

City of Lakewood

**2013 Estimate of Expense
Comprehensive Budget Document**

Submitted November 15, 2012

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2013

CITY COUNCIL

Brian E. Powers (At-Large), Council President
Mary Louise Madigan (Ward 4), Council Vice President
David Anderson (Ward 1)
Thomas Bullock (Ward 2)
Shawn Juris (Ward 3)
Ryan Nowlin (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

Michael Summers

DEPARTMENT DIRECTORS

Joseph Beno, Public Works
Dorothy Buckon, Human Services
Kevin Butler, Law
Scott Gilman, Fire Chief
Timothy Malley, Police Chief
Jennifer Pae, Finance
Dru Siley, Planning & Development
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 2013 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 2012 projected totals, and the 2013 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
- 2012 accomplishments
- 2013 & beyond goals
- Organization chart
- Staffing levels (current and historical)

The **Five-Year Capital Plan** lists the anticipated capital projects which are typically equipment, facility or infrastructure purchases or improvements, or studies or engineering for projects, totaling more than \$10,000 with a useful life of over 1 year. The project is described with the anticipated funding source and estimated cost.

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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Executive Summary

2013 City of Lakewood Objectives

1. Continue to aggressively protect our citizens and their property.
 - a. Maintain appropriate public safety manpower levels.
 - b. Leverage technology to improve effectiveness.
 - c. Identify more creative solutions to automobile speeding behavior

2. Finish Phase 1 of the Housing Forward Strategy.
 - a. Finish Inspection all houses identified as 3's on a scale of 1 to 4 with 1 needing no repair to 4 needing significant repair.
 - b. Gain 75 percent compliance of homes rated as 3's.

3. Adapt and improve service delivery to reduce resources by using our new tools to great effect.
 - i. LEAN and Six Sigma
 - ii. SharePoint
 - iii. GIS
 - iv. Training on all of the above.

4. Continue to identify and implement sustainable practices.
 - a. Energy and fuel consumption optimization.
 - b. Recycling expansion.
 - c. Best use of City facilities to optimize space and customer service accessibility.

5. Advance EPA Long-Term Control and Storm water Management Plans
 - a. Put shape to source control from household to sewer lines.
 - b. Increase alternative run off strategies and investments via Green Design.
 - c. Make incremental storm/sanitary separation investments by initiating the Edgewater Drive Sewer Separation Project.

6. Lakewood Hospital Strategic Discussion.
 - a. Begin to shape the 2027 and Beyond Vision and Strategy.

7. Gain financial strength for investment in Lakewood's future.
 - a. Negotiate fair, balanced, and affordable labor contracts.
 - b. Continue aggressive collection of revenues.
 - c. Protect existing revenue sources from Legislative encroachment by the Ohio General Assembly.
 - d. Identify possible new revenue sources based on demographic trends.
 - e. Improve Moody's bond rating from Aa2 to Aa1.

8. Strengthen Investment along Madison Avenue.
 - a. Begin street surface investment and traffic signalization improvements.
 - b. Commercial space development and utilization.
 - c. Develop multi-tenant rental unit improvement programs.

9. Improve stewardship of City assets.
 - a. Reduce property insurance claims by implementing better internal controls.
 - b. Ensure adequate control and oversight of City property and assets.
 - c. Add improvements to Lakewood, Madison, and Kauffman Parks.

2013 and Beyond City of Lakewood Budget Discussion

The 2013 General Fund Budget to be presented to Lakewood City Council at the November 19, 2012 Council meeting is structurally balanced in that projected 2013 revenues exceed projected 2013 expenditures.

The projected 2013 General Fund revenues of approximately \$33.30 million are nearly \$2.75 million less than the \$36.05 million projected revenues for 2012. The reduction in revenue is due to:

1. The State of Ohio Legislature's elimination of the Estate Tax.
2. The State of Ohio Legislature's 50 percent reduction of the Local Government Fund.
3. A 4 percent reduction of property tax revenues due to decreased valuations.

The City of Lakewood reduced General Fund expenditures to meet the 2013 projected revenues by:

1. Transferring funds at the end of 2012 from the General Fund into the Hospitalization and Workers Compensation Funds in order to reduce the amount charged to departments over the course of the year to pay claims.
2. Not filling 9 full-time budgeted positions that became vacant over the course of 2012.
3. Freezing operational expenditures in many areas at 2011 and 2012 levels.
4. No budgeted cost-of-living increases.

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 167 of this document.

The anticipated financial position at year-end 2012 will enable the City to make the following transfers and fund the following reserves per City Policy:

- A \$1.20 million transfer to the Hospitalization Internal Service Fund to reduce charges to departments in 2013.
- A \$250,000 transfer to Workers Compensation Internal Service Fund to reduce charges to departments in 2013.
- Maintain a \$750,000 reserve in the Separation Payments account line especially in light of the many anticipated retirements due to changes at the Ohio Pension Systems.
- Initiate a \$250,000 reserve in the 27th Pay account line in anticipation of the 27th Pay Period that will take place in 2015 that will add approximately \$1.00 million in additional payroll expenditures that year.
- Reserve \$200,000 for potential legal settlements for current litigation against the City.
- Reserve \$150,000 for the replacement of outdated computers throughout the City, but primarily within Building & Housing and the Police Departments, and other information technology improvements and associated training costs.
- Reserve an additional \$100,000 towards the City's Economic Development account line.

2013 General Fund Revenue Highlights

- **Municipal Income Taxes:** Represent the largest revenue source to the City and is generated by a 1.5 percent tax on wages and corporate earnings. Because the income tax accounts for half of estimated General Fund revenues, the amount of financial resources available to provide city services is directly related to the health of the local economy. With the current national and regional economic pace, the City continues to be very cautious in its 2013 projections. Therefore, collections for 2013 are anticipated to be \$18.95 million or an increase of 1.0 percent compared to 2012 projected revenues.

On October 30th, House Bill 601 “Municipal Income Tax Uniformity” was introduced in the Ohio General Assembly. This bill is a total rewrite of Ohio Revised Code Section 718 and will certainly cause loss of local control, reduced revenues, and provides the groundwork for eventual takeover by the State. This bill is scheduled to have hearings and could pass the Ohio House before the end of this year.

- **Property Taxes:** Revenues for 2013 are estimated to be \$7.09 million, which is a net decrease of approximately 4 percent from estimated collections of \$7.34 million in 2012. The Cuyahoga County Fiscal Officer ‘revalued’ all properties in the City for the 2013 collection year per state law. Final estimated amounts for 2013 will be available in December.

Total delinquent Property Taxes and Special Assessments owed to the City decreased by \$5,075 during 2012 for a total delinquency of nearly \$1.24 million.

- **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.

Since July 1, 2011, the Local Government Fund distributions have been reduced by 50 percent. The projected revenue for 2013 is approximately \$1.54 million or a reduction of nearly \$700,000 from 2012 budgeted receipts.

In addition, the CAT tax reimbursements originally estimated at \$126,500 for 2013 have been terminated in the current State budget. Effective January 1, 2013 the Estate Tax has been eliminated by the General Assembly, thus, the City is not budgeting any revenue for 2013. Budgeted collections have been \$700,000 for the last five years.

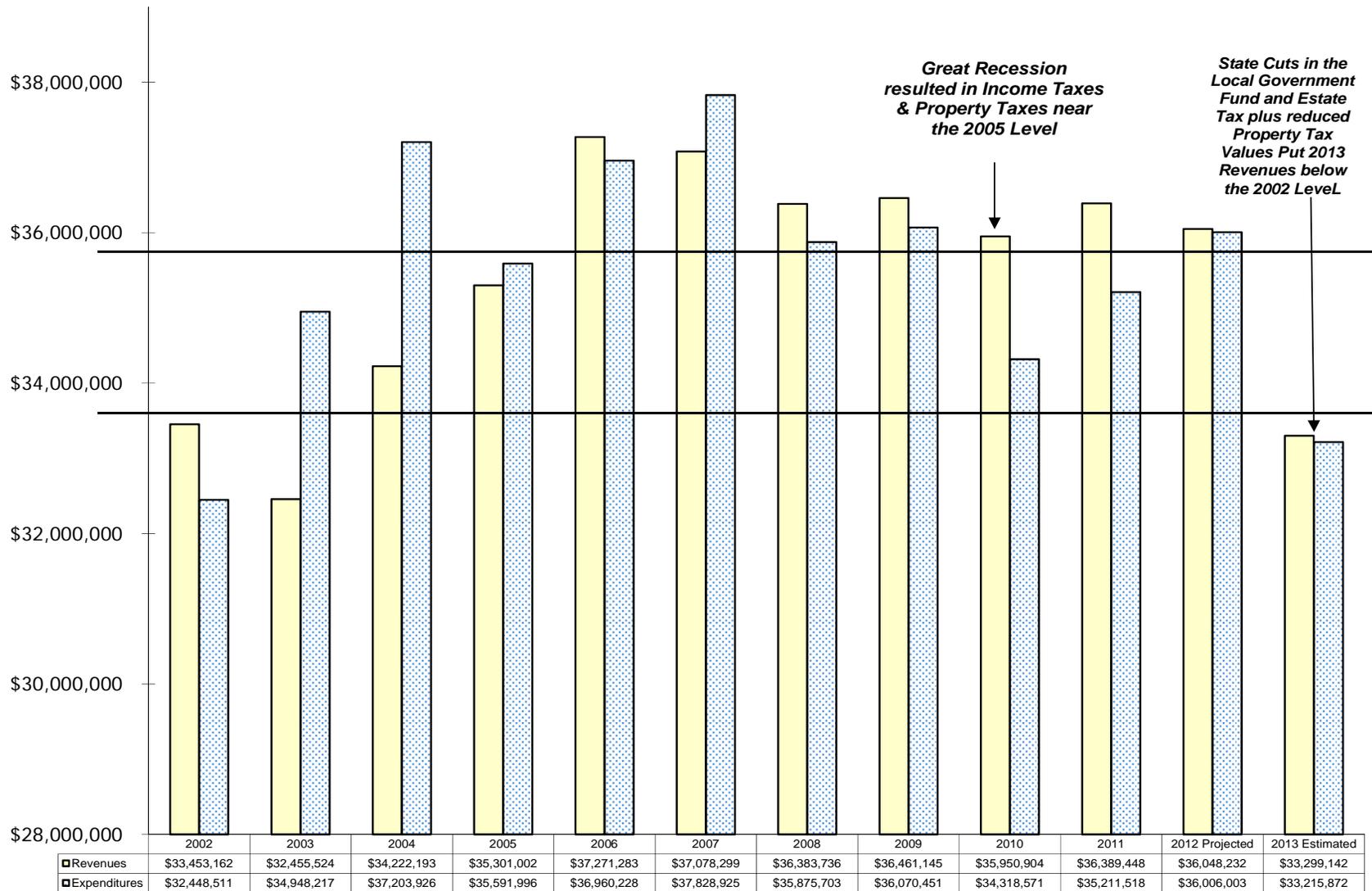
2013 General Fund Budget Expenditure Assumptions:

- There are no budgeted cost-of-living increases in 2013.
- The majority of operating expenditures are projected to be at 2011 and 2012 levels.

Executive Summary

Projection As of November 15, 2012	2007	2008	2009	2010	2011	2012	2013
	Actual	Actual	Actual	Actual	Unaudited	Projection	Projection
General Fund							
Fund 101: General Fund							
Beginning Balance	\$ 971,745	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,370,747
Revenues	\$ 37,109,124	\$ 36,383,736	\$ 36,461,146	\$ 35,950,904	\$ 36,389,448	\$ 36,048,232	\$ 33,299,142
Expenditures	\$ 37,756,727	\$ 35,755,488	\$ 34,913,381	\$ 34,318,571	\$ 35,211,518	\$ 36,006,003	\$ 33,215,872
Encumbrances	\$ 103,023	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414		
Adjustments	\$ 118,399	\$ 103,138	\$ 120,214	\$ 1,157,070	\$ 949,608		
Unencumbered Ending Balance	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,370,747	\$ 4,454,017
Structural Balance / (Imbalance)	\$ (647,603)	\$ 628,248	\$ 1,547,765	\$ 1,632,333	\$ 1,177,930	\$ 42,229	\$ 83,270

City of Lakewood, Ohio General Fund Revenues vs. Expenditures 2002 - 2013



Other Funds 2013 Revenue Highlights:

- **Lakewood Hospital Fund:** Total revenues are expected to increase by \$15,000 compared to 2012. The modest increase is from EMS transport fees, vital statistic fees and special assessments.
- **Water Operating Fund:** Total operating revenues are expected to increase in 2013 due to anticipated increase in water rates effective January 1, 2013.
- **Wastewater Collection and Wastewater Treatment Funds:** Total operating revenues are expected to increase over 2012 due to anticipated increase in sewer rates effective January 1, 2013.
- **Parking Facilities Fund:** Total revenues are expected to decrease \$14,000 from 2012 budgeted revenues due to reduced collections from parking meters and parking permits.
- **Winterhurst Ice Rink Fund:** Total estimated revenues include reimbursement of utility and property tax costs and \$75,000 rental fee per the contract.

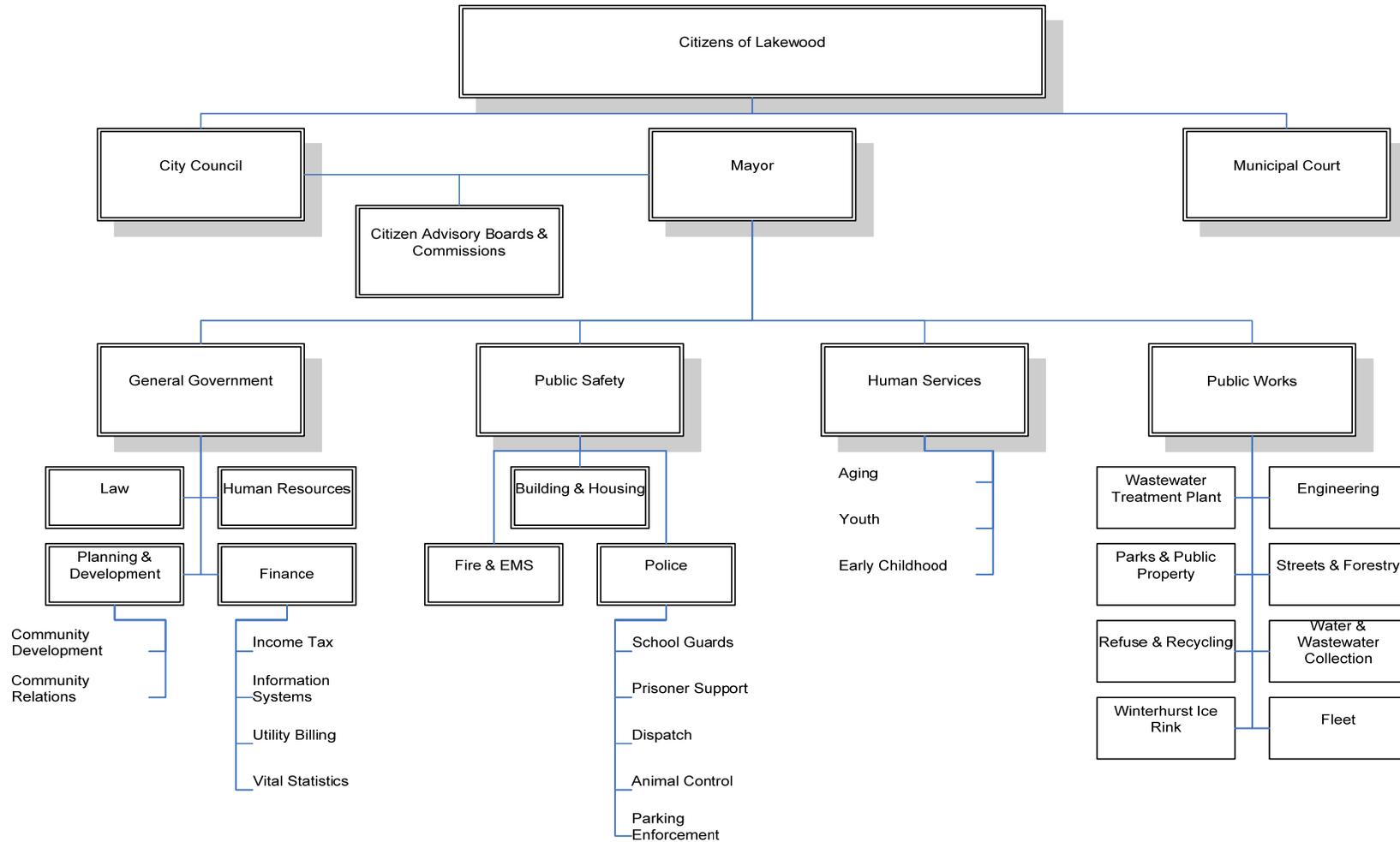
2013 Anticipated Debt Issuances

The City's 2013 to 2017 Capital Improvement Plan can be found on Page 149 of this document. To support several of these purchases, the City of Lakewood will be financing the cost of the expenditure via the issuance of General Obligation Bond Anticipation Notes or enter into Capital Leasing Agreements. The following are lists of the projects that will be financed in 2013.

2013 General Obligation Bond Anticipation Notes		
Project #	Project	Amount
136002	Rocky River Sheet Pile	\$ 200,000
136003	Salt Storage Facility at MUG	\$ 200,000
137004	Foxx Field Improvements	\$ 150,000
137005	Kids Cove Improvements	\$ 250,000
124022	Madison Avenue Street Reconstruction Design	\$ 72,000
134005 . . .	Streets Improvement Program	\$ 1,428,000
Total		\$ 2,300,000

2013 Capital Leases		
Project #	Project	Amount
133013	Automated Recycling - Recycling roll-carts for curb-side automated vehicle pick-up.	\$ 318,000
133021	Streets Vehicle #108 -5-Ton S/S Dump w/ Plow & S/S Spreader	\$ 180,000
133023	Fire - Medical Squad	\$ 225,000
133024	Police Vehicles 4-5 cars each year	\$ 280,000
133022	Water 5-Ton S/S Dump w/ Plow & S/S Spreader & 12' High Side Dump - hook lift & flat bed for plates	\$ 210,000
118001	Water Meter Replacement Program	\$ 500,000
Total		\$ 1,713,000

Organization & Staffing Summary



Full-Time Staffing Summary All Departments

Department Name	2012		2013		2012-2013 Requested Level Change	
	11/15/10 Full-Time Employees*	11/15/11 Full-Time Employees*	Requested Employee Levels	11/15/12 Full-Time Employees*		Requested Employee Levels
General Government						
Council	1	1	1	1	1	0
Mayor's Office	2	2	2	3	3	1
Civil Service	1	1	1	1	1	0
Human Resources	3	3	3	3	3	0
Law	3	3	4	4	4	0
Finance	6	7	7	7	7	0
Income Tax	3	4	4	5	5	1
Information Systems (IS)	4	4	4	4	4	0
Vital Stats	2	2	2	2	2	0
Utility Billing	2	3	3	2	2	-1
Planning & Development / Building & Housing	25	20	22	18	21	-1
Community Relations	1	1	1	1	1	0
Total General Government	53	51	54	51	54	0
Public Safety						
Police	99	97	99	96	98	-1
Dispatch	10	10	11	11	11	0
Support of Prisoners	4	2	2	2	2	0
Parking	2	2	2	2	2	0
Animal Control	3	3	3	3	3	0
Fire	75	76	76	76	76	0
EMS	13	12	12	12	12	0
Total Public Safety	206	202	205	202	204	-1

* Does Not Include Budgeted Vacant Positions in the Process of Being Filled

Organization & Staffing Summary

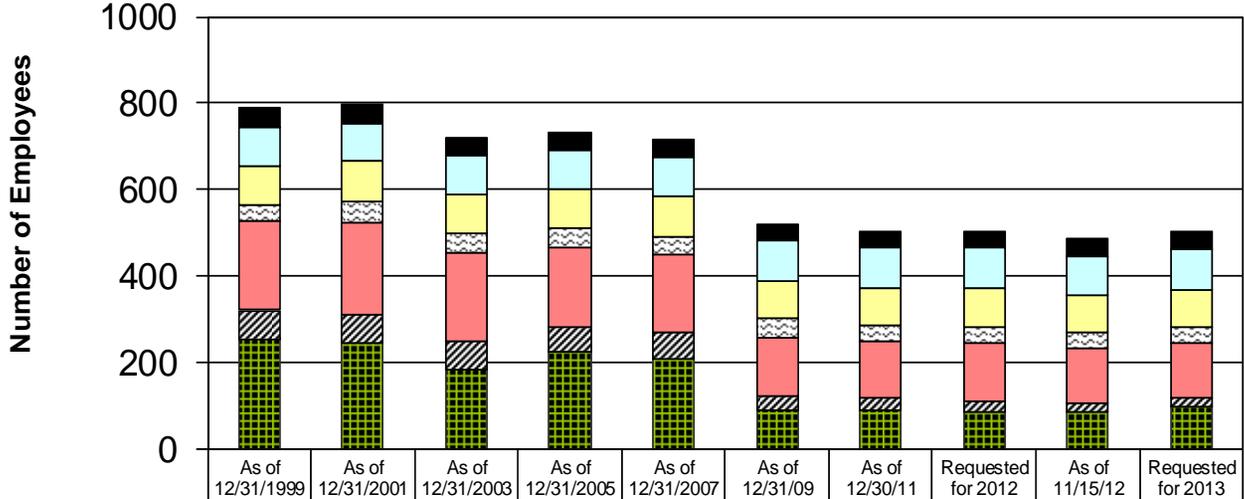
Department Name	2012		2013		2012-2013 Requested Level Change	
	11/15/10 Full- Time Employees*	11/15/11 Full- Time Employees*	Requested Employee Levels	11/15/12 Full- Time Employees*		Requested Employee Levels
Public Works						
Public Works Administration	2	2	2	2	3	1
Parks (1)	13	13	13	16	16	3
Buildings & Facilities	2	1	1	0	0	-1
Construction	4	4	4	0	0	-4
Streets	15	14	15	16	16	1
Forestry	4	5	5	4	4	-1
Traffic Signs & Signals (2)	3	2	2	0	0	-2
Refuse	31	32	32	30	30	-2
Fleet	11	11	10	10	10	0
Water Distribution	6	6	6	6	6	0
Water Metering	6	6	6	6	6	0
Wastewater Collections	10	11	12	12	12	0
Wastewater Treatment	23	22	23	23	23	0
Engineering	4	3	3	3	3	0
Total Public Works	134	132	134	128	129	-5
Human Services						
Human Services Administration	2	2	2	2	2	0
Aging	18	16	15	12	12	-3
Early Childhood	1	1	1	1	1	0
Youth	8	8	6	6	6	0
Total Human Services	29	27	24	21	21	-3
TOTAL FULL-TIME EMPLOYEES	422	412	417	402	408	-9

* Does Not Include Budgeted Vacant Positions in the Process of Being Filled

(1) Parks, Building & Facilities & Constructions Divisions merged under Parks

(2) Traffic Signs & Signals merged under Streets

City of Lakewood Employee Levels 1999 to 2013



Category	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	As of 12/30/11	Requested for 2012	As of 11/15/12	Requested for 2013
General Government (Does Not Include Municipal Court Employees)	48	47	43	41	42	38	37	40	40	41
Uniform Police Officers (2013 does not include 4 Part-Time Officers)	87	84	86	87	90	94	94	94	90	94
Uniform Firefighters & EMS	90	93	93	93	93	88	87	87	87	87
Other Public Safety	38	49	45	42	42	42	37	38	36	36
Public Works	206	214	205	186	178	138	132	134	128	129
Human Services	65	66	63	59	61	31	27	24	21	21
Estimated Part-time / Seasonal (Does Not Include Municipal Court Employees)	257	245	185	223	209	90	90	88	85	97

Staffing Reduction Totals 2007 vs. 2013			
	2007	2013	Reduction
Full - Time	506	408	98
Part-Time	209	97	112
Total	715	505	210

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2012 - 2013 Projected
	Actual 2010	Actual 2011	Projected 2012	Budgeted 2013	
Balance of January 1	17,500,527	18,062,874	20,033,288	20,470,949	
Revenues By Type					
Property Taxes	16,457,316	15,989,693	16,038,170	14,812,809	-8%
Municipal Income Taxes	17,684,600	18,804,460	18,763,238	18,950,870	1%
Charges for Services	27,541,977	29,947,636	29,793,388	29,277,047	-2%
Licenses, Permits, and Fees	1,351,135	1,047,280	1,524,244	1,325,824	-13%
Fines and Forfeitures	1,573,033	1,534,404	1,596,130	1,596,130	0%
Intergovernmental	10,564,422	8,764,483	8,841,779	5,260,320	-41%
Special Assessments	220,651	109,890	152,203	152,203	0%
Payment in Lieu of Taxes	53,319	138,158	140,000	140,000	0%
Contribution and Donations	143,156	137,720	103,796	115,796	12%
Interest	103,903	11,258	7,991	7,991	0%
Miscellaneous	1,336,158	1,322,401	1,321,098	1,450,926	10%
Debt Proceeds	7,797,888	14,378,102	17,550,256	6,248,000	-64%
Transfers & Advances In	4,067,872	4,335,596	5,286,450	3,845,552	-27%
Total Revenue	88,895,429	96,521,082	101,118,742	83,183,468	-18%
Expenditures by Function					
General Government	8,756,072	9,832,721	10,045,498	9,905,141	-1%
Public Safety	21,252,000	21,542,961	21,429,624	21,589,087	1%
Public Works	15,586,027	16,443,203	15,930,593	16,117,474	1%
Human Services	2,319,844	2,319,000	1,922,976	1,823,189	-5%
Purchased Water	6,501,791	6,299,340	6,750,000	6,850,000	1%
Capital	3,821,711	4,806,826	5,826,033	7,374,213	27%
Debt Service	18,440,929	22,833,114	25,281,561	13,028,491	-48%
CDBG, ESG, HOME, NSP Pass-Through	2,475,322	1,186,840	2,167,102	1,892,088	-13%
Transfer or Advance Out	3,162,513	3,464,278	5,301,172	3,432,207	-35%
Hospitalization & Workers Compensation	5,950,372	5,822,387	6,026,522	5,594,476	-7%
Total Expenditures	88,266,583	94,550,668	100,681,081	87,606,367	-13%
Balance December 31	18,129,373	20,033,287	20,470,949	16,048,050	

