

**City of Lakewood**

**2014 Estimate of Expense  
Comprehensive Budget Document**

**Submitted November 15, 2013**

City of Lakewood, Ohio  
**PROPOSED BUDGET**  
For The Fiscal Year  
January 1 – December 31, 2014

**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  
Antoinette Gelsomino, 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 2014 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 2013 projected totals, and the 2014 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
- 2013 accomplishments
- 2014 & beyond strategic plan
- 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.

The **City of Lakewood Strategic Plan** details the Vision, Mission, Focus, Goals, Objectives, Plans, Strategies, Actions and Key Performance Indicators for the functions and operations of the City for 2014 and Beyond.

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# *Executive Summary*

The City of Lakewood spent considerable time in 2013 asking two questions:

- Where are we today?
- Where do we want to go?

During the first half of the year, the City's Planning and Development Department, in cooperation with the City Planning Commission and City Council, finalized the Lakewood Community Vision.

This update of the 1993 Community Vision is based on resident input that began at the first community meeting in May 2012, and more than 130 residents and community leaders participated in the update process that was finalized by the Planning Commission on April 4, 2013.

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

As a living document, it is to be used and updated frequently by all members of the community including, but not limited to, residents, local government, non-profits, institutions and businesses. The document can be viewed at: <http://www.onelakewood.com/Development/CommunityVision.aspx>

In June, 2013 a group of approximately 30 City employees representing front line workers and management from a cross-section of all departments met to undergo a facilitated self-evaluation of the organization, i.e. the City of Lakewood as a workplace.

The SOAR to Strategic Excellence™ identified strengths, opportunities and comments in the following areas:

- Strategy & Vision
- Organization & Culture
- Accounting & Finance
- Responsiveness & Execution

Although the City was found to be performing reasonably well as an organization, the following opportunities for improvement were identified:

- An organizational Vision and Strategic Plan needed to be developed (apart from the Community Vision)
- Vision and Strategic Plan should guide goal-setting and decision-making
- Tighten focus and align decision-making with Strategic Plan
- Create Action Plans to support Strategic Plan goals
- Prioritize Strategic Plan and link goals to budget resources annually

Upon the recommendations of the SOAR report, the City Administration began the process to create an organizational Vision and Strategic Plan beginning in the summer of 2013 through meetings with department directors, then division managers and staff, with a draft *City of Lakewood 2014 and Beyond Strategic Plan* introduced to City Council on October 7, 2013. The entire Strategic Plan can be found on Page 223, and is summarized as follows:

### **Vision**

*What the City Wants to Be / Achieve*

A Unique Destination to Live, Work, Play and Grow for Generations to Come.

### **Mission**

*Defines the City's Purpose / Describes Why It Exists*

Deliver exceptional essential services and promote a high quality of life for residents, visitors and businesses.

### **Values**

*Beliefs that Are Shared Among the Stakeholders of an Organization*

- We constantly challenge the status quo.
- We lead collaboratively.
- We make sustainable investments.
- We exhibit personal integrity in every decision.

### **Focus**

*What Should We Be Investing in Terms of Time, Energy and Resources?*

- Economic Development
- Vibrant Neighborhood
- Safe and Secure City
- Sound Governance

### **Goals**

*Broad, Intangible, Abstract Desired State*

#### **Economic Development**

- Grow and Diversify Lakewood's Economic Base
- Improve and Maintain Infrastructure and Enhance Connectivity
- Improve the Visual Impression of the Community

#### **Vibrant Neighborhoods**

- Build Volunteer Capacity
- Build Strong Families
- Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit
- Preserve and Enhance Neighborhood Quality
- Provide Inviting Public Spaces

# *Executive Summary*

## Safe and Secure City

- Continue to Aggressively Protect Our Citizens and Their Property
- Identify Solutions to Automobile Speeding Behavior
- Communicate and Share Safety Information Amongst Neighbors
- Prepare and Train for Unexpected Events (weather, accidents, disasters, etc.)

## Sound Governance

- Adopt a Sustainable Budget
- Encourage and Promote a Culture of Continuous Improvement
- Improve Fiscal Viability
- Improve Stewardship of Assets
- Inspire Strong Relationships
- Leverage Technology to Improve Performance
- Maintain and Support an Educated and Trained Workforce
- Provide Exceptional Customer Service
- Set the Standard for Environmental Stewardship

A summary of how these Goals are addressed within the budget can be found on Page 10.

Details of how Goals and their Objectives, Strategies, Plans, Actions and select Key Performance Indicators are within each division's budget book section as they relate to those division's functions.

## **2014 and Beyond City of Lakewood Budget Discussion**

The 2014 General Fund Budget to be presented to Lakewood City Council at the November 18, 2013 Council Meeting is structurally balanced in that projected 2014 revenues exceed projected 2014 expenditures.

The projected 2014 General Fund revenues of approximately \$35.11 million are nearly \$600,000 lower than the \$35.78 million in projected revenues for 2013. The reduction in revenue is due to Estate Taxes.

Effective January 1, 2013, the State of Ohio Legislature eliminated the Estate Tax. Therefore, beginning in 2013 the City of Lakewood stopped projecting these revenues in its initial budget to begin to anticipate the eventual phase out of these taxes. Since it may take years to settle an estate, there will be revenues coming in over the next several years. However, it is impossible to estimate the amount but it is known that this revenue will eventually stop being realized.

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 207.

The overall budgeted full-time employee count is the same as in 2014 as it was in 2013. Due to changes in the Ohio Public Employee Retirement System (OPERS), the City experienced the retirement of 18 employees primarily within the Public Works divisions during 2013. Many of the positions were replaced with employees with entry level salaries, and two positions because part-time thus experiencing cost savings. Within the Police and Fire Departments there were six retirements, in which the positions have been replaced or are in the process of being filled at the time of publication.

The anticipated financial position at year-end 2013 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 2014.
- A \$225,000 transfer to the Workers' Compensation Internal Service Fund to reduce charges to departments in 2014.
- Maintain a \$750,000 reserve in the Separation Payments account line.
- Contribute another \$250,000 to the 27<sup>th</sup> Pay account line in anticipation of the 27<sup>th</sup> Pay Period that will take place in 2015 that will add approximately \$1.00 million in additional payroll expenditures that year due to the timing of the fiscal year.
- Continue to maintain a reserve of \$200,000 for potential legal settlements for currently litigation against the City.
- Reserve \$200,000 for technology investments including the implementation of a new timekeeping system within the Police Department, Server Virtualization that will result in anticipated energy and maintenance savings from equipment consolidation, and other information technology improvements and associated training costs.
- Reserve an additional \$100,000 towards the City's Economic Development account line.

### **2014 General Fund Revenue Highlights**

- **Municipal Income Taxes:** Represent the largest revenue source to the City and is generated by a 1.5% tax on wages and corporate earnings. Because the income tax accounts for such a large proportion of estimated general fund revenues (58%), the amount of financial resources available to provide city services is directly related to the health of the local economy. The continued slow growth in GDP and job creation compared with prior years is a major cause for concern in both the local and national economy. In September, the Department of Labor announced the Cleveland-Elyria-Mentor metropolitan area actually lost 4,500 jobs during the previous twelve months,

## Executive Summary

representing the largest loss in the country for the fourth consecutive month. Estimated collections for 2014 are anticipated to be \$20.47 million; an increase of 2.0 percent compared to 2013 projected revenues and 6.3 percent more than 2012 collections.

On November 13, 2013, Amended HB 5 “Municipal Income Tax Uniformity” was passed by the Ohio House of Representatives. This bill is a total rewrite of Ohio Revised Code Section 718 and will cause loss of local control, reduced revenues, and provides the groundwork for eventual takeover by the State. This bill will be sent to the Ohio Senate for possible passage by the end of the year.

- **Property Taxes:** Revenues for 2014 are estimated to be \$7.25 million, which is a net increase of 2 percent from estimated collections of \$7.09 million in 2013 or an increase of \$154,461 mainly due to collections of delinquent taxes. Final estimated amounts for 2014 will be available in December 2013.

Total delinquent Property Taxes and Special Assessments owed to the City decreased by \$226,292 during 2013 for a total delinquency of \$1.01 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 2014 is \$1.57 million or a reduction of \$150,000 from 2013 projected receipts, and \$874,000 less than 2012 actual receipts. In addition, the CAT tax reimbursements originally estimated at \$100,211 for 2014 have been terminated in the 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 2014. Budgeted collections have been \$700,000 in the previous five years (2008-2012).

- **Interest Earnings:** The City anticipates interest earnings expected to increase in 2014 to \$35,000. This is attributable to the Federal Reserve Bank keeping short-term interest rates at 0% to .25% through 2015. The Finance Department continues to analyze cash flows of the City and monitoring investment strategies to maximize interest earnings while minimizing risk.

### **2014 General Fund Expenditure Assumptions**

- There is an affordable percent budgeted cost-of-living increase for all employees except Court employees, elected officials, and Civil Service Commissioners in 2014.
- The majority of operating expenditures are projected to be at 2012 and 2013 levels.

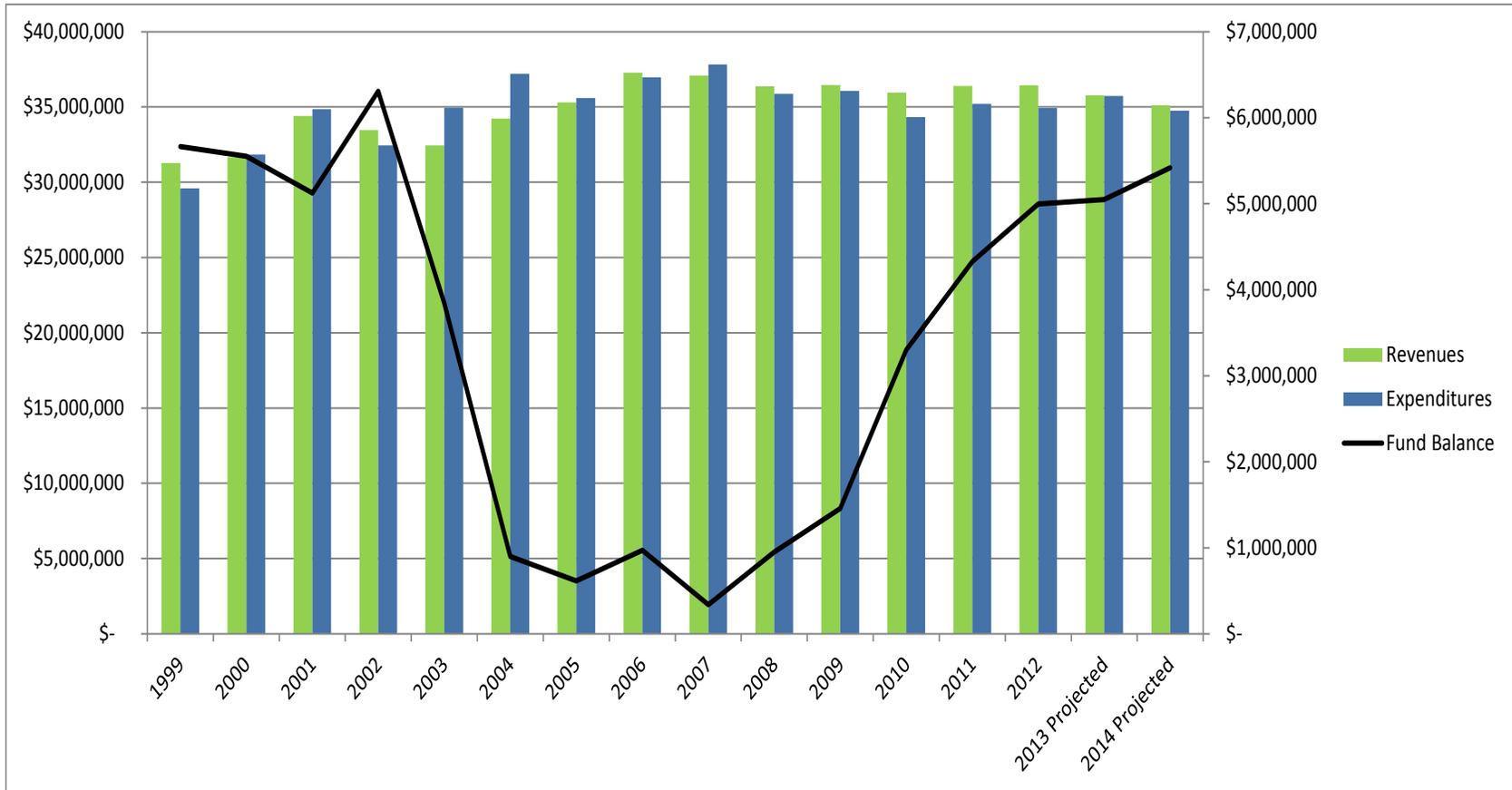
## Executive Summary

The following table presents actual General Fund revenues and expenditures from 2007 to 2012, and the projected amounts for 2013 and 2014. It also presents beginning and ending fund unencumbered fund balances and the amount of the Structural Balance or Imbalance (revenues less expenditures).

Projection As of								
November 15, 2013	2007	2008	2009	2010	2011	2012	2013	2014
	Actual	Actual	Actual	Actual	Actual	Actual	Projection	Projection
<b>General Fund</b>								
<b>Fund 101: General Fund</b>								
<b>Beginning Balance</b>	\$ 971,745	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,997,005	\$ 5,049,766
<b>Revenues</b>	\$ 37,109,124	\$ 36,383,736	\$ 36,461,146	\$ 35,950,904	\$ 36,389,448	\$ 36,432,060	\$ 35,777,693	\$ 35,110,736
<b>Expenditures</b>	\$ 37,756,727	\$ 35,755,488	\$ 34,913,381	\$ 34,318,571	\$ 35,211,518	\$ 34,926,926	\$ 35,724,932	\$ 34,742,740
<b>Encumbrances</b>	\$ 103,023	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414	\$ 1,937,062		
<b>Adjustments</b>	\$ 118,399	\$ 103,138	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414		
<b>Unencumbered Ending Balance</b>	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,997,005	\$ 5,049,766	\$ 5,417,762
<b>Structural Balance / (Imbalance)</b>	\$ (647,603)	\$ 628,248	\$ 1,547,765	\$ 1,632,333	\$ 1,177,930	\$ 1,505,134	\$ 52,761	\$ 367,996

The chart on the next page illustrates General Fund Revenues and Expenditures, and the level of fund balance from 1999 Actual to 2013 and 2014 Projected.

**City of Lakewood General Fund Revenues and Expenditures 1999-2014 with Fund Balance**



The projected fund balance for 2013 and 2014 is 52 days and 57 days respectively. The Government Finance Officers Association recommends “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.”

Therefore, the City is still below the recommended minimum of unrestricted/unencumbered fund balance in its General fund.

**Other Funds 2014 Revenue Highlights:**

- **Lakewood Hospital Fund:** Total revenues are expected to increase by \$10,000 compared to 2013. 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 2014 due to anticipated increase in water rates effective January 1, 2014.
- **Wastewater Collection Fund:** Total operating revenues are expected to increase over 2013 due to anticipated increase in sewer rates effective January 1, 2014.
- **Parking Facilities Fund:** Total revenues are expected to increase modestly from 2013 budgeted revenues due to increased 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 minimum rental fee per the contract.

**2014 Anticipated Debt Issuances**

The City's 2014 to 2018 Capital Improvement Plan can be found on Page 183 of this document. To support several of these purchases, the City of Lakewood will be financing the cost of expenditures via the issuance of General Obligation Bond Anticipation Notes or by entering into Capital Leasing Agreements. The following tables show the projects that will be financed in 2014.

<b>2014 General Obligation Bond Anticipation Notes</b>	
Project	Amount
<b>Total =</b>	<b>\$ 4,540,000</b>
2014 Street Resurfacing Program (Streets to be Determined)	\$ 1,500,000
Madison Ave. Signal Improvement Construction	\$ 800,000
Sidewalk Program	\$ 500,000
Franklin / Hilliard Signal Improvement Design	\$ 250,000
Lakewood Park Improvements	\$ 250,000
Wagar Park Improvements	\$ 250,000
Lakewood Park Skate House Improvement or Replacement	\$ 150,000
West End Sewer Separation Design	\$ 340,000
Sewer Repair at Madison & Woodward (Harding)	\$ 125,000
15500 Edgewater Outfall Repair	\$ 150,000
Madison Park Street Frontage	\$ 120,000
Rozi's Parking Lot #8	\$ 105,000

# Executive Summary

2014 Capital Leases	
Project	Amount
<b>Total =</b>	<b>\$ 3,492,000</b>
Automated Recycling - Recycling roll-carts for curb-side automated vehicle pick-up.	\$ 300,000
Police Vehicles 4-5 cars	\$ 304,000
Streets Vehicle #106 -5-Ton S/S Dump w/ Plow & S/S Spreader	\$ 189,000
LeBrie Drop Frame Automated Arm Refuse Truck	\$ 290,000
Police Car Computers and Video Evidence Systems	\$ 115,000
Phone System Replacement	\$ 350,000
Water Vehicle # 314 Backhoe loader	\$ 132,000
Water Meter Replacement Program	\$ 1,400,000
Streets Vehicle #114 -Street Sweeper	\$ 285,000
Wastewater Treatment Plant Semi Truck	\$ 127,000

## **2014 Strategic Plan**

As previously discussed, the City of Lakewood underwent a strategic planning process during 2013 to identify a Vision and Strategic Plan to guide goal-setting and decision-making. The entire plan can be found on Page 223.

Five significant objectives that will guide the City of Lakewood during 2014 in order to position itself in the future as *A Unique Destination to Live, Work, Play and Grow for Generations to Come* are as follows (\*Aligns with the 2013 City Vision):

- **Economic Development**
  - *Grow and Diversify Lakewood's Economic Base*
    - Position Lakewood Hospital for viability in 2027 and beyond\*
  - *Improve and Maintain Infrastructure and Enhance Connectivity*
    - Completion of Madison Avenue street resurfacing
- **Vibrant Neighborhoods**
  - *Preserve and Enhance Neighborhood Quality*
    - Finish Phase 1 of the Housing Strategy\*
- **Sound Governance**
  - *Set the Standard for Environmental Stewardship*
    - Advance the Environmental Protection Agency Long-Term Control Plan for storm water management\*
  - *Encourage and Promote a Culture of Continuous Improvement*
    - Continue LEAN training and implementation of Lean project teams

The tables on the following pages identify objectives that are part of the 2014 budget. They are identified by Focus Area, specific Goal, Objective and any direct budgetary allocation within respective Departments and Divisions. Indirect costs have not been estimated at this time.

**Executive Summary**

2014 City of Lakewood Strategic Plan								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
<b>Economic Development</b>	<i>Grow and Diversify Lakewood's Economic Base</i>	Position Lakewood Hospital for viability in 2027 and beyond	Engage government officials, tenant stakeholders and advisors in discussions and conversations periodically throughout the year to bring focus to where the parties to the lease believe they must be in the near term and long term.	Law & Mayor	Personnel	General / Lakewood Hospital	\$ -	Ongoing discussions
		Market Lakewood effectively to attract high quality development projects	Promote development opportunities and engage developers regarding McKinley School through competitive RFP process.	Planning & Development	Operating	General Fund	\$ 200,000	Estimated Demolition Costs
	<i>Improve and Maintain Infrastructure and Enhance Connectivity</i>	Continue traffic signalization replacement improvement program on Madison and Franklin Avenues	Madison Avenue to be completed in 2014 & Franklin Avenue Design to be completed	Engineering	Capital	Debt Service	\$ 1,050,000	CMAQ (Federal) portion approx. \$2.78 million / City portion approx. \$800K for construction for Madison, and \$250K for Franklin Design
		Completion of Madison Avenue street resurfacing	Awaiting award from Cuyahoga County	Engineering	Capital	Debt Service	\$ -	City paid for design costs in 2012/13. Estimated project cost \$2 million
		Implement Sidewalk Improvement Plan	Assess residents that are cited but do not make repairs on their own	Engineering	Capital	Debt Service	\$ 500,000	Repairs to be done in designated sections of the City.
		Expand ADA compliance in public spaces	Street sign replacement for improved reflectivity	Streets	Operating	SCMR	\$ 65,000	Based on Federal Standards
	<i>Improve the Visual Impression of the Community</i>	Manage our urban forest	Track our urban forestry by using tree keeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, and diseases and insect control.	Forestry	Operating	General	\$ 384,728	Forestry Budget
	<i>Promote Commercial Space Development</i>	Commercial Space Development and Utilization on Madison Avenue	Provide technical assistance and have at least six new storefront renovations competed under the City's grant program	Community Development	Federal Grants	Community Development Block Grant	\$ 300,000	Total estimated for the 2014 Commercial Property Reinvestment Program

# Executive Summary

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
Vibrant Neighborhoods	Build Volunteer Capacity	Increase the number and frequency of volunteers	Improve and enhance the Volunteer Lakewood website pages to continue to solicit community service minded individuals and organizations to become involved and volunteer	Community Relations	Personnel / Operating	General	\$ -	Part of the Community Relations Budget
			Recruite 24 new home delivered meal volunteers annually	Aging	Personnel / Operating	Aging	\$ -	Use strategies identified with LEAN project team. Part of the Aging Budget
			Identify 10 volunteers to be formally connected to projects for the Division of Early Childhood	Early Childhood	Personnel / Operating	General / CDBG	\$ -	Part of the Early Childhood Budget
	Build Strong Families	Enhance youth programs	100% of H2O staff, adult volunteers and student leaders will participate in formal and informal training practices that include nurturing social skills necessary for students to participate in community activities	Youth	Personnel / Operating	Help to Others	\$ -	Part of the H2O Budget
		Engage and connect families and caregivers raising young children with each other and community resources	Aggressively inform parents/caregivers raising young children through use of Facebook, Twitter, newsletters, along with traditional outreach methods of the services/programs/activities available.	Early Childhood	Personnel / Operating	General / CDBG	\$ -	Part of the Early Childhood Budget
		Develop parent education opportunities through partnerships with various community agencies	Gather potential partners serving young families together to design programs that maximize agency resources and meet family needs	Early Childhood	Personnel / Operating	General / CDBG	\$ -	Part of the Early Childhood Budget
	Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit	Clarify resources currently available to Lakewood residents	Identify natural and formal organizations and individuals committed to meeting the needs of Lakewood residents ( drawing from Aging and Youth assessment projects)	Human Services Administration	Personnel / Operating	General	\$ -	Part of the Human Services Admin Budget
			Reestablish formal relationships with 5 community agencies, committing to an annual discussion on the state of our senior residents and services.	Aging	Personnel / Operating	Aging	\$ -	Create a framework to chart services available and identify gaps
	Preserve and Enhance Neighborhood Quality	Finish Phase 1 of the Housing Strategy	Continue proactive code enforcement and focused exterior maintenance inspections gleaned from housing surveys.	Building and Housing	Personnel / Operating	General / CDBG	\$ 1,078,011	Building & Housing Department Budget
		Educate all landlords through existing training seminars	Successful implementation of two or three comprehensive landlord information seminars in 2014, attended by at least 225 landlords.	Law	Personnel / Operating	General	\$ -	Part of the Law Dept. Budget
		Continue to make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed homes for rehabilitation.	Promote programs through website, newsletters and direct contact between homeowners and Community Development staff; monitor housing trends and conditions, adjust programs to meet current need	Community Development	Personnel / Operating	Community Development Block Grant / HOME / NSP	\$ 1,089,713	The Community Development Budget and Federal Passthrough Grants
		Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured, and weatherized	Rehab and sell 3 foreclosed homes currently owned by City					

**Executive Summary**

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget	Comment
Safe and Secure City	Continue to Aggressively Protect Our Citizens and Their Property	Maintain appropriate public safety staffing levels	Identify likely areas and times for criminal activity through predictive policing, and arrest violators quickly after criminal activity to reduce opportunity for continued behavior.	Police	Personnel	General & Police Pension	\$ 10,136,071	Police Personnel Budget
			Replace vacant full time Corrections Officer position to decrease overtime cost due to vacancy and increase available sworn officers on uniform patrol	Prisoner Support	Personnel	General	\$ 153,173	Prisoner Support Personnel Budget
			Retain all current employees to improve competency and performance	Dispatch	Personnel	General	\$ 735,742	Dispatch Personnel Budget
			Provide training and equipment to increase effectiveness of enforcement efforts	Animal Control	Personnel / Operating	General	\$ 239,447	Animal Control Budget
	Identify solutions to automobile speeding behavior	Explore traffic calming designs	Convene neighborhood meeting in strategic areas for support and consensus of proposed installations	Police / Public Works Administration	Operating	General / SCMR	\$ -	Work with existing traffic measuring equipment to identify problem and chronic speeding areas
	Communicate and share safety information amongst neighbors	Enhance the role of Block Clubs as a social and informational resource	Increase public awareness of phone app for crimereports.com Block Club coordinator to improve communication between block clubs and department. Explore ways to interact with social media to improve communications	Police	Personnel / Operating	General	\$ 25,000	Block Club Coordinator
		Use social media to expand communication citywide including police to residents, and block clubs to businesses						
		Improve the sharing of alerts, crime data and information	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.	Community Relations	Personnel / Operating	General	\$ -	Part of the Community Relations Budget
	Prepare and train for unexpected events (weather, accidents, disasters, etc.)	Encourage emergency preparedness for all citizens	Assist with the preparation of a written communications strategy for addressing with emergency situations	Community Relations	Personnel / Operating	General	\$ -	Part of the Community Relations Budget
			Develop plans to complete the certification process and provide more information to residents, including reverse 9-1-1 type notification system.	Fire & EMS	Personnel / Operating	General / Lakewood Hospital	\$ -	Part of the Fire & EMS Budget

# Executive Summary

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
Sound Governance	Adopt a Sustainable Budget	Provide a transparent, simple and accessible budget process that everyone knows how and when to be involved	Deliver structurally balanced budget to Council by Nov 15th.	Finance	Personnel	General	\$ -	Part of the Finance Department Budget in Cooperation with all other depts.
		Protect and strengthen core services, and identify strategic investments	The automation of our curbside recycling program is the only way we can achieve a 60% landfill diversion rate.	Refuse & Recycling	Personnel / Operating	Debt Service	\$ 950,000	Cost for citywide recycling containers
		Build and maintain reserves so we can continue services when times are bad	Establish a Budget Stabilization Fund by May 1, 2014.	Finance	Transfer	General	\$ 1,500,000	Work to Improve Moody's Rating from Aa2 to Aa1 before the next GO Bond Issuance scheduled for 2016
		Manage and improve our debt level responsibly						
		Negotiate fair, balanced and affordable labor contracts	Protect the bottom line; promote flexibility in employee responsibilities; reflect respect for employees' and management concerns; encourage professionalism in the workforce; achieve uniformity in the city's offerings	Human Resources / Law / Union Representatives	Personnel / Operating	General	\$ -	Part of the Human Resources, Law Budgets, and Departmental Budgets per contract language
	Encourage and Promote a Culture of Continuous Improvement	Continue LEAN training and implementation of Lean project teams	Income tax will lead one LEAN project in 2014: Payment plans and civil complaints	Income Tax	Personnel / Operating	General	\$ -	Part of the Income Tax Budget
			Divisions of Aging and Youth re-evaluate Lean projects and create plan for 2014	Human Services Administration	Personnel / Operating	General	\$ -	Part of Human Services Divisions Budgets
		Maintain and Support an Educated and Trained Workforce	Continue to conduct competitive and non-competitive testing as needed to maintain staffing levels	Civil Service	Personnel / Operating	General		Part of the Civil Service Budget
			Ensure employee's city-wide have access to training and educational materials.	Human Resources	Personnel / Operating	General	\$ -	Part of the Human Resources Budget
			Enroll all officers in on line education class from FEMA, Complete Blue Card Training for all officers and Complete new employee orientation manual	Fire & EMS	Personnel / Operating	General	\$ -	Part of the Fire & EMS Budget
			Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired.	Fleet	Personnel / Operating	General	\$ 14,500	Fleet Training Budget

**Executive Summary**

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
Sound Governance (Continued)	Improve Fiscal Viability	Continue aggressive collection of revenues	Continue to enhance revenue through a strong database identification process	Income Tax	Personnel / Operating	General	\$ -	Part of Income Tax Budget
		Advocate to protect existing revenues from encroachment by State Government	Continue to fight to ensure that HB 5 is truly a revenue neutral tax uniformity bill as opposed to a tax reform bill that will cost municipalities and villages millions of dollars	Mayor / Income Tax	Personnel / Operating	General	\$ -	Part of Income Tax Budget and Mayor Budget
		Identify possible new revenue sources based on demographic trends	Review results of Human Services Summit and back up documentation along with grant opportunities available to apply for potential funding	Human Services Administration	Personnel / Operating	General	\$ -	Part of the Human Services Budget
	Improve Stewardship of Assets	Reduce property insurance claims by implementing improved internal controls	Further development of the Safety Committee. Review and recommend changes for all safety policies in all City Departments.	Human Resources / Law	Personnel / Operating	General	\$ -	Part of the Human Resources and Law Budget
		Continue to build trust and cooperation between collective bargaining units and the administration	Transparency in union negotiations and fiscal information.	Human Resources / Law / Union Representatives	Personnel / Operating	General	\$ -	Part of the Human Resources, Law Budgets, and Departmental Budgets per contract language
		Develop Key Partners to Maximize Community Resources	Meet quarterly with key partners to maximize resources available to the City and the Division of Community Development	Community Development	Personnel / Operating	Community Development Block Grant / HOME / NSP	\$ -	Part of the Community Development Budget
		Formalize relationship with Faith communities with regard to outreach ministries	Develop 4 new formal partnerships committed to supporting identified needs	Human Services Administration	Personnel / Operating	General	\$ -	Part of the Human Services Budget
	Leverage Technology to Improve Performance	Improve Document Management to Enhance Compliance with Public Records Laws	Work with Information Systems and SharePoint team more aggressively with respect to SharePoint capabilities; research other cities' digital imaging platforms and record retention policies reflecting digital storage; ensure our policies and schedules match our strategies.	Law	Personnel / Operating	General	\$ -	By first quarter 2014, fully understand SharePoint's digital recordkeeping and search capabilities; by June 2014, file updated records retention schedules with Ohio Historical Society; and every three weeks throughout 2014, check for backlog of public records requests that have gone unfulfilled or remain incomplete
			Purchase archiving system that integrates seamlessly with Microsoft Outlook and is easy to use	Information Systems	Personnel / Operating	General		Work with Planning & Development as a pilot department to showcase the capabilities to other departments

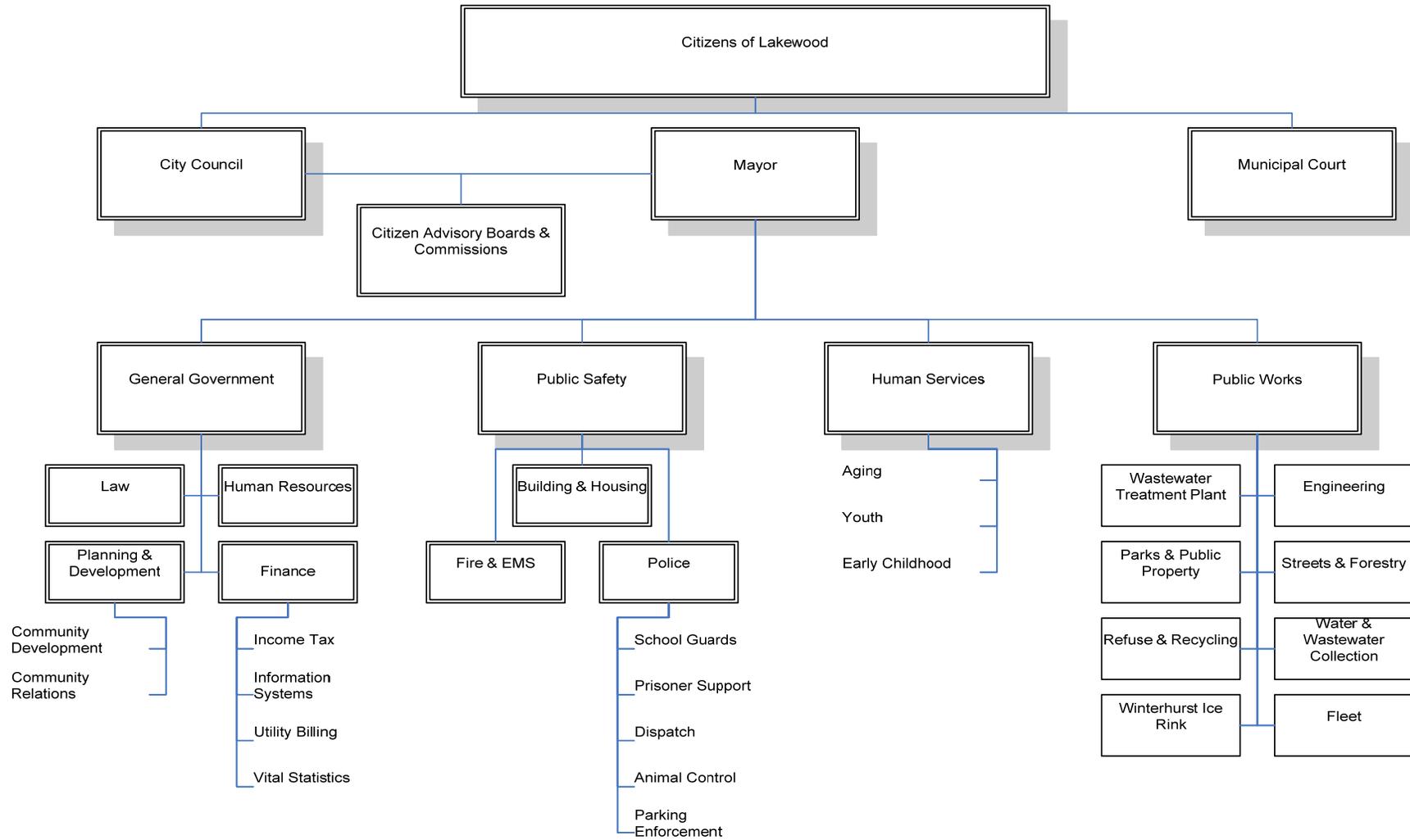
# Executive Summary

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
Sound Governance (Continued)			Continue scanning and indexing birth and death records- prior to 1950.	Vital Statistics	Personnel / Operating	Lakewood Hospital	\$ 150,000	Vital Statistics Budget
		Improve Data System Integration	Improved records management through the use of I-pads and the Mobile Data Terminals can be tracked through monthly reports.	Fire & EMS	Personnel / Operating	General / Lakewood Hospital	\$ -	Part of the Fire & EMS Budget
			SAMS interface implementation	Aging	Personnel / Operating	Aging	\$ -	Part of the Aging Budget
		Installation of Automated Parking Kiosks	Installation of automated parking kiosks should result in less time to issue citations	Parking	Capital	Parking	\$ 54,000	For Lots 1 & 4 First Federal & Geigers
		Expand Fiber Optic System into Parks	Enable phone, computer and surveillance camera capabilities to the major parks	Information Systems	Capital	General	\$ 50,000	
		Continue successful implementation of the Automated Meter Reading System	Due to the recent implementation of new smart meters and reading software. We will reduce the amount of time it takes to notify customers of potential problems (leaks) from 30+ days down to 3 days.	Water Metering	Capital	Water	\$ 3,800,000	Replacement of all residential and commercial meters throughout City
		Upgrade Scheduling and Timekeeping System	Reduce the number of timekeeping and scheduling data entry methods (both paper and electronic) in use to a single system	Human Resources	Capital	General	\$ 40,000	Start with the Police department since it has the most labor intensive processes
		Upgrade Fleet Management System	To purchase a fuel system with mileage reasonability incorporated into chip keys to prevent bad odometer readings entered. New fuel system to auto down load mileage in to data base of updated system.	Fleet	Capital	General	\$ 45,000	

## Executive Summary

2014 City of Lakewood Strategic Plan (Continued)								
Focus Area	Goal	Objective	Strategy, Action & Plan Summary	Department(s)	Expenditure Category	Fund	Estimated Direct Budget Amount	Comment
Sound Governance (Continued)	Provide Exceptional Customer Service	Upgrade Citywide Phone System	Install and configure the system with minimal disruption to departments	Information Systems	Capital	Debt Service	\$ 350,000	2014 Lean project to analyze current usage and seek operational efficiencies before purchasing
	Set the Standard for Environmental Stewardship	Energy and fuel optimization	We are projecting additional emissions reductions upon full implementation of our automated recycling program. Upon full automation of the City of Lakewood Automated Curbside Recycling Program, we are projecting an additional emissions reduction of PM pollution by 12% and HC pollution by 13-14 % as it will require fewer total vehicles for daily collection and the shuttering of a couple older fleet vehicles, thereby reducing the number of high emissions trucks	Refuse & Recycling	Capital	Debt Service	\$ 650,000	2014 Capital Plan for new automated truck and recycling containers
			Install anti idle devises on vehicles. Current 16 units, projected 20+. Purchase vehicles with more efficient engines	Fleet	Operating	General	\$ -	Part of Fleet Budget
			Specifications for all new equipment and processes will incorporate the newest energy saving features/technologies.	Wastewater Treatment	Operating / Capital	WWTP	\$ 325,000	2014 Capital Plan for WWTP equipment
		Recycling Expansion	The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2016. The City of Lakewood recycled 50.15% of its total solid waste in 2012 - our highest rate ever.	Refuse & Recycling	Capital	Debt Service	\$ 650,000	2014 Capital Plan for new automated truck and recycling containers
		Advance EPA Long-Term Control Plan	Complete complex sewer modeling, design, bid and construct sewer improvements to meet KPIs and leverage grant money to improve public property to install BMPs	Engineering	Operating / Personnel / Capital	WWC	\$ 6,400,000	Multiple projects and studies. Awaiting OPWC award for Edgewater Separator project.

