection efficiency:
 - Changed from three routes with three packer trucks and three Cushman Operators to two packer trucks and four Cushman Operators to improve collection efficiency.
 - This change eliminated overtime necessary for recycle collection other than during holiday weeks.

- Implemented changes to Refuse and Recycling Drop-Off Facility staffing and operating procedures to improve utilization of available manpower:
 - Utilized employees on transitional duty for drop-off facility operation and re-assigned full-duty employees to collection routes;
 - January 1st through March 31st, traditionally a slow season for drop-off use, changed one employee's schedule to cover Saturday drop-off hours;
 - Changed the procedure for handling used tires dropped off at the facility from storing all for the County's annual collection to disposing some at Cleveland's Ridge Road Transfer Station to save labor and storage space, and to comply with EPA storage regulations.

- Implemented procedures to enforce City Ordinances and Division Rules and Regulations, to control expenditures, increase compliance, and protect the quality of neighborhoods:
 - Supervisors check sections of daily routes the morning before and day after collections, listing violations such as properties with debris setout early, or emptied containers left out past the day of collection.
 - Violations are recorded and actions tracked.
 - Warning letter to property owner upon the first violation includes copies of City Ordinances (1) 1777.01 Refuse and Debris Removal, (2) 1777.02 Rules and Regulations, and (3) 1777.03 Mandatory Recycling, Division Rules and Regulations, and Recycling Guidelines.
 - Impose collection fees and/or administrative costs for continued violations.

- Reached agreement with the City of Cleveland to receive rebates for recyclables transported to their Ridge Road Transfer Station effective November 1, 2010. The amount of the rebates will fluctuate on a month-to-month basis depending on the processor's gross revenue.

2011 & Beyond Goals

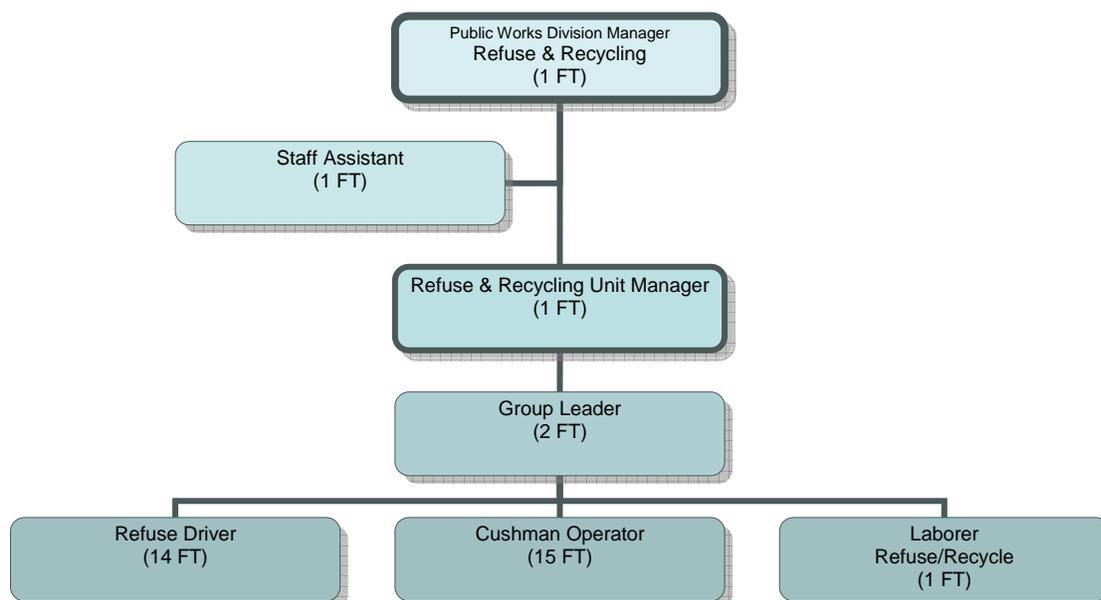
- Implement an effective procedure to educate, track compliance, and enforce the Mandatory Recycling Ordinance.

- Implement a refuse collection service offering collection to small businesses that register and pre-pay annually for collection.

- Improvements to the Drop-Off Facility building:
 - Replace roof
 - Replace or repair windows
 - Improve electrical wiring
 - Update lighting
 - Replace rusted steel support pillar
 - Replace basement pump system
 - Paint interior

Division of Refuse & Recycling

Organizational Chart



Personnel Staffing

Refuse & Recycling	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Group Leader	2	2	2	2
Mechanic - Fleet Management	0	0	0	0
Refuse Driver	14	14	14	14
Cushman Operator	23	15	11	15
Laborer Refuse and Recycling	1	1	1	1
Staff Assistant	1	1	1	1
Total Full Time Employees	43	35	31	35

Division of Fleet Management

Division of Fleet Management

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 and oversees the City’s four underground fuel storage site locations.

Trends

- Materials and supplies comprise a major portion of the Division’s operating cost. As such, the cost of parts will continue to have a significant impact on Fleet’s overall expenditures. With new technology incorporated in to each vehicle, the repair cost will increase over time. Older vehicles that are no longer supported by the manufacturer will also increase costs and down time.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	554,113	596,179	590,903	608,252	3%
Fringe Benefits	224,494	245,113	196,521	232,671	18%
Travel and Transportation	379	-	-	-	
Professional Services	5,529	8,345	20,576	32,300	57%
Communications	2,656	2,606	3,136	3,670	17%
Contractual Services	5,748	11,319	20,951	22,100	5%
Materials & Supplies	46,878	442,700	493,404	489,925	-1%
Capital	1,700	11,787	5,462	33,000	504%
Utilities	12,265	11,578	9,574	10,600	11%
Other	349	1,341	-	-	
Debt Service					
Transfer or Advance					
Total	854,111	1,330,967	1,340,530	1,432,517	7%

2010 Accomplishments

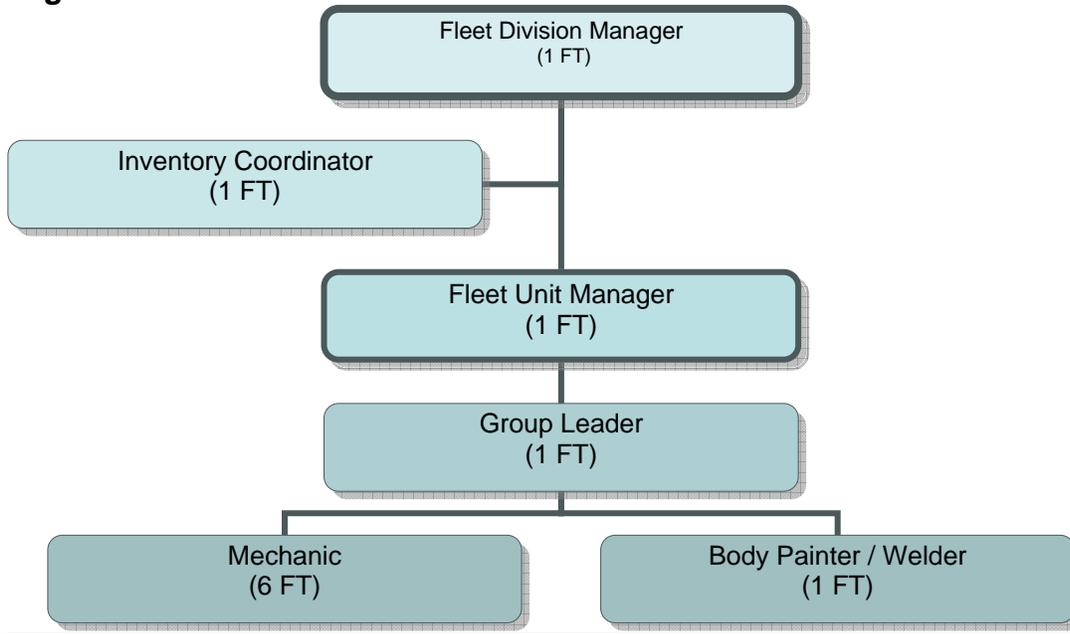
- Right sized the city’s fleet by 2.5% by selling 9 units on Gov Deals
- Installed safety Fire Panels on all Ford Crown Victoria Police cars
- Catalogued entire current parts inventory and bar code parts
- Continued the rust proofing program on all 2007 and newer vehicles.

- Installations of Diesel Particulate Filters on 11 refuse vehicles.
- Initiate work standards to servicing of vehicles.

2011 & Beyond Goals

- Install a ventilation system in the Fleet service garage.
- Work standards to include all repairs on vehicles.
- Decrease standing inventory of under utilized parts.
- Continue to right size fleet by disposing of under utilized vehicles.
- Continue the rust proofing program on all 2007 and newer vehicles

Organizational Chart



Division of Fleet Management

Personnel Staffing

Fleet Management	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Works Unit Manager	1	1	1	1
Inventory Coordinator	1	1	1	1
Group Leader	1	1	1	1
Mechanic - Fleet Management	6	6	6	6
Body Painter Welder	1	1	1	1
Total Full Time Employees	11	11	11	11

Division of Engineering

Description

The Division of Engineering 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 all public construction projects including quality control, 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.
- Assist and advise residents on issues related to sewer laterals and water supply lines.

Trends

- Stormwater fees and Onsite Stormwater Management rules and credits are being adopted by many entities with storm sewer system oversight.
- Ohio Public Works Commission (OPWC) and Ohio Department of Natural Resources (ODNR) grants are becoming increasingly competitive as more Cities are submitting multiple projects for funding.
- The City of Lakewood is performing an in-house pilot study for a thorough understanding of our sewer system before proceeding with design of an acceptable and affordable Long Term Control Plan.

Division Budget

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	286,032	210,137	195,416	211,726	8%
Fringe Benefits	117,252	80,578	78,141	77,579	-1%
Travel and Transportation	136	425	180	230	28%
Professional Services	4,152	4,937	3,341	3,465	4%
Communications	3,345	3,001	2,040	2,275	12%
Contractual Services	7,500	42,973	47,545	50,000	5%
Materials & Supplies	2,968	2,257	1,040	1,096	5%
Capital	-	-	-	-	
Utilities					
Other	4,892	185	1,341	1,357	1%
Debt Service					
Transfer or Advance					
Total	426,278	344,494	329,044	347,728	6%

2010 Accomplishments

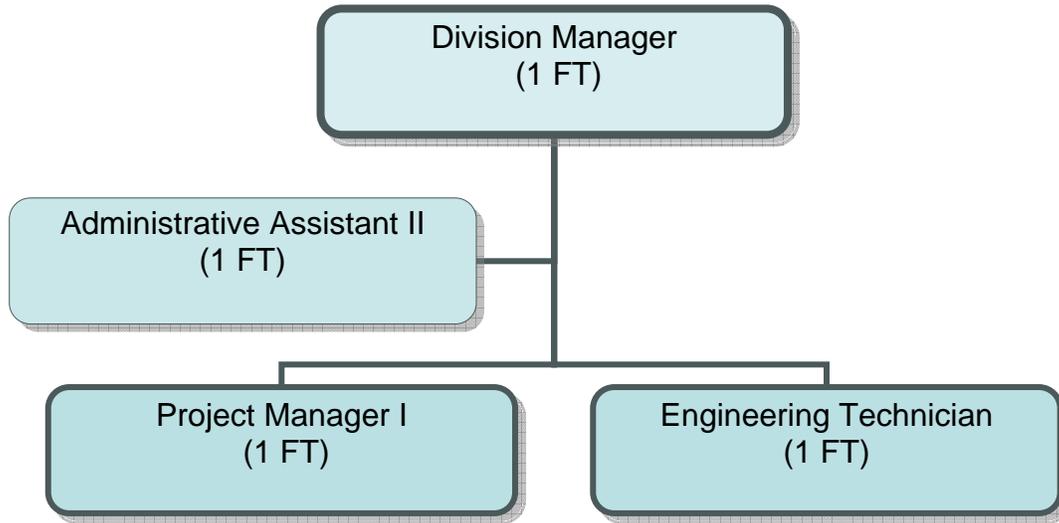
- Disbursement of \$624,201.00 in America Recovery & Reinvestment Act (ARRA) funding toward capital improvements at the Wastewater Treatment Plan
- Warren Rd. Resurfaced with stamped concrete crosswalks
- Watermains installed on Clifton Place, French and Virginia. French and Virginia water trench restoration with antique brick pavers, a very challenging project.
- 2010 50/50 Sidewalk Program, over 14,900 square feet of sidewalk replaced.
- Applied for and received a three year extension from the Army Corps of Engineers for the permit to construct the Lakewood Park Fishing Pier that expired on Aug. 1, 2010.
- Applied for \$2,081,000 in Ohio Public Works Commission Funding for Madison Ave. Upgrades and 2011 Watermain Replacements.

2011 & Beyond Goals

- Secure a Capital Street Resurfacing budget of \$2,500,000 each year for 2011, 2012 and 2013 to bring the minimum Pavement Condition Rating into the seventies
- Secure a Watermain Replacement Program budget of \$2,000,000 for 2011 to eliminate chronic breaking on watermains that are beyond the end of their service life.
- Pursue outside funding sources to assist in the financing of the Lakewood Park Fishing Pier.