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 2013 Budget with 2012 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	\$ 6,245,569		\$ 2,746,271				
Municipal Income Taxes	\$ 18,950,870						
Charges for Services	\$ 2,355,677			\$ 350,000	\$ 185,000	\$ 2,248,847	\$ 63,885
Licenses, Permits, and Fees	\$ 1,238,789					\$ 2,950	
Fines and Forfeitures	\$ 1,346,770						\$ 249,360
Intergovernmental	\$ 2,538,230	\$ 1,956,850		\$ 2,100,000	\$ 116,453	\$ 21	\$ 1,454,502
Special Assessments						\$ 20,049	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 86,796		\$ 29,000
Interest	\$ 6,047						
Miscellaneous	\$ 167,190						\$ 149,523
Debt Proceeds							
Transfers & Advances In	\$ 450,000			\$ 250,000	\$ 550,000		
Total Revenue	\$ 33,299,142	\$ 1,956,850	\$ 2,746,271	\$ 2,700,000	\$ 938,249	\$ 2,271,868	\$ 1,946,271
Expenditures by Function							
Salaries	\$ 21,203,500	\$ 925,498		\$ 419,232	\$ 603,572	\$ 1,431,307	\$ 425,793
Fringe Benefits	\$ 3,947,507	\$ 282,528	\$ 2,710,231	\$ 121,088	\$ 193,213	\$ 327,267	\$ 68,307
Travel and Transportation	\$ 28,255	\$ -		\$ 5,098	\$ 2,500	\$ 4,050	\$ 15,098
Professional Services	\$ 1,131,120	\$ 4,210		\$ 47,634	\$ 2,850	\$ 89,175	\$ 169,175
Communications	\$ 319,525	\$ 8,050		\$ 3,016	\$ 19,350	\$ 8,900	\$ 3,820
Contractual Services	\$ 1,186,535	\$ 125,550		\$ 20,000	\$ 450	\$ 201,584	\$ 440,801
Road Salt		\$ 200,000					
Materials & Supplies	\$ 1,527,405	\$ 243,000		\$ 1,849	\$ 82,950	\$ 59,765	\$ 81,525
Capital	\$ 446,500	\$ 205,000		\$ 757,450	\$ -	\$ 117,500	\$ 291,102
Utilities	\$ 873,800	\$ 48,000			\$ 30,500	\$ 5,000	\$ 1,000
Purchased Water							
Other	\$ 957,255	\$ 925		\$ 183,947	\$ 7,210	\$ 12,875	\$ 23,945
Reserve Balance	\$ 250,000						
Economic Development Programs	\$ 50,000						
Debt Service	\$ -			\$ 50,000		\$ 50,000	
Transfer or Advance	\$ 894,469	\$ 25,000	\$ 458,588	\$ 250,000		\$ 1,200	\$ 25,000
CDBG, ESG, HOME, NSP Pass-Through				\$ 823,695			\$ 1,068,393
Income Tax Refunds	\$ 400,000						
Total Expenditures	\$ 33,215,872	\$ 2,067,761	\$ 3,168,819	\$ 2,683,008	\$ 942,595	\$ 2,308,623	\$ 2,613,959
Revenue over Expenditures	\$ 83,270	\$ (110,911)	\$ (422,547)	\$ 16,992	\$ (4,346)	\$ (36,755)	\$ (667,689)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2013 Budget with 2012 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2013	Projected 2012
Revenues By Type								
Property Taxes	\$ 4,969,301						\$ 13,961,141	\$ 16,038,170
Municipal Income Taxes							\$ 18,950,870	\$ 18,763,238
Charges for Services			\$ 10,863,774	\$ 7,673,027	\$ 516,249	\$ 3,460,000	\$ 27,716,459	\$ 29,793,388
Licenses, Permits, and Fees							\$ 1,241,739	\$ 1,524,244
Fines and Forfeitures							\$ 1,596,130	\$ 1,596,130
Intergovernmental		\$ -					\$ 8,166,057	\$ 8,841,779
Special Assessments	\$ -	\$ -	\$ 101,814	\$ 50,388			\$ 172,252	\$ 152,203
Payment in Lieu of Taxes	\$ 140,000						\$ 140,000	\$ 140,000
Contribution and Donations		\$ 1,180					\$ 116,976	\$ 103,796
Interest	\$ 489	\$ -	\$ 1,439	\$ 16	\$ -		\$ 7,991	\$ 7,991
Miscellaneous	\$ -	\$ 7,233	\$ -	\$ 151,219	\$ 341,136	\$ 54,000	\$ 870,301	\$ 1,321,098
Debt Proceeds	\$ 3,948,000	\$ 2,300,000	\$ -		\$ -		\$ 6,248,000	\$ 17,550,256
Transfers & Advances In	\$ 2,461,082	\$ -			\$ 150,000	\$ 134,469	\$ 3,995,552	\$ 5,286,450
Total Revenue	\$ 11,518,873	\$ 2,308,413	\$ 10,967,027	\$ 7,874,650	\$ 1,007,385	\$ 3,648,469	\$ 83,183,468	\$ 101,118,742
Expenditures by Function								
Salaries			\$ 847,719	\$ 1,881,895	\$ 179,152		\$ 27,917,668	\$ 27,374,685
Fringe Benefits			\$ 257,227	\$ 611,951	\$ 43,198	\$ 5,398,176	\$ 13,960,692	\$ 15,004,085
Travel and Transportation			\$ 2,100	\$ 1,250	\$ -		\$ 58,351	\$ 41,957
Professional Services			\$ 113,725	\$ 365,751	\$ 750	\$ 103,800	\$ 2,028,190	\$ 1,455,443
Communications			\$ 82,460	\$ 6,010	\$ 777		\$ 451,908	\$ 378,246
Contractual Services			\$ 29,150	\$ 619,000	\$ 2,000		\$ 2,625,070	\$ 2,890,228
Road Salt							\$ 200,000	\$ 213,013
Materials & Supplies			\$ 201,695	\$ 394,900	\$ 17,300		\$ 2,610,389	\$ 2,335,998
Capital		\$ 2,913,211	\$ 1,171,000	\$ 1,288,000	\$ 177,000		\$ 7,366,763	\$ 5,676,033
Utilities			\$ 40,750	\$ 360,500	\$ 315,000		\$ 1,674,550	\$ 1,579,839
Purchased Water			\$ 6,850,000				\$ 6,850,000	\$ 6,750,000
Other	\$ 66,000		\$ 544,410	\$ 762,131	\$ 224,802	\$ 92,500	\$ 2,876,001	\$ 2,563,466
Reserve Balance							\$ 250,000	\$ 1,055,573
Economic Development Programs							\$ 50,000	\$ 236,526
Debt Service	\$ 9,447,140		\$ 1,395,777	\$ 1,984,711	\$ 34,863		\$ 12,962,491	\$ 25,281,561
Transfer or Advance			\$ 15,250	\$ 1,678,200	\$ 84,500		\$ 3,432,207	\$ 5,237,326
CDBG, ESG, HOME, NSP Pass-Through							\$ 1,892,088	\$ 2,167,102
Income Tax Refunds							\$ 400,000	\$ 440,000
Total Expenditures	\$ 9,513,140	\$ 2,913,211	\$ 11,551,263	\$ 9,954,299	\$ 1,079,342	\$ 5,594,476	\$ 87,606,367	\$ 100,681,081
Revenue over Expenditures	\$ 2,005,733	\$ (604,798)	\$ (584,236)	\$ (2,079,649)	\$ (71,957)	\$ (1,946,006)	\$ (4,422,900)	\$ 437,661

Summary of All Funds

2013 Scheduled Fund Balances	2013 Projected Beginning Balance	2013 Projected Revenue	2013 Projected Expenditures	2013 Projected Ending Balance
General (101) Fund	\$ 4,370,747	\$ 33,299,142	\$ 33,215,872	\$ 4,454,017
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 420,079	\$ 1,956,850	\$ 2,067,761	\$ 309,168
Litter Control Grant (212) Fund	\$ 8,797	\$ 2,500	\$ 4,000	\$ 7,297
Community Festival (213) Fund	\$ 2,703	\$ 4,000	\$ 4,058	\$ 2,644
Police Pension (220) Fund	\$ 587,216	\$ 1,340,340	\$ 1,588,484	\$ 339,072
Fireman Pension (221) Fund	\$ 497,003	\$ 1,405,931	\$ 1,580,334	\$ 322,600
Law Enforcement Trust (222) Fund	\$ 150,944	\$ 149,523	\$ 205,275	\$ 95,192
Federal Forfeiture (225) Fund	\$ 8,340	\$ 2	\$ 8,000	\$ 342
Indigent Driver's Alcohol Treatment (230) Fund	\$ 148,618	\$ 16,701	\$ 147,000	\$ 18,319
Enforcement and Education (231) Fund	\$ 61,563	\$ 4,721	\$ 60,000	\$ 6,284
Political Subdivision (232) Fund	\$ 15,091	\$ 900	\$ 14,000	\$ 1,991
Computer Maintenance (234) Fund	\$ 28,342	\$ 34,753	\$ 55,000	\$ 8,095
Court Special Projects (235) Fund	\$ 308,500	\$ 144,112	\$ 275,659	\$ 176,953
Court Probation Services (236) Fund	\$ 19,997	\$ 32,836	\$ 51,980	\$ 853
IDIAM (237) Fund	\$ 49,793	\$ 15,338	\$ 65,000	\$ 131
Community Development Block Grant (240) Fund	\$ 1,642	\$ 2,700,000	\$ 2,683,008	\$ 18,634
Emergency Shelter Grant (241) Fund	\$ 1,803	\$ 199,000	\$ 199,000	\$ 1,803
HOME Investment Program (242) Fund	\$ 601	\$ 524,000	\$ 519,854	\$ 4,747
Energy Efficiency Block Grant (244) Fund	\$ 1,635	\$ -	\$ -	\$ 1,635
Neighborhood Stabilization Program (245) Fund	\$ 200,537	\$ 200,000	\$ 400,000	\$ 537
HPSP (246) Fund	\$ 153	\$ -	\$ -	\$ 153
Aging (250) Fund	\$ 17,465	\$ 938,249	\$ 942,595	\$ 13,119
Lakewood Hospital (260) Fund	\$ 239,489	\$ 2,271,868	\$ 2,308,623	\$ 202,734
Byrne Memorial Grant (276) Fund	\$ (0)	\$ 20,000	\$ 20,000	\$ 0
Help to Others (277) Fund	\$ 36	\$ 35,885	\$ 35,273	\$ 647
Juvenile Diversion (278) Fund	\$ 961	\$ 43,000	\$ 42,672	\$ 1,289
FEMA (280) Fund	\$ -	\$ 178,000	\$ 178,000	\$ -
Family to Family (281) Fund	\$ 77,274	\$ 341,000	\$ 329,188	\$ 89,086
Total Special Revenue Funds	\$ 2,848,582	\$ 12,559,508	\$ 13,784,764	\$ 1,623,326
Debt Service Funds				
Bond Retirement (301) Fund	\$ 650,510	\$ 9,339,741	\$ 8,996,228	\$ 994,022
TIF Bond Retirement (302) Fund	\$ 132,205	\$ 538,114	\$ 516,911	\$ 153,408
Total Debt Service Funds	\$ 782,715	\$ 9,877,855	\$ 9,513,140	\$ 1,147,430
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 349,669	\$ 2,300,000	\$ 2,600,000	\$ 49,669
Land Acquisition (404) Fund	\$ -	\$ -	\$ -	\$ -
City Park (405) Improvement Fund	\$ 94,430	\$ 8,413	\$ 90,000	\$ 12,843
TIF Capital Improvement (406) Fund	\$ 223,212	\$ -	\$ 223,211	\$ 1
Total Capital Projects Funds	\$ 667,311	\$ 2,308,413	\$ 2,913,211	\$ 62,513
Enterprise Funds				
Water Operating (501) Fund	\$ 4,829,151	\$ 10,967,027	\$ 11,551,263	\$ 4,244,914
Wastewater Collection (510) Fund	\$ 1,143,857	\$ 4,012,943	\$ 4,654,930	\$ 501,870
Wastewater Treatment (511) Fund	\$ 1,355,249	\$ 3,861,708	\$ 3,699,369	\$ 1,517,588
Wastewater Improvement (512) Fund	\$ 1,121,368	\$ 1,641,018	\$ 1,600,000	\$ 1,162,386
Parking Facilities (520) Fund	\$ 393,762	\$ 441,967	\$ 584,342	\$ 251,387
Winterhurst Ice Rink (530) Fund	\$ 71,542	\$ 565,418	\$ 495,000	\$ 141,960
Total Enterprise Funds	\$ 8,914,929	\$ 21,490,080	\$ 22,584,905	\$ 7,820,105
Internal Service Funds				
Hospitalization (600) Fund	\$ 2,153,449	\$ 3,267,647	\$ 5,033,000	\$ 388,096
Worker's Compensation (601) Fund	\$ 733,216	\$ 380,822	\$ 561,476	\$ 552,563
Total Internal Service Funds	\$ 2,886,665	\$ 3,648,469	\$ 5,594,476	\$ 940,659
TOTALS	\$ 20,470,949	\$ 83,183,468	\$ 87,606,367	\$ 16,048,050

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.

Financial Forecasts

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2012	Projected 2013	Projected 2014	Projected 2015	Projected 2016	Assumptions
Balance of January 1	20,033,288	20,470,949				
Revenues By Fund						
General Fund (Fund 101)	36,048,232	33,299,142	33,038,651	33,230,054	33,423,372	Elimination of Estate Tax & Reduction of Local Govt. Fund and 4% decrease in Property Tax collections in 2013.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,018,740	1,956,850	1,956,850	1,956,850	1,956,850	Flat based on 2012 projection. Lower in 2013 due to the Sidewalk Assessments no longer being done.
Lakewood Hospital Fund (Fund 260)	2,271,868	2,271,868	2,271,868	2,271,868	2,271,868	Flat based on 2012 projection, however may likely increased due to higher EMS transport charges
Debt Service Fund (Fund 301)	16,093,327	9,339,741	11,556,741	13,308,741	13,308,741	2013 Property Tax Reappraisal expected to result in 10% decrease. Fluctuations based on debt issuances.
Water Fund (Fund 501)	11,506,740	10,967,027	10,742,674	10,861,438	10,861,438	3% rate increase in 2013 and 2% each year after.
Wastewater Collections Fund (Fund 510)	6,187,751	4,012,943	4,032,740	4,548,133	4,548,133	Estimated 10% rate increase each year.
Wastewater Treatment Fund (Fund 511)	6,154,311	3,861,708	3,881,505	4,396,898	4,396,898	Estimated 10% rate increase each year.
Wastewater Treatment Improvement Fund (Fund 512)	1,888,000	1,641,018	1,641,018	1,641,018	1,641,018	4% decrease in Property Tax collections in 2013.
Parking Fund (Fund 520)	441,967	441,967	441,967	441,967	441,967	Flat based on 2012 projection
All Other Funds	18,507,808	15,391,206	14,993,206	14,993,206	14,993,206	
Total Revenue	101,118,742	83,183,468	84,557,218	87,650,171	87,843,488	
Expenditures by Function						
Salaries	27,374,685	27,917,668				The Majority of Contracts Expire on December 31, 2012
Fringe Benefits	15,004,085	13,960,692				
Hospitalization and Workers Compensation	-	-				
Travel and Transportation	41,957	58,351				
Professional Services	1,455,443	2,028,190				
Communications	378,246	451,908				
Contractual Services	2,890,228	2,625,070				
Road Salt	213,013	200,000				
Materials & Supplies	2,335,998	2,610,389				
Capital	5,676,033	7,366,763				
Utilities	1,579,839	1,674,550				
Purchased Water	6,750,000	6,850,000				
Other	2,563,466	2,876,001				
Reserve Balance for Separation Payments	1,055,573	250,000				
Economic Development Programs	236,526	50,000				
Debt Service	25,281,561	12,962,491				
Transfer or Advance	5,237,326	3,432,207				
CDBG, ESG, HOME, NSP Pass-Through	2,167,102	1,892,088				
Income Tax Refunds	440,000	400,000				
Total Expenditures	100,681,081	87,606,367				
Balance December 31	20,470,949	16,048,049				

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 mills 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, sewer lines, 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.

City of Lakewood, Ohio

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2012	Call Date	Security	2013 Debt Service Payments
2012	\$ 5,445,000	\$ 5,445,000	Not Callable - 2023	GO (includes refunded 2003 Bonds)	\$ 190,000
2011	\$ 12,320,000	\$ 9,795,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 804,556
2007	\$ 10,875,000	\$ 8,835,000	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 1,068,010
2006	\$ 10,285,000	\$ 8,610,000	7/1/2016 - 2031	Water Revenue	\$ 674,650
2006	\$ 14,320,000	\$ 12,010,000	7/1/2016 - 2031	Sewer Revenue	\$ 945,613
2005	\$ 21,610,000	\$ 9,830,000	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 1,931,189
2004	\$ 4,265,000	\$ 3,530,000	7/1/2014 - 2024	GO (Rockport TIF)	\$ 419,380
1995	\$ 3,125,000	\$ 1,545,000	Not Callable - 2020	Water Revenue	\$ 245,383
Total	\$ 82,245,000	\$ 54,155,000		Total	\$ 6,278,780
Total GO	\$ 54,515,000	\$ 37,435,000			
Total Revenue	\$ 27,730,000	\$ 16,720,000			

Debt Overview

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2011, \$1.948 million in General Obligation BANS were issued to fund projects in 2011, and in 2012 \$2.0 million in BANS were issued. 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	2013 Debt Service Payments
2012	\$ 2,000,000	4/17/2013	1.125%	\$ 2,022,438
2011	\$ 1,948,000	4/17/2013	1.250%	\$ 1,960,175
Total	\$ 3,948,000		Total	\$ 3,982,613

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, 2012	Final Maturity Year	2013 Debt Service Payments
2007	\$1,664,642	\$665,405	2017	\$ 244,922
2008	\$5,416,546	\$2,917,799	2018	\$ 670,824
2009	\$2,175,159	\$1,326,716	2019	\$ 275,799
2010	\$0	\$0		\$ -
2011	\$3,402,570	\$2,865,315	2021	\$ 442,916
2012	\$1,137,080	\$1,096,797	2022	\$ 164,395
Total	\$13,795,997	\$8,872,033	Total	\$1,798,856

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 2001 the City repaired roads using special assessment bonds.

LOANS & SPECIAL ASSESMENTS			
	Amount Outstanding as of Dec. 31, 2012	Final Maturity Year	2013 Debt Service Payments
OWDA	\$16,383	2013	\$ 16,729
OPWC	\$3,275,851	2023	\$ 378,514
Special Assesments	\$165,000	2026	\$ 16,770
Total	\$3,457,234	Total	\$ 412,013

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 (2012)	\$ 897,579,690
2010 Census Population	52,131

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 54,155,000
Short-Term Debt, Loans & Leases	\$ 16,277,267
Total Outstanding Debt	\$ 70,432,267
LESS	
Water Revenue Bonds (1995, 2002, 2004)	\$ (10,602,208)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (3,825,000)
Municipal Capital Leases	\$ (8,872,033)
Sewer Bonds (Wastewater Fund 510 Bonds & 2006 Revenue)	\$ (3,457,234)
Special Assessment Bonds & Loans	\$ (3,457,234)
Non-Exempt Debt	\$ 40,218,558
5.5% Unvoted Debt Limit	\$ 49,366,883
Debt Leeway	\$ 29,663,936
Debt Ratios	
Net Debt to Full Value	2.75%
Total Debt per Capita	\$1,351.06
Notes as a % of Total Debt	23.11%

Therefore, per the Ohio Revised Code, the City has the legal capacity to borrow upwards of \$29.6 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	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012 2013	
Office of City Council	162,904	166,289	157,843	162,164	3%	
Office of Mayor	223,422	218,986	220,192	237,314	8%	
Office of Civil Service	106,029	101,995	91,890	105,555	15%	
Human Resources	224,148	235,745	231,957	231,356	0%	
Law	566,953	468,035	421,716	519,592	23%	
Finance	512,931	549,587	561,662	558,294	-1%	
Income Tax	617,136	669,701	666,698	697,132	5%	
Information Systems	614,782	832,640	1,163,286	834,822	-28%	
Utility Billing	2,346,543	2,388,859	2,043,142	2,028,206	-1%	
Vital Statistics & Nuisance Abatement	465,742	437,048	423,569	428,503	1%	
General Administration	3,410,669	3,951,365	4,764,787	2,198,279	-54%	
Planning and Development	753,062	1,229,355	1,138,472	1,122,995	-1%	
Building & Housing	1,091,770	1,091,795	971,313	999,648	3%	
Community Development	215,700	254,715	269,559	368,980	37%	
Community Relations	108,466	109,947	96,843	103,152	7%	
CDBG, ESG, HOME, NSP Pass-Through	2,475,322	1,186,840	2,167,102	1,892,088	-13%	
Income Tax Refunds	336,435	341,587	440,000	400,000	-9%	
Total Expenditures	15,454,102	15,537,491	17,262,159	14,744,537	-15%	
Total Expenditures by Category All Funds	All	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012 2013
Salaries		4,312,631	4,309,222	4,284,851	4,429,827	3%
Fringe Benefits		1,232,571	1,334,058	1,186,191	1,151,198	-3%
Travel and Transportation		23,935	26,183	22,083	26,925	22%
Professional Services		801,152	623,852	794,456	1,137,615	43%
Communications		160,304	146,731	124,214	182,560	47%
Contractual Services		385,804	382,594	531,511	731,434	38%
Materials & Supplies		103,231	105,387	95,567	134,770	41%
Capital		31,410	242,467	478,752	315,611	-34%
Utilities		11,186	11,744	10,815	11,800	9%
Other		1,109,632	993,965	1,263,711	1,399,012	11%
Reserve Balance		268,647	876,353	1,055,573	250,000	-76%
Economic Development Programs		10,545	681,045	236,526	50,000	-79%
Debt Service		1,863,684	1,907,418	1,550,239	1,445,777	-7%
Transfer or Advance		2,327,613	2,368,044	3,020,568	1,185,919	-61%
CDBG, ESG, HOME, NSP Pass-Through		2,475,322	1,186,840	2,167,102	1,892,088	-13%
Income Tax Refunds		336,435	341,587	440,000	400,000	-9%
Total Expenditures		15,454,102	15,537,491	17,262,159	14,744,537	-15%

Budget Overview of General Government

General Fund Total Expenditures by Category	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Salaries	3,540,009	3,587,955	3,491,663	3,640,397	4%
Fringe Benefits	1,000,274	1,075,213	930,515	930,221	0%
Travel and Transportation	16,724	16,069	18,061	20,025	11%
Professional Services	674,944	534,117	694,880	921,645	33%
Communications	143,122	133,166	108,155	163,810	51%
Contractual Services	55,424	79,706	51,804	76,450	48%
Materials & Supplies	87,025	87,957	80,599	118,060	46%
Capital	29,423	210,630	470,474	77,500	-84%
Utilities	3,571	3,975	3,661	4,050	11%
Other	742,232	628,629	901,759	905,635	0%
Reserve Balance	268,647	876,353	1,055,573	250,000	-76%
Economic Development Programs	10,545	681,045	236,526	50,000	-79%
Debt Service	-	-	-	-	
Transfer or Advance	2,268,192	2,351,592	2,763,118	894,469	-68%
Income Tax Refunds	336,435	341,587	440,000	400,000	-9%
Total Expenditures	9,176,567	10,607,995	11,246,790	8,452,263	-25%

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, three at-large and one for each of the City's four wards, which serve staggered terms that last four years.

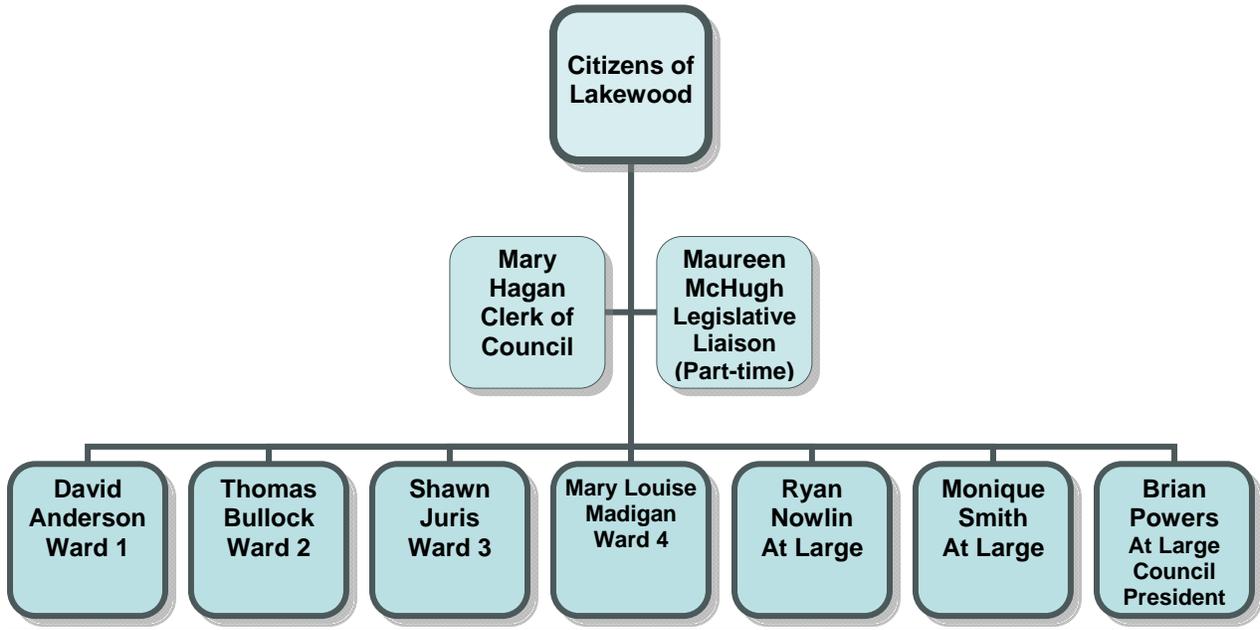
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents' links to their local 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)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	120,896	122,725	118,434	122,619	4%
Fringe Benefits	26,629	29,776	26,359	25,705	-2%
Travel and Transportation					
Professional Services	14,247	11,563	10,664	11,250	5%
Communications	901	655	795	840	6%
Contractual Services					
Materials & Supplies	156	746	126	250	99%
Capital					
Utilities					
Other	74	824	1,465	1,500	2%
Debt Service					
Transfer or Advance					
Total	162,904	166,289	157,843	162,164	-5%

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Council					
<u>Full Time Employees</u>					
Clerk of Council	1	1	1	1	1
Total Full Time Employees	1	1	1	1	1
<u>Part Time Employees</u>					
Legislative Liaison	1	1	1	1	1
Council Members	7	7	7	7	7
Total Part Time Employees	8	8	8	8	8

Mayor's Office

Division of the Mayor's Office

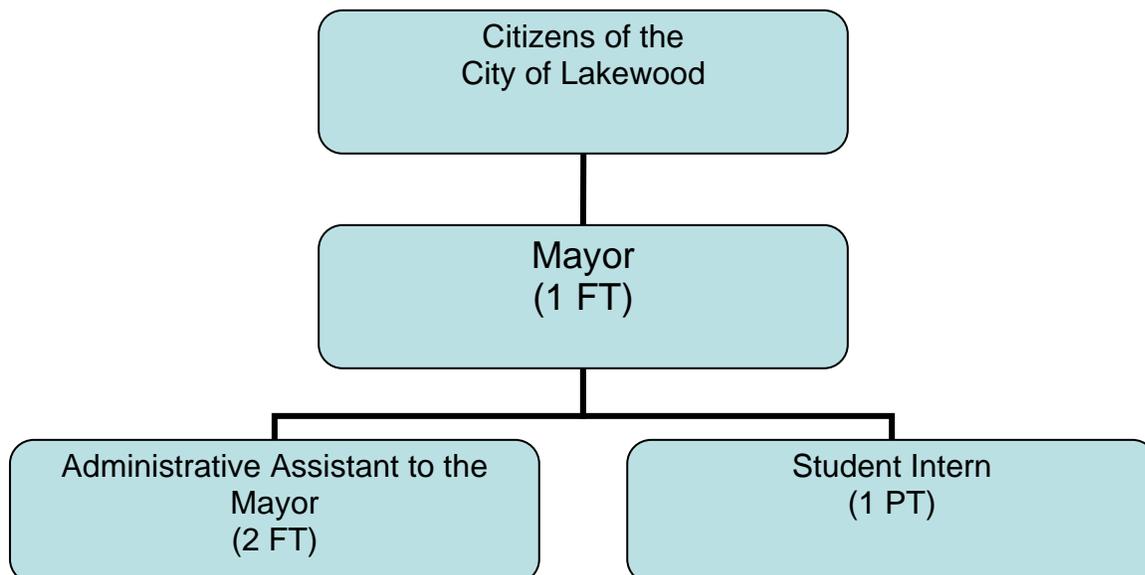
Description

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)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	170,238	160,835	168,226	172,700	3%
Fringe Benefits	42,250	46,372	42,370	46,964	11%
Travel and Transportation	-	613	-	1,300	
Professional Services	7,681	7,692	6,819	9,550	40%
Communications	2,103	1,815	1,713	2,150	25%
Contractual Services	-	-	-	-	
Materials & Supplies	694	1,185	743	4,150	459%
Capital					
Utilities					
Other	456	474	320	500	56%
Debt Service					
Transfer or Advance					
Total	223,422	218,986	220,192	237,314	8%

Organizational Chart



Personnel Staffing

		As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
<u>Full Time Employees</u>						
Mayor		1	1	1	1	1
Administrative Assistant to Mayor		1	1	1	2	2
<i>Total Full Time Employees</i>		2	2	2	3	3
<u>Part Time Employees</u>						
Executive Assistant to Mayor		2	2	2	0	0
Student Intern		0	0	0	0	1
<i>Total Part Time Employees</i>		2	2	2	0	1

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

- As in prior years, the Civil Service Commission will continue to provide examination (competitive and non-competitive) for positions in the classified service on an as needed basis and maintain eligibility lists for certification and appointment.

Division Budget

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012 2013
Expenditures by Category					
Salaries	54,022	54,423	54,439	54,489	0%
Fringe Benefits	16,317	19,050	16,554	15,171	-8%
Travel and Transportation					
Professional Services	33,058	25,957	20,201	35,050	74%
Communications	506	457	564	670	19%
Contractual Services					
Materials & Supplies	18	40	41	50	23%
Capital					
Utilities					
Other	2,108	2,068	92	125	35%
Debt Service					
Transfer or Advance					
Total	106,029	101,995	91,890	105,555	15%

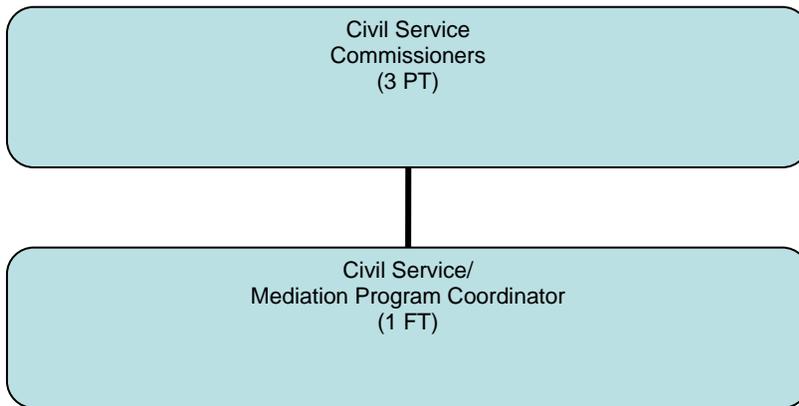
2012 Accomplishments

- January 2012: Completed the promotional examination process for the position of Fire Captain.
- April 2012: Completed the examination process for the position of Entry Level Firefighter/Paramedic.
- Scheduled and held 10 Parking Violation Appeal Hearings. Hearing Officer reviewed and ruled on approximately 100 review appeals.

2013 & Beyond Goals

- Entry level examination for Patrol Officer.
- Complete a review and update of current comprehensive Personal History Questionnaire used for entry level police and fire candidates. The document is used as part of the background review.

Organizational Chart



Personnel Staffing

			As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
<u>Full Time Employees</u>							
Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk			1	1	1	1	1
<i>Total Full Time Employees</i>			1	1	1	1	1
<u>Part Time Employees</u>							
Civil Service Commissioner			3	3	3	3	3
<i>Total Part Time Employees</i>			3	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.

Trends

- Bargaining unit contracts being negotiated will impact budgets for all areas.
- Training for SharePoint and other computer applications may impact the budget as we garner external resources and create training programs and manuals internally.
- With changes scheduled to take place on January 1, 2013 to the State of Ohio pension plans (OPERS and OPFP) it is anticipated that more retirement eligible employees will leave the City prior to the end of the year. This may cause an increase in recruitment cost for 2013.