# Organization & Staffing Summary



## Organization & Staffing Summary

### Full-Time Staffing Summary All Departments

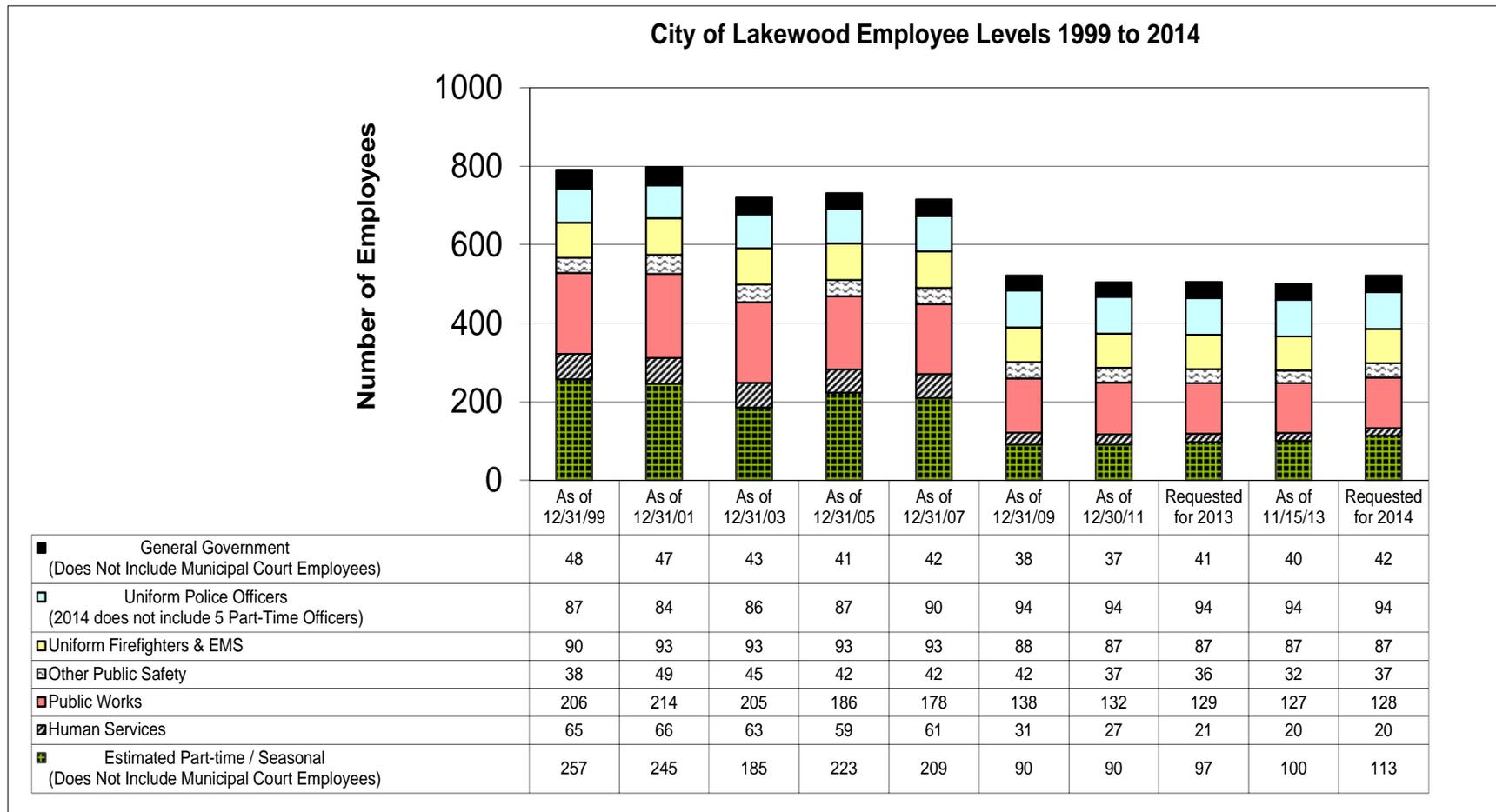
Department Name	11/15/11 Full-Time Employees*	11/15/12 Full-Time Employees*	2013		2014		2013-2014 Requested Level Change
			Requested Employee Levels	11/15/13 Full-Time Employees*	Requested Employee Levels		
<b>General Government</b>							
Council	1	1	1	1	1	0	
Mayor's Office	2	3	3	3	3	0	
Civil Service	1	1	1	1	1	0	
Human Resources	3	3	3	3	3	0	
Law	3	4	4	4	4	0	
Finance	7	7	7	6	7	0	
Income Tax	4	5	5	6	6	1	
Information Systems (IS)	4	4	4	3	4	0	
Vital Stats	2	2	2	2	2	0	
Utility Billing	3	2	2	2	2	0	
Planning & Development / Building & Housing	20	18	21	21	22	1	
Community Relations	1	1	1	1	1	0	
<b>Total General Government</b>	<b>51</b>	<b>51</b>	<b>54</b>	<b>53</b>	<b>56</b>	<b>2</b>	
<b>Public Safety</b>							
Police	97	96	98	95	98	0	
Dispatch	10	11	11	11	11	0	
Support of Prisoners	2	2	2	1	2	0	
Parking	2	2	2	2	2	0	
Animal Control	3	3	3	3	3	0	
Fire	76	76	76	76	76	0	
EMS	12	12	12	12	12	0	
<b>Total Public Safety</b>	<b>202</b>	<b>202</b>	<b>204</b>	<b>200</b>	<b>204</b>	<b>0</b>	
<b>Public Works</b>							
Public Works Administration	2	2	3	1	1	-2	
Parks (1)	13	16	16	18	18	2	
Buildings & Facilities	1	0	0	0	0	0	
Construction	4	0	0	0	0	0	
Streets	14	16	16	16	16	0	
Forestry	5	4	4	4	4	0	
Traffic Signs & Signals (2)	2	0	0	0	0	0	
Refuse	32	30	30	30	30	0	
Fleet	11	10	10	10	10	0	
Water Distribution	6	6	6	6	6	0	
Water Metering	6	6	6	5	5	-1	
Wastewater Collections	11	12	12	11	12	0	
Wastewater Treatment	22	23	23	23	23	0	
Engineering	3	3	3	3	3	0	
<b>Total Public Works</b>	<b>132</b>	<b>128</b>	<b>129</b>	<b>127</b>	<b>128</b>	<b>-1</b>	
<b>Human Services</b>							
Human Services Administration	2	2	2	2	2	0	
Aging	16	12	12	11	11	-1	
Early Childhood	1	1	1	1	1	0	
Youth	8	6	6	6	6	0	
<b>Total Human Services</b>	<b>27</b>	<b>21</b>	<b>21</b>	<b>20</b>	<b>20</b>	<b>-1</b>	
<b>TOTAL FULL-TIME EMPLOYEES</b>	<b>412</b>	<b>402</b>	<b>408</b>	<b>400</b>	<b>408</b>	<b>0</b>	

\* 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

## Organization & Staffing Summary



Staffing Reduction Totals 2007 vs. 2014			
	2007	2014	Reduction
Full - Time	506	408	98
Part-Time	209	113	96
<b>Total</b>	<b>715</b>	<b>521</b>	<b>194</b>



## Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2013 - 2014 Projected
	Actual 2011	Actual 2012	Projected 2013	Budgeted 2014	
Balance of January 1	15,610,021	17,889,758	26,498,849	24,800,788	
<b>Revenues By Type</b>					
Property Taxes	15,989,693	16,029,048	15,394,198	14,368,279	-7%
Municipal Income Taxes	18,804,460	19,252,828	20,163,000	20,466,000	2%
Charges for Services	29,947,636	29,932,993	30,204,914	29,541,535	-2%
Licenses, Permits, and Fees	1,047,280	1,652,368	1,304,083	1,285,310	-1%
Fines and Forfeitures	1,534,404	1,558,160	1,441,264	1,441,264	0%
Intergovernmental	8,764,483	7,980,450	6,753,398	8,520,517	26%
Special Assessments	109,890	152,203	155,529	170,529	10%
Payment in Lieu of Taxes	138,158	-	135,000	250,000	85%
Contribution and Donations	137,720	114,990	76,017	76,017	0%
Interest	11,258	8,784	12,908	38,166	196%
Miscellaneous	1,322,401	1,230,627	1,239,141	571,746	-54%
Debt Proceeds	14,378,102	17,587,453	6,481,474	10,970,000	69%
Transfers & Advances In	4,335,596	5,133,332	5,681,636	4,667,398	-18%
<b>Total Revenue</b>	<b>96,521,082</b>	<b>100,633,237</b>	<b>89,042,560</b>	<b>92,366,761</b>	<b>4%</b>
<b>Expenditures by Function</b>					
General Government	9,807,420	11,074,424	11,759,934	10,392,487	-12%
Public Safety	21,542,961	21,363,633	21,364,532	22,430,226	5%
Public Works	16,444,270	14,835,500	15,291,508	17,147,022	12%
Human Services	2,329,785	1,914,142	1,769,107	1,838,576	4%
Purchased Water	6,299,340	6,658,386	6,600,000	6,850,000	4%
Capital	4,778,811	5,247,641	5,361,471	9,181,801	71%
Debt Service	22,833,114	18,143,772	13,763,297	15,574,598	13%
CDBG, ESG, HOME, NSP Pass-Through	913,588	1,512,296	2,639,897	1,443,031	-45%
Transfer or Advance Out	3,469,671	5,417,388	5,743,150	3,522,355	-39%
Hospitalization & Workers Compensation	5,822,387	5,856,965	6,447,727	5,540,944	-14%
<b>Total Expenditures</b>	<b>94,241,345</b>	<b>92,024,145</b>	<b>90,740,621</b>	<b>93,921,040</b>	<b>4%</b>
Balance December 31	17,889,758	26,498,849	24,800,788	23,246,508	

**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

2014 Scheduled Fund Balances	2014 Projected Beginning Balance	2014 Projected Revenue	2014 Projected Expenditures	2014 Projected Ending Balance
<b>General (101) Fund</b>	\$ 6,161,828	\$ 35,110,736	\$ 34,742,740	\$ 6,529,824
<b>Special Revenue Funds</b>				
State Highway (201) & SCMR (211) Funds	\$ 605,921	\$ 2,015,876	\$ 2,239,470	\$ 382,327
Litter Control Grant (212) Fund	\$ 4,219	\$ -	\$ 4,000	\$ 219
Community Festival (213) Fund	\$ 2,645	\$ 4,000	\$ 4,058	\$ 2,586
Police Pension (220) Fund	\$ 340,833	\$ 1,368,451	\$ 1,611,234	\$ 98,050
Fireman Pension (221) Fund	\$ 369,587	\$ 1,437,288	\$ 1,629,240	\$ 177,635
Law Enforcement Trust (222) Fund	\$ 105,139	\$ 57,472	\$ 145,863	\$ 16,748
Federal Forfeiture (225) Fund	\$ 8,079	\$ 4,738	\$ 8,000	\$ 4,817
Indigent Driver's Alcohol Treatment (230) Fund	\$ 170,294	\$ 12,111	\$ 147,000	\$ 35,405
Enforcement and Education (231) Fund	\$ 45,874	\$ 8,416	\$ 45,000	\$ 9,290
Political Subdivision (232) Fund	\$ 15,024	\$ 932	\$ 14,000	\$ 1,956
Computer Maintenance (234) Fund	\$ 23,229	\$ 29,540	\$ 50,000	\$ 2,770
Court Special Projects (235) Fund	\$ 183,280	\$ 122,086	\$ 275,659	\$ 29,707
Court Probation Services (236) Fund	\$ 14,516	\$ 31,685	\$ 36,663	\$ 9,539
IDIAM (237) Fund	\$ 51,315	\$ 13,900	\$ 65,000	\$ 215
Community Development Block Grant (240) Fund	\$ 844	\$ 2,455,443	\$ 2,353,269	\$ 103,018
Emergency Shelter Grant (241) Fund	\$ 2,941	\$ 279,000	\$ 279,552	\$ 2,389
HOME Investment Program (242) Fund	\$ 8,447	\$ 666,398	\$ 381,000	\$ 293,845
Energy Efficiency Block Grant (244) Fund	\$ 50,213	\$ -	\$ 50,212	\$ 1
Neighborhood Stabilization Program (245) Fund	\$ 126,898	\$ 225,000	\$ 350,000	\$ 1,898
HPSP (246) Fund	\$ 155	\$ -	\$ 154	\$ 1
Aging (250) Fund	\$ 11,201	\$ 918,479	\$ 913,137	\$ 16,543
Lakewood Hospital (260) Fund	\$ 487,353	\$ 2,482,414	\$ 2,449,672	\$ 520,095
Byrne Memorial Grant (276) Fund	\$ -	\$ 20,000	\$ 20,000	\$ 0
Help to Others (277) Fund	\$ 1,139	\$ 36,710	\$ 37,647	\$ 202
Juvenile Diversion (278) Fund	\$ 7,414	\$ 41,554	\$ 48,400	\$ 568
FEMA (280) Fund	\$ 92	\$ 146,000	\$ 146,000	\$ 92
Family to Family (281) Fund	\$ 33,471	\$ 412,544	\$ 430,016	\$ 15,999
<b>Total Special Revenue Funds</b>	\$ 2,670,122	\$ 12,790,038	\$ 13,734,245	\$ 1,725,915
<b>Debt Service Funds</b>				
Bond Retirement (301) Fund	\$ 1,084,033	\$ 11,875,280	\$ 11,427,719	\$ 1,531,594
TIF Bond Retirement (302) Fund	\$ 227,114	\$ 749,758	\$ 514,924	\$ 461,948
<b>Total Debt Service Funds</b>	\$ 1,311,147	\$ 12,625,038	\$ 11,942,644	\$ 1,993,542
<b>Capital Projects Funds</b>				
Capital Improvement (401) Fund	\$ 1,143,853	\$ 3,732,679	\$ 4,173,000	\$ 703,532
Land Acquisition (404) Fund	\$ -	\$ -	\$ -	\$ -
City Park (405) Improvement Fund	\$ 69,149	\$ 13,605	\$ 75,000	\$ 7,754
TIF Capital Improvement (406) Fund	\$ 223,212	\$ -	\$ 223,211	\$ 1
<b>Total Capital Projects Funds</b>	\$ 1,436,214	\$ 3,746,283	\$ 4,471,211	\$ 711,286
<b>Enterprise Funds</b>				
Water Operating (501) Fund	\$ 6,426,406	\$ 11,587,171	\$ 12,054,313	\$ 5,959,264
Wastewater Collection (510) Fund	\$ 1,902,549	\$ 5,612,362	\$ 4,607,578	\$ 2,907,334
Wastewater Treatment (511) Fund	\$ 1,345,216	\$ 4,270,579	\$ 4,149,271	\$ 1,466,525
Wastewater Improvement (512) Fund	\$ 1,240,350	\$ 1,723,037	\$ 1,600,000	\$ 1,363,387
Parking Facilities (520) Fund	\$ 280,323	\$ 431,558	\$ 588,096	\$ 123,785
Winterhurst Ice Rink (530) Fund	\$ 3	\$ 493,881	\$ 490,000	\$ 3,885
<b>Total Enterprise Funds</b>	\$ 11,194,848	\$ 24,118,589	\$ 23,489,257	\$ 11,824,180
<b>Internal Service Funds</b>				
Hospitalization (600) Fund	\$ 1,362,978	\$ 3,695,284	\$ 5,045,144	\$ 13,118
Worker's Compensation (601) Fund	\$ 663,651	\$ 280,792	\$ 495,800	\$ 448,644
<b>Total Internal Service Funds</b>	\$ 2,026,630	\$ 3,976,076	\$ 5,540,944	\$ 461,762
<b>TOTALS</b>	\$ 24,800,788	\$ 92,366,761	\$ 93,921,040	\$ 23,246,508

## Summary of All Funds

### Comparative Summary of Revenues & Expenditures - All Funds 2014 Budget with 2013 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
<b>Revenues By Type</b>							
Property Taxes	\$ 6,400,000		\$ 2,805,739				
Municipal Income Taxes	\$ 20,466,000						
Charges for Services	\$ 2,296,435			\$ 555,443	\$ 61,940	\$ 2,464,902	\$ 70,908
Licenses, Permits, and Fees	\$ 1,282,810					\$ 2,500	
Fines and Forfeitures	\$ 1,222,594						\$ 218,670
Intergovernmental	\$ 2,576,995	\$ 2,015,876		\$ 1,900,000	\$ 108,047	\$ 12	\$ 1,294,511
Special Assessments						\$ 15,000	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 68,492		\$ 7,525
Interest	\$ 35,000						
Miscellaneous	\$ 142,403						\$ 57,472
Debt Proceeds							
Transfers & Advances In	\$ 688,500			\$ -	\$ 680,000		\$ 463,000
<b>Total Revenue</b>	<b>\$ 35,110,736</b>	<b>\$ 2,015,876</b>	<b>\$ 2,805,739</b>	<b>\$ 2,455,443</b>	<b>\$ 918,479</b>	<b>\$ 2,482,414</b>	<b>\$ 2,112,087</b>
<b>Expenditures by Function</b>							
Salaries	\$ 21,701,297	\$ 946,149		\$ 420,438	\$ 564,737	\$ 1,426,730	\$ 384,497
Fringe Benefits	\$ 4,088,469	\$ 288,835	\$ 2,787,587	\$ 121,322	\$ 181,390	\$ 320,717	\$ 65,567
Travel and Transportation	\$ 37,625	\$ -		\$ 5,400	\$ 2,500	\$ 2,050	\$ 15,350
Professional Services	\$ 1,204,945	\$ 4,210		\$ 48,170	\$ 3,250	\$ 144,550	\$ 168,155
Communications	\$ 311,210	\$ 9,900		\$ 3,050	\$ 17,800	\$ 8,650	\$ 3,238
Contractual Services	\$ 1,333,210	\$ 155,550		\$ 20,000	\$ 30,300	\$ 201,584	\$ 485,831
Road Salt		\$ 200,000					
Materials & Supplies	\$ 1,607,412	\$ 285,400		\$ 2,100	\$ 72,450	\$ 120,765	\$ 179,146
Capital	\$ 672,000	\$ 283,000		\$ 902,000	\$ -	\$ 136,000	\$ 64,140
Utilities	\$ 862,650	\$ 40,000		\$ -	\$ 34,000	\$ 5,000	\$ 1,500
Purchased Water							
Other	\$ 1,114,105	\$ 1,425		\$ 176,703	\$ 6,710	\$ 12,425	\$ 171,854
Reserve Balance	\$ 250,000						
Economic Development Programs	\$ 50,000						
Debt Service	\$ -			\$ 50,000		\$ 70,000	
Transfer or Advance	\$ 1,029,816	\$ 25,000	\$ 452,888	\$ 95,000		\$ 1,200	\$ 65,000
CDBG, ESG, HOME, NSP Pass-Through				\$ 509,086			\$ 933,945
Income Tax Refunds	\$ 480,000						
<b>Total Expenditures</b>	<b>\$ 34,742,740</b>	<b>\$ 2,239,470</b>	<b>\$ 3,240,474</b>	<b>\$ 2,353,269</b>	<b>\$ 913,137</b>	<b>\$ 2,449,672</b>	<b>\$ 2,538,223</b>
<b>Revenue over Expenditures</b>	<b>\$ 367,996</b>	<b>\$ (223,594)</b>	<b>\$ (434,735)</b>	<b>\$ 102,174</b>	<b>\$ 5,342</b>	<b>\$ 32,742</b>	<b>\$ (426,136)</b>

## Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2014 Budget with 2013 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2014	Projected 2013
<b>Revenues By Type</b>								
Property Taxes	\$ 5,162,540						\$ 14,368,279	\$ 15,394,198
Municipal Income Taxes							\$ 20,466,000	\$ 20,163,000
Charges for Services			\$ 11,360,937	\$ 8,457,527	\$ 506,558	\$ 3,766,885	\$ 29,541,535	\$ 30,204,914
Licenses, Permits, and Fees							\$ 1,285,310	\$ 1,304,083
Fines and Forfeitures							\$ 1,441,264	\$ 1,441,264
Intergovernmental		\$ 22,679	\$ 104,398	\$ 498,000			\$ 8,520,517	\$ 6,753,398
Special Assessments	\$ -	\$ -	\$ 92,167	\$ 63,361			\$ 170,529	\$ 155,529
Payment in Lieu of Taxes	\$ 250,000						\$ 250,000	\$ 135,000
Contribution and Donations							\$ 76,017	\$ 76,017
Interest	\$ 452		\$ 2,531	\$ 182	\$ -		\$ 38,166	\$ 12,908
Miscellaneous	\$ 44,000	\$ 23,605	\$ 27,138	\$ 23,871	\$ 183,881	\$ 69,376	\$ 571,746	\$ 1,239,141
Debt Proceeds	\$ 6,430,000	\$ 3,700,000	\$ -	\$ 840,000	\$ -		\$ 10,970,000	\$ 6,481,474
Transfers & Advances In	\$ 2,461,082	\$ -			\$ 235,000	\$ 139,816	\$ 4,667,398	\$ 5,681,636
<b>Total Revenue</b>	<b>\$ 14,348,075</b>	<b>\$ 3,746,283</b>	<b>\$ 11,587,171</b>	<b>\$ 9,882,941</b>	<b>\$ 925,439</b>	<b>\$ 3,976,076</b>	<b>\$ 92,366,761</b>	<b>\$ 89,042,560</b>
<b>Expenditures by Function</b>								
Salaries			\$ 836,913	\$ 1,960,470	\$ 161,050		\$ 28,402,283	\$ 27,055,823
Fringe Benefits			\$ 252,773	\$ 633,483	\$ 44,444	\$ 5,347,144	\$ 14,131,731	\$ 14,588,449
Travel and Transportation			\$ 2,100	\$ 1,750	\$ -		\$ 66,775	\$ 49,347
Professional Services			\$ 139,800	\$ 774,251	\$ 750	\$ 98,800	\$ 2,586,881	\$ 1,962,891
Communications			\$ 85,935	\$ 7,760	\$ 977		\$ 448,520	\$ 429,810
Contractual Services			\$ 29,150	\$ 997,350	\$ 2,000		\$ 3,254,975	\$ 2,668,930
Road Salt							\$ 200,000	\$ 90,000
Materials & Supplies			\$ 218,150	\$ 390,375	\$ 15,050		\$ 2,890,848	\$ 2,497,013
Capital		\$ 4,471,211	\$ 1,390,000	\$ 1,055,000	\$ 200,000		\$ 9,173,351	\$ 5,361,471
Utilities			\$ 40,750	\$ 339,000	\$ 297,500		\$ 1,620,400	\$ 1,579,325
Purchased Water			\$ 6,850,000				\$ 6,850,000	\$ 6,600,000
Other	\$ 65,000		\$ 523,856	\$ 711,906	\$ 166,961	\$ 95,000	\$ 3,045,946	\$ 3,593,063
Reserve Balance							\$ 250,000	\$ 982,000
Economic Development Programs							\$ 50,000	\$ 950,000
Debt Service	\$ 11,877,644		\$ 1,669,634	\$ 1,807,304	\$ 34,863		\$ 15,509,444	\$ 13,549,451
Transfer or Advance			\$ 15,252	\$ 1,678,200	\$ 154,500		\$ 3,516,855	\$ 5,743,150
CDBG, ESG, HOME, NSP Pass-Through							\$ 1,443,031	\$ 2,639,897
Income Tax Refunds							\$ 480,000	\$ 400,000
<b>Total Expenditures</b>	<b>\$ 11,942,644</b>	<b>\$ 4,471,211</b>	<b>\$ 12,054,313</b>	<b>\$ 10,356,848</b>	<b>\$ 1,078,096</b>	<b>\$ 5,540,944</b>	<b>\$ 93,921,040</b>	<b>\$ 90,740,621</b>
<b>Revenue over Expenditures</b>	<b>\$ 2,405,432</b>	<b>\$ (724,928)</b>	<b>\$ (467,141)</b>	<b>\$ (473,907)</b>	<b>\$ (152,657)</b>	<b>\$ (1,564,868)</b>	<b>\$ (1,554,280)</b>	<b>\$ (1,698,062)</b>

## ***Financial Forecasts***

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### ***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.

At time of publication, all collective bargaining unit contracts were being negotiated.

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 2013	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Assumptions
<b>Balance of January 1</b>	<b>26,498,849</b>	<b>24,800,788</b>				
<b>Revenues By Fund</b>						
General Fund (Fund 101)	35,777,693	35,110,736	35,174,946	35,585,644	36,004,489	Assumes flat property tax revenues, 2% annual income tax increases each year, Local Government Fund flat at 2014 projected level, and no estate tax projected.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,015,876	2,015,876	2,015,876	2,015,876	2,015,876	Assumed flat based on the 2013 projected level.
Lakewood Hospital Fund (Fund 260)	2,472,987	2,482,414	2,482,414	2,482,414	2,482,414	Assumed flat based on the 2014 projected level.
Debt Service Fund (Fund 301)	9,669,312	11,875,280	15,575,280	20,575,280	7,945,280	Continued issuance of GO Notes and capital leasing each year. Anticipate a GO Bond issuance in 2016.
Water Fund (Fund 501)	11,550,115	11,587,171	11,707,817	11,824,913	11,997,673	Projected rate increases based on the rate forecast model.
Wastewater Collections Fund (Fund 510)	3,975,514	5,612,362	8,104,946	4,620,524	4,833,503	Projected rate increases based on the rate forecast model, with debt issuances in 2014 and 2015.
Wastewater Treatment Fund (Fund 511)	3,971,729	4,270,579	4,441,163	4,616,740	4,829,719	Projected rate increases based on the rate forecast model.
Wastewater Treatment Improvement Fund (Fund 512)	1,712,583	1,723,037	1,723,037	1,723,037	1,723,037	Assumes flat property tax revenues.
Parking Fund (Fund 520)	431,558	431,558	431,558	431,558	431,558	Assumed flat based on the 2013 projected level.
All Other Funds	17,465,193	17,257,748	16,844,069	16,844,069	16,844,069	Assumed flat based on the 2015 projected level.
<b>Total Revenue</b>	<b>89,042,560</b>	<b>92,366,761</b>	<b>98,501,106</b>	<b>100,720,055</b>	<b>89,107,618</b>	
<b>Expenditures by Function</b>						
Salaries	27,055,823	28,402,283				As of November 15, 2013, the City and its collective bargaining units have not come to a finalized 3 year agreement.
Fringe Benefits	14,588,449	14,131,731				
Travel and Transportation	49,347	66,775				
Professional Services	1,962,891	2,586,881				
Communications	429,810	448,520				
Contractual Services	2,668,930	3,254,975				
Road Salt	90,000	200,000				
Materials & Supplies	2,497,013	2,890,848				
Capital	5,361,471	9,173,351				
Utilities	1,579,325	1,620,400				
Purchased Water	6,600,000	6,850,000				
Other	3,593,063	3,045,946				
Reserve Balance for Separation Payments	982,000	250,000				
Economic Development Programs	950,000	50,000				
Debt Service	13,549,451	15,509,444				
Transfer or Advance	5,743,150	3,516,855				
CDBG, ESG, HOME, NSP Pass-Through	2,639,897	1,443,031				
Income Tax Refunds	400,000	480,000				
<b>Total Expenditures</b>	<b>90,740,621</b>	<b>93,921,040</b>	-	-	-	
<b>Balance December 31</b>	<b>24,800,788</b>	<b>23,246,508</b>				

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.

<b>LONG-TERM DEBT OUTSTANDING - BONDS</b>					
	<b>Original Amount</b>	<b>Amount Outstanding as of Dec. 31, 2013</b>	<b>Call Date</b>	<b>Security</b>	<b>2014 Debt Service Payments</b>
<b>2012</b>	\$ 5,445,000	\$ 5,255,000	Not Callable - 2023	GO (includes refunded 2003 Bonds)	\$ 315,100
<b>2011</b>	\$ 12,320,000	\$ 9,330,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 539,688
<b>2007</b>	\$ 10,875,000	\$ 8,125,100	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 1,064,610
<b>2006</b>	\$ 10,285,000	\$ 8,305,000	7/1/2016 - 2031	Water Revenue	\$ 677,450
<b>2006</b>	\$ 14,320,000	\$ 11,580,000	7/1/2016 - 2031	Sewer Revenue	\$ 943,413
<b>2005</b>	\$ 21,610,000	\$ 9,374,907	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 1,716,486
<b>2004</b>	\$ 4,265,000	\$ 3,315,000	7/1/2014 -2024	GO (Rockport TIF)	\$ 418,093
<b>1995</b>	\$ 3,125,000	\$ 1,390,000	Not Callable - 2020	Water Revenue	\$ 246,315
<b>Total</b>	<b>\$ 82,245,000</b>	<b>\$ 56,675,007</b>		<b>Total</b>	<b>\$ 5,921,155</b>
<b>Total GO</b>	\$ 54,515,000	\$ 35,400,007			
<b>Total Revenue</b>	\$ 27,730,000	\$ 21,275,000			

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, in 2012 \$2.0 million in BANS were issued, and in 2013 \$2.482 million in BANS were issued for 2013 capital projects. 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.

<b>SHORT - TERM DEBT OUTSTANDING - NOTES</b>				
	Original Amount	Maturity Date	Coupon Rate	2014 Debt Service Payments
2013	\$ 2,482,000	4/15/2014	1.00%	\$ 2,506,820
2012	\$ 2,000,000	4/15/2014	1.00%	\$ 2,020,000
2011	\$ 1,948,000	4/15/2014	1.00%	\$ 1,967,480
<b>Total</b>	<b>\$ 6,430,000</b>		<b>Total</b>	<b>\$ 6,494,300</b>

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.

<b>MUNICIPAL CAPITAL LEASES</b>				
	Original Amount	Amount Outstanding as of Dec. 31, 2013	Final Maturity Year	2014 Debt Service Payments
2007	\$1,664,642	\$444,952	2017	\$ 145,673
2008	\$5,416,546	\$2,358,147	2018	\$ 565,263
2009	\$2,175,159	\$1,049,178	2019	\$ 235,757
2010	\$0	\$0		\$ -
2011	\$3,402,570	\$2,511,866	2021	\$ 442,916
2012	\$1,137,080	\$956,817	2022	\$ 164,395
2013	\$1,792,646	\$1,698,621	2023	\$ 227,990
<b>Total</b>	<b>\$15,588,643</b>	<b>\$9,019,581</b>		<b>\$1,554,004</b>

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.

<b>LOANS &amp; SPECIAL ASSESMENTS</b>			
	Amount Outstanding as of Dec. 31, 2013	Final Maturity Year	2014 Debt Service Payments
OWDA	\$0	2013	\$ -
OPWC	\$2,897,337	2023	\$ 378,514
Special Assesments	\$155,000	2026	\$ 16,370
<b>Total</b>	<b>\$3,052,337</b>	<b>Total</b>	<b>\$ 394,884</b>

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:

<b>DEBT POSITION</b>	
Assessed Valuation (2013)	\$ 853,296,680
2010 Census Population	52,131

<b>Total Outstanding General Obligation Debt</b>	
Long-Term Debt	\$ 56,675,007
Short-Term Debt, Loans & Leases	\$ 18,501,918
<b>Total Outstanding Debt</b>	<b>\$ 75,176,925</b>
<b>LESS</b>	
Water Revenue Bonds (1995, 2002, 2004)	\$ (10,115,849)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (3,590,000)
Municipal Capital Leases	\$ (9,019,581)
Sewer Bonds (Wastewater Fund 510 Bonds & 2006 Revenue)	\$ (11,580,000)
Special Assessment Bonds & Loans	\$ (3,052,337)
<b>Non-Exempt Debt</b>	<b>\$ 37,819,158</b>
<b>5.5% Unvoted Debt Limit</b>	<b>\$ 46,931,317</b>
<b>Debt Leeway</b>	<b>\$ 29,663,936</b>
<b>Debt Ratios</b>	
Net Debt to Full Value	3.08%
Total Debt per Capita	\$1,442.08
Notes as a % of Total Debt	8.55%

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	2011 Actual	2012 Actual	2013 Projected	2014 Budget	Percent Change 2013- 2014	
Office of City Council	166,289	157,929	160,043	163,018	2%	
Office of Mayor	218,986	220,593	225,858	239,794	6%	
Office of Civil Service	101,995	88,297	94,881	101,674	7%	
Human Resources	235,745	229,030	245,534	252,708	3%	
Law	468,035	409,926	523,680	536,046	2%	
Finance	549,587	558,073	559,103	602,567	8%	
Income Tax	669,701	645,510	689,526	781,147	13%	
Information Systems	832,640	1,200,406	1,490,729	946,523	-37%	
Utility Billing	2,388,859	1,897,305	2,039,793	2,265,681	11%	
Vital Statistics & Nuisance Abatement	437,048	420,619	414,272	376,945	-9%	
General Administration	3,951,365	5,362,017	5,845,473	2,563,414	-56%	
Planning and Development	1,229,355	1,848,409	1,721,791	1,026,034	-40%	
Building & Housing	1,091,795	960,374	936,314	1,078,011	15%	
Community Development	254,715	260,199	263,502	396,682	51%	
Community Relations	84,646	92,754	87,407	98,957	13%	
CDBG, ESG, HOME, NSP Pass-Through	\$ 913,588	\$ 1,512,296	\$ 2,639,897	\$ 1,443,031	-45%	
Income Tax Refunds	341,587	459,959	400,000	480,000	20%	
<b>Total Expenditures</b>	<b>15,238,938</b>	<b>17,660,458</b>	<b>19,959,428</b>	<b>15,122,580</b>	<b>-24%</b>	
Total Expenditures by Category All Funds	All	2011 Actual	2012 Actual	2013 Projected	2014 Budget	Percent Change 2013- 2014
Salaries		4,295,257	4,235,013	4,295,861	4,542,620	6%
Fringe Benefits		1,327,574	1,189,156	1,115,663	1,201,547	8%
Travel and Transportation		26,160	21,186	25,173	34,550	37%
Professional Services		621,965	884,114	986,537	1,221,930	24%
Communications		146,777	153,343	180,650	187,420	4%
Contractual Services		382,594	518,612	671,934	741,434	10%
Materials & Supplies		102,851	72,517	135,009	140,866	4%
Capital		242,467	533,034	688,411	361,161	-48%
Utilities		11,744	10,508	10,125	11,000	9%
Other		993,514	1,513,604	2,006,982	1,531,120	-24%
Reserve Balance		876,353	1,060,534	982,000	250,000	-75%
Economic Development Programs		681,045	955,879	950,000	50,000	-95%
Debt Service		1,907,418	1,408,252	1,515,736	1,719,634	13%
Transfer or Advance		2,368,044	3,132,452	3,355,450	1,206,268	-64%
CDBG, ESG, HOME, NSP Pass-Through		913,588	1,512,296	2,639,897	1,443,031	-45%
Income Tax Refunds		341,587	459,959	400,000	480,000	20%
<b>Total Expenditures</b>		<b>15,238,938</b>	<b>17,660,458</b>	<b>19,959,428</b>	<b>15,122,580</b>	<b>-24%</b>

## Budget Overview of General Government

General Fund Total Expenditures by Category	2011 Actual	2012 Actual	2013 Projected	2014 Budget	Percent Change 2013-2014
Salaries	3,573,990	3,452,934	3,635,109	3,851,522	6%
Fringe Benefits	1,068,729	935,297	920,433	1,003,737	9%
Travel and Transportation	16,045	16,436	18,648	28,950	55%
Professional Services	532,231	794,522	861,172	981,810	14%
Communications	133,211	137,752	160,425	165,670	3%
Contractual Services	79,706	51,996	127,350	91,450	-28%
Materials & Supplies	85,421	66,299	118,799	122,826	3%
Capital	210,630	524,756	685,000	127,500	-81%
Utilities	3,975	3,559	3,450	3,250	-6%
Other	628,178	1,152,093	1,564,725	1,056,635	-32%
Reserve Balance	876,353	1,060,534	982,000	250,000	-75%
Economic Development Programs	681,045	955,879	950,000	50,000	-95%
Debt Service	-	-	-	-	
Transfer or Advance	2,351,592	2,875,000	3,133,998	1,029,816	-67%
Income Tax Refunds	341,587	459,959	400,000	480,000	20%
<b>Total Expenditures</b>	<b>10,582,694</b>	<b>12,487,017</b>	<b>13,561,109</b>	<b>9,243,167</b>	<b>-32%</b>

## 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.

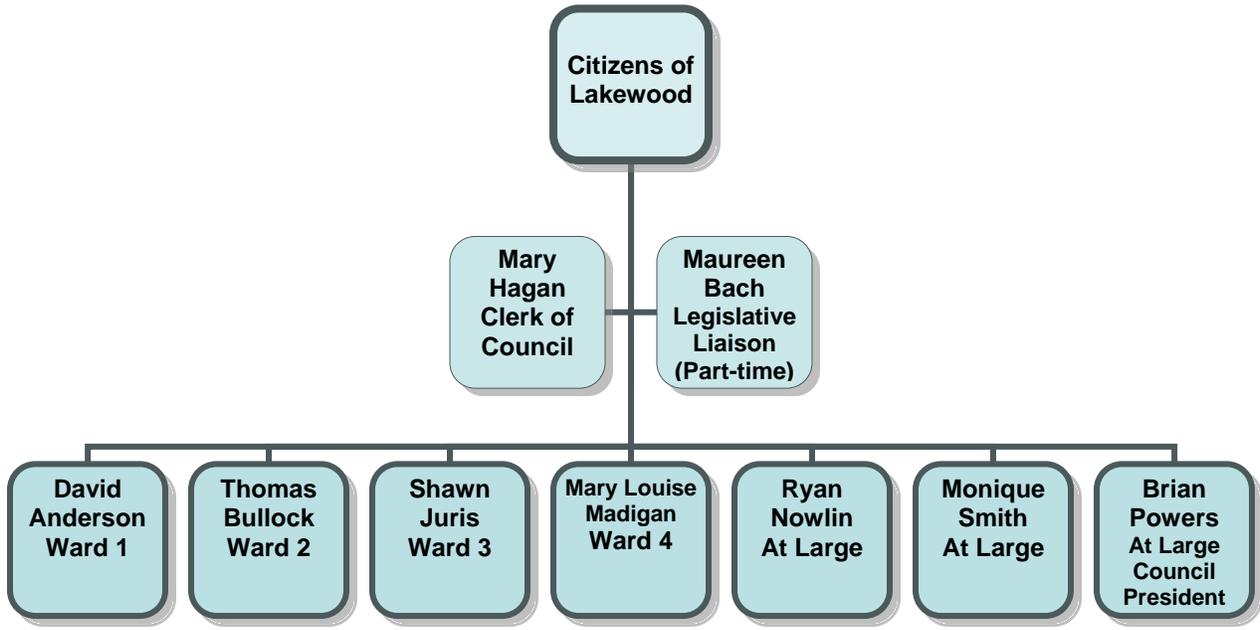
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents' links to their local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

<b>OFFICE OF CITY COUNCIL</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	122,725	118,740	122,574	124,154	1%
Fringe Benefits	29,776	26,417	25,243	26,158	4%
Travel and Transportation					
Professional Services	11,563	10,435	9,950	10,250	3%
Communications	655	727	400	450	13%
Contractual Services					
Materials & Supplies	746	126	275	406	48%
Capital					
Utilities					
Other	824	1,485	1,600	1,600	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>166,289</b>	<b>157,929</b>	<b>160,043</b>	<b>163,018</b>	<b>2%</b>

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2011	As of Nov. 15, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Council</b>					
<u>Full Time Employees</u>					
Clerk of Council	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Part Time Employees</u>					
Legislative Liaison	1	1	1	1	1
Council Members	7	7	7	7	7
<b>Total Part Time Employees</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>

## Municipal Court

The following table represents the actual General Fund 2011 and 2012 expenditures of the Lakewood Municipal Court, and the 2013 and 2014 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	871,986	823,852	956,050	888,758	-7%
Fringe Benefits	131,883	127,107	152,467	145,769	-4%
Travel and Transportation	3,540	3,074	4,950	13,150	166%
Professional Services	42,179	41,250	59,600	59,600	0%
Communications	42,358	43,833	46,500	46,500	0%
Contractual Services					
Materials & Supplies	16,974	11,889	20,150	20,150	0%
Capital	-	-	-	-	
Utilities					
Other	5,438	7,898	8,100	8,100	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,114,358</b>	<b>1,058,903</b>	<b>1,247,817</b>	<b>1,182,027</b>	<b>-5%</b>

The following Special Revenue Funds are projected and budgeted by City of Lakewood Finance Department:

Indigent Driver Treatment(Fund 230)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	16,720	5,197	-	20,000	
Communications					
Contractual Services	410	780	2,500	127,000	4980%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>17,130</b>	<b>5,977</b>	<b>2,500</b>	<b>147,000</b>	<b>5780%</b>

**Municipal Court**

Political Subdivision (Fund 232)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	1,000	14,000	1300%
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	-	-	1,000	14,000	1300%

Computer Maint (Fund 234)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	40,994	34,711	45,000	50,000	11%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	40,994	34,711	45,000	50,000	11%

## Municipal Court

<b>Court Special Projects (Fund 235)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	-	7,915	7,500	7,500	0%
Fringe Benefits	-	1,223	1,159	1,159	0%
Travel and Transportation					
Professional Services	-	-	5,000	5,000	0%
Communications					
Contractual Services	43,326	134,083	250,000	250,000	0%
Materials & Supplies	12,414	1,377	12,000	12,000	0%
Capital	24,265	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>80,005</b>	<b>144,598</b>	<b>275,659</b>	<b>275,659</b>	<b>0%</b>

<b>Court Probation (Fund 236)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	32,491	74,760	25,000	25,000	0%
Fringe Benefits	5,014	11,521	3,850	3,863	0%
Travel and Transportation	2,514	152	150	200	33%
Professional Services	9,004	5,010	7,550	7,500	-1%
Communications					
Contractual Services					
Materials & Supplies	383	71	100	100	0%
Capital	-	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>49,406</b>	<b>91,515</b>	<b>36,650</b>	<b>36,663</b>	<b>0%</b>

IDIAM (Fund 237)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	1,108	1,056	13,000	65,000	400%
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,108</b>	<b>1,056</b>	<b>13,000</b>	<b>65,000</b>	<b>400%</b>

## Mayor's Office

### Division of the Mayor's Office

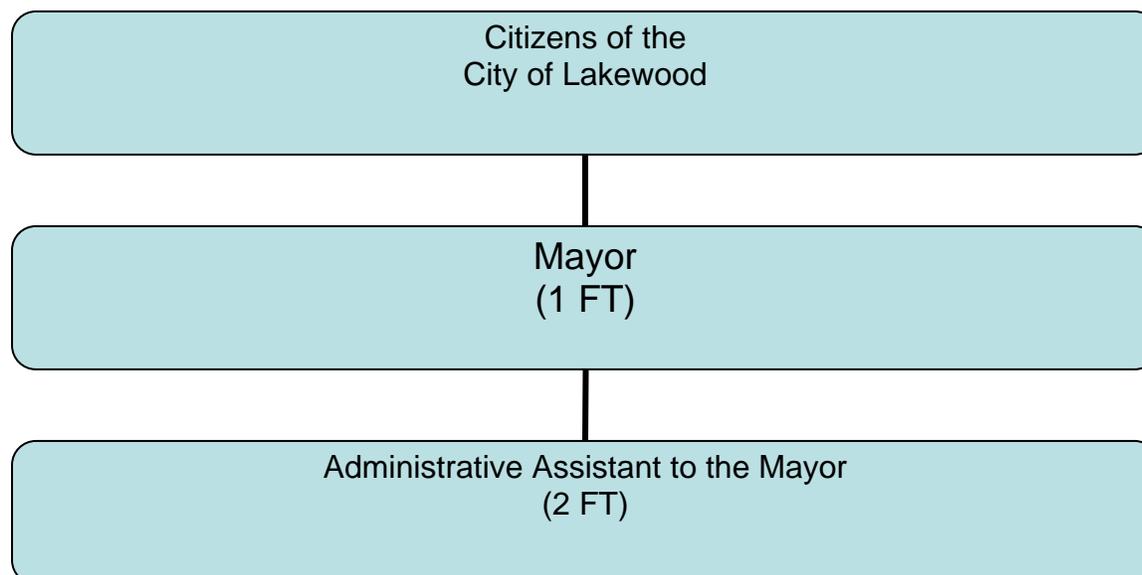
#### Description

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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013 2014
<b>Expenditures by Category</b>					
Salaries	160,835	168,625	169,016	174,240	3%
Fringe Benefits	46,372	42,325	45,724	48,003	5%
Travel and Transportation	613	4	8	925	11463%
Professional Services	7,692	6,819	6,935	9,550	38%
Communications	1,815	1,586	1,750	1,750	0%
Contractual Services	-	-	-	-	
Materials & Supplies	1,185	915	1,975	4,650	135%
Capital					
Utilities					
Other	474	320	450	675	50%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>218,986</b>	<b>220,593</b>	<b>225,858</b>	<b>239,794</b>	<b>6%</b>

#### Organizational Chart



**Personnel Staffing**

	As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<u>Full Time Employees</u>						
Mayor	1	1	1	1	1	1
Administrative Assistant to Mayor	1	1	2	2	2	2
<i>Total Full Time Employees</i>	2	2	3	3	3	3
<u>Part Time Employees</u>						
Executive Assistant to Mayor	2	2	0	0	0	0
Student Intern	0	0	0	0	0	0
<i>Total Part Time Employees</i>	2	2	0	0	0	0

**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**

- This year as in the most recent past years, testing will be dependent on the number of retirements, dismissals and voluntary terminations. While we don't anticipate a large number of retirements in Police and Fire, there are retirements that take place each year.

**Division Budget**

<b>OFFICE OF CIVIL SERVICE</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	54,423	54,439	55,190	55,331	0%
Fringe Benefits	19,050	16,554	15,041	15,569	4%
Travel and Transportation					
Professional Services	25,957	16,645	24,050	30,050	25%
Communications	457	526	530	675	27%
Contractual Services					
Materials & Supplies	40	41	70	50	-29%
Capital					
Utilities					
Other	2,068	92	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>101,995</b>	<b>88,297</b>	<b>94,881</b>	<b>101,674</b>	<b>7%</b>

**2013 Accomplishments**

- Held an Entry Level exam for the position of Patrol Officer. Eligible list was certified.
- Will complete Promotional Examination for the position of Sergeant in the Division of Police and an eligible list will be certified prior to the end of 2013.

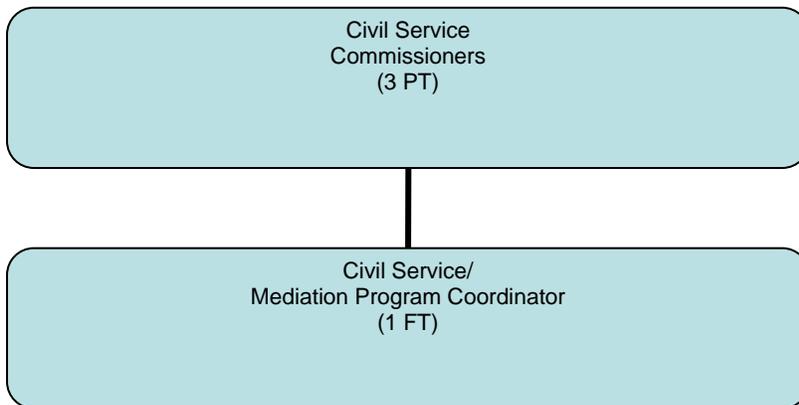
- Completed the review and update of the personal history questionnaire for entry level candidates of Police and Fire.

**2014 & Beyond Strategic Plan**

Sound Governance

- Encourage and Promote a Culture of Continuous Improvement*
  - Maintain and Support an Educated and Trained Workforce  
*Strategies, Plans and Actions:*
    - Conduct salary survey for purposes of salary recommendations for the Mayor and City Council Members in accordance with the Charter of the City of Lakewood.
    - Continue to conduct competitive and non-competitive testing as needed to maintain staffing levels.

**Organizational Chart**



**Personnel Staffing**

		As of Dec. 31, 2011	Budgeted 2012	As of Nov. 15, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<u>Full Time Employees</u>							
	Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk	1	1	1	1	1	1
<i>Total Full Time Employees</i>		1	1	1	1	1	1
<u>Part Time Employees</u>							
	Civil Service Commissioner	3	3	3	3	3	3
<i>Total Part Time Employees</i>		3	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.
- Continue to support and encourage education, training and continuous performance improvement through the use of technology and LEAN/Six Sigma ideals.
- The biggest trend for the next several years will be the impact of the Affordable Care Act on the health insurance budget, plans and cost to employees.