Division of Engineering

Organizational Chart



Personnel Staffing

Engineering	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Division Manager	0	1	1	1
Engineering Technician	1	1	1	1
Administrative Assistant II	1	1	1	1
Project Manager I	1	1	1	1
Project Manager II	1	0	0	0
Total Full Time Employees	4	4	4	4

Division of Water & Wastewater Collection

Division of Water and Wastewater Collection

Description

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. With regard to the water distribution system, the City is responsible for the repair and maintenance of all system components located within the public right-of-way. This includes the administration of ongoing infrastructure assessment programs; repair of water main breaks, service lines, curb boxes, and valve boxes; and maintenance of fire hydrants. The Division is also responsible for reading all water meters, and for the maintenance, replacement and installation of the meters.

The City of Lakewood also owns and operates its wastewater collection system, consisting of approximately 166 miles of storm and sanitary sewer mains. The Division is responsible for the repair and maintenance of all system components located within the public right-of-way. In that capacity, Wastewater Collection administers ongoing assessment of sewer condition through video work, dye testing, and monitoring of the combined sewer overflow (CSO); repairs sewers, manholes and catchbasins; and cleans sewers and catchbasins.

Trends

- The aging of the water meter system and technology will impact expenditures.
- Also 2011 will see continued implementation of USEPA mandates and requirements for the wastewater collection system.

Division Budgets

Water Fund (Fund 501)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Program					
Water Distribution	8,103,003	7,818,591	8,217,238	8,382,565	2%
Water Metering	585,396	569,792	558,447	618,488	11%
Total	8,688,400	8,388,384	8,775,685	9,001,053	3%

Division of Water & Wastewater Collection

Water Fund (Fund 501)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	736,107	665,224	619,399	680,405	10%
Fringe Benefits	330,067	290,751	232,347	259,201	12%
Travel and Transportation	3,837	3,284	2,040	3,700	81%
Professional Services	83,668	41,374	43,171	91,872	113%
Communications	55,595	59,005	58,530	60,700	4%
Contractual Services	5,225	4,775	6,522	91,675	1306%
Materials & Supplies	179,350	141,655	172,492	216,525	26%
Capital	1,117,192	638,227	778,103	650,000	-16%
Utilities	23,309	63,870	56,815	61,200	8%
Purchased Water	5,981,162	6,273,135	6,637,422	6,700,000	1%
Other	172,888	207,085	168,845	185,775	10%
Debt Service					
Transfer or Advance					
Total	8,688,400	8,388,384	8,775,685	9,001,053	3%

Wastewater Fund (Fund 510)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	755,668	667,989	604,845	671,897	11%
Fringe Benefits	310,236	281,384	234,011	275,599	18%
Travel and Transportation	140	112	-	830	
Professional Services	19,375	16,450	30,842	108,975	253%
Communications	1,429	1,245	1,030	1,135	10%
Contractual Services	109,233	101,425	134,095	135,200	1%
Materials & Supplies	144,130	71,069	99,738	107,050	7%
Capital	1,007,899	64,599	26,975	762,500	2727%
Utilities	19,540	14,928	11,568	12,200	5%
Other	99,863	263,977	260,875	267,725	3%
Debt Service	1,840,849	1,427,729	1,459,021	1,488,458	2%
Transfer or Advance	-	300,000	2,340	3,200	37%
Total	4,308,361	3,210,906	2,865,341	3,834,769	34%

TOTAL	12,996,760	11,599,290	11,641,026	12,835,822	10%
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2010 Accomplishments

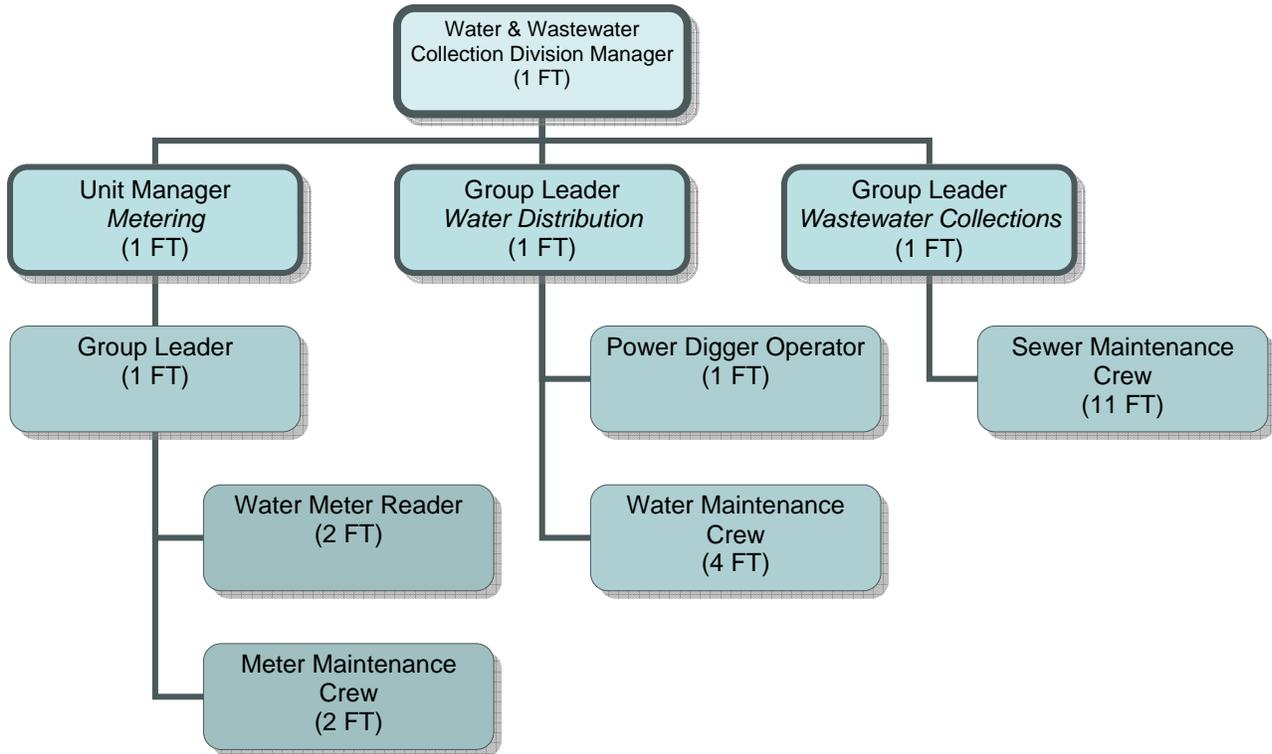
- The Division has been implementing cross training to employees to meet demands with less personnel.
- The entire sewer system is being mapped and recorded in house by Lakewood employees. This is for our Long Term Control Plan compliance with USEPA.

Division of Water & Wastewater Collection

2011 & Beyond Goals

- Implementing the purchase and installation of new water meters and devices for billing.
- USEPA compliance will continue.

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Water Distribution Unit				
Full Time Employees				
Group Leader	1	1	1	1
Power digger Operator	1	1	1	1
Water Maintenance Crew	5	4	4	4
Customer Service Rep	1	1	0	0
Total Full Time Employees	8	7	6	6
Water Metering Unit				
Full Time Employees				
Public Works Unit Manager	1	1	1	1
Group Leader	1	1	1	1
Water Meter Reader	2	2	2	2
Meter Maintenance Crew	2	2	2	2
Total Full Time Employees	6	6	6	6
Wastewater Collection Unit				
Full Time Employees				
Public Works Division Manager	1	1	1	1
Group Leader	1	1	1	1
Sewer Digging Crew	3	3	3	4
Sewer Maintenance Crew	8	8	6	7
Total Full Time Employees	13	12	10	12

Division of Wastewater Treatment

Division of Wastewater Treatment

Description

The City of Lakewood Division of Wastewater Treatment processes all wastewater conveyed to the facility through the City's collection system to a level that meets or exceeds all discharge regulations. The solids (pollutants) removed are processed to a degree that allows for disposal by land-application. The Plant is self-sufficient in that all routine activities are administered in-house, and include the following:

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater sewage sludge (bio-solids) and deliver to EPA-approved disposal sites. Monitor the land application of bio-solids to insure that it meets all regulatory requirements.
- Laboratory analysis - Analyze daily process samples to insure regulatory compliance as required by NPDES permit. Formulate process adjustments based on analysis results to insure optimal and cost effective treatment.

Trends

Trends in wastewater treatment are usually defined by regulatory changes. These trends have an impact not only on methods of operation but operational cost. Presently there are two regulatory areas that are having an impact on operations.

- **Wet Weather Flow** – The ability to accept and treat increased quantities of flow during wet weather. (Combined Sewer Overflow Regulations)
- **Sewage Sludge Disposal** – The ability to treat and dispose of sewage sludge (biosolids) year round, by means of land application. (Ohio EPA Biosolids Program)

Division of Wastewater Treatment

Division Budgets

Wastewater Treatment Fund (Fund 511)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	1,140,077	1,270,951	1,206,420	1,170,134	-3%
Fringe Benefits	499,501	529,291	433,469	481,449	11%
Travel and Transportation	-	150	400	1,870	368%
Professional Services	43,713	44,359	148,380	146,562	-1%
Communications	6,936	4,188	5,217	4,905	-6%
Contractual Services	56,382	54,640	84,360	90,536	7%
Materials & Supplies	187,706	196,928	238,019	261,570	10%
Capital	619,263	321,991	1,721,090	165,000	-90%
Utilities	378,064	412,270	489,513	479,084	-2%
Other	217,025	269,864	245,948	245,948	0%
Debt Service	165,067	159,947	164,474	164,473	0%
Transfer or Advance	-	-	56,118	75,000	34%
Total	3,313,735	3,264,577	4,793,408	3,286,531	-31%

Wastewater Improvement Fund (Fund 512)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	149,331	-	-	
Communications					
Contractual Services	-	22,633	-	-	
Materials & Supplies					
Capital	22,341	139,413	-	-	
Utilities					
Other	54,087	25,045	-	-	
Debt Service	1,020,159	844,086	847,325	845,695	0%
Transfer or Advance	850,000	2,100,000	1,200,000	1,300,000	8%
Total	1,946,586	3,280,509	2,047,325	2,145,695	5%

TOTAL	5,260,322	6,545,087	6,840,733	5,432,226	-21%
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2010 Accomplishments

- Complied with National Pollutant Discharge Elimination System (NPDES) permit's treatment requirements without experiencing a discharge parameter violation.
- Revised and documented operational changes to the facility's digester system to accommodate equipment upgrades as required for accepting funding under the American Recovery and Reinvestment Act.
- Initiated and completed major capital projects, including:

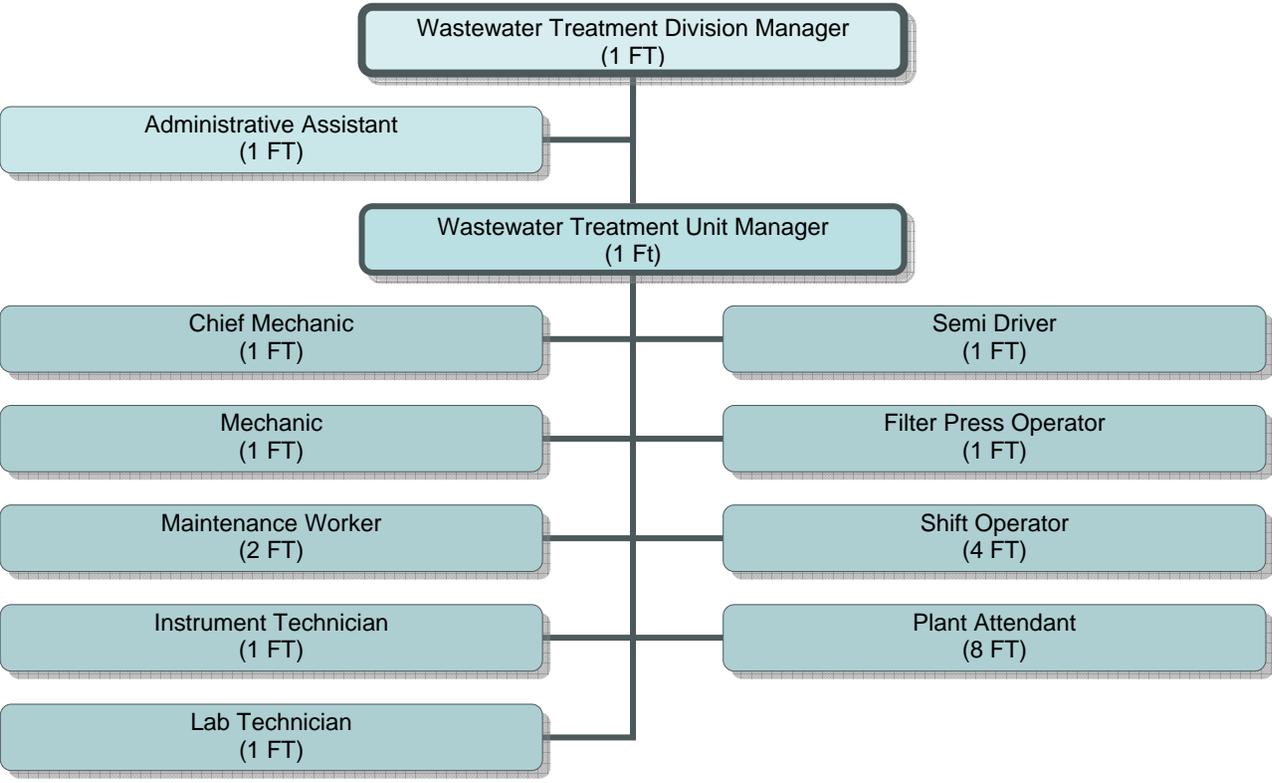
Division of Wastewater Treatment

- Primary Digester Recirculation Pump Replacement (completed in-house by end 2010)
- (28) Aeration Tank Isolation Gate Installation (completed in-house)
- Thickener Tank Drive Unit Replacement (completed in-house)
- Ultraviolet Disinfection System Lamp Replacement (completed in-house)
- Restoration Deteriorated Concrete (completed by end 2010)
- Secondary Digester Mixing & Cover Replacement (completed by end 2010)
- Operation Building Roof Replacement (completed by end 2010)

2011 & Beyond Goals

- Continue compliance with the requirements of the National Pollutant Discharge System (NPDES) permit, and all other regulatory requirements.
- Continue research into treatment process upgrades designed to improve efficiency of wastewater treatment while controlling cost and minimizing energy usage.
- Continue training and certification of facility personnel so that optimal and cost effective operations can be maintained utilizing the knowledge and experience they have gained.