Division of Human Resources

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	157,758	159,276	163,826	164,091	0%
Fringe Benefits	47,645	55,921	49,348	45,190	-8%
Travel and Transportation	70	21	-	100	
Professional Services	10,146	15,531	14,781	15,550	5%
Communications	1,325	1,135	1,226	1,400	14%
Contractual Services					
Materials & Supplies	4,148	3,366	2,582	3,300	28%
Capital					
Utilities					
Other	3,057	495	193	1,725	794%
Debt Service					
Transfer or Advance					
Total	224,148	235,745	231,957	231,356	0%

2012 Accomplishments

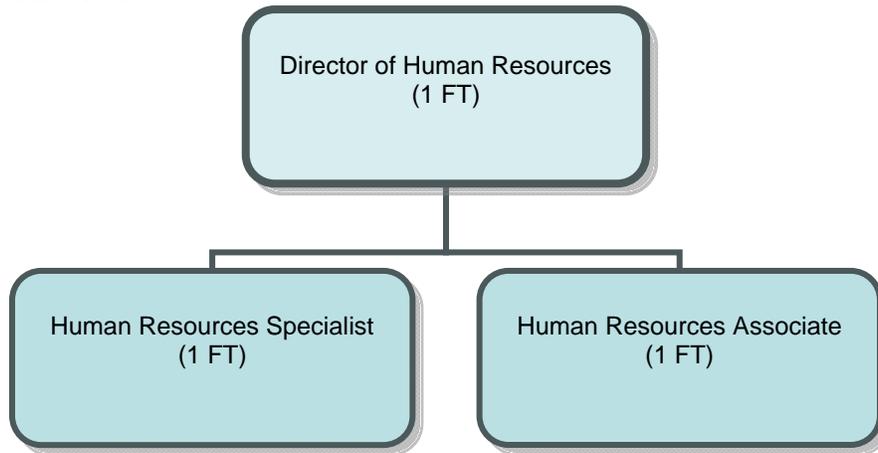
- Prepared for and began Union negotiations for all 7 City Labor Unions.
- Completed review, reformatting and updating of Employee Policy and Procedure Manual.
- Successfully defended an Ohio Civil Rights Commission discrimination allegation.

2013 & Beyond Goals

- Complete all Bargaining Unit negotiations to a successful conclusion which is fair, balanced and economical and implement changes to allow more flexibility and accountability within the entire work force.
- Utilize new technology such as SharePoint as well as LEAN and Six Sigma philosophies to increase efficiencies in the HR Department as well to identify, assist and evaluate projects throughout the City.
- In conjunction with other Team LEAN Lakewood members develop and implement educational programs and materials to provide training for all City employees to best utilize the new technologies and philosophies.

Division of Human Resources

Organizational Chart



Personnel Staffing

			As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Human Resources							
<u>Full Time Employees</u>							
Director of Human Resources			1	1	1	1	1
Human Resources Specialist			1	1	1	1	1
Human Resources Associate			1	1	1	1	1
<i>Total Full Time Employees</i>			3	3	3	3	3

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.

Trends

- Criminal activities nuisance issues, as set forth in Chapter 510 of the Codified Ordinances, are remaining stable, but we are encouraged by the fact that fewer cases are being taken up on appeal.
- Prosecutions for misdemeanor offenses involving synthetic drugs appear to be increasing, challenged by the fact that the composition of these drugs frequently changes.
- In 2012 the Law Department in several instances filed multiple separate criminal cases against property owners whose neglect reoccurs at the same property. The prosecutors took advantage of the code provision that each day a violation occurs may be treated as a separate offense, treating the most egregious property-code offenders as aggressively as is allowed under the law.
- Civil litigation has held steady or slightly decreased in 2012. Through November 1 the city was named in 22 separate lawsuits, 10 of which were foreclosure-related and thus not direct actions against the city. The Law Department was lead counsel for the city in 16 of those 22 new cases. In 2010, 34 civil lawsuits were filed against the city; in 2011, 27 were filed.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	327,681	337,847	298,208	317,083	6%
Fringe Benefits	106,486	84,578	70,565	76,024	8%
Travel and Transportation	408	121	34	425	1141%
Professional Services	119,969	31,768	37,966	111,200	193%
Communications	2,816	1,821	2,405	2,600	8%
Contractual Services					
Materials & Supplies	9,141	10,398	9,362	9,660	3%
Capital			942	-	
Utilities					
Other	452	1,502	2,234	2,600	16%
Debt Service					
Transfer or Advance					
Total	566,953	468,035	421,716	519,592	23%

2012 Accomplishments

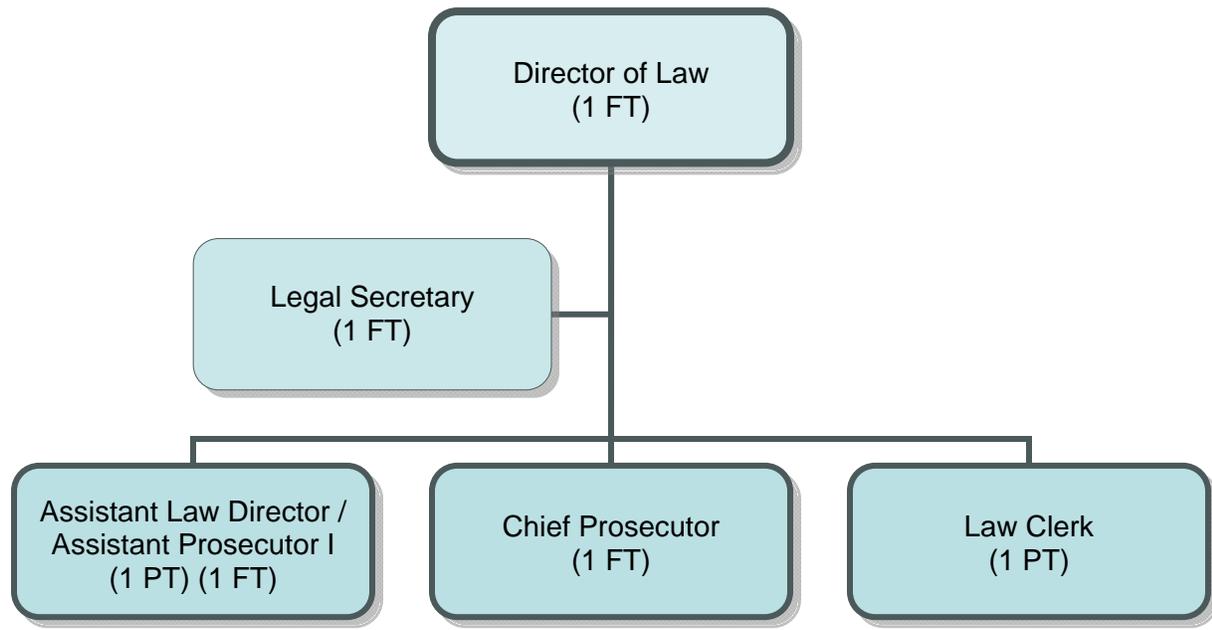
- Successfully prosecuted high-profile nuisance property owners through trial and appeal.
- In conjunction with the Division of Housing and Building, streamlined the process for declaring certain properties structural nuisances and quickening the abatement process.
- Deployed a smaller departmental staff to manage a dynamic, full caseload in both the civil and the criminal courts; to advocate for the city in labor, employment and contractual matters; and to advise Council, the administration and the city effectively.

2013 & Beyond Goals

- Continuing to develop a citywide document management and retention strategy, begun in 2011. This will require coordination among all departments and include an overhaul of retention schedules and training on the use of technology, mainly SharePoint.
- Working within city hall to implement better internal controls across all departments in an effort to curb insurance deductibles, primarily for property damage claims, and insurance premiums at the point of renewal.
- Successfully shepherding the city's EPA long-term control plan, negotiating fair labor contracts, engaging in discussions on the highest and best use of city property, and redrafting outmoded sections of the local code that impact efficiency.

Law Department

Organizational Chart



Personnel Staffing

<u>Full Time Employees</u>	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Director of Law	1	1	1	1	1
Chief Prosecutor (Full Time)	0	0	1	1	1
Asst. Law Director/Pros. I	1	1	1	1	1
Legal Secretary	1	1	1	1	1
<i>Total Full Time Employees</i>	3	3	4	4	4
<hr/>					
<u>Part Time Employees</u>					
Asst. Law Director/Pros. I	3	3	1	1	1
Chief Prosecutor (Part Time)	1	1	0	0	0
Law Clerk	1	1	1	1	1
<i>Total Part Time Employees</i>	5	5	2	2	2

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 independent auditing firm of James G. Zupka, C.P.A., will perform the fourth of five financial audits during 2013

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	331,908	358,828	375,162	366,129	-2%
Fringe Benefits	112,004	140,587	125,259	113,905	-9%
Travel and Transportation	94	663	831	925	11%
Professional Services	58,166	37,630	49,344	63,175	28%
Communications	6,405	5,063	5,677	6,475	14%
Contractual Services					
Materials & Supplies	2,771	3,404	3,000	3,285	10%
Capital	-	-	-	-	
Utilities					
Other	1,582	3,411	2,389	4,400	84%
Debt Service					
Transfer or Advance					
Total	512,931	549,587	561,662	558,294	-1%

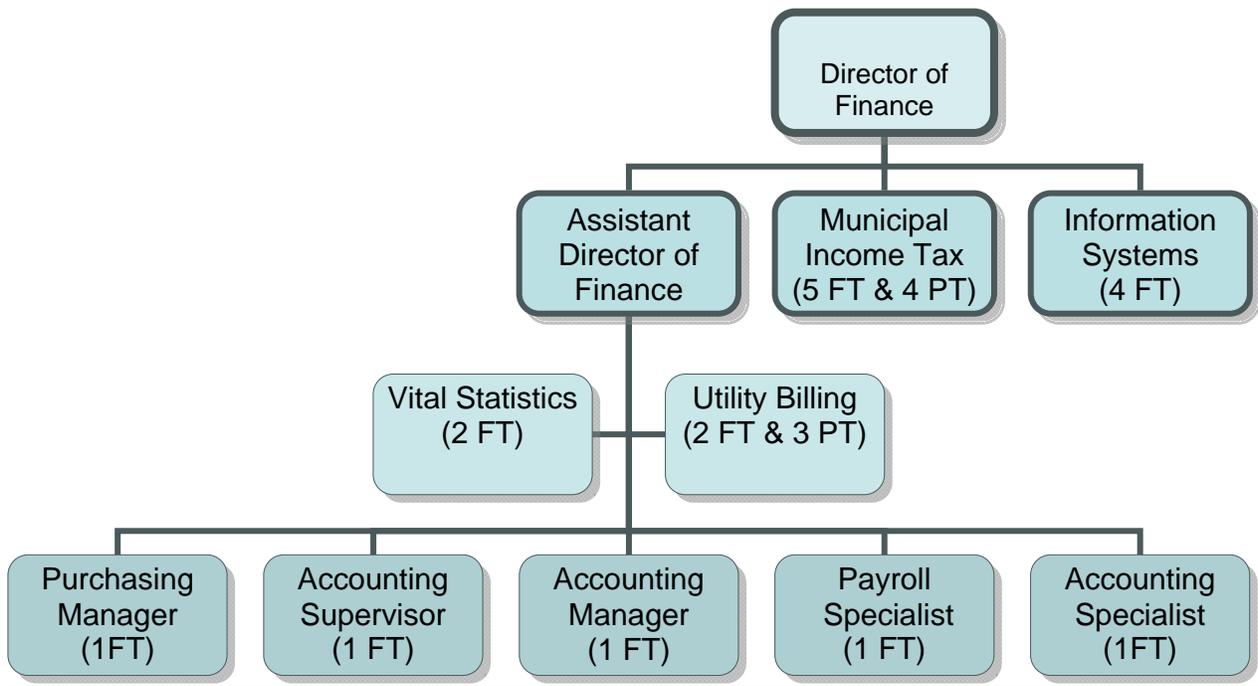
2012 Accomplishments

- The 2011 Financial Audit received no citations.
- Received over \$125,000 from the sale of vehicles and equipment through Gov.Deals.
- Doubled the rebate of our purchasing card program.

2013 & Beyond Goals

- Continue to Implement Citywide Standard Accounts Receivable & Collections Policies and Procedures
- Develop and Implement Disaster Recovery Policies and Procedures.
- Continue exploring online eProcurement, online bidding, and reverse auctions.

Organizational Chart



Division of Finance

Personnel

			As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Finance							
<u>Full Time Employees</u>							
Director of Finance			1	1	1	1	1
Assistant Finance Director II			1	1	1	1	1
Purchasing Manager			1	1	1	1	1
Accounting Manager			1	1	1	1	1
Accounting Supervisor			1	1	1	1	1
Payroll Specialist			1	1	1	1	1
Accounting Specialist			0	1	1	1	1
<i>Total Full Time Employees</i>			6	7	7	7	7
<u>Part Time Employees</u>							
Grants Administrator			1	1	1	0	0
<i>Total Part Time Employees</i>			1	1	1	0	0

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

- Focus on information delivery and ease of access through new SharePoint platform.
- Use existing technology to improve business processes and promote efficiencies.
- Empower end users to gain access to technical support through direct interaction with vendors' support lines and web portals.

Division Budget

DIVISION OF INFORMATION SYSTEMS					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	248,858	251,747	257,734	259,134	1%
Fringe Benefits	70,873	87,732	78,197	73,087	-7%
Travel and Transportation					
Professional Services	183,954	192,243	275,407	290,100	5%
Communications	4,431	3,625	6,264	22,025	252%
Contractual Services	49,930	49,950	44,955	60,000	33%
Materials & Supplies	33,475	39,397	30,890	55,125	78%
Capital	22,423	207,817	469,532	75,000	-84%
Utilities					
Other	839	128	307	350	14%
Debt Service					
Transfer or Advance					
Total	614,782	832,640	1,163,286	834,822	-28%

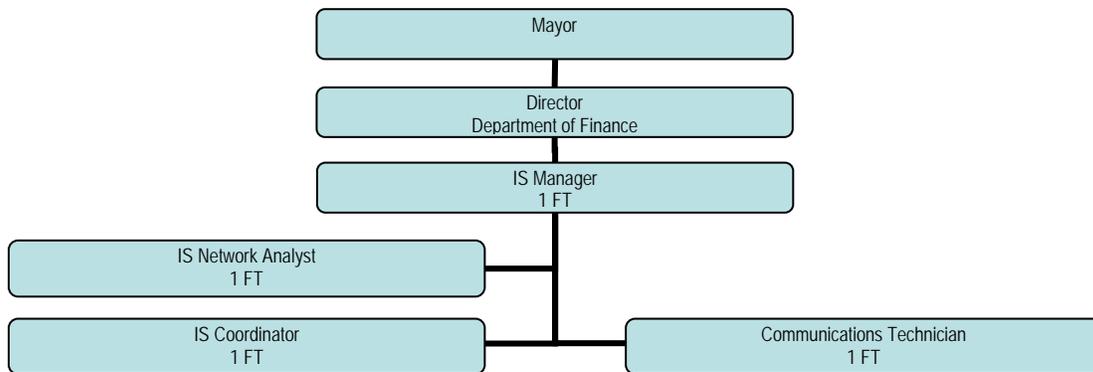
2012 Accomplishments

- Installation of Microsoft SharePoint platform.
- Replacement of core network switches.
- Planning and coordination of radio system and dispatch center upgrade.

2013 & Beyond Goals

- Assist the City departments in using SharePoint to make information more accessible.
- Upgrade PC's in several city departments.
- Complete network switch upgrade.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
IS					
<u>Full Time Employees</u>					
I.S. Manager	1	1	1	1	1
I.S. Coordinator	1	1	1	1	1
I.S. Network Analyst	1	1	1	1	1
Communications Technici	1	1	1	1	1
<i>Total Full Time Employees</i>	4	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

- Monitor legislative changes at the State level as they relate to municipal income tax revenue, rules, and regulations.
- Continue to monitor the economic climate and its effects on municipal income tax revenue.

Division Budget

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	297,405	347,088	337,852	341,322	1%
Fringe Benefits	78,223	101,877	89,758	93,566	4%
Travel and Transportation	727	650	654	750	15%
Professional Services	103,232	91,328	101,529	114,830	13%
Communications	53,312	44,617	54,209	57,400	6%
Contractual Services	1,328	1,400	1,400	1,450	4%
Materials & Supplies	4,478	2,624	4,030	4,565	13%
Capital					
Utilities	3,571	3,975	3,661	4,050	11%
Other	74,860	76,141	73,606	79,200	8%
Debt Service					
Transfer or Advance					
Total	617,136	669,701	666,698	697,132	5%

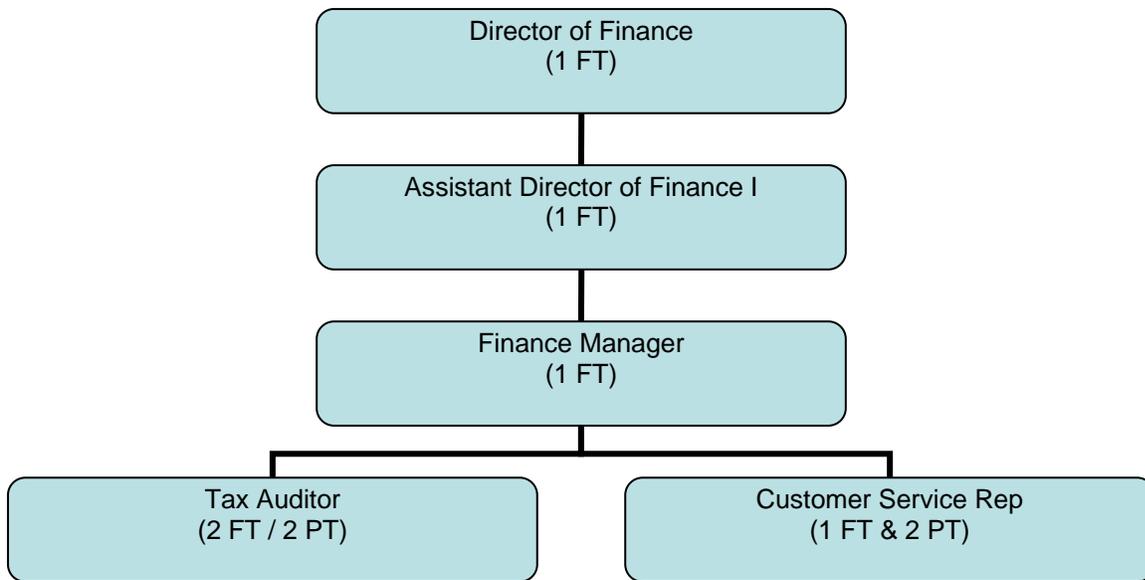
2012 Accomplishments

- Expanded scope of IRS information share initiative to include previously unidentified non- filers.
- Increased the number of employers and payroll services who utilize electronic filing and payment options

2013 & Beyond Goals

- Continue to improve the database for additional revenue growth
- Institute online bill payment for taxpayer convenience
- Expand IRS information share initiative to include additional line items

Organizational Chart



Division of Income Tax

Personnel Staffing

		As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Income Tax						
<u>Full Time Employees</u>						
Assistant Finance Director I		1	1	1	1	1
Finance Manager		0	1	1	1	1
Tax Auditor		0	1	1	2	2
Customer Service Rep		2	1	1	1	1
<i>Total Full Time Employees</i>		3	4	4	5	5
<u>Part Time Employees</u>						
Tax Auditor		4	3	3	2	2
Office Assistant		1	2	2	0	0
Customer Service Rep		1	2	2	2	2
<i>Total Part Time Employees</i>		6	7	7	4	4

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

- Average water consumption has declined 2% annually over the last 10 years.

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	144,531	145,367	143,861	176,675	23%
Fringe Benefits	47,905	49,566	52,406	44,823	-14%
Travel and Transportation					
Professional Services	34,061	27,961	27,858	51,725	86%
Communications	9,124	9,785	12,064	14,050	16%
Contractual Services	3,331	1,400	1,411	1,400	-1%
Materials & Supplies	616	1,902	1,748	1,345	-23%
Capital	-	330	6,889	-	-100%
Utilities	2,470	2,598	2,392	2,750	15%
Other	277,192	277,684	278,086	324,410	17%
Debt Service	1,812,069	1,857,015	1,501,178	1,395,777	-7%
Transfer or Advance	15,244	15,252	15,250	15,250	0%
Total	2,346,543	2,388,859	2,043,142	2,028,206	-1%

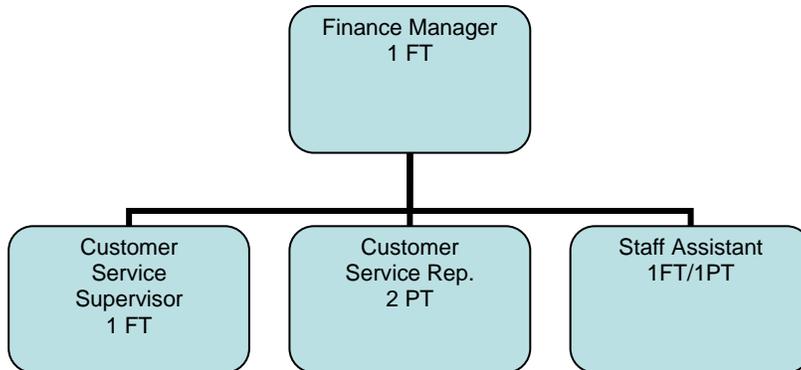
2012 Accomplishments

- Instituted new collection and shut-off procedures.
- Updated office technology to offer online payment options for water and sewer customers.

2013 & Beyond Goals

- Process Map delinquent collection and shut-off procedures.
- Promote use of online payment system and ACH bank draft.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Utility Billing					
Full Time Employees					
Finance Manager (20% of time)	0	1	1	1	1
Staff Assistant	1	1	1	1	1
Customer Service Supervisor	1	1	1	1	1
Customer Service Rep	1	1	1	0	0
Total Full Time Employees	3	4	4	3	3
Part Time Employees					
Staff Assistant	1	1	1	1	1
Customer Service Rep	1	0	0	2	2
Total Part Time Employees	2	1	1	3	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 2012 there has been an approximate 4% decrease in live births at Lakewood Hospital.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	146,246	150,918	155,971	161,765	4%
Fringe Benefits	48,345	59,970	53,028	50,139	-5%
Travel and Transportation	1,246	1,398	1,484	1,600	
Professional Services	1,508	2,170	916	1,575	72%
Communications	4,247	1,534	1,320	1,650	25%
Contractual Services	210,873	210,990	201,583	201,584	0%
Materials & Supplies	1,465	1,371	1,276	1,365	7%
Capital					
Utilities	5,145	5,171	4,762	5,000	5%
Other	2,490	2,327	2,029	2,625	29%
Debt Service					
Transfer or Advance	44,177	1,200	1,200	1,200	0%
Total	465,742	437,048	423,569	428,503	1%

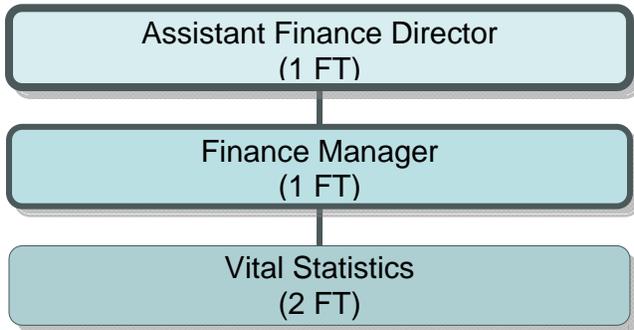
2012 Accomplishments

- Finished scanning/indexing death records dating from 1909 to 1983.
- Mastered new programs through online training.
- Provided accurate, informative quality customer service.

2013 & Beyond Goals

- Complete the scanning/indexing of birth records dating from 1916 to 1968
- We begin statewide issuance of birth records in 2013
- Continue to build a good rapport and support system with Ohio Department of Health

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Finance/Vital Statistics					
<u>Full Time Employees</u>					
Administrative Assistant 1	1	1	1	1	1
Staff Assistant	1	1	1	1	1
<i>Total Full Time Employees</i>	2	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:

- Risk management consulting services
- Governmental agreements and fees associated with Property Tax Administration
- Citywide maintenance agreements
- 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)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	94,607	98,195	75,935	72,500	-5%
Fringe Benefits	85,246	35,543	29,188	38,650	32%
Travel and Transportation			151	-	
Professional Services	38,367	31,283	61,159	137,400	125%
Communications	13,125	16,954	(30,454)	2,400	108%
Contractual Services	-	13,429	-	-	
Materials & Supplies	4,730	582	6,603	8,200	24%
Capital				-	
Utilities					
Other	637,756	527,434	803,513	794,660	-1%
Reserve Balance	268,647	876,353	1,055,573	250,000	-76%
Debt Service					
Transfer or Advance	2,268,192	2,351,592	2,763,118	894,469	-68%
Total	3,410,669	3,951,365	4,764,787	2,198,279	-54%

General Administration	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Part Time Employees					
Student Laborer - CitiStat	1	1	1	0	0
Grants Administrator	1	1	1	0	0
Total Part Time Employees	2	2	2	0	0

Division of Planning & Development and Building & Housing

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.

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.

In 2011, these two divisions were combined under the supervision of the Director of Planning & Development.

Core Functions:

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

Trends

- 2013 is likely to see continued investment in the commercial corridors building on the success along Detroit Avenue and the Downtown District.
- Madison Avenue is seeing new interest in investment from private business and will benefit from the City's focused assistance through proactive code enforcement, storefront renovation grants and technical assistance to building owners.
- Private lending sources remain tentative regarding investment in small business growth / expansion. Last year's allocation of economic development funds being carried forward into 2013 will allow for strategic investment in a range of projects from larger scale rehabs to possible micro-lending opportunities.
- Housing Forward and the proactive residential code enforcement has helped to motivated improved maintenance and investment in properties that needed the most attention. 2013 will continue those efforts with expected improvement due to lessons learned from the 2012 effort.

Division of Planning & Development and Building & Housing

Division Budgets

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	139,314	100,458	138,819	155,632	12%
Fringe Benefits	37,992	37,137	29,863	31,863	7%
Travel and Transportation	-	72	11	25	122%
Professional Services	24,873	23,755	27,355	28,400	4%
Communications	5,093	3,027	4,862	5,620	16%
Contractual Services	(834)	9,927	449	10,000	2127%
Materials & Supplies	4,244	1,361	1,891	1,950	3%
Capital	-	-	-	-	
Utilities					
Other	8,869	6,146	796	3,150	296%
Economic Development Programs	10,545	681,045	236,526	50,000	-79%
Debt Service					
Transfer or Advance					
Total	230,097	862,928	440,573	286,640	-35%

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	190,342	172,854	177,886	138,163	-22%
Fringe Benefits	89,599	109,250	96,030	72,615	-24%
Travel and Transportation	3,030	2,496	96	2,400	2409%
Professional Services	62,840	23,176	38,132	35,325	-7%
Communications	2,195	1,475	1,626	1,925	18%
Contractual Services	31,994	5,768	99,946	20,000	-80%
Materials & Supplies	2,371	1,222	909	1,750	92%
Capital	1,987	5,656	1,389	7,450	436%
Utilities					
Other	47,594	44,427	40,886	83,516	104%
Debt Service					
Transfer or Advance			241,000	250,000	4%
Total	431,953	366,324	697,899	613,144	-12%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	78,458	-	-	-	
Fringe Benefits	12,199	-	-	-	
Travel and Transportation	335	-	-	-	
Professional Services	20	76	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	-	27	-	-	
Debt Service					
Transfer or Advance					
Total	91,012	103	-	-	

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	-	223,211	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	223,211	

TOTAL	753,062	1,229,355	1,138,472	1,122,995	-7%
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Division of Planning & Development and Building & Housing

Division of Building & Housing					
General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	676,074	656,697	591,488	604,002	2%
Fringe Benefits	226,144	281,601	221,195	200,543	-9%
Travel and Transportation	11,801	10,365	11,430	11,500	1%
Professional Services	16,872	16,860	16,827	30,200	79%
Communications	7,676	8,436	10,177	11,000	8%
Contractual Services					
Materials & Supplies	2,931	4,363	2,287	4,300	88%
Capital	7,000	2,813	-	2,500	
Utilities					
Other	3,471	3,697	6,026	6,100	1%
Debt Service					
Transfer or Advance					
Total	951,969	984,833	859,431	870,145	1%

Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	111,996	87,021	92,014	100,250	9%
Fringe Benefits	18,543	14,228	16,753	18,048	8%
Travel and Transportation	2,134	2,886	1,798	1,800	0%
Professional Services	6,194	765	784	1,320	68%
Communications	638	317	391	425	9%
Contractual Services					
Materials & Supplies	274	139	99	150	52%
Capital	-	1,586	-	7,450	
Utilities					
Other	21	20	44	60	38%
Debt Service					
Transfer or Advance					
Total	139,801	106,962	111,882	129,503	16%

TOTAL EXPENDITURES	1,091,770	1,091,795	971,313	999,648	3%
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Division of Planning & Development and Building & Housing

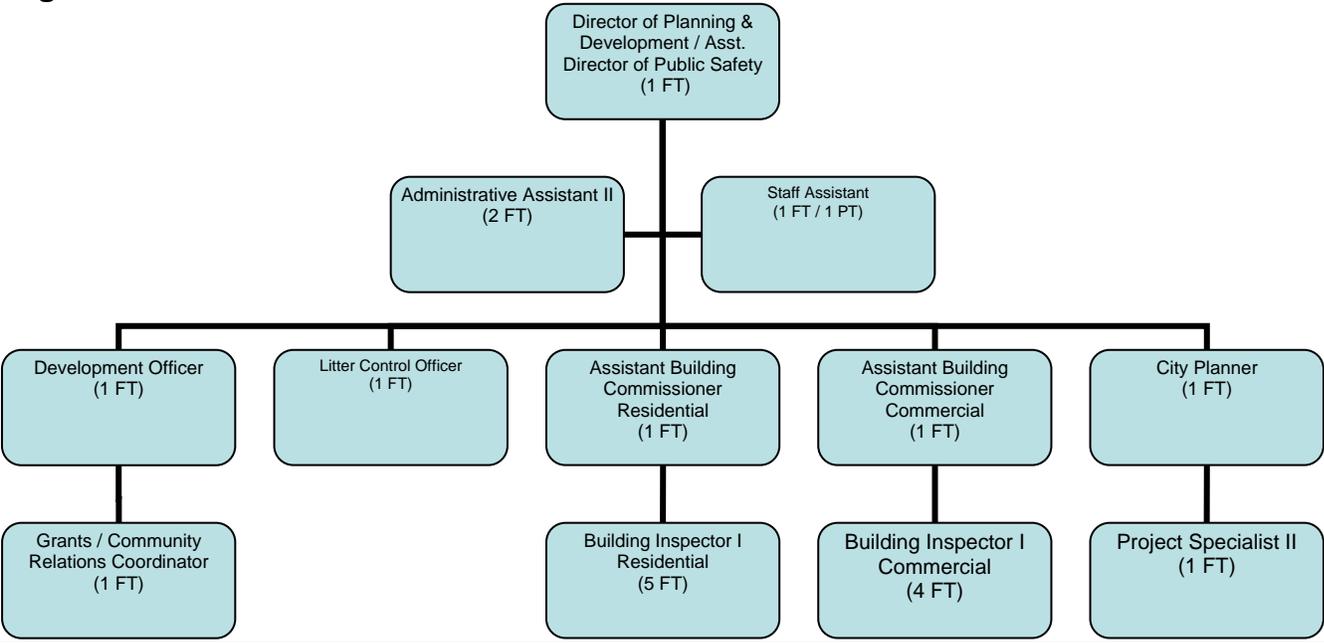
2012 Accomplishments

- Adopted the Bicycle Master Plan and began implementing key elements such as racks, signage and a grant funded transit waiting environment at City Hall.
- Completed the City-wide one and two family housing survey of 12,661 properties and began a structured pro-active code enforcement effort.
- Guided the design and redevelopment of several commercial projects that included, Get Go, DrugMart east, Kauffman Park Plaza, McDonald's and the seventeen new townhomes at Clifton Pointe.