**Division Budget**

<b>DIVISION OF HUMAN RESOURCES</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013- 2014</b>
<b>Expenditures by Category</b>					
Salaries	159,276	163,859	167,198	167,372	0%
Fringe Benefits	55,921	49,348	44,807	46,336	3%
Travel and Transportation	21	-	-	100	
Professional Services	15,531	11,815	26,279	31,900	21%
Communications	1,135	1,133	1,650	1,100	-33%
Contractual Services					
Materials & Supplies	3,366	2,714	3,300	3,600	9%
Capital					
Utilities					
Other	495	161	2,300	2,300	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>235,745</b>	<b>229,030</b>	<b>245,534</b>	<b>252,708</b>	<b>3%</b>

**2013 Accomplishments**

- Negotiated 1 year roll over contracts for all 7 bargaining units and established a non-confrontational model for Labor Management Committee meetings and future negotiations.
- Began negotiating with all bargaining units for the 1-1-2014 through 12-31-2016 contract period.
- Developed, conducted and evaluated MicroSoft Office 2010 training classes with over 200 employees being training in a live classroom setting.
- Successfully negotiated and approved contracts with Medical Mutual of Ohio for a reduced administrative services rate, locking pricing in for 2 years.
- Implemented Safety Committee to review and recommend changes/best practices for city departments and employees to increase worker and resident safety while positively impacting the insurance rates for the City.
- Developed and implemented a comprehensive new employee orientation program.

## ***Division of Human Resources***

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### **2014 & Beyond Strategic Plan**

#### Sound Governance

- *Adopt a Sustainable Budget*
  - Negotiate fair, balanced and affordable labor contracts
    - Key Performance Indicators:
      - Have 3 Contracts in place by 1-1-2014.
    - Strategies:
      - Remove obstacles to employee flexibility.
      - Ensure that employees are able to be recognized for good work.
      - Involve Finance in all aspects of contract costing.
      - Review with managers the most important contract issues to work on.
      - Non-confrontational bargaining.
      - Identify the top issues, and don't waste time on throw-away or unattainable goals.
      - Be realistic and open with information
    - Plans:
      - Be prepared with options for proposals.
      - Understand and be able to articulate financial status and regulatory obligations which impact negotiations.
    - Actions:
      - Plan regular meetings and follow up after negotiations with strong Labor Management meetings.
      - Apply the same proposals to all units.
      - Inform bargaining units at the table that all changes will be applied to all employees.
  
- *Encourage and Promote a Culture of Continuous Improvement*
  - Maintain and Support an Educated and Trained Workforce
    - Key Performance Indicators:
      - 100% of HR employees through the 1 or three day LEAN training.
      - HR Director will lead at least 2 LEAN projects in 2014.
      - Provide training materials/tools for employees on a monthly basis.
    - Strategies:
      - HR employees involved in cross-city projects.
      - Identify processes in HR to be reviewed.
      - Ensure employee's city-wide have access to training and educational materials.
    - Plans:
      - Give employees time to attend training sessions.
      - Be available to staff and all employees to explain, model and implement improvement projects.
    - Actions:
      - Speak positively and be a 'cheerleader' for process improvement.
      - Articulate to employees: "what's in it for me?"

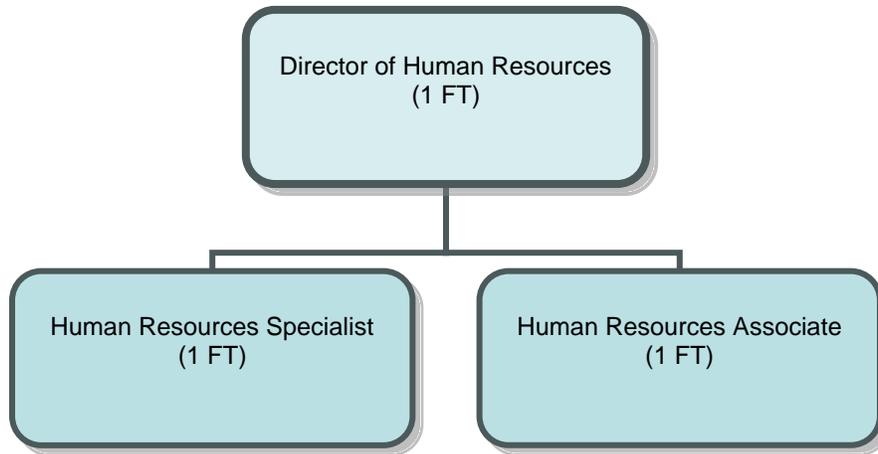
- *Improve Stewardship of Assets*
  - Reduce property insurance claims by implementing improved internal controls
    - Key Performance Indicators:
      - Review, dissect and determine breakdown in 100% of claims over \$10,000 property loss.
      - 20% reduction in number of insurance claims from employee vehicle accidents.
      - 10% reduction in claims costs from employee vehicle accidents.
      - Participate in 100% of Safety Committee Meetings.
      - 100% of CDL driver employees with less than 8 points on license.
    - Strategies:
      - Further development of the Safety Committee.
      - Review and recommend changes for all safety policies in all City Departments.
      - Continue to follow DOT regulations for CDL drivers.
    - Plans:
      - Review and update employee policies for asset protection
      - Review and update employee practices for disciplinary action in the case of accidents
    - Actions:
      - Monitor driver license reports annually.
      - Hold employees accountable for accidents they cause.
      - Continue to hold at least monthly safety meetings
  
- *Inspire Strong Relationships*
  - Continue to build trust and cooperation between collective bargaining units and the administration
    - Key Performance Indicators:
      - Complete all union contracts without arbitration.
      - No more than 1 Grievance at the top internal level in any bargaining unit.
      - 0 grievances going to arbitration.
    - Strategies:
      - Transparency in union negotiations and fiscal information.
      - Make no promises that can't be kept.
    - Plans:
      - Continue to update employees on city finances.
      - Make every effort to resolve employee complaints outside of the grievance process.
    - Actions:
      - Bargain in good faith to avoid impasse.

## Division of Human Resources

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- Notify employees of changes to work rules, policies and practices prior to change to ensure compliance and buy in.

### Organizational Chart



### Personnel Staffing

			As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Human Resources</b>							
<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**

- Civil litigation has decreased in 2013. Through November 10, 2013, the city and its officials were named in just nine separate lawsuits, one of which was foreclosure-related (and thus not a direct action against the city). The Law Department was lead counsel for the city in seven of those nine new cases. In 2012, the city or its officials were named in 29 separate lawsuits, 18 of which were not foreclosure-related. In 2010, 34 civil lawsuits were filed against the city; in 2011, 27 were filed.
- Foreclosures in Lakewood appear to be falling off. Through November 10, 2013, 196 separate foreclosure actions (approximately 19 per month) were filed against property in the city. In 2012, 340 foreclosure cases were filed (28 per month). In 2011, 368 cases were filed (31 per month). And in 2010, 369 cases were filed (31 per month).

- The law governing synthetic marijuana has not caught up to designers' practice of frequently altering its chemical composition in order to remain outside any criminal definitions, which continues to make enforcement and prosecution a challenge in Lakewood and statewide.
- More cities struggle with the interplay of maintaining historical public records and the advent of digital storage and retrieval. With a new SharePoint platform but still boxes and boxes of paper documents and microfilm continuing to be stored onsite, Lakewood is no exception.

**Division Budget**

<b>DIVISION OF LAW</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	337,847	301,227	321,966	327,551	2%
Fringe Benefits	84,578	71,038	75,229	78,710	5%
Travel and Transportation	121	34	425	425	0%
Professional Services	31,768	23,548	111,200	111,400	0%
Communications	1,821	2,212	2,600	2,600	0%
Contractual Services					
Materials & Supplies	10,398	8,789	9,660	12,160	26%
Capital		942	-	-	
Utilities					
Other	1,502	2,137	2,600	3,200	23%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>468,035</b>	<b>409,926</b>	<b>523,680</b>	<b>536,046</b>	<b>2%</b>

**2013 Accomplishments**

- Negotiated and signed an administrative consent order with the U.S. EPA which clarifies Lakewood's long-held positions on sewer characterization and modeling before any unsustainable long-term control plan capital projects are implemented.
- Alongside Human Resources, reached one-year contract extensions with all bargaining units and participated in labor-management meetings throughout the year with most units, laying the groundwork for amicable contract negotiations beginning in fall of 2013; and created safety committee headed by outside risk advisors to reduce city property claims made.
- Substantially reduced reliance on outside counsel for labor work by adopting an engaged, collaborative approach to negotiations and dispute resolution.
- In partnership with other city officials, led and completed negotiations for several real property transactions involving the city, including its high-profile purchase of McKinley Elementary School from the school district under narrowly restrictive state law.

## ***Law Department***

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### **2014 & Beyond Strategic Plan**

#### Economic Development

- *Grow and Diversify Lakewood's Economic Base*
  - Position Lakewood Hospital for viability in 2027 and beyond\*
    - Strategies:
      - Position the city to retain its strengths and advance its interests involving the lease for Lakewood Hospital, which expires in 2027.
    - Plans:
      - Continue to participate in 2014 with all interested parties over the future of the hospital lease.
    - Actions:
      - Engage government officials, tenant stakeholders and advisors in discussions and conversations periodically throughout the year to bring focus to where the parties to the lease believe they must be in the near term and long term.

#### Vibrant Neighborhoods

- *Preserve and Enhance Neighborhood Quality*
  - Educate all landlords through existing training seminars.
    - Key performance indicator:
      - Successful implementation of two or three comprehensive landlord information seminars in 2014, attended by at least 225 landlords.
    - Strategies:
      - Develop landlord training seminars that result in the education of landlords on Lakewood's overall housing market, codes, sensitivities and strengths.
    - Plans:
      - Expand on current seminar model to move from a more pedantic setting to a collaborative setting involving more landlord feedback and best management practices shared among landlords.
    - Actions:
      - Research other landlord training programs around the area and country for ideal models; research use of certified landlord programs.

#### Sound Governance

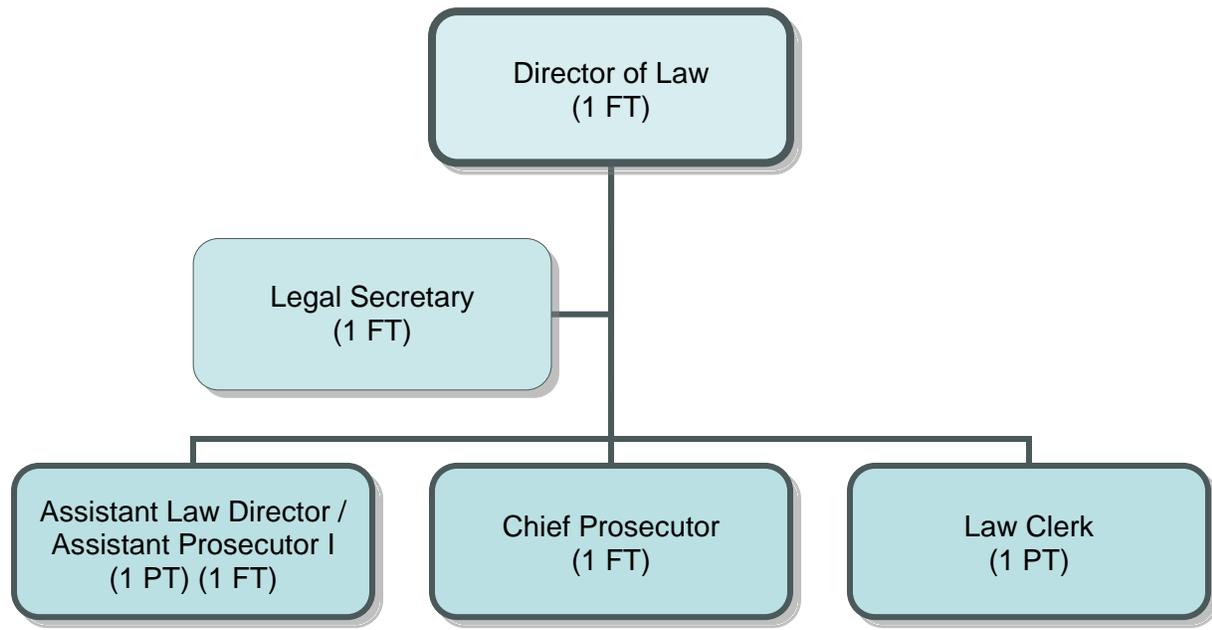
- *Adopt a Sustainable Budget*
  - Negotiate fair, balanced and affordable labor contracts.
    - Key performance indicator:
      - Have collective bargaining agreements in place by January 2014 that yield a structurally balanced budget.

- Strategies:
  - Protect the bottom line; promote flexibility in employee responsibilities; reflect respect for employees' and management concerns; encourage professionalism in the workforce; achieve uniformity in the city's offerings.
- Plans:
  - Participate in intensive negotiations early in the process to define parties' bargaining parameters and attempt to arrive at agreement on as many items as possible; negotiate using a collaborative approach that addresses concerns in order of priority.
- Actions:
  - Continue to meet with all bargaining units regularly with clear goals set for each meeting.
- *Leverage Technology to Improve Performance*
  - Improve Document Management to Enhance Compliance with Public Records Laws
    - Key performance indicator:
      - City response to all public-records requests in 2014 without third-party intervention or controversy and within an acceptable period of time; having in place a citywide digital document storage and retrieval system in place by the end of 2014; and approved records-retention schedules citywide that reflect this system.
    - Strategies:
      - Promote digitization of all contracts, processes and other historically significant records to maximize public accountability and internal and external retrievability; determine how SharePoint can be best utilized in a document-management capacity or research add-ons or other software; look at hardware needs for optimal digitization environment; adopt best practices from other cities who have implemented a digital record-keeping platform.
    - Plans:
      - Work with Information Systems and SharePoint team more aggressively with respect to SharePoint capabilities; research other cities' digital imaging platforms and record retention policies reflecting digital storage; ensure our policies and schedules match our strategies.
    - Actions:
      - By first quarter 2014, fully understand SharePoint's digital recordkeeping and search capabilities; by June 2014, file updated records retention schedules with Ohio Historical Society; and every three weeks throughout 2014, check for backlog of public records requests that have gone unfulfilled or remain incomplete.

## Law Department

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### Organizational Chart



### Personnel Staffing

<u>Full Time Employees</u>	<b>As of Dec. 31, 2011</b>	<b>As of Dec. 31, 2012</b>	<b>Budgeted 2013</b>	<b>As of Nov. 15, 2013</b>	<b>Proposed 2014</b>
Director of Law	1	1	1	1	1
Chief Prosecutor (Full Time)	0	1	1	1	1
Asst. Law Director/Pros. I	1	1	1	1	1
Legal Secretary	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<hr/>					
<u>Part Time Employees</u>					
Asst. Law Director/Pros. I	3	1	1	1	1
Chief Prosecutor (Part Time)	1	0	0	0	0
Law Clerk	1	1	1	1	1
<b>Total Part Time Employees</b>	<b>5</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## 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 their fifth financial audit during 2014

#### Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	358,828	374,756	367,695	402,101	9%
Fringe Benefits	140,587	125,560	113,620	119,331	5%
Travel and Transportation	663	836	375	925	147%
Professional Services	37,630	46,201	67,013	69,175	3%
Communications	5,063	5,295	4,500	4,550	1%
Contractual Services					
Materials & Supplies	3,404	3,199	2,500	3,285	31%
Capital	-	-	-	-	
Utilities					
Other	3,411	2,227	3,400	3,200	-6%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>549,587</b>	<b>558,073</b>	<b>559,103</b>	<b>602,567</b>	<b>8%</b>

## **2013 Accomplishments**

- The 2012 Financial Audit was completed on time and received no citations
- Doubled the rebate of our purchasing card program
- Assisted in the implementation of on-line payments of water/sewer bills.
- Documented the Payroll Process
- Expanded the City's investment portfolio through the purchase of other local governments' bond and note sales

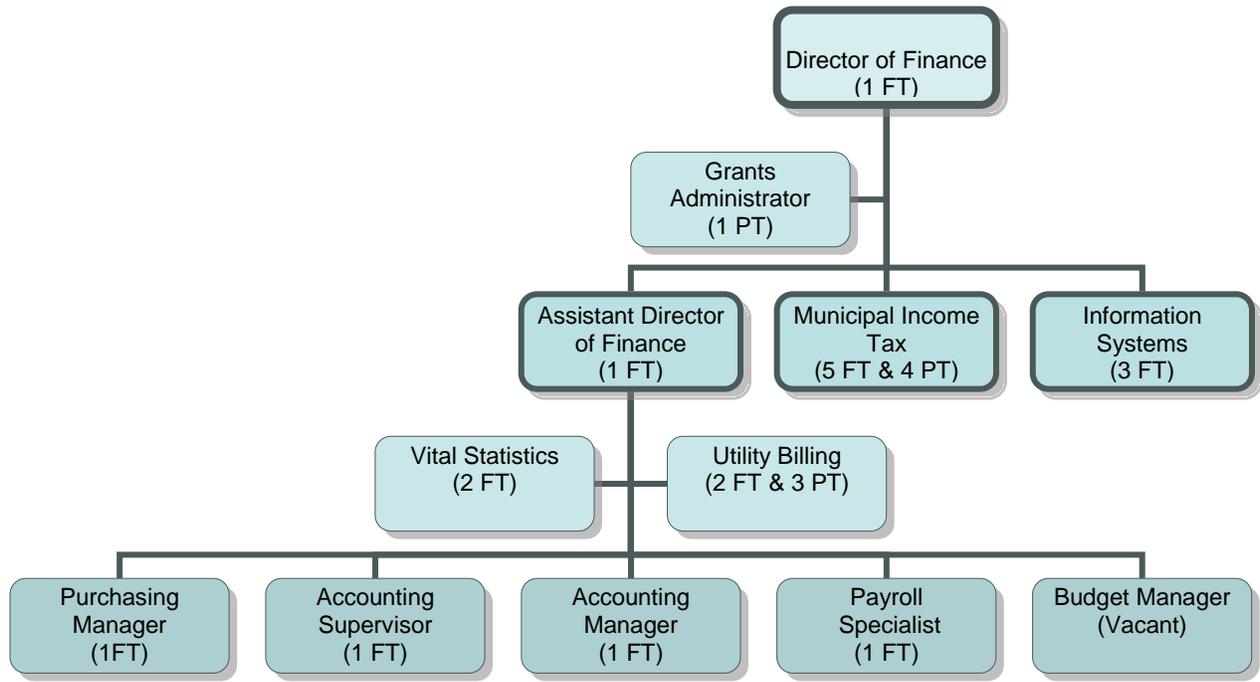
## **2014 & Beyond Strategic Plan**

### Sound Governance

- *Adopt a Sustainable Budget*
  - Provide a transparent, simple and accessible budget process that everyone knows how and when to be involved
    - Key Performance Indicators:
      - Deliver structurally balanced budget to Council by Nov 15<sup>th</sup>.
      - Council to hold budget hearings and approve before December 31<sup>st</sup>.
    - Plans:
      - Be prepared to justify any planned expenditure.
      - Explain financial consequences of any expenditure or revenue change.
    - Actions:
      - Work with departments as they discuss needs vs. wants.
      - Keep the process as simple as possible for all stakeholders.
  - Build and maintain reserves so we can continue services when times are bad
    - Key Performance Indicators:
      - Establish a Budget Stabilization Fund by May 1, 2014.
    - Plans:
      - Continue to monitor expenditures vs. revenues to encumber funds into the various reserve accounts per City Policy
  - Manage and improve our debt level responsibly
    - Key Performance Indicators:
      - Improve Moody's Rating from Aa2 to Aa1 before the next GO Bond Issuance scheduled for 2015
    - Plans:
      - Work with the City's Audit Committee, Underwriter and Financial Experts to develop a strategy.

## Division of Finance

### Organizational Chart



### Personnel

			As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Finance</b>							
<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			1	1	1	0	0
Budget Manager			0	0	0	0	1
<i>Total Full Time Employees</i>			7	7	7	6	7
<u>Part Time Employees</u>							
Grants Administrator			1	1	1	1	1



**Division of Information Systems**

**Division of Information Systems**

**Description**

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

**Trends**

- Use of mobile computing devices throughout City departments is on the rise. Cellular data charges will correspondingly increase.
- Radio service for Public Safety is now provided via subscription with the State of Ohio MARCS system rather than a city-hosted system. Fees for these radio services will now be present on an ongoing basis in the operating budget.
- Virtualization technology has become very mature. The City of Lakewood Division of Information Systems virtualized the first server in 2013 saving on maintenance and energy costs. This trend will continue as opportunities arise.

**Division Budget**

<b>DIVISION OF INFORMATION SYSTEMS</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	251,747	257,607	243,144	288,509	-6%
Fringe Benefits	87,732	78,392	69,160	69,664	-12%
Travel and Transportation					
Professional Services	192,243	263,673	300,100	310,100	14%
Communications	3,625	5,672	18,775	21,525	231%
Contractual Services	49,950	45,147	120,000	75,000	166%
Materials & Supplies	39,397	25,845	54,550	56,375	111%
Capital	207,817	523,814	685,000	125,000	31%
Utilities					
Other	128	256	-	350	-100%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>832,640</b>	<b>1,200,406</b>	<b>1,490,729</b>	<b>946,523</b>	<b>24%</b>

### 2013 Accomplishments

- Virtualized the SunGard Financials server thus eliminating several pieces of equipment, their maintenance costs and energy consumption.
- Updated the Lakewood Police dispatch center with state-of-the-art emergency call taking and dispatching systems, surveillance systems, new cabling, and ergonomic furniture.
- Online bill pay implementation for utility billing

### 2014 & Beyond Strategic Plan

#### Sound Governance:

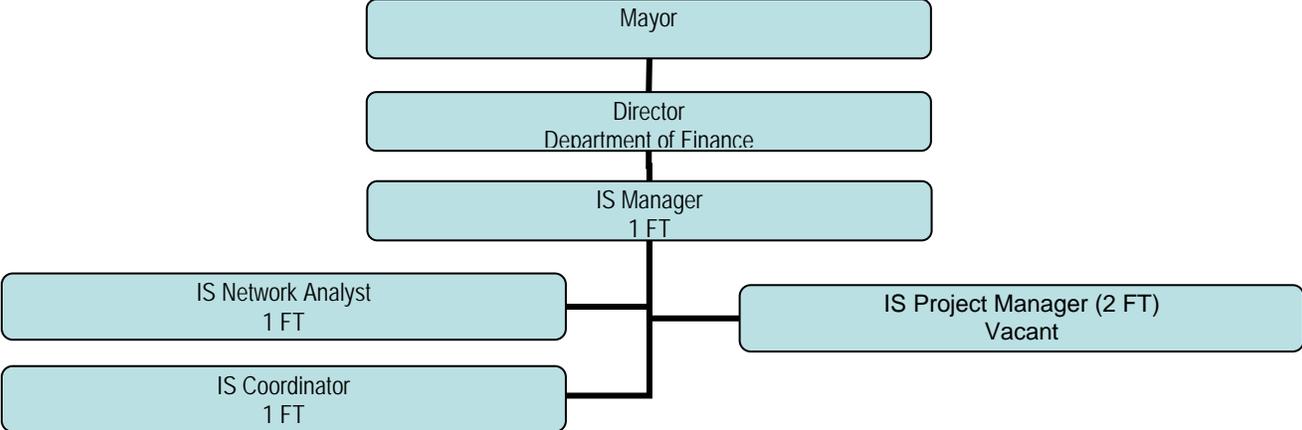
- *Leverage Technology to Improve Performance*
  - Improve Document Management to Enhance Compliance with Public Records Laws
    - Key Performance Indicators:
      - Establish a single document management system in use by the city government
      - By March, 2014, establish a means to reliably and quickly retrieve old emails and adhere to Publics Records Laws
    - Strategies:
      - Leverage the existing Microsoft SharePoint platform
      - Email archiving system
    - Plans:
      - Determine the best way to use the built-in capabilities of SharePoint to handle the City's needs
      - Purchase archiving system that integrates seamlessly with Microsoft Outlook and is easy to use
    - Actions:
      - Work with Planning & Development as a pilot department to showcase the capabilities to other departments
      - Send email to users with a brief explanation on how to use the new system
  - Expand Fiber Optic System into Parks
    - Key Performance Indicators:
      - By August 2014, expand city network via fiber optics to Lakewood and Madison Parks
    - Strategies:
      - Enable phone, computer and surveillance camera capabilities to the major parks
    - Plans:
      - Work with Cox Communications on an implementation timeline

# Division of Information Systems

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- Actions:
  - Purchase services and equipment and manage implementation
- Upgrade Scheduling and Timekeeping System
  - Key Performance Indicators:
    - Reduce the number of timekeeping and scheduling data entry methods (both paper and electronic) in use to a single system
  - Strategies:
    - Start with the Police department since it has the most labor intensive processes
  - Plans:
    - Implement Right Stuff software for the Police department’s scheduling and timekeeping needs
  - Actions:
    - Meet with Right Stuff personnel in January to begin project and once the project is completed discuss implementation in other departments
- *Provide Exceptional Customer Service*
  - Upgrade Citywide Phone System
    - Strategies:
      - 2014 Lean project to analyze current usage and seek operational efficiencies before purchasing
    - Plans
      - Release RFP for phone system
    - Actions:
      - Install and configure the system with minimal disruption to departments

## Organizational Chart



**Personnel Staffing**

		As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>IS</b>						
<u>Full Time Employees</u>						
I.S. Manager		1	1	1	1	1
I.S. Project Manager		0	0	0	0	2
I.S. Coordinator		1	1	1	1	1
I.S. Network Analyst		1	1	1	1	0
Communications Technician		1	1	1	0	0
<i>Total Full Time Employees</i>		4	4	4	3	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
- Monitor the economic climate and its effects on municipal income tax revenue

**Division Budget**

<b>DIVISION OF INCOME TAX</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	347,088	335,615	353,962	399,535	13%
Fringe Benefits	101,877	89,464	93,994	112,791	20%
Travel and Transportation	650	672	715	750	5%
Professional Services	91,328	86,481	94,455	117,145	24%
Communications	44,617	55,090	60,350	62,400	3%
Contractual Services	1,400	1,400	1,850	1,450	-22%
Materials & Supplies	2,624	4,030	5,425	4,625	-15%
Capital					
Utilities	3,975	3,559	3,450	3,250	-6%
Other	76,141	69,198	75,325	79,200	5%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>669,701</b>	<b>645,510</b>	<b>689,526</b>	<b>781,147</b>	<b>13%</b>

**2013 Accomplishments**

- Improved database utilizing a number of sources in order to increase taxpayer identification and compliance
- Expanded scope of IRS information share initiative to include previously unidentified non-filers.
- Created and designed a statewide website “Ohio United” or ohmuniadvocates.com in opposition of HB5

## **2014 & Beyond Strategic Plan**

### Sound Governance

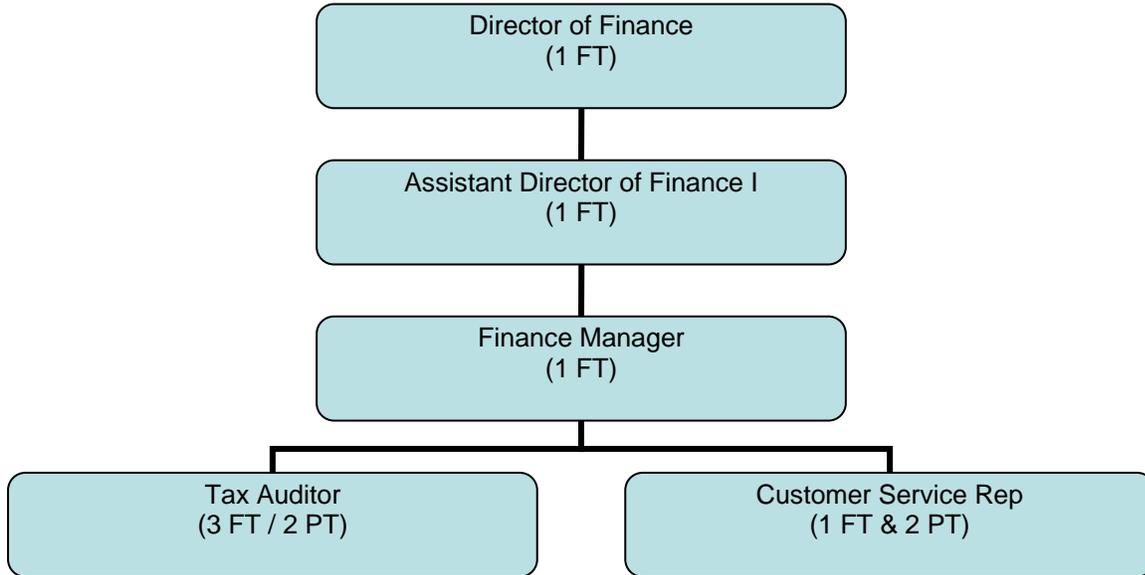
- *Encourage and Promote a Culture of Continuous Improvement*
  - Continue LEAN training and implementation of LEAN projects
    - Key Performance Indicators:
      - Income tax will lead one LEAN project in 2014: Payment plans and civil complaints
    - Strategies:
      - Identify and map the details of each process, searching for steps that may be eliminated or streamlined
    - Plans:
      - Draft new processes with an eye towards maximum efficiency and improved communication
    - Action:
      - Implement new policies (such as a new letter system) for maximum revenue production
- *Improve Fiscal Viability*
  - Continue aggressive collection of revenues
    - Key Performance Indicators:
      - Continue to enhance revenue through a strong database identification process
    - Strategies:
      - Utilize all areas of taxpayer identification through shared information from the Federal and State governments, as well as tenant landlord reports and property canvassing. Continue to build partnering relationships with other municipalities for information share purposes
    - Plans:
      - Update the database with the most current property information possible and immediately pursue leads through a “letter, billing, and civil complaint” process

## ***Division of Income Tax***

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- Actions:
  - Bringing all information together rapidly, leading to increased revenue and efficiency
  
- Advocate to protect existing revenues from encroachment by State government
  - Key Performance Indicators:
    - Continue to fight to ensure that HB 5 is truly a revenue neutral tax uniformity bill as opposed to a tax reform bill that will cost municipalities and villages millions of dollars
  - Strategies:
    - Keep the Ohio United website viable with current meeting schedules, house bill amendments, and media updates. Provide details of amendments when necessary and testimony at the Statehouse when available
  - Plans:
    - Improve awareness of HB 5's shortcomings, its political path through the House and Senate, and proposed next steps in opposing the bill through an increased use of Ohio United email
  - Actions:
    - Bombard state legislators with notices expressing municipal dismay with HB 5. Keep HB 5 in the forefront through increased media coverage (additional press conferences, new resolutions in opposition, etc.)

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Income Tax</b>					
<u>Full Time Employees</u>					
Assistant Finance Director I	1	1	1	1	1
Finance Manager	1	1	1	1	1
Tax Auditor	1	1	2	3	3
Customer Service Rep	1	1	1	1	1
<i>Total Full Time Employees</i>	4	4	5	6	6
<u>Part Time Employees</u>					
Tax Auditor	3	3	2	2	2
Office Assistant	2	2	0	0	0
Customer Service Rep	2	2	2	2	2
<i>Total Part Time Employees</i>	7	7	4	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**

<b>DIVISION OF UTILITY BILLING</b>					
<b>Water Fund Budget (Fund 501)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	145,367	144,456	129,146	140,171	9%
Fringe Benefits	49,566	52,516	36,088	39,718	10%
Travel and Transportation					
Professional Services	27,961	23,703	66,903	73,800	10%
Communications	9,785	11,865	16,750	17,300	3%
Contractual Services	1,400	1,411	1,400	1,400	0%
Materials & Supplies	1,902	2,034	1,240	1,800	45%
Capital	330	6,889	-	-	
Utilities	2,598	2,293	2,300	2,750	20%
Other	277,684	277,696	302,550	303,856	0%
Debt Service	1,857,015	1,359,191	1,468,164	1,669,634	14%
Transfer or Advance	15,252	15,252	15,252	15,252	0%
<b>Total</b>	<b>2,388,859</b>	<b>1,897,305</b>	<b>2,039,793</b>	<b>2,265,681</b>	<b>8%</b>

**2013 Accomplishments**

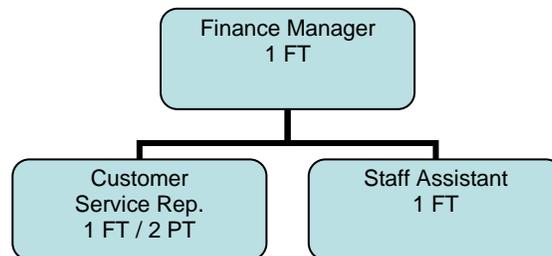
- Successfully implemented online payment system for water/sewer bills. Over 1,200 accounts have enrolled, improving customer satisfaction through convenience
- Underwent training to improve efficiency in tracking delinquent payments.

**2014 & Beyond Strategic Plan**

Sound Governance

- *Improve Fiscal Viability*
  - Continue aggressive collection of revenues
    - Key Performance Indicators:
      - Review water/sewer rate structure to ensure ability to cover future capital expenditures and bond coverage.
      - Council to discuss during budget hearings.
    - Strategies:
      - Ensure to keep rates reasonable with detailed explanations for the increases in rates.
      - Be realistic and open with information to Council and citizens.
    - Plans:
      - Be prepared with financial data.
      - Understand financial impact on City and citizens.
    - Actions:
      - Communicate changes to residents and impact of capital needs.
      - Council authorization during budget process.

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Utility Billing</b>					
<b>Full Time Employees</b>					
Finance Manager (20% of time)	1	1	1	1	1
Staff Assistant	1	1	1	1	1
Customer Service Supervisor	1	1	1	0	0
Customer Service Rep	1	1	0	1	1
<b>Total Full Time Employees</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Part Time Employees</b>					
Staff Assistant	1	1	1	0	0
Customer Service Rep	0	0	2	2	2
<b>Total Part Time Employees</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>2</b>

## 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 2013 there has been an approximate 8% decrease in live births at Lakewood Hospital since 2012. The Division likewise monitors the number of death certificates it produces for citizens of the city of Lakewood. This number, on average, has remained consistent between 2012 and 2013

#### Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	150,918	153,556	153,395	125,296	-18%
Fringe Benefits	59,970	52,859	47,103	36,400	-23%
Travel and Transportation	1,398	1,452	1,400	-	
Professional Services	2,170	951	990	1,650	67%
Communications	1,534	1,194	1,225	1,400	14%
Contractual Services	210,990	201,583	201,684	201,584	0%
Materials & Supplies	1,371	1,276	1,750	2,240	28%
Capital				1,000	
Utilities	5,171	4,655	4,375	5,000	14%
Other	2,327	1,893	1,150	1,175	2%
Debt Service					
Transfer or Advance	1,200	1,200	1,200	1,200	0%
<b>Total</b>	<b>437,048</b>	<b>420,619</b>	<b>414,272</b>	<b>376,945</b>	<b>-9%</b>

#### 2013 Accomplishments

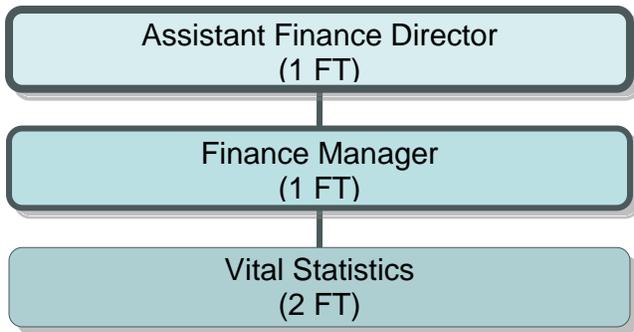
- Continued scanning/indexing death records.
- Provided accurate, informative quality customer service.

**2014 & Beyond Strategic Plan**

Sound Governance

- *Leverage Technology to Improve Performance*
  - Improve Document Management to Enhance Compliance with Public Records Laws
    - Key Performance Indicators:
      - Continue scanning and indexing birth and death records- prior to 1950.
    - Strategies:
      - Identify documents to be scanned based upon age and condition.
    - Plans:
      - Give employees technology options that ensure continued improvement.
    - Actions:
      - Update Ohio Department of Health on records scanned.

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Finance/Vital Statistics</b>					
Full Time Employees					
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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	98,195	76,916	90,000	117,746	31%
Fringe Benefits	35,543	40,266	43,600	48,192	11%
Travel and Transportation		151	-	-	
Professional Services	31,283	240,825	114,400	162,400	42%
Communications	16,954	3,805	2,425	2,400	-1%
Contractual Services	13,429	-	-	-	
Materials & Supplies	582	2,783	13,950	8,200	-41%
Capital			-	-	
Utilities					
Other	527,434	1,061,737	1,465,100	944,660	-36%
Reserve Balance	876,353	1,060,534	982,000	250,000	-75%
Debt Service					
Transfer or Advance	2,351,592	2,875,000	3,133,998	1,029,816	-67%
<b>Total</b>	<b>3,951,365</b>	<b>5,362,017</b>	<b>5,845,473</b>	<b>2,563,414</b>	<b>-56%</b>

#### Personnel Staffing

General Administration	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<u>Part Time Employees</u>					
Student Laborer - CitiStat	1	1	0	0	0
Grants Administrator	1	1	0	1	1
<i>Total Part Time Employees</i>	2	2	0	1	1



### **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**

- Commercial development continues to move at a brisk pace building on the 2012 total of \$22 million in private investment. Detroit as seen more new construction in 2013 and as well as significant rehab project of original streetcar era buildings.
- Storefront Renovation Grant continues to be the City's most attractive commercial support program with approximately a dozen projects complete or in process this year. This will continue to grow in 2014 with but with a wider diversification of projects on Madison as well as Detroit.
- Madison Avenue is beginning to get attention from commercial investors and is seeing reinvestment by current owners and business. In 2013 the Department made a concerted effort to do proactive program outreach coupled with code enforcement that is beginning to bear fruit.
- Housing Forward continues to be effective in addressing the remaining 910 houses rated three or four under the 2012 comprehensive survey. Significant investment in Lakewood's housing stock is demonstrated through improvement to a majority of these challenged properties.

## Division of Planning & Development and Building & Housing

### Division Budgets

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	100,458	142,150	165,581	190,269	15%
Fringe Benefits	37,137	30,158	33,260	53,970	62%
Travel and Transportation	72	11	75	25	-67%
Professional Services	23,755	17,952	10,950	28,400	159%
Communications	3,027	4,413	5,020	4,570	-9%
Contractual Services	9,927	449	500	10,000	1900%
Materials & Supplies	1,361	1,975	1,950	1,950	0%
Capital	-	-	-	-	
Utilities					
Other	6,146	840	1,400	3,400	143%
Economic Development Programs	681,045	955,879	950,000	50,000	-95%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>862,928</b>	<b>1,153,827</b>	<b>1,168,736</b>	<b>342,583</b>	<b>-71%</b>

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	172,854	175,173	144,312	138,852	-4%
Fringe Benefits	109,250	95,301	73,016	72,465	-1%
Travel and Transportation	2,496	96	2,725	2,400	-12%
Professional Services	23,176	43,844	15,600	35,325	126%
Communications	1,475	1,454	1,375	1,925	40%
Contractual Services	5,768	94,047	44,000	20,000	-55%
Materials & Supplies	1,222	1,346	975	1,750	79%
Capital	5,656	1,389	1,411	7,450	428%
Utilities					
Other	44,427	40,933	69,641	85,072	22%
Debt Service					
Transfer or Advance		241,000	200,000	95,000	-53%
<b>Total</b>	<b>366,324</b>	<b>694,582</b>	<b>553,055</b>	<b>460,239</b>	<b>-17%</b>

**Division of Planning & Development and Building & Housing**

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	76	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	27	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>103</b>	<b>-</b>	<b>-</b>	<b>-</b>	

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	-	223,211	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>223,211</b>	

<b>TOTAL</b>	<b>1,229,355</b>	<b>1,848,409</b>	<b>1,721,791</b>	<b>1,026,034</b>	<b>40%</b>
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## Division of Planning & Development and Building & Housing

<b>Division of Building &amp; Housing</b>					
<b>General Fund (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	656,697	582,280	568,749	661,231	16%
Fringe Benefits	281,601	220,320	191,605	221,877	16%
Travel and Transportation	10,365	11,654	12,050	12,600	5%
Professional Services	16,860	18,099	30,900	30,500	-1%
Communications	8,436	9,872	11,500	12,700	10%
Contractual Services					
Materials & Supplies	4,363	2,422	3,519	4,300	22%
Capital	2,813	-	-	2,500	
Utilities					
Other	3,697	5,146	4,000	7,000	75%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>984,833</b>	<b>849,792</b>	<b>822,323</b>	<b>952,708</b>	<b>16%</b>

<b>Division of Building &amp; Housing</b>					
<b>Community Development Block Grant Fund (Fund 240)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	87,021	90,620	92,170	101,200	10%
Fringe Benefits	14,228	16,435	16,391	18,048	10%
Travel and Transportation	2,886	2,125	2,100	2,100	0%
Professional Services	765	785	810	1,320	63%
Communications	317	467	375	425	13%
Contractual Services					
Materials & Supplies	139	114	145	150	4%
Capital	1,586	-	2,000	2,000	
Utilities					
Other	20	36	-	60	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>106,962</b>	<b>110,582</b>	<b>113,991</b>	<b>125,303</b>	<b>10%</b>

<b>TOTAL EXPENDITURES</b>	<b>1,091,795</b>	<b>960,374</b>	<b>936,314</b>	<b>1,078,011</b>	<b>15%</b>
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## ***Division of Planning & Development and Building & Housing***

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### **2013 Accomplishments**

- Reorganization of Housing & Building to include the City Architect as well as Code Compliance Specialists. These changes fulfilled the goals of the staffing strategy necessary to be better able to deliver consistent customer service and stay on top of project volume.
- New projects/businesses approved, under construction or opened in 2013 include Campbell's Sweet Shop, El Carnecero, Barrio, Cleveland Pickle, Cardboard Helicopter, Taco Bell, Ross Deli, Discount Drugmart, Marjorie Building, Burger King, Clifton Pointe Phase II, Vosh, Somethin's Smokin', Cornucopia Headquarters, Tempest, GV Art & Design, Crossfit Birdtown and Bob Evans.
- Lakewood Bike Infrastructure improvements installed in 2013 in accordance with the Bike Plan adopted in 2012 garnered the city a Bronze Designation from the League of American Bicyclist. Examples of these improvements included sharrows on Detroit Avenue, bike lanes on Franklin Avenue as well as a second year of significant activity from the City's bike rack for business program.