Personnel Organization



Personnel Staffing

Wastewater Treatment Plant	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Public Works Division Manager	1	1	1	1
Public Work Unit Manager	1	1	1	1
Filter Press Operator	1	1	1	1
Chief Mechanic	1	1	1	1
Semi-Truck Driver	1	1	1	1
Instrument Technician	1	1	1	1
Lab Technician	1	1	1	1
Maintenance Worker	3	2	2	2
Mechanic	1	1	1	1
Plant Attendant	8	7	8	8
Staff Assistant	1	1	0	0
Administrative Assistant			1	1
Shift Operator	4	4	4	4
Total Full Time Employees	24	22	23	23

Winterhurst Ice Rink

Winterhurst Ice Rink

Winterhurst Ice Rink is a double-rink, indoor ice skating facility owned by the City of Lakewood. It is one of the largest municipal skating facilities in the Country. Although operated by the City since its construction in 1974, in recent years the facility had become cost-prohibitive to maintain. To reduce expenditures, in August of 2008, the City of Lakewood entered into contract with Ice Land USA – Lakewood LLC to lease and provide managerial services for the rink. Terms of the agreement include the following:

- Ice Land USA will lease and operate the facility, now named “Serpentini Arena,” for a period of five years at a rate of \$75,000 per year;
- Ice Land USA will pay the City of Lakewood 10% of the Rink’s annual net profits;
- Iceland USA will invest approximately \$1 million in new improvements to the facility. The renovations include new locker rooms, a new entranceway, new flooring and new boards and glass for the entire facility.
- Iceland USA has absorbed employee costs, which in turn has reduced the City’s payroll by approximately 13 employees;
- Iceland USA will be responsible for landscaping, snow removal and routine maintenance of the facility;
- Iceland USA will be responsible for reimbursing the City of Lakewood for the cost of natural gas and electricity used at the facility;
- Iceland USA sponsored the City of Lakewood’s 2008 Fourth of July fireworks display.
- Lakewood residents will continue to receive a resident discount at the facility.

The contract with Ice Land USA is expected to result in a savings to the city of approximately \$1 million dollars over the course of the lease. The extensive renovations, which the City could not afford to undertake on its own, will also result in an up-to-date facility.

Division Budget

Winterhurst Ice Rink Fund (Fund 530)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	176,438	32,327	-	-	
Fringe Benefits	53,495	755	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	37,995	1,100	-	-	
Communications	1,884	-	-	-	
Contractual Services	2,905	-	-	-	
Materials & Supplies	12,674	-	-	-	
Capital					
Utilities	270,209	348,915	388,329	388,000	0%
Other	4,880	-	117,452	117,500	0%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	72,334	70,850	-2%
Total	560,479	383,097	578,115	576,350	0%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Human Services Admin	167,070	188,102	195,737	247,135	26%
Division of Early Childhood	190,282	83,110	74,073	86,404	17%
Division of Youth	956,306	822,855	751,352	780,881	4%
Division of Aging	1,853,232	1,518,650	1,297,252	1,364,333	5%
Health	715,204				
Total Expenditures	3,882,094	2,612,717	2,318,413	2,478,754	7%

Total Expenditures by Category All Funds	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Salaries	2,374,821	1,725,226	1,556,492	1,615,650	4%
Fringe Benefits	939,015	668,394	514,492	590,751	15%
Travel and Transportation	21,057	13,144	9,199	10,135	10%
Professional Services	28,520	23,103	22,305	23,162	4%
Communications	29,044	23,917	28,553	28,191	-1%
Contractual Services	335,167	1,171	52,061	51,950	0%
Materials & Supplies	107,543	82,404	70,217	84,119	20%
Capital	-	6,263	647	10,000	1446%
Utilities	21,518	50,374	49,482	49,100	-1%
Other	25,409	18,721	14,966	15,695	5%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	3,882,094	2,612,717	2,318,413	2,478,754	7%

Total Expenditures by Category General Fund	2008 Actual	2009 Actual	2010 Projected	2011 Projected	Percent Change 2010-2011
Salaries	435,434	377,906	341,722	356,646	4%
Fringe Benefits	247,116	218,401	161,765	191,754	19%
Travel and Transportation	484	387	219	370	69%
Professional Services	5,028	3,256	3,431	3,624	6%
Communications	6,044	6,068	6,584	6,691	2%
Contractual Services	39,814	-	-	-	
Materials & Supplies	4,376	2,509	1,859	1,975	6%
Capital	-	-	-	-	
Utilities	7,338	7,371	6,881	6,900	0%
Other	3,233	3,414	3,222	3,310	3%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	748,867	619,311	525,682	571,270	9%

Division of Human Services Administration

Description

The City of Lakewood Department of Human Services was established in April of 1992. The Department was comprised of the Divisions of Aging, Health, Youth and Early Childhood. In May 2008, the City contracted with the Cuyahoga County Board of Health to provide essential public health services for Lakewood.

Generating revenue to supplement city funding is integral to the Department's ongoing provision of programs and services. To that end, community support resulted in the development of the Lakewood Commission on Aging and its eventual evolution to The Lakewood Foundation.

The Lakewood Foundation is a 501(c) (3) charitable organization that supports and advises the City of Lakewood Department of Human Services and its collaborators by providing advocacy and fiscal management of programs, grants and charitable contributions. The Lakewood Foundation serves the Lakewood community assisting Human Services as well as other city/community groups by request including Lakewood Start a Heart, Lakewood CERT, Lakewood Veteran's Committee, and Friends of Madison Park among others by acting as the fiscal agent for their organization.

Trends

- Demographic trends show growth in the senior resident population which historically faces many quality of life challenges including lower income status, changes in physical and mental functioning and isolation. Of those senior residents served in 2009, 52% were in the extremely low income bracket and 34% in the low income bracket. Sixty-two percent of the clients lived alone and one out of every two people over the age of 85 years has dementia.
- The economic environment has had a direct impact on Lakewood's population. Between January 2005 and December 2009, the number of Lakewood residents enrolled in the Food Assistance program increased by 50.9%. From April 2008 to April 2010 there has been an average increase in the school's free and reduced lunch program of approximately 23%.
- There has been a reduction in both government and on-government funding available for prevention and intervention programs.

Division of Human Services Administration

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	122,498	139,085	132,892	133,568	1%
Fringe Benefits	42,673	45,718	35,956	43,280	20%
Travel and Transportation	90	92	34	50	49%
Professional Services	831	653	787	715	-9%
Communications	775	795	876	895	2%
Contractual Services	-	-	-	-	
Materials & Supplies	196	215	154	185	20%
Capital	-	-	-	-	
Utilities					
Other	7	11	5	10	86%
Debt Service					
Transfer or Advance					
Total	167,070	186,569	170,703	178,703	5%

HPRP (Fund 246)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	-	-	21,869	59,585	172%
Fringe Benefits	-	-	3,164	8,847	180%
Travel and Transportation	-	33	-	-	
Professional Services	-	1,500	-	-	
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	1,533	25,034	68,432	173%

Total	167,070	188,102	195,737	247,135	26%
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2010 Accomplishments

- Facilitated Complete Count Census Committee, a group of individuals and organizations mobilized to promote a maximum return rate of mail in census forms in order to maintain a total population over 50,000 in Lakewood. The final mail in return rate was 72%, on par with Census 2000.
- Collaborated with Live Well Lakewood committee members, Lakewood City Schools and the Division of Early Childhood to implement a healthy nutrition education component as part of the Play a Day family literacy program at Harrison Elementary School.

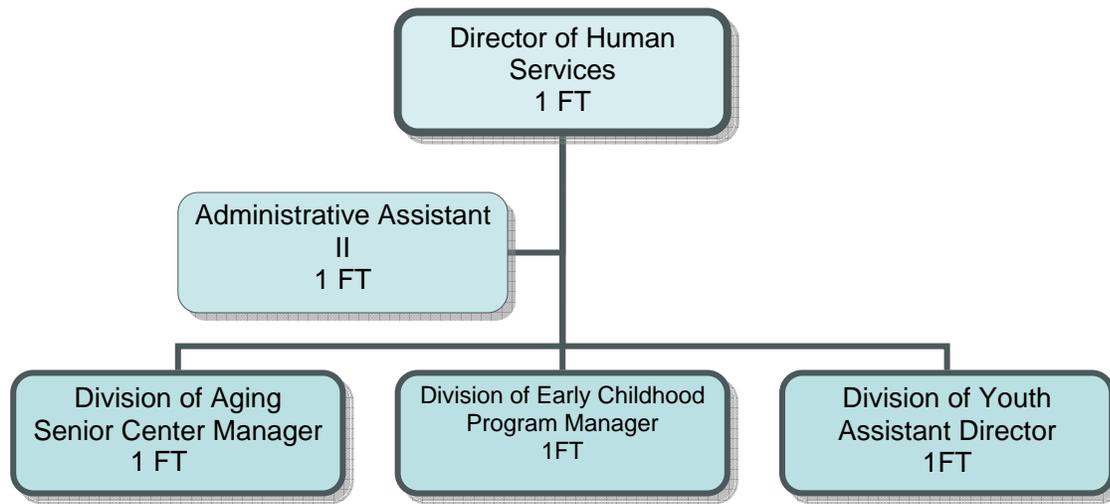
Division of Human Services Administration

- Merged the Human Services administration into the Lawther Senior Center leading to optimum staff utilization and shared operational resources.
- Convened new leadership from key local organizations to re-new the Healthy Lakewood Partnerships focused on three primary issues facing residents: Obesity; Childhood Lead Poisoning Prevention; Substance Abuse.

2011 & Beyond Goals

- Partner with Asia Services In Action, Inc. and the Lakewood Advocates for Youth to successfully submit a federal Drug Free Communities grant as part of the Healthy Lakewood Partnerships.
- Partner with appropriate City departments and HeLP organizations to develop a coordinated system that addresses outreach, education, prevention and intervention around childhood lead poisoning prevention.
- Facilitate the Senior Services Summit in Lakewood to reduce replication of services and encourage collaboration among providers.

Organizational Chart



Personnel

	As of Dec. 31 <u>2008</u>	As of Dec. 31 <u>2009</u>	As of Nov. 15 <u>2010</u>	Proposed <u>2011</u>
Human Services Administration				
<u>Full Time Employees</u>				
Director of Human Services	1	1	1	1
Administrative Assistant II	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2

Division of Aging

Division of Aging

Description

The Division of Aging was established in 1973 to provide a continuum of responsive services to Lakewood's older residents. Programs and services evolved through the years contributing to Lakewood Division of Aging becoming one of the largest municipal aging programs in Ohio. The Division currently operates out of two locations – the Kathleen and Robert Lawther Center (West) at 16024 Madison Avenue, and the Senior Center East Meal Site at 12400 Madison Avenue.

The Division underwent re-organization in 2008 with changes in programs and services. The primary goal of the Division's core programs and services remains the same – enabling older residents to safely stay in their homes and community while sustaining a quality of life that is both meaningful and productive. This is accomplished through the administration of service programs in five core areas:

- Transportation Services
- Nutrition Services
- Supportive Services
- Volunteer Program
- Other Programs and Activities

Trends

- The State of Ohio budget process is projected to include reductions to the Area Agencies on Aging for critical senior programs including nutrition, transportation and social services.
- National demographic trends show a growing population of persons over the age of 60 years indicating a future increase in demand for services at the local level.
- The demand for transportation assistance is increasing among clients while resources are being eliminated or reduced by community-wide providers.