2013 & Beyond Goals

- Housing Forward 2013 will continue addressing the remaining properties (approximately 1,000) that have the greatest repair need.
- Completion of the Community Vision update that began in a community based planning process in May of this year.
- Continue efforts to attract new and assist existing local business in their growth and sustainability with special attention to the Madison Avenue corridor.

Organizational Chart



Division of Planning & Development and Building & Housing

Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Planning & Development					
<u>Full Time Employees</u>					
Director of Planning & Development	1	1	1	1	1
Assistant Director	1	0	0	0	0
Development Officer	1	0	1	1	1
Project Specialist	0	0	1	1	1
Grants/Comm. Rel. Coordinator	1	1	1	1	1
Administrative Asst. II	1	1	1	1	1
<i>Total Full Time Employees</i>	5	3	5	5	5
Division of Building & Housing					
<u>Full Time Employees</u>					
Asst. Director of Public Safety	1	0	0	0	0
Assistant Building Commissioner	2	2	2	2	2
Building Inspector I	8	8	8	7	9
Litter Control Officer	1	1	1	1	1
Code Compliance Supervisor	1	1	1	0	0
Staff Assistant I	2	1	1	1	1
Administrative Assistant II	1	1	1	1	1
<i>Total Full Time Employees</i>	16	14	14	12	14
<u>Part Time Employees</u>					
Staff Assistant I	0	1	1	1	1
<i>Total Part Time Employees</i>	0	1	1	1	1

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 Neighborhood Stabilization (NSP) 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:

- Low Interest Loans – Residential rehab
- Home Improvement Grant Program
- First Time Homebuyer Loans
- Purchase and Revitalization
- Nuisance Demolition
- Residential New Construction
- Storefront Renovation
- Neighborhood Stabilization

Trends

- CDBG and HOME funds continue to trend lower each year and future allocations may be negatively impacted by reductions to the federal budget. The City continues to use NSP I program income as comes available through the sale of rehabbed homes, but no new allocations are anticipated. NSP III funds, awarded by Cuyahoga County, must be expended by the end of 2013. The City continues to seek out new funding sources, such as the Moving Ohio Forward Grant Program for demolition, and ways to partner and leverage resources.
- Lakewood property tax values declined by 3.6%, significantly below the countywide average of 9% and the rate of foreclosure and abandonment also falls well below trends in our peer communities. The City is well positioned for the future but must remain vigilant about assessing the state of the housing market and adjust strategy to accommodate changes and trends.
- Investment in commercial and residential properties within Lakewood continues at record levels in spite of the current economic climate.

Division of Community Development

Division Budgets

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	96,291	132,617	141,218	147,355	4%
Fringe Benefits	14,972	20,816	24,782	25,274	2%
Travel and Transportation	314	820	493	900	82%
Professional Services	11,368	8,440	10,022	11,525	15%
Communications	977	453	658	700	6%
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	40,103	40,761	40,906	82,766	102%
Debt Service	51,616	50,403	49,061	50,000	2%
Transfer or Advance					
Total	215,640	254,310	267,141	318,520	19%

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2013 Budget	2013 Budget	2013 Budget	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	-	-	297	12,000	3940%
Fringe Benefits	-	-	47	1,854	3871%
Travel and Transportation	-	-	-	-	
Professional Services	60	314	2,074	5,000	141%
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	-	91	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	60	405	2,418	18,854	680%

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2013 Budget	2013 Budget	2013 Budget	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries				5,723	
Fringe Benefits				884	
Travel and Transportation				-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance				25,000	
Total	-	-	-	31,607	

TOTAL	215,700	254,715	269,559	368,980	37%
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Division of Community Development

2012 Accomplishments

- Approximately \$950,000 in federal and non-federal dollars have been invested into Lakewood's housing stock through low interest home improvement loans, the construction of two new single residential homes by Habitat for Humanity on Dowd and Lakewood Avenues; redevelopment of two formerly foreclosed properties acquired by the City on Marlowe and Cranford Avenues, and the demolition of nuisance properties like Newman Corners. Of these funds, \$250,000 in HOME dollars for first time homebuyers was leveraged to aid in the acquisition of \$2,037,000 in residential homes.
- Development of a new grant and forgivable loan program to address code compliance, safety and accessibility concerns of residential homes. This program will be implemented in early 2013 in support of the Housing Forward Initiative and to improve the safe occupancy and accessibility of Lakewood's residential homes.
- Implementation of the NSP III residential redevelopment program. To date, two homes have been purchased out of foreclosure and are being rehabbed for sale to eligible owner occupants.

2013 & Beyond Goals

- Monitor current housing market conditions, evaluate and re-tool existing programs, and connect HUD targeted populations to available community resources.
- Provide support to the City's Housing Forward Strategy, continued collaboration with internal and external partners including the Cuyahoga Land Reutilization Corporation and effectively target the new home improvement grant program to strategically address code, safety and accessibility concerns in Lakewood homes.
- Targeted marketing of the Storefront Renovation in support of redevelopment efforts along Madison Avenue.

Organizational Chart



Personnel Staffing

Community Development					
<u>Full Time Employees</u>	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Programs Manager	1	1	1	1	1
Project Specialist	1	0	1	0	0
C. D. Program Coordinator	1	1	1	1	1
C. D. Project Specialist	1	1	1	0	1
<i>Total Full Time Employees</i>	4	3	4	2	3

Division of Community Relations

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 continued to achieve significant value increasing information distribution through website, social media and email newsletter. This has decreased expenses for traditional distribution methods such as advertising, printing, etc.

Division of Community Relations

Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	68,985	67,850	52,862	54,645	3%
Fringe Benefits	18,752	23,156	18,325	17,087	-7%
Travel and Transportation	16	23	-	50	
Professional Services	9,512	6,329	14,228	15,340	8%
Communications	846	3,202	4,216	4,730	12%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	2,343	3,516	1,494	3,075	106%
Capital					
Utilities					
Other	3,011	870	717	3,225	350%
Debt Service					
Transfer or Advance					
Total	108,466	109,947	96,843	103,152	7%

2012 Accomplishments

- Community Event Coordination including Band Concerts, Friday Night Flicks, Fourth of July Parade and concert, Meet the Trucks, Lakewood Community Festival, Lakewood Farmers Market and Lakewood Veterans Day Ceremony. A new Welcome to Lakewood event was added in 2012 and based on its success will continue as annual event.
- Continued to improved information sharing through social media and web presence. Added new web pages including Volunteer Lakewood, Do Not Knock web form, Community Vision web page and revamped Buy Lakewood web pages. Increased email distribution list and Facebook and Twitter presence. Created a City of Lakewood Pintrest account.
- Continued to increase the number of residents we communicate with on a regular basis. E-newsletter distribution list has grown to over 4600 people. Facebook fans have grown to over 4300. Twitter followers have grown to over 1300.

2013 & Beyond Goals

- Continue to increase and improve usage of social media including Facebook, Twitter and Lakewood Blog. Add a text message component to our tools for effectively communicating with residents.
- More enhancements to city website to make it even more customer-oriented including more online forms, online bill payment, video content, etc.
- Continue to build a wider audience for messages at City Hall by increasing email distribution list, using social media to its fullest and joint coordination with community groups.

Division of Community Relations

Personnel Staffing

Community Relations	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
<u>Full Time Employees</u>					
Community Relations Specialist	1	1	1	1	1
<i>Total Full Time Employees</i>	1	1	1	1	1
<u>Part Time Employees</u>					
Project Specialist	1	1	1	0	0
<i>Total Part Time Employees</i>	1	1	1	0	0

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Police Division	10,552,019	10,777,814	10,799,249	10,988,631	4%
Dispatch Division	815,802	750,965	754,036	757,495	-7%
Prisoner Support Division	467,036	388,319	354,110	391,465	-16%
School Guards Division	170,537	168,964	179,413	189,425	11%
Animal Control Division	169,635	193,712	182,652	187,896	11%
Parking Enforcement Division	348,491	323,567	360,773	584,342	68%
Fire & EMS Department	9,399,192	9,476,554	9,528,582	9,653,387	3%
Total Expenditures	21,922,712	22,079,895	22,158,815	22,752,640	4%

Total Expenditures by Category All Funds	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Salaries	15,021,287	14,621,521	14,996,073	15,306,735	2%
Fringe Benefits	4,971,504	5,565,446	5,058,358	4,806,793	-3%
Travel and Transportation	5,120	17,756	11,119	19,275	276%
Professional Services	220,017	239,450	267,919	251,150	14%
Communications	114,405	105,420	122,129	128,862	13%
Contractual Services	230,969	234,142	243,232	258,935	12%
Materials & Supplies	412,358	508,909	489,828	552,585	34%
Capital	210,815	67,476	209,476	615,602	192%
Utilities	104,678	108,178	94,667	99,500	-5%
Other	171,662	142,139	146,297	165,252	-4%
Debt Service	33,638	33,958	59,957	84,863	152%
Transfer or Advance	426,259	435,500	459,758	463,088	9%
Total	21,922,712	22,079,895	22,158,815	22,752,640	4%

Total Expenditures by Category General Fund	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Salaries	13,710,632	13,303,251	13,576,805	13,815,718	4%
Fringe Benefits	1,963,762	2,569,877	2,036,543	1,772,447	-31%
Travel and Transportation	218	2,803	5,840	6,825	144%
Professional Services	118,052	124,703	112,336	122,350	-2%
Communications	109,569	101,005	117,595	120,325	19%
Contractual Services	229,524	233,882	235,694	248,935	6%
Materials & Supplies	335,488	375,652	405,047	421,885	12%
Capital	150,260	32,893	8,544	30,000	-9%
Utilities	78,284	81,131	66,105	69,500	-14%
Other	63,437	46,397	39,798	40,100	-14%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	16,759,226	16,871,592	16,604,307	16,648,085	-1%

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. The Special Operations Unit consists of the D.A.R.E. Officers and the Neighborhood Police Officers. 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

- Traffic Enforcement is up 4% for the year due to the efforts of the Patrol Division.
- Part 1 Felony crimes have decreased 9% through August 2012.

Division of Police & Law Enforcement

Division Budgets

POLICE DIVISION

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	7,437,533	7,214,541	7,440,790	7,660,481	3%
Fringe Benefits	911,096	1,294,548	1,047,052	900,706	-14%
Travel and Transportation			86	100	17%
Professional Services	35,652	36,569	26,181	33,575	28%
Communications	86,383	82,606	97,033	98,675	2%
Contractual Services	81,630	118,051	99,709	109,000	9%
Materials & Supplies	192,904	248,372	258,492	268,510	4%
Capital	85,952	5,609	880	15,000	1605%
Utilities					
Other	43,128	30,715	21,082	20,825	-1%
Debt Service					
Transfer or Advance					
Total	8,874,278	9,031,011	8,991,304	9,106,871	1%

Police Pension Fund (Fund 220)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries					
Fringe Benefits	1,338,297	1,336,592	1,370,825	1,367,445	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	203,308	206,000	219,883	221,039	1%
Total	1,541,605	1,542,592	1,590,708	1,588,484	0%

Division of Police & Law Enforcement

Law Enforcement Trust Fund (Fund 222)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	2,905	9,363	6,159	25,000	306%
Fringe Benefits	55	346	247	1,113	350%
Travel and Transportation	3,911	13,419	5,279	10,000	89%
Professional Services	19,470	34,411	64,328	40,450	-37%
Communications	1,675	592	294	510	74%
Contractual Services	1,420	260	1,190	3,000	152%
Materials & Supplies	15,191	77,338	22,158	50,000	126%
Capital	13,890	7,425	52,770	55,102	4%
Utilities					
Other	25,706	8,583	17,882	20,100	12%
Debt Service					
Transfer or Advance					
Total	84,223	151,737	170,306	205,275	21%

Federal Forfeiture Fund (Fund 225)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	6,685	1,535	2,045	8,000	291%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	6,685	1,535	2,045	8,000	291%

Enforcement & Education Fund (Fund 231)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services			4,788	5,000	
Materials & Supplies	1,345	721	3,321	5,000	51%
Capital	2,361	5,623	-	50,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	3,706	6,344	8,109	60,000	640%

Division of Police & Law Enforcement

Byrne Memorial Grant Fund (Fund 276)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	20,670	20,264	21,076	17,324	-18%
Fringe Benefits	4,330	4,330	4,330	2,676	-38%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	16,521	20,000	11,372	-	-100%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	41,521	44,594	36,778	20,000	-46%

TOTAL EXPENDITURES	10,552,019	10,777,814	10,799,249	10,988,631	2%
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2012 Accomplishments

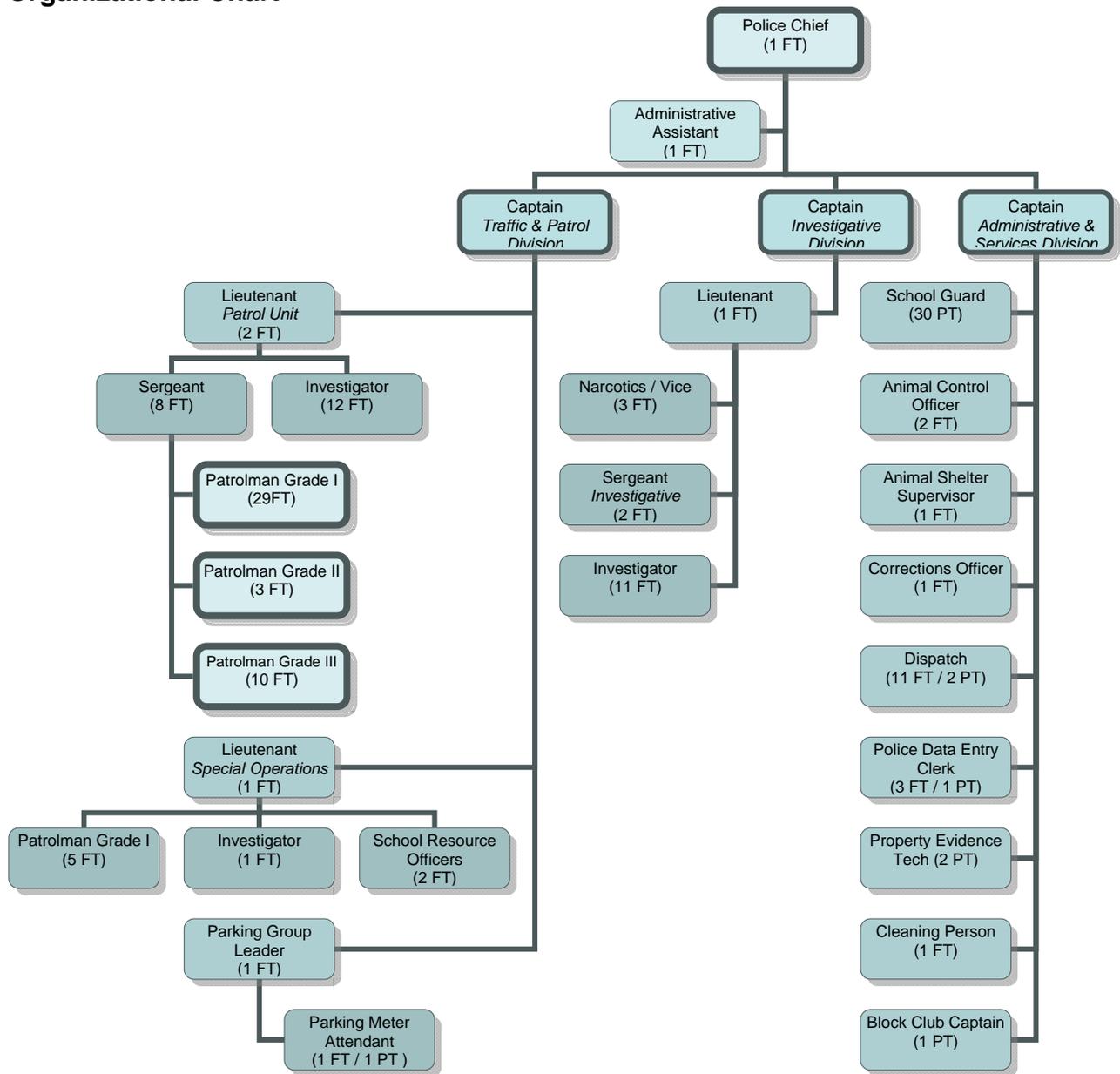
- Workforce stability has been maintained and supplemented by addition of part time Dispatchers and Corrections Officers.
- Surveillance Camera Project completed for Kaufmann and Lakewood Parks.

2013 & Beyond Goals

- Implementation of a new communications system due to federal mandates will be an important task for 2013. This system will allow Lakewood Public Safety Services to communicate on the 800mhz system which will enhance reliability and support the ability to respond to residents calls for service for the next decade and beyond.
- Working with other City Departments and Lakewood City Council progress will continue to be made on Traffic Calming issues within the city.
- Develop interface with HTE records management system and the REDDS network to eliminate duplication of entries.

Division of Police & Law Enforcement

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Police Division					
<u>Full Time Employees</u>					
Police Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	4	4	4	4	4
Sergeant	10	8	10	10	10
Investigator	20	20	20	24	24
Patrolman grade I	33	33	33	34	34
Patrolman grade II	6	6	6	3	3
Patrolman grade III	12	12	12	8	10
Patrol Officer - S.E.	1	1	1	1	1
Police Data Entry Clerk	3	3	3	3	3
Neighborhood Police Officer	4	4	4	4	4
Staff Assistant	1	1	1	0	0
Total Full Time Employees	99	97	99	96	98
<u>Part Time Employees</u>					
Patrol Officers	5	4	4	4	4
Property Evidence Tech.	2	2	2	2	2
Police Data Entry Clerk	1	1	1	1	1
Block Club Coordinator	1	1	1	1	1
Total Part Time Employees	9	8	8	8	8

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. Correction Officers staff the Jail. They are assisted by Patrol Officers that have received training in Ohio Jail Standards. The female dispatchers assist with some duties 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

- Decrease in fees billed from housing long term prisoners due to competitive pricing from outside facilities.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	158,321	128,179	95,380	133,891	40%
Fringe Benefits	68,851	66,405	42,799	30,874	-28%
Travel and Transportation					
Professional Services	47,107	48,981	45,284	50,000	10%
Communications					
Contractual Services	135,331	101,245	119,828	122,500	2%
Materials & Supplies	48,117	43,509	48,957	52,200	7%
Capital	9,309	-	1,861	2,000	7%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	467,036	388,319	354,110	391,465	11%

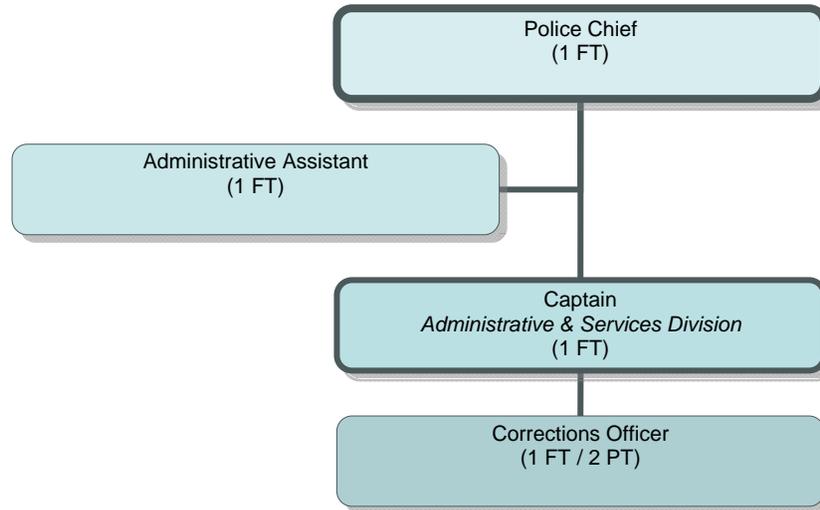
2012 Accomplishments

- Corrections Officers have responsibility for the operation of entire jail facility, male and female.

2013 & Beyond Goals

- Explore LEAN methods in processes performed by staff.
- Implement part time corrections officers to return sworn officers to road duty.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Prisoner Support Division					
<u>Full Time Employees</u>					
Corrections Officer	3	2	2	1	1
<i>Total Full Time Employees</i>	3	2	2	1	1
<u>Part-Time Employees</u>					
Corrections Officer	0	0	0	0	2
<i>Total Full Time Employees</i>	0	0	0	0	2
<u>Shared Full-Time Employees</u>					
Cleaning Person	1	1	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 assist as needed with the female prisoners.

Trends

- Staffing levels have stabilized with full staffing of full and part-time dispatchers.
- Calls dispatched have remained level the past two years.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	594,122	523,774	554,760	564,361	2%
Fringe Benefits	195,233	204,939	174,673	168,434	-4%
Travel and Transportation					
Professional Services	9,248	9,422	7,269	7,500	3%
Communications					
Contractual Services					
Materials & Supplies	-	-	708	700	-1%
Capital			625	-	
Utilities					
Other	17,200	12,830	16,000	16,500	3%
Debt Service					
Transfer or Advance					
Total	815,802	750,965	754,036	757,495	0%

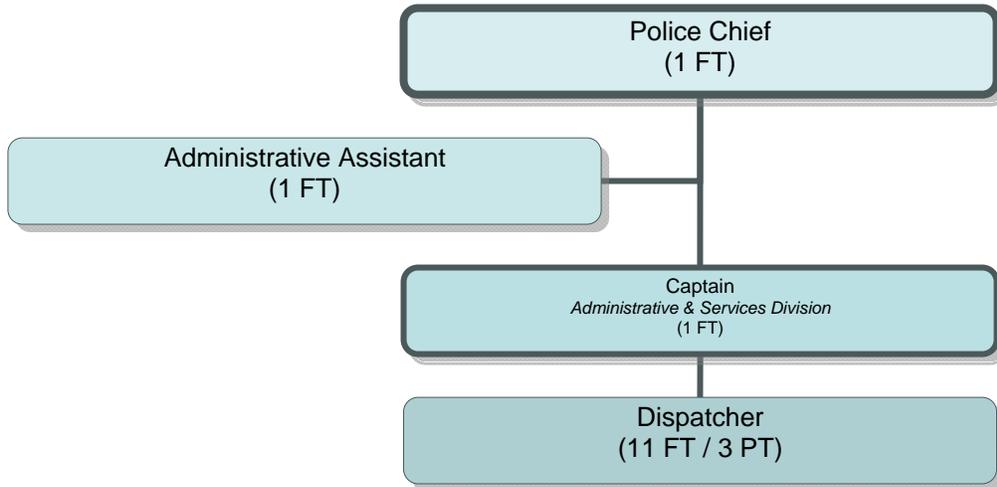
2012 Accomplishments

- Updated Computer Aided Dispatch installed and operational.

2013 & Beyond Goals

- Implementation of 800mhz radio system.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Dispatch Division					
<u>Full Time Employees</u>					
Dispatcher	10	10	11	11	11
<i>Total Full Time Employees</i>	10	10	11	11	11
<u>Part Time Employees</u>					
Dispatcher	0	0	2	3	3
<i>Total Part Time Employees</i>	0	0	2	3	3

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 two full-time employees. It is responsible for all the collection, ticketing, maintenance, and operation of the parking meters in the city.

Trends

- Leveling of fines collected after increased effort to collect outstanding fine.

Division Budget

Parking Facilities Fund (Fund 520)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	131,936	103,085	133,681	179,152	34%
Fringe Benefits	53,975	53,527	42,389	43,198	2%
Travel and Transportation					
Professional Services	713	713	720	750	4%
Communications	515	512	545	777	43%
Contractual Services	24	-	1,560	2,000	28%
Materials & Supplies	15,222	14,217	10,971	17,300	58%
Capital	21,097	-	18,763	177,000	843%
Utilities	26,393	27,047	28,563	30,000	5%
Other	60,519	86,008	86,168	94,802	10%
Debt Service	33,638	33,958	34,039	34,863	2%
Transfer or Advance	4,459	4,500	3,375	4,500	33%
Total	348,491	323,567	360,773	584,342	62%

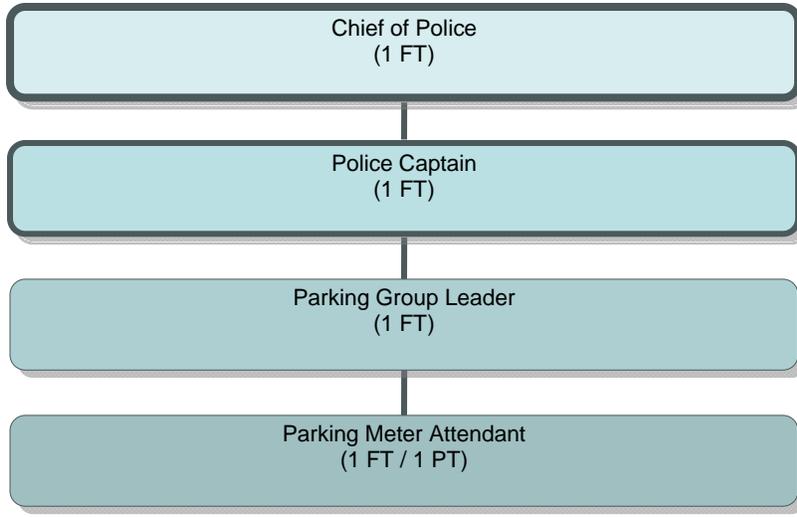
2012 Accomplishments

- Part-time enforcement officer hired and directed efforts to locate violators.

2013 & Beyond Goals

- Improvements to Lots at Warren north of Detroit for parking surface, water retention, and parking kiosks.
- Continue to improve parking lots and install parking kiosks.

Organizational Chart



	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Parking Enforcement Division					
<u>Full Time Employees</u>					
Group Leader	1	1	1	1	1
Parking meter attendant	2	1	1	1	1
<i>Total Full Time Employees</i>	3	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	0	0	2	1	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

- The unit has started to be more of a presence at the Lakewood Dog Park, enforcing the rules and ordinances making the park a safer place to enjoy.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	113,470	113,628	117,587	124,116	6%
Fringe Benefits	42,049	63,957	48,553	45,030	-7%
Travel and Transportation					
Professional Services	731	712	425	550	29%
Communications	1,633	1,925	1,987	2,050	3%
Contractual Services	809	874	900	925	3%
Materials & Supplies	2,689	3,667	4,828	5,675	18%
Capital					
Utilities	8,208	8,915	8,321	9,500	14%
Other	46	33	50	50	-1%
Debt Service					
Transfer or Advance					
Total	169,635	193,712	182,652	187,896	3%

2012 Accomplishments

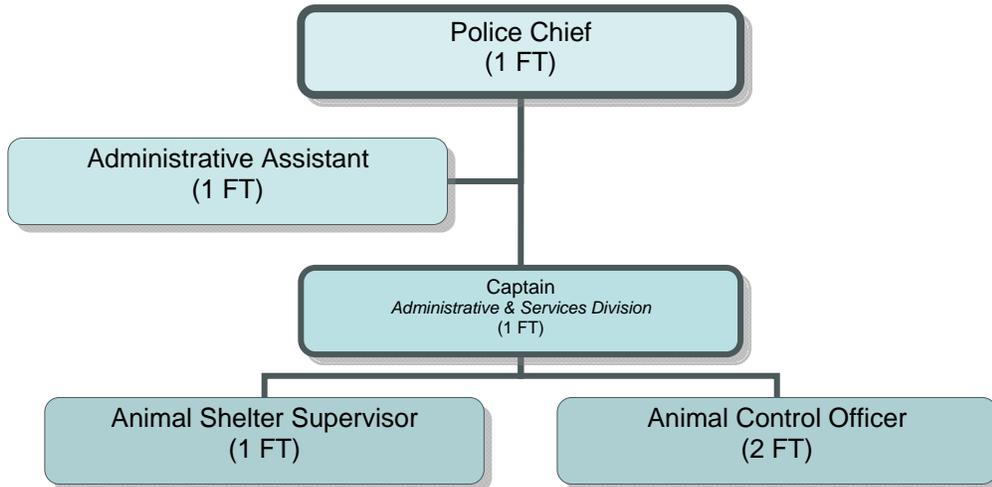
- Animal Control Officers Bialosky and Crawford attended training for Level II Animal Control at the National Animal Control Academy in Chicago, Illinois.
- Animal Control Officer Crawford spoke at the Lakewood Police Department Citizen Academy.
- The shelter building received a new hot water tank.