### **2014 & Beyond Strategic Plan**

#### Economic Development

- *Promote Commercial Space Development*
  - Commercial Space Redevelopment and Utilization on Madison Avenue
    - Key Performance Indicators:
      - Provide technical assistance and have at least six new storefront renovations competed under the City's grant program
    - Strategies:
      - Proactive outreach and marketing to existing business and building owners of programs and resources available from the City.
    - Plans:
      - Use 2013 storefront success stories in marketing effort
    - Actions:
      - Coordinate more Business to Business testimonials for the program

## ***Division of Planning & Development and Building & Housing***

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### Economic Development

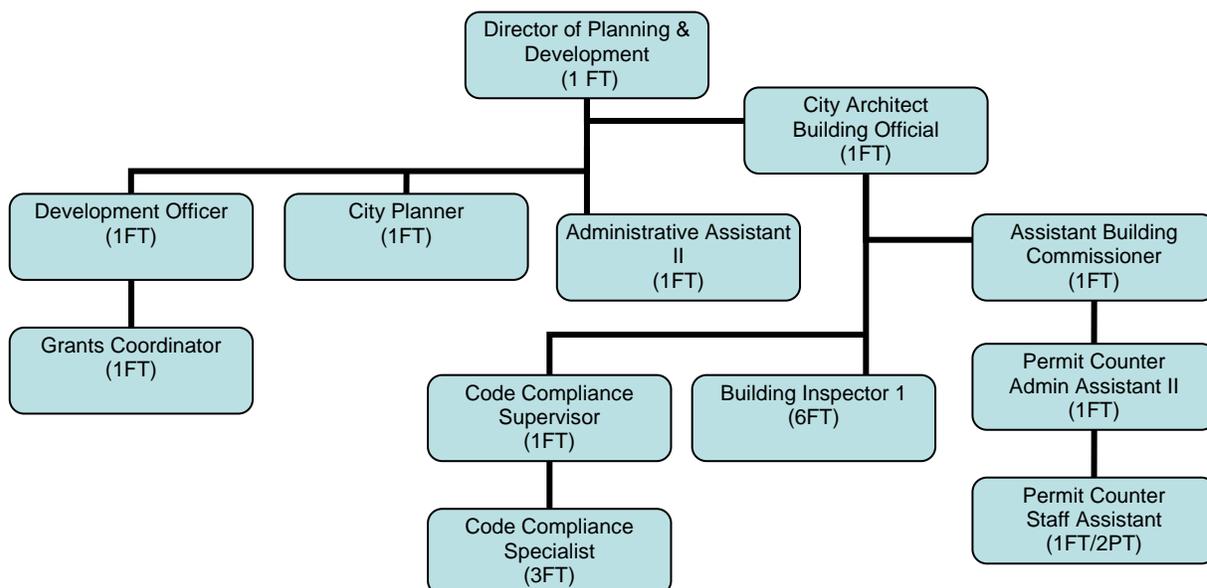
- *Grow and Diversify Lakewood's Economic Base*
  - Market Lakewood Effectively to Attract High Quality Development Projects
    - Key Performance Indicators:
      - Promote development opportunities and engage developers regarding McKinley School through competitive RFP process.
    - Strategies:
      - Continue collaborative work with Board of Education, Land Bank and County Department of Development to reposition the property.
    - Plans:
      - Continue to clearly advertise development expectations for the property.
    - Actions:
      - Remove the building and make a development ready site before mid-2014.

### Vibrant Neighborhoods

- *Preserve and Enhance Neighborhood Quality*
  - Finish Phase I of the Housing Strategy
    - Key Performance Indicators:
      - Comprehensive resurvey of entire city by end of 2014.
    - Strategies:
      - Continue proactive code enforcement and focused exterior maintenance inspections gleaned from housing surveys.
    - Plans:
      - Expand the use of tablets and technology in the field to expedite inspections.
    - Actions:
      - Regularly share housing progress with community via social media, block groups and partnership organizations.

# Division of Planning & Development and Building & Housing

## Organizational Chart



## Personnel Staffing

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Planning &amp; Development</b>					
<u>Full Time Employees</u>					
Director of Planning & Development	1	1	1	1	1
Development Officer	0	1	1	1	1
Project Specialist	0	1	0	0	0
City Planner	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>	3	5	5	5	5
	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Division of Building &amp; Housing</b>					
City Architect	0	0	0	1	1
Assistant Building Commissioner	2	2	2	1	1
Building Inspector I	8	8	9	7	7
Litter Control Officer	1	1	1	0	0
Code Compliance Supervisor	1	1	0	1	1
Code Compliance Specialist	0	0	0	3	3
Staff Assistant I	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
<i>Total Full Time Employees</i>	14	14	14	14	14
<u>Part Time Employees</u>					
Staff Assistant I	1	1	1	1	2
<i>Total Part Time Employees</i>	1	1	1	1	2



## ***Division of Community Development***

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### **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 be negatively impacted by federal budget cuts. Community Development continues to seek out new funding opportunities as well as ways to partner and leverage resources.
- The Lakewood housing market continues to show steady improvement. At mid-year there was a 4.4 month inventory of homes (a balanced market is 5 – 7 months) which is indicative a low inventory and high demand for housing. Should current trends continue, agents expect that new listings will increase in 2014.
- In spite of ongoing economic challenges, Lakewood property owners continue to invest in their homes and applications to Community Development Programs increased by more than 50% between 2012 and 2013.

## Division of Community Development

### Division Budgets

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	132,617	135,302	104,997	147,355	40%
Fringe Benefits	20,816	23,958	16,957	25,274	49%
Travel and Transportation	820	926	150	900	500%
Professional Services	8,440	7,797	12,213	11,525	-6%
Communications	453	610	500	700	40%
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	40,761	40,953	68,916	84,322	22%
Debt Service	50,403	49,061	47,572	50,000	5%
Transfer or Advance					
<b>Total</b>	<b>254,310</b>	<b>258,606</b>	<b>251,305</b>	<b>320,075</b>	<b>27%</b>
<b>DIVISION OF COMMUNITY DEVELOPMENT</b>					
Home Investment Program (Fund 242)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	-	297	-	-	
Fringe Benefits	-	46	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	314	1,250	2,300	5,000	117%
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other	91	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>405</b>	<b>1,593</b>	<b>2,300</b>	<b>5,000</b>	<b>117%</b>

**Division of Community Development**

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries			4,231	5,723	35%
Fringe Benefits			666	884	33%
Travel and Transportation			-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance			5,000	65,000	1200%
<b>Total</b>	-	-	<b>9,897</b>	<b>71,607</b>	

<b>TOTAL</b>	<b>254,715</b>	<b>260,199</b>	<b>263,502</b>	<b>396,682</b>	<b>51%</b>
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**2013 Accomplishments**

- Habitat for Humanity completed construction and transferred 2070 Dowd and 1549 Lakewood Avenue, both single family homes, to new owners. These properties are now held by responsible owner occupants and have returned to tax producing status.
- Approximately \$1.5 million in federal funds have been invested into Lakewood’s housing stock and commercial corridors in 2013. Applications to City funded rehab programs have more than doubled since 2012 due to increased marketing, ongoing coordination with the Division of Housing and Building, and the successful addition of RAMP to the housing programs offered by Community Development. A record number of Storefront Renovation Projects have been completed. Two NSP funded single family rehabs were completed and sold in 2013. Three additional projects are underway and slated for completion in 2014.
- Built upon existing relationships with Neighborhood Housing Services to provide housing counseling services and Charter One to provide first mortgages to Lakewood First Time Homebuyer program homebuyers. This has provided a second option for obtaining financing and housing counseling services are now provided in Lakewood at Lakewood Alive.
- 100% of Community Development Staff has attended LEAN/Six Sigma Training.

**2014 & Beyond Strategic Plan**

Vibrant Neighborhoods

- *Preserve and Enhance Neighborhood Quality*
  - Continue to make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed homes for rehabilitation.
    - Key Performance Indicators:
      - Community Development team meet at least monthly to review and analyze progress – applications accepted, inspected, and approved by the DCD Loan Approval Board. Monitor monthly financials to ensure that approved projects are moving forward at an appropriate pace.
    - Strategies:
      - Make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed homes for rehabilitation.
    - Plans:
      - Maintain current levels of applications accepted and approved
      - Ensure that whenever feasible repairs increase the safety, accessibility and energy efficiency of units.
      - Promote programs through website, newsletters and direct contact between homeowners and Community Development staff; monitor housing trends and conditions, adjust programs to meet current need
      - Maintain project demographic and financial data on an ongoing basis to track progress meeting local and HUD requirements and goals
      - Support Housing Forward by marketing to eligible homeowner's under citation
    - Actions:
      - Meet HUD goals and objectives outlined in the City's CDBG One Year Action Plan including those completed and new loans set up for repayment; and homes brought into compliance with building code.

## ***Division of Community Development***

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- Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured, and weatherized
  - Key Performance Indicators:
    - Rehab and sell 3 foreclosed homes currently owned by City.
  - Strategies:
    - Build upon 2013's momentum and ensure that funding is utilized in support of the City's residential and commercial areas while meeting federal program requirements and objectives.
  - Plans:
    - Design rehab's to maximize resources and increase energy efficiency and sustainability of structures.
  - Actions:
    - Work with City Architect and Building Department to ensure projects completed to specifications. Create sales and financing package designed to meet program guidelines and HUD requirements.

### Sound Governance

- *Inspire Strong Relationships*
  - Develop Key Partners to Maximize Community Resources
    - Key Performance Indicators:
      - Meet quarterly with key partners to maximize resources available to the City and the Division of Community Development.
    - Strategies:
      - Maintain existing relationships with internal and external organizations including City Departments, Lakewood Alive, First Federal of Lakewood, Neighborhood Housing Services, Charter One and the Cuyahoga County Land Reutilization Corporation. Continue participation in regional groups including First Suburbs Development Council, Cuyahoga HOME Consortium and NEO Fair Housing Collaborative.
    - Plans:
      - Utilize relationships to identify and connect with new opportunities and partners.
    - Actions:
      - Add one new lender to First Time Homebuyer Program, work with new vendor for credit reports and connect loan program recipients to counseling services offered by Neighborhood Housing Services.

**Organizational Chart**



**Personnel Staffing**

Community Development						
Full Time Employees		As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
Programs Manager		1	1	1	1	1
C. D. Program Coordinator		1	1	1	1	1
C. D. Project Specialist		1	1	1	1	1
<i>Total Full Time Employees</i>		3	3	3	3	3

# **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**

- Continuing to increase our use of electronic information distribution including website, social media and email newsletter. Residents are receiving more information and getting information quicker than the traditional distribution methods such as advertising and printing. This has also significantly reduced costs for information distribution.

## Division of Community Relations

### Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	53,884	52,869	53,985	54,725	1%
Fringe Benefits	16,672	18,348	16,681	17,367	4%
Travel and Transportation	-	-	50	50	
Professional Services	4,443	10,778	5,340	11,340	112%
Communications	3,247	3,588	4,425	4,450	1%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	980	1,573	1,475	3,075	108%
Capital					
Utilities					
Other	419	597	450	2,950	556%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>84,646</b>	<b>92,754</b>	<b>87,407</b>	<b>98,957</b>	<b>13%</b>

### 2013 Accomplishments

- Community Event Coordination including Band Concerts, Friday Night Flicks, Fourth of July Parade and concert, Welcome To Lakewood Event, Community Diversity Potluck, 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. Increased email distribution list and Facebook and Twitter presence.
- Continued to increase the number of residents we communicate with on a regular basis. E-newsletter distribution list has grown to over 4794 people. Facebook fans have grown to over 4300. Twitter followers have grown to over 2321.

### 2014 & Beyond Strategic Plan

#### Vibrant Neighborhoods

- *Build Volunteer Capacity*
  - Increase the number and frequency of volunteers
    - Key Performance Indicators:
      - Increase our volunteer corp of city volunteers as well as “neighbors helping neighbors” volunteers
    - Strategies:
      - Improve and enhance the Volunteer Lakewood website pages to continue to solicit community service minded

## ***Division of Community Relations***

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individuals and organizations to become involved and volunteer

- Plans:
  - Direct outreach to community service organizations providing information about the Volunteer Lakewood website pages and the needs for volunteers. Continue to expand the Welcome to Lakewood event which introduces our newest residents to organizations which are in need of volunteers and helps them to become engaged in the community.
- Actions:
  - Utilize the PR Roundtable to share information about the Volunteer Lakewood program and its benefits. Continue ongoing general marketing campaign regarding the importance of volunteering and the needs of the community.

### Safe and Secure City

- *Communicate and share safety information amongst neighbors*
  - Use social media to expand communication citywide including police to residents and block clubs to businesses
    - Key Performance Indicators:
      - Increase our number of Twitter and Facebook followers and the number of people who subscribe to our e-newsletter list. Work with Police Department and Block Club Coordinator to assist them with utilizing our already well-established social media mechanisms.
    - Strategies:
      - 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.
    - Plans:
      - Use our social media outlets as much as possible. The more we use social media, the greater the opportunity for our messages to be shared by others. Reach out to Police Department and Block Club Coordinator to establish a coordinated effort to share their information using our social media mechanisms on a more regular basis.
    - Actions:
      - Allocate more time to the improvement of our use of social media
  - *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*
    - Encourage emergency preparedness for all citizens\*
      - Key Performance Indicators:
        - Formalize our Communication Strategy for Emergency Preparedness
      - Strategies:

## Division of Community Relations

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- Multi-departmental collaboration on our emergency preparedness plan
- Plans:
  - Assist with the preparation of a written communications strategy for addressing with emergency situations.
- Actions:
  - Determine the most efficient and effective communication strategy for emergency preparedness.

### Personnel Staffing

Community Relations		As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<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	0	0	0
<i>Total Part Time Employees</i>		1	1	0	0	0

## Budget Overview of Public Safety

Total Expenditures by Division All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Police Division	10,777,814	10,774,728	10,590,316	11,126,976	5%
Dispatch Division	750,965	752,969	720,252	764,992	6%
Prisoner Support Division	388,319	330,930	342,212	474,873	39%
School Guards Division	168,964	170,348	170,447	193,188	13%
Animal Control Division	193,712	183,868	184,855	239,447	30%
Parking Enforcement Division	323,567	360,838	565,932	588,096	4%
Fire & EMS Department	9,476,554	9,521,282	9,922,188	10,134,045	2%
<b>Total Expenditures</b>	<b>22,079,895</b>	<b>22,094,963</b>	<b>22,496,202</b>	<b>23,521,617</b>	<b>5%</b>

Total Expenditures by Category All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	14,621,521	14,998,362	14,935,117	15,661,367	5%
Fringe Benefits	5,565,446	5,057,985	4,700,684	4,943,325	5%
Travel and Transportation	17,756	10,918	9,675	17,310	79%
Professional Services	239,450	233,452	312,356	312,710	0%
Communications	105,420	116,364	114,175	122,237	7%
Contractual Services	234,142	245,006	277,035	318,660	15%
Materials & Supplies	508,909	462,195	512,560	632,831	23%
Capital	67,476	217,057	567,307	529,140	-7%
Utilities	108,178	89,933	102,000	107,000	5%
Other	142,139	149,417	400,930	314,786	-21%
Debt Service	33,958	53,390	99,863	104,863	5%
Transfer or Advance	435,500	460,884	464,500	457,388	-2%
<b>Total</b>	<b>22,079,895</b>	<b>22,094,963</b>	<b>22,496,202</b>	<b>23,521,617</b>	<b>5%</b>

Total Expenditures by Category General Fund	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013- 2014
Salaries	13,303,251	13,561,885	13,582,712	14,171,558	4%
Fringe Benefits	2,569,877	2,038,130	1,725,696	1,823,188	6%
Travel and Transportation	2,803	5,484	1,725	6,760	292%
Professional Services	124,703	104,355	130,086	131,560	1%
Communications	101,005	112,185	109,100	113,500	4%
Contractual Services	233,882	238,390	275,485	308,660	12%
Materials & Supplies	375,652	377,034	396,010	445,256	12%
Capital	32,893	8,544	29,789	129,000	333%
Utilities	81,131	62,045	76,500	79,500	4%
Other	46,397	42,917	47,127	46,475	-1%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total Expenditures</b>	<b>16,871,592</b>	<b>16,550,970</b>	<b>16,374,230</b>	<b>17,255,457</b>	<b>5%</b>



### **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**

- Crimes of Violence have decreased by 10% in the first nine months of 2013 and crime committed with guns have decreased by 40% in the first nine months.
- Heroin usage, overdoses, and deaths have resulted in more resources being dedicated in 2013 to responding to these incidents.

## Division of Police & Law Enforcement

### Division Budgets

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	7,214,541	7,457,898	7,445,122	7,811,865	5%
Fringe Benefits	1,294,548	1,046,378	875,212	931,264	6%
Travel and Transportation		90	50	100	100%
Professional Services	36,569	27,193	35,675	33,575	-6%
Communications	82,606	92,333	82,775	86,800	5%
Contractual Services	118,051	105,992	105,125	115,125	10%
Materials & Supplies	248,372	242,296	254,635	269,350	6%
Capital	5,609	880	16,184	25,000	54%
Utilities					
Other	30,715	24,797	24,966	23,800	-5%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>9,031,011</b>	<b>8,997,857</b>	<b>8,839,744</b>	<b>9,296,879</b>	<b>5%</b>

Police Pension Fund (Fund 220)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits	1,336,592	1,367,265	1,359,472	1,392,942	2%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	206,000	219,884	222,000	218,292	-2%
<b>Total</b>	<b>1,542,592</b>	<b>1,587,149</b>	<b>1,581,472</b>	<b>1,611,234</b>	<b>0%</b>

## Division of Police & Law Enforcement

Law Enforcement Trust Fund (Fund 222)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	9,363	6,690	7,000	10,000	43%
Fringe Benefits	346	253	150	1,113	642%
Travel and Transportation	13,419	5,434	7,650	8,500	11%
Professional Services	34,411	34,208	82,250	37,500	-54%
Communications	592	294	-	510	
Contractual Services	260	1,190	550	3,000	445%
Materials & Supplies	77,338	24,070	27,500	49,000	78%
Capital	7,425	52,771	10,000	21,140	111%
Utilities					
Other	8,583	17,882	5,000	15,100	202%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>151,737</b>	<b>142,791</b>	<b>140,100</b>	<b>145,863</b>	<b>4%</b>

Federal Forfeiture Fund (Fund 225)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	1,535	2,045	5,000	8,000	60%
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,535</b>	<b>2,045</b>	<b>5,000</b>	<b>8,000</b>	<b>60%</b>

## Division of Police & Law Enforcement

Enforcement & Education Fund (Fund 231)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013- 2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services		4,788	-	5,000	
Materials & Supplies	721	3,321	13,000	5,000	-62%
Capital	5,623	-	11,000	35,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>6,344</b>	<b>8,109</b>	<b>24,000</b>	<b>45,000</b>	<b>88%</b>

Byrne Memorial Grant Fund (Fund 276)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013- 2014
<b>Expenditures by Category</b>					
Salaries	20,264	21,076	-	17,324	
Fringe Benefits	4,330	4,330	-	2,676	
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	20,000	11,372	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>44,594</b>	<b>36,778</b>	<b>-</b>	<b>20,000</b>	

<b>TOTAL EXPENDITURES</b>	<b>10,777,814</b>	<b>10,774,728</b>	<b>10,590,316</b>	<b>11,126,976</b>	<b>5%</b>
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### 2013 Accomplishments

- New 800mhz radio system has been implemented resulting in stability and improvements in our ability to respond for calls for service.
- Traffic issues have been addressed by responding to proposal on traffic calming for residential streets, and installation of public safety surveillance camera at Detroit and Manor Park.
- Interface completed with SunGard records management system and the REDDS network resulting in improved work processes.

## ***Division of Police & Law Enforcement***

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### **2014 & Beyond Strategic Plan**

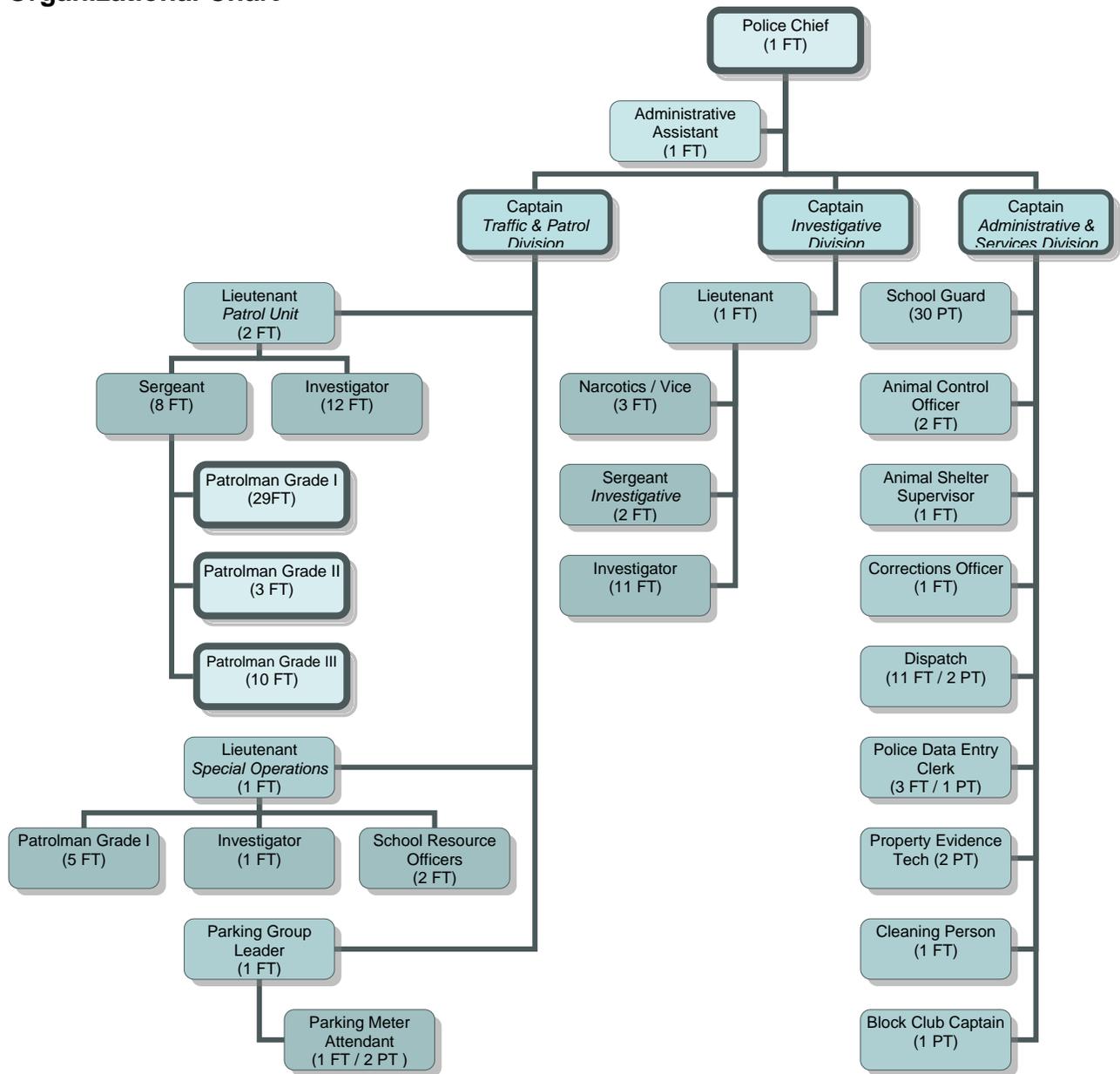
#### Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
  - Maintain appropriate public safety staffing levels
    - Key Performance Indicators
      - Reduction of 5% in violent crimes
      - Decrease reported theft crimes by 5%.
    - Strategies
      - Identify likely areas and times for criminal activity through predictive policing
      - Arrest violators quickly after criminal activity to reduce opportunity for continued behavior.
    - Plans
      - Work with vendor Public Engines to explore predictive policing model of crime reports subscription.
      - Identify suspects quickly through advanced collection of physical evidence and identification analysis by partners in forensic identification.
    - Actions
      - Upgrade subscription to include predictive policing
      - Provide advanced training in DNA and evidence collection
      - Provide increased analysis and direction for officers of criminal activity and hot spot analysis.
  - *Identify solutions to automobile speeding behavior*
    - Explore traffic calming designs
      - Key Performance Indicators:
        - Number of streets utilizing traffic calming measures
        - Options developed for addressing concerns for safety in different parts of Lakewood
      - Strategies:
        - Identify viable options to increase perception of traffic safety on city streets
        - Develop measurable parameters for implementation of traffic calming measures.
      - Plans
        - Begin installing traffic calming measures on certain streets and intersections
      - Actions
        - Convene neighborhood meeting in strategic areas for support and consensus of proposed installations.
        - Work with existing traffic measuring equipment to identify problem and chronic speeding areas

- *Communicate and share safety information amongst neighbors*
  - Use social media to expand communication citywide including police to residents, and block clubs to businesses
    - Key Performance Indicators
      - Track the number of views of our crimereports.com website
      - Number of meetings held with block clubs.
    - Strategies
      - Increase public awareness of phone app for crimereports.com
      - Block Club coordinator to improve communication between block clubs and department.
      - Explore ways to interact with social media to improve communications.
    - Plans
      - Improve the public understanding of our crime reporting information through social media
      - Explore ways to have coordinator increase involvement with public information that needs to be conveyed to the clubs.
    - Actions
      - Work with vendor to identify public notification and improve participation

# Division of Police & Law Enforcement

## Organizational Chart



**Division of Police & Law Enforcement**

**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Police Division</b>					
<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	8	10	10	9	10
Investigator	20	24	24	23	24
Patrolman grade I	33	34	34	34	34
Patrolman grade II	6	3	3	3	3
Patrolman grade III	12	8	10	9	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	0	0	0	0
<i>Total Full Time Employees</i>	97	96	98	95	98
<u>Part Time Employees</u>					
Patrol Officers	4	4	4	5	5
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
<i>Total Part Time Employees</i>	8	8	8	9	9

## Division of Prisoner Support

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### 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

- Costs associated with housing prisoners are increasing due to the pilot program being discontinued.

#### Division Budget

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	128,179	94,011	76,163	133,769	76%
Fringe Benefits	66,405	42,588	21,149	19,405	-8%
Travel and Transportation					
Professional Services	48,981	37,444	50,000	50,000	0%
Communications					
Contractual Services	101,245	119,419	147,500	162,500	10%
Materials & Supplies	43,509	35,607	47,400	52,200	10%
Capital	-	1,861	-	57,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>388,319</b>	<b>330,930</b>	<b>342,212</b>	<b>474,873</b>	<b>3%</b>

#### 2013 Accomplishments

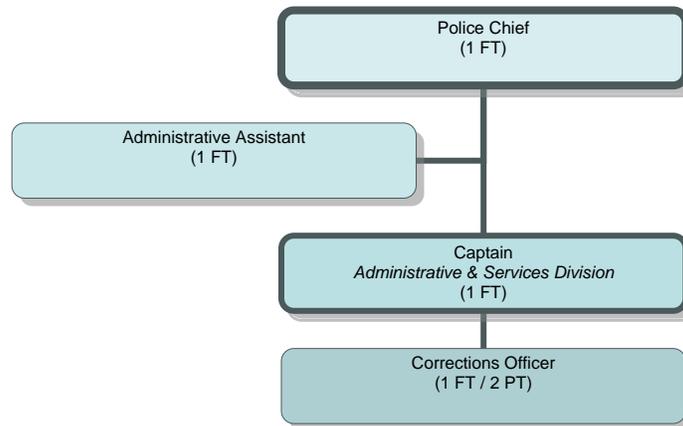
- Interface being completed with Cuyahoga County In Jail booking system.

**2014 & Beyond Strategic Plan**

Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
  - Maintain appropriate public safety staffing levels
    - Key Performance Indicators
      - Number of Corrections Officers
    - Strategies
      - Replace vacant full time Corrections Officer position to decrease overtime cost due to vacancy and increase available sworn officers on uniform patrol
    - Plans
      - Begin interviews and hiring processes for full and part time Corrections Officers
    - Actions
      - Hire one full time Corrections Officer and one Part Time Officer.

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Prisoner Support Division</b>					
<u>Full Time Employees</u>					
Corrections Officer	2	1	1	1	1
<i>Total Full Time Employees</i>	2	1	1	1	1
<u>Part-Time Employees</u>					
Corrections Officer	0	0	2	2	2
<i>Total Full Time Employees</i>	0	0	2	2	2

**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**

- Response time to Priority One calls is on average 3:12. This is the time an officer is dispatch to arrival on the scene. Trend is consistent with prior years.

**Division Budget**

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	523,774	554,542	532,443	564,367	6%
Fringe Benefits	204,939	174,966	160,309	171,375	7%
Travel and Transportation					
Professional Services	9,422	7,222	8,300	8,250	-1%
Communications					
Contractual Services					
Materials & Supplies	-	784	1,200	2,500	108%
Capital		625	-	-	
Utilities					
Other	12,830	14,830	18,000	18,500	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>750,965</b>	<b>752,969</b>	<b>720,252</b>	<b>764,992</b>	<b>-4%</b>

**2013 Accomplishments**

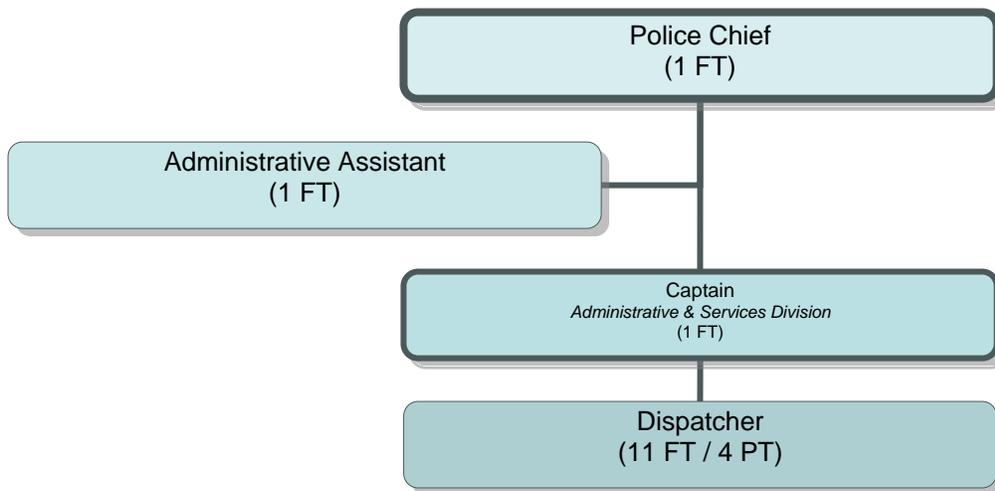
- Staffing has been maintained at appropriated levels
- 800mhz Radio System is installed and operational
- Dispatch center has been updated and modernized

**2014 & Beyond Strategic Plan**

Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
  - Maintain appropriate public safety staffing levels
    - Key Performance Indicators
      - Number of full and part time dispatchers.
    - Strategies
      - Retain all current employees to improve competency and performance
    - Plan
      - Full complement of full time and part time dispatchers
    - Actions
      - Continue to train employees to improve competency
      - Quickly replace any vacancies to minimize disruption to effectiveness and minimize financial impact.

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Dispatch Division</b>					
<u>Full Time Employees</u>					
Dispatcher	10	11	11	11	11
<i>Total Full Time Employees</i>	10	11	11	11	11
<u>Part Time Employees</u>					
Dispatcher	0	3	3	4	4
<i>Total Part Time Employees</i>	0	3	3	4	4

## Parking Enforcement Division

### Parking Enforcement Division

#### 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

- Citations are at the same level as 2012

#### Division Budget

Parking Facilities Fund (Fund 520)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	103,085	133,762	135,251	161,050	19%
Fringe Benefits	53,527	42,638	39,346	44,444	13%
Travel and Transportation					
Professional Services	713	720	720	750	4%
Communications	512	509	700	977	40%
Contractual Services	-	638	1,000	2,000	100%
Materials & Supplies	14,217	12,047	18,475	15,050	-19%
Capital	-	18,763	210,000	200,000	-5%
Utilities	27,047	27,888	25,500	27,500	8%
Other	86,008	86,168	95,578	96,961	1%
Debt Service	33,958	33,206	34,863	34,863	0%
Transfer or Advance	4,500	4,500	4,500	4,500	0%
<b>Total</b>	<b>323,567</b>	<b>360,838</b>	<b>565,932</b>	<b>588,096</b>	<b>57%</b>

#### 2013 Accomplishments

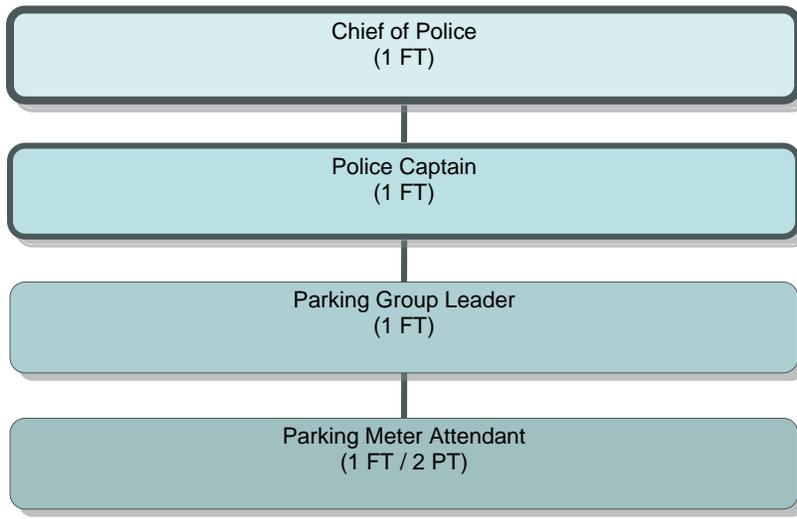
- Second part time enforcement officer position filled. One full time employee position open to be filled by the end of the year with new employee.
- Began transition to automated parking Kiosks in two city lots.

**2014 & Beyond Strategic Plan**

Sound Governance

- *Leverage Technology to Improve Performance*
  - Installation of Automated Parking Kiosks
    - Key Performance Indicators
      - Number of meter violations
    - Strategy
      - Installation of automated parking kiosks should result in less time to issue citations
  - Plan
    - Have two municipal lots operational with automated parking kiosks.
  - Action
    - Begin utilizing the automated kiosks for enforcing violations

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Parking Enforcement Division</b>					
<u>Full Time Employees</u>					
Group Leader	1	1	1	1	1
Parking meter attendant	1	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	0	1	2	2	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**

- Expansion of target areas for trap neuter and release.
- Increase in the number of prohibited pit bulls being brought into the city.

**Division Budget**

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	113,628	119,293	123,479	126,681	3%
Fringe Benefits	63,957	48,936	44,551	46,230	4%
Travel and Transportation					
Professional Services	712	385	625	585	-6%
Communications	1,925	1,741	1,075	1,100	2%
Contractual Services	874	1,009	1,500	1,525	2%
Materials & Supplies	3,667	4,626	4,575	6,775	48%
Capital				47,000	
Utilities	8,915	7,827	9,000	9,500	6%
Other	33	50	50	50	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>193,712</b>	<b>183,868</b>	<b>184,855</b>	<b>239,447</b>	<b>30%</b>

**2013 Accomplishments**

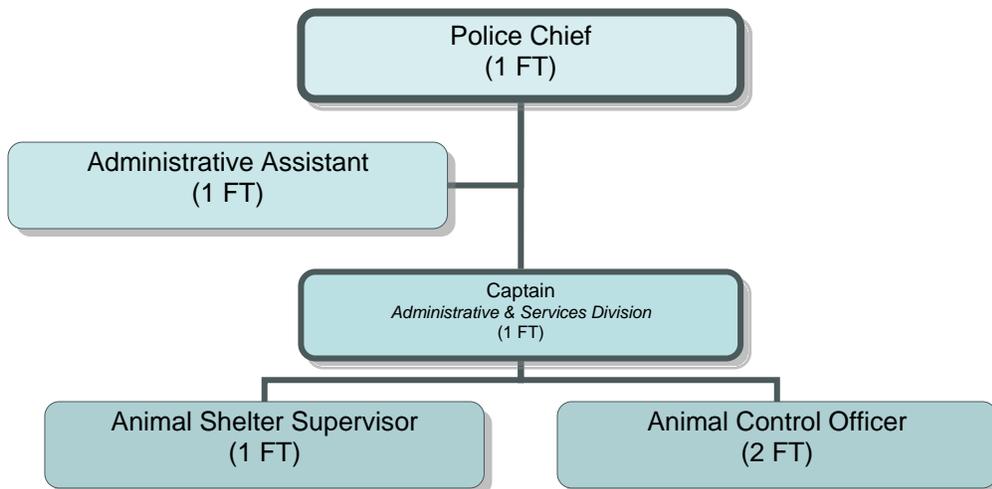
- The building's HVAC system was updated.
- Successfully removed approximately ten dangerous dogs from the city.
- Animal enforcement citations increased approximately 50%.
- All three Animal Control Officers will or have attended LEAN training.
- The Animal Control Supervisor will have attended three training sessions. Training subjects were/are: coyote control, wildlife cooperative conference, and aggressive and dangerous dog control.

**2014 & Beyond Strategic Plan**

Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
  - Maintain appropriate public safety staffing levels
    - Key Performance Indicators
      - Increase by 5% enforcement citations
      - Number of improvements to shelter
    - Strategies
      - Provide training and equipment to increase effectiveness of enforcement efforts
      - Work with internal and external stakeholders to design shelter improvements
    - Plan
      - Purchase new vehicle to decrease down time of equipment
      - Train in chemical immobilization
      - Identify needed improvements within budget
    - Action
      - Vehicle purchased by second quarter
      - Training developed with training division
      - Have plans for improvements ready for second and third quarter

**Organizational Chart**



**Personnel Staffing**

	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Animal Control Division</b>					
<u>Full Time Employees</u>					
Animal Control Officer	2	2	2	2	2
Animal Shelter Supervisor	1	1	1	1	1
<i>Total Full Time Employees</i>	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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	144,001	145,106	144,390	164,000	14%
Fringe Benefits	24,718	24,710	25,507	28,638	12%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	246	531	550	550	0%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>168,964</b>	<b>170,348</b>	<b>170,447</b>	<b>193,188</b>	<b>13%</b>

#### Personnel Staffing

	As of Dec. 31, 2011	As of Dec. 31, 2012	As of Nov. 15, 2013	Proposed 2014	Proposed 2014
<b>Crossing Guards Division</b>					
<u>Part Time Employees</u>					
Crossing Guards	31	30	30	30	30
<i>Total Part Time Employees</i>	31	30	30	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**

- EMS responders continue to see a rise in Heroin overdoses which continues to increase the run volume.
- The impact of the Affordable Health Care Act on EMS revenue is still unknown. This situation will be monitored.
- Fire run volume has remained steady the past several years. The influx of new hires to replace retirees has required a refocus on training in basic skills. This training will be ongoing and should be improved with the addition of six new instructors.
- New communications equipment is being phased in throughout the county. This allows for improved operations with neighboring communities and improved shared services in the areas of hazardous materials response, technical rescue water rescue and fire operations.
- The move to WEB based reporting systems are improving efficiency and reducing the time spent on data entry. New equipment such as I-pads, mobile data terminals and laptop computers has made an improvement to service.

**Division Budgets**

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	5,179,127	5,191,036	5,261,115	5,370,876	2%
Fringe Benefits	915,310	700,552	598,968	626,275	5%
Travel and Transportation	2,803	5,394	1,675	6,660	298%
Professional Services	29,018	32,110	35,486	39,150	10%
Communications	16,474	18,111	25,250	25,600	1%
Contractual Services	13,712	11,971	21,360	29,510	38%
Materials & Supplies	79,859	93,190	87,650	113,881	30%
Capital	27,284	5,178	13,605	-	-100%
Utilities	72,216	54,218	67,500	70,000	4%
Other	2,819	3,240	4,111	4,125	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>6,338,621</b>	<b>6,114,999</b>	<b>6,116,720</b>	<b>6,286,078</b>	<b>3%</b>

Firemen's Pension Fund (Fund 221)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits	1,260,349	1,300,364	1,305,201	1,394,645	7%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	225,000	236,500	238,000	234,596	-1%
<b>Total</b>	<b>1,485,349</b>	<b>1,536,864</b>	<b>1,543,201</b>	<b>1,629,240</b>	<b>6%</b>

## Division of Fire & EMS

Lakewood Hospital Special Revenue Fund (Fund 260)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	1,185,558	1,274,949	1,210,154	1,301,434	8%
Fringe Benefits	340,426	305,005	270,820	284,317	5%
Travel and Transportation	1,534	-	300	2,050	
Professional Services	79,624	94,169	99,300	142,900	44%
Communications	3,311	3,377	4,375	7,250	66%
Contractual Services					
Materials & Supplies	40,981	45,724	57,575	118,525	106%
Capital		123,562	122,494	136,000	11%
Utilities					
Other	1,151	2,450	7,250	10,250	41%
Debt Service	-	20,184	65,000	70,000	
Transfer or Advance					
<b>Total</b>	<b>1,652,584</b>	<b>1,869,419</b>	<b>1,837,268</b>	<b>2,072,727</b>	<b>13%</b>

FEMA Fund (Fund 278)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	179,024	-	
Utilities					
Other	-	-	245,975	146,000	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>-</b>	<b>-</b>	<b>424,999</b>	<b>146,000</b>	

<b>TOTAL EXPENDITURES</b>	<b>9,476,554</b>	<b>9,521,282</b>	<b>9,922,188</b>	<b>10,134,045</b>	<b>2%</b>
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### 2013 Accomplishments

- Completed transition to new radio system that will allow expandable radio coverage and interoperability with other communities in Cuyahoga County.
- Moved the Firehouse records management system to the Cloud. Added I-pads and upgraded mobile data terminals in the fire apparatus to allow use of the new system. All fire prevention inspections are completed using the I-pads saving hours previously spent on data entry.
- Received grant from FEMA for the replacement of turnout gear. Gear was ordered at a cost of \$ 182,931.00 with a total cost to the city of \$ 44,523.00

## **2014 & Beyond Strategic Plan**

### Sound Governance

- *Leverage Technology to Improve Performance*
  - Improve Data System Integration
    - Key Performance Indicators
      - Improved records management through the use of I-pads and the Mobile Data Terminals can be tracked through monthly reports.
      - Complete 50% of inspections in 2014, 75% in 2015
      - Complete software updates to the Firehouse reporting system
      - Expand use of I-Pads and mobile data terminals to allow better access to Firehouse reporting system.
      - Evaluate ways to interface the Firehouse system with payroll, SharePoint and the Building Department.
    - Strategies
      - Train employees in the use of the reporting system and I-Pads.
      - Ensure all Captains are completing inspections in a timely fashion.
      - Review and update Company inspection program last done in 1996.
      - Identify other time saving steps that can be implemented.
      - Provide two department members attended Firehouse training.
      - Work on continued paperwork reduction.
    - Plans
      - Be prepared and adapt to software upgrades to programs.
      - Set realistic goals for completion of inspections.
      - Firehouse system will track vehicle maintenance to improve efficiency in scheduling repairs with Fleet Services.
    - Actions
      - Provide training from FPB staff, Firehouse specialists and Assistant Chief that oversees the inspection program to all company inspectors.
      - Evaluate efficiency of program and adapt where needed.
      - Have department Firehouse Specialists work with IS to interface Firehouse system with payroll.
      - Have department mechanics work with Fleet, fire department Firehouse Specialists and IS to interface vehicle maintenance with Firehouse system

## ***Division of Fire & EMS***

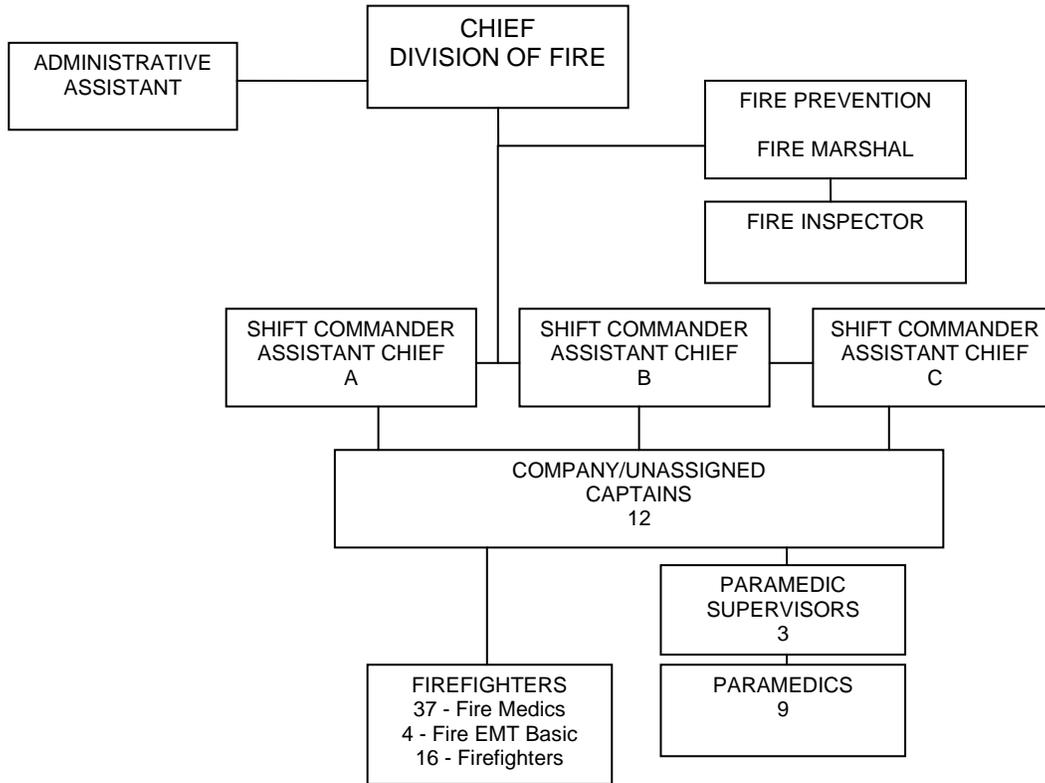
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- *Encourage and Promote a Culture of Continuous Improvement*
  - Maintain and Support an Educated and Trained Workforce
    - Key Performance Indicators
      - Enroll all officers in on line education class from FEMA.
      - Complete Blue Card Training for all officers.
      - Complete new employee orientation manual.
    - Strategies
      - Identify FEMA class for officers.
      - Secure funding for Blue Card training.
      - Work with training officers to complete new employee orientation manual.
    - Plans
      - Provide time for officers to complete FEMA and Blue Card Classes.
      - Format new employee orientation manual in the Microsoft book format to allow easier updates in the future.
    - Actions
      - Schedule shift meetings to ensure that classroom goals are being met.
      - Complete new employee orientation manual by June 2014.