Division Budgets

Aging Fund Budget (Fund 250)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	1,016,557	953,122	833,437	847,990	2%
Fringe Benefits	420,217	390,223	293,808	332,809	13%
Travel and Transportation	7,087	4,807	4,318	4,365	1%
Professional Services	3,099	3,886	3,457	4,033	17%
Communications	14,825	15,618	18,672	17,900	-4%
Contractual Services	1,556	672	481	450	-6%
Materials & Supplies	79,894	57,459	53,235	57,418	8%
Capital	-	6,263	647	10,000	
Utilities	-	43,003	42,601	42,200	-1%
Other	6,161	10,909	11,525	12,110	5%
Debt Service					
Transfer or Advance					
Total	1,549,396	1,485,963	1,262,183	1,329,275	5%

Aging Fund Budget (Fund 251)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	189,083	-	-	-	
Fringe Benefits	69,419	-	-	-	
Travel and Transportation	899	-	-	-	
Professional Services	282	-	-	-	
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies	208	-	-	-	
Capital	-	-	-	-	
Utilities	6,800	-	-	-	
Other	446	-	-	-	
Debt Service					
Transfer or Advance					
Total	267,137	-	-	-	

Division of Aging

CDBG (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	31,707	28,282	30,233	30,222	0%
Fringe Benefits	4,991	4,406	4,836	4,836	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	36,698	32,687	35,069	35,058	0%
TOTAL EXPENDITURES	1,853,232	1,518,650	1,297,252	1,364,333	5%

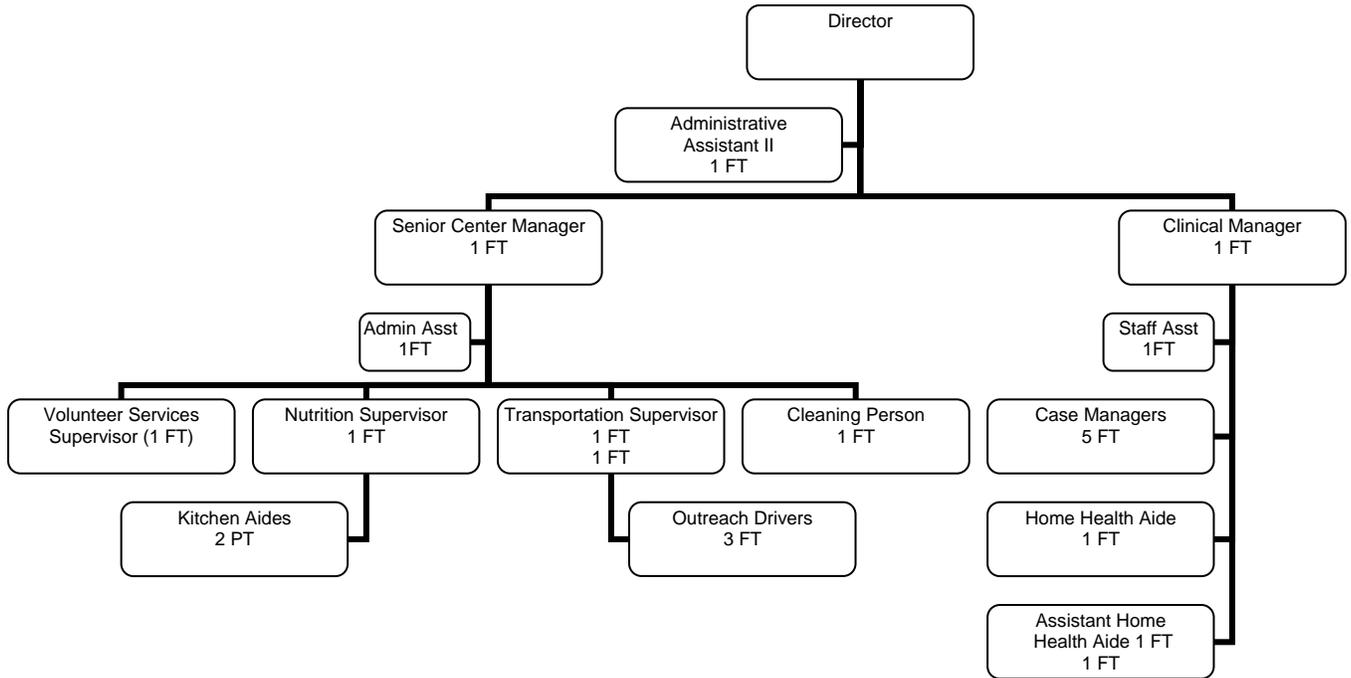
2010 Accomplishments

- Awarded Specialized Transportation Grant providing for a new Light Transit Vehicle to replace an existing transit vehicle.
- Partnered with A.A.R.P. to provide tax filing services for area seniors.
- Awarded Cuyahoga County Options for Elders funding to continue home delivered meal, transportation and home maker services
- Collaborated with Cuyahoga County Board of Health (CCBH) to provide two Matter of Balance classes to twenty seniors. CCBH trained nine staff and senior coaches who then conducted the eight week seminars.

2011 & Beyond Goals

- Seek outside funding to support continuation of Senior Caregiver Counseling services formerly funded through a Title III grant from the Western Reserve Area Agency on Aging.
- Conduct two – eight week Matter of Balance seminars for twenty seniors at Lakeshore Towers and Lawther Senior Center.
- Conduct a Senior Summit of service providers in Lakewood to explore duplication of programs and services and potential partnerships that will enhance service delivery for residents.

Organizational Chart



Personnel Staffing

Division of Aging	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Assistant Director/ Human Services	1	0	0	0
Administrative Assistant I	1	1	1	1
Assistant Home Health Aid	1	1	1	1
Clinical Manager	1	1	1	1
Home Health Aide	1	1	1	1
Human Services Case Manager	5	5	5	5
Nutrition Supervisor	1	1	1	1
Outreach Driver	3	3	3	3
Senior Center Manager	1	1	1	1
Staff Assistant	1	1	1	1
Transportation Supervisor	1	1	1	1
Volunteer Services Supervisor	1	1	1	1
Cleaning Person	1	1	1	1
Custodian	1	0	0	0
Total Full-Time Employees	20	18	18	18
Part Time Employees				
Kitchen Aide	2	2	2	2
Total Part Time Employees	2	2	2	2

Division of Youth

Description

Drawing on evidence-based models, the Division of Youth delivers a continuum of core services and interventions to vulnerable families and at-risk youth, and provides youth development opportunities and activities for Lakewood students.

Current programming includes:

- Outreach services,
- Consultation services,
- Wrap Around services
- Community and interdepartmental collaboration.

Outreach services engage families and young people in community-building and conflict resolution and help them to acquire skills that enrich their family life and relationships. Consultation helps parents and caregivers problem-solve personal, parenting or family issues in a supportive and confidential setting. Following best practice model, wrap around services works to build a natural support system for parents/families. Community and interdepartmental collaboration enables the Division to join with community groups and/or other city departments to provide interventions to families to insure Lakewood remains a livable, safe community in which families can thrive.

2010 program initiatives:

- Youth development and activities such as H2O (Help to Others) and the Snow Removal Program
- Juvenile Diversion
- Family to Family System of Care

Trends

- The trends listed below from Division of Youths 2010 budget report remain the same only far more pervasive throughout the community. Many more families are attempting to survive at or below the poverty level. For many Lakewood families, they are new to struggling with the survival issues related to poverty. The impact of poverty on this community is seen in our schools, our courts- adult and juvenile, and in the calls to the County protective services.
- Families are transient and lack support networks, community connections and investment in their neighborhoods which has an impact on the children's overall performance and adjustment in schools.
- Families are facing extreme negative economic conditions and service providers are competing for shrinking resources to assist them. Financial problems create stressors on families often revealed through an increase in domestic violence, juvenile aggression and substance abuse.

Division Budgets

General Fund (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	259,445	201,672	175,532	186,659	6%
Fringe Benefits	171,971	154,635	112,779	132,143	17%
Travel and Transportation	394	295	185	320	73%
Professional Services	3,186	1,909	1,890	1,994	6%
Communications	3,990	3,994	4,165	4,236	2%
Contractual Services	39,814	-	-	-	
Materials & Supplies	3,966	1,952	1,569	1,655	5%
Capital	-	-	-	-	
Utilities	7,338	7,371	6,881	6,900	0%
Other	2,147	2,326	2,147	2,200	2%
Debt Service					
Transfer or Advance					
Total	492,251	374,153	305,148	336,107	10%

Help to Others Fund (Fund 277)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	30,333	30,974	31,536	31,636	0%
Fringe Benefits	4,682	4,874	4,872	4,888	0%
Travel and Transportation	780	567	303	900	197%
Professional Services	-	-	-	100	
Communications	541	437	700	700	0%
Contractual Services					
Materials & Supplies	5,486	2,088	1,872	3,965	112%
Capital	-	-	-	-	
Utilities					
Other	128	119	119	200	68%
Debt Service					
Transfer or Advance					
Total	41,950	39,059	39,401	42,389	8%

Division of Youth

Juvenile Diversion Program Fund Budget (Fund 279)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	24,410	30,908	14,791	41,746	182%
Fringe Benefits	3,792	4,756	2,285	6,135	168%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	29	-	-	10,050	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	28,231	35,664	17,076	57,931	239%

Family to Family Program Fund Budget (Fund 281)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	266,177	265,805	226,873	208,498	-8%
Fringe Benefits	40,035	39,971	35,109	35,460	1%
Travel and Transportation	10,500	7,351	4,359	4,500	3%
Professional Services	17,496	14,460	15,416	15,405	0%
Communications	1,690	1,794	2,597	2,900	12%
Contractual Services	-	499	51,580	51,500	0%
Materials & Supplies	12,798	20,348	13,251	10,711	-19%
Capital	-	-	-	-	
Utilities	1,388	-	-	-	
Other	13,120	4,279	100	75	-25%
Debt Service					
Transfer or Advance					
Total	363,203	354,508	349,285	329,049	-6%

Emergency Shelter Grant (Fund 241)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	26,825	16,970	35,013	13,398	-62%
Fringe Benefits	3,846	2,500	5,428	2,007	-63%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	30,671	19,470	40,441	15,405	-62%
TOTAL EXPENDITURES	956,306	822,855	751,352	780,881	4%

2010 Accomplishments

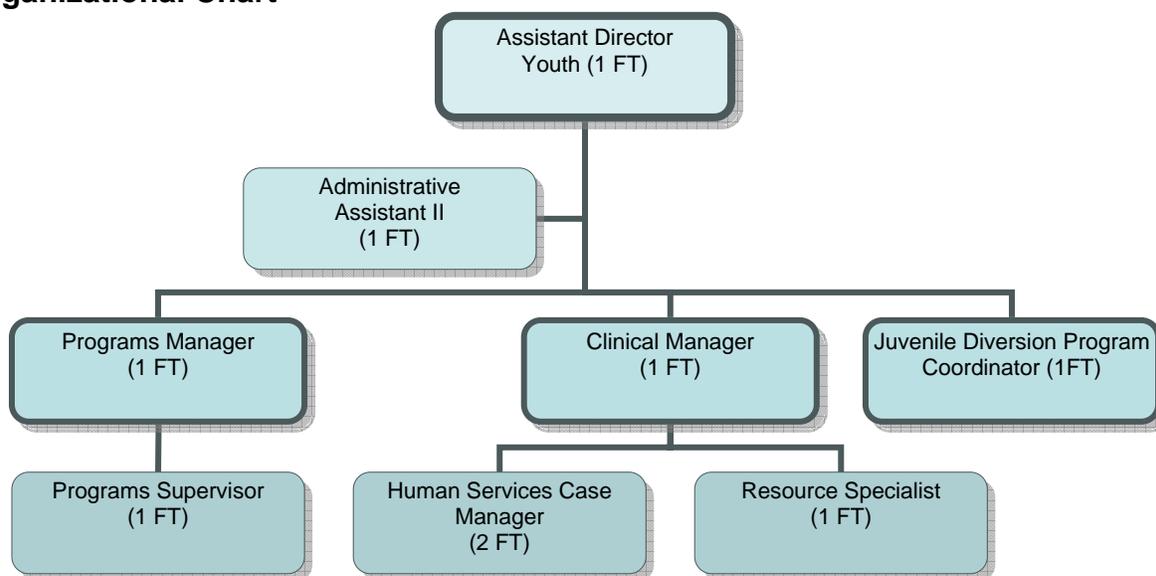
- Maintained local control of HPRP funds. Managed HPRP grant through budget and service outcome monitoring and implemented HPRP program service delivery in partnership with Lakewood Christian Service Center. In 3 quarters enabled 779 individuals/345 households to avoid homelessness by maintaining adequate housing.
- Implemented a development initiative for H2O Program sustainability. The \$30,000.00 in 30 days community wide fund raiser was very successful and surpassed goals established.
- Once again expanded resources available to Lakewood Families through partnership between CCDCFS, Tapestry System of Care, Cleveland Christian Home. Resources include, funds to implement parent child literacy program at 3 of our local elementary schools (30 families to be served), A parent and a youth advocate who work directly with families/youth identified with serious mental health issues(28 youth and 31 families served). General fund offsets were increased.
- Awarded a Juvenile Accountability Incentive Block Grant to expand services/interventions for Juvenile offenders in 2011.
- Expanded “job seekers” resources for 71 unduplicated individuals in the community via collaborative effort of the Lakewood Family Collaborative, Lakewood Library and TriC.

Division of Youth

2011 & Beyond Goals

- Implement a strategic planning process for H20, with focus on financial sustainability and continuity/succession of leadership.
- Through a coordinated effort with key stakeholders in the community, will coordinate efforts to develop and implement supervised programming for adolescent youth at Madison Park.