2013 & Beyond Goals

- The proposal to expand and modernize the shelter should receive a priority go ahead.

- The staff should receive training in chemical immobilization.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Animal Control Division					
<u>Full Time Employees</u>					
Animal Control Officer	2	2	2	2	2
Animal Shelter Supervisor	1	1	1	1	1
Total Full Time Employees	3	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.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	145,387	144,001	154,990	161,000	4%
Fringe Benefits	24,710	24,718	23,892	27,875	17%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	439	246	531	550	4%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	170,537	168,964	179,413	189,425	6%

Personnel Staffing

	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Crossing Guards Division					
<u>Part Time Employees</u>					
Crossing Guards	31	31	31	30	30
<i>Total Part Time Employees</i>	31	31	31	30	30

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

- The regional fire study involving the Westshore cities was completed in 2010 and presented to the public. This study emphasized the need for closer cooperation among the communities involved, in order to continue providing efficient and cost-effective fire protection and EMS service. Work on implementing recommendations from this study has stalled on a regional level, however the Lakewood Fire Department has continued working with our mutual aid partners in the regions to improve communications, operations and training. Joint training exercises have been conducted and an interoperable radio system will be functional in November 2012. Other recommendations of this study continue to be addressed on the local level.
- To increase interoperability among emergency responders, the Fire Service is moving towards an 800 MHZ radio system. The move to the 800 communications platform could be implemented in January 2013.
- The volume severity of EMS calls continues to increase annually. The types of services offered by local hospitals are also changing within the Cleveland area. These changes challenge the EMS care providers to provide the same level of service. There is an expectation in the EMS industry that the volume of calls could increase by one third in the next ten years due to aging baby boomers. The challenge to be faced will be to provide the same level of service while dealing with increased call volume and longer transport times due to the changes in the Cleveland hospital system.

Division Budgets

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	5,261,800	5,179,127	5,213,298	5,171,869	-1%
Fringe Benefits	721,821	915,310	699,574	599,529	-14%
Travel and Transportation	218	2,803	5,755	6,725	17%
Professional Services	25,314	29,018	33,176	30,725	-7%
Communications	21,553	16,474	18,575	19,600	6%
Contractual Services	11,755	13,712	15,258	16,510	8%
Materials & Supplies	91,338	79,859	91,530	94,250	3%
Capital	54,999	27,284	5,178	13,000	151%
Utilities	70,077	72,216	57,784	60,000	4%
Other	3,063	2,819	2,665	2,725	2%
Debt Service					
Transfer or Advance					
Total	6,261,938	6,338,621	6,142,792	6,014,933	-2%

Firemen's Pension Fund (Fund 221)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries					
Fringe Benefits	1,287,567	1,260,349	1,299,361	1,342,786	3%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	218,492	225,000	236,500	237,549	0%
Total	1,506,059	1,485,349	1,535,861	1,580,334	3%

Division of Fire & EMS

Lakewood Hospital Special Revenue Fund (Fund 260)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries	1,155,144	1,185,558	1,258,352	1,269,542	1%
Fringe Benefits	323,519	340,426	304,663	277,128	-9%
Travel and Transportation	991	1,534	-	2,450	
Professional Services	81,783	79,624	90,536	87,600	-3%
Communications	2,645	3,311	3,695	7,250	96%
Contractual Services					
Materials & Supplies	45,112	40,981	48,332	58,400	21%
Capital			115,983	117,500	1%
Utilities					
Other	22,001	1,151	2,450	10,250	318%
Debt Service		-	25,918	50,000	
Transfer or Advance					
Total	1,631,195	1,652,584	1,849,928	1,880,120	2%

FEMA Fund (Fund 278)	2010 Actual	2011 Actual	2012 Estimated	2013 Budget	Percent Change 2012- 2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	-	178,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	178,000	

TOTAL EXPENDITURES	9,399,192	9,476,554	9,528,582	9,653,387	1%
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2012 Accomplishments

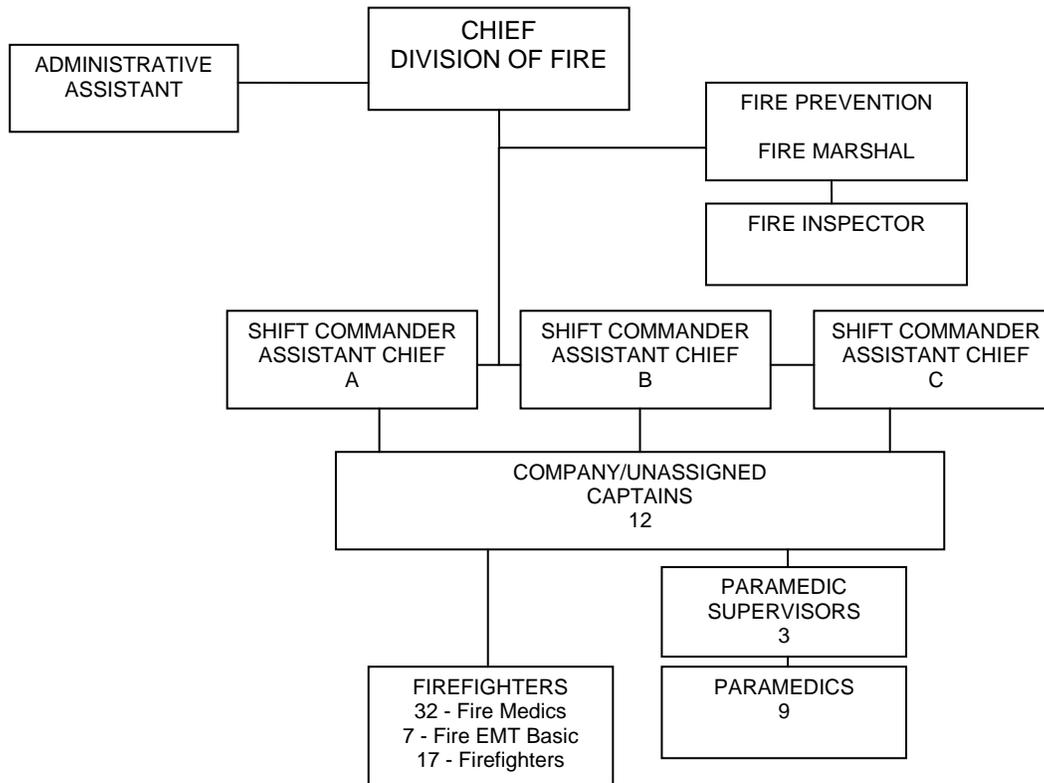
- Placed in service new quint fire apparatus as Engine 3. The addition of this vehicle to the fleet allowed the department to downsize the apparatus fleet by one vehicle and allows for no variation in service when the other quint is out of service for maintenance. Other new apparatus placed in service in 2012 included a new command car and pickup truck. The previous command vehicle was repainted to extend service life as a reserve vehicle. In addition, the other fire apparatus were reconfigured to operate more efficiently with the manpower reduction that took place in 2008.
- Communications upgrades: Obtained a grant from Cuyahoga County of 130 new portable radios for the Police and Fire Departments that will be used on the new communications platform. To date, the grants received for this project total over \$500,000.00. The new system is scheduled to be in service by 1/1/2013. In conjunction with this project, Mobile Data Terminals have been added to each of the fire trucks. When completed, this system will connect the vehicles back to dispatch and the database that contains critical building information.
- Received a grant to place in service a new 21 foot rescue boat which replaces a 20 year old, 15 foot boat. This boat will work in cooperation with the other Westshore Fire Departments and Cleveland Fire Department, as part of a regional water rescue effort. Also, an additional grant was obtained by the Westshore Hazardous Materials Technical Rescue Team for dive equipment that will be used in conjunction with this project.

2013 & Beyond Goals

- Implement the City's emergency communications system upgrades that now meet the FCC mandate that takes effect on 1/1/2013.
- Revise and update the Lakewood Emergency Management plan to reflect the recent changes to the Cuyahoga County Emergency Plan, and provide training for the Administration and key city employees who would be involved in a large scale city emergency.
- Work with the city administration and the bargaining units to complete new collective bargaining agreements within the next year.

Division of Fire & EMS

Organizational Chart



Personnel Staffing

Fire & EMS Division	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
<u>Full Time Employees</u>					
Fire Chief	1	1	1	1	1
Assistant Chief	3	3	3	3	3
Fire Captain	12	12	12	12	12
Fire Marshall	1	1	1	1	1
Firefighter I	45	45	45	39	39
Firefighter II	4	4	4	4	4
Firefighter III	4	5	5	9	11
Fire Electrician/Mechanic	3	3	3	3	3
Fire Inspector	1	1	1	1	1
Paramedic Supervisor	3	3	3	3	3
Paramedic	10	9	9	9	9
Administrative Assistant II	1	1	1	1	1
Total Full Time Employees	88	88	88	86	88

Budget Overview of Public Works

Total Expenditures by Division All Funds	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Public Works Admin	249,160	353,210	304,403	108,457	-64%
Street Lighting	619,498	594,409	567,670	565,000	0%
Parks & Public Property	1,997,340	2,190,096	2,000,573	2,514,975	26%
Streets & Forestry	2,357,017	2,694,793	2,192,099	2,536,273	16%
Refuse & Recycling	3,249,646	3,321,763	3,077,850	3,019,263	-2%
Fleet	1,281,251	1,407,227	1,313,152	1,303,282	-1%
Engineering	1,112,811	911,575	701,759	558,778	-20%
Water & Wastewater Collection	11,120,016	11,943,449	16,179,314	14,177,988	-12%
Wastewater Treatment Plant	6,073,001	5,587,916	7,089,653	5,299,369	-25%
Winterhurst	554,054	496,593	494,813	495,000	0%
Total Expenditures	28,613,795	29,501,031	33,921,286	30,578,386	-10%
Total Expenditures by Category All Funds	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Salaries	7,006,074	7,119,471	6,820,674	6,934,197	2%
Fringe Benefits	2,541,916	2,921,659	2,458,559	2,241,126	-9%
Travel and Transportation	2,923	4,304	3,064	4,305	41%
Professional Services	274,276	290,099	271,830	515,311	90%
Communications	91,930	108,055	106,894	113,760	6%
Contractual Services	1,275,636	1,669,080	2,101,708	1,633,450	-22%
Road Salt	322,999	250,886	213,013	200,000	-6%
Materials & Supplies	1,319,171	1,535,922	1,678,929	1,825,870	9%
Capital	2,697,285	2,284,210	2,375,684	3,843,000	62%
Utilities	1,941,383	1,703,739	1,440,313	1,525,750	6%
Purchased Water	6,501,791	6,299,340	6,750,000	6,850,000	1%
Other	809,718	839,987	835,609	1,123,706	34%
Debt Service	2,454,692	2,875,226	7,171,883	1,984,711	-72%
Transfer or Advance	1,374,000	1,599,052	1,607,000	1,783,200	11%
Total Expenditures	28,613,795	29,501,031	33,835,160	30,578,386	-10%

Total Expenditures by Category General Fund	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Salaries	3,733,425	3,748,229	3,560,483	3,452,260	-3%
Fringe Benefits	1,352,089	1,556,333	1,289,131	1,133,685	-12%
Travel and Transportation	460	749	264	955	262%
Professional Services	65,519	82,884	71,613	83,350	16%
Communications	25,703	27,143	32,925	31,290	-5%
Contractual Services	980,391	833,246	848,703	861,150	1%
Materials & Supplies	719,589	902,655	976,249	985,620	1%
Capital	124,445	223,240	76,492	339,000	343%
Utilities	940,479	883,911	811,054	794,250	-2%
Other	8,231	8,616	5,168	8,650	67%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	7,950,330	8,267,006	7,672,082	7,690,209	0%

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 improve all facets of Public Works by using cross training and restructuring to better utilize the talents of those within the Department

Division Budgets

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	111,794	112,616	114,304	63,883	-44%
Fringe Benefits	33,379	40,720	35,495	32,095	-10%
Travel and Transportation	162	16	133	225	69%
Professional Services	1,206	2,855	1,314	2,000	52%
Communications	1,169	922	1,210	1,325	10%
Contractual Services	1,808	-	68	3,000	4312%
Materials & Supplies	1,065	1,083	1,122	1,570	40%
Capital					
Utilities					
Other	157	126	129	300	133%
Debt Service					
Transfer or Advance					
Total	150,741	158,338	153,774	104,399	-32%

Division of Public Works Administration

Energy Efficiency and Conservation Block Grant (Fund 244)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	885	1,049	78	-	-100%
Fringe Benefits	136	162	12	-	-100%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	89,883	190,999	146,595	-	-100%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	90,903	192,209	146,685	-	-100%

Community Festival (Fund 212)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	6,504	2,306	3,042	3,500	15%
Fringe Benefits	1,012	357	902	558	-38%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	7,516	2,663	3,944	4,058	3%

TOTAL EXPENDITURES	249,160	353,210	304,403	108,457	-64%
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Division of Street Lighting Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Utilities	619,498	594,409	567,670	565,000	0%
Total	619,498	594,409	567,670	565,000	0%

Division of Public Works Administration

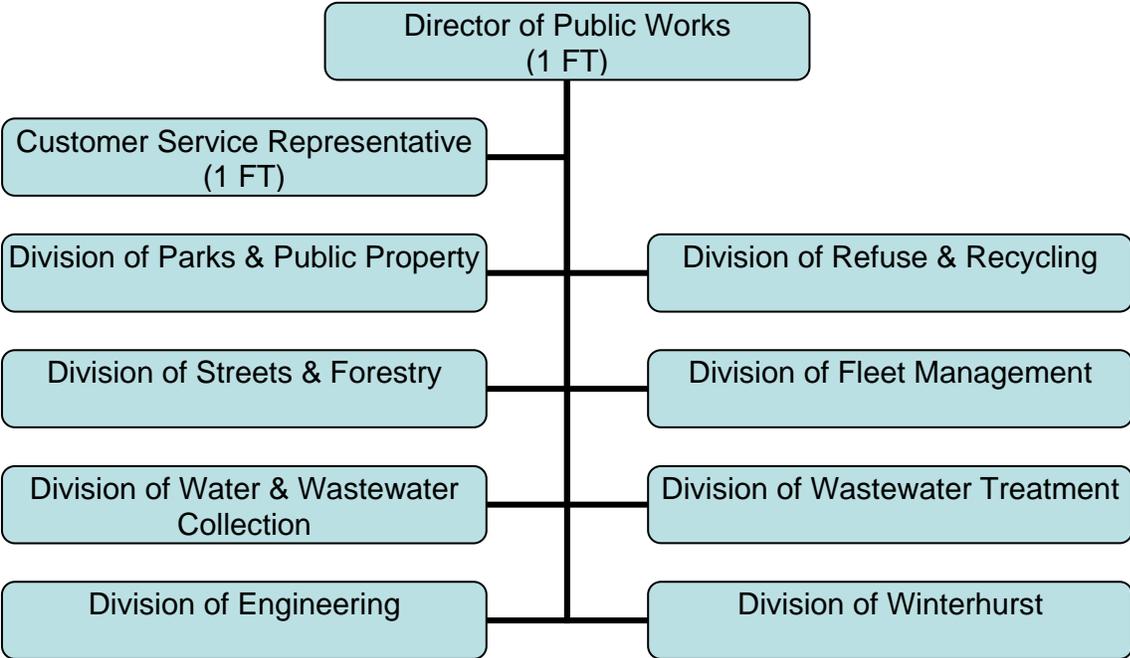
2012 Accomplishments

- Supporting and monitoring progress on Traffic Signal Replacement, Water Meter Replacement, and EECEBG projects.
- Award 2012 OEPA SWIF grant for downtown parking lots.

2013 & Beyond Goals

- Continue project support and development within all divisions.
- Construct Municipal Parking lot improvements.
- Improve communication and working relationship with Lakewood Recreation.

Organizational Chart



Division of Public Works Administration

Personnel Staffing

Public Works Administration	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Director of Public Works	1	1	1	1	1
Asst. Director of Public Works	0	0	0	0	1
Customer Service Rep	1	1	1	1	1
Total Full Time Employees	2	2	2	2	3

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

- Utilize existing knowledge of in-house City staff to assist in providing support to Division.

Division Budgets

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Program					
Parks	1,064,098	1,186,808	1,110,600	1,843,058	66%
Construction	303,119	368,184	333,582	-	-100%
Security	86,548	92,352	85,624	87,742	2%
Building and Facilities	426,044	395,762	341,149	-	-100%
Band Concerts	28,010	22,232	21,930	21,490	-2%
Museums	10,851	8,107	11,007	11,500	4%
Fourth of July Festival	44,489	46,184	24,454	5,934	-76%
Tennis Courts	11,793	7,445	6,775	5,250	-23%
Total	1,974,953	2,127,072	1,935,121	1,974,975	2%

Division of Parks & Public Property

General Fund (Fund 101) Expenditures by Category	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Salaries	1,034,813	1,045,411	1,004,803	987,741	-2%
Fringe Benefits	349,493	406,895	341,514	303,044	-11%
Travel and Transportation	118	-	-	-	
Professional Services	35,694	35,921	36,687	38,200	4%
Communications	12,409	14,231	17,604	14,315	-19%
Contractual Services	63,222	75,993	76,384	60,900	-20%
Materials & Supplies	121,422	210,948	185,661	205,300	11%
Capital	76,483	80,792	57,448	164,000	185%
Utilities	278,165	254,120	215,151	198,150	-8%
Other	3,133	2,762	3,258	3,325	2%
Debt Service					
Transfer or Advance					
Total	1,974,953	2,127,072	1,938,511	1,974,975	2%

City Park Improvement (Fund 405) Expenditures by Category	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Capital	1,702	1,003	1,097	90,000	8104%
Total	1,702	1,003	1,097	90,000	8104%

CDBG (Fund 240) Expenditures by Category	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Capital	20,685	62,020	60,965	450,000	638%
Total	20,685	62,020	60,965	450,000	638%

TOTAL	1,997,340	2,190,096	2,000,573	2,514,975	26%
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2012 Accomplishments

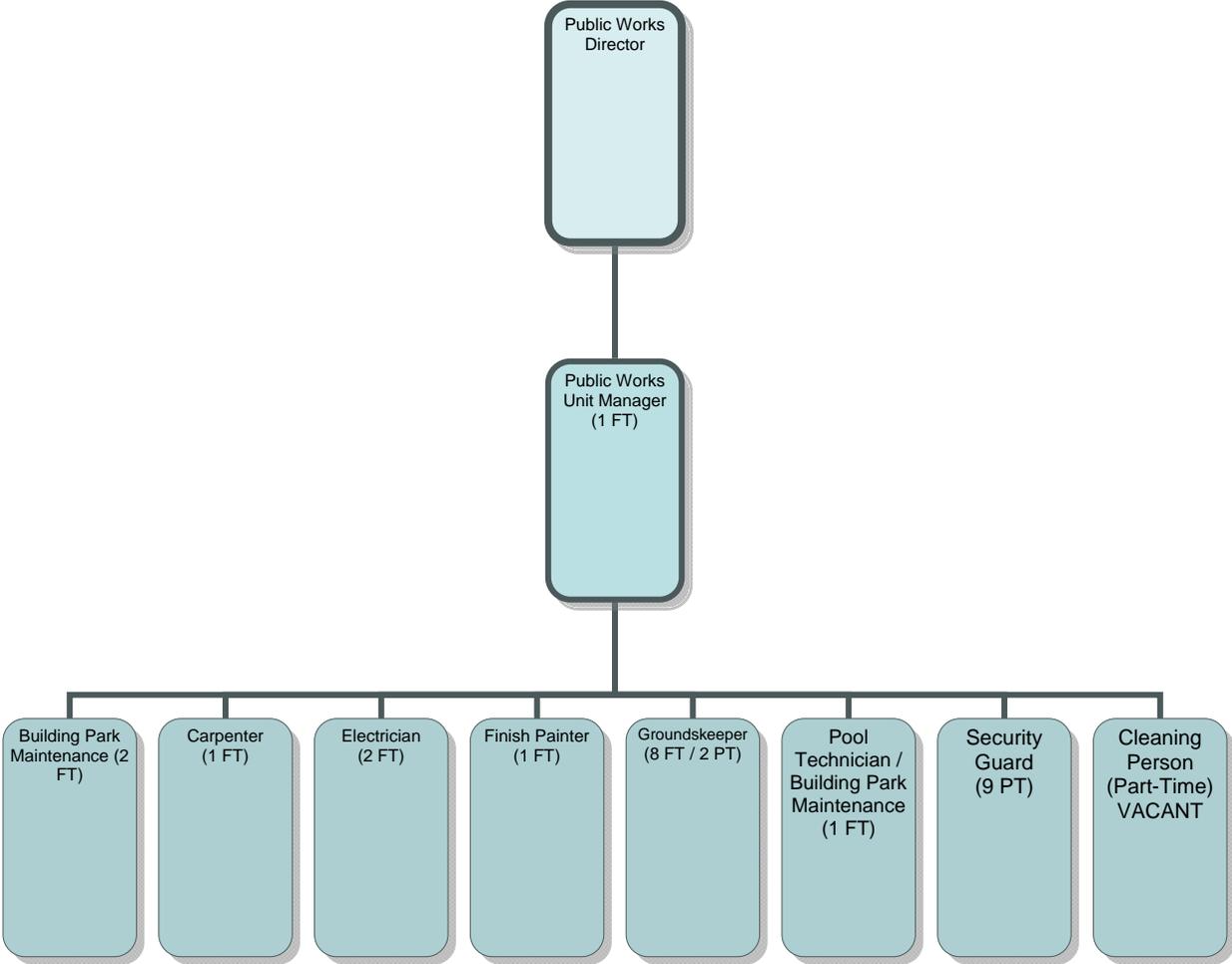
- CDBG projects: Madison Park outfield fence and Park Row Park.
- Energy efficiency lighting installs at Kiwanis Pavilion, Alameda island, W.117th lot.
- Adjusting park hours, along with improved Police patrols, and staffing changes have produces less vandalism in parks.

2013 & Beyond Goals

- Significant improvement project at the Madison Park Skate House and parking lot.
- Improve communication with Lakewood Recreation.
- Continue to remove outdated barriers landscaping while improving visual appeal and access in the parks.

Division of Parks & Public Property

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Security					
Part-Time Employees					
Security Guard	6	6	8	9	11
Total Part-Time Employees	6	6	8	9	11
Parks					
Full Time Employees					
Public Works Division Manager	1	1	1	0	0
Public Works Unit Manager	1	1	1	1	1
Groundskeeper	10	10	10	8	8
Pool Tech/Bldg. Park Maintenance	1	1	1	1	1
Group Leader	1	1	1	0	0
Building Park Maintenance	1	0	0	2	2
Carpenter	1	1	1	1	1
Electrician	2	2	2	2	2
Finish Painter	1	1	1	1	1
Total Full Time Employees	19	18	18	16	16
Part-Time Employees					
Groundskeeper	0	0	0	2	2
Cleaning Person	0	0	0	0	1
Total Part-Time Employees	0	0	0	2	3

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

- Rent different equipment to see if this work could be done in house i. e. crack seal machine and soil screener.
- Use the reforestation program to remove trees that are in decline and plant replacements.
- Continue to use a salt reduction plan and explore other cost saving alternatives.

Division of Streets & Forestry

Division Budgets

DIVISION OF STREETS AND FORESTRY	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Program					
Streets, Traffic Signs & Signals	1,960,640	2,301,529	1,826,203	2,067,761	13%
Forestry	396,377	393,263	365,896	468,512	28%
Total	2,357,017	2,694,793	2,192,099	2,536,273	16%

General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	248,475	218,266	230,745	218,839	-5%
Fringe Benefits	91,315	100,229	89,058	71,203	-20%
Travel and Transportation					
Professional Services	1,093	113	690	1,750	154%
Communications	113	78	103	125	21%
Contractual Services	57	-	5,000	5,000	0%
Materials & Supplies	13,725	20,109	25,358	28,595	13%
Capital	41,600	54,469	14,942	143,000	857%
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
Total	396,377	393,263	365,896	468,512	28%

State Highway Fund Budget (Fund 201)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Road Salt	138,265	137,835	115,000	175,000	52%
Total Expenditures	138,265	137,835	115,000	175,000	52%

Division of Streets & Forestry

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	783,531	929,110	858,549	925,498	8%
Fringe Benefits	275,304	363,886	307,354	282,528	-8%
Travel and Transportation	-	-	-	-	
Professional Services	3,766	1,472	1,401	4,210	200%
Communications	5,194	5,941	7,382	8,050	9%
Contractual Services	65,490	148,253	72,076	125,550	74%
Road Salt	184,733	113,051	98,013	25,000	-74%
Materials & Supplies	185,735	194,307	189,936	243,000	28%
Capital	200,515	180,231	61,990	205,000	231%
Utilities	94,746	73,850	2,821	48,000	1601%
Other	1,856	3,594	755	925	23%
Debt Service					
Transfer or Advance	21,504	150,000	24,800	25,000	1%
Total	1,822,375	2,163,694	1,625,077	1,892,761	16%

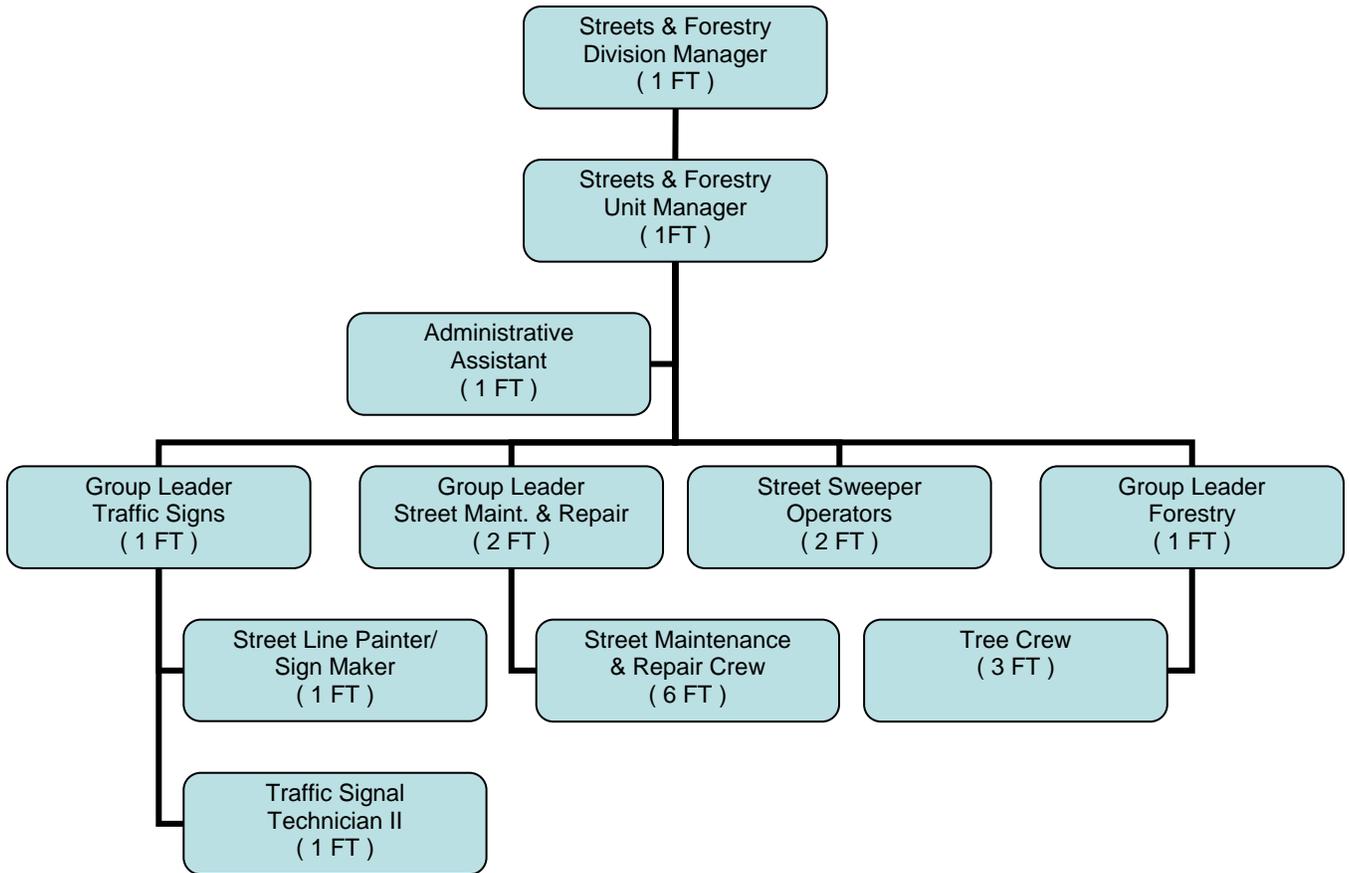
2012 Accomplishments

- Painted traffic lines, crosswalks and parking spaces throughout City.
- Made asphalt repairs to all City streets.
- Provided support service for other departments and produced signs and banners for various City-sponsored events.

2013 & Beyond Goals

- Finish backlog of utility repairs.
- Use newly purchased grinder to mitigate sidewalk tripping hazards.
- Replace salt dome at valley site.