### Safe and Secure City

- *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*
  - Encourage emergency preparedness for all citizens
    - Key Performance Indicators
      - Cuyahoga County recently unveiled the Cuyahoga Ready program.
      - Specifically, the site can help you Build a Kit, Make a Plan, Be Informed, and Get Involved with emergency preparedness.
    - Strategies
      - Lakewood has signed up to participate in this program.
      - The site has a certification program requirements for communities in Cuyahoga County to become Ready Certified
    - Plans
      - Work in 2014 will focus on meeting the certification objectives.
      - Develop plans to complete the certification process and provide more information to residents, including reverse 9-1-1 type notification system.
    - Actions
      - Train LFD members in disaster and mass casualty preparedness.
      - Develop disaster preparedness resources for residents that are accessible on line.

Organizational Chart



## Division of Fire & EMS

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### Personnel Staffing

Fire & EMS Division	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<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	39	39	39	39
Firefighter II	4	4	4	4	4
Firefighter III	5	9	11	11	11
Fire Electrician/Mechanic	3	3	3	3	3
Fire Inspector	1	1	1	1	1
Paramedic Supervisor	3	3	3	3	3
Paramedic	9	9	9	9	9
Administrative Assistant II	1	1	1	1	1
<i>Total Full Time Employees</i>	88	86	88	88	88



## Budget Overview of Public Works

Total Expenditures by Division All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Public Works Admin	353,210	256,236	75,329	89,697	-71%
Street Lighting	594,409	567,163	577,000	560,000	-3%
Parks & Public Property	2,190,096	1,967,477	2,093,713	2,559,187	22%
Streets & Forestry	2,694,793	2,158,606	2,309,236	2,624,198	14%
Refuse & Recycling	3,321,763	2,897,253	2,939,565	3,075,311	5%
Fleet	1,380,279	1,243,166	1,190,161	1,526,308	28%
Engineering	911,575	605,142	347,547	705,845	103%
Water & Wastewater Collection	11,943,449	15,041,110	12,600,716	14,396,209	14%
Wastewater Treatment Plant	5,587,916	7,439,190	5,243,706	5,749,271	10%
Winterhurst	496,593	487,037	545,406	490,000	-10%
<b>Total Expenditures</b>	<b>29,474,083</b>	<b>32,662,380</b>	<b>27,922,379</b>	<b>31,776,026</b>	<b>14%</b>
Total Expenditures by Category All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	7,119,471	6,827,661	6,651,111	7,032,504	6%
Fringe Benefits	2,921,659	2,473,348	2,164,691	2,290,528	6%
Travel and Transportation	4,304	3,366	4,687	5,065	8%
Professional Services	290,099	251,010	550,656	933,611	70%
Communications	108,055	103,112	112,035	115,125	3%
Contractual Services	1,669,080	1,375,938	1,708,580	2,163,962	27%
Road Salt	250,886	210,931	90,000	200,000	122%
Materials & Supplies	1,535,922	1,502,360	1,711,541	1,929,920	13%
Capital	2,256,195	2,223,080	1,832,959	4,118,500	125%
Utilities	1,703,739	1,458,922	1,431,200	1,461,700	2%
Purchased Water	6,299,340	6,658,386	6,600,000	6,850,000	4%
Other	841,055	628,852	867,008	1,014,606	17%
Debt Service	2,875,226	7,338,414	2,274,712	1,807,304	-21%
Transfer or Advance	1,599,052	1,607,000	1,923,200	1,853,200	-4%
<b>Total Expenditures</b>	<b>29,474,083</b>	<b>32,662,380</b>	<b>27,922,379</b>	<b>31,776,026</b>	<b>14%</b>

## Budget Overview of Public Works

Total Expenditures by Category General Fund	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	3,748,229	3,552,321	3,281,906	3,425,644	4%
Fringe Benefits	1,556,333	1,294,300	1,092,899	1,154,597	6%
Travel and Transportation	749	283	1,450	1,215	-16%
Professional Services	82,884	70,390	70,740	89,150	26%
Communications	27,143	30,822	26,890	28,830	7%
Contractual Services	833,246	735,972	888,530	933,100	5%
Materials & Supplies	902,655	826,050	932,359	1,035,795	11%
Capital	195,225	84,855	268,619	415,500	55%
Utilities	883,911	795,851	768,700	774,700	1%
Other	9,683	6,296	9,485	9,275	-2%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total Expenditures</b>	<b>8,240,058</b>	<b>7,397,140</b>	<b>7,341,578</b>	<b>7,867,806</b>	<b>7%</b>

**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**

- Improve the working relationships between all Public Works division with themselves, with other City departments, and with outside agencies.

**Division Budgets**

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	112,616	114,322	33,916	17,136	-49%
Fringe Benefits	40,720	35,977	30,835	9,646	-69%
Travel and Transportation	16	133	700	225	-68%
Professional Services	2,855	1,314	2,600	2,000	-23%
Communications	922	1,141	1,425	1,325	-7%
Contractual Services	-	68	-	3,000	#DIV/0!
Materials & Supplies	1,083	1,122	1,370	1,570	15%
Capital					
Utilities					
Other	126	107	425	525	24%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>158,338</b>	<b>154,185</b>	<b>71,271</b>	<b>35,427</b>	<b>-50%</b>

## Division of Public Works Administration

Energy Efficiency and Conservation Block Grant (Fund 244)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	1,049	78	-	-	#DIV/0!
Fringe Benefits	162	12	-	-	#DIV/0!
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	190,999	98,018	-	50,212	#DIV/0!
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>192,209</b>	<b>98,107</b>	<b>-</b>	<b>50,212</b>	<b>#DIV/0!</b>

Community Festival (Fund 212)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	2,306	3,042	3,500	3,500	0%
Fringe Benefits	357	902	558	558	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>2,663</b>	<b>3,944</b>	<b>4,058</b>	<b>4,058</b>	<b>0%</b>

<b>TOTAL EXPENDITURES</b>	<b>353,210</b>	<b>256,236</b>	<b>75,329</b>	<b>89,697</b>	<b>19%</b>
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### Division of Street Lighting Budget

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Utilities	594,409	567,163	577,000	560,000	-3%
<b>Total</b>	<b>594,409</b>	<b>567,163</b>	<b>577,000</b>	<b>560,000</b>	<b>-3%</b>

## ***Division of Public Works Administration***

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### **2013 Accomplishments**

- Supporting and monitoring progress on Traffic Signal Replacement Projects, Water Meter Replacements, Municipal parking lot upgrades, and Madison Park Skatehouse improvements.

### **2014 & Beyond Strategic Plan**

#### Economic Development

- *Improve and Maintain Infrastructure and Enhance Connectivity*
  - Lakewood is an old city with old parts. Care needs to be taken to maintain or replace these parts.
  - Continue to improve the City's program for enforcement and completion of sidewalk repairs.

#### Vibrant Neighborhoods

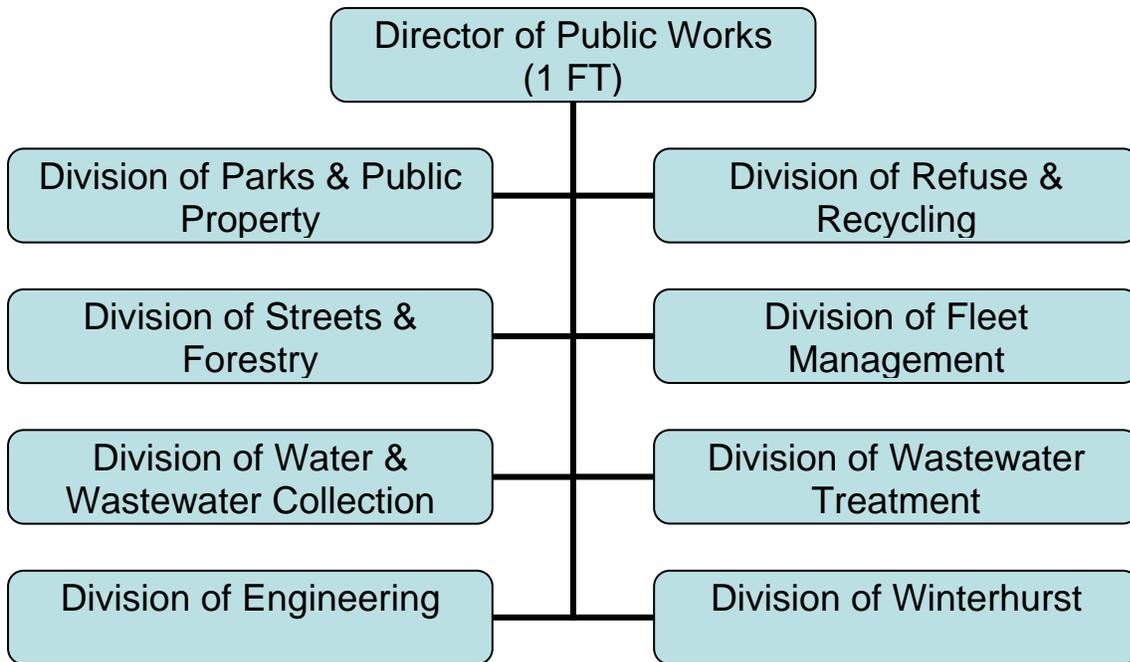
- *Provide Inviting Public Spaces*
  - Work with our available resources to keep our parks clean and maintained. In many ways it doesn't take huge new investments to maintain them in a clean and presentable manner.

#### Sound Governance

- *Encourage and Promote a Culture of Continuous Improvement*
  - Select and control LEAN opportunities that create tangible benefits when necessary. Have an open mind to improvement at all times for all operations even without the need for a special LEAN event.
  - Train employees to become experts in their fields as it relates to City operations.
  - Create employees that have desire and capabilities to work on their own in a responsible manner without the need of constant oversight.
- *Improve Stewardship of Assets*
  - Reduce insurance claims on people and property by creating a safety culture that workers believe in.
  - Optimize equipment and facility usage. We are all on the same team and can share equipment. Everyone doesn't need their own just because they work in a separate department or location. We need to be respectful of other users and treat all equipment as if we paid for it ourselves.
- *Leverage Technology to Improve Performance*
  - Stop working in the dark ages of creating piles of papers to file and store. Train existing workers to use the technology and hire workers that already are familiar with it. People that are familiar with new technology need to teach those that are not. Find the resources to make the technology work now before it is out of date.

- *Provide Exceptional Customer Service*
  - Remove silos that prevent efficient flow of information between departments and divisions. Work to make things easier for the customer not just ourselves. We are all on the same team, not in a competition with each other.
- *Set the Standard for Environmental Stewardship*
  - Practice what we preach. Improve in-house recycling, stop idling vehicles because we are too lazy to turn the key off, prepare for your job and take your supplies with you the first time to reduce mileage. Design and implement a cost effective Long Term Control plan the keeps the Rocky River and Lake Erie clean without creating an excessive financial burden on the City and residents.

**Organizational Chart**



## ***Division of Public Works Administration***

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### **Personnel Staffing**

<b>Public Works Administration</b>	<b>As of Dec. 31, 2011</b>	<b>As of Dec. 31, 2012</b>	<b>Budgeted 2013</b>	<b>As of Nov. 15, 2013</b>	<b>Proposed 2014</b>
<b>Full Time Employees</b>					
Director of Public Works	1	1	1	1	1
Customer Service Rep	1	1	0	0	0
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Part Time Employees</b>					
Customer Service Rep	0	0	1	1	0
<b>Total Part Time Employees</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>



## Division of Parks & Public Property

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### 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
- 4<sup>th</sup> of July
- Tennis Courts

#### Trends

- Continued upkeep of existing facilities and upgrading equipment as necessary to modern and energy efficient items.

#### Division Budgets

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Program</b>					
Parks	1,186,808	1,081,125	1,782,498	1,900,321	7%
Construction	368,184	336,443	-	-	
Security	92,352	84,639	100,799	103,905	3%
Building and Facilities	395,762	336,255	-	-	
Band Concerts	22,232	22,451	15,118	17,590	16%
Museums	8,107	10,451	11,800	11,500	-3%
Fourth of July Festival	46,184	23,833	7,256	43,871	505%
Tennis Courts	7,445	6,547	6,800	7,000	3%
<b>Total</b>	<b>2,127,072</b>	<b>1,901,745</b>	<b>1,924,272</b>	<b>2,084,187</b>	<b>8%</b>

## Division of Parks & Public Property

General Fund (Fund 101) Expenditures by Category	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	1,045,411	992,535	974,024	1,005,617	3%
Fringe Benefits	406,895	341,384	295,342	326,830	11%
Travel and Transportation	-	-	-	-	
Professional Services	35,921	36,570	30,661	33,600	10%
Communications	14,231	16,439	12,790	13,290	4%
Contractual Services	75,993	72,366	100,025	124,900	25%
Materials & Supplies	210,948	181,526	216,845	217,625	0%
Capital	80,792	57,628	131,000	185,000	41%
Utilities	254,120	203,283	159,700	173,600	9%
Other	2,762	3,404	3,885	3,725	-4%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>2,127,072</b>	<b>1,905,135</b>	<b>1,924,272</b>	<b>2,084,187</b>	<b>8%</b>

City Park Improvement (Fund 405) Expenditures by Category	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Capital	1,003	1,377	38,441	75,000	95%
<b>Total</b>	<b>1,003</b>	<b>1,377</b>	<b>38,441</b>	<b>75,000</b>	<b>95%</b>

CDBG (Fund 240) Expenditures by Category	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Capital	62,020	60,965	131,000	400,000	205%
<b>Total</b>	<b>62,020</b>	<b>60,965</b>	<b>131,000</b>	<b>400,000</b>	<b>205%</b>

<b>TOTAL</b>	<b>2,190,096</b>	<b>1,967,477</b>	<b>2,093,713</b>	<b>2,559,187</b>	<b>22%</b>
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### 2013 Accomplishments

- Improvements to the entrance at the Women's Club Pavilion
- Niagara Park landscaping improvements
- Finish Park Row Park improvements
- Upgrade fencing in various areas
- Added shade structures to Madison Pool
- Rehabilitated lakeside swings at Lakewood Park

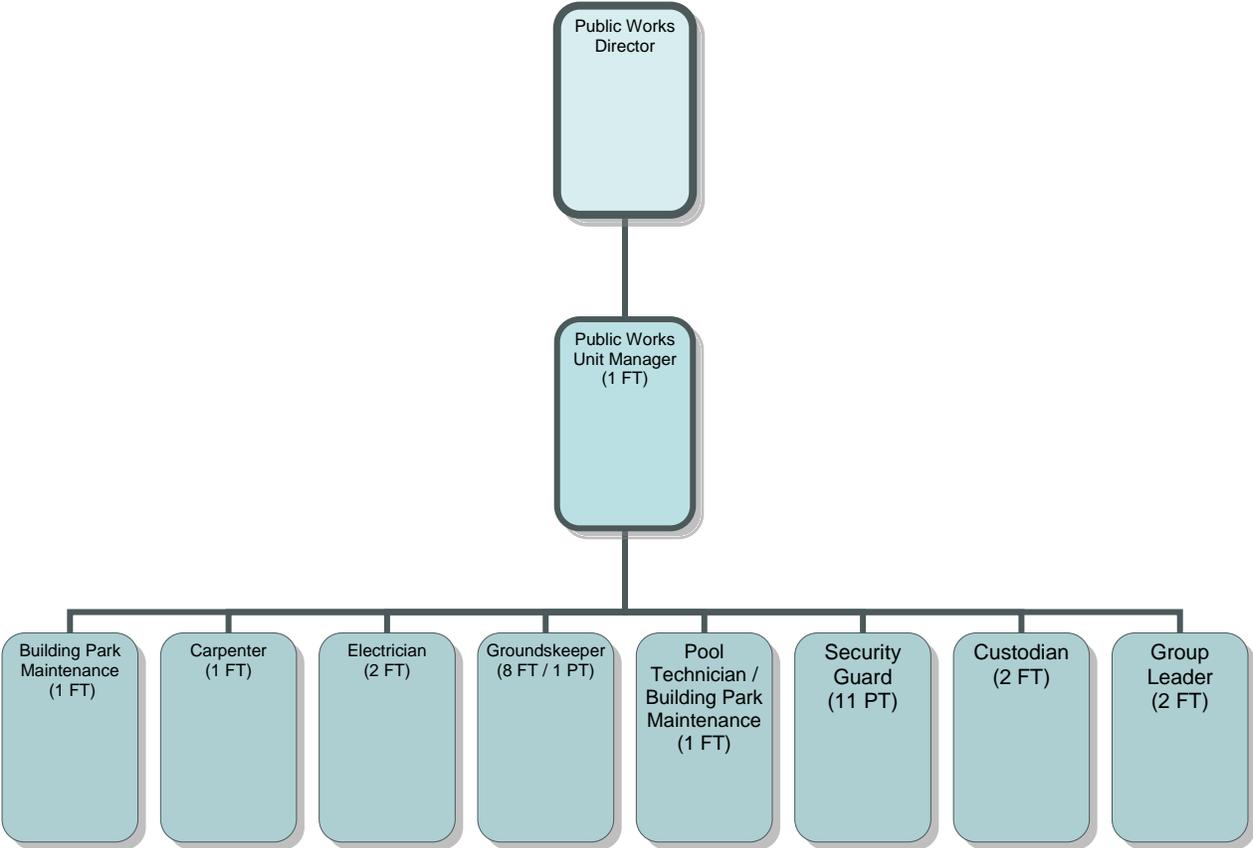
# Division of Parks & Public Property

## 2014 & Beyond Strategic Plan

### Economic Development

- *Improve and Maintain Infrastructure and Enhance Connectivity*
  - Construction of Madison Park Bathroom renovations will be completed
  - Explore options for improved maintenance at our outdoor pools
  - Construct a walking path at Kauffman Park
- *Provide Inviting Public Spaces*
  - Continue to use CDBG funds in a viable manner at Madison Park
  - Work with other City Departments and residents to plan and construct Lakewood Park shoreline and playground improvements

### Organizational Chart



**Division of Parks & Public Property**

**Personnel Staffing**

Parks and Public Properties	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Security</b>					
<b>Part-Time Employees</b>					
Security Guard	6	9	11	11	11
<b>Total Part-Time Employees</b>	<b>6</b>	<b>9</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Parks</b>					
<b>Full Time Employees</b>					
Public Works Division Manager	1	0	0	0	0
Public Works Unit Manager	1	1	1	1	1
Groundskeeper	10	8	8	8	8
Pool Tech/Bldg. Park Maintenance	1	1	1	1	1
Group Leader	1	0	0	2	2
Building Park Maintenance	0	2	2	1	1
Carpenter	1	1	1	1	1
Electrician	2	2	2	2	2
Finish Painter	1	1	1	0	0
Custodian	1	1	1	2	2
<b>Total Full Time Employees</b>	<b>18</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Part-Time Employees</b>					
Groundskeeper	0	2	2	1	1
Cleaning Person	0	0	1	0	0
<b>Total Part-Time Employees</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>

### **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**

<b>DIVISION OF STREETS AND FORESTRY</b>		<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Program</b>						
Streets, Traffic Signs & Signals		2,301,529	1,784,465	1,914,220	2,239,470	17%
Forestry		393,263	374,140	395,016	384,728	-3%
<b>Total</b>		<b>2,694,793</b>	<b>2,158,606</b>	<b>2,309,236</b>	<b>2,624,198</b>	<b>14%</b>
<b>General Fund Budget (Fund 101)</b>		<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>						
Salaries		218,266	230,210	192,521	216,373	12%
Fringe Benefits		100,229	89,497	66,347	72,785	10%
Travel and Transportation						
Professional Services		113	690	604	1,750	190%
Communications		78	107	400	125	-69%
Contractual Services		-	5,000	-	5,000	
Materials & Supplies		20,109	26,732	17,144	28,695	67%
Capital		54,469	21,904	118,000	60,000	-49%
Utilities						
Other		-	-	-	-	
Debt Service						
Transfer or Advance						
<b>Total</b>		<b>393,263</b>	<b>374,140</b>	<b>395,016</b>	<b>384,728</b>	<b>-3%</b>

<b>State Highway Fund Budget (Fund 201)</b>		<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>						
Road Salt		137,835	115,000	90,000	175,000	94%
<b>Total Expenditures</b>		<b>137,835</b>	<b>115,000</b>	<b>90,000</b>	<b>175,000</b>	<b>94%</b>

# Division of Streets & Forestry

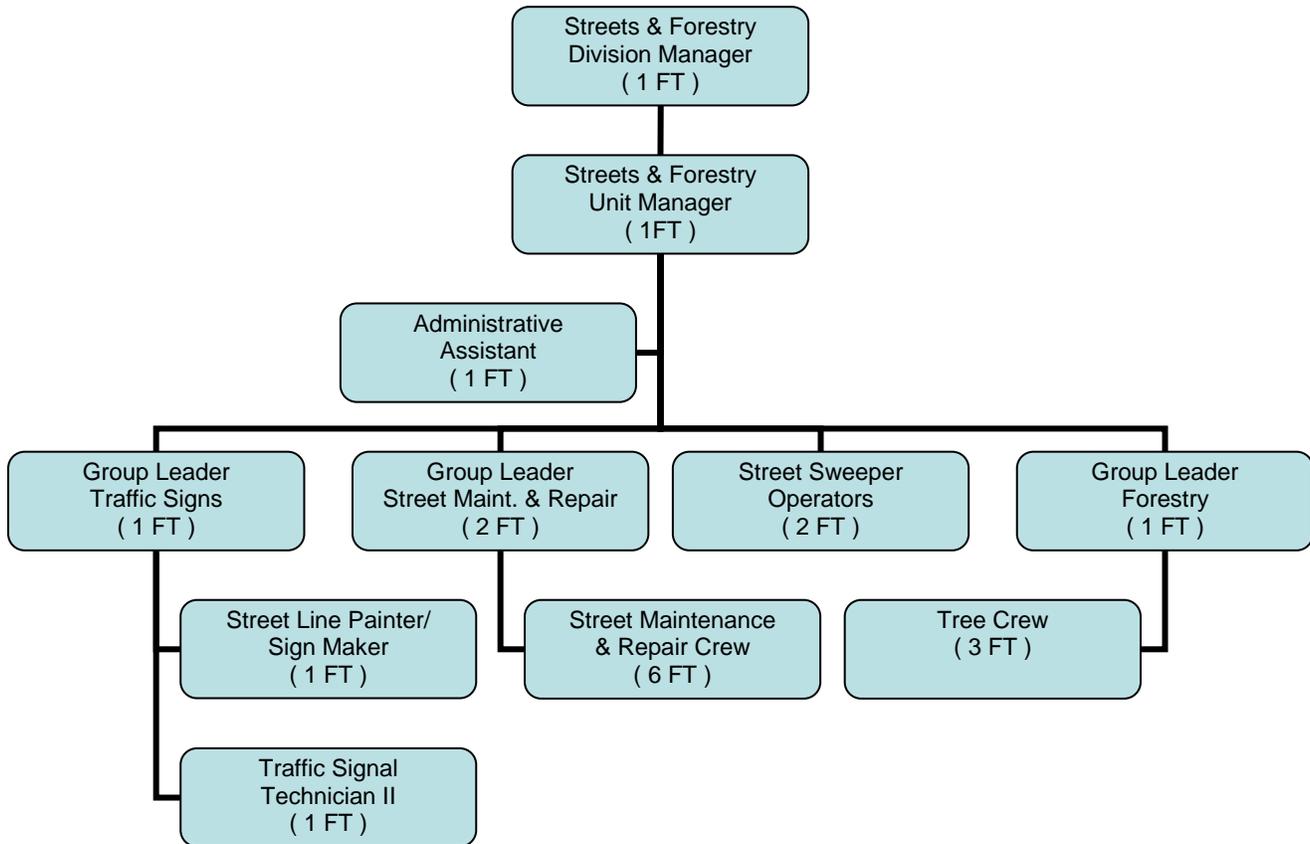
Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	929,110	864,050	900,781	946,149	5%
Fringe Benefits	363,886	310,298	277,429	288,835	4%
Travel and Transportation	-	-	-	-	
Professional Services	1,472	1,364	1,960	4,210	115%
Communications	5,941	7,216	9,750	9,900	2%
Contractual Services	148,253	71,979	109,300	155,550	42%
Road Salt	113,051	95,931	-	25,000	
Materials & Supplies	194,307	182,835	224,600	285,400	27%
Capital	180,231	61,042	233,500	283,000	21%
Utilities	73,850	49,050	41,000	40,000	-2%
Other	3,594	901	900	1,425	58%
Debt Service					
Transfer or Advance	150,000	24,800	25,000	25,000	0%
<b>Total</b>	<b>2,163,694</b>	<b>1,669,465</b>	<b>1,824,220</b>	<b>2,064,470</b>	<b>13%</b>

## 2014 & Beyond Strategic Plan

### Economic Development

- *Improve and Maintain Infrastructure and Enhance Connectivity*
  - Implement Sidewalk Improvement Plan
    - Plan:
      - Examine city sidewalks for defects or violations to notify homeowners of repairs needed. Track progress of violations and determine best remedy.
  
- *Improve the Visual Impression of the Community*
  - Manage our urban forest
    - Key Performance Indicators:
      - Maintain Tree City USA standards
    - Plan:
      - Track our urban forestry by using tree keeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, and diseases and insect control.
  
  - Control litter and snow on sidewalks
    - Plan:
      - Work with Community service to enhance walkability during inclement weather.

Organizational Chart



Personnel Staffing

Division of Streets & Forestry	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Streets &amp; Traffic</b>					
<b>Full Time Employees</b>					
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	6	6	6	6	6
Street Sweeper Operator	2	2	2	2	2
Traffic Signal Technician II	1	1	1	1	1
Street Line Painter/Sign Maker	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Forestry</b>					
<b>Full Time Employees</b>					
Group Leader	1	1	1	1	1
Tree Crew	4	3	3	3	3
<b>Total Full Time Employees</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## ***Division of Refuse & Recycling***

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### **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. As of October, 2013, The Division provides automated curbside collection of recyclables to 1/3 of the city. By 2015, curbside recycling will be completely automated by providing City-owned, wheeled recycling carts to all single, two, three and four-unit residential properties. In the interim, blue bag mixed recyclable collection will continue. The division collects and recycles yard waste for all residential and business properties within the city. 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, yard waste and household hazardous waste.

#### **Trends**

- Reduce – Reuse – Recycle! On October 14, 2013, we launched Phase One of the automation of our curbside recycling program. The automation of curbside recycling is proven to reduce solid waste disposal costs and drive up recycling volumes. Automation = Diversion from landfill = Recovery of Resources = Cost Savings.

#### **Here We Are Today**

- In 2012, we recycled 50.15% of our total municipal solid waste – our highest rate ever.
- Leaner, but still delivering quality services.
- Realizing the long-term economic benefits of automated garbage collection.
- Remodeled Recycling Center and Drop-off Facility; over 17,000 residents used in 2012 and on pace to have over 20,000 visits in 2013.

### Continue to Improve - Strategy and Initiatives

- Automation of Curbside Recycling Program.
- Increase our recycle material volume and further reduce solid waste disposal fees – the 3Ds – Diversion, Diversion, Diversion.
- Develop viable refuse and recycling cart placement options – for all households.
- Further increase collection efficiencies for all materials.
- Increase our level of business recycling – recycling carts will be the driver.

### Looking into the future

- Recycle 60% of our total municipal solid waste by 2016.
- Full implementation of automated recycling will bring a 5-year return on investment.
- Realizing and expanding upon the economic and ecological benefits of continued automation.
- Continue to “green” our fleet – lower emissions, lower fuel use, explore cleaner fuel alternatives going forward.

We 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; approximately 1/2 of construction and demolition debris collected at the drop-off facility is recycled at a certified C&D processing site.
- Convenient and charge-free disposal for residents and property owners with proof that debris emanates from their properties and they are doing the work.

## Division of Refuse & Recycling

### Division Budgets

#### DIVISION OF REFUSE & RECYCLING

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	1,594,644	1,499,084	1,441,100	1,492,603	4%
Fringe Benefits	704,959	581,450	491,793	519,118	6%
Travel and Transportation	-	-	-	-	
Professional Services	3,050	2,316	2,675	3,475	30%
Communications	8,072	8,856	9,500	9,365	-1%
Contractual Services	709,079	612,673	726,750	735,750	1%
Materials & Supplies	186,225	169,906	215,550	238,500	11%
Capital	54,629	-	19,619	33,500	
Utilities	29,970	22,107	26,500	35,000	32%
Other	4,446	862	4,000	4,000	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>3,295,075</b>	<b>2,897,253</b>	<b>2,937,487</b>	<b>3,071,311</b>	<b>5%</b>

Litter Control (Fund 212)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	1,834	-	-	2,000	
Capital	-	-	-	-	
Utilities					
Other	3,696	-	2,078	2,000	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>5,530</b>	<b>-</b>	<b>2,078</b>	<b>4,000</b>	

CDBG (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	18,541	-	-	-	
Fringe Benefits	2,617	-	-	-	
<b>Total</b>	<b>21,158</b>	<b>-</b>	<b>-</b>	<b>-</b>	

<b>TOTAL EXPENDITURES</b>	<b>3,321,763</b>	<b>2,897,253</b>	<b>2,939,565</b>	<b>3,075,311</b>	<b>5%</b>
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### 2013 Accomplishments

- In June, 2013, the Cuyahoga County Solid Waste District certified that in 2012, the City of Lakewood recycled 50.15% of its total solid waste (our highest rate ever) as we diverted 16,145 tons of recyclable material from ending up in the landfill. Our recycling rate places us in 13<sup>th</sup> place out of the 59 Cuyahoga County Municipalities. In addition, the City of Lakewood placed in the top 3% of all Ohio Municipalities for our recycling rate. According to the United States EPA, less than 4.5% of municipalities across the nation break the 50% benchmark of their total solid waste being recycled.
- Beginning on October 14, 2013, the City of Lakewood launched its first phase of automating our Curbside Recycling Program by providing residents with curbside recycling containers, thereby increasing our recycle material volume and further reducing our solid waste disposal fees. Given the costs associated with this project, we will be phasing it in over a three year timeframe – doing 1/3 of the city each year until fully implemented. Upon full implementation of the automated recycling program after three years, we are projecting an annual cost savings of both labor and disposal costs to be \$300,000 to \$350,000 per year – delivering to us a five to six year return on the automation of curbside recycling investment. This does not take into consideration that the costs per ton for refuse disposal will certainly continue to rise, placing an even greater imperative on diverting recyclable materials away from the landfill.
- We continued to promote, enhance and expand upon services available to residents, businesses and property owners at our Recycling Center and Drop-off Facility located at 12920 Berea Road. Nearly 2,000 tons of material was recycled by residents utilizing the facility. In addition, over 50,000 pounds of household hazardous waste was safely diverted away from the general solid waste stream and landfills. We are on pace to surpass 20,000 visits in 2013 by residents, businesses and property owners who utilize our Recycling Center and Drop-off Facility.

### 2014 & Beyond Strategic Plan

#### Sound Governance

- *Adopt a Sustainable Budget*
  - Protect and strengthen core services, and identify strategic investments
    - Key Performance Indicator:
      - The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2016. The automation of our curbside recycling program is the only way we can achieve a 60% landfill diversion rate.

## ***Division of Refuse & Recycling***

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- Strategies:
  - Beginning this year, the City of Lakewood Division of Refuse and Recycling launched its first phase of automating our Curbside Recycling Program by providing residents with curbside recycling containers, thereby increasing our recycle material volume and further reducing our solid waste disposal fees. Given the costs associated with this project, we will be phasing it in over a three year timeframe – doing 1/3 of the city each year until fully implemented.
- Plans:
  - Development of viable refuse and recycling automated cart placement options
- Actions:
  - Distribution of automated recycling carts to Lakewood households – 1<sup>st</sup> 6,000 were delivered during the first 10 days of October 2013.
- Actions:
  - Outreach to residents with options available for cart placement and efficient and reliable collection.

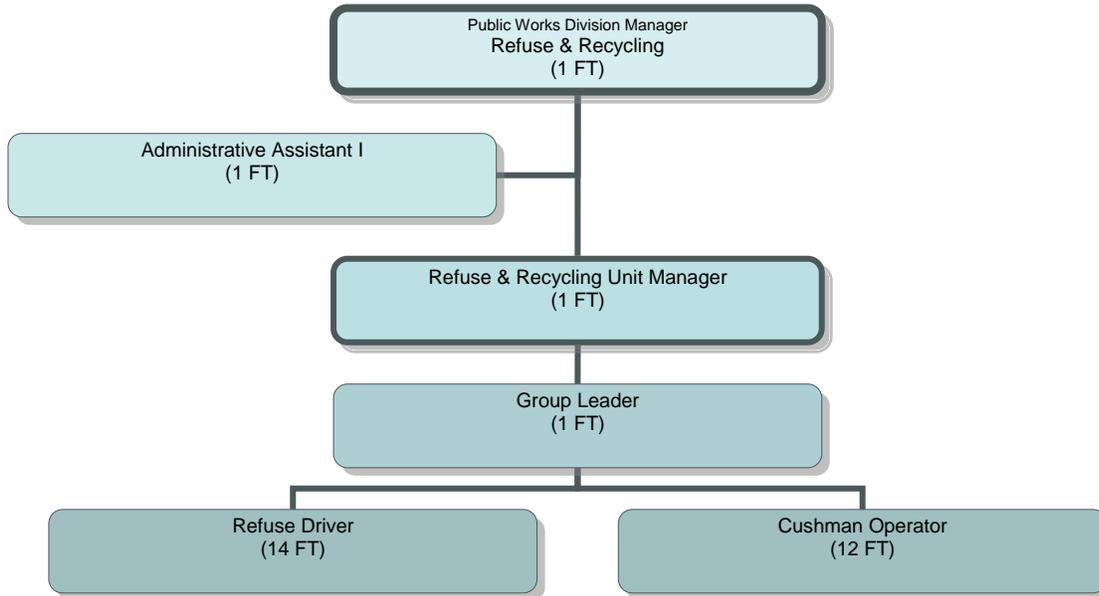
### Sound Governance

- *Set the Standard for Environmental Stewardship*
  - Recycling Expansion
    - Key Performance Indicator:
      - The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2016. The City of Lakewood recycled 50.15% of its total solid waste in 2012 - our highest rate ever.
    - Strategies:
      - Beginning this year, the City of Lakewood Division of Refuse and Recycling launched its first phase of automating our Curbside Recycling Program by providing residents with curbside recycling containers, thereby increasing our recycle material volume and further reducing our solid waste disposal fees.
    - Plans:
      - A key component associated with automated recycling and the implementation of the refuse and recycling cart collection options will be that fewer vehicles will be used to collect the same number of households - bringing lasting real-world benefits to the City of Lakewood in the form of additional emissions reductions and lower fuel costs.

- Energy and fuel optimization
  - Key Performance Indicator:
    - The City of Lakewood has moved forward with quantifiable emissions reductions. Most recently, the City of Lakewood retrofitted eleven refuse fleet vehicles with Diesel Particulate Filters. This measure resulted in a significant reduction in particulate matter and volatile hydrocarbons emitted by our retrofitted vehicles. The City of Lakewood's use of diesel particulate filters (DPFs) significantly reduces pollution from particulate matter (PM) and volatile hydrocarbons (HC) in retrofitted vehicles.
    - Indeed, as certified by the Ohio EPA, DPFs reduce PM pollution by 85% and HC pollution by 90% in each city retrofitted vehicle. We have seen our overall tons of PM pollution reduced by 58.5% per year and our overall tons of HC pollution reduced by 63% per year within our refuse fleet.
  - Strategies:
    - The Division of Refuse and Recycling vehicles are the most used in the city's fleet. Therefore, it is imperative that we take measures to minimize our daily impact on our City's population. All City of Lakewood automated collection vehicles, including those to be purchased in the future, come factory equipped with the most advanced Diesel Particulate Filter technology, which drastically reduce emissions of ultrafine particles, black carbon, PAH pollutants and visible smog from exhaust.
  - Plans:
    - We are projecting additional emissions reductions upon full implementation of our automated recycling program. Upon full automation of the City of Lakewood Automated Curbside Recycling Program, we are projecting an additional emissions reduction of PM pollution by 12% and HC pollution by 13-14 % as it will require fewer total vehicles for daily collection and the shuttering of a couple older fleet vehicles, thereby reducing the number of high emissions trucks

## Division of Refuse & Recycling

### Organizational Chart



### Personnel Staffing

Refuse & Recycling	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Refuse Driver	14	14	14	14	14
Cushman Operator	13	12	12	12	12
Laborer Refuse and Recycling	1	0	0	0	0
Administrative Assistant 1	0	1	1	1	1
Staff Assistant	1	0	0	0	0
<b>Total Full Time Employees</b>	<b>32</b>	<b>30</b>	<b>30</b>	<b>30</b>	<b>30</b>



**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 and tire 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. 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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	601,416	555,103	492,333	579,215	18%
Fringe Benefits	230,731	193,576	162,288	183,408	13%
Travel and Transportation	564	-	550	500	
Professional Services	37,187	26,816	30,300	44,800	48%
Communications	2,194	2,603	1,410	2,000	42%
Contractual Services	13,973	9,200	17,755	25,500	44%
Materials & Supplies	482,084	446,093	480,025	547,785	14%
Capital	5,335	5,323	-	137,000	
Utilities	5,412	3,297	5,500	6,100	11%
Other	1,381	1,154	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,380,279</b>	<b>1,243,166</b>	<b>1,190,161</b>	<b>1,526,308</b>	<b>28%</b>

**2013 Accomplishments**

- Hire three technicians to replace retirees.
- Trained all technicians basic welding and cutting( 2 received certifications) .
- Performed lean initiative in Fleet to cut down paper and time technicians are spending on work orders.

## **2014 & Beyond Strategic Plan**

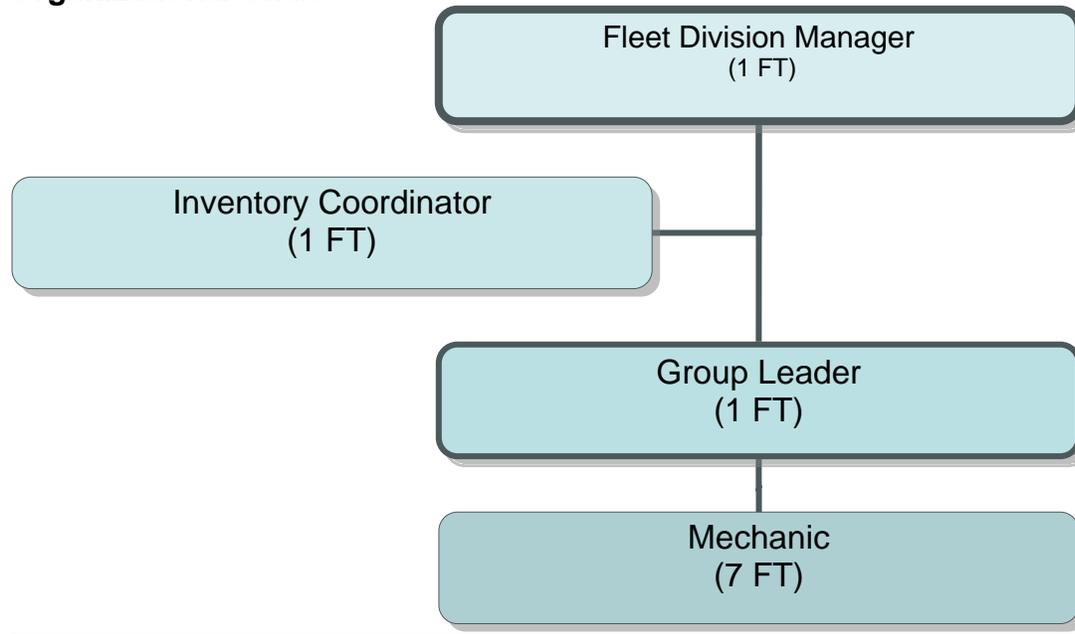
### Sound Governance

- *Encourage and Promote a Culture of Continuous Improvement*
  - Maintain and Support an Educated and Trained Workforce
    - Key Performance Indicators:
      - ASE certifications : Current 21 certifications, projected 80 certifications
      - Ford Online Training: Courses passed current 381, projected 450+
      - Welding training : Certified Welders Current 2, projected 4+
      - International truck training : Hours of training projected 128
    - Plan :
      - Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired.
- *Improve Stewardship of Assets*
  - Ensure adequate controls and oversight of City Property and assets
    - Key Performance Indicators:
      - Optimize utilization of City Facilities and Equipment. Purchase multi use vehicles (hook lift trucks). Current 2, – projected 8
      - Share vehicles between departments. Current 7, projected 11+
      - Pool vehicles: Current 0, projected 6
      - Continue rustproofing program 2007 and newer vehicle. Current 45, projected 52+
    - Plan :
      - Monitor vehicle usage of departments by fuel logs and GPS tracking, then right size fleet accordingly. Continue rustproofing program to ensure maximum vehicle life
- *Leverage Technology to Improve Performance*
  - Upgrade Fleet Management System
    - Plan :
      - To purchase a fuel system with mileage reasonability incorporated into chip keys to prevent bad odometer readings entered. New fuel system to auto down load mileage in to data base of updated system.
- *Set the Standard for Environmental Stewardship*
  - Energy and fuel optimization\*
    - Key Performance Indicators:
      - Install anti idle devises on vehicles. Current 16 units, projected 20+. Purchase vehicles with more efficient engines
    - Plan:
      - To enforce anti idle using installed devises and GPS tracking

## Division of Fleet Management

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### Organizational Chart



### Personnel Staffing

Fleet Management	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	0	0	0	0
Inventory Coordinator	1	1	1	1	1
Group Leader	1	1	1	1	1
Mechanic - Fleet Management	6	6	6	7	7
Body Painter Welder	1	1	1	0	0
<b>Total Full Time Employees</b>	<b>11</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



### **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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	175,876	161,066	148,013	114,699	-23%
Fringe Benefits	72,800	52,416	46,294	42,810	-8%
Travel and Transportation	168	150	200	490	145%
Professional Services	3,758	2,684	3,900	3,525	-10%
Communications	1,646	1,676	1,365	2,725	100%
Contractual Services	34,200	36,665	44,000	38,950	-11%
Materials & Supplies	2,206	672	1,425	1,620	14%
Capital	-	-	-	-	
Utilities					
Other	968	769	1,175	1,025	-13%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>291,622</b>	<b>256,098</b>	<b>246,371</b>	<b>205,845</b>	<b>-16%</b>

CDBG (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Capital	618,510	349,045	101,176	500,000	394%
Other	1,444	-	-	-	
<b>Total</b>	<b>619,954</b>	<b>349,045</b>	<b>101,176</b>	<b>500,000</b>	<b>394%</b>

<b>TOTAL</b>	<b>911,575</b>	<b>605,142</b>	<b>347,547</b>	<b>705,845</b>	<b>103%</b>
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**2013 Accomplishments**

- Construction Projects
  - Asphalt Resurfacing of 17 streets equating to over three (3) miles of roadway.
  - Port of Lakewood – Replacement of Sheet Pile Wall
  - Resurfacing/drainage improvements of Municipal Lots 1 and 4 thru grants.
  - Resurfacing/drainage improvements to Madison Park Parking Lot
  - EPA Early Action Projects.
  - Madison Park Restroom Renovations
  
- Applied for OPWC 2014 grant funding and zero interest loan funding for approximately \$4 million in sewer and water improvements.
  