Organizational Chart



Personnel Staffing

Division of Youth	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Assistant Director/Human Services	1	1	1	1
Administrative Assistant II	1	1	1	1
Clinical Manager	1	1	1	1
HS Case Manager	3	3	2	2
Community Resource Specialist	1	1	1	1
Juvenile Diversion Program Coordinator	1	1	1	1
Programs Manager	1	1	1	1
Program Supervisor	1	1	1	1
Total Full-Time Employees	10	10	9	9

Division of Early Childhood

Description

In 1987, based on a need identified by Lakewood families and community representatives, Lakewood Early Childhood Professionals, the City of Lakewood, Lakewood City Schools, and Lakewood Hospital initiated the Lakewood Child Care Resource and Referral Program and Community Advisory Board. In 1992 this project was expanded to become the Division of Early Childhood, and a part of the newly established City of Lakewood's Department of Human Services. The Division has maintained a commitment to programs that support universal access to family support, while recognizing the need for services that address ever-changing family situations that often bring new challenges and stressors to parents and caregivers raising young children.

Programs administered by the Division of Early Childhood include:

- Family Support Programs
- Child Care Scholarship Program
- Learn Through Play/Family Literacy
- Resource/ Referral
- Lakewood Early Childhood Professional Consortium
- Toy Lending Library
- Greater Cleveland Family Support Consortium
- Special Projects

Trends

- Increase in demand for services and basic resources on the part of young families affected by job loss or work reduction.
- Less available private and public funding for prevention programs.
- Program participants are presenting with more complicated family circumstances including poverty, mental illness and single female headed households.

Division Budgets

General Fund Budget (Fund 101)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	53,492	37,149	33,298	36,419	9%
Fringe Benefits	32,472	18,048	13,031	16,331	25%
Travel and Transportation	-	-	-	-	
Professional Services	1,011	694	754	915	21%
Communications	1,279	1,279	1,543	1,560	1%
Contractual Services	-	-	-	-	
Materials & Supplies	214	342	135	135	0%
Capital	-	-	-	-	
Utilities					
Other	1,079	1,076	1,069	1,100	3%
Debt Service					
Transfer or Advance					
Total	89,546	58,589	49,831	56,459	13%

Community Development Block Grant Fund (Fund 240)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	22,526	21,259	21,019	25,929	23%
Fringe Benefits	3,464	3,262	3,223	4,016	25%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	25,990	24,521	24,242	29,945	24%

Division of Early Childhood

Family Day Care Program (Fund 278)	2008 Actual	2009 Actual	2010 Estimated	2011 Budget	Percent Change 2010-2011
Expenditures by Category					
Salaries	10,144				
Fringe Benefits	1,567				
Travel and Transportation	240				
Professional Services	15				
Communications	-				
Contractual Services	62,780				
Materials & Supplies	-				
Capital					
Utilities					
Other	-				
Debt Service					
Transfer or Advance					
Total	74,746	-	-	-	
TOTAL EXPENDITURES	190,282	83,110	74,073	86,404	17%

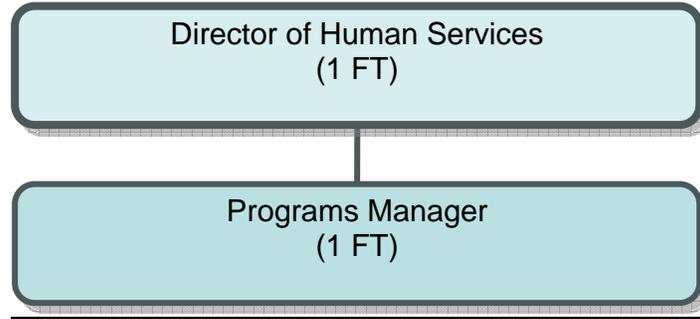
2010 Accomplishments

- Secured outside funding in the amount of \$17,000.00 to continue to offer family literacy and support programs at both the East and West Family Room locations.
- Program Manager in partnership with parent volunteers created and launched the Lakewood Family Room facebook page in August 2010.
- Conducted two additional Play a Day family literacy programs in partnership with Harrison and Grant Elementary Schools utilizing external funding obtained through the Family to Family System of Care program.
- Expanded outreach and services provided at the East End Family Room to one full day per week.

2011 & Beyond Goals

- Develop and implement a public outreach and marketing plan for the Lakewood Family Room East and West programs.
- Secure outside funding to continue Play a Day family literacy programming in Harrison and Grant Elementary Schools and expand to Emerson and Horace Mann Elementary Schools.

Organizational Chart



Personnel Staffing

Division of Early Childhood	As of Dec. 31, 2008	As of Dec. 31, 2009	As of Nov. 15, 2010	Proposed 2011
Full Time Employees				
Programs Manager	1	1	1	1
Total Full-Time Employees	1	1	1	1

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering & Planning & Development	GIS System - Coordinated ESRI system for PW and P&D	4	Computers & Communication Systems	This could come from Water or WWC if necessary	General Fund		15,000				
	Information Systems	Radio Replacement for FCC Compliance for Police, Fire, Public Works & Aging	1	Computers & Communication Systems	Three-year phase in totalling \$228,000 FEMA Grant covers fire radios only.	Westshore FEMA Grant via City of Westlake / 2011, 2012 and 2013 Capital Leases		76,000	76,000	76,000		
103003	Information Systems	Fire Records Management System	3	Computers & Communication Systems	Purchasing Firehouse Software	General Fund	55,000					
103002	Information Systems	Code Enforcement Software	4	Computers & Communication Systems	In process of implementation	General Fund	75,000					
	Fire & EMS	Ballistic Vests for EMS Squads	1	Equipment		Lakewood Hospital Fund		15,000				
	Fire & EMS	Replacement - Fire Turnout Gear	2	Equipment		2014 Capital Lease					250,000	
	Fire & EMS	Replacement - Rescue boat	4	Equipment		General Fund				25,000		
	Fleet	Replacement Equipment -S/S Salt Spreader and 10' Plow	2	Equipment	To replace salt spreaders and 10' Plows. Salt Spreaders that exceeded their life expectancy with stainless steel that will last 25 years and can be switched to other trucks (1 of each each year)	Streets Fund		24,000	25,000	26,500	28,000	30,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Water Equipment #310 compressor(Auctioned in 2009)	2	Equipment	Replace 1996 compressor	Water Fund		14,000				
	Fleet	Water Equipment # 5110 Air compressor	3	Equipment	Replace 1990 compressor	Water Fund					14,000	
	Fleet	Mower & Equipment Upgrades	4	Equipment		General Fund		12,000	13,000	14,000	15,000	15,000
	Fleet	WWC Vehicle #5102 sewer air compressor	4	Equipment	Replace 1998 compressor	WWC Fund			16,000			
	Fleet	Automated Fueling System	4	Equipment	Improved fuel usage monitoring system				85,000			
	Fleet	Replacement Equipment #3100 - Woodchuck Chipper	4	Equipment	Replace 1997 equipment	General Fund			42,000			
	Refuse & Recycling	Sump Pump	2	Equipment	Automatic sump pump with macerator, placed above basement level for repair access purposes, to drain recycle building basement and avoid future basement flooding when rain/snow runoff enters building	General Fund		15,000				
	Refuse & Recycling	Street Can & Toter Replacement	4	Equipment	Replace damaged stone public street containers with decorative stone or metal containers for manual collection or composite containers for automated collection - depending upon area	General Fund		15,000	15,000	15,000	15,000	15,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Replacement Equipment - Asphalt Roller w/ Trailer	4	Equipment	Replace #SM-029 in 2011; #6206 in 2013	Streets Fund		50,000		54,000		
	Fleet	Replacement Equipment # SM-068 - Asphalt Box	4	Equipment		Streets Fund		13,000				
	Fleet	Replacement Equipment #116 - Backhoe	4	Equipment		Streets Fund						96,000
	Fleet	Replacement Equipment #157 -Front End Loader	4	Equipment		Streets Fund			137,000			
	Fleet	Replacement Equipment #6226 - Road Saw	4	Equipment		Streets Fund						23,500
	Engineering	Back Garage Ventilation System	1	Municipal Buildings & Facilities Improvements	Exhaust drop and heated makeup air system - project needs further discussion on extent of work to be done and future increase use of natural gas for heating	2011 GO BANS		150,000				
	Engineering	Recycle building structural steel replacement	2	Municipal Buildings & Facilities Improvements	Remove and replace two steel pylons supporting east side of recycle building drive area - currently not using that entrance for packer trucks due to their weight. Could be included with NOPEC grant for improvements to the facility. (NOPEC Grant is \$611,000)	2011 GO BANS		100,000				

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering	Recycle building roof replacement	2	Municipal Buildings & Facilities Improvements	Tear off and replace recycle building roofing material to slow building deterioration and extend life of building. Could be included with NOPEC grant for improvements to the facility. (NOPEC Grant is \$611,000)	2012 GO BANS / Grant Funding			200,000			
	Public Works Admin	Refuse facility improvements	2	Municipal Buildings & Facilities Improvements	Improvements to recycling drop-off facility - new roof, solar panels, new lighting, paint inside, replace windows - IF AWARDED NOPEC Grant, work will be in 2011	NOPEC Powering our communities grant		611,000				
	Engineering	Refuse and Recycling Division offices	3	Municipal Buildings & Facilities Improvements	Replace deteriorating building - this is for improvement to the drop off building that will be on NOPEC grant, small office building is getting a new furnace and AC and may need a roof soon but it is small. (NOPEC Grant is \$611,000)	2013 & 2014 GO BANS				256,000	200,000	
	Engineering	City Hall Roof	3	Municipal Buildings & Facilities Improvements	Roof over court, and western city hall - not over police	2014 GO BANS					200,000	

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering	Municipal Parking Lots 1&4	3	Municipal Buildings & Facilities Improvements	Need new concrete/paving, guardrails and meter poles. Lot #4 Paved in 2004.	Parking Fund		50,000				
	Engineering	MUG roof	3	Municipal Buildings & Facilities Improvements	Fix leaking area that was patched, replace gutters	Water & WWC Funds		25,000				
109004	Engineering	WWTP Admin Bldg Roof	3	Municipal Buildings & Facilities Improvements	Awarded to DuroRoof	WWTP	90,000					
	Engineering	Stations 1,2,3 Extensive drive, walk and floor concrete repairs	4	Municipal Buildings & Facilities Improvements	Concrete Repairs	General Fund		50,000				
	Parks & Facilities	Building Fire Alarms	1	Municipal Buildings & Facilities Improvements	Update fire alarms in City Hall, Annex, PW Garage, Sign shop, Office on Aging, WCP, Refuse	2011 Capital Lease		100,000				

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
106000	Parks & Facilities	Building & Facility Improvements	4	Municipal Buildings & Facilities Improvements	2011: WCP 5k, side garage roof 25k, skate house siding 5k, exterior doors 10k, Madison bathrooms plan 10k, OoA walls 5k; 2012: WCP 5k, Kiwanas pavillion 5k, Lkwd. Skatehouse bathrooms 10k, groundskeeper garage roof 5k, exterior doors 10k; 2013: WCP 5k, Kiwanas pavillion 5k,	General Fund	25,000	100,000	100,000	100,000	100,000	100,000
106100	Public Works Admin	Berea Road Office Equipment Replacement	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		11,100				
106101	Public Works Admin	Police Department HVAC Upgrades	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		114,744				
106105	Public Works Admin	City Hall IT Dept. A/C Replacement	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		28,491				
106103	Public Works Admin	Exterior Lighting Upgrades	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		51,271				