Organizational Chart



Division of Streets & Forestry

Personnel Staffing

Division of Streets & Forestry	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Streets & Traffic					
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	1	1
Group Leader	3	3	3	3	3
Administrative Assistant I	1	1	1	1	1
SCMR Crew	7	6	6	6	6
Street Sweeper Operator	2	2	2	2	2
Traffic Signal Technician I	1	0	0	0	0
Traffic Signal Technician II	1	1	1	1	1
Street Line Painter/Sign Maker	1	1	1	1	1
Total Full Time Employees	18	16	16	16	16
Forestry					
Full Time Employees					
Group Leader	0	1	1	1	1
Tree Crew	4	4	4	3	3
Total Full Time Employees	4	5	5	4	4

Division of Refuse & Recycling

Division of Refuse & Recycling

Mission

The Division's mission is to provide an efficient and cost-effective municipal solid waste program focused on customer satisfaction and recovery of resources.

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 recycling center and drop-off facility to Lakewood residents and businesses for the disposal of trash, construction and demolition debris, recyclable material, and household hazardous waste.

Trends

- Continue and expand upon our policy of limiting curbside collection of construction and demolition debris, concrete, brick, and stone, and provide charge-free access to the drop-off facility roll-off boxes for debris emanating from work done by the resident or property owner at their Lakewood properties and allowing contractors to dump construction debris for a fee from work being done on Lakewood homes.
 - Reduce disposal fees and fuel expenditures.
 - Reduce manual collection on the routes.
 - Reduce misuse of the curbside collections by contractors. They are allowed to bring in debris from any Lakewood construction projects for a fee.
 - Reduce landfill use; construction and demolition debris at drop-off is recycled.
 - Convenient and charge-free disposal for residents and property owners with proof that debris emanates from their properties and they are doing the work.

- Continue our more aggressive approach to address the issue of certain residents who are not complying with the City's Mandatory Recycling Ordinance; set-out of bulk items and other garbage before or after regular collection days and other Refuse/Recycling rules and regulations violations. Part of this process involves taking a more punitive action when warranted and better utilizing technology advances – the days of multiple warning letters with no change in behavior has come to an end.

Division of Refuse & Recycling

- In the event of a violation, Management is requiring that all material be collected in order to establish a labor/collection value to the fine generated.
 - From April 1, 2012 through August 31, 2012, we have collected \$7,900 dollars in fines.
 - By embracing technology advances taking place within the city, such as Web QA, we have streamlined our violation notification reaction times, improved internal record keeping and expedited the billing process.
 - With full implementation of a policy assessing fees for refuse and recycling violations according to City of Lakewood Ordinances, we will improve compliance and enhance neighborhood quality.
- Continue to promote, enhance and expand upon services available to residents, businesses and property owners at our newly renovated Recycling Center and Drop-off Facility located at 12920 Berea Road.
 - By separating paper (white, mixed and shredded) and cardboard (baled on-site) that comes into the facility from residents and businesses, we are generating additional revenue of approximately \$500 per month from Caraustar Fiber Recycling in Cleveland.
 - Work with all City of Lakewood Divisions/Departments to improve in-house recycling levels and to enhance facility-driven revenue.
 - Increase outreach to Lakewood Business Community to make use of the facility.

Division Budgets

DIVISION OF REFUSE & RECYCLING

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	1,552,323	1,594,644	1,499,737	1,460,790	-3%
Fringe Benefits	602,436	704,959	578,421	504,574	-13%
Travel and Transportation	-	-	-	-	
Professional Services	3,819	3,050	2,241	3,450	54%
Communications	7,163	8,072	9,215	9,700	5%
Contractual Services	853,096	709,079	718,117	735,750	2%
Materials & Supplies	142,792	186,225	244,840	238,000	-3%
Capital	899	54,629	-	32,000	
Utilities	33,171	29,970	24,418	27,000	11%
Other	3,527	4,446	862	4,000	364%
Debt Service					
Transfer or Advance					
Total	3,199,225	3,295,075	3,077,850	3,015,263	-2%

Division of Refuse & Recycling

Litter Control (Fund 212)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	7,494	1,834	-	2,000	
Capital	-	-	-	-	
Utilities					
Other	3,363	3,696	-	2,000	
Debt Service					
Transfer or Advance					
Total	10,857	5,530	-	4,000	

CDBG (Fund 240)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	35,095	18,541	-	-	
Fringe Benefits	4,468	2,617	-	-	
Total	39,563	21,158	-	-	

TOTAL EXPENDITURES	3,249,646	3,321,763	3,077,850	3,019,263	-2%
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2012 Accomplishments

- In July, 2012, the Cuyahoga County Solid Waste District certified that in 2011, the City of Lakewood recycled 49.38% of its total solid waste (our highest rate ever) as we diverted 15,968 tons of recyclable material from ending up in the landfill. Our recycling rate places us in 11th place out of the 59 Cuyahoga County Municipalities. In addition, the City of Lakewood placed in the top 5% of all Ohio Municipalities for our recycling rate.
- Pursued a grant from the Northeast Ohio Public Energy Council (NOPEC), and were successful in securing a “Powering Our Communities” grant to renovate and revitalize our Recycling Center and Drop-off Facility. The NOPEC grant allowed us install solar panels, make much-needed repairs to the roof, replace the main level windows, paint the entire interior, install energy-efficient lighting and undertake other vital improvements to enhance and “green” our facility – building our long-term community capacity.
 - Since installation, the solar panels are producing more than enough energy to power the Recycling Center during peak usage hours, never exceeding the energy producing capacity of the solar panel array. This will result in an approximate 8,000 KWH annual reduction in electric energy usage for the Division of Refuse and Recycling. The solar panels will send the excess power generation out to the First Energy power grid, for which the City will receive an annual credit towards its energy costs.

- During the first month since the grant project was completed, more residents utilized the facility than had ever been recorded before. We have been keeping records of daily, monthly and annual usage of the facility for the past decade, and during that time our monthly high-water mark for usage had been 1,462 residents utilizing the facility. A new high-water mark was set during August 2012, as 1,591 residents used the Recycling Center – nearly all of them expressed some form of appreciation for the renovation and preservation of the structure.
- The Division retrofitted eleven refuse fleet vehicles with Diesel Particulate Filters, resulting in a significant reduction in pollution from particulate matter (90% reduction) and volatile hydrocarbons (85% reduction) in our retrofitted vehicles. In addition, we have equipped many of our diesel engine vehicles with Auxiliary Power Units to prevent unnecessary idling of our refuse trucks. The Division of Refuse and Recycling continues its work to reduce our carbon footprint and is accelerating its efforts to become a Clean Fuels Ohio certified Ohio Green Fleet.

2013& Beyond Goals

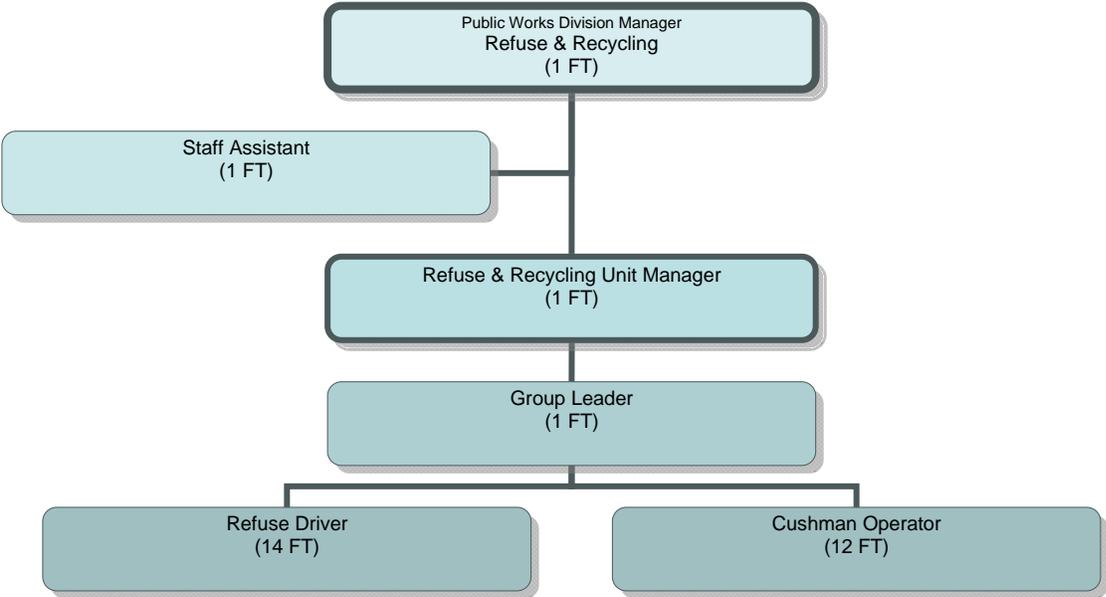
- The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2015. As mentioned above, the City of Lakewood recycled 49.38% of its total solid waste in 2011 - our highest rate ever.
 - We are seeking to automate the City of Lakewood Curbside Recycling Program, by providing residents with curbside recycling containers, thereby significantly increasing our recycle material volume and further reducing our solid waste disposal. We estimate that upon full city-wide implementation of curbside recycling containers; our recycling volumes will double – based on research done in other municipalities across the country.
 - In order for this undertaking to come to fruition, we are seeking a Diesel Emissions Reduction Grant through the Ohio EPA, to assist us in acquiring two Compressed Natural Gas (CNG) automated arm trucks. The acquisition of two CNG automated arm trucks would permanently remove five vehicles from our refuse/recycle collection fleet, allowing us to remove the worst polluting vehicles. We feel that this would bring lasting real-world benefits to the City of Lakewood in the form of significant emissions reduction and a substantial decrease in our solid waste disposal fees – estimated to be \$150,000 - \$175,000 per year savings upon full implementation.
- Reducing our carbon footprint and accelerating our efforts to become a Clean Fuels Ohio certified Ohio Green Fleet. We have 2/3 of our refuse fleet equipped with Diesel Particulate Filters which remove 90% of particulate matter and 85% of volatile hydrocarbons from our emissions. We will continue our efforts to reduce fuel consumption and branch out into cleaner/alternative fuels and vehicles as the future unfolds.
- Refuse and Recycling vehicles are the most used in the city's fleet. It is imperative that we take measures to minimize our impact on our city's most vulnerable populations.
 - The impacts that we have and for which we can take measures to reduce can help improve the quality of life for Lakewood residents. In recent years, the City of Lakewood and surrounding areas have regularly experienced particle pollution at

Division of Refuse & Recycling

high enough levels to be rated by the United States EPA as “Unhealthy for Sensitive Groups.” At that rating, children and older adults are at greater risk from exposure to ozone and harmful particulate matter in the air we breathe. Per census data, there are approximately 3,123 children under the age of five years, 8,350 school age children and 8,338 individuals over the age of 60. During the 2009 school year, Lakewood City School District, in conjunction with the Cleveland Clinic and LiveWell Lakewood, undertook a health assessment of the City of Lakewood Elementary School population. According to this study, 23% of Lakewood’s school age population has been diagnosed with asthma.

- Expand education programs with both adult and school-age populations that encourage and promote all levels of recycling – i.e. single stream curbside, yard waste/organics and backyard composting. We collect from just over 18,000 single family homes, doubles, and 3-4 unit structures in Lakewood each week. If conservatively we say that 10% of those households compost and the average American household generates approximately 35 pounds a week of garbage, of which 30-35% is compostable material, what we can eliminate from visiting the curb and keep contained within our own backyards for re-use will have positive impacts on Lakewood’s waste stream and disposal costs.
 - Using a 10% level of Lakewood households that compost equates to a reduction in solid waste disposal fees of approximately \$25,000 per year.

Organizational Chart



Personnel Staffing

Refuse & Recycling	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	1	1
Group Leader	2	1	1	1	1
Refuse Driver	14	14	14	14	14
Cushman Operator	11	13	13	12	12
Laborer Refuse and Recycling	1	1	1	0	0
Administrative Assistant 1	0	0	1	1	1
Staff Assistant	1	1	0	0	0
Total Full Time Employees	31	32	32	30	30

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 is a major portion of the Division’s expenditures. High fuel prices are still pushing up the cost of parts. Vendors are trying to recoup this expense by adding surcharges for delivery, fewer deliveries, or raising prices. Tire prices continue to rise 4%-7% in 2012 and newer vehicles are being built with wider more expensive tires. Training of the technicians, a good preventive maintenance program, right sizing with multi use vehicles, and vehicle sharing between divisions would help in lowering cost of repair parts needed.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	588,565	601,416	551,279	558,380	1%
Fringe Benefits	196,948	230,731	192,571	174,367	-9%
Travel and Transportation	-	564	-	500	
Professional Services	20,329	37,187	28,246	35,800	27%
Communications	2,874	2,194	2,882	3,100	8%
Contractual Services	17,834	13,973	11,620	16,500	42%
Materials & Supplies	439,593	482,084	518,550	510,535	-2%
Capital	5,462	33,350	4,101	-	
Utilities	9,645	5,412	3,815	4,100	7%
Other	-	314	89	-	
Debt Service					
Transfer or Advance					
Total	1,281,251	1,407,227	1,313,152	1,303,282	-1%

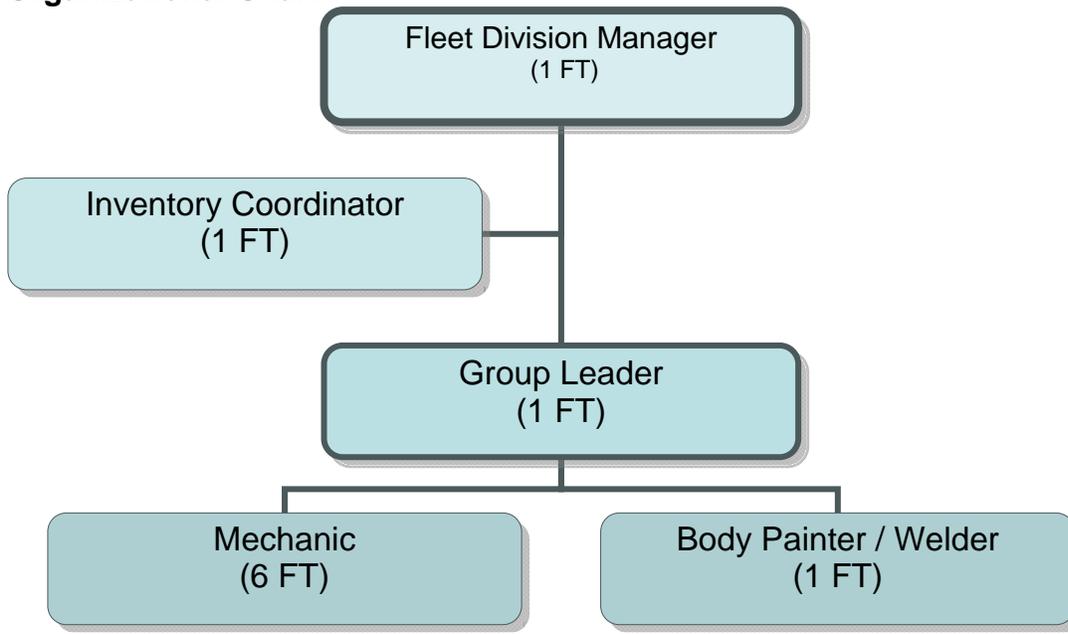
2012 Accomplishments

- Installed Diesel Particulate Filters on three Streets department service vehicles.
- Two new Hook Lift vehicles to replace 5 seasonal vehicles.
- Provided OEM training for Ford and International to all Fleet personnel.

2013 & Beyond Goals

- Continue to right size the fleet by replacing seasonal vehicles with multi use vehicles and share between departments.
- Decrease standing inventory of under-utilized parts.
- Continue to provide updated training for all Fleet personnel.

Organizational Chart



Personnel Staffing

Fleet Management	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	0	0
Inventory Coordinator	1	1	1	1	1
Group Leader	1	1	1	1	1
Mechanic - Fleet Management	6	6	6	6	6
Body Painter Welder	1	1	1	1	1
Total Full Time Employees	11	11	11	10	10

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

- The Lakewood GIS system continues to develop; it is emerging as a prime tool for easily storing and accessing any information archived by the City of Lakewood.
- The average Pavement Condition Rating continues to rise. 2012 PCR average= 79, 2010 PCR average = 77, 2007 PCR average = 73, 2005 PCR average = 69.
- Many residents' feel electronic media should be used to update them on the status of City activities. The percentage of residents having, or not having access to these forms of media is unknown. Personnel in this Division do not have access to social media.
- The USEPA and the OEPA has been firm in requesting that the City of Lakewood begin construction of projects that will eliminate or reduce combined sewer overflow occurrences in Lake Erie and the Rocky River.

Division Budget

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	197,455	175,876	159,617	162,627	2%
Fringe Benefits	78,517	72,800	52,072	48,402	-7%
Travel and Transportation	180	168	131	230	76%
Professional Services	3,378	3,758	2,435	2,150	-12%
Communications	1,975	1,646	1,911	2,725	43%
Contractual Services	44,374	34,200	37,515	40,000	7%
Materials & Supplies	991	2,206	718	1,620	126%
Capital	-	-	-	-	
Utilities					
Other	1,413	968	830	1,025	23%
Debt Service					
Transfer or Advance					
Total	328,284	291,622	255,228	258,778	1%

CDBG (Fund 240)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	781,944	618,510	446,531	300,000	-33%
Utilities					
Other	2,583	1,444	-	-	
Debt Service					
Transfer or Advance					
Total	784,527	619,954	446,531	300,000	-33%

TOTAL	1,112,811	911,575	701,759	558,778	-20%
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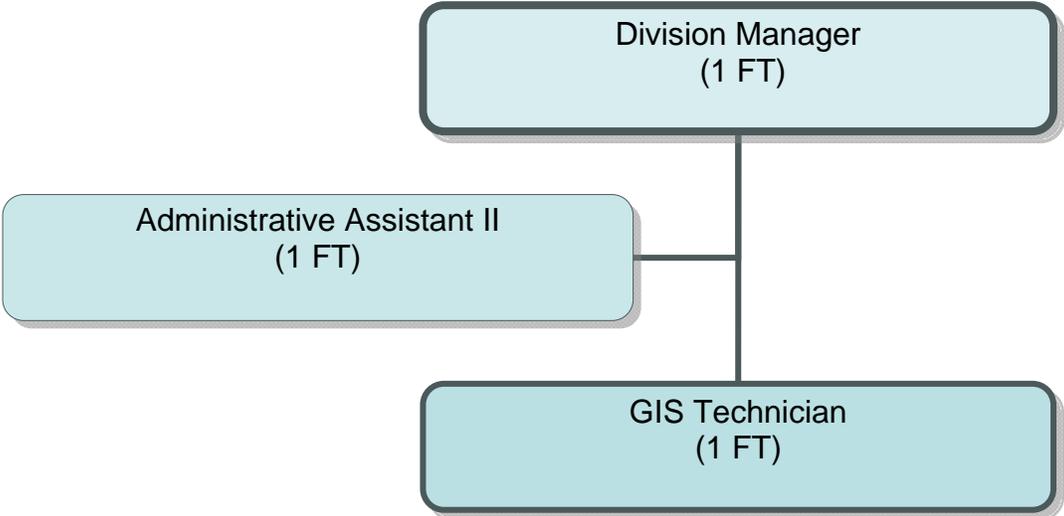
2012 Accomplishments

- Asphalt Resurfacing performed on over 4 miles of roadway.
- Watermains replaced on 4 streets, disbursed over \$650,000 in OPWC grant funds.
- Closed the 2003 Lakewood Park Clean Ohio funded project with no penalty.
- Applied for \$3,182,000 OPWC grant funding and \$766,000 OPWC low interest loan funding for sewer and water improvements in 2013 and 2014.
- Successfully repaired a serious breach in the interceptor sewer discovered during the 2011 video inspection.
- Participate in the Lake Erie Discovery Project, sponsored by FEMA and the Great Lakes Coastal Flood Study, as a stakeholder and provide input to assist in accurately assigning Lake Erie coastal flood zones.
- Development of important GIS layers for Planning, Building, Public Works and Mayor's Office with an end of the year release for inter-office use.

2013 & Beyond Goals

- Secure an Army Corps permit and pursue funding to install sheet pile protection and transient docking along the Port of Lakewood riverbank in the Rocky River.
- Commence with projects orientated at eliminating CSO discharges at the 9 outfalls citywide.
- Investigate new technologies and construction methods to refurbish the Edgewater Interceptor Sewer which is at the end of its useful life and exhibits areas of distress.
- Complete modeling of the entire Lakewood sewer system in order to formulate a viable and effective Long Term Control Plan.
- Renew the Army Corps construction permit for the Lakewood Park Fishing Pier expiring on August 6, 2013 and pursue funding for construction. Design Complete.
- Continue to develop the GIS and focus on department iMAPS. Focus on efficient and easy to use mobile GIS web maps allowing field teams to update critical layer information.

Organizational Chart



Personnel Staffing

Engineering	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Division Manager	1	1	1	1	1
Engineering Technician	1	0	0	0	0
GIS Technician	0	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Project Manager I	1	0	0	0	0
Project Manager II	0	0	0	0	0
Total Full Time Employees	4	3	3	3	3

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 past years increased cross training of employees has reaped benefits. The three units of water distribution, water metering and wastewater collection have fully integrated a cross unit ability to supplement each unit as dictated by workloads and personnel shortages.

This practice is being implemented on a daily basis resulting in more fluid task accomplishment. Marketplace trends dictate more integration and less unnecessary specialization and we have followed this movement.

Division Budgets

Water Fund (Fund 501)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Program					
Water Distribution	7,824,131	7,847,643	8,897,183	8,886,337	0%
Water Metering	541,258	604,067	578,357	636,721	10%
Total	8,365,389	8,451,710	9,475,539	9,523,058	1%

Division of Water & Wastewater Collection

Water Fund (Fund 501)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	625,371	646,821	652,518	671,044	3%
Fringe Benefits	235,313	256,248	226,446	212,404	-6%
Travel and Transportation	2,067	2,317	1,985	2,100	6%
Professional Services	42,384	45,426	57,613	62,000	8%
Communications	55,106	69,453	59,906	68,410	14%
Contractual Services	5,013	6,195	4,750	27,750	484%
Materials & Supplies	137,085	129,636	182,824	200,350	10%
Capital	546,205	772,701	1,334,603	1,171,000	-12%
Utilities	50,032	48,901	33,944	38,000	12%
Purchased Water	6,501,791	6,299,340	6,750,000	6,850,000	1%
Other	165,023	174,673	170,950	220,000	29%
Debt Service					
Transfer or Advance					
Total	8,365,389	8,451,710	9,475,539	9,523,058	1%

Wastewater Fund (Fund 510)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	605,231	608,850	618,943	655,258	6%
Fringe Benefits	236,297	265,435	221,634	212,815	-4%
Travel and Transportation	-	-	-	-	
Professional Services	27,813	91,832	111,866	212,875	90%
Communications	1,135	638	651	700	8%
Contractual Services	66,559	418,240	912,468	503,000	-45%
Materials & Supplies	78,542	87,319	110,511	125,525	14%
Capital	11,975	184,674	214,363	975,000	355%
Utilities	10,724	11,617	9,113	10,500	15%
Other	265,138	275,253	286,026	442,685	55%
Debt Service	1,447,907	1,544,682	4,215,001	1,513,372	-64%
Transfer or Advance	3,305	3,200	3,200	3,200	0%
Total	2,754,627	3,491,740	6,703,774	4,654,930	-31%

TOTAL	11,120,016	11,943,449	16,179,314	14,177,988	-12%
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Division of Water & Wastewater Collection

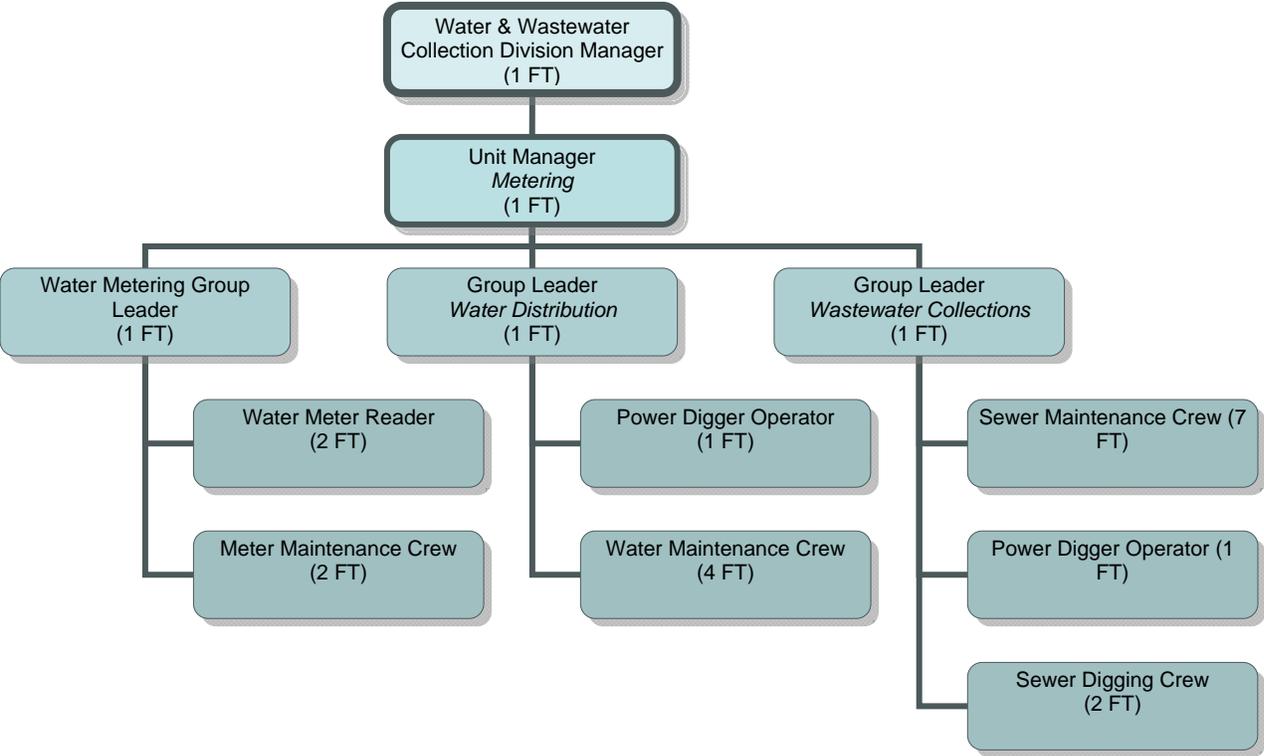
2012 Accomplishments

- Completed mapping of the citywide sewer system to include sizing, elevations, and flow directions.

2013 & Beyond Goals

- Finalize detailing of sewer mapping system in conjunction with our outside consultant. Gathered data and needed flow monitoring will be accomplished as required by the US and Ohio EPAs
- Begin a model area of construction for separation of sewers in the Edgewater neighborhood west of Lakewood Catholic Academy. This project is being accomplished by outside engineering companies, construction companies, and city crews and personnel.
- The installation of the new water metering system will enable the city water division to begin implementing the new data collected to better serve customer needs

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Water Distribution Unit					
Full Time Employees					
Group Leader	1	1	1	1	1
Power Digger Operator	1	1	1	1	1
Water Maintenance Crew	4	4	4	4	4
Total Full Time Employees	6	6	6	6	6
Water Metering Unit					
Full Time Employees					
Public Works Unit Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Water Meter Reader	2	2	2	2	2
Meter Maintenance Crew	2	2	2	2	2
Total Full Time Employees	6	6	6	6	6
Wastewater Collection Unit					
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Sewer Digging Crew	3	1	1	2	2
Sewer Maintenance Crew	6	8	8	7	7
Power Digger Operator	0	1	1	1	1
Total Full Time Employees	11	12	12	12	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. The City was scheduled to be issued a new National Pollutant Discharge Elimination System (NPDES) permit in June 2012. A modification to the existing permit was issued in May 2012, which contained regulatory updates that have occurred since the last permit was issued in 2007. The new 5-year permit has yet to be issued. The new NPDES permit most likely will contain regulatory requirements that will greatly impact wastewater collections along with wastewater treatment. The two regulatory areas that are presently having the greatest impact on wastewater treatment operations are **Combined Sewer Overflow** and **Sewage Sludge Disposal Regulations**.

- **Combined Sewer Overflow** – The ability for the WWTP to accept and treat increased quantities of flow during wet weather.
- **Sewage Sludge Disposal** – The ability to treat and dispose of sewage sludge (biosolids) year round, by means of an approved Ohio EPA disposal method.