- 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 Lakes Erie coastal flood zones.
  
- Development of important GIS layers of Planning, Building, Public Works and Mayor's Office with and end of the year release for inter-office use.

## ***Division of Engineering***

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Development of an internal GIS map and various map applications for tasks.  
Development of City wide Map Center SharePoint pages.

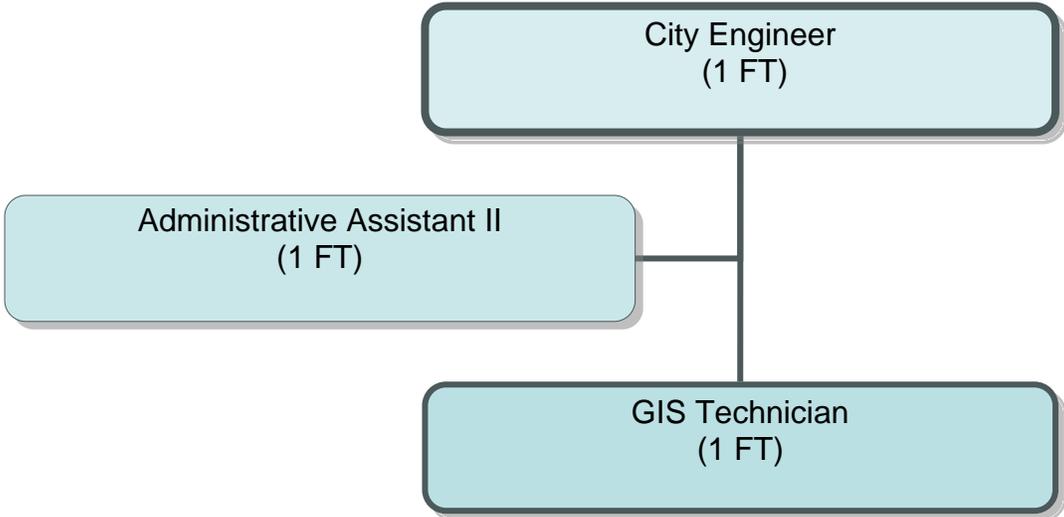
- Project management Madison Ave resurfacing and section of watermain replacement; Franklin Blvd., bike lanes from W. 117<sup>th</sup> to Warren Rd; Sewer Regulator elimination – Early Action Projects; and Wastewater Treatment Plant replace of Aeration Blowers.

### **2014 & Beyond Strategic Plan**

#### Sound Governance

- *Set the Standard for Environmental Stewardship*
  - Advance EPA Long-Term Control Plan
    - Key Performance Indicators:
      - Ongoing to reduce CSO to Lake Erie and Rocky River, installation of storm water Best Management Practices on public and private properties
    - Strategy:
      - Reduce storm water runoff, increase water quality, reduce CSOs
    - Plans:
      - Complete complex sewer modeling, design, bid and construct sewer improvements to meet KPIs and leverage grant money to improve public property to install BMPs
    - Actions:
      - Investigate Acti-flow methods, Complete the: West End Sewer Separation project, Edgewater Drive Sewer Separation, EPA Early action projects, Harding Sewer project, Webb sewer separation project, . work with developers to install BMPs for redevelopment sites and new construction. Seek grants and utilize CDBG funds to make improvements along Madison avenue and Rozi's Parking Lot #8..

**Organizational Chart**



**Personnel Staffing**

<b>Engineering</b>	<b>As of Dec. 31, 2011</b>	<b>As of Dec. 31, 2012</b>	<b>Budgeted 2013</b>	<b>As of Nov. 15, 2013</b>	<b>Proposed 2014</b>
<b>Full Time Employees</b>					
City Engineer				1	1
Division Manager	1	1	1	0	0
GIS Technician	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

**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**

- Lakewood is experiencing a decline in population and hence, a decline in water usage.
- For years people in our industry have stressed and taught water conservation. The public has learned this lesson well and is very conscious of its water usage resulting in less consumption per person.
- Both of these add up to declining revenue for the operation.
- Major improvements to our Combined Sewer Overflows will be mandated by the USEPA in the near future.

**Division Budgets**

Water Fund (Fund 501)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Program</b>					
Water Distribution	7,847,643	8,732,108	7,845,751	9,152,940	17%
Water Metering	604,067	567,137	610,052	635,691	4%
<b>Total</b>	<b>8,451,710</b>	<b>9,299,245</b>	<b>8,455,803</b>	<b>9,788,632</b>	<b>16%</b>

## Division of Water & Wastewater Collection

Water Fund (Fund 501)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	646,821	652,720	652,560	696,742	7%
Fringe Benefits	256,248	227,638	206,636	213,055	3%
Travel and Transportation	2,317	1,865	2,225	2,100	-6%
Professional Services	45,426	42,009	62,600	66,000	5%
Communications	69,453	58,602	67,650	68,635	1%
Contractual Services	6,195	3,952	4,750	27,750	484%
Materials & Supplies	129,636	169,944	189,244	216,350	14%
Capital	772,701	1,287,039	475,223	1,390,000	192%
Utilities	48,901	31,914	44,500	38,000	-15%
Purchased Water	6,299,340	6,658,386	6,600,000	6,850,000	4%
Other	174,673	165,176	150,416	220,000	46%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>8,451,710</b>	<b>9,299,245</b>	<b>8,455,803</b>	<b>9,788,632</b>	<b>16%</b>
Wastewater Fund (Fund 510)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	608,850	620,366	605,951	678,862	12%
Fringe Benefits	265,435	222,780	199,020	219,601	10%
Travel and Transportation	-	-	25	-	
Professional Services	91,832	95,259	378,330	380,375	1%
Communications	638	611	795	700	-12%
Contractual Services	418,240	398,299	568,000	857,700	51%
Materials & Supplies	87,319	97,963	101,425	115,525	14%
Capital	184,674	210,380	417,000	665,000	59%
Utilities	11,617	8,529	13,000	14,000	8%
Other	275,253	83,669	344,794	400,138	16%
Debt Service	1,544,682	4,000,809	1,513,373	1,272,477	-16%
Transfer or Advance	3,200	3,200	3,200	3,200	0%
<b>Total</b>	<b>3,491,740</b>	<b>5,741,865</b>	<b>4,144,913</b>	<b>4,607,578</b>	<b>11%</b>
<b>TOTAL</b>	<b>11,943,449</b>	<b>15,041,110</b>	<b>12,600,716</b>	<b>14,396,209</b>	<b>14%</b>

## ***Division of Water & Wastewater Collection***

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### **2013 Accomplishments**

- 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.
- Highly successful Lean project has resulted in less paperwork, and more importantly less time to complete an individual dye test from 15 days to less than 2.

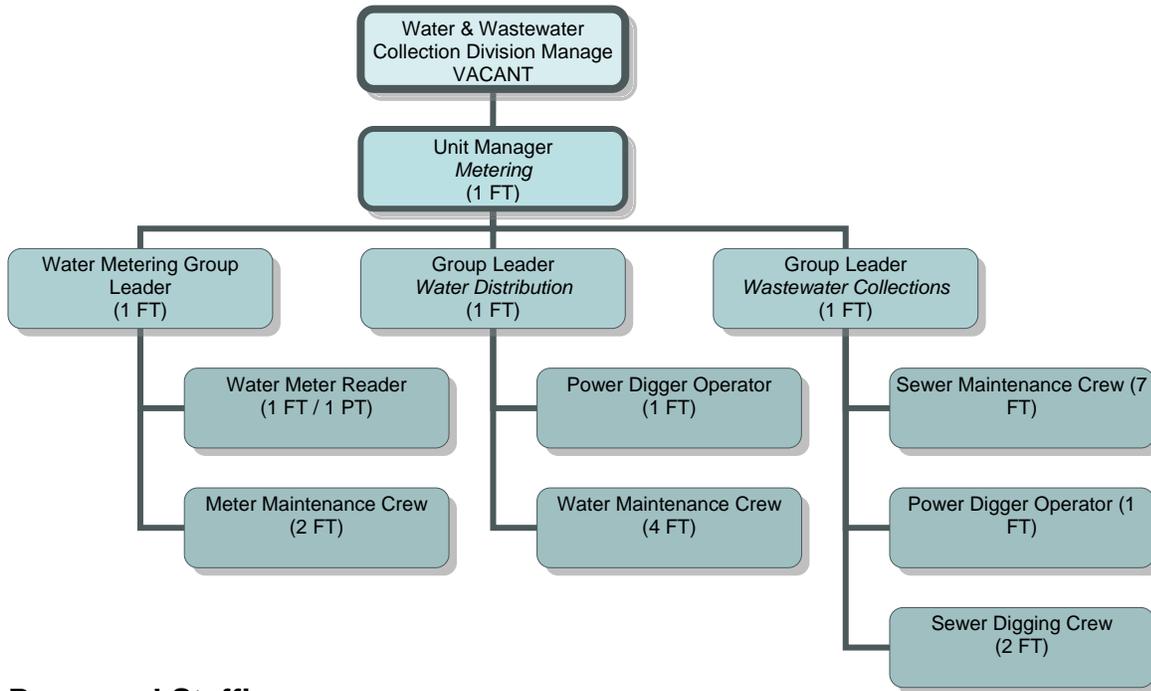
### **2014 & Beyond Strategic Plan**

#### Sound Governance

- *Leverage Technology to Improve Performance*
  - Continue successful implementation of the Automated Meter Reading System
    - Strategies:
      - Due to the recent implementation of new smart meters and reading software. We will reduce the amount of time it takes to notify customers of potential problems (leaks) from 30+ days down to 3 days.

## Division of Water & Wastewater Collection

### Organizational Chart



### Personnel Staffing

Water and Wastewater Collection	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Water Distribution Unit</b>					
<b>Full Time Employees</b>					
Group Leader	1	1	1	1	1
Power Digger Operator	1	1	1	1	1
Water Maintenance Crew	4	4	4	4	4
<b>Total Full Time Employees</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Water Metering Unit</b>					
<b>Full Time Employees</b>					
Public Works Unit Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Water Meter Reader	2	2	2	1	1
Meter Maintenance Crew	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>5</b>
Water Meter Reader	0	0	0	1	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Wastewater Collection Unit</b>					
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	0	1
Group Leader	1	1	1	1	1
Sewer Digging Crew	1	2	2	2	2
Sewer Maintenance Crew	8	7	7	7	7
Power Digger Operator	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>12</b>

## ***Division of Wastewater Treatment***

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### **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 City has been actively discussing the potential language changes and requirements that will become a part of the new permit with Ohio EPA. The new NPDES permit most likely will contain regulatory requirements that will greatly impact wastewater collections along with some wastewater treatment requirements. The regulatory areas that are presently having the greatest impact on wastewater treatment operations are Combined Sewer Overflow, Sewage Sludge Disposal Regulations and Phosphorus Discharge Limits.

- Combined Sewer Overflow – The ability for the WWTP to accept and treat increased quantities of flow during wet weather has been a hot topic that Ohio EPA is pressing for during the next permit cycle.
- 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 of Wastewater Treatment

Changing the classification of biosolids from Class B to EQ (Exceptional Quality) is one means of increasing the avenues of disposal.

- Phosphorus Discharge Limits – Algae blooms on Lake Erie are prompting EPA to look at the amount of Phosphorus going to Lake Erie. The quantity is forecasted to be lowered during the next permit cycle.

### Division Budgets

Wastewater Treatment Fund (Fund 511)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	1,164,567	1,135,086	1,206,413	1,281,607	6%
Fringe Benefits	476,621	417,418	388,149	413,882	7%
Travel and Transportation	1,238	1,218	987	1,750	77%
Professional Services	68,485	41,987	37,026	393,876	964%
Communications	4,880	5,861	6,950	7,060	2%
Contractual Services	72,149	67,719	138,000	139,650	1%
Materials & Supplies	220,170	225,569	263,913	274,850	4%
Capital	241,831	168,378	168,000	390,000	132%
Utilities	386,617	317,993	304,000	325,000	7%
Other	245,814	245,357	293,929	311,769	6%
Debt Service	160,049	3,337,606	761,339	534,827	-30%
Transfer or Advance	75,000	75,000	75,000	75,000	0%
<b>Total</b>	<b>3,117,420</b>	<b>6,039,190</b>	<b>3,643,706</b>	<b>4,149,271</b>	<b>14%</b>

Wastewater Improvement Fund (Fund 512)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	-	-	
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies					
Capital	-	-	-	-	
Utilities					
Other	-	-	-	-	
Debt Service	1,170,495	-	-	-	
Transfer or Advance	1,300,000	1,400,000	1,600,000	1,600,000	0%
<b>Total</b>	<b>2,470,495</b>	<b>1,400,000</b>	<b>1,600,000</b>	<b>1,600,000</b>	<b>0%</b>

<b>TOTAL</b>	<b>5,587,916</b>	<b>7,439,190</b>	<b>5,243,706</b>	<b>5,749,271</b>	<b>10%</b>
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## ***Division of Wastewater Treatment***

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### **2013 Accomplishments**

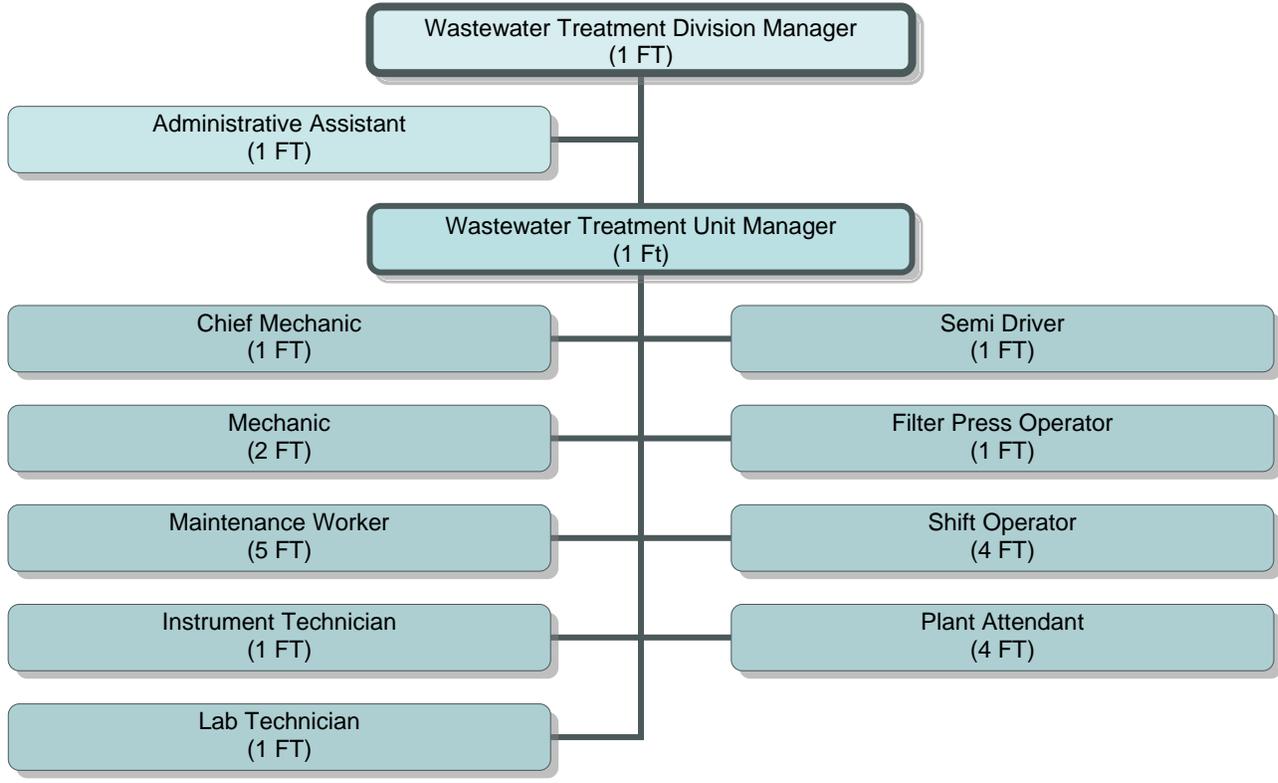
- Complied with National Pollutant Discharge Elimination System (NPDES) permit, without experiencing any major permit violations.
- Completed the installation of the new Aeration Blower System and Building. The new energy efficient blowers along with modifications to the aeration tanks and channel aerators should reduce the facility's annual energy consumption and cost.
- Reorganized the staffing of the Maintenance and Operations units to provide a maintenance worker on duty 24 hours a day 365 days a year.
- Initiated in-house projects
  - New West and East Pump Station pumps.
  - Replacement of all Channel Aeration Diffusers.
  - New de-gritting pumps.

### **2014 & Beyond Strategic Plan**

#### Sound Government

- *Set the Standard for Environmental Stewardship*
  - Energy and fuel optimization
    - Strategies:
      - Keep process equipment maintained and functional thus extending service life and reducing repair and replacement cost.
      - Explore new treatment processes from both an efficiency and cost perspective.
        - Use of energy efficient motors and controllers.
      - Ensure that any process upgrades will meet or exceed future regulatory requirements.
      - Explore new cost saving treatment and disposal options for biosolids. Upgrading digestion process to produce a Class EQ biosolids will open up more reuse options including marketability. Design Scheduled 2014. Construction Scheduled 2015.
      - Specifications for all new equipment and processes will incorporate the newest energy saving features/technologies.
      - Continue the exploration of the most efficient use of methane gas produced.
  - Regulatory Compliance
    - Strategies:
      - Successful negotiations of a new 5 year National Pollutant Discharge System Elimination (NPDES) permit.
      - Incorporate process adjustments and process analyses required by the current NPDES permit and all other regulatory ordinances.

**Personnel Organization**



**Personnel Staffing**

<b>Wastewater Treatment Plant</b>	<b>As of Dec. 31, 2011</b>	<b>As of Dec. 31, 2012</b>	<b>Budgeted 2013</b>	<b>As of Nov. 15, 2013</b>	<b>Proposed 2014</b>
<b>Full Time Employees</b>					
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	5	5
Mechanic	1	1	1	2	2
Plant Attendant	8	7	7	4	4
Administrative Assistant	1	1	1	1	1
Shift Operator	4	5	5	4	4
<b>Total Full Time Employees</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>	<b>23</b>

## 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)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services	-	-	-	-	
Materials & Supplies	-	-	-	-	
Capital					
Utilities	298,844	255,585	260,000	270,000	4%
Other	126,897	127,452	65,406	70,000	7%
Debt Service	-	-	-	-	
Transfer or Advance	70,852	104,000	220,000	150,000	-32%
<b>Total</b>	<b>496,593</b>	<b>487,037</b>	<b>545,406</b>	<b>490,000</b>	<b>-10%</b>



## Budget Overview of Human Services

Total Expenditures by Division All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Human Services Admin	232,590	200,820	171,684	172,222	0%
Division of Early Childhood	79,416	79,053	31,017	56,792	83%
Division of Youth	736,338	616,648	618,219	676,674	9%
Division of Aging	1,289,821	1,029,290	954,965	938,389	-2%
<b>Total Expenditures</b>	<b>2,338,166</b>	<b>1,925,811</b>	<b>1,775,887</b>	<b>1,844,076</b>	<b>4%</b>

Total Expenditures by Category All Funds	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	1,515,566	1,268,121	1,173,735	1,165,792	-1%
Fringe Benefits	575,645	467,650	344,667	349,186	1%
Travel and Transportation	7,409	7,247	9,812	9,850	0%
Professional Services	24,112	18,828	22,342	19,830	-11%
Communications	22,268	23,614	22,950	23,738	3%
Contractual Services	51,981	13,796	11,381	30,919	172%
Materials & Supplies	78,319	71,116	137,905	187,031	36%
Capital	2,988	8,464	6,780	-	-100%
Utilities	40,934	31,510	36,000	40,700	13%
Other	13,552	12,259	10,315	11,530	12%
Debt Service	-	-	-	-	
Transfer or Advance	5,393	3,206	-	5,500	
<b>Total</b>	<b>2,338,166</b>	<b>1,925,811</b>	<b>1,775,887</b>	<b>1,844,076</b>	<b>4%</b>

Total Expenditures by Category General Fund	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
Salaries	350,090	316,084	240,130	252,573	5%
Fringe Benefits	191,639	156,793	100,796	106,947	6%
Travel and Transportation	400	752	325	700	115%
Professional Services	3,416	4,086	2,200	2,425	10%
Communications	3,672	3,691	2,875	3,210	12%
Contractual Services	-	-	-	-	
Materials & Supplies	1,304	1,725	2,355	3,535	50%
Capital	-	363	-	-	
Utilities	5,507	5,037	5,750	5,200	-10%
Other	3,588	2,478	1,600	1,720	8%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>559,615</b>	<b>491,008</b>	<b>356,031</b>	<b>376,310</b>	<b>6%</b>



### **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**

- Growing economic challenges for families: Lakewood City Schools April 2013 data indicates that 54.63% or 1,363 of 2,522 elementary students qualified for free/reduced lunch, which is 185% of poverty. Of the 1,363 total, 89% or 1,212 children qualify for free lunch, which is 130% of poverty. A family of 4 qualifies for free lunch with an annual household income of \$30,615.
- Grants and government dollars continue to shrink and needs of Lakewood's most vulnerable residents continue to increase.
- Eligibility guidelines have restricted access to county services.

## Division of Human Services Administration

### Division Budgets

General Fund (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	133,568	148,296	135,084	134,725	0%
Fringe Benefits	43,244	40,494	35,115	35,687	2%
Travel and Transportation	51	50	75	50	
Professional Services	878	506	600	725	21%
Communications	664	751	575	585	2%
Contractual Services	-	-	-	-	
Materials & Supplies	183	180	185	400	116%
Capital	-	-	-	-	
Utilities					
Other	1	47	50	50	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>178,588</b>	<b>190,323</b>	<b>171,684</b>	<b>172,222</b>	<b>0%</b>

HPRP (Fund 246)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	47,037	9,135	-	-	
Fringe Benefits	6,965	1,319	-	-	
Travel and Transportation	-	43	-	-	
Professional Services	-	-	-	-	
Communications					
Contractual Services				154	
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>54,002</b>	<b>10,497</b>	<b>-</b>	<b>154</b>	

<b>Total</b>	<b>232,590</b>	<b>200,820</b>	<b>171,684</b>	<b>172,376</b>	<b>0%</b>
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### 2013 Accomplishments

- Continued to provide services during transitional leadership with shrinking resources and staff.
- Department staff has adapted to the updated computer systems and has requested more training opportunities to operate more efficiently.

### **2014 & Beyond Strategic Plan**

#### Vibrant Neighborhoods:

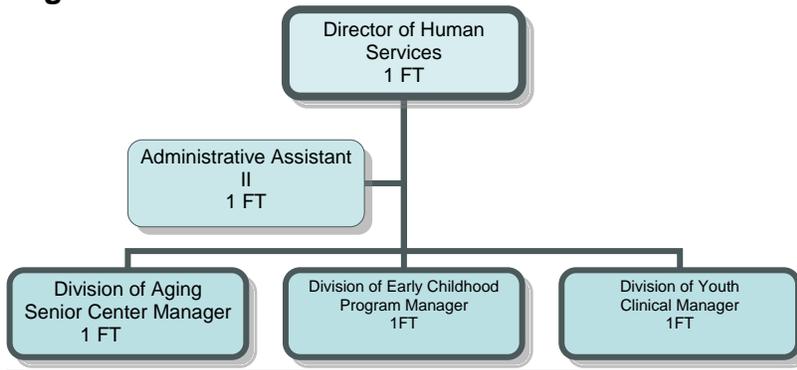
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
  - Clarify resources currently available to Lakewood residents
    - Key Performance Indicators:
      - Cross section of providers and City Managers to meet a minimum of three times in the second quarter of 2014
    - Strategies:
      - Identify natural and formal organizations and individuals committed to meeting the needs of Lakewood residents (drawing from Aging and Youth assessment projects)
    - Plans:
      - Create a framework to chart services available and identify gaps
    - Actions :
    - Consult with a facilitator (to be identified) to choose the best vehicle to gather critical information in the most efficient manner

#### Sound Governance:

- *Inspire Strong Relationships*
  - Formalize relationship with Faith communities and community organizations with regard to outreach ministries and support.
    - Key Performance Indicators:
      - Develop 4 new formal partnerships committed to supporting identified needs
    - Strategies:
      - Based on Aging and Human Services strategic findings, engage committed Community Assets
    - Plans:
      - Build a formal relationship with Community Assets
    - Actions:
      - With the support and approval of the City administration, determine most efficient and effective service provision
- *Encourage and Promote a Culture of Continuous Improvement*
  - Continue LEAN training and implementation of Lean project teams
    - Key Performance Indicators:
      - 50% of staff participates on a Lean team. Majority of Aging and Youth identified Lean projects will be completed in 2014
    - Strategies:
      - 100% of staff receives some form of Lean training
    - Plans:
      - Divisions of Aging and Youth re-evaluate Lean projects and create plan for 2014

- Actions :
  - Allocate staff on Lean teams based on interest and availability
- *Improve Fiscal Viability*
  - Identify possible new revenue sources based on demographic trends
    - Key Performance Indicators:
      - 50% success rate on funding requests to new funders and 100% success rate on funding requests to current funders across the Department
    - Strategies:
      - Educate new Grants Administrator on Department of Human Services programs and activities
    - Plans:
      - Review results of Human Services Summit and back up documentation along with grant opportunities available to apply for potential funding
    - Actions:
      - Provide access to current grants and contracts awarded, strategic findings and City budget

**Organizational Chart**



**Personnel**

Division of Human Services Administration	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Full Time Employees</b>					
Director of Human Services	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Part Time Employees</b>					
Grants Administrator	0	1	1	0	0
<b>Total Part Time Employees</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>

## ***Division of Aging***

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### **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**

- Declining Title III and senior grant funding resources.
- Increased requests for home delivered and congregate meals.
- Increase in service requests from frail, 75+ and low income seniors.

**Division Budgets**

Aging Fund Budget (Fund 250)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	807,310	624,640	589,706	564,737	-4%
Fringe Benefits	326,211	255,948	186,427	181,390	-3%
Travel and Transportation	3,066	2,467	2,512	2,500	0%
Professional Services	3,527	3,002	2,741	3,250	19%
Communications	15,650	17,679	17,350	17,800	3%
Contractual Services	371	-	10,506	30,300	
Materials & Supplies	53,777	52,670	73,450	72,450	-1%
Capital	2,988	8,100	6,780	-	-100%
Utilities	35,427	26,344	29,400	34,000	16%
Other	6,651	6,660	6,544	6,710	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,254,978</b>	<b>997,510</b>	<b>925,416</b>	<b>913,137</b>	<b>-1%</b>

CDBG (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	30,092	27,450	25,533	21,500	-16%
Fringe Benefits	4,751	4,330	4,017	3,752	-7%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>34,843</b>	<b>31,780</b>	<b>29,550</b>	<b>25,252</b>	<b>-15%</b>

<b>TOTAL EXPENDITURES</b>	<b>1,289,821</b>	<b>1,029,290</b>	<b>954,965</b>	<b>938,389</b>	<b>-2%</b>
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**2013 Accomplishments**

- Reduced 1.0 FTE Outreach driver due to retirement. Shifted medical transports to a cab voucher system thereby saving fuel costs and salary expenses, allowing the opportunity to increase activity and socialization transports.
- Developed a training video and a marketing strategy for home delivered meal volunteers and eliminated duplication of paperwork processes in nutrition, social work and transportation based on LEAN program efficiencies identified through process mapping.

## ***Division of Aging***

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- Successfully obtained and implemented CSSP program funding in the categories of Adult Development, Transportation and Congregate Meals to help offset the shrinking Title III funding for these services.

### **2014 & Beyond Strategic Plan**

#### Sound Governance:

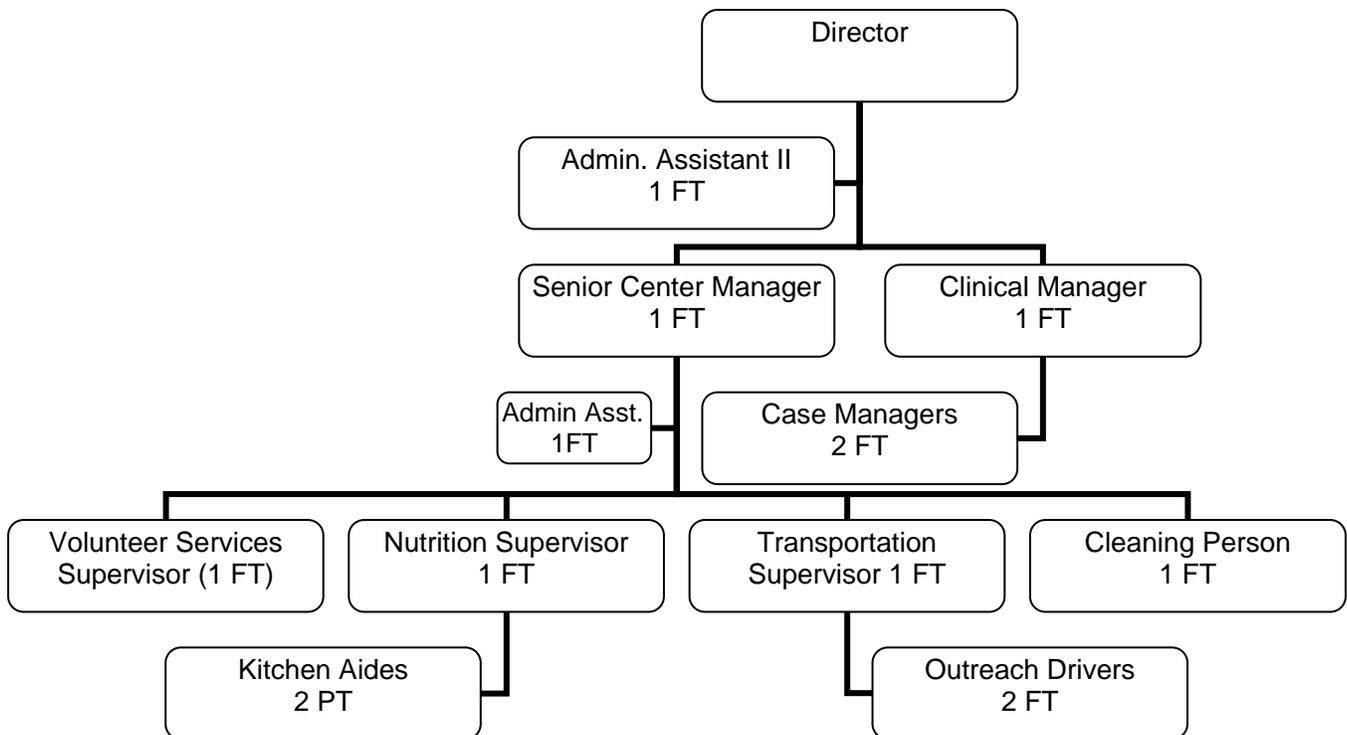
- *Leverage Technology to Improve Performance*
  - Improve Data System Integration
    - Key Performance Indicators:
      - By April, 2014, single data entry, SharePoint or SAMS, that interfaces with the other.
    - Strategies:
      - SAMS interface implementation
    - Plans:
      - Release RFP for interface program development
    - Actions:
      - Meet with Murtis Taylor to discuss possible cost sharing of interface expense

#### Vibrant Neighborhoods:

- *Build Volunteer Capacity*
  - Increase the number and frequency of volunteers
    - Key Performance Indicators:
      - 24 new home delivered meal volunteers annually
    - Strategies:
      - Continue marketing campaign and outreach as identified by LEAN
    - Plans:
      - Large signage on City trucks, bumper stickers, outreach to grassroots organizations and faith communities
    - Actions:
      - Maintain integrity of proposed outreach plan
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
  - Clarify resources currently available to Lakewood residents, in this case, our vulnerable senior citizens.
    - Key Performance Indicators
      - Reestablish formal relationships with 5 community agencies, committing to an annual discussion on the state of our senior residents and services.
    - Strategies:

- Identify natural and formal organizations and individuals committed to senior support and wellness. Convene community forum to discuss challenges to senior residents and strategize solutions
- Plans:
  - Create a framework to chart services available and identify gaps.
- Actions:
  - Consult with a facilitator (to be identified) to choose the best vehicle to gather critical information in the most efficient manner.

**Organizational Chart**



## Division of Aging

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### Personnel Staffing

Division of Aging	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Full Time Employees</b>					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	1	1	1	1	1
Human Services Case Manager	5	2	2	2	2
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	3	3	3	2	2
Senior Center Manager	1	1	1	1	1
Staff Assistant	1	0	0	0	0
Transportation Supervisor	1	1	1	1	1
Volunteer Services Supervisor	1	1	1	1	1
Cleaning Person	1	1	1	1	1
<b>Total Full-Time Employees</b>	<b>16</b>	<b>12</b>	<b>12</b>	<b>11</b>	<b>11</b>
<b>Part Time Employees</b>					
Kitchen Aide	2	2	2	2	2
<b>Total Part Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



### **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**

- Families are experiencing more complex challenges and are often first identified via a crisis related to mental health/drug or alcohol abuse, housing, employment, or their child's needs
- Increase in referrals from juvenile court for shoplifting offenses and concerns from Lakewood City Schools related to truancy consequences
- Increase in youngsters becoming involved in service opportunities who are coming from families experiencing many of the stressors listed above, different cultural backgrounds or limited life experiences

**Division Budgets**

<b>General Fund (Fund 101)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	180,131	128,501	91,281	88,277	-3%
Fringe Benefits	132,105	102,055	57,131	59,664	4%
Travel and Transportation	350	702	250	400	60%
Professional Services	1,973	2,239	1,600	1,700	6%
Communications	1,969	2,247	1,850	2,100	14%
Contractual Services	-	-	-	-	
Materials & Supplies	973	1,433	1,475	1,650	12%
Capital	-	363	-	-	
Utilities	5,507	5,037	5,750	5,200	-10%
Other	2,358	1,873	1,550	1,620	5%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>325,366</b>	<b>244,451</b>	<b>160,887</b>	<b>160,611</b>	<b>0%</b>

<b>Help to Others Fund (Fund 277)</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Projected</b>	<b>2014 Budgeted</b>	<b>Percent Change 2013-2014</b>
<b>Expenditures by Category</b>					
Salaries	22,999	23,584	24,000	26,339	10%
Fringe Benefits	3,553	3,644	3,708	5,408	46%
Travel and Transportation	554	165	350	400	14%
Professional Services	-	20	25	55	120%
Communications	658	630	575	880	53%
Contractual Services					
Materials & Supplies	2,306	2,958	4,050	4,365	8%
Capital	-	-	-	-	
Utilities					
Other	119	65	46	200	335%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>30,189</b>	<b>31,066</b>	<b>32,754</b>	<b>37,647</b>	<b>15%</b>

## Division of Youth

Juvenile Diversion Program Fund Budget (Fund 279)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	34,086	33,516	30,272	32,828	8%
Fringe Benefits	5,269	5,205	4,689	5,072	8%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	16,178	9,617	3,875	5,000	29%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	5,393	3,206	-	5,500	
<b>Total</b>	<b>60,925</b>	<b>51,543</b>	<b>38,836</b>	<b>48,400</b>	<b>25%</b>

Family to Family Program Fund Budget (Fund 281)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	203,365	213,938	257,546	256,284	0%
Fringe Benefits	34,089	37,367	44,021	44,834	2%
Travel and Transportation	3,390	3,820	6,625	6,250	-6%
Professional Services	17,170	11,720	17,376	14,100	-19%
Communications	2,288	1,613	2,150	1,848	-14%
Contractual Services	51,609	13,796	875	619	-29%
Materials & Supplies	4,754	4,146	54,175	101,681	88%
Capital	-	-	-	-	
Utilities	-	130	850	1,500	76%
Other	3,194	3,056	2,125	2,900	36%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>319,859</b>	<b>289,588</b>	<b>385,743</b>	<b>430,016</b>	<b>11%</b>
<b>TOTAL EXPENDITURES</b>	<b>736,338</b>	<b>616,648</b>	<b>618,219</b>	<b>676,674</b>	<b>-16%</b>

### 2013 Accomplishments

- H2O developed an Advisory Council that has expanded fundraising capacity and visibility in the community.
- Consistently met mandated deliverables of Family to Family grant with excellent fiscal and programmatic reviews.
- Awarded additional dollars from Cuyahoga County Juvenile Court to support direct service for referred youngsters and implemented an Interactive Evidence Based Program for Shoplifting Offenders

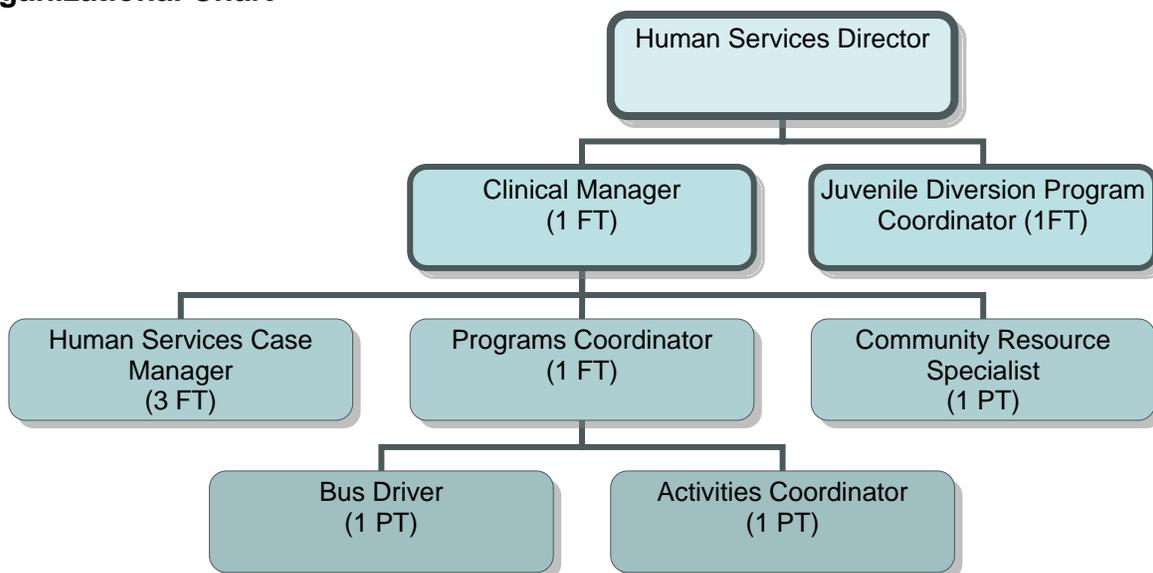
## **2014 & Beyond Strategic Plan**

### Vibrant Neighborhoods

- *Build Strong Families*
  - Enhance Youth programs
    - Key Performance Indicators:
      - 100% of H2O staff, adult volunteers and student leaders will participate in formal and informal training practices that include nurturing social skills necessary for students to participate in community activities
    - Strategies:
      - Staff and volunteers will integrate cultural competency and social skills into H2O
    - Plans:
      - Identify initiatives/training around cultural competency within our own organization and external organizations
    - Actions:
      - Schedule training and review program development and planning
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
  - Clarify resources currently available through Lakewood Family Collaborative
    - Key Performance Indicators:
      - 100% of LFC membership to be surveyed on community trends identified by LFC Leadership Team and Administration
    - Strategies:
      - Identify gaps in supportive services
    - Plans :
      - Verify current LFC organizations and individual members and identify areas of expertise/services provided/resources available
    - Actions:
      - Using social media and formal/informal committee member relationships, identify potential new partners

## Division of Youth

### Organizational Chart



### Personnel Staffing

Division of Youth	As of Dec. 31, 2011	As of Dec. 31, 2012	Budgeted 2013	As of Nov. 15, 2013	Proposed 2014
<b>Full Time Employees</b>					
Assistant Director/Human Services	1	0	0	0	0
Administrative Assistant II	1	0	0	0	0
Clinical Manager	1	1	1	1	1
HS Case Manager	2	3	3	3	3
Juvenile Diversion Program Coordinator	1	1	1	1	1
Program Coordinator	0	1	1	1	1
Programs Manager	1	0	0	0	0
Program Supervisor	1	0	0	0	0
<b>Total Full-Time Employees</b>	<b>8</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Part Time Employees</b>					
Assistant Director/Human Services	0	1	0	0	0
Bus Driver	0	1	1	0	1
Activities Coordinator	0	1	1	1	1
Community Resource Specialist	1	1	1	1	1
<b>Total Part Time Employees</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>3</b>



## ***Division of Early Childhood***

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### **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**

- Growing population of families raising young children (based on census and Lakewood City Schools projections and decision to maintain 7<sup>th</sup> elementary school)
- Shrinking government support for early head start Lakewood based services and county day care vouchers
- Families raising young children appear to be experiencing greater stressors around issues of childrearing/special needs, employment, income, health issues, child care etc.