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
106104	Public Works Admin	Fire Station #2 A/C Replacement	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		11,340				
106106	Public Works Admin	Service Garage HVAC Replacement	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		29,093				
106107	Public Works Admin	Traffic Signal Loop Detector Replacement	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)	24,896					
106102	Public Works Admin	WWTP Lighting Upgrades	4	Municipal Buildings & Facilities Improvements		EEBG Fund (244)		24,972				
	Refuse & Recycling	Security fence and gate replacement	4	Municipal Buildings & Facilities Improvements	Remove and replace security fences and four entrance gates	2012 GO BANS / Grant Funding			100,000			
094041	Engineering	Lakewood Park Shoreline	5	Parks Improvement	Pending outcome of discussions with OPWC and the Sisters of Charity. Expenditures to date reflect legal fees and property permit fees.	2011 GO Bond	321,189	313,675				
	Engineering	Lakewood Park Fishing Pier	5	Parks Improvement		Grant Funding						1,250,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Parks & Facilities	Cove playground equipment	3	Parks Improvement	Replace playground equipment at Cove Park	2014 GO BANS					150,000	
	Parks & Facilities	Madison Park bathrooms	4	Parks Improvement	Rehab Madison Park bathrooms; ADA accessible - will need to do design work prior to construction. Could Use CDBG Funds	2013 GO BANS				150,000		
	Parks & Facilities	Kids Cove	4	Parks Improvement	Upgrade Kids Cove playground	2015 GO BANS						500,000
107000	Parks & Facilities	Parks Improvements	4	Parks Improvement	Fence 15k, pool furniture 4k, pool paint 7k, madison soccer field mntc. 6k, pool mntc 10k, picnic tables 5k, Kauffman Park slope 20k, Promenade erosion control 20k; Kauffman stairs 5k, Madison path asphalt, Madison tennis court coat 15k; Wagar wall 25k; Wager tennis court paint 15k; Foster Pool Design - Design proposals to improve Foster Pool 30K; Parks System Improvements - Information boards, shelters and sign program 30 K; Kauffman Park Improvements - Paved walking path and entry features	CDBG, General Fund and City Park Improvement Fund	162,684	200,000	125,000	100,000	100,000	100,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Parks & Facilities	Lakewood Park Gazebo	5	Parks Improvement	Nature Works Grant to install a gazebo at Lakewood Park near the top of the Promenade. We originally applied for this in March of 2009. The maximum grant amount is \$16,048. Lakewood's contribution is \$5,350. The majority of our contribution will be our employees time to build the structure. The original estimates were for a 16' gazebo that would cost \$17,533 for the material.	Nature Works Grant		16,000				
100200	Forestry	Reforestation Program	4	Reforestation		General Fund	55,000	60,000	60,000	60,000	60,000	60,000
109002	Engineering	Emergency Sewer Repairs	1	Sewer System Improvement	Sewer System Repairs as Needed	WWC Fund	100,000	100,000	100,000	100,000	100,000	100,000
	Engineering	Interceptor Sewer Cleaning and Repair	2	Sewer System Improvement		Sewer Revenue Bonds					4,140,000	
	Engineering	Interceptor Sewer Rehabilitation	2	Sewer System Improvement		Sewer Revenue Bonds						4,390,000
109001	Engineering	Long Term Control Plan & Stormwater Management Professional Services	2	Sewer System Improvement	GIS, Flow Monitoring, Hydraulic Modeling	WWC Fund	185,000	145,000	572,000	250,000	150,000	150,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering	Long Term Control Plan Sewer Construction	2	Sewer System Improvement	Over-Under Separation, Storage Tunnel / Pump Station	WWC Fund & Revenue Bonds		500,000			842,000	842,000
	Engineering	Primary Digester #1 & #2 Mixer Repl.	3	Sewer System Improvement	Design in 2014, construction in 2015	WWTP					30,000	270,000
	Engineering	WWTP Force Main Repair	3	Sewer System Improvement		WWTP		60,000				
	Engineering	West Lift Station Pumps	3	Sewer System Improvement	Is 2 lift station projects together	WWTP Fund				155,000		
	Engineering	Aeration Blower Replacement	4	Sewer System Improvement	Blowers that supply air to the aeration tanks that will result in energy savings - possible Energy Efficiency performance contract?	WWTP Fund			600,000			
096010	Engineering	Restoration of Concrete	2	Sewer System Improvement	Project awarded week of May 10th.	Remainder to 2006 Sewer Revenue Bond Proceeds	652,000					
096012	Engineering	Secondary Digester Cover	3	Sewer System Improvement	Project Underway	Stimulus Grant of \$624,225 - Local Share \$464,775 using 2006 Sewer Revenue Bond Proceeds	1,181,421					

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	WWTP	Thermophylic Digestion Conversion	4	Sewer System Improvement		WWTP					125,000	1,200,000
109003	WWTP	Wastewater Treatment Equipment & Machinery	4	Sewer System Improvement		WWTP Fund (511)	65,000	105,000	105,000	105,000	105,000	105,000
	Engineering	WWTP Outfall Sewer Inspection	4	Sewer System Improvement		WWTP Fund			25,000			
100100	Engineering	Sidewalk Program	2	Sidewalk Improvement	Bids will be advertised the Week of August 9th	SCMR Fund	100,000	100,000	100,000	100,000	100,000	100,000
104003	Engineering	Warren Rd	2	Street Improvement	Bid Opened 7/8/10 and will be awarded to The Shelly Company	CDBG	750,000					
	Engineering	Deep Grind and Overlay & Street Repair Program	2	Street Improvement	Roads to be done depends on outcome of PCR study and availability of funds	GO BANs & CDBG & OPWC						
104002	Engineering	Countant Ave	3	Street Improvement		CDBG		101,800				
104001	Engineering	Wascana Ave	3	Street Improvement		CDBG		230,000				
104004	Engineering	PCR Study	4	Street Improvement	Pavement Condition Report to be done every three years	SCMR	50,000				50,000	
100002	Planning & Development	Madison Avenue Design and Engineering - Design and engineering for re-stripe, re-pave and signal upgrade	2	Street Improvement	We are doing the planning process in 2010. The road outlived its design life in 2009. We should be repaving in next few years. Assumes NOACA funding \$100,000	CDBG	62,500					

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering	Madison Avenue Repave and Restripe	2	Street Improvement	New striping and lane arrangement, bike lane addition and repaving from W117 to Riverside. Currently an OPWC request (Total project cost \$2,533,900, City portion \$1,266,950). IF AWARDED design work will be in 2011 and construction will be in 2012	GO BANs & CDBG		166,950	1,100,000			
	Planning & Development	Lake Avenue Design and Engineering - Design and engineering for re-stripe, re-pave and signal upgrade	4	Street Improvement	Because of Clifton planning, if we are able to get Clifton funded, then we'll need to study Lake.	General Fund			40,000			
104005	Streets	Crack Seal Program	4	Street Improvement	Preventive maintenance on streets	SCMR	50,000	75,000	75,000	75,000	75,000	75,000
094032	Engineering	Detroit Avenue East & West Traffic Signal Design	3	Traffic Signalization	Remainder is City Portion. Construction will start in 2010. City Match / CMAQ Funds total \$3,194,945.	2009 GO BAN Financing	400,000					
	Engineering	Detroit Avenue West Signal Construction	3	Traffic Signalization		2011 GO BANs		650,000				
	Engineering	Madison Traffic Signals (McKinley to Ridgewood) Design Phase IV & Construction	3	Traffic Signalization	City Match / CMAQ Funds total \$3,557,400	2012 & 2013 GO BANs			250,000	1,000,000		

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Engineering	Hilliard/Franklin (Riverside to Ridgewood) Traffic Signals Design Phase V & Constructin	3	Traffic Signalization	City Match / CMAQ Funds total \$3,579,030	2014 & 2015 GO BANs					250,000	900,000
094030	Engineering	Clifton Traffic Signal Replacement Design & Construction	3	Traffic Signalization	City Portion is almost 100% paid. Construction will start in 2010	Federal Grant, State Grant and Local Match using 2009 GO BAN Financing	270,000					
105001	Engineering	Detroit Avenue East Signal Construction	3	Traffic Signalization	Remainder is City Portion. Construction will start in 2010. ODOT will bid in Sept. and \$645,593.20 was paid to ODOT for anticipated project costs.	Federal Grant, State Grant and Local Match using 2009 GO BAN Financing & SCMR Fund(?)	660,000					
105000	Streets	Traffic Sign & Signals Program	4	Traffic Signalization	Will have a better estimate once the sign inventory is complete - first deadline is 2015 for all regulatory, warning, and all ground-mounted signs	SCMR Fund	105,000	40,000	100,000	100,000	100,000	100,000
103001	Fleet	Police Vehicles	1	Vehicle	Replace 5 to 6 Annually	2010: Byrne Grant with 25% City Match from General Fund; 2011-2015 Capital Lease	95,310	290,000	301,600	313,200	326,000	340,000

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Fire - Engine #2	1	Vehicle	Replace 1983 vehicle	2012 Capital Lease			375,000			
	Fleet	Forestry Vehicle #608 - Bucket Truck w/ Dump Body	2	Vehicle	Replace 1991 vehicle	2011 Capital Lease with Transfer from SCMR Fund		190,000				
	Fleet	Streets Vehicle #106 - 5-Ton S/S Dump w/ Plow & S/S Spreader	2	Vehicle	Replace 1989 vehicle	2011 Capital Lease with Transfer from SCMR Fund		170,000				
	Fleet	Streets Vehicle #151 - 5-Ton S/S Dump w/ Plow & S/S Spreader	2	Vehicle	Replace 1980 vehicle	2011 Capital Lease with Transfer from SCMR Fund		165,000				
	Fleet	Fire Car #2 - Command Vehicle	2	Vehicle	Replace 1993 vehicle #38	General Fund			43,000			
	Fleet	Water Vehicle # 314 Backhoe loader	2	Vehicle	Replace 1995 vehicle	Water Fund				100,000		
	Fleet	WWC Vehicle #804 sewer call truck	2	Vehicle	Replace 2001 vehicle	WWC Fund		70,000				
	Fleet	WWC Vehicle #811 sewer call truck	2	Vehicle	Replace 1997 vehicle	WWC Fund		70,000				
	Fleet	Streets Vehicle #142 - Low Side S/S Dump w/ Plow	3	Vehicle	Replace 1986 vehicle	2011 Capital Lease with Transfer from SCMR Fund		140,000				
	Fleet	Streets Vehicle #121 - 5-Ton S/S Dump w/ Plow & S/S Spreader	3	Vehicle	Replace 1984 vehicle	2012 Capital Lease with Transfer from SCMR Fund			171,000			

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Streets Vehicle #108 - 5-Ton S/S Dump w/ Plow & S/S Spreader	3	Vehicle	Replace 1989 vehicle	2013 Capital Lease with Transfer from SCMR Fund				178,000		
	Fleet	Refuse 4-Wheel Utility Vehicles	3	Vehicle	2012: Replace Cushmans #5412 and #5404 with Kubota RTV-1100; 2015: Replace cushmans vehicles 5402, 5425, 5409, 5419, 5423, 5426, 5427, 5428, 5429, 5432)with \$250,000 in Kubotas	Capital Lease			50,000			250,000
	Fleet	Fire Pickup Truck with Plow	3	Vehicle	Replace 1998 vehicle Fire Car #3 and Car #4 with one(1) vehicle	General Fund				45,000		
	Fleet	Fleet Parts Pickup Truck F-250	3	Vehicle	Replace car #1100 with truck for parts	General Fund			26,000			
	Fleet	Parks vehicle # 617 1 1/2 ton dump with plow & spreader truck	3	Vehicle	Replace 1993 vehicle	General Fund			59,000			
	Fleet	Parks vehicle # 641 pickup truck with plow	3	Vehicle	Replace 1995 vehicle	General Fund			37,500			
	Fleet	Prisoner Van Replacement	3	Vehicle	19 year old vehicle #249	General Fund		60,000				
	Fleet	Water Vehicle #304 High side 14' dump tandem	3	Vehicle	Replace 1996 vehicle	Water Fund		150,000				
	Fleet	Water Vehicle #307 Meter repair vehicle	3	Vehicle	Replace 1996 vehicle	Water Fund			60,000			
	Fleet	WWC Vehicle #809 catch basin cleaning truck	3	Vehicle	Replace 1998 vehicle	WWC Fund		240,000				

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	WWC Vehicle #812 sewer cleaning truck	3	Vehicle	Replace 1998 vehicle	WWC Fund		290,000				
	Fleet	WWC Vehicle #817 sewer cleaning truck	3	Vehicle	Replace 2001 vehicle	WWC Fund					310,000	
103004	Fleet	2010 Pick-up Truck	3	Vehicle	To replace vehicle 825 damaged in accident	WWTP Fund 511	50,000					
	Fleet	Streets Vehicle #118 - 5-Ton S/S Dump w/ Plow & S/S Spreader	4	Vehicle	Replace 1989 vehicle	2012 Capital Lease with Transfer from SCMR Fund			171,000			
	Fleet	Fire - Medical Squad	4	Vehicle	Replace 1995 vehicle	2013 Capital Lease				200,000		220,000
	Fleet	Streets Vehicle #150 - 5-Ton S/S Dump w/ Plow & S/S Spreader	4	Vehicle	Replace 1992 vehicle	2013 Capital Lease with Transfer from SCMR Fund				178,000		
	Fleet	Forestry Vehicle #618 - Chipper Truck	4	Vehicle	Replace 1999 vehicle	2014 Capital Lease					150,000	
	Fleet	Streets Vehicle #114 - Street Sweeper	4	Vehicle	Replace 2004 vehicle	2014 Capital Lease with Transfer from SCMR Fund					180,000	
	Fleet	Streets Vehicle #128 - 5-Ton S/S Dump w/ Plow & S/S Spreader	4	Vehicle	Replace 1992 vehicle	2014 Capital Lease with Transfer from SCMR Fund					185,000	
	Fleet	Streets Vehicle #168 - 5-Ton S/S Dump w/ Plow & S/S Spreader	4	Vehicle	Replace 1991 vehicle	2014 Capital Lease with Transfer from SCMR Fund					185,000	