Division Budgets

Wastewater Treatment Fund (Fund 511)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	1,216,033	1,164,567	1,127,062	1,226,637	9%
Fringe Benefits	437,297	476,621	413,080	399,137	-3%
Travel and Transportation	396	1,238	815	1,250	53%
Professional Services	134,795	68,485	29,336	152,876	421%
Communications	4,793	4,880	6,031	5,310	-12%
Contractual Services	68,300	72,149	117,116	116,000	-1%
Materials & Supplies	190,726	220,170	219,409	269,375	23%
Capital	1,009,814	241,831	179,643	313,000	74%
Utilities	481,134	386,617	320,022	350,000	9%
Other	246,072	245,814	245,258	319,445	30%
Debt Service	160,049	160,049	2,956,882	471,339	-84%
Transfer or Advance	76,857	75,000	75,000	75,000	0%
Total	4,026,265	3,117,420	5,689,653	3,699,369	-35%

2012 Accomplishments

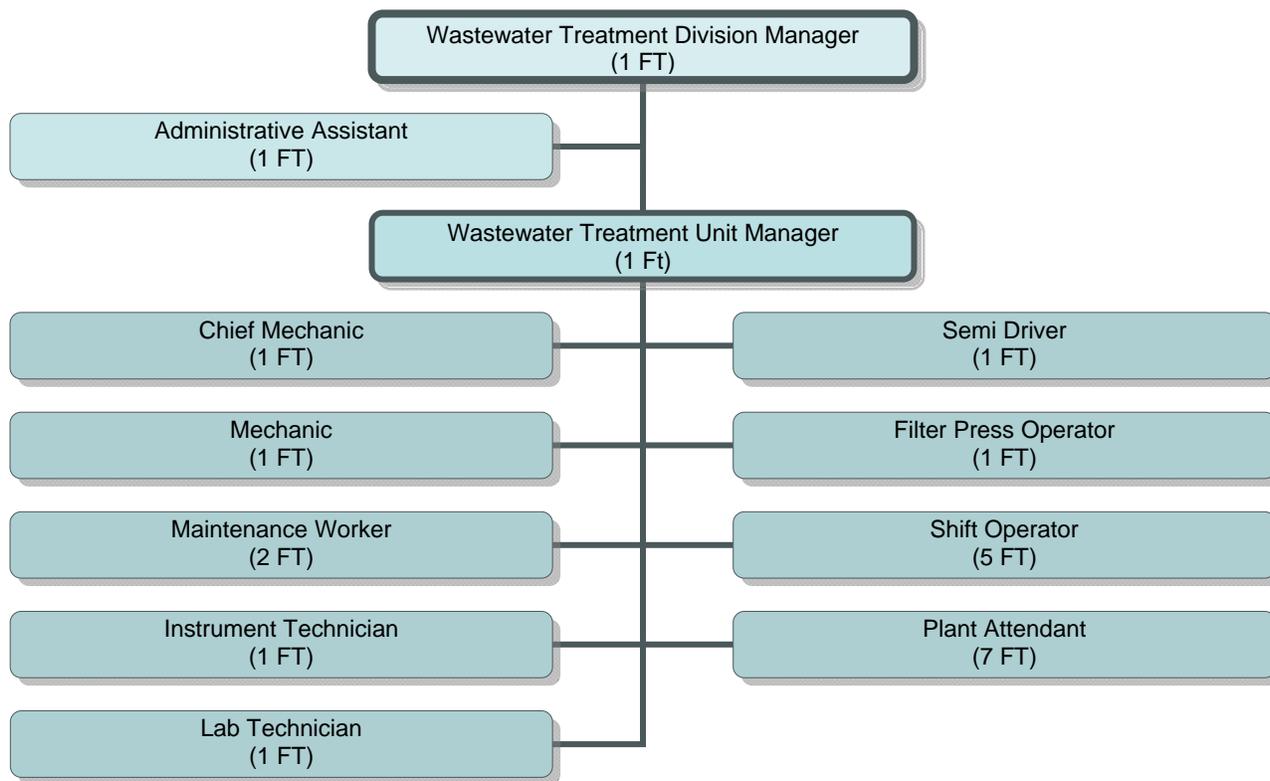
- Complied with National Pollutant Discharge Elimination System (NPDES) permit, without experiencing any major permit violations.
- The installation of a new Aeration Blower System and Building. The new energy efficient system is projected to provide an annual energy cost savings of approximately \$100,000.00.
- Initiated and completed capital projects, including.
 - Purchase and installation of 4 thermal mass gas flow meters used to measure methane gas production and usage (completed in-house).
 - Purchase and installation of 2 sewage sludge macerator units for the primary digesters (completed in-house).

2013 & Beyond Goals

- Continue compliance with the requirements of the National Pollutant Discharge Elimination System (NPDES) permit, and all other regulatory requirements.
- Successful negotiations with the Ohio EPA for the issuance of a new 5-year National Pollutant Discharge Elimination System (NPDES) permit which expired in June 2012.
- Continued research into treatment process upgrades designed to improve efficiency of wastewater treatment while reducing cost and minimizing energy usage.

Division of Wastewater Treatment

Personnel Organization



Personnel Staffing

Wastewater Treatment Plant	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Work Unit Manager	1	1	1	1	1
Filter Press Operator	1	1	1	1	1
Chief Mechanic	1	1	1	1	1
Semi-Truck Driver	1	1	1	1	1
Instrument Technician	1	1	1	1	1
Lab Technician	1	1	1	1	1
Maintenance Worker	2	2	2	2	2
Mechanic	1	1	1	1	1
Plant Attendant	8	8	7	7	7
Administrative Assistant	1	1	1	1	1
Shift Operator	4	4	5	5	5
Total Full Time Employees	23	23	23	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 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;
- 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)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services	-	-	-	-	
Materials & Supplies	-	-	-	-	
Capital					
Utilities	364,268	298,844	263,360	285,000	8%
Other	117,452	126,897	127,453	130,000	2%
Debt Service	-	-	-	-	
Transfer or Advance	72,334	70,852	104,000	80,000	-23%
Total	554,054	496,593	494,813	495,000	0%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Human Services Admin	195,206	232,590	197,746	207,751	5%
Division of Early Childhood	74,675	79,416	79,271	77,957	-2%
Division of Youth	756,053	720,161	602,961	567,005	-6%
Division of Aging	1,294,530	1,289,821	1,058,725	970,476	-8%
Total Expenditures	2,320,464	2,321,988	1,938,703	1,823,189	-21%

Total Expenditures by Category All Funds	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Salaries	1,558,223	1,515,566	1,273,086	1,255,145	-1%
Fringe Benefits	514,102	575,645	466,489	364,695	-22%
Travel and Transportation	8,452	7,409	5,690	7,848	38%
Professional Services	23,930	24,112	18,656	20,850	12%
Communications	26,187	22,268	25,010	26,760	7%
Contractual Services	51,640	51,981	13,776	1,251	-91%
Materials & Supplies	75,650	67,534	71,674	97,215	36%
Capital	620	2,988	15,727	-	-100%
Utilities	46,417	40,934	34,043	37,500	10%
Other	15,245	13,552	14,551	11,925	-18%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	2,320,464	2,321,988	1,938,703	1,823,189	-6%

Total Expenditures by Category General Fund	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Salaries	343,581	350,090	311,471	295,126	-5%
Fringe Benefits	161,923	191,639	152,925	111,154	-27%
Travel and Transportation	272	400	124	450	262%
Professional Services	3,810	3,416	4,021	3,775	-6%
Communications	6,192	3,672	3,955	4,100	4%
Contractual Services	-	-	-	-	
Materials & Supplies	1,873	1,304	1,725	1,840	7%
Capital	-	-	363	-	-100%
Utilities	6,129	5,507	5,282	6,000	14%
Other	3,222	3,588	2,669	2,870	8%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	527,001	559,615	482,536	425,315	-12%

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

- Transfer of one part time Grants Administrator from the Department of Planning and Development to the Department of Human Services.
- Completion and closure of the federal Homelessness Prevention and Rapid Rehousing (HPRP) grant with subsequent elimination of General Fund salary offset.
- Facsimile technology changed from analog to digital eliminating cost of phone line.

Division Budgets

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	132,283	133,568	145,461	165,864	14%
Fringe Benefits	35,905	43,244	40,264	40,002	-1%
Travel and Transportation	85	51	-	50	
Professional Services	831	878	471	725	54%
Communications	823	664	827	875	6%
Contractual Services	-	-	-	-	
Materials & Supplies	169	183	180	185	3%
Capital	-	-	-	-	
Utilities					
Other	5	1	47	50	7%
Debt Service					
Transfer or Advance					
Total	170,101	178,588	187,249	207,751	11%

Division of Human Services Administration

HPRP (Fund 246)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	21,870	47,037	9,135	-	-100%
Fringe Benefits	3,235	6,965	1,319	-	-100%
Travel and Transportation	-	-	43	-	-100%
Professional Services	-	-	-	-	
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	25,105	54,002	10,497	-	-100%
Total	195,206	232,590	197,746	207,751	5%

2012 Accomplishments

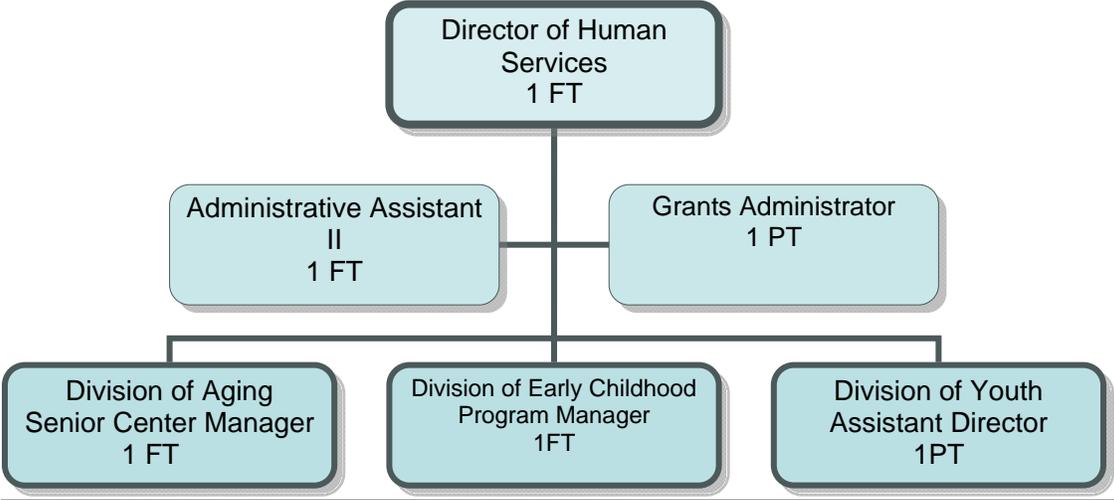
- Participation in the Human Services Summit and lead project team that developed and guided the process with the project facilitator.
- Initiated SharePoint information platform for Department of Human Services
- Participated in Live Well Lakewood Committee events and health promotion for Lakewood residents including Eat Well Lakewood and Fit in Five Walking Challenge.

2013 & Beyond Goals

- Re-organization of the Department of Human Services and the inclusion of the Human Services Summit's roles of government.
- Building on the work of the Lakewood Family Collaborative, identify/engage resources and individuals in the community that will partner to meet the expanding needs of residents.
- Complete LEAN project for the Division of Aging and implement process within the Division of Youth.

Division of Human Services Administration

Organizational Chart



Personnel

Division of Human Services Administration	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Director of Human Services	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Total Full-Time Employees	2	2	2	2	2
Part Time Employees					
Grants Administrator	0	0	0	1	1
Total Part Time Employees	0	0	0	1	1

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
- Social Work and Supportive Services
- Volunteer Program
- Other Programs and Activities

Trends

- Cancelled Social Work contract with Westerly Senior Apartments, reducing personnel by 3.0 F.T.E.
- Further reduced personnel costs through elimination of 1.0 F.T.E. support staff.
- H.U.D. C.D.B.G funding award to the City of Lakewood continues to decline with a consequent reduction in General Fund salary offset.

Division Budgets

Aging Fund Budget (Fund 250)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	839,324	807,310	634,993	603,572	-5%
Fringe Benefits	295,673	326,211	256,224	193,213	-25%
Travel and Transportation	4,389	3,066	2,414	2,500	4%
Professional Services	3,527	3,527	2,946	2,850	-3%
Communications	17,382	15,650	18,738	19,350	3%
Contractual Services	81	371	-	450	
Materials & Supplies	46,442	53,777	60,952	82,950	36%
Capital	620	2,988	15,363	-	-100%
Utilities	40,287	35,427	28,631	30,500	7%
Other	11,826	6,651	6,735	7,210	7%
Debt Service					
Transfer or Advance					
Total	1,259,552	1,254,978	1,026,997	942,595	-8%

CDBG (Fund 240)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	30,233	30,092	27,409	24,149	-12%
Fringe Benefits	4,745	4,751	4,319	3,732	-14%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	34,978	34,843	31,728	27,881	-12%

TOTAL EXPENDITURES	1,294,530	1,289,821	1,058,725	970,476	-8%
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2012 Accomplishments

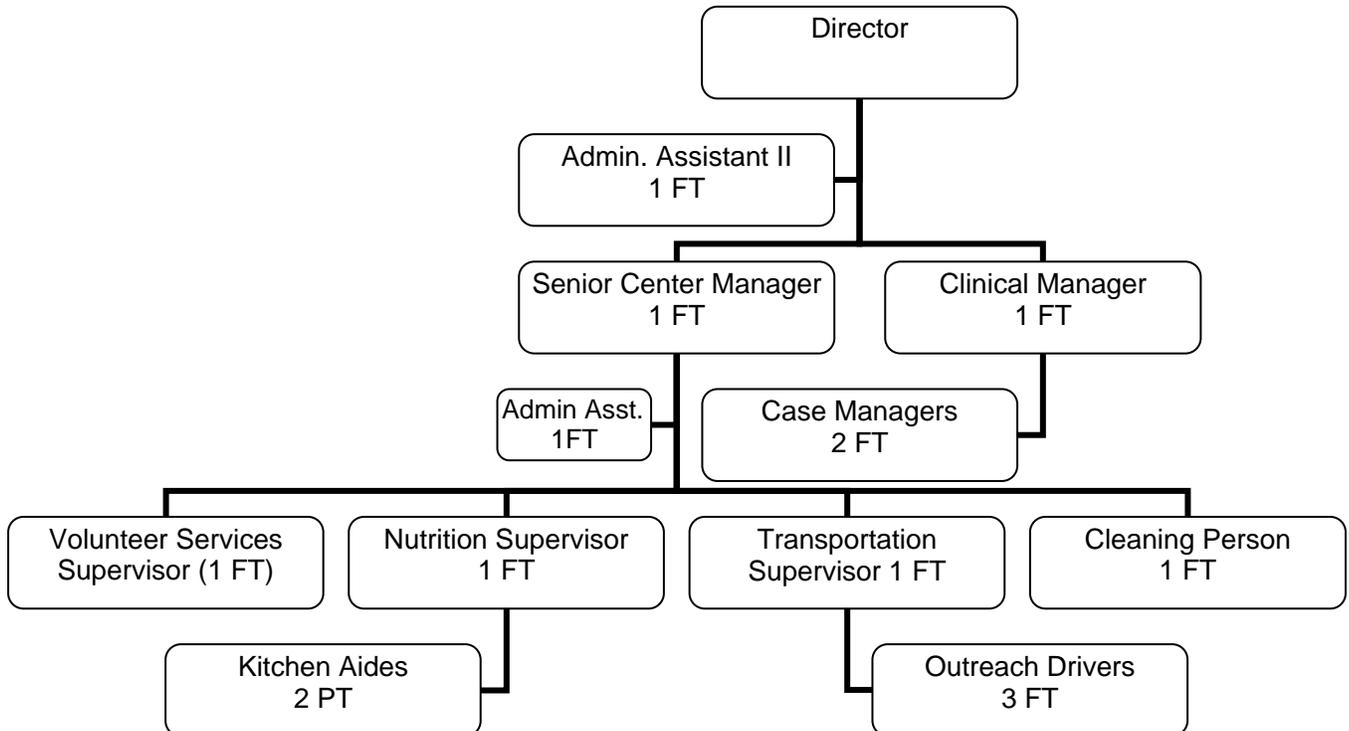
- Initiated LEAN project to address process of data collection and reporting for multiple grant funding organizations..
- Successfully applied for new Community Social Service Program funding from Cuyahoga County to support current congregate meals, transportation and adult development services for a two year funding cycle.
- Implemented intergenerational grocery shopping program in collaboration with Garfield Middle School for low vision and/or clients requiring assistance with their grocery shopping.

Division of Aging

2013 & Beyond Goals

- Implement Lean Committee recommendations to streamline data processing and reporting.
- Successfully apply for ODOT transit vehicle to replace current aging fleet.

Organizational Chart



Personnel Staffing

Division of Aging	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Administrative Assistant I	1	1	1	1	1
Assistant Home Health Aid	1	0	0	0	0
Clinical Manager	1	1	1	1	1
Home Health Aide	1	0	0	0	0
Human Services Case Manager	5	5	4	2	2
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	3	3	3	3	3
Senior Center Manager	1	1	1	1	1
Staff Assistant	1	1	1	0	0
Transportation Supervisor	1	1	1	1	1
Volunteer Services Supervisor	1	1	1	1	1
Cleaning Person	1	1	1	1	1
Total Full-Time Employees	18	16	15	12	12
Part Time Employees					
Kitchen Aide	2	2	2	2	2
Total Part Time Employees	2	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.

Trends

- General Fund salary reduction due as a result of two full time personnel retirements in 2012.
- Cuyahoga County grant funding for Family to Family, Juvenile Diversion and Juvenile Accountability Block Grant programs is projected to be consistent with 2012 levels and consistent with their philosophy to provide services within neighborhoods.
- Increase in community solicitation and financial support for program sustainability.

Division Budgets

General Fund (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	176,433	180,131	126,567	87,753	-31%
Fringe Benefits	112,766	132,105	98,362	57,979	-41%
Travel and Transportation	187	350	124	400	222%
Professional Services	2,180	1,973	2,209	1,700	-23%
Communications	3,970	1,969	2,355	2,400	2%
Contractual Services	-	-	-	-	
Materials & Supplies	1,569	973	1,433	1,520	6%
Capital	-	-	363	-	-100%
Utilities	6,129	5,507	5,282	6,000	14%
Other	2,147	2,358	1,957	2,120	8%
Debt Service					
Transfer or Advance					
Total	305,381	325,366	238,654	159,872	-33%

Help to Others Fund (Fund 277)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	31,507	22,999	23,584	26,339	12%
Fringe Benefits	4,845	3,553	3,644	4,069	12%
Travel and Transportation	295	554	152	400	164%
Professional Services	-	-	20	55	176%
Communications	704	658	626	990	58%
Contractual Services					
Materials & Supplies	1,883	2,306	2,862	3,220	12%
Capital	-	-	-	-	
Utilities					
Other	119	119	65	200	208%
Debt Service					
Transfer or Advance					
Total	39,353	30,189	30,952	35,273	14%

Division of Youth

Juvenile Diversion Program Fund Budget (Fund 279)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	14,065	34,086	36,922	34,146	-8%
Fringe Benefits	2,163	5,269	5,724	5,276	-8%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	5,393	3,206	3,250	1%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	16,228	44,747	45,852	42,672	-7%

Family to Family Program Fund Budget (Fund 281)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	222,562	203,365	209,955	254,261	21%
Fringe Benefits	33,159	34,089	39,313	44,538	13%
Travel and Transportation	3,497	3,390	2,957	4,498	52%
Professional Services	16,593	17,170	11,669	14,170	21%
Communications	1,908	2,288	1,692	2,320	37%
Contractual Services	51,558	51,609	13,776	801	-94%
Materials & Supplies	25,452	4,754	2,929	5,955	103%
Capital	-	-	-	-	
Utilities	-	-	130	1,000	667%
Other	79	3,194	5,081	1,645	-68%
Debt Service					
Transfer or Advance					
Total	354,808	319,859	287,503	329,188	14%

Emergency Shelter Grant (Fund 241)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	35,008				
Fringe Benefits	5,274				
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-				
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-				
Total	40,282	-	-	-	
TOTAL EXPENDITURES	756,053	720,161	602,961	567,005	-16%

2012 Accomplishments

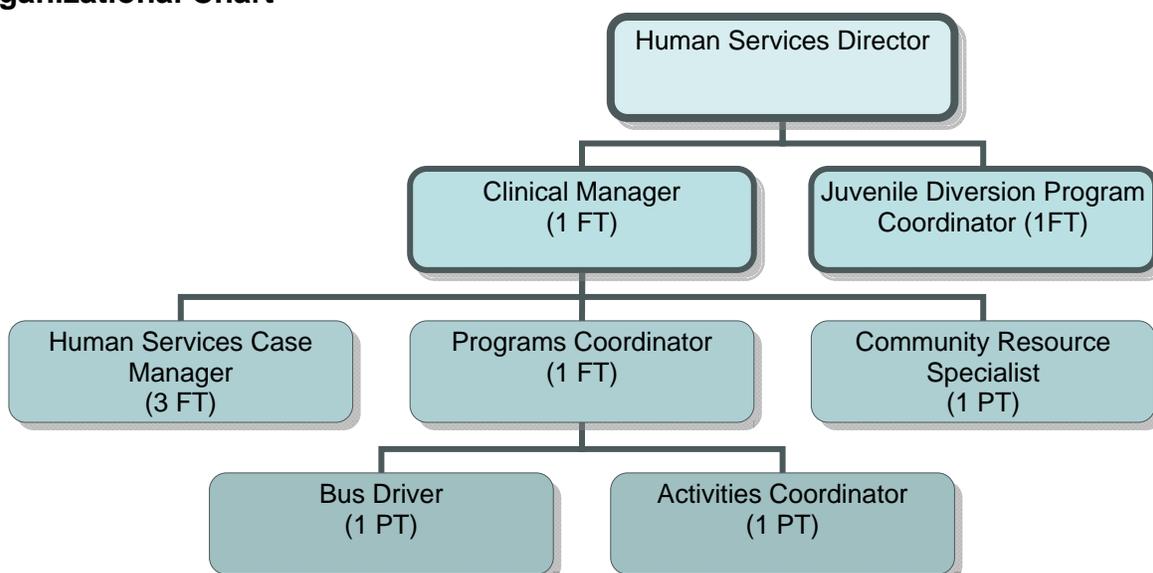
- Engagement of community stakeholders in the development of the H2O (Help to Others) Advisory Council to assure future financial support and sustainability of this youth civic volunteer program.
- Participation in the Human Services Summit and lead project team that developed and guided the process with the project facilitator.

2013 & Beyond Goals

- Re-organization of the Department of Human Services and the inclusion of the Human Services Summit's roles of government.
- Building on the work of the Lakewood Family Collaborative, identify/engage resources and individuals in the community that will partner to meet the expanding needs of residents.

Division of Youth

Organizational Chart



Personnel Staffing

Division of Youth	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Assistant Director/Human Services	1	1	0	0	0
Administrative Assistant II	1	1	1	0	0
Clinical Manager	1	1	1	1	1
HS Case Manager	2	2	3	3	3
Community Resource Specialist	1	0	0	0	0
Juvenile Diversion Program Coordinator	1	1	1	1	1
Program Coordinator	0	0	0	1	1
Programs Manager	1	1	0	0	0
Program Supervisor	1	1	1	0	0
Total Full-Time Employees	9	8	7	6	6
Part Time Employees					
Assistant Director/Human Services	0	0	1	1	0
Bus Driver	0	0	0	1	1
Activities Coordinator	0	0	0	1	1
Community Resource Specialist	0	1	1	1	1
Total Part Time Employees	0	1	2	4	3

Division of Early Childhood

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. In January 2012, the Lakewood Family Room the Division of Early Childhood administrative office was re-located to other community facilities due to closure of St. James Church.

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
- Special Projects

Trends

- Reduction in Division operating expenses as a result of administrative office closures and mergers.
- H.U.D. /C.D.B.G. funds continue to decrease overall, creating a challenge to continue current levels of service and General Fund salary offsets.
- Secured new space for Family Room programs without additional operating costs to City's General Fund

Division Budgets

General Fund Budget (Fund 101)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	34,865	36,391	39,443	41,508	5%
Fringe Benefits	13,252	16,290	14,299	13,173	-8%
Travel and Transportation	-	-	-	-	
Professional Services	798	565	1,341	1,350	1%
Communications	1,399	1,039	773	825	7%
Contractual Services	-	-	-	-	
Materials & Supplies	135	147	112	135	
Capital	-	-	-	-	
Utilities					
Other	1,069	1,229	665	700	5%
Debt Service					
Transfer or Advance					
Total	51,519	55,661	56,633	57,692	2%

Community Development Block Grant Fund (Fund 240)	2010 Actual	2011 Actual	2012 Projected	2013 Budget	Percent Change 2012-2013
Expenditures by Category					
Salaries	20,073	20,588	19,616	17,551	-11%
Fringe Benefits	3,083	3,167	3,021	2,714	-10%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	23,156	23,755	22,637	20,265	-10%

TOTAL EXPENDITURES	74,675	79,416	79,271	77,957	-2%
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Division of Early Childhood

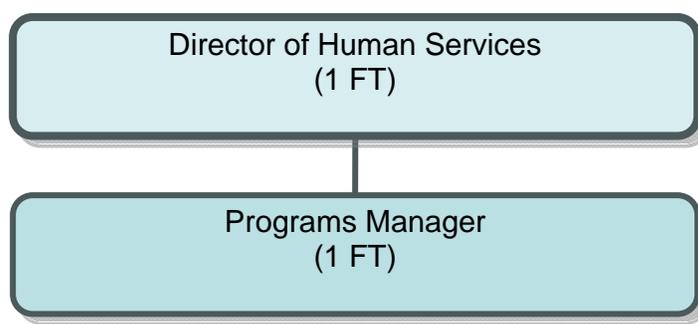
2012 Accomplishments

- As a result of St. James Parrish closure, secured new location for Family Room programs at Lakewood United Methodist Church, at no charge to the City and in-kind site preparation provided by community volunteers
- Facilitated a partnership between the City, community professional volunteer and Lakewood City School to provide ten pre-kindergarten students with school readiness skills and link them and their families to local resources.

2013 & Beyond Goals

- Through strategic partnerships, facilitate a 10% increase in the number of Early Head Start and Head Start program slots for Lakewood Families.
- Expand Family Room volunteer corps to assist Program Manager in program provision to ensure sustainability of services.

Organizational Chart



Personnel Staffing

Division of Early Childhood	As of Dec. 31, 2010	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Proposed 2013
Full Time Employees					
Programs Manager	1	1	1	1	1
Total Full-Time Employees	1	1	1	1	1

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
BUILDING & PUBLIC FACILITY IMPROVEMENTS TOTAL =		\$ 991,000	\$ 1,034,969	\$ (43,969)	\$ 931,600	\$ 240,000	\$ 125,000	\$ 130,000	\$ 135,000	
Municipal Parking Lots 1&4 Design	Parking Fund	\$ 50,000	\$ 21,500	\$ 28,500						BOC approved at 8/5/12 meeting to CT Consultants in the amount of \$10,500 for Professional Design Services for improvements to Parking Lot No. 1 (First Federal of Lakewood) as related to the 2011 Sewer Flow Monitoring Program – Task 3 as related to the Long Term Control Plan under project #129002 . Contract amended on 10/8/12 at BOC to \$21,500 to include Lot #4 (Geigers).
Refuse facility improvements	Grant Funding & 2012 GO Financing	\$ 736,000	\$ 749,429	\$ (13,429)						Awarded NOPEC Powering Our Communities Grant totalling \$610,740 for improvements to recycling drop-off facility - new roof, solar panels, new lighting, paint inside, replace windows. Architectural and Design Services awarded to CT Consultants by BOC on April 26, 2011.
2012 Building & Facility Improvements	General Fund	\$ 35,000	\$ 63,941	\$ (28,941)						
City Facility Roof Repairs	2012 GO BANS	\$ 170,000	\$ 200,099	\$ (30,099)						Awarded at July 9, 2012 BOC to Duro-Last Roofing, Inc. in the amount of \$170,000 to perform repairs on the City Hall and Storage Garage Roofs. Contract award is a base bid of \$148,976 (\$27,298 for the Storage Garage and \$121,678 for the City Hall Roof) and includes contingencies.
2013 Building & Facility Improvement	General Fund				\$ 115,600	\$ 120,000	\$ 125,000	\$ 130,000	\$ 135,000	
Rocky River Sheet Pile	2013 GO BANS / Grant				\$ 200,000					Potential Grant of \$100,000
Salt Storage Facility at MUG	2013 GO BANS				\$ 200,000					
Municipal Parking Lots 1 & 4 Reconstruction	Surface Water Improvement Grant / Sewer Fund / Parking Fund				\$ 416,000					\$150,000 Surface Water Improvement Grant, \$125,000 from the Parking Fund for asphalt paving, meters, parking blocks (non-stormwater things) , \$141,000 from the Sewer Fund (510).
Rozi's Parking Lot	Parking Fund					\$ 120,000				

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
EQUIPMENT REPLACEMENT OR UPGRADE TOTAL =		\$ 665,000	\$ 17,040	\$ 550,960	\$ 1,325,613	\$ 596,014	\$ 354,515	\$ 49,016	\$ 146,017	
Crack Seal Equipment	SCMR Fund	\$ 60,000			\$ 60,000					
Salt Spreader	SCMR Fund	\$ 18,000	\$ 17,040	\$ 960						Awarded at April 9, 2012 BOC to Concord Road Equipment Mfg., Inc. in the amount of \$17,041 to purchase a Stainless Steel Heavy Duty 10 ft Hopper Salt Spreader to be mounted on Div of Street Vehicle.
CRIS Interface	General Fund	\$ 37,000								Awarded at June 18, 2012 BOC to Attevo in the amount of \$21,865 to develop the software interface between Lakewood's SunGard Public Sector (H.T.E) records management system to Cuyahoga County's CRIS System. Award Rescinded. Working with SunGard to develop the interface.
Dispatch Center Upgrade	Capital Lease	\$ 550,000		\$ 550,000						Awarded a contract at Oct. 30, 2012 BOC to All Lines Technology, AT&T, Bear Communications, Inc., Black Box Corp of Pennsylvania, CDW Government, Inc., DNR Data Connection, Inc., Graybar Electric Co., Inc., Independence Communications, Kustom Fit, Leonard Supply, Shaw Integrated Solutions, WESCO, Xybit Systems, Inc. & Zetron in an aggregate amount not to exceed \$550,000 for the Police Dispatch Center Upgrade
Fire House furniture including new beds and kitchen chairs	General Fund				\$ 13,000					
Airpack Upgrades	FEMA / Lakewood Hospital fund				\$ 38,000					\$7,500 City Match
Mower & Equipment Upgrades	General Fund				\$ 15,000	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	Replace riding mowers one each year with zero turn
Department Furniture Replacement	General Fund				\$ 15,000					
Stainless Steel Salt Spreader	SCMR Fund				\$ 17,000	\$ 18,000				Replace steel salt spreader with stainless steel 25 year life (2more trucks to do)
Lucas CPR devices for the three Squads	Lakewood Hospital Fund				\$ 40,000					
Asphalt Roller	SCMR Fund				\$ 48,000					Replace #6206 (1986 roller parts are no longer available)
Compact Excavator with trailer	Water Fund				\$ 56,000					Purchase compact excavator for tree lawn work.
Woodchuck Chipper Replacement Equipment #3100	General Fund				\$ 58,000					Replace 1997 equipment
Network Upgrades	General Fund - 2012 P.O.				\$ 62,000					
PC Replacements	General Fund - 2012 P.O.				\$ 75,000	\$ 75,000				
CNG Fueling & Natural Gas BRC Fuel Maker - Natural Gas Fueling Station - powers 2 trucks at a time - overnight	Grant Funded				\$ 145,000					IGS Energy - Natural Gas Vehicle Fueling Station - Can power/charge 2-natural gas trucks with an overnight charging. CNG fuel cost would be the equivalent of approx. \$1.50 per gallon of Diesel Fuel & Install CNG fueling at refuse for CNG packers (DERG grant ???)
Front End Loader Replacement Equipment #157	Water & Sewer Funds				\$ 150,000					Replacement using DERG grant funds??
Turnout Gear	FEMA / Lakewood Hospital fund				\$ 213,600					\$178,000 FEMA Grant / \$35,600 Matching from Fu