**Division Budgets**

General Fund Budget (Fund 101)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	36,391	39,286	13,765	29,571	115%
Fringe Benefits	16,290	14,243	8,550	11,597	36%
Travel and Transportation	-	-	-	250	
Professional Services	565	1,341	-	-	
Communications	1,039	693	450	525	17%
Contractual Services	-	-	-	-	
Materials & Supplies	147	112	695	1,485	114%
Capital	-	-	-	-	
Utilities					
Other	1,229	558	-	50	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>55,661</b>	<b>56,234</b>	<b>23,460</b>	<b>43,478</b>	<b>85%</b>

Community Development Block Grant Fund (Fund 240)	2011 Actual	2012 Actual	2013 Projected	2014 Budgeted	Percent Change 2013-2014
<b>Expenditures by Category</b>					
Salaries	20,588	19,773	6,549	11,531	76%
Fringe Benefits	3,167	3,045	1,008	1,783	77%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>23,755</b>	<b>22,819</b>	<b>7,557</b>	<b>13,314</b>	<b>76%</b>

<b>TOTAL EXPENDITURES</b>	<b>79,416</b>	<b>79,053</b>	<b>31,017</b>	<b>56,792</b>	<b>83%</b>
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**2013 Accomplishments**

- Collaborated with PEP to provide parent classes for families in the Birdtown neighborhood
- Implemented Play a Day, family literacy program with targeted Harrison kindergarten families, with support of local faith community and school staff partnership
- Maintained 7 weekly parent-child programs serving over 600 parents and children year to date

## ***Division of Early Childhood***

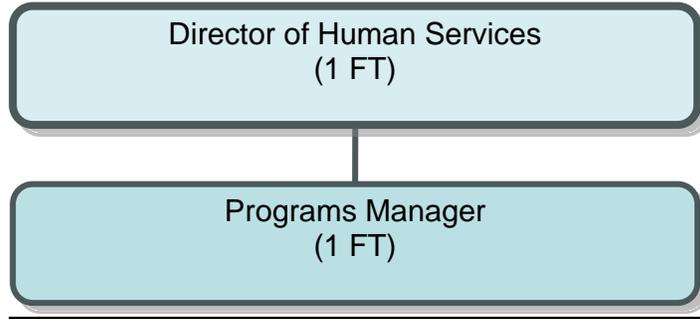
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### **2014 & Beyond Strategic Plan**

#### Vibrant Neighborhoods:

- *Build Strong Families*
  - Engage and connect families and caregivers raising young children with each other and community resources
    - Key Performance Indicators:
      - Increase the number of parents and children involved with Early Childhood services and/or its partners by 25%
    - Strategies:
      - Broaden our outreach to engage and connect with families unfamiliar with our program
    - Plans:
      - Aggressively inform parents/caregivers raising young children through use of Facebook, Twitter, newsletters, along with traditional outreach methods of the services/programs/activities available
    - Actions:
      - Chart participants to assess where they reside and concentrate outreach to areas with low participation and higher poverty rates
  - Develop parent education opportunities through partnerships with various local and greater community agencies
    - Key Performance Indicators:
      - Establish 3 new partnerships with agency/faith community resources
    - Strategies:
      - Identify potential partners through the Lakewood Family Collab and Greater Cleveland family support organizations
    - Plans:
      - Gather potential partners serving young families together to design programs that maximize agency resources and meet family needs
    - Actions:
      - Create a calendar/ menu of parent education programs offered annually
- *Build Volunteer Capacity*
  - Increase the number and frequency of volunteers
    - Key Performance Indicators:
      - 10 volunteers will be formally connected to projects for the Division of Early Childhood
    - Strategies:
      - Identify the projects where volunteers could assist
    - Plans:
      - Interview potential volunteers for appropriate assignment
    - Actions:
      - Assign volunteer with identified program need

**Organizational Chart**



**Personnel Staffing**

<b>Division of Early Childhood</b>	<b>As of Dec. 31, 2011</b>	<b>As of Dec. 31, 2012</b>	<b>Budgeted 2013</b>	<b>As of Nov. 15, 2013</b>	<b>Proposed 2014</b>
<b>Full Time Employees</b>					
Programs Manager	1	1	1	1	1
<b>Total Full-Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Five-Year Capital Improvement Plan

### 2013 Current Projects

The following projects were either ongoing from prior years, or went to Board of Control during 2013. Listed is a description of the project, the funding source, the budgeted amount, the amount of expenditures to date, the status of the project and information about the project such as when it went to Board of Control (BOC) and the vendor it was awarded to.

Prior Year Carry Over Capital Projects						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Water Meter Replacement Program	Capital Lease - Water	\$ 3,824,602	\$ 1,216,699	\$ 2,607,903	Ongoing	Awarded to Neptune Equipment on 11/7/11 at BOC for \$500,000. Awarded on May 20, 2013 to Neptune Equipment Company in the amount of \$500,000 for the Water Meter Reading Installation & Water Meter Replacement Project as outlined in Bid No. 11-025.
CRIS Interface	General Fund	\$ 37,000	\$ 34,824	\$ 2,176	Vendor work completed. Awaiting final invoice.	Awarded at 10/25/12 BOC to SunGard Public Sector in the amount of \$32,724 to provide program modifications and an additional software application for the Police Records Management Interface. Cuyahoga County provided funds for this project.
Dispatch Center Upgrade	Capital Lease	\$ 550,000	\$ 550,054	\$ (54)	Completed	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, Xybix Systems, Inc. & Zetron in an aggregate amount not to exceed \$550,000 for the Police Dispatch Center Upgrade
Madison Ave. Reconstruction Design	2012 GO BANS / CDBG	\$ 144,000	\$ 146,024	\$ (2,024)	Ongoing	Awarded at Nov. 5, 2012 BOC to CT Consultants in the amount of \$143,175 for the Madison Ave. Pavement Project Design.
Madison Ave. Signal Improvement	2012 GO BANS	\$ 800,000	\$ 248,514	\$ 551,486	Ongoing	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.
Detroit Ave. Streetscape	2012 GO BANS	\$ 23,900	\$ 42,855	\$ (18,955)	Ongoing - Retainage	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). Total Project Cost \$121K, with ODOT Max of \$91,575.
2012 LTCP Prof Svcs	WWC Fund	\$ 1,100,000	\$ 680,687	\$ 419,313	Ongoing	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

\* Preliminary Project Estimate - Scope may change over course of project \*\* Includes Encumbrances

**2013 Current Projects (continued)**

Vehicles, Equipment & Computer Systems						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Fire House furniture including new beds and kitchen chairs	General Fund	\$ 13,000	\$ 13,604	\$ (604)	Complete	
Airpack Upgrades	FEMA / Lakewood Hospital fund	\$ 6,670	\$ 33,349	\$ (26,679)	Complete	Jan. 22, 2013 BOC to award a contract to Finley Fire Equipment in the amount of \$33,349 to purchase (40) Pak Alert PASS devices, (15) SCBA Face Pieces and (12) Scott Voice Amplifiers for use by the Div of Fire/EMS on the squads. City will be reimbursed \$26,679 for the purchase by FEMA. \$6,670 match paid via the Lakewood Hospital Fund.
Department Furniture Replacement	General Fund	\$ 16,000	\$ 15,752	\$ 248	Complete	Feb. 4, 2013 BOC award a contract with National Office Furniture, Inc. in the amount of \$15,752 to provide Office Furniture for the Police Department.
Stainless Steel Salt Spreader	SCMR Fund	\$ 18,000	\$ 17,040	\$ 960	To be Received in Nov. 2013	Replace steel salt spreader with stainless steel 25 year life ( 2more trucks to do). Feb. 4, 2013 BOC contract with Concord Road Equipment in the amount of \$17,041 for the purchase of (1) Stainless Steel Salt Spreader for use by the Division of Streets.
Lucas CPR Systems	Lakewood Hospital Fund	\$ 41,000	\$ 40,963	\$ 37	Received	Awarded at April 8, 2013 BOC to Physio-Control, Inc. in the amount of \$40,964 to purchase (3) Lucas Compression Systems to be utilized on the Rescue Squads for performing more efficient CPR.
Asphalt Roller	SCMR Fund	\$ 23,000	\$ 22,645	\$ 355	Received	Awarded at February 19, 2013 BOC to Ohio Cat in the amount of \$22,645 for the purchase of a 2013 Caterpillar CB14B Asphalt Roller for use by the Division of Streets.
Brush Chipper	General Fund	\$ 40,000	\$ 39,868	\$ 132	Received	March 4, 2013 BOC award to Vermeer Sales & Service, Inc. in the amount of \$39,868 for the purchase of a 2013 Vermeer BC1500 Brush Chipper for use by the Division of Forestry
PC Replacements	General Fund - 2012 P.O.	\$ 155,000	\$ 151,914	\$ 3,086	Complete	Feb. 4, 2013 BOC a contract with Dell Marketing, LP in the amount of \$35,680 to provide Computer Replacements citywide, due to advancements in technology, basic requirements of new software and the age of our current equipment and a contract with CDW Government, Inc. in the amount of \$118,307 to provide Computer Replacements citywide, due to advancements in technology, basic requirements of new software and the age of our current equipment.
* Preliminary Project Estimate - Scope may change over course of project ** Includes Encumbrances						

## Five-Year Capital Improvement Plan

### 2013 Current Projects (continued)

Vehicles, Equipment & Computer Systems						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Front End Loader	Water & Sewer Funds	\$ 137,000	\$ 136,177	\$ 823	Received	June 17, 2013 BOC award to Murphy Tractor & Equipment Company, Inc. in the amount of \$135,589 for the purchase of a John Deere 444K Front End Loader for use by the Division of Water Distribution and Sewer Collection. Contract price includes \$10,000 trade-in allowance for 1986 John Deere 544D; adopted at June 3, 2013 City Council meeting; Resolution 8660-13.
Fire Turnout Gear	FEMA / Lakewood Hospital fund	\$ 183,000	\$ 191,206	\$ (8,206)	Delivery Expected in Nov. 2013	June 17, 2013 BOC award to Warren Fire Equipment, Inc. in the amount of \$25,200 to Globe Supreme Leather Fire Boots and Protective Hoods for use by the Division of Fire , and to Fire House in the amount of \$157,731 to Purchase Morning Pride Turnout Gear, to include Coats, Pants and Gloves. FEMA grant to cover 80% of purchase with City responsible for balance.
Recycling Containers	2013 Capital Lease	\$ 305,000	\$ 302,540	\$ 2,460	Phase One of Automated Curbside Recycle is complete - collecting from one-third of households since October 14, 2013	Awarded at July 22, 2013 BOC to Toter, Inc. in the amount of \$302,540 for the purchase of 6,000 each 64-gallon Blue Residential Recycle Carts, 100 each 96-gallon Green Residential Refuse Carts and 30 each Automated Public Litter Containers.
Chipper Body	General Fund	\$ 19,000	\$ 21,126	\$ (2,126)	To be Received in March 2014	June 17, 2013 BOC award to Concord Road Equipment Mfg., Inc. in the amount of \$21,126 for the purchase of a 12' Stainless Steel Skid Mounted Chipper Body for use by the Division of Forestry.
Parking Van Replacement	Parking Fund	\$ 28,000	\$ 27,290	\$ 710	Received	Replace 2002 vehicle #287 . Feb. 19, 2013 BOC contract with Statewide Ford Lincoln Mercury in the amount of \$26,990 for the purchase of a 2013 Ford Utility Vehicle for use by the Division of Parking Enforcement.
Fire Car #1 - Fire Chief	Lakewood Hospital Fund	\$ 30,000	\$ 29,902	\$ 98	Received	Replace 2005 vehicle #31Chiefs car. Feb. 4, 2013 BOC a contract with Statewide Ford Lincoln Mercury in the amount of \$29,602 for the purchase of a 2013 Ford Sports Utility Vehicle for use by the Fire Chief.
Kubota 4-wheel refuse vehicle	General Fund	\$ 20,000	\$ 19,619	\$ 381	Received	August 19, 2013 BOC award to ABC Equipment Rental & Sales in the amount of \$19,619 to provide a Kubota RTV 900 Model Base Vehicle that will have a city-owned dump refurbished and installed.
Water Meter Repair Van	Water Fund	\$ 28,000	\$ 27,161	\$ 839	Received	June 17, 2013 BOC award to with Valley Ford Truck, Inc. in the amount of \$26,248 for the purchase of a E350 Cargo Van for use by the Division of Water Meters.

\* Preliminary Project Estimate - Scope may change over course of project \*\* Includes Encumbrances

## Five-Year Capital Improvement Plan

### 2013 Current Projects (continued)

Vehicles, Equipment & Computer Systems						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Dump Truck: 1-1/2 Ton	General Fund	\$ 70,000	\$ 68,193	\$ 1,807	Vehicles was sent to Concord Road Equipment November 2013, to be completed March 2014	May 20, 2013 BOC award to Concord Road Equipment Mfg., Inc. in the amount of \$33,134 for the purchase of a Dump Body, Plow & Hopper Spreader to be mounted on a 2013 Ford F550 Cab & Chassis to be used by the Division of Parks.
5-Ton Dump Truck w/ Salt Spreader & Plow	2013 Capital Lease	\$ 180,000	\$ 167,634	\$ 12,366	Vehicles was sent to Concord Road Equipment November 2013, to be completed March 2014	June 17, 2013 BOC award to Rush Truck Center
5-Ton Dump Truck w Hook Lift / Salt Spreader & Plow	2013 Capital Lease	\$ 210,000	\$ 198,615	\$ 11,385	Vehicles was sent to Concord Road Equipment November 2013, to be completed March 2014	June 17, 2013 BOC award to Rush Truck Center purchase of a 2014 7400 SFA 4x2 Cab & Chassis for use by the Division of Water.
EMS Rescue Squad	2013 Capital Lease	\$ 225,000	\$ 225,297	\$ (297)	Vehicle Ordered. Expected Delivery Feb. 2014	May 17, 2013 BOC to Horton Emergency Vehicles Company in the amount of \$225,297 for the purchase of a 2014 International 4300 Emergency Medical Squad for use by the Division of Fire / EMS. Emergency Medical Squad Vehicle will be purchased through the 2013 Capital Lease Program. Vehicle will be equipped as specified by the Division of Fire/EMS.
Police Vehicles (5)	2013 Capital Lease	\$ 273,900	\$ 184,264	\$ 89,636	Cars are in at Statwide Ford, we are waiting for police to decide what they want in accessories installed, to be completed in January 2014.	May 20, 2013 BOC Award to Statewide Ford Lincoln Mercury, Inc. in the amount of \$184,264 for the purchase of a (5) 2013 Utility Police Interceptor Vehicles for use by the Division of Police. Police Vehicles will be purchased through the 2011 Capital Lease Program. Each vehicle will be equipped as specified by the Division of Police.
Switch Replacement Project	General Fund - 2012 P.O.	\$ 51,000	\$ 50,176	\$ 824	Complete	Feb. 19, 2013 BOC contract with All Lines Technology in the amount of \$43,229 to provide Network Switches to be replaced at City Hall and Lakewood High School that are beyond their useful life.
Compact Excavator with trailer	Water Fund	\$ 48,000	\$ 47,075	\$ 925	Received	Purchase compact excavator for tree lawn work. Feb. 4, 2013 BOC award a contract with Murphy Tractor & Equipment Company in the amount of \$47,076 for the purchase of a John Deere 27D Compact Excavator with Accessories and a Felling FT-10 IT-I Drop Deck Tilt Trailer for use by the Division of Water.
Women's Club Pawllion HVAC	General Fund	\$ 13,500	\$ 13,332	\$ 168	Complete	May 10, 2013 BOC walk around to award a contract with Gardiner Trane Service Company in the amount of \$13,332 to repair HVAC unit at Woman's Club Pawllion by replacing coil that is leaking refrigerant.
Madison Pool Umbrellas	Water Fund	\$ 10,200	\$ 9,220	\$ 980	Complete	May 20, 2013 BOC award to with Snider & Associates, Inc. in the amount of \$10,200 for the Purchase & Installation of (2) Shade Umbrellas at Madison Pool.
Timekeeping System	General Fund	\$ 32,000	\$ 9,400	\$ 22,600	Ongoing	Oct. 21, 2013 BOC award to Right Stuff Software Corporation in the amount of \$21,400 for the Purchase of an Employee Time & Attendance System to utilized by the Division of Police. Annual Licensing & Support is \$1,000/month, System Installation, Consulting, Training & Travel is \$9,400.

\* Preliminary Project Estimate - Scope may change over course of project \*\* Includes Encumbrances

# Five-Year Capital Improvement Plan

## 2013 Current Projects (continued)

Street Improvements						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
2013 Utility Pavement Repairs	Water & Sewer & SCMR	\$ 100,000	\$ 88,085	\$ 11,915	Complete	June 17, 2013 BOC award to Cardinal Asphalt Company, Inc. in the amount of \$59,585 for the 2013 Utility Cut Pavement Repair Project. Amended on Sept. 23, 2013 in the amount of \$28,500 to perform sidewalk replacement work as part of the 2013 Utility Cut Pavement Repair Project. Contract award to Cardinal Asphalt Company, Inc. now totals \$88,085.
Asphalt Resurfacing Project: Arthur Ave. Extension	2013 GO BANS	\$ 51,000	\$ 66,777	\$ (15,777)	Complete - Awaiting Release of Retainage	Awarded at the April 22, 2013 BOC to contract to The Shelly Company in the amount of \$1,383,555 for the Asphalt Pavement Resurfacing Project to include portions of the following streets: Arthur, Cove, Eldred, Lakeland, Lewis, Marlowe, McKinley, Northland, Summit, Westwood, Woodward & Wyandotte. Contract award is the base bid of \$1,168,276 for the aforementioned streets, plus an additional \$215,280 to include portions of Parkwood & Belle; and to Quality Control Inspection, Inc. in the amount of \$42,390 to perform Professional Construction Inspection Services for the Asphalt Pavement Resurfacing Project. June 12, 2013 BOC amend a contract to The Shelly Company in the amount of \$10,584 to replace existing curb ramps on Woodward Ave. for the Asphalt Pavement Resurfacing Project. Contract award to The Shelly Company now totals \$1,394,139. June 29, 2013 BOC amend a contract to The Shelly Company in the amount of \$22,115 to perform additional work on Arthur and McKinley Avenues for the Asphalt Pavement Resurfacing Project. Contract award to The Shelly Company now totals \$1,416,254.
Asphalt Resurfacing Project: Cove Ave. (Lake to Edgewater)	2013 GO BANS	\$ 70,000	\$ 69,757	\$ 243		
Asphalt Resurfacing Project: Cove Ave. (Clifton to Lake)	2013 GO BANS	\$ 45,000	\$ 44,508	\$ 492		
Asphalt Resurfacing Project: Eldred Ave. (Delaware to Hilliard)	2013 GO BANS	\$ 107,000	\$ 105,917	\$ 1,083		
Asphalt Resurfacing Project: Lakeland Ave. (Hilliard to Detroit)	2013 GO BANS	\$ 160,000	\$ 157,815	\$ 2,185		
Asphalt Resurfacing Project: Lakeland Ave. (Clifton to Lake)	2013 GO BANS	\$ 45,000	\$ 45,094	\$ (94)		
Asphalt Resurfacing Project: Lewis Ave. (Franklin to Madison)	2013 GO BANS	\$ 105,000	\$ 105,010	\$ (10)		
Asphalt Resurfacing Project: Marlowe Ave. (Athens to Madison)	2013 GO BANS	\$ 76,000	\$ 76,216	\$ (216)		
Asphalt Resurfacing Project: McKinley Ave. (Hilliard to N. Marginal)	2013 GO BANS	\$ 92,000	\$ 101,160	\$ (9,160)		
Asphalt Resurfacing Project: Northland Ave. (Madison to Detroit)	2013 GO BANS	\$ 190,000	\$ 188,377	\$ 1,623		
Asphalt Resurfacing Project: Summit Ave. (Clifton to Lake)	2013 GO BANS	\$ 43,000	\$ 43,862	\$ (862)		
Asphalt Resurfacing Project: Westwood Ave. (Hilliard to Madison)	2013 GO BANS	\$ 33,000	\$ 33,542	\$ (542)		
Asphalt Resurfacing Project: Woodward Ave. (Madison to Hilliard)	2013 GO BANS	\$ 40,000	\$ 41,350	\$ (1,350)		
Asphalt Resurfacing Project: Woodward Ave. (S. Marginal to Fischer)	2013 GO BANS	\$ 38,000	\$ 59,962	\$ (21,962)		
Asphalt Resurfacing Project: Wyandotte (Franklin to Madison)	2013 GO BANS	\$ 97,000	\$ 97,456	\$ (456)		
Asphalt Resurfacing Project: Refuse Center Drive	2013 GO BANS	\$ 13,000	\$ 15,013	\$ (2,013)		
Asphalt Resurfacing Project: Parkwood Ave. (Madison to Franklin)	2013 GO BANS	\$ 105,000	\$ 103,591	\$ 1,409		
Asphalt Resurfacing Project: Belle Ave. (Madison to Franklin)	2013 GO BANS	\$ 117,000	\$ 116,578	\$ 422		
Detroit Ave. Striping & Bicycle Sharrows	SCMR Fund & General Fund	\$ 101,000	\$ 112,734	\$ (11,734)	Ongoing - Retainage	June 17, 2013 BOC award to Trafftech, Inc. in an amount not to exceed \$98,734 to perform the Detroit Avenue Striping and Sharrows Project, which includes small portion of Franklin Avenue as outlined in Bid No. 13-011. Amended on July 22nd to contract to Trafftech, Inc. in the amount of \$9,000 to perform work on the Detroit Avenue Striping and Sharrows Project, which includes small portion of Franklin Avenue as outlined in Bid No. 13-011. Contract award to Trafftech, Inc. now totals \$113,734.

\* Preliminary Project Estimate - Scope may change over course of project \*\* Includes Encumbrances

## Five-Year Capital Improvement Plan

### 2013 Current Projects (continued)

Traffic Signs & Signals						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Arthur Ave. Street Lights	SCMR Fund / Assessments	\$ 150,000	\$ 123,509	\$ 26,491	Ongoing - Retainage	May 6, 2013 BOC award a Professional Design Services Contract to ADA Architects, Inc. in the amount of \$12,650 for the Arthur Avenue Decorative Streetlight Project as outlined in Resolution 8642-13. June 18 Walk Around BOC Award to Zenith Systems, LLC in an amount not to exceed \$115,000 for the Arthur Avenue Decorative Streetlight Project as outlined in Bid No. 13-012.
Municipal Facility & Building Improvements						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Rocky River Sheet Pile	2013 GO BANS / Grant	\$ 205,000	\$ 81,781	\$ 123,220	Ongoing	July 29, 2013 BOC award to Huffman Equipment Rental, Inc. in the amount of \$75,681 for the Rocky River Sheet Pile Bulkhead Project as outlined in Bid 13-014. Contract award is base bid of \$68,801 plus 10% for contingencies, and to KS Associates in an amount not to exceed \$10,020 to perform part time Construction Inspection Services for the Rocky River Sheet Pile Bulkhead Project. Potential Grant of \$100,000
Salt Storage Structure	2013 GO BANS	\$ 200,000	\$ 15,000	\$ 185,000	Ongoing	June 17, 2013 BOC award to CT Consultants in the amount of \$15,000 to perform Professional Design Services for a new Salt Storage Facility to be located next to the Municipal Utilities Garage (MUG) building.
Municipal Parking Lots 1 & 4 Reconstruction	Surface Water Improvement Grant / Sewer Fund / Parking Fund	\$ 420,000	\$ 426,830	\$ (6,830)	Ongoing	\$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). Jan. 22, 2013 BOC award a contract to Cale America, Inc. in an amount not exceed \$40,000 to provide Multi-Space Parking Meters for Municipal Parking Lots 1 & 4 (Geigers & First Federal). August 1, 2013 BOC Award to Brasco International in the amount of \$13,980 provide Shelters for the Multi-Space Parking Meters, and to Carron Asphalt Paving, Inc. in an amount not to exceed \$375,000 to perform the Sustainable Rehabilitation of Municipal parking Lots No. 1 & 4. Contract award is the base bid of \$342,845 plus contingencies. Sept. 23, 2013 BOC award to CT Consultants in the amount of \$35,000 to perform Professional Construction Management and Inspection Services for the Sustainable Rehabilitation of Municipal Parking Lots No. 1 & 4.
Refuse Center Roof Repair	General Fund	\$ 53,000	\$ 14,020	\$ 38,980	Complete	Insurance Claim. Did not need to go to BOC.
Parks & Pools Improvements						
Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	Status	Comments
Womens Club Pavilion	Parks Improvement Fund	\$ 25,000	\$ 14,196	\$ 10,804	Complete	Aug. 1, 2013 BOC award to Variety Contractors, Inc. in the amount of \$14,196 to perform concrete, paver and drain repairs to the Women's Club Pavilion front entrance.
Madison Park North Parking Lot	CDBG	\$ 100,000	\$ 103,744	\$ (3,744)	Ongoing	Aug. 1, 2013 BOC award to CT Consultants in the amount of \$10,000 for Professional Design Services for the Madison Park North Parking Lot Improvements Project. Oct. 21st BOC award to Ohio Paving & Construction Company, Inc. in the amount of \$93,744 for the Madison Park North Parking Lot Improvements Project. Contract award is the base bid of \$85,222 plus 10% for contingencies.
Kauffman Park Improvemtns	2013 GO BANS	\$ 150,000	\$ 44,717	\$ 105,283	Ongoing	Aug. 1, 2013 BOC award to Variety Contractors, Inc. in the amount of \$37,717 to perform fence repairs and concrete improvements to the Kauffman Park Foxx Field Improvements Project. Sept. 23, 2013 BOC award to to award a Professional Service Contract with CT Consultants in the amount of \$7,000 to design a walking path at Kauffman Park.
Lakewood Park Improvements	2013 GO BANS	\$ 250,000	\$ 25,233	\$ 224,767	Ongoing	Aug. 1, 2013 BOC award to Variety Contractors, Inc. in the amount of \$25,233 to perform fence repairs and upgrades to main bathrooms and utility closet for the Lakewood Park Improvements Project.
Lakewood Park Promenade	Prior Year GO BANS	\$ 300,000	\$ 24,900	\$ 275,100	Ongoing	Aug. 19, 2013 BOC award a Professional Service Contract with Environmental Design Group LLC in the amount of \$25,000 to create a plan for waterfront improvements at Lakewood Park, Phase II.
Madison Park Bathrooms	CDBG / Pending Grant	\$ 350,000	\$ 440,350	\$ 314,650	Ongoing	Feb. 4, 2013 BOC award a Professional Service Contract with A°DK in the amount of \$33,600 to perform Architectural Design Services for the Madison Park Bathroom Renovation Project. Feb. 4, 2013 BOC award a Professional Service Contract with A°DK in the amount of \$33,600 to perform Architectural Design Services for the Madison Park Bathroom Renovation Project. Nov. 4, 2013 BOC Award with Lakeland Management Systems, Inc. in the amount of \$445,000 to perform the Madison Park Bathroom Renovation Project as outlined in Bid No. 13-019. Contract award is the base bid of \$405,000 plus \$40,000 contingency.
* Preliminary Project Estimate - Scope may change over course of project ** Includes Encumbrances						

## Five-Year Capital Improvement Plan

### 2013 Current Projects (continued)

Water, WWC & WWTP Improvements						
Description	Funding Source	Budgeted Amount *	Expenditures to Date	Project Remainder	Status	Comments
2013 Emergency Water Projects	Water Fund	\$ 100,000		\$ 100,000	Ongoing	
Madison Waterline East	CDBG	\$ 400,000	\$ 43,956	\$ 356,044	Ongoing	Oct. 21, 2013 Award to CT Consultants in the amount of \$43,956 to perform Professional Design Services for the Madison Avenue Watermain Replacement Project.
2013 Emergency Sewer Projects	Sewer Fund	\$ 100,000	\$ 48,512	\$ 51,488	Ongoing	
2013 Long Term Control Plan Engineering & Project Design	WWC Fund	\$ 704,500	\$ 161,224	\$ 543,276	Ongoing	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. June 3, 2013 BOC award to CT Consultants in the amount of \$99,861 to Study the Feasibility of a Source Control Program to gain compliance with EPA Regulations.
West End Sewer	WWC Fund / OPWC Grant/Loan	\$ 5,000,000	\$ 174,360	\$ 4,825,640	Ongoing	July 22, 2013 BOC Award to CT Consultants in the amount of \$174,360 to Perform Professional Engineering Design Services for the West End Sewer Project.
WWTP Degritting Pumps	WWTP Fund	\$ 33,000	\$ 32,780	\$ 220	Ongoing	Sept. 23, 2013 BOC Award to Schultz Fluid Handling in the amount of \$32,780 to provide two (2) Hayward Gordox XR3-11 Recessed Impeller Degritting Pumps for installation by City employees at the Waste Water Treatment Plant.
WWTP Screw Centrifugal Pumps	WWTP Fund	\$ 41,000	\$ 40,700	\$ 300	Ongoing	Sept. 23, 2013 Boc Award to One Pump Global dba Excel Fluid Group in the amount of \$40,700 to provide two (2) Verder Hus HSBV150 Screw Centrifugal Pumps for installation by City employees at the Waste Water Treatment Plant.
* Preliminary Project Estimate - Scope may change over course of project						
					** Includes Encumbrances	

**Capital Project Criteria**

The following table presents the criteria used to rate the 2014 Capital Projects.

<b>City of Lakewood Project-based Capital Investment Criteria</b>	
Criterion A:	The project is mandated by another government entity or other legal requirement.
Criterion B:	The project was started in a previous year.
Criterion C:	The project provides a important health and/or safety benefit, and/or it creates a potential hazard or liability if not corrected.
Criterion D:	The project is a necessary repair or replacement of existing infrastructure or facilities.
Criterion E:	The project cost will be offset by operating cost savings, increased productivity, and/or increased revenues, or creates a cost/loss by not doing it since it will be preventative in nature.
Criterion F:	The project should be used by or directly serve at least 33% of residents.
Criterion G:	The project advances community vision or objectives. [Note: Cite the specific planning objective, study/plan, or community vision element that the Mayor and Council have identified as a priority]
Criterion H:	The project would have direct positive economic development impacts, and is supported by the business community as a priority.
Criterion I:	The availabiilty of dedicated funds limited to this specific project.

# Five-Year Capital Improvement Plan

## 2014 Capital Projects

Project Name / Description	Funding Source	2014	The project is mandated by another government entity or other legal requirement.	The project was started in a previous year.	The project provides a important health and/or safety benefit, and/or it creates a potential hazard or liability if not corrected.	The project is a necessary repair or replacement of existing infrastructure or facilities.	The project cost will be offset by operating cost savings, increased productivity, and/or increased revenues, or creates a cost/loss by not doing it since it will be preventative in nature.	The project should be used by or directly serve at least 33% of residents.	The project advances community vision or objectives. [Note: Cite the specific planning objective, study/plan, or community vision element that the Mayor and Council have identified as a priority]	The project would have direct positive economic development impacts, and is supported by the business community as a priority.	The availability of dedicated funds limited to this specific project.	Comments
			A	B	C	D	E	F	G	H	I	
<b>Building &amp; Public Facility Improvements</b>												
Fleet rear door project	General Fund	\$ 15,000				X	X					To raise the door openings for the Fleet Garage to accommodate the taller trucks. Budgeted in Parks Building Repair & Supplies.
Station 2 & 3 Improvements	Lakewood Hospital Fund	\$ 60,000		X	X	X						
Animal Shelter updates and expansion of facility	Donations (Fund 770) & Spay & Neuter Program (Fund 790)	\$ 20,000			X	X	X					
Police Department Records Room / Police Lobby Updates	General Fund	\$ 25,000			X	X						New floors, work stations, file cabinets and lobby furniture (\$10K Parks 46-01 & \$15K Police)
Rozi's Parking Lot #8	WWC Fund / EPA Grant	\$ 146,910				X			X	X	X	Pending notification of award of EPA Green Infrastructure Grant (\$44,118) & City Share of \$102,792
Building & Facility Improvement	General Fund	\$ 124,100				X						Misc. repairs and updates less than \$10K each paid out of Parks Repair Supplies Accounts #46-01 through 46-05.
<b>Park Improvements</b>												
Lakewood Park Improvements	GO BANS	\$ 250,000		X	X	X		X	X			
Wagar Park Improvements	GO BANS	\$ 250,000			X	X			X			Remove tennis courts and retaining wall, \$250k to rework entire north half of the park,
Madison Park Improvemets	CDBG	\$ 300,000		X		X			X	X	X	
Lakewood Park Skate House Improvement or Replacement	GO BANS	\$ 150,000			X	X						Bathrooms, roof, siding, soffits
Swimming Pool Liners	Water Fund	\$ 200,000				X	X					

2014 Capital Projects (Continued)

Project Name / Description	Funding Source	2014	The project is mandated by another government entity or other legal requirement.	The project was started in a previous year.	The project provides a important health and/or safety benefit, and/or it creates a potential hazard or liability if not corrected.	The project is a necessary repair or replacement of existing infrastructure or facilities.	The project cost will be offset by operating cost savings, increased productivity, and/or increased revenues, or creates a cost/loss by not doing it since it will be preventative in nature.	The project should be used by or directly serve at least 33% of residents.	The project advances community vision or objectives. [Note: Cite the specific planning objective, study/plan, or community vision element that the Mayor and Council have identified as a priority]	The project would have direct positive economic development impacts, and is supported by the business community as a priority.	The availability of dedicated funds limited to this specific project.	Comments
			A	B	C	D	E	F	G	H	I	
<b>Sewer &amp; Wastewater Treatment Plant Improvements</b>												
West End Sewer Separation Design & Project	WWC Fund Supported Debt / OPWC Grant/Loan	\$ 4,109,626	X	X	X				X		X	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
WWTP Discharge Outfall Inspection	WWTP Fund	\$ 25,000	X		X	X		X				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.
Stair Replacement Digester Bldg. Access and Administrative Bldg. "W" Entrance	WWTP Fund	\$ 75,000			X	X						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
Final Clarifier Header Tube Replacement (6)	WWTP Fund	\$ 75,000	X		X	X		X				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).
Aeration RAS Valves / Operators (3)	WWTP Fund	\$ 20,000	X		X	X		X				Existing 4 valves were installed in 1983 and have deteriorated to the extent that they are extremely difficult to open and closed. Three other valves will need to be replaced in 2015.
Clifton Lagoon Pump Station Pumps (2)	WWTP Fund	\$ 50,000	X		X	X		X				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.
Dewatering Pumps (3)	WWTP Fund	\$ 70,000	X		X	X		X				Pumps have reached the end of their useful life cycle. 2 pumps installed in 1965, 1 pump installed in 1983.

# Five-Year Capital Improvement Plan

## 2014 Capital Projects (Continued)

Project Name / Description	Funding Source	2014	The project is mandated by another government entity or other legal requirement.	The project was started in a previous year.	The project provides a important health and/or safety benefit, and/or it creates a potential hazard or	The project is a necessary repair or replacement of existing infrastructure or facilities.	The project cost will be offset by operating cost savings, increased productivity, and/or increased revenues, or creates a cost/loss by not doing it since it will	The project should be used by or directly serve at least 33% of residents.	The project advances community vision or objectives. [Note: Cite the specific planning objective, study/plan, or community vision element that the Mayor and Council	The project would have direct positive economic development impacts, and is supported by the business community as	The availability of dedicated funds limited to this specific project.	Comments
Sewer & Wastewater Treatment Plant Improvements			A	B	C	D	E	F	G	H	I	
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN	WWTP Fund	\$ 150,000			X	X	X	X				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.
15500 Edgewater Outfall Repair	WWC Fund Supported Debt	\$ 150,000			X	X	X					
Long Term Control Plan Engineering & Project Design	WWC Fund	\$ 854,700	X	X	X	X		X	X			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
Sewer Repair at Madison & Woodward (Harding)	WWC Fund Supported Debt	\$ 125,000	X	X	X	X						
Edgewater Drive Sewer Separation Project Construction	Awaiting OPWC Notification	\$ 1,119,625	X	X	X	X					X	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 Abbieshire Ave. \$1,843,500 Funding request to OPWC in form of grant and loans. 50% paid by City with work to begin Late 2013.

**2014 Capital Projects (Continued)**

Project Name / Description	Funding Source	2014	The project is mandated by another government entity or other legal requirement.	The project was started in a previous year.	The project provides a important health and/or safety benefit, and/or it creates a potential hazard or liability if not corrected.	The project is a necessary repair or replacement of existing infrastructure or facilities.	The project cost will be offset by operating cost savings, increased productivity, and/or increased revenues, or creates a cost/loss by not doing it since it will be preventative in nature.	The project should be used by or directly serve at least 33% of residents.	The project advances community vision or objectives. [Note: Cite the specific planning objective, study/plan, or community vision element that the Mayor and Council have identified as a priority]	The project would have direct positive economic development impacts, and is supported by the business community as a priority.	The availability of dedicated funds limited to this specific project.	Comments
			A	B	C	D	E	F	G	H	I	
<b>Sidewalks</b>												
Sidewalk and Apron Repair around Lots 1 and 4	SCMR Fund	\$ 75,000	X						X	X		
Sidewalk Program	SCMR Fund	\$ 500,000	X	X	X	X	X	X	X	X		Replace sidewalks that people will not fix on their own.
<b>Streets Improvement Program</b>												
Utility Pavement Repair	Water & WWC	\$ 100,000			X	X						
Madison Park Street Frontage	WWC Fund	\$ 185,000			X	X			X	X	X	Pending notification of a award of EPA Green Infrastructure
Clifton Ave. Bus Shelter Improvements	SCMR Fund	\$ 50,000		X								The Lakewood local investment will be capped at \$50,000 for
Madison Avenue Street Resurfacing		\$ 2,425,000		X	X	X	X	X	X	X	X	Awaiting Notification from NOACA / OPWC / County / RTA to
Streets Improvement Program	GO BANS	\$ 1,500,000		X	X	X	X	X	X	X		Streets to be determined
Restriping Program North/South Main Avenues	SCMR Fund	\$ 75,000	X	X	X	X	X					
<b>Traffic Signs &amp; Signals</b>												
Madison Ave. Signal Improvement Construction		\$ 3,580,000		X	X	X	X		X	X	X	CMAQ portion approx. \$2.78 million / City portion approx.
Franklin / Hilliard Signal Improvement	GO BANS	\$ 250,000		X	X	X	X		X	X	X	2014 City funded design \$250K
<b>Water System</b>												
Emergency Water	Water Fund	\$ 100,000	X	X	X	X	X	X				Awarded at June 18, 2012 BOC to Cahill Services, Inc. in the
Water Meter Replacement Program	Capital Lease -	\$ 1,400,000		X		X	X	X				Awarded to Neptune Equipment on 11/7/11 at BOC in the
Watermain Replacement Project	Awaiting OPWC	\$ 2,264,279	X	X	X	X	X	X	X	X	X	Athens, Blossom Park, St. Charles & Summit

## Five-Year Capital Improvement Plan

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### Vehicle, Equipment and Computer Project Criteria

The following table presents the criteria used to rate the 2014 Vehicles, Equipment and Computer Projects.

City of Lakewood Vehicle/Equipment Capital Investment Criteria		
Criterion 1:		Obsolete Parts or Parts No Longer Available
Criterion 2:		Escalating Maintenance & Repair Costs
Criterion 3:		Reliability is Compromised
Criterion 4:		Demand for Need is Forecasted.
Criterion 5:		Lease, Rent and/or Used Options have been explored.
Criterion 6:		Availability of Grant or Trade-in.
Criterion 7:		Repurpose original piece to another division.
Criterion 8:		Will be used for multiple uses in more than one division.

**2014 Vehicle, Equipment and Computer Projects**

Project Name / Description	Funding Source	2014	Obsolete Parts or Parts No Longer Available	Escalating Maintenance & Repair Costs	Reliability is Compromised	Demand for Need is Forecasted.	Lease, Rent and/or Used Options have been explored.	Availability of Grant or Trade-in.	Repurpose original piece to another division.	Will be used for multiple uses in more than one division.	Comments
			1	2	3	4	5	6	7	8	
Sewer Equipment # 5110 Air compressor	WWC Fund	\$ 21,000				X					Replace 1990 compressor
Refuse 4-Wheel Utility Vehicles	General Fund	\$ 21,000				X					Replace Cushman's with Kubota RTV-900; purchased one in 2013 - we will only need one more going forward with further automation being
Police Vehicles 4-5 cars each year	Capital Lease	\$ 292,000		X	X						Replace 4-5 each year \$56,000 each
Water Vehicle # 301 Managers Vehicle	Water Fund / WWC Fund	\$ 24,000							X	X	Replace 2006 vehicle with car This vehicle will go to will replace 625 and be a pool vehicle
Motor Pool Minivan	General Fund	\$ 26,000	X	X						X	Replace car #1100 with Mini van to use as part of pool vehicles
Parks vehicle # 621 maintenance van	General Fund	\$ 32,000		X							Replace 1997 vehicle
Fire Car #5 - Fire Inspector	Lakewood Hospital Fund	\$ 38,000			X	X			X		Replace 2000 Dodge Intrepid vehicle #35
Fleet Vehicle # 1106 Mechanics Truck	General Fund	\$ 56,000			X						Replace 2001 vehicle
Water Vehicle # 308 Meter repair vehicle	Water Fund	\$ 32,000		X							Replace 2001 vehicle
Animal Control Vehicle Replacement	General Fund	\$ 47,000			X						Replace 1998 Vehicle #281
Parks vehicle # 629	General Fund	\$ 50,000			X						Replace tractor with a multi use vehicle and attachments
Prisoner Van Replacement	General Fund	\$ 55,000			X						19 year old vehicle #249
Water Vehicle # 314 Backhoe loader	Capital Lease - Water	\$ 132,000		X				X	X	X	Replace 1995 vehicle This vehicle will replace streets and parks backhoe to down size fleet (Two units can be traded in to lower cost on purchase)
Streets Vehicle #106 -5-Ton S/S Dump w/ Plow & S/S Spreader	Capital Lease	\$ 189,000	X		X						Replace 1989 vehicle Replace with Hooklift truck -multi use-
Streets Vehicle #114 -Street Sweeper	Capital Lease	\$ 285,000		X							Replace sweeper with all stainless body,
Parks vehicle # 632 carpenter van	General Fund	\$ 32,000		X							Replace 1997 vehicle
Leaf Vac Trailer mounted for leaves	SCMR Fund	\$ 40,000				X					Used to gather leaves more efficiently
Mower & Equipment Upgrades	General Fund	\$ 16,000			X						Replace riding mowers one each year with zero turn

## Five-Year Capital Improvement Plan

### 2014 Vehicle, Equipment and Computer Projects (Continued)

Project Name / Description	Funding Source	2014	Obsolete Parts or Parts No Longer Available	Escalating Maintenance & Repair Costs	Reliability is Compromised	Demand for Need is Forecasted.	Lease, Rent and/or Used Options have been explored.	Availability of Grant or Trade-in.	Repurpose original piece to another division.	Will be used for multiple uses in more than one division.	Comments
			1	2	3	4	5	6	7	8	
Automated Recycling - Recycling roll-carts for curbside automated vehicle pick-up.	Capital Lease	\$ 300,000					X				18,000 Recycling Containers - 96 - gallon capacity for automated curbside recycling - phased in over a 3-year timeframe. 6,000 Recycling Containers
Stainless Steel Salt Spreader	SCMR Fund	\$ 18,000		X							Replace steel salt spreader with stainless steel 25 year life ( 2more trucks to do). Feb. 4, 2013 BOC contract with Concord Road Equipment in the
Extrication Equipment	Lakewood Hospital Fund	\$ 65,000	X	X	X	X		X			Most extrication equipment is now 20 years old and with changes to vehicle construction with harden steel posts it has made some of the
Fiberoptic Connections to Lakewood & Madison Parks	General Fund	\$ 50,000				X					
EMS Life Paks	Lakewood Hospital Fund /	\$ 158,000	X	X	X	X		X			FEMA grant of \$125,000 with \$33,000 City match from Lakewood Hospital Fund
LeBrie Drop Frame Automated Arm-Truck	Capital Lease	\$ 290,000				X					Purchase one each year until we get 9 then rotate old one out each year needed for recycling and garbage
Phone System Replacement	Capital Lease	\$ 350,000	X		X	X	X			X	
Perkins Lifter System - Attach to existing Refuse/Recycling Pick-up Trucks	General Fund	\$ 12,500				X					Attach Lift System to existing Refuse/Recycling Pick-up Trucks. Can tip Recycle Carts or Refuse Carts and also dump into any of our rear loader
Police Car Computers and Video Evidence Systems	Capital Lease	\$ 115,000	X	X	X						11 ruggedized laptops and 7 video evidence collection systems to replace equipment that is end of life
Server Virtualization - Energy and Maintenance Savings and Equipment Consolidation	General Fund	\$ 85,000	X	X					X	X	\$65,000 for hardware/software, \$20,000 for services
Automated Fueling System	General Fund	\$ 55,000				X	X		X		Improved fuel usage monitoring system and to upgrade Fleet data base software
Semi Truck	Capital Lease	\$ 127,000	X	X	X		X				Replace 1990 Vehicle

**Five-Year Capital Improvement Plan (2014-2018)**

The following is a listing of all planned capital projects for the next five years.