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Streets Vehicle #109 - 5-Ton S/S Dump w/ Plow & S/S Spreader	4	Vehicle	Replace 1999 Vehicle	2015 Capital Lease with Transfer from SCMR Fund						192,000
	Fleet	Streets Vehicle #120 - 2.5- Ton S/S Dump w/ Plow	4	Vehicle	Replace 1996 Vehicle	2015 Capital Lease with Transfer from SCMR Fund						96,000
	Fleet	Refuse Packers	4	Vehicle	2011: Replace vehicles #446 and #411 with one Loadmaster Excel 31 and one International Automated Packer ; 2013: Replace vehicle # 412 with one Loadmaster Excel 31; 2014: Replace vehicle #414 with one Loadmaster Excel 31	Capital Lease		471,795		222,270	229,000	
	Fleet	Parks vehicle # 607 pickup truck with plow	4	Vehicle	Replace 1998 vehicle	General Fund					41,000	
	Fleet	Parks vehicle # 621 maintenance van	4	Vehicle	Replace 1997 vehicle	General Fund						36,000
	Fleet	Parks vehicle # 625 pickup truck	4	Vehicle	Replace 1996 vehicle	General Fund				25,000		
	Fleet	Parks vehicle # 627 pickup truck with plow	4	Vehicle	Replace 2001 vehicle	General Fund						43,000
	Fleet	Parks vehicle # 632 carpenter van	4	Vehicle	Replace 1997 vehicle	General Fund					35,000	
	Fleet	Parking Electric Vehicle	4	Vehicle	Replace 1999 Vehicle #289	Parking Fund			30,000			

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Parking Van Replacement	4	Vehicle	8 year old van vehicle #287	Parking Fund			30,000			
	Fleet	Water Vehicle # 306 Meter repair vehicle	4	Vehicle	Replace 2001 vehicle	Water Fund				40,000		
	Fleet	Water Vehicle #305 1 1/2 ton dump truck with plow	4	Vehicle	Replace 2003 vehicle	Water Fund						70,000
	Fleet	Water Vehicle #309 High side 14' dump tandem	4	Vehicle	Replace 2001 vehicle	Water Fund				160,000		
	Fleet	Water Vehicles # 308 Meter repair vehicle	4	Vehicle	Replace 2001 vehicle	Water Fund					52,000	
	Fleet	Water Vehicles #303 Pannel van water digging crew	4	Vehicle	Replace 2002 vehicle	Water Fund					110,000	
	Fleet	WWC Vehicle #813 backup sewer call truck	4	Vehicle	Replace 1998 vehicle	WWC Fund			70,000			
	Fleet	WWC Vehicle #822 sewer utility body truck	4	Vehicle	Replace 2006 vehicle	WWC Fund						40,000
	Fleet	WWC Vehicle #823 sewer 1 1/2 ton dump truck	4	Vehicle	Replace 2003 vehicle	WWC Fund					65,000	
	Fleet	Police Vehicle # 250 police pickup truck	4	Vehicle	Replace 1995 vehicle Replaced by fleet vehicle 1106				32,000			
	Fleet	Forestry Vehicle #103 - Bucket Truck	5	Vehicle	This could be car #3 from Fire dept if Fire gets rid of it soon	2013 Capital Lease				85,000		
	Fleet	Fire Car #1 - Fire Chief	5	Vehicle	Replace 2005 vehicle #31	General Fund					35,000	
	Fleet	Fire Car #5 - Fire Inspector	5	Vehicle	Replace 2000 Dodge Intrepid vehicle #35	General Fund			29,000			

Capital Improvement Plan

Project #	Primary Department	Project Name / Description	Priority	Category	Comments	Funding Source	2010 Budgeted Amount	2011	2012	2013	2014	2015
	Fleet	Animal Control Vehicle Replacement	5	Vehicle	Replace 1998 Vehicle #281	Kennel Donations (Fund 770) and Spay & Neuter (790)		40,000				
	Fleet	WWC Vehicle #802 manager vehicle	5	Vehicle	Replace 2006 vehicle	WWC Fund						26,000
108001	Engineering	Emergency Water Repairs	1	Water System Improvements		Water Fund	100,000	100,000	100,000	100,000	100,000	100,000
108002	Engineering	Clifton Place Water Main & Sidewalk	2	Water System Improvements	Project awarded week of May 10th	CDBG	136,000					
108003	Engineering	French & Virginia Watermain Replacement	2	Water System Improvements	Bids will be advertised the Week of August 9th	Water Fund	805,120					
108004	Engineering	Nicholson Watermain Replacement (Merl to Hazelwood)	2	Water System Improvements		Water Fund		100,000				
	Engineering	Watermain Replacement Program	2	Water System Improvements		Water Fund / OWDA / Issue 2		400,000		500,000	500,000	500,000
	Engineering	Watermain Replacement Program	2	Water System Improvements	OPWC Request Pending: Belle, Westwood, Athens, Clarence - IF AWARDED work will be in 2012	Total project cost \$1,627,773, City portion \$813,887 and possible \$162,777 loan			813,887			
	Engineering	Water Meter Replacement Program	3	Water System Improvements	Determine type of AMR system and systematically replace with largest meters first	Water Fund		500,000	500,000	500,000	500,000	500,000

Capital Improvement Plan

Project Priority

Key

1 = Critical / Safety Issue

2 = Necessary / Equipment or Infrastructure in poor condition or compliance issue

3 = Needed / Replacement or Improvement Overdue, part of matching funds or will result in cost savings

4 = Maintenance / To Keep Condition Up to Date or Improve Efficiency

5 = Quality of Life

Improvement

City of Lakewood Financial Policies and Guidelines

Introduction

These financial 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. The policies provide the structure for all decision-making with the goal of achieving and maintaining financial stability in the near and long-term.

The objectives of the City's system for accounting and financial reporting are to maintain the confidence of City Council, taxpayers and investors by providing information which demonstrates that:

- Money and property are handled responsibly, the current financial position is fully disclosed, and activities are operating at a maximum level of efficiency.
- Financial performance conforms to all laws, ordinances, and procedures.

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. The date of most current review was November 8, 2010.

Fund Structure

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 (GASB).

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 / agency.

Governmental Funds

Governmental funds are those through which most municipal 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.

The City's Governmental Funds are the General Fund, Special Revenue Funds, Debt Service Funds, and Capital Project Funds.

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

City of Lakewood Financial Policies and Guidelines

purpose provided it is expended or transferred according to the general laws of Ohio, and the Charter of the City of Lakewood.

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.

Debt Service Funds account for the accumulation of resources for and payment of general long-term obligations' principal and interest.

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.

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.

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

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.

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.

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.

City of Lakewood Financial Policies and Guidelines

Budget Procedures

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 changed 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 Comprehensive Annual Financial Report (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 authorized by 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 estimate of expense**
- **The appropriation ordinances (temporary, annual and revised)**
- **The certificate of estimated resources**

City of Lakewood Financial Policies and Guidelines

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."

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.

Estimated Revenues and Expenditures

According to Article III, Section 14 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;

City of Lakewood Financial Policies and Guidelines

- (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.

Temporary Appropriations

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.

It is a guideline of the City of Lakewood to avoid creating and passing a Temporary Appropriation. The Annual / Permanent Appropriation Ordinance should be passed by Council prior to December 31st of the preceding year.

Annual Appropriations

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.

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.

Budget Policies and Guidelines

Balanced Budgets

A budget is balanced with estimated revenues equal to or greater than the proposed expenditures of the fund. In the case of the General Fund, certain Special Revenue Funds (SCMR and the Lakewood Hospital Fund), and the Enterprise Funds, this means that current-year expenditures are funded from current-year anticipated revenues.

In instances where projected expenditures may be funded from fund balance (reserves), such funding is from anticipated current-year revenues, if any, and any fund balance remaining from the prior year. These are typically funds that rely on one-time grants for revenues, grants from entities with different fiscal years thus resulting in a timing difference, or funds established that have occasional, non-operating or one-time expenditures.

Revenues for all funds are conservatively estimated based on economic forecasts, trend analysis, third-party data, and grant awards or financing.

Expenditures are projected based on the following, but not limited to, the following factors:

- the terms of the City's seven collecting bargaining unit contracts,
- projected health insurance and workers' compensation costs based on third-party estimates and trend analyses,
- program and operating estimates from directors and division managers,
- debt service payments,
- estimated project costs,
- previously established vendor contractual terms, and
- prior year(s) actual expenditure trend analysis.

In the event that projected expenditures exceed estimated revenues, then efforts will be made to first reduce expenditures while preserving core services provided by the City, then methods to enhance or increase revenues will be explored.

Fund Balances and Reserve Accounts

A healthy fund balance is considered the City's "emergency fund" and permits the City to weather difficult economic times, unpredictable natural or man-made disasters, unforeseen expenditures or unanticipated declines in revenues without cutting City services or operations, and without imposing new taxes and fees.

As recommended by the Government Finance Officer's Association, "at a minimum, that general-purpose governments, regardless of size, maintain unrestricted fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures."

In order to maintain a prudent level of financial resources to protect against unanticipated or emergency expenditures or temporary revenue shortfalls, operating funds such as the General Fund, the SCMR Fund, the Lakewood Hospital Fund, and

City of Lakewood Financial Policies and Guidelines

the enterprise funds, should maintain an unencumbered fund balance of between 5% to 15% of projected annual expenditures, and ideally at least 60 days of average daily expenditures.

In addition to the unencumbered fund balance targets, for known and/or anticipated liabilities, the City should set aside the following reserve accounts and maintain the following recommended minimum annual balances in these accounts:

- \$750,000 for separation payments at time of termination
- \$750,000 for unpaid claims liability and reserve requirements within the Hospitalization Internal Service Fund
- \$400,000 for unpaid claims liability and reserve requirements within the Workers Compensation Internal Service Fund
- \$1,000,000 for economic development projects within the General Fund

Financial Forecasting

Per City of Lakewood Charter Article VIII, Section 3, the Finance “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 appropriation measures or ordinances, resolutions or other actions concerning capital programs or permanent improvements.”

Since personnel expenditures comprise the largest portion of the City’s operating costs, and the majority (over 80%) of employees are members of a collective bargaining unit, the terms of the contracts are the primary assumption for creating an operating financial forecast. However, contracts are typically three years in duration, and making salary and benefit expenditure assumptions beyond the contract terms could create a skewed fiscal picture that could have an impact on future contract negotiations.

Therefore, the Finance Department will create five-year revenue forecasts only for the following funds on an annual basis:

- General (101) Fund
- Street, Construction, Maintenance and Repair (211) Fund
- Lakewood Hospital (260) Fund
- Debt Service (301) Fund
- Water (501) Fund
- Wastewater Collections (510) Fund
- Wastewater Treatment (511) Fund
- Wastewater Treatment Improvement (512) Fund
- Parking (520) Fund

The revenue projections will be used to determine the estimated level of appropriations needed over the next five years for each of the funds listed above.

Three-year financial operating revenue and expenditure forecasts will be created upon the settlement of all collective bargaining agreements.

Capital Budgeting

Capital Projects are defined as a study, engineering/design, purchase of equipment and/or construction, or a combination of all three phases totaling \$10,000 or more having a useful life of at least five years.

The Capital Improvement Plan (CIP) is comprised of all short-term and anticipated long-term capital needs of the City. The ability to fund those projects will be based on the five-year revenue projections for the funds listed in the Financial Forecasting section, and the readiness of projects to occur during that current year.

Projects will be funded by a combination of note proceeds, bond proceeds, grants, municipal capital lease financing, government loans, gifts, and operating funds. If a capital project is debt funded (note, bond, lease or loan), the term of the debt should not exceed the useful life of the project.

Revenue Policies and Guidelines

The City tries to maintain a diversified revenue system, and currently receives revenues through local taxes, fees, charges, interest earnings, and grants.

Tax Policy

Tax policy must try to avoid over-reliance on one type of taxes or fees, be aware of the adverse effects of excessively heavy taxes, and attuned to disproportionate burdens levied on any particular taxpayer group.

Taxes should be structured to provide a stable and predictable stream of revenue to fund City services, to make collection of revenues simple and reliable, and to retain/promote residents and businesses.

User Fees and Charges

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 comparable amounts. Fees and charges should be reviewed annually, and should be modified to allow growth at a rate that keeps pace with the costs of provided the service.

Delinquent Payments and Collections

The Division of Finance is responsible for coordinating, tracking, monitoring and collecting all delinquent payments due to the City of Lakewood for all departments with the exception of Municipal Court.

The delinquency threshold is \$50.00 and 30 days past due for all City of Lakewood receivables with the exception of Municipal Court. Delinquencies \$49 and under will be monitored by the Division of Finance, and will be written off as bad debt if not collected within 365 days upon first becoming delinquent.

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Once a past due payment meets the delinquency threshold, it will be referred to the Division of Finance. A letter will go out, signed by the Director of Finance stating the following:

- Notification that an account is 30 days past due.
- Options for payment including payment plan and/or credit card.
- Notification that a 1.5% late fee will be charged.
- Notification that failure to respond and/or make payment within 30 days will result in the bill turned over to a collections service and a potential negative impact on one's credit rating.
- Delinquent water/sewer, sidewalk and high weed/grass bills will have the option to be put on property tax assessments.

Delinquent accounts totaling between \$50 to \$2,999 that fail to respond or make payment within 30 days will be turned over to a collections agency, except for delinquent water/sewer, sidewalk and high weed/grass bills, which will be put on the property tax assessment. Water shut offs will only occur as a means of payment collection on a case-by-case basis.

Delinquent accounts between \$50 to \$2,999 that the collections agency was not successful in collecting within 120 days, will return to the City, and will be filed in small claims court.

Delinquent accounts totaling \$3,000 and over will go to an outside law firm to represent the City since it exceeds the small claims amount.