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
Automated Recycling - Recycling roll-carts for curb-side automated vehicle pick-up.	2013 Capital Lease				\$ 318,000	\$ 318,000	\$ 318,000	\$ -	\$ -	18,000 Recycling Containers - 96 - gallon capacity for automated curb-side recycling - phased in over a 3-year timeframe. 6,000 Recycling Containers per year at the cost of \$53 per 96-gallon roll cart. On average, within municipalities across the nation, curbside recycling carts have resulted in an increase in recycle material volume/weights that typically double the amounts collected via a blue-bag system - which would reduce the amount of solid waste dumped and corresponding disposal fees and significantly increase our recycle rebate. Upon full implementation, we would save a estimated \$100,000 - 120,000 per year in solid waste disposal fees.
Sewer Equipment # 5110 Air compressor						\$ 17,000				Replace 1990 compressor
Automated Fueling System						\$ 150,000				Improved fuel usage monitoring system
WWC Vehicle #5102 sewer air compressor							\$ 17,500			Replace 1998 compressor
Road Saw Replacement Equipment #6226								\$ 29,000		
Backhoe Replacement Equipment #116									\$ 125,000	
Reforestation	General Fund	\$ 125,000	\$ 12,081	\$ 112,919	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
PARKS IMPROVEMENTS TOTAL =		\$ 155,000	\$ 88,578	\$ 66,422	\$ 1,200,000	\$ 515,000	\$ 265,000	\$ 15,000	\$ 15,000	
Park Row Park Improvements	CDBG	\$ 30,000	\$ 20,687	\$ 9,313						Awarded at 6/18/2012 BOC to with Anderson Recreational Design in the amount of \$20,687 for the Purchase and Installation of Playground Equipment at the Park Row Park.
2012 Park Improvements	General Fund & Park Improvement Fund	\$ 115,000	\$ 67,891	\$ 47,109						
Kauffman Park Plan	Park Improvement Fund	\$ 10,000		\$ 10,000	\$ 10,000					
Pool Improvements including Lift and other updates	Water Fund				\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	
Women's Club Pavilion Improvements	Parks Improvement Fund				\$ 25,000					floor, front entrance
Madison Park North Parking Lot	CDBG				\$ 100,000					
Foxx Field Improvements	2013 GO BANS				\$ 150,000					Foxx Field fencing, drainage, bleachers: \$100k, fencing is critical, could be split into multiple years, could also partner with Rec and St. Ed's
Kids Cove Improvements	2013 GO BANS				\$ 250,000	\$ 250,000				
Lakewood Park Promenade	Fund 301 Fund Balance				\$ 300,000					steps and lights
Madison Park Bathrooms	CDBG / Pending Grant				\$ 350,000					
Wagar Park Improvements						\$ 250,000				Remove tennis courts and retaining wall, \$250k to rework entire north half of the park,
Cove Park Playground							\$ 100,000			
Lakewood Park Skate House Improvement or Replacement							\$ 150,000			Bathrooms, roof, siding, soffits

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
SEWER SYSTEM IMPROVEMENTS TOTAL =		\$ 1,700,000	\$ 823,549	\$ 876,451	\$ 3,228,500	\$ 5,433,986	\$ 1,100,000	\$ 1,100,000	\$ 1,100,000	
2011 Long Term Control Plan & Stormwater Management Professional Services	WWC Fund	\$ 300,000	\$ 531,229	\$ (231,229)						Legal Fees & Permits, GIS, Flow Monitoring, Hydraulic Modeling, Flow Monitoring underway March 2011. Contract award to C & K Industrial Services, Inc. in the amount of \$103,950 for the Edgewater Interceptor Video Inspection Project by BOC on 4/26/11.
East "E" Pump Station Pumps (2)	WWTP Fund				\$ 18,000					The results of a recent Storm Water audit by the EPA will require the relocation of the washout area used for the W/WW/C division trucks and equipment. The new washout area will direct all of the debris into the "E" Pump Station holding tank. The pumps in this tank are not designed to handle the additional solids loading.
WWTP Discharge Outfall Inspection	WWTP Fund				\$ 25,000					WWTP Discharge Outfall is located on the floor of Lake Erie approximately 1/4 of a mile off shore. The condition of this outfall needs to be periodically inspected to insure that no blockage or structural issues exist.
West "W" Pump Station Pumps (2)	WWTP Fund				\$ 50,000					The "W" Pump Station handles the flow entering the WWTP from the West End of the City. This is a sensitive area since it has a combined sewerage
Sewer Regulator Elimination Design & Project	WWC Fund				\$ 192,000					\$192,000 to Eliminate various overflows. 50% paid by City to begin Late 2013 awaiting results from OPWC
Edgewater Drive Sewer Separation Design & Project	Awaiting OPWC Notification				\$ 1,843,500					The project will consist of separating flow in an existing combined sewer into separate storm and sanitary flows. The existing combined sewer will be re-utilized as the storm sewer and a new sanitary sewer will be installed. These newly configured sewers will connect to 5 streets that are currently separate storm and sanitary and feed into the existing combined sewer. The project will significantly reduce the amount of combined sewage in wet weather events overflowing into Lake Erie at CSO Station Number 3PE00004056. Edgewater Drive, between Cliffdale Ave. and Abbsshire Ave. \$1,843,500 Funding request to
Emergency Sewer	WWC Fund	\$ 100,000	\$ 70,325	\$ 29,675	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	Awarded at June 18, 2012 BOC to Cahill Services, Inc. in the amount of \$66,308 for the 2012 Utility Cut Pavement Repair Project. Contract award is the base bid of \$60,280 plus 10% contingency.
Long Term Control Plan Engineering & Project Design	WWC Fund	\$ 1,100,000	\$ 177,019	\$ 922,981	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	Awarded at April 9, 2012 BOC to CT Consultants in the amount of \$200,200 for additional Professional Engineering Services for Sewer System Modeling as related to the 2012 Long Term Control Plan & Sewer Flow Monitoring Program. Contract award to CT Consultants now totals \$700,200
Long Term Control Plan Capital Projects	WWC Fund	\$ 200,000	\$ 44,976	\$ 155,024	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	
Clifton Lagoon Pump Station Pumps (2)						\$ 50,000				Pumps have reached the end of their useful life cycle. Failure of the pumps could cause an overflow condition which would be a violation of the NPDES permit.
West End Sewer Separation Design & Project						\$ 4,283,986				The \$4,283,986 project will consist of separating flow in existing combined sewers on 5 streets (Detroit Ave. from Scenic Ave. to West Clifton Blvd. and the following sidestreets to the south; Scenic, Rio, Gridley, Graber Bridge Approach, Riverside, Maile and Owego.) into separate storm and sanitary flows. New sewers will be installed. The Detroit Ave. sewer serving this area will also be replaced and reconfigured to direct flows to the east into the Sanitary interceptor and the West Clifton storm sewer where they will be conveyed by gravity to the WWTP for processing or the Rocky River respectively. The sanitary/combined flow is currently directed to a pump station that pumps the flow to the headworks of the plant. The project will significantly reduce the amount of combined sewage in wet weather events overflowing into the Rocky River at CSO Station Number 3PE00004053 and CSO Station Number 3PE00004054. 50% Local Match and project to begin Spring 2014

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
STREETS IMPROVEMENTS TOTAL =		\$ 2,229,900	\$ 1,920,366	\$ 309,534	\$ 1,874,013	\$ 2,102,014	\$ 1,677,015	\$ 1,602,016	\$ 1,677,017	
Madison Avenue Repave and Restripe Design & Intersection Engineering	GO Financing	\$ 53,000	\$ 45,500	\$ 7,500						New striping and lane arrangement, bike lane addition and repaving from W117 to Riverside. Will be a 2012 OPWC request, and will include traffic signal / intersection study. Design Services Awarded to CT Consultants on May 9, 2011 BOC.
DGO: Adeline Avenue	2012 GO BANS	\$ 60,000	\$ 34,856	\$ 25,144						Awarded at April 9, 2012 BOC to The Shelly Company in the amount of \$1,111,805 for the 2012 Asphalt Pavement Resurfacing Project and to to Osborn Engineering Company in the amount of \$27,500 for Construction Inspection Services of the 2012 Asphalt Pavement Resurfacing Project.
DGO: Atkins Avenue	2012 GO BANS	\$ 99,000	\$ 76,336	\$ 22,664						
DGO: Brockley Avenue	2012 GO BANS	\$ 180,000	\$ 155,820	\$ 24,180						
DGO: Hilda Avenue	2012 GO BANS	\$ 55,000	\$ 33,447	\$ 21,553						
DGO: Hird Avenue	2012 GO BANS	\$ 70,000	\$ 45,755	\$ 24,245						
DGO: Lakeland Avenue	2012 GO BANS	\$ 190,000	\$ 167,764	\$ 22,236						
DGO: Lauderdale Avenue	2012 GO BANS	\$ 190,000	\$ 167,935	\$ 22,065						
DGO: McKinley Avenue	2012 GO BANS	\$ 125,000	\$ 101,047	\$ 23,953						
DGO: Northland Avenue	2012 GO BANS	\$ 110,000	\$ 88,969	\$ 21,031						
DGO: Waterbury Avenue	2012 GO BANS	\$ 130,000	\$ 103,046	\$ 26,954						
DGO: Whippoorwill Ave.	2012 GO BANS	\$ 65,000	\$ 45,699	\$ 19,301						
DGO: Wyandotte Avenue	2012 GO BANS	\$ 126,000	\$ 105,268	\$ 20,732						
DGO: Lake Ave by Belle	2012 GO BANS	\$ 23,000	\$ 24,138	\$ (1,138)						
Asphalt Rsrfac: Elbur Ave	2012 GO BANS	\$ 192,000	\$ 181,302	\$ 10,698						Awarded at June 18, 2012 BOC to Chagrin Valley Paving, Inc. in the amount of \$283,157 for the Elbur Ave & Kirtland Lane Asphalt Overlay Project. Contract award is the base bid of \$257,415 plus 10% contingency.
Asphalt Rsrfac: Kirtland Lane	2012 GO BANS	\$ 92,000	\$ 95,221	\$ (3,221)						
DGO: Lakewood (CDBG)	CDBG	\$ 76,000	\$ 73,873	\$ 2,127						Awarded at July 23, 2012 BOC to The Shelly Company in the amount of \$443,392 for Phase II of the Asphalt Pavement Resurfacing Project – CDBG Funded on the following streets: Lakewood, Olivewood, Ridgewood, Robin & West 117th. Contract award is the base bid of \$403,083 plus 10% contingency, and a contract to a contract to CT Consultants in the amount of \$39,300 for Construction Inspection Services of the 2012 Asphalt Pavement Resurfacing Project – Phase II and the Elbur Ave. & Kirtland Lane Asphalt Overlay Project. Contract award is the base bid of \$35,800 plus a 10% contingency.
DGO: Olivewood (CDBG)	CDBG	\$ 103,000	\$ 98,399	\$ 4,601						
DGO: Ridgewood (CDBG)	CDBG	\$ 120,000	\$ 113,866	\$ 6,134						
DGO: Robin Ave (CDBG)	CDBG	\$ 127,000	\$ 125,118	\$ 1,882						
DGO: W. 117th (CDBG)	CDBG	\$ 20,000	\$ 17,280	\$ 2,720						
Madison Avenue Street Reconstruction Design	2013 GO BANS / CDBG				\$ 144,000					

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
Detroit Ave. Streetscape	2012 GO BANS / SCMR Fund	\$ 23,900	\$ 19,728	\$ 4,172	\$ 25,000					Awarded at July 25, 2012 BOC to with Miller Cable Company in the amount of \$108,500 to perform the Detroit Ave. Streetscape Improvements as outlined in Bid No. 12-009. Contract award is the base bid of \$98,640 plus 10% contingency. City is responsible for 20% of project total and 80% to be paid directly to Miller Cable Co. by the Ohio Department of Transportation (ODOT).
Clifton Ave. Bus Shelter Improvements	SCMR Fund				\$ 50,000					The Lakewood local investment will be capped at \$50,000 for nearly \$950,000 of federally funded improvements. The City will redirect other existing transportation dollars to fund its share.
Pavement Condition Rating (PCR)	SCMR Fund				\$ 50,000					
Restriping Program East/West Main Avenues	SCMR Fund				\$ 75,000		\$ 75,000		\$ 75,000	
Utility Pavement Repair	Water & Sewer Funds				\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	
Streets Improvement Program	2013 GO BANS				\$ 1,428,000		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	Streets to be determined
Madison Avenue Street Resurfacing						\$ 2,000,000				Awaiting Notification from the County to fund the entire project in 2013

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
TRAFFIC SIGNS AND SIGNALS IMPROVEMENTS TOTAL =		\$ 1,965,000	\$ 2,081,948	\$ (116,948)	\$ 60,000	\$ 1,065,000	\$ 70,000	\$ 825,000	\$ 80,000	
Detroit Avenue East Traffic Signal Design	2009 GO BAN Financing	\$ 400,000	\$ 433,104	\$ (33,104)						Awarded to Miller Cable through ODOT. Project still being designed with Construction scheduled for Spring 2011.
Detroit Avenue West Traffic Signal Design	2009 GO BAN Financing									
Detroit Avenue East Signal Construction	Federal Grant, State Grant and Local Match using 2009 GO BAN Financing & SCMR Fund	\$ 660,000	\$ 645,593	\$ 14,407						Remainder is City Portion. Construction will start in 2011. ODOT awarded to Miller Cable and \$645,593.20 was paid to ODOT for anticipated project costs. \$100,000 was paid in 2010 out of SCMR. Additional \$10,000 in Design Services awarded to CT Consultants at 8/5/11 BOC Meeting. Awarded at April 9, 2012 BOC to DLZ, Ohio in the amount of \$5,405 to provide Professional Design Services for the Detroit Ave. Traffic Signalization Improvement Program – Phase 3 (Detroit & Woodward Signal addition).
Detroit Avenue West Signal Construction	GO Financing	\$ 650,000	\$ 728,631	\$ (78,631)						ODOT awarded to Perram Electric May 2011. City's portion is \$472,084, and will owe an additional \$236,151 for decorative poles and project came in 3% over estimate. Could be additional expenditures needed for the potential signal by CVS.
Madison Ave. Signal Improvement Design	2012 GO BANS	\$ 220,000	\$ 218,750	\$ 1,250						Awarded at May 21, 2012 BOC to CT Consultants in the amount of \$218,750 to provide Professional Design Services for the Madison Ave. Traffic Signalization Improvement Program – Phase 4.
2012 Traffic Sign&Signal	SCMR Fund	\$ 35,000	\$ 55,870	\$ (20,870)	\$ 60,000	\$ 65,000	\$ 70,000	\$ 75,000	\$ 80,000	
Franklin / Hilliard Signal Improvement Design						\$ 250,000				
Madison Ave. Signal Improvement Construction						\$ 750,000				
Franklin / Hilliard Signal Improvement Construction								\$ 750,000		

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
VEHICLE TOTAL =		\$ 90,000	\$ 85,791	\$ 4,209	\$ 1,365,013	\$ 2,174,014	\$ 1,394,015	\$ 1,074,016	\$ 661,017	
Sewer Maintenance Truck	WWC Fund	\$ 55,000	\$ 51,549	\$ 3,451						Awarded at April 9, 2012 BOC to Valley Ford Truck Sales, Inc. in the amount of \$50,934 to purchase a 2012 Ford E-350 Cutaway Cargo Van for use by the Division of Sewer Collection.
Snow Plows-Sewer Trucks	WWC Fund	\$ 35,000	\$ 34,242	\$ 758						Awarded at April 9, 2012 BOC to Concord Road Equipment Mfg., Inc. in the amount of \$34,242 to purchase (2) 10' Snow Plows with Hitches to be mounted on Sewer Department Vehicles.
Parks Vehicle # 718 small pickup truck	General Fund				\$ 24,000					Replace 1994 vehicle #718
Forestry Vehicle #618 -Chipper Body	General Fund				\$ 25,000					Replace 1999 vehicle with one of the streets hook lifts 2013(purchase bed only)
Parking Van Replacement	Parking Fund				\$ 27,000					Replace 2002 vehicle #287
Fire Car #1 - Fire Chief	Lakewood Hospital Fund				\$ 30,000					Replace 2005 vehicle #31Chiefs car
Refuse 4-Wheel Utility Vehicles	General Fund				\$ 32,000	\$ 64,000	\$ 66,000			Replace Cushmans with Kubota RTV-1100; 2 each year
Water Vehicles # 308 Meter repair vehicle	Water Fund				\$ 40,000					Replace 2001 vehicle
Parks vehicle # 617 1 1/2 ton dump with plow & spreader truck	General Fund				\$ 70,000					Replace 1993 vehicle
Streets Vehicle #108 -5-Ton S/S Dump w/ Plow & S/S Spreader	2013 Capital Lease				\$ 180,000					Replace 1989 vehicle
Water 5-Ton S/S Dump w/ Plow & S/S Spreader & 12' High Side Dump - hook lift & flat bed for plates	2013 Capital Lease - Water				\$ 210,000					Replace 2001 vehicle Replace vehicles 309, 315, 106 with hook lift. Trying to get DERG Grant to pay
Fire - Medical Squad	2013 Capital Lease				\$ 225,000					Replace 1995 vehicle
Police Vehicles 4-5 cars each year	2013 Capital Lease				\$ 280,000	\$ 292,000	\$ 304,000	\$ 314,000	\$ 326,000	Replace 4-5 each year \$56,000 each
Streets Vehicle #114 -Street Sweeper	Potential Grant Funding				\$ 60,000	\$ 285,000				Replace 2004 vehicle Replace in 2013 with grant funding (20% City Match) if not replace in 2014 with sewer funds (CNG vehicle)
Two (2) LeBrie Drop Frame Automated Arm-Truck - Powered by Compressed Natural Gas (CNG alternative fuel vehicle) - 80% grant funding available through Ohio EPA Diesel Emissions Reduction Grant (DERG) Program - 20% of cost required matching funds from City	Potential Grant Funding				\$ 160,000					Significant Grant Funding available throught the Ohio EPA Diesel Emissions Reduction Grant (DERG) Program - 20% of cost required matching funds from City - Estimated automated recycling labor cost savings to be \$65,000 per year (wage/benefits) for 4-year period \$260,000 total wage/benefit reduction via retirements/attrition with no replacement needed via the elimination of 4-recycling labor positions.
Mayor's Car Replacement						\$ 19,000				Replace 2001 Vehicle
Water Vehicle # 301 Managers Vehicle						\$ 19,000				Replace 2006 vehicle with car This vehicle will go to refuse as a managers vehicle and replace #400
Fleet Parts Pickup Truck F-250						\$ 23,000				Replace car #1100 with truck

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
Parks vehicle # 625 pickup truck						\$ 25,000				Replace 1996 vehicle
Parking Van Replacement	Parking Fund					\$ 28,000				Replace 1998 vehicle #285
Parks vehicle # 621 maintenance van						\$ 29,000				Replace 1997 vehicle
Fire Car #5 - Fire Inspector						\$ 38,000				Replace 2000 Dodge Intrepid vehicle #35
Fleet Vehicle # 1106 Mechanics Truck						\$ 40,000				Replace 2001 vehicle
Water Vehicle # 306 Meter repair vehicle						\$ 40,000				Replace 2001 vehicle
Parks vehicle # 607 pickup truck with plow						\$ 41,000				Replace 1998 vehicle
Animal Control Vehicle Replacement	Animal Shelter Trust & Agency Funds					\$ 45,000				Replace 1998 Vehicle #281
Parks vehicle # 629						\$ 50,000				Tractor with a Bobcat and attachments
Prisoner Van Replacement						\$ 55,000				19 year old vehicle #249
Water Vehicle # 314 Backhoe loader						\$ 110,000				Replace 1995 vehicle
Water Vehicles #303 Panel van water digging crew						\$ 125,000				Replace 2002 vehicle
WWTP Vehicle # 820 Semi Tractor						\$ 125,000				Replace 1991 vehicle / Need to study CNG options.
Streets Vehicle #106 -5-Ton S/S Dump w/ Plow & S/S Spreader						\$ 180,000				Replace 1989 vehicle
Streets Vehicle #150 - 5-Ton S/S Dump w/ Plow & S/S Spreader						\$ 189,000				Replace 1992 vehicle
WWC Vehicle #817 sewer cleaning truck						\$ 350,000				Replace 2001 vehicle
Public Works Vehicle # 101 Directors car							\$ 19,000			Replace 2000 vehicle Director's car
Parks vehicle # 632 carpenter van							\$ 30,000			Replace 1997 vehicle
Water Vehicle #305 1 1/2 ton dump truck with plow							\$ 70,000			Replace 2003 vehicle
Streets Vehicle #128 - 5-Ton S/S Dump w/ Plow & S/S Spreader							\$ 194,000			Replace 1989 vehicle
Forestry Vehicle #608 - Bucket Truck							\$ 209,000			Replace 1991 vehicle
Fire - Engine #2							\$ 500,000			Replace 1989 vehicle
Parks vehicle # 627 pickup truck with plow								\$ 39,000		Replace 2001 vehicle
Refuse Vehicle # 426 Pickup truck with plow								\$ 39,000		Replace 2001 vehicle # 426
Refuse Vehicle # 427 Pickup truck with plow								\$ 39,000		Replace 2001 vehicle # 427
Signals Vehicle # 126 Crewcab with plow								\$ 40,000		Replace 2001 vehicle
Forestry Vehicle #115 1 Ton Dump With plow								\$ 47,000		Replace 2001 Vehicle
Streets Vehicle # 172 Crewcab with plow								\$ 50,000		Replace 2001 vehicle
Parks vehicle # 609 1ton dump truck with plow								\$ 79,000		
Streets Vehicle #109 -5-Ton S/S Dump w/ Plow & S/S Spreader								\$ 200,000		Replace 1999 Vehicle
Fire - Medical Squad								\$ 225,000		Replace 2002 vehicle (could be less if we just refurbish old squad, chassis, body, and power train can be reused)
Parks vehicle # 624 maintenance van									\$ 33,000	Replace 2001 vehicle
Forestry Vehicle #190 Pickup Truck with plow									\$ 40,000	Replace 2001 Vehicle
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow									\$ 130,000	Replace 1996 Vehicle
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow									\$ 130,000	Replace 1996 Vehicle

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
WASTE WATER TREATMENT PLANT IMPROVEMENTS TOTAL =		\$ 820,000	\$ 905,509	\$ (85,509)	\$ 220,000	\$ 402,500	\$ 1,576,000	\$ 732,500	\$ 165,750	
WWTP Aeration Blowers	Capital Lease - WWTP & EEBG Fund (244)	\$ 715,000	\$ 812,070	\$ (97,070)						Project Design & a portion of costs will be paid from EEBG and remainder from 2011 Capital Lease. Design worked awarded to URS Corporation and approved at the 6/13/11 BOC meeting totalling \$64,070. Project awarded at 3/21/01 BOC to Nerone & Sons, Inc. in the amount of \$756,800 for the Waste Water Treatment Plant Aeration Blower Replacement Project. \$60,000 will be paid for by the Energy Efficiency Block Grant Fund and the balance of the project will be paid for through the City's 2011 Capital Lease Program. Contract award is the base bid of \$688,000 plus a 10% contingency.
2012 WWTP Equipment	WWTP Fund	\$ 105,000	\$ 93,439	\$ 11,561						Awarded at April 9, 2012 BOC to Northcoast Process Controls, Inc. in the amount of \$16,916 for the purchase of (4) Thermal Mass Flow Meters. Awarded at June 18, 2012 BOC to Vogelsang in the amount of \$53,200 for the purchase of (2) Inline Sludge Macerators and six (6) 6" Plug Valves.
De-Gritting Pumps (2)	WWTP Fund				\$ 45,000					The existing pumps have reached the end of their useful life cycle. These pumps have special hardened components to safely remove debris that will prematurely cause other downstream process equipment to wear out.
Stair Replacement Digester Bldg. Access and Administrative Bldg. "W" Entrance	WWTP Fund				\$ 75,000					Concrete stairs located on the "N" side of the Digester Bldg. have deteriorated to the extent that they can no longer be used. Stairs inside the Admin Bldg "W" entrance from the second floor to the basement have rotted out and have had to be shored up so that they can still be utilized. Note: This project was originally slated for 2012. There was insufficient time to complete this project in-house as anticipated. The scope of the project, for Safety reasons, has been re-evaluated and will require the work to be performed by an outside contractor. Therefore the funding amount has been increased.
Misc. Equipment and Machinery	WWTP Fund				\$ 100,000	\$ 110,000	\$ 115,000	\$ 120,000	\$ 125,000	Funds used to purchase process equipment and metering necessary to meet permit requirements. Most of the purchases/repairs are unanticipated and therefore are not funded individually.
Thickened Sludge Pumps (2)						\$ 35,000				Pumps have reach the end of their useful life cycle. Installed in 1995.
Interior Lighting Upgrade (213 Fixtures)						\$ 37,500	\$ 36,000	\$ 37,500	\$ 40,750	There are 213 Sodium Vapor light fixtures throughout the WWTP. These fixtures for the most part must be left on continuously for 2 reasons. #1 The areas that they serve do not have adequate natural light thus artificial lighting is needed. #2 Sodium lights take from 5 - 10 minutes to come on from a cold start. Newer LED lighting fixtures start almost immediately thus allowing a large portion of the lights to be shut off in areas not in use.
Dewatering Pumps (3)						\$ 70,000				Pumps have reached the end of their useful life cycle. 2 pumps installed in 1965, 1 pump installed in 1983.
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN						\$ 150,000				Recent changes in the regulations governing the treatment and disposal of sewage sludge has made it increasing difficult to cost effectively dispose of bio-solids. In order to keep cost in check alternate disposal methods need to be utilized. These disposal methods will require further treatment of the sewage sludge which will change it from a Class B rating to an EQ rating.
Ultra Violet Disinfection Lamp Replacement							\$ 25,000			Disinfection lamps last for 3 disinfection seasons. Lamps are changed during the off season every 3 years.
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade CONSTRUCTION							\$ 1,400,000			See Explanation Above
Final Clarifier Header Tube Replacement (6)								\$ 75,000		The original header tubes were installed in 1997. The steel is deteriorating because of being exposed to wet and dry conditions numerous times throughout the year. In order to insure process viability the header tubes need to be replaced with a material (stainless steel) that will not deteriorate (rust).
Concrete Restoration								\$ 500,000		The concrete used in and around the process treatment tanks is exposed to wet and dry conditions on a continuous basis. This along with gases/chemicals normally associated with wastewater causes the deterioration of concrete.

Five-Year Capital Improvement Plan

Project Name / Description	Funding Source	Budgeted Amount To Date	Expenditures to Date	Project Remainder To Date	2013	2014	2015	2016	2017	Comments
WATER SYSTEM IMPROVEMENTS TOTAL =		\$ 1,500,000	\$ 1,442,201	\$ 57,799	\$ 1,913,889	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000	
Water Meter Replacement Program	Capital Lease - Water	\$ 500,000	\$ 500,000		\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	Awarded to Neptune Equipment on 11/7/11 at BOC in the amount of \$3,824,602 .
2012 Water Line Improvemt	OPWC Grant, Loan & Water Fund	\$ 900,000	\$ 912,061	\$ (12,061)						Awarded by BOC on 5/8/12 to Fabrizi Trucking & Paving Co., Inc. in the amount of \$1,435,973 for the Athens, Belle, Clarence & Westwood Watermain Replacement Projects as outlined in Bid No. 12-011. And to to Osborn Engineering Company in the amount of \$41,800 to perform Construction Inspection Services. Contract award is the base bid of \$1,305,430 plus 10% contingency. Ohio Public Works Commission (OPWC) to fund 50% of this project.
2012 Emergency Water	Water Fund	\$ 100,000	\$ 30,140	\$ 69,860	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	Awarded at June 18, 2012 BOC to Cahill Services, Inc. in the amount of \$66,308 for the 2012 Utility Cut Pavement Repair Project. Contract award is the base bid of \$60,280 plus 10% contingency.
Watermain Replacement Project	Awaiting OPWC Notification				\$ 1,363,889					\$1,363,889 total project to replace water lines on MARS AVE. - Athens Ave. to Delaware Avenue, SUMMIT AVE. - Detroit Ave. to Clifton Blvd., and ST. CHARLES - Detroit Ave. to Franklin Blvd. 40% Local Match to begin late summer 2013.

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 13, 2012.

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.

City of Lakewood Financial Policies and Guidelines

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.

City of Lakewood Financial Policies and Guidelines

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.

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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

City of Lakewood Financial Policies and Guidelines

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.

The City of Lakewood follows the purchasing requirements of 40 CFR 30.44(a)(1)-(3) when required.

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.