Payments from Accounts with Non-Sufficient Funds

If payment is submitted to the City from a bank account with non-sufficient funds, a certified letter is sent to the issuer for recovery of the amount plus an administrative fee of \$30.

This fee is to recover costs associated with the NSF payment such as bank fees and certified mail. The letter will allow the issuer to make good on the NSF check within 15 calendar days.

If the issuer does not respond within the time period the information will be turned over to the Law Department and/or Lakewood Police Department for further action.

Debt Policies and Guidelines

The City will use current revenues to meet daily operations and working capital needs, and will not issue any debt to fund its operations. It will pursue all known outside funding sources such as local, state and federal grants or low-interest loan programs before issuing debt or making assessments.

The use of debt will be forecasted based on the five-year projected revenues and the capital improvement plan. Current and projected debt service payments must be predictable, affordable and a manageable part of the Debt Service Fund (301) and the Enterprise Funds.

City of Lakewood Financial Policies and Guidelines

Ensuring the availability of funds for current debt service payments is the primary and most important basis when forecasting these funds. No additional debt can be issued if the projected revenues to do not exceed the current obligations. The City will not issue debt for any infrastructure project, equipment or system for a term that exceeds the useful life of that improvement.

An objective of issuing debt is to raise capital at the lowest interest and debt issuance costs, consistent with the need to borrow based on the capital needs of the City. This will be accomplished by keeping a high credit rating, which is currently a Moody's Investor Service assigned rating of Aa2. It will also be accomplished by maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the annual appropriations responsibly.

The following are guidelines for financing capital projects:

- Infrastructure improvements, equipment purchases, studies/ engineering/ architectural reviews related to capital projects, and the City's portion of project match totaling less than \$100,000 may be allocated from the current year appropriations of the respective fund and division, and will be considered "pay-go" or pay-as-you-go funding.
- Equipment with an estimated value of over \$100,000 with a useful life of 10 years or less may be financed via a Request for Proposal process for a municipal capital lease. Debt service payments will be appropriated within the Debt Service Fund (301) or the appropriate Enterprise Fund.
- Infrastructure improvements, studies, studies/engineering/architectural reviews related to capital projects, and the City's portion of project match totaling more than \$100,000 may be financed first through short-term bond anticipation notes or other appropriate debt instruments. Notes may be renewed and remain outstanding until the project(s) are complete and the final costs are known or can be reasonably estimated. At that time, bonds will be issue to retire the notes unless market conditions warrant that the debt remain in notes.

Revenue debt must take into account covenants including debt service coverage ratios and the user charges and rates necessary to support not only operations, but current and future debt service.

All professional service providers used in connection with the City's debt issuance will be selected annually according to the City's procurement policies.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position, which includes, but is not limited to, copies of Comprehensive Annual Financial Reports, Official Statements, and Annual Disclosure Statements.

The City will dutifully comply with all statutory debt limitations imposed by the Ohio Revised Code and the City of Lakewood Charter and Ordinances, as well as comply with all arbitrage rebate requirements of the Internal Revenue Service.

The City will monitor its debt portfolio for refunding opportunities on a regular basis to determine if an advance refunding is cost-effective, that the threshold for savings in relation to the

City of Lakewood Financial Policies and Guidelines

refunding bond is at least three to five percent, and is consistent with the City's financial goals and objectives.

Investment Policies and Guidelines

These policies apply to the investment of all City funds, and the investment program is intended to provide safe, maximum returns and adequate liquidity to meet cash flow requirements.

The City of Lakewood will be permitted to purchase any investment specifically authorized and governed by the Ohio Revised Code, and no investment will be purchased that has a term of more than five years. The investment officer for the City is the Director of Finance, or his/her designee.

Except for cash in certain restricted and special funds as permitted by the Charter of the City of Lakewood, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the General Fund (101), with the exception of investment earnings of the Bond Retirement Fund (301), the TIF Capital Improvement Fund (406), the Water Fund (501), the Wastewater Collection Fund (510), and the Wastewater Treatment Fund (511).

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate interest rate risk and credit risk.

Interest Rate Risk

As a means of limiting exposure to fair value losses caused by rising interest rates, operating funds will be invested according to Ohio law in that investments will not exceed five years in duration.

The City's investment portfolio will be structured so that securities mature to meet cash requirements for ongoing operations and/or long-term debt payments, and will avoid the need to sell securities or terminate investments such as certificates of deposit prior to maturity.

Credit Risk

The City of Lakewood will minimize credit risk, which is the risk of loss due to the failure of the security, issuer or backer, by:

- Limiting investments to the types of securities as permitted by Ohio law
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City of Lakewood will do business
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

Interim monies are those monies which are not needed for immediate use, but will be needed before the end of the current period of designation for depositories. Interim

City of Lakewood Financial Policies and Guidelines

deposits must be evidenced by time certificates of deposit maturing not more than one year from the date of deposit, or by savings or deposit accounts including passbook accounts.

Interim monies held by the City may be deposited or invested in the following securities:

1. United States Treasury Notes, Bills, Bonds, or any other obligation or security issued by the United States Treasury, or any other obligation guaranteed as to payment of principal and interest by the United States;
2. Bonds, notes, debentures, or any other obligations or securities issued by any federal government agency or instrumentality, including, but not limited to, Federal National Mortgage Association, Federal Home Loan Bank, Federal Farm Credit Bank, and Government National Mortgage Association. All federal agency securities shall be direct issuances of federal government agencies or instrumentalities;
3. Written repurchase agreements in securities listed above;
4. Bonds and other obligations of the State of Ohio;
5. No-load money market mutual funds consisting exclusively of obligations described in (1) or;
6. The State Treasurer's investment pool (STAROhio);
7. Time certificates of deposit or savings or deposit accounts including, but not limited to, passbook accounts;
8. Certain bankers acceptances and commercial paper notes for a period not to exceed one hundred eighty days in an amount not to exceed 25 percent of the interim monies available for the investment at any one time.

The City may also invest any monies not required to be used for a period of six months or more in the following:

1. Bonds of the State of Ohio;
2. Bonds or Bond Anticipation Notes of any municipal corporation, village, county, township, or other political subdivision of this State, to which there is no default of principal, interest, or coupons;
3. Obligations of the City.

Investments in stripped principal or interest obligations, reverse repurchase agreements and derivatives are prohibited. The issuance of taxable notes for the purpose of arbitrage, the use of leverage and short selling are also prohibited. An investment must mature within five years from the date of purchase unless matched to a specific obligation or debt of the City, and must be purchased with the expectation that it will be held to maturity.

City of Lakewood Financial Policies and Guidelines

All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- Proof of National Association of Securities Dealers (NASD) certification (not applicable to Certificate of Deposit counterparties)
- Proof of state registration
- Certification of having read and understood and agreeing to comply with the City of Lakewood's investment policy.
- Evidence of adequate insurance coverage.

The City of Lakewood follows Ohio law that requires deposits be either insured or protected by eligible securities pledged to and deposited either with the City or a qualified trustee by the financial institution as security for repayment, or by a collateral pool of eligible securities deposited qualified trustee and pledged to secure the repayment of all public monies deposited in the financial institution whose market value at all times shall be at least one hundred five percent of the deposits being secured.

However, as a guideline, the City will work to ensure that its deposits are fully collateralization on all demand deposit accounts, including checking accounts and non-negotiable certificates of deposit, and the City will monitor the collateral positions of the City's investments.

It is the policy of the City to diversify its investments. To eliminate risk of loss resulting from the over-concentration of assets in a specific maturity, issuer, or class of securities, all cash and cash equivalent assets in all City funds shall be diversified by maturity, issuer, and class of security. Diversification strategies shall be determined and revised periodically by the investment officer.

The investment officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last quarter. The report will include the following:

- Listing of investments by maturity date.
- Average weighted yield to maturity of portfolio.
- Percentage of the total portfolio which each type of investment represents.

Fixed/Capital Asset Policies and Guidelines

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 Government Accounting Standards Board (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.

City of Lakewood Financial Policies and Guidelines

Capital assets are defined as tangible and intangible assets that have initial useful lives that extend beyond a single reporting period (1year). 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.

The City capitalizes only their higher-cost assets. The minimum capitalization threshold is \$5,000, and all land is capitalized. The City maintains adequate controls over all assets, including lower-cost capital assets (\$100-\$4,999). Detailed records shall be maintained for all items below the capitalization threshold that should be safeguarded from loss. These items will be part of an annual physical inventory. These items include furniture and equipment that fall below the established thresholds.

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 are 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.

Only those assets above the \$5,000 threshold will be depreciated. The Generally Accepted Accounting Principles (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.

All machinery and equipment, vehicles and furniture above \$5,000 will be assigned an asset number and identified with a capital RED fixed asset tag, all others (\$100-\$4,999) will be identified with a BLUE "property of" fixed asset 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, 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 applicable. The Finance Department will also conduct periodic unscheduled inspections to compare the asset list with inventory on hand.

Information on purchase of assets over the \$100 threshold will be compiled from data gathered from the biweekly Accounts Payable 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.

Upon receipt of a Fixed Asset Addition /Deletions /Transfer Form and confirmation that the 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 Financial Policies and Guidelines

Purchasing Policies and Guidelines

Items Less than the Bid / Request for Proposal Thresholds

When making purchases that exceed \$500 but are less than \$7,500 (\$5,000 for professional services), Division Managers must confirm (3) quotes have been obtained for the purchase of goods/materials. Quotes can be identified in HTE at the time requisitions are entered. Maintain back-up paperwork with your orders. If item cannot be purchased locally, state so in the "comments" section as requisition is entered.

Bid / Request for Proposal Process

By Lakewood City Ordinance, purchase of any products or services that exceed \$7,500 must be publicly bid or solicited by a Request for Proposal (RFP), as should any professional service that exceeds \$5,000. Exceptions to the requirement to bid occur if items can be purchased through or at an amount equal to the State of Ohio's Cooperative Purchasing Program, or if the item is supplied by sole source.

The City publishes notification of its intent to issue a bid/RFP and instructions regarding the availability of specifications in local newspapers and on the City of Lakewood website. The deadline for submittal of a bid/RFP is two weeks from the date of publication.

In addition to the project proposal, a submitted bid must also contain the following: (a) signed and notarized Non-Collusion Affidavit; (b) signed and notarized Ethics Affidavit; and (c) a bid guarantee in the form of a bid bond or certified check for \$500. The Non-Collusion Affidavit includes a list of the officers of the submitting company. This list is reviewed during the contract award process for identification of any conflicts of interest between elected officials or city staff, and company ownership. Incomplete bid packages are immediately disqualified from consideration. The Bidder Qualifications Statement / References should be included with the bid submission; however, a bid will not be disqualified for lack thereof.

Additional items included in the bid document that do NOT have to be submitted with the bid are (a) MacBride Principles; (b) Insurance Requirements Checklist; and (c) Personal Property Tax Affidavit.

Completed bid packages/RFPs are forwarded to the appropriate City department for review and recommendation of vendor, contractor or consultant. The Purchasing Manager verifies contracting authority has been approved by City Council and adequate funds are available and budgeted for the project.

Approval to purchase Products or Services that exceed \$7,500 or Professional Services that exceed \$5,000 must have final approval of the city's Board of Control.

Prior to Board of Control approval, the Division of Finance confirms that all City taxes are up-to-date and no liens have been filed against the property within City limits. Also, that no findings of recovery have been reported to the Ohio Auditor of State's Office.

The Bid/RFP and departmental recommendation are forwarded to the City's Board of Control for review and final approval. Board of Control is comprised of the Mayor, Finance Director, Law Director and Director of Public Works, and meets twice each

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month. Final selection of a Bid/RFP requires the approval signature of three of the four members of the Board of Control. In their review of bids, the City Department and the Board of Control make their selection based on the *lowest and best submission*. In their review of RFPs, they make their selection based on the *best responsive and responsible; not necessarily the lowest cost*. For RFPs only, staff may meet with contractors or consultants during the review process to refine a proposal.

NO employee has the authority to sign a contract on behalf of the City without authorization from the Law Department. If a contract has not been stamped for approval by the Law Department, the City will not recognize it as a valid contract.

Retainage Policies and Guidelines

The City will withhold 10% of the invoices (estimates) submitted for construction projects, up to the first 50% of the total contract value, which is equivalent to 5% of the total contract. No retainage will be withheld after project is 50% complete. Retainage is released once project is complete and a division manager authorizes approval. The City will not withhold retainage on any professional services including architectural, design, engineering, and consulting, as per Codified Ordinance 111.04.

Disaster Preparedness Policies and Guidelines

The City of Lakewood disaster preparedness policy is designed to lessen the impact of a disaster upon the financial, investment, income tax, utility, and payroll operations. This policy is not intended to prevent disasters from taking place, but is solely focused on managing financial operations after a disaster.

This policy addresses the financial, investment, income tax, utility and payroll operations for the City of Lakewood. The scope of this policy is to be able to relocate the financial operations to a new site. To be able to secure computer equipment, have adequate supplies of material and instructions on hand. To have properly trained personnel available to continue with the normal operations of the office.

The specifics of the disaster preparedness policies and guidelines are to be presented within a separate policy document that finance department staff is to be provided and trained on at least an annual basis.