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Fleet rear door project	Building & Public Facility Improvements	General Fund	\$ 15,000				
Station 2 & 3 Improvements	Building & Public Facility Improvements	Lakewood Hospital Fund	\$ 60,000				
Animal Shelter updates and expansion of facility	Building & Public Facility Improvements	Kennel Donations (Fund 770) & Spay & Neuter Program (Fund 790)	\$ 20,000				
Police Department Records Room / Police Lobby Updates	Building & Public Facility Improvements	General Fund	\$ 25,000				
Rozi's Parking Lot #8	Building & Public Facility Improvements	WWC Funded Debt / EPA Grant	\$ 147,000				
Building & Facility Improvement	Building & Public Facility Improvements	General Fund	\$ 124,100	\$ 125,000	\$ 130,000	\$ 135,000	\$ 140,000
Reforestation	Forestry	General Fund	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Lakewood Park Improvements	Park Improvements	GO BANS	\$ 250,000				
Wagar Park Improvements	Park Improvements	GO BANS	\$ 250,000				
Madison Park Improvements	Park Improvements	CDBG	\$ 300,000				
Lakewood Park Skate House Improvement or Replacement	Park Improvements	GO BANS	\$ 150,000				
Swimming Pool Liners	Park Improvements	Water Fund	\$ 200,000				
Pool Improvements including Lift and other updates	Park Improvements	Water Fund	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Dog Park Improvements	Park Improvements			\$ 50,000			
Cove Park Playground	Park Improvements			\$ 100,000			

## Five-Year Capital Improvement Plan

### Five-Year Capital Improvement Plan (2014-2018) Continued

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
West End Sewer Separation Design & Project	Sewer & Wastewater Treatment Plant Improvements	WWC Fund Supported Debt / OPWC Grant/Loan	\$ 600,000	\$ 3,509,626			
Emergency Sewer	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
WWTP Discharge Outfall Inspection	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 50,000				
Stair Replacement Digester Bldg. Access and Administrative Bldg. "W" Entrance	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 75,000				
Final Clarifier Header Tube Replacement (6)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 75,000				
Aeration RAS Valves / Operators (3)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 20,000				
Clifton Lagoon Pump Station Pumps (2)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 50,000				
Dewatering Pumps (3)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 70,000				
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade <b>DESIGN</b>	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 150,000				
15500 Edgewater Outfall Repair	Sewer & Wastewater Treatment Plant Improvements	WWC Fund Supported Debt	\$ 150,000				
Long Term Control Plan Engineering & Project Design	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 854,700	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Sewer Repair at Madison & Woodward (Harding)	Sewer & Wastewater Treatment Plant Improvements	WWC Fund Supported Debt	\$ 125,000				

**Five-Year Capital Improvement Plan (2014-2018) Continued**

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Edgewater Drive Sewer Separation Project Construction	Sewer & Wastewater Treatment Plant Improvements	Awaiting OPWC Notification	\$1,727,500				
Ultra Violet Disinfection Lamp Replacement	Sewer & Wastewater Treatment Plant Improvements			\$ 25,000			\$ 30,000
Thickened Sludge Pumps (2)	Sewer & Wastewater Treatment Plant Improvements			\$ 35,000			
Interior Lighting Upgrade (213 Fixtures)	Sewer & Wastewater Treatment Plant Improvements			\$ 37,500	\$ 36,000	\$ 37,500	\$ 40,750
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade <b>CONSTRUCTION</b>	Sewer & Wastewater Treatment Plant Improvements			\$ 1,400,000			
Concrete Restoration	Sewer & Wastewater Treatment				\$ 500,000		
Sidewalk and Apron Repair around Lots 1 and 4	Sidewalks	SCMR Fund	\$ 75,000				
Sidewalk Program	Sidewalks	GO BANS	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000
Utility Pavement Repair	Street Improvements	Water & WWC	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Madison Park Street Frontage	Street Improvements	WWC Fund	\$ 185,000				
Clifton Ave. Bus Shelter Improvements	Street Improvements	SCMR Fund	\$ 50,000				
Madison Avenue Street Resurfacing	Street Improvements		\$ 2,425,000				
Restriping Program North/South Main Avenues	Street Improvements	SCMR Fund	\$ 75,000		\$ 75,000		\$ 75,000
Restriping Program East/West Main Avenues	Street Improvements	SCMR Fund		\$ 75,000		\$ 75,000	
Streets Improvement Program	Street Improvements	GO BANS	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Lake Avenue Resurfacing	Street Improvements					\$ 2,000,000	

## Five-Year Capital Improvement Plan

### Five-Year Capital Improvement Plan (2014-2018) Continued

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Madison Ave. Signal Improvement Construction	Traffic Signs & Signals		\$ 3,580,000				
Franklin / Hilliard Signal Improvement	Traffic Signs & Signals	GO BANS	\$ 250,000		\$ 750,000		
Traffic Sign&Signal	Traffic Signs & Signals Improvements	SCMR Fund	\$ 90,000	\$ 95,000	\$ 100,000	\$ 105,000	\$ 110,000
Sewer Equipment # 5110 Air compressor	Vehicles, Equipment & Computer Systems	WWC Fund	\$ 21,000				
Refuse 4-Wheel Utility Vehicles	Vehicles, Equipment & Computer Systems	General Fund	\$ 50,000	\$ 52,000			
Police Vehicles 4-5 cars each year	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 292,000	\$ 304,000	\$ 314,000	\$ 326,000	\$ 337,000
Water Vehicle # 301 Managers Vehicle	Vehicles, Equipment & Computer Systems	Water Fund / WWC Fund	\$ 24,000				
Motor Pool Minivan	Vehicles, Equipment & Computer Systems	General Fund	\$ 26,000				
Parks vehicle # 621 maintenance van	Vehicles, Equipment & Computer Systems	General Fund	\$ 32,000				
Fire Car #5 - Fire Inspector	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 38,000				
Fleet Vehicle # 1106 Mechanics Truck	Vehicles, Equipment & Computer Systems	General Fund	\$ 56,000				
Water Vehicle # 306 Meter repair vehicle	Vehicles, Equipment & Computer Systems	Water Fund	\$ 32,000				
Animal Control Vehicle Replacement	Vehicles, Equipment & Computer Systems	General Fund	\$ 47,000				
Parks vehicle # 629	Vehicles, Equipment & Computer Systems	General Fund	\$ 50,000				
Prisoner Van Replacement	Vehicles, Equipment & Computer Systems	General Fund	\$ 55,000				
Water Vehicle # 314 Backhoe loader	Vehicles, Equipment & Computer Systems	Capital Lease - Water	\$ 132,000				
Streets Vehicle #106 -5-Ton S/S Dump w/ Plow & S/S Spreader	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 189,000				
Streets Vehicle #114 -Street Sweeper	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 285,000				
Parks vehicle # 632 carpenter van	Vehicles, Equipment & Computer Systems	General Fund	\$ 32,000				

**Five-Year Capital Improvement Plan (2014-2018) Continued**

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Leaf Vac Trailer mounted for leaves	Vehicles, Equipment & Computer Systems	SCMR Fund	\$ 40,000	\$ 42,000			
Mower & Equipment Upgrades	Vehicles, Equipment & Computer Systems	General Fund	\$ 16,000	\$ 17,000	\$ 18,000	\$ 19,000	\$ 20,000
Automated Recycling - Recycling roll-carts for curb-side automated vehicle pick-up.	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 300,000	\$ 300,000	\$ -	\$ -	\$ -
Stainless Steel Salt Spreader	Vehicles, Equipment & Computer Systems	SCMR Fund	\$ 18,000				
Extrication Equipment	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 65,000				
Fiberoptic Connections to Lakewood & Madison Parks	Vehicles, Equipment & Computer Systems	General Fund	\$ 50,000				
EMS Life Paks	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund / FEMA Grant	\$ 158,000				
LeBrie Drop Frame Automated Arm-Truck	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 290,000	\$ 293,000	\$ 300,000	\$ 305,000	\$ 310,000
Phone System Replacement	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 350,000				
Perkins Lifter System - Attach to existing Refuse/Recycling Pick-up Trucks	Vehicles, Equipment & Computer Systems	General Fund	\$ 12,500				
Police Car Computers and Video Evidence Systems	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 115,000				
Server Virtualization - Energy and Maintenance Savings and Equipment Consolidation	Vehicles, Equipment & Computer Systems	General Fund	\$ 85,000				
Automated Fueling System	Vehicles, Equipment & Computer Systems	General Fund	\$ 45,000				
Semi Truck	Vehicles, Equipment & Computer Systems	Capital Lease	\$ 127,000				

## Five-Year Capital Improvement Plan

### Five-Year Capital Improvement Plan (2014-2018) Continued

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
WWC Vehicle #5102 sewer air compressor	Vehicles, Equipment & Computer Systems	WWC Fund		\$ 21,500			
Boxes for leaf vacs	Vehicles, Equipment & Computer Systems			\$ 22,000			
Parking Van Replacement	Vehicles, Equipment & Computer Systems	Parking Fund		\$ 35,000			
Parks vehicle # 607 pickup truck with plow	Vehicles, Equipment & Computer Systems			\$ 42,000			
Water Vehicle #305 1 1/2 ton dump truck with plow	Vehicles, Equipment & Computer Systems			\$ 80,000			
Water Vehicles #303 Panel van water digging crew	Vehicles, Equipment & Computer Systems			\$ 125,000			
Automated Fueling System	Vehicles, Equipment & Computer Systems			\$ 150,000			
Streets Vehicle #128 - 5-Ton S/S Dump w/ Plow & S/S Spreader	Vehicles, Equipment & Computer Systems			\$ 194,000			
Forestry Vehicle #608 - Bucket Truck	Vehicles, Equipment & Computer Systems			\$ 209,000			
WWC Vehicle #817 sewer cleaning truck	Vehicles, Equipment & Computer Systems			\$ 350,000			
Fire - Engine #2	Vehicles, Equipment & Computer Systems			\$ 500,000			

**Five-Year Capital Improvement Plan (2014-2018) Continued**

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Road Saw Replacement Equipment #6226	Vehicles, Equipment & Computer Systems				\$ 29,000		
Parks vehicle # 627 pickup truck with plow	Vehicles, Equipment & Computer Systems				\$ 39,000		
Refuse Vehicle # 426 Pickup truck with plow	Vehicles, Equipment & Computer Systems				\$ 39,000		
Refuse Vehicle # 427 Pickup truck with plow	Vehicles, Equipment & Computer Systems				\$ 39,000		
Signals Vehicle # 126 Crewcab with plow	Vehicles, Equipment & Computer Systems				\$ 40,000		
Streets Vehicle # 172 Crewcab with plow	Vehicles, Equipment & Computer Systems				\$ 50,000		
Parks vehicle # 609 1ton dump truck with plow	Vehicles, Equipment & Computer Systems				\$ 79,000		
Forestry Vehicle #115 1 Ton Dump With plow	Vehicles, Equipment & Computer Systems				\$ 82,000		
Streets Vehicle #109 -5-Ton S/S Dump w/ Plow & S/S Spreader	Vehicles, Equipment & Computer Systems				\$ 200,000		
SCBA Equipment	Vehicles, Equipment & Computer Systems				\$ 210,000		
Fire - Medical Squad	Vehicles, Equipment & Computer Systems				\$ 250,000		
Parks vehicle # 624 maintenance van	Vehicles, Equipment & Computer Systems					\$ 33,000	
Forestry Vehicle #190 Pickup Truck with plow	Vehicles, Equipment & Computer Systems					\$ 40,000	
Backhoe Replacement Equipment #116	Vehicles, Equipment & Computer Systems					\$ 125,000	
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow	Vehicles, Equipment & Computer Systems					\$ 130,000	
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow	Vehicles, Equipment & Computer Systems					\$ 130,000	

## Five-Year Capital Improvement Plan

### Five-Year Capital Improvement Plan (2014-2018) Continued

Project Name / Description	Category	Funding Source	2014	2015	2016	2017	2018
Fleet Vehicle # 1105 Welders Truck	Vehicles, Equipment & Computer Systems						\$ 50,000
Streets vehicle # 129 1ton dump truck with plow	Vehicles, Equipment & Computer Systems						\$ 86,000
Water Vehicle # 312 Backhoe loader	Vehicles, Equipment & Computer Systems						\$ 135,000
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader	Vehicles, Equipment & Computer Systems						\$ 200,000
Streets vehicle # 147 Signal tech truck	Vehicles, Equipment & Computer Systems						\$ 200,000
Water Meter Replacement Program	Water System Improvement	Capital Lease -	\$ 1,400,000	\$ 1,400,000			
Emergency Water	Water System Improvement	Water Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Replacement Project	Water System Improvement	Awaiting OPWC Notification	\$2,264,500				
Watermain Replacement Project	Water System Improvement			\$ 1,000,000			



# ***City of Lakewood Financial Policies and Guidelines***

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## **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***

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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***

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## **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***

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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***

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- (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 1<sup>st</sup> 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 31<sup>st</sup> 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 1<sup>st</sup> 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***

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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***

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## ***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***

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

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

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

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

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

### ***Payments from Accounts with Non-Sufficient Funds***

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

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

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

### **Debt Policies and Guidelines**

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

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

## ***City of Lakewood Financial Policies and Guidelines***

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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***

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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***

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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***

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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***

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Capital assets are defined as tangible and intangible assets that have initial useful lives that extend beyond a single reporting period (1year). All capital assets will be recorded at historical cost as of the date acquired/constructed or fair value if donated. If historical cost information is not available, assets will be recorded at estimated historical cost by calculating current replacement cost and deflating the cost using the appropriate price-level index.

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

Depreciation will be recorded based on the straight-line method using actual month convention and depreciated down to the assets salvage value. Salvage value for depreciable assets are based on 5% of the original cost, with exception of infrastructure. Asset lives will be adjusted as necessary depending on the present condition and use of the asset and based on how long the asset is expected to meet current service demands. Adjustments should be properly documented.

Only those assets above the \$5,000 threshold will be depreciated. The Generally Accepted Accounting Principles (GAAP) adjustment for depreciation expense and accumulated depreciation will be made off the system. This will allow data within the H.T.E. system to remain on a cash basis of accounting. Fund balance and expenditures will not be distorted by depreciation, which is a non-cash expenditure.

All machinery and equipment, vehicles and furniture above \$5,000 will be assigned an asset number and identified with a capital RED fixed asset tag, all others (\$100-\$4,999) will be identified with a BLUE "property of" fixed asset tag. As fixed assets are purchased, transferred or disposed of, the personnel in custody of that asset will be responsible for preparing a Fixed Asset Addition / Deletion /Transfer Form, which will then be forwarded to the Finance Department to ensure proper recording.

A physical inventory will be taken annually by each department and compared to the physical inventory records. The results will be forwarded to the Finance Department, where appropriate adjustments will be made to the fixed asset records where applicable. The Finance Department will also conduct periodic unscheduled inspections to compare the asset list with inventory on hand.

Information on purchase of assets over the \$100 threshold will be compiled from data gathered from the biweekly Accounts Payable check runs. This data will be reviewed to verify assets to be capitalized and those for tracking purposes only. After verification of data, the fixed asset module will be populated with new additions.

Upon receipt of a Fixed Asset Addition /Deletions /Transfer Form and confirmation that the asset was disposed via council action or annual auction, the fixed asset will be marked with a status of "disposal". A disposal code will be used to indicate that the fixed asset was sold, scrapped, donated or lost. The GAAP adjustment to record gain/loss, remove asset and associated accumulated depreciation will be made during conversion.

# ***City of Lakewood Financial Policies and Guidelines***

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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***

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

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

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.

# City of Lakewood 2014 & Beyond Strategic Plan

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## Long Term View

- *Vision:*

**A Unique Destination to Live, Work, Play and Grow for Generations to Come.**

- *Mission:*

**Deliver exceptional essential services and promote a high quality of life for residents, visitors and businesses.**

- *Values:*

- **We constantly challenge the status quo.**
- **We lead collaboratively.**
- **We make sustainable investments.**
- **We exhibit personal integrity in every decision.**

- *Focus:*

- **Economic Development**
- **Vibrant Neighborhoods**
- **Safe and Secure City**
- **Sound Governance**

## Mid-Term View

- *Goals:*

**Economic Development**

- *Grow and Diversify Lakewood's Economic Base*
- *Improve and Maintain Infrastructure and Enhance Connectivity*
- *Improve the Visual Impression of the Community*

**Vibrant Neighborhoods**

- *Build Volunteer Capacity*
- *Build Strong Families*
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
- *Preserve and Enhance Neighborhood Quality*
- *Provide Inviting Public Spaces*

## Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
- *Identify solutions to automobile speeding behavior*
- *Communicate and share safety information amongst neighbors*
- *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*

## Sound Governance

- *Adopt a Sustainable Budget*
- *Encourage and Promote a Culture of Continuous Improvement*
- *Improve Fiscal Viability*
- *Improve Stewardship of Assets*
- *Inspire Strong Relationships*
- *Leverage Technology to Improve Performance*
- *Maintain and Support an Educated and Trained Workforce*
- *Provide Exceptional Customer Service*
- *Set the Standard for Environmental Stewardship*

- Objectives (\* Aligns with City Vision):

## Economic Development

- *Grow and Diversify Lakewood's Economic Base*
  - Position Lakewood Hospital for viability in 2027 and beyond\*
    - **Law**
      - Strategies:
        - Position the city to retain its strengths and advance its interests involving the lease for Lakewood Hospital, which expires in 2027.
      - Plans:
        - Continue to participate in 2014 with all interested parties over the future of the hospital lease.
      - Actions:
        - Engage government officials, tenant stakeholders and advisors in discussions and conversations periodically throughout the year to bring focus to where the parties to the lease believe they must be in the near term and long term.
    - Market Lakewood effectively to attract high quality development projects\*
      - **Planning & Development**
        - Key Performance Indicators:

# City of Lakewood 2014 & Beyond Strategic Plan

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- Promote development opportunities and engage developers regarding McKinley School through competitive RFP process.
  - Strategies:
    - Continue collaborative work with Board of Education, Land Bank and County Department of Development to reposition the property.
  - Plans:
    - Continue to clearly advertise development expectations for the property.
  - Actions:
    - Remove the building and make a development ready site before mid-2014.
  
- *Improve and Maintain Infrastructure and Enhance Connectivity*
  - Continue traffic signalization replacement improvement program on Madison and Franklin Avenues\*
  
  - Completion of Madison Avenue street resurfacing
  
  - Implement Sidewalk Improvement Plan\*
    - **Streets**
      - Actions:
        - Examine city sidewalks for defects or violations to notify homeowners of repairs needed. Track progress of violations and determine best remedy.
  
- *Improve the Visual Impression of the Community*
  - Manage our urban forest\*
    - **Forestry**
      - Key Performance Indicators:
        - Maintain Tree City USA standards
      - Plan:
        - Track our urban forestry by using tree keeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, and diseases and insect control
  
  - Control litter and snow on sidewalks\*
    - **Streets**
      - Plan:

- Work with Community service to enhance walkability during inclement weather.
- *Promote Commercial Space Development*
  - Commercial Space Development and Utilization on Madison Avenue
    - **Planning & Development**
      - Key Performance Indicators:
        - Provide technical assistance and have at least six new storefront renovations completed under the City's grant program
      - Strategies:
        - Proactive outreach and marketing to existing business and building owners of programs and resources available from the City.
      - Plans:
        - Use 2013 storefront success stories in marketing effort
      - Actions:
        - Coordinate more Business to Business testimonials for the program

### **Vibrant Neighborhoods**

- *Build Volunteer Capacity*
  - Increase the number and frequency of volunteers
    - **Community Development**
      - Key Performance Indicators:
        - Increase our volunteer corp of city volunteers as well as "neighbors helping neighbors" volunteers
      - Strategies:
        - Improve and enhance the Volunteer Lakewood website pages to continue to solicit community service minded individuals and organizations to become involved and volunteer
      - Plans:
        - Direct outreach to community service organizations providing information about the Volunteer Lakewood website pages and the needs for volunteers. Continue to expand the Welcome to Lakewood event which introduces our newest residents to organizations which

are in need of volunteers and helps them to become engaged in the community.

- Actions:
    - Utilize the PR Roundtable to share information about the Volunteer Lakewood program and its benefits. Continue ongoing general marketing campaign regarding the importance of volunteering and the needs of the community
  - **Aging**
    - Key Performance Indicators:
      - 24 new home delivered meal volunteers annually
    - Strategies:
      - Continue marketing campaign and outreach as identified by LEAN
    - Plans:
      - Large signage on City trucks, bumper stickers, outreach to grassroots organizations and faith communities
    - Actions:
      - Maintain integrity of proposed outreach plan
  - **Early Childhood**
    - Key Performance Indicators:
      - 10 volunteers will be formally connected to projects for the Division of Early Childhood
    - Strategies:
      - Identify the projects where volunteers could assist
    - Plans:
      - Interview potential volunteers for appropriate assignment
    - Actions:
      - Assign volunteer with identified program need
- *Build Strong Families*
    - Enhance Youth programs
      - **Youth**
        - Key Performance Indicators:
          - 100% of H2O staff, adult volunteers and student leaders will participate in formal and informal training practices that include nurturing social skills necessary for students to participate in community activities
        - Strategies:

- Staff and volunteers will integrate cultural competency and social skills into H2O
  - Plans:
    - Identify initiatives/training around cultural competency within our own organization and external organizations
  - Actions:
    - Schedule training and review program development and planning
    - Evaluate family support programs
    - Engage and connect families and caregivers raising young children with each other and community resources
- **Early Childhood**
  - Key Performance Indicators:
    - Increase the number of parents and children involved with Early Childhood services and/or its partners by 25%
  - Strategies:
    - Broaden our outreach to engage and connect with families unfamiliar with our program
  - Plans:
    - Aggressively inform parents/caregivers raising young children through use of Facebook, Twitter, newsletters, along with traditional outreach methods of the services/programs/activities available
  - Actions:
    - Chart participants to assess where they reside and concentrate outreach to areas with low participation and higher poverty rates
    -
- Develop parent education opportunities through partnerships with various community agencies
  - **Early Childhood**
    - Key Performance Indicators:
      - Establish 3 new partnerships with agency/faith community resources
    - Strategies:
      - Identify potential partners through the Lakewood Family Collab and Greater Cleveland family support organizations
    - Plans:

## City of Lakewood 2014 & Beyond Strategic Plan

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- Gather potential partners serving young families together to design programs that maximize agency resources and meet family needs
    - Actions:
      - Create a calendar/ menu of parent education programs offered annually
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
  - Clarify resources currently available to Lakewood residents
    - **Human Services Administration**
      - Key Performance Indicators:
        - Cross section of providers and City Managers to meet a minimum of three times in the second quarter of 2014
      - Strategies:
        - Identify natural and formal organizations and individuals committed to meeting the needs of Lakewood residents ( drawing from Aging and Youth assessment projects)
      - Plans:
        - Create a framework to chart services available and identify gaps
      - Actions :
        - Consult with a facilitator (to be identified) to choose the best vehicle to gather critical information in the most efficient manner
    - **Aging**
      - Key Performance Indicators
        - Reestablish formal relationships with 5 community agencies, committing to an annual discussion on the state of our senior residents and services.
      - Strategies:
        - Identify natural and formal organizations and individuals committed to senior support and wellness. Convene community forum to discuss challenges to senior residents and strategize solutions
      - Plans:
        - Create a framework to chart services available and identify gaps.
      - Actions:

- Consult with a facilitator (to be identified) to choose the best vehicle to gather critical information in the most efficient manner.
- *Preserve and Enhance Neighborhood Quality*
  - Finish Phase 1 of the Housing Strategy\*
    - **Building & Housing**
      - Key Performance Indicators:
        - Comprehensive resurvey of entire city by end of 2014.
      - Strategies:
        - Continue proactive code enforcement and focused exterior maintenance inspections gleaned from housing surveys.
      - Plans:
        - Expand the use of tablets and technology in the field to expedite inspections.
      - Actions:
        - Regularly share housing progress with community via social media, block groups and partnership organizations.
    - Educate all landlords through existing training seminars\*
      - **Law**
        - Key performance indicator:
          - Successful implementation of two or three comprehensive landlord information seminars in 2014, attended by at least 225 landlords.
        - Strategies:
          - Develop landlord training seminars that result in the education of landlords on Lakewood's overall housing market, codes, sensitivities and strengths.
        - Plans:
          - Expand on current seminar model to move from a more pedantic setting to a collaborative setting involving more landlord feedback and best management practices shared among landlords.
        - Actions:
          - Research other landlord training programs around the area and country for ideal models; research use of certified landlord programs.

- Continue to make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed homes for rehabilitation.
  - **Community Development**
    - Key Performance Indicators:
      - Community Development team meet at least monthly to review and analyze progress – applications accepted, inspected, and approved by the DCD Loan Approval Board. Monitor monthly financials to ensure that approved projects are moving forward at an appropriate pace.
    - Strategies:
      - Make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed homes for rehabilitation.
    - Plans:
      - Maintain current levels of applications accepted and approved
      - Ensure that whenever feasible repairs increase the safety, accessibility and energy efficiency of units.
      - Promote programs through website, newsletters and direct contact between homeowners and Community Development staff; monitor housing trends and conditions, adjust programs to meet current need
      - Maintain project demographic and financial data on an ongoing basis to track progress meeting local and HUD requirements and goals
      - Support Housing Forward by marketing to eligible homeowner's under citation
    - Actions:
      - Meet HUD goals and objectives outlined in the City's CDBG One Year Action Plan including those completed and new loans set up for repayment; and homes brought into compliance with building code
- Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured, and weatherized\*
  - **Community Development**
    - Key Performance Indicators:

- Rehab and sell 3 foreclosed homes currently owned by City.
  - Strategies:
    - Build upon 2013's momentum and ensure that funding is utilized in support of the City's residential and commercial areas while meeting federal program requirements and objectives.
  - Plans:
    - Design rehab's to maximize resources and increase energy efficiency and sustainability of structures.
  - Actions:
    - Work with City Architect and Building Department to ensure projects completed to specifications. Create sales and financing package designed to meet program guidelines and HUD requirements.
- *Provide Inviting Public Spaces*

### **Safe and Secure City**

- *Continue to Aggressively Protect Our Citizens and Their Property*
  - Maintain appropriate public safety staffing levels\*
    - **Police**
      - Key Performance Indicators
        - Reduction of 5% in violent crimes
        - Decrease reported theft crimes by 5%.
      - Strategies
        - Identify likely areas and times for criminal activity through predictive policing
        - Arrest violators quickly after criminal activity to reduce opportunity for continued behavior.
      - Plans
        - Work with vendor Public Engines to explore predictive policing model of crime reports subscription.
        - Identify suspects quickly through advanced collection of physical evidence and identification analysis by partners in forensic identification.
      - Actions
        - Upgrade subscription to include predictive policing
        - Provide advanced training in DNA and evidence collection

- Provide increased analysis and direction for officers of criminal activity and hot spot analysis.
- **Prisoner Support**
  - Key Performance Indicators
    - Number of Corrections Officers
  - Strategies
    - Replace vacant full time Corrections Officer position to decrease overtime cost due to vacancy and increase available sworn officers on uniform patrol
  - Plans
    - Begin interviews and hiring processes for full and part time Corrections Officers
  - Actions
    - Hire one full time Corrections Officer and one Part Time Officer.
- **Dispatch**
  - Key Performance Indicators
    - Number of full and part time dispatchers.
  - Strategies
    - Retain all current employees to improve competency and performance
  - Plan
    - Full complement of full time and part time dispatchers
  - Actions
    - Continue to train employees to improve competency
    - Quickly replace any vacancies to minimize disruption to effectiveness and minimize financial impact.
- **Animal Control**
  - Key Performance Indicators
    - Increase by 5% enforcement citations
    - Number of improvements to shelter
  - Strategies
    - Provide training and equipment to increase effectiveness of enforcement efforts
    - Work with internal and external stakeholders to design shelter improvements
  - Plan
    - Purchase new vehicle to decrease down time of equipment
    - Train in chemical immobilization

- Identify needed improvements within budget
  - Action
    - Vehicle purchased by second quarter
    - Training developed with training division
    - Have plans for improvements ready for second and third quarter
- *Identify solutions to automobile speeding behavior*
  - Explore traffic calming designs\*
    - **Police**
      - Key Performance Indicators:
        - Number of streets utilizing traffic calming measures
        - Options developed for addressing concerns for safety in different parts of Lakewood
      - Strategies:
        - Identify viable options to increase perception of traffic safety on city streets
        - Develop measurable parameters for implementation of traffic calming measures.
      - Plans
        - Begin installing traffic calming measures on certain streets and intersections
      - Actions
        - Convene neighborhood meeting in strategic areas for support and consensus of proposed installations.
        - Work with existing traffic measuring equipment to identify problem and chronic speeding areas
- *Communicate and share safety information amongst neighbors*
  - Use social media to expand communication citywide including police to residents, and block clubs to businesses\*
    - **Police**
      - Key Performance Indicators
        - Track the number of views of our crimereports.com website
        - Number of meetings held with block clubs.
      - Strategies
        - Increase public awareness of phone app for crimereports.com
        - Block Club coordinator to improve communication between block clubs and department.

- Explore ways to interact with social media to improve communications.
  - Plans
    - Improve the public understanding of our crime reporting information through social media
    - Explore ways to have coordinator increase involvement with public information that needs to be conveyed to the clubs.
  - Actions
    - Work with vendor to identify public notification and improve participation
- Improve the sharing of alerts, crime data and information\*
  - **Community Relations**
    - Key Performance Indicators:
      - Increase our number of Twitter and Facebook followers and the number of people who subscribe to our e-newsletter list. Work with Police Department and Block Club Coordinator to assist them with utilizing our already well-established social media mechanisms.
    - Strategies:
      - 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.
    - Plans:
      - Use our social media outlets as much as possible. The more we use social media, the greater the opportunity for our messages to be shared by others. Reach out to Police Department and Block Club Coordinator to establish a coordinated effort to share their information using our social media mechanisms on a more regular basis.
    - Actions:
      - Allocate more time to the improvement of our use of social media
- *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*
  - Encourage emergency preparedness for all citizens\*
    - **Community Relations**
      - Key Performance Indicators:

- Formalize our Communication Strategy for Emergency Preparedness
  - Strategies:
    - Multi-departmental collaboration on our emergency preparedness plan
  - Plans:
    - Assist with the preparation of a written communications strategy for addressing with emergency situations.
  - Actions:
    - Determine the most efficient and effective communication strategy for emergency preparedness.
- **Fire & EMS**
  - Key Performance Indicators
    - Cuyahoga County recently unveiled the Cuyahoga Ready program.
    - Specifically, the site can help you Build a Kit, Make a Plan, Be Informed, and Get Involved with emergency preparedness.
  - Strategies
    - Lakewood has signed up to participate in this program.
    - The site has a certification program requirements for communities in Cuyahoga County to become Ready Certified
  - Plans
    - Work in 2014 will focus on meeting the certification objectives.
    - Develop plans to complete the certification process and provide more information to residents, including reverse 9-1-1 type notification system.
  - Actions
    - Train LFD members in disaster and mass casualty preparedness.
    - Develop disaster preparedness resources for residents that are accessible on line.

## Sound Governance

- *Adopt a Sustainable Budget*
  - Provide a transparent, simple and accessible budget process that everyone knows how and when to be involved
    - **Finance**
      - Key Performance Indicators:
        - Deliver structurally balanced budget to Council by Nov 15th.
        - Council to hold budget hearings and approve before December 31st.
      - Plans:
        - Be prepared to justify any planned expenditure.
        - Explain financial consequences of any expenditure or revenue change.
      - Actions:
        - Work with departments as they discuss needs vs. wants.
        - Keep the process as simple as possible for all stakeholders.
        -
    - Protect and strengthen core services, and identify strategic investments
      - **Refuse & Recycling**
        - Key Performance Indicator:
          - The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2016. The automation of our curbside recycling program is the only way we can achieve a 60% landfill diversion rate.
        - Strategies:
          - Beginning this year, the City of Lakewood Division of Refuse and Recycling launched its first phase of automating our Curbside Recycling Program by providing residents with curbside recycling containers, thereby increasing our recycle material volume and further reducing our solid waste disposal fees. Given the costs associated with this project, we will be phasing it in over a three year timeframe – doing 1/3 of the city each year until fully implemented.
        - Plans:
          - Development of viable refuse and recycling automated cart placement options

## City of Lakewood 2014 & Beyond Strategic Plan

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- Actions:
  - Distribution of automated recycling carts to Lakewood households – 1st 6,000 were delivered during the first 10 days of October 2013.
- Actions:
  - Outreach to residents with options available for cart placement and efficient and reliable collection.
- Build and maintain reserves so we can continue services when times are bad
  - **Finance**
    - Key Performance Indicators:
      - Establish a Budget Stabilization Fund by May 1, 2014.
    - Plans:
      - Continue to monitor expenditures vs. revenues to encumber funds into the various reserve accounts per City Policy
      - Manage and improve our debt level responsibly
  - **Finance**
    - Key Performance Indicators:
      - Improve Moody's Rating from Aa2 to Aa1 before the next GO Bond Issuance scheduled for 2016
    - Plans:
      - Work with the City's Audit Committee, Underwriter and Financial Experts to develop a strategy.
- Negotiate fair, balanced and affordable labor contracts
  - **Human Resources**
    - Key Performance Indicators:
      - Have 3 Contracts in place by 1-1-2014.
    - Strategies:
      - Remove obstacles to employee flexibility.
      - Ensure that employees are able to be recognized for good work.
      - Involve Finance in all aspects of contract costing.
      - Review with managers the most important contract issues to work on.
      - Non-confrontational bargaining.
      - Identify the top issues, and don't waste time on throw-away or unattainable goals.
      - Be realistic and open with information
    - Plans:
      - Be prepared with options for proposals.

- Understand and be able to articulate financial status and regulatory obligations which impact negotiations.
  - Actions:
    - Plan regular meetings and follow up after negotiations with strong Labor Management meetings.
    - Apply the same proposals to all units.
    - Inform bargaining units at the table that all changes will be applied to all employees.
  - **Law**
    - Key performance indicator:
      - Have collective bargaining agreements in place by January 2014 that yield a structurally balanced budget.
    - Strategies:
      - Protect the bottom line; promote flexibility in employee responsibilities; reflect respect for employees' and management concerns; encourage professionalism in the workforce; achieve uniformity in the city's offerings.
    - Plans:
      - Participate in intensive negotiations early in the process to define parties' bargaining parameters and attempt to arrive at agreement on as many items as possible; negotiate using a collaborative approach that addresses concerns in order of priority.
    - Actions:
      - Continue to meet with all bargaining units regularly with clear goals set for each meeting.
- *Encourage and Promote a Culture of Continuous Improvement*
  - Continue LEAN training and implementation of Lean project teams
    - **Income Tax**
      - Key Performance Indicators:
        - Income tax will lead one LEAN project in 2014: Payment plans and civil complaints
      - Strategies:
        - Identify and map the details of each process, searching for steps that may be eliminated or streamlined
      - Plans:
        - Draft new processes with an eye towards maximum efficiency and improved communication
      - Action:
        - Implement new policies (such as a new letter system) for maximum revenue production

- **Human Service Administration**
  - Key Performance Indicators:
    - 50% of staff participates on a Lean team. Majority of Aging and Youth identified Lean projects will be completed in 2014
  - Strategies:
    - 100% of staff receives some form of Lean training
  - Plans:
    - Divisions of Aging and Youth re-evaluate Lean projects and create plan for 2014
  - Actions :
    - Allocate staff on Lean teams based on interest and availability
- Maintain and Support an Educated and Trained Workforce
  - **Civil Service:**
    - Actions :
      - Conduct salary survey for purposes of salary recommendations for the Mayor and City Council Members in accordance with the Charter of the City of Lakewood.
      - Continue to conduct competitive and non-competitive testing as needed to maintain staffing levels.
  - **Human Resources**
    - Key Performance Indicators:
      - 100% of HR employees through the 1 or three day LEAN training.
      - HR Director will lead at least 2 LEAN projects in 2014.
      - Provide training materials/tools for employees on a monthly basis.
    - Strategies:
      - HR employees involved in cross-city projects.
      - Identify processes in HR to be reviewed.
      - Ensure employee's city-wide have access to training and educational materials.
    - Plans:
      - Give employees time to attend training sessions.
      - Be available to staff and all employees to explain, model and implement improvement projects.
    - Actions:
      - Speak positively and be a 'cheerleader' for process improvement.

- Articulate to employees: “what’s in it for me?”
- **Fire**
  - Key Performance Indicators
    - Enroll all officers in on line education class from FEMA.
    - Complete Blue Card Training for all officers.
    - Complete new employee orientation manual.
  - Strategies
    - Identify FEMA class for officers.
    - Secure funding for Blue Card training.
    - Work with training officers to complete new employee orientation manual.
  - Plans
    - Provide time for officers to complete FEMA and Blue Card Classes.
    - Format new employee orientation manual in the Microsoft book format to allow easier updates in the future.
  - Actions
    - Schedule shift meetings to ensure that classroom goals are being met.
    - Complete new employee orientation manual by June 2014.
- **Fleet**
  - Key Performance Indicators:
    - ASE certifications : Current 21 certifications, projected 80 certifications
    - Ford Online Training: Courses passed current 381, projected 450+
    - Welding training : Certified Welders Current 2, projected 4+
    - International truck training : Hours of training projected 128
  - Plan :
    - Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired.

- *Improve Fiscal Viability*
  - Continue aggressive collection of revenues
    - **Income Tax**
      - Key Performance Indicators:
        - Continue to enhance revenue through a strong database identification process
      - Strategies:
        - Utilize all areas of taxpayer identification through shared information from the Federal and State governments, as well as tenant landlord reports and property canvassing. Continue to build partnering relationships with other municipalities for information share purposes
      - Plans:
        - Update the database with the most current property information possible and immediately pursue leads through a “letter, billing, and civil complaint” process
      - Actions:
        - Bringing all information together rapidly, leading to increased revenue and efficiency
    - **Utility Billing**
      - Key Performance Indicators:
        - Review water/sewer rate structure to ensure ability to cover future capital expenditures and bond coverage.
        - Council to discuss during budget hearings.
      - Strategies:
        - Ensure to keep rates reasonable with detailed explanations for the increases in rates.
        - Be realistic and open with information to Council and citizens.
      - Plans:
        - Be prepared with financial data.
        - Understand financial impact on City and citizens.
      - Actions:
        - Communicate changes to residents and impact of capital needs.
        - Council authorization during budget process.

- Advocate to protect existing revenues from encroachment by State Government
  - **Income Tax**
    - Key Performance Indicators:
      - Continue to fight to ensure that HB 5 is truly a revenue neutral tax uniformity bill as opposed to a tax reform bill that will cost municipalities and villages millions of dollars
    - Strategies:
      - Keep the Ohio United website viable with current meeting schedules, house bill amendments, and media updates. Provide details of amendments when necessary and testimony at the Statehouse when available
    - Plans:
      - Improve awareness of HB 5's shortcomings, its political path through the House and Senate, and proposed next steps in opposing the bill through an increased use of Ohio United email
    - Actions:
      - Bombard state legislators with notices expressing municipal dismay with HB 5. Keep HB 5 in the forefront through increased media coverage (additional press conferences, new resolutions in opposition, etc.)
      - Identify possible new revenue sources based on demographic trends
  - **Human Services Administration**
    - Key Performance Indicators:
      - 50% success rate on funding requests to new funders and 100% success rate on funding requests to current funders across the Department
    - Strategies:
      - Educate new Grants Administrator on Department of Human Services programs and activities
    - Plans:
      - Review results of Human Services Summit and back up documentation along with grant opportunities available to apply for potential funding
    - Actions:
      - Provide access to current grants and contracts awarded, strategic findings and City budget

- *Improve Stewardship of Assets*
  - Reduce property insurance claims by implementing improved internal controls
    - **Human Resources**
      - Key Performance Indicators:
        - Review, dissect and determine breakdown in 100% of claims over \$10,000 property loss.
        - 20% reduction in number of insurance claims from employee vehicle accidents.
        - 10% reduction in claims costs from employee vehicle accidents.
        - Participate in 100% of Safety Committee Meetings.
        - 100% of CDL driver employees with less than 8 points on license.
      - Strategies:
        - Further development of the Safety Committee.
        - Review and recommend changes for all safety policies in all City Departments.
        - Continue to follow DOT regulations for CDL drivers.
      - Plans:
        - Review and update employee policies for asset protection
        - Review and update employee practices for disciplinary action in the case of accidents
      - Actions:
        - Monitor driver license reports annually.
        - Hold employees accountable for accidents they cause.
        - Continue to hold at least monthly safety meetings
    - **Fleet**
      - Key Performance Indicators:
        - Optimize utilization of City Facilities and Equipment. Purchase multi use vehicles (hook lift trucks). Current 2, – projected 8
        - Share vehicles between departments. Current 7, projected 11+
        - Pool vehicles: Current 0, projected 6
        - Continue rustproofing program 2007 and newer vehicle. Current 45, projected 52+
      - Plan :
        - Monitor vehicle usage of departments by fuel logs and GPS tracking, then right size fleet accordingly.

Continue rustproofing program to ensure maximum vehicle life

- *Inspire Strong Relationships*
  - Continue to build trust and cooperation between collective bargaining units and the administration
    - **Human Resources**
      - Key Performance Indicators:
        - Complete all union contracts without arbitration.
        - No more than 1 Grievance at the top internal level in any bargaining unit.
        - 0 grievances going to arbitration.
      - Strategies:
        - Transparency in union negotiations and fiscal information.
        - Make no promises that can't be kept.
      - Plans:
        - Continue to update employees on city finances.
        - Make every effort to resolve employee complaints outside of the grievance process.
      - Actions:
        - Bargain in good faith to avoid impasse.
        - Notify employees of changes to work rules, policies and practices prior to change to ensure compliance and buy in.
    - Develop Key Partners to Maximize Community Resources
      - **Community Development**
        - Key Performance Indicators:
          - Meet quarterly with key partners to maximize resources available to the City and the Division of Community Development.
        - Strategies:
          - Maintain existing relationships with internal and external organizations including City Departments, Lakewood Alive, First Federal of Lakewood, Neighborhood Housing Services, Charter One and the Cuyahoga County Land Reutilization Corporation. Continue participation in regional groups including First Suburbs Development Council, Cuyahoga HOME Consortium and NEO Fair Housing Collaborative.
        - Plans:

- Utilize relationships to identify and connect with new opportunities and partners.
    - Actions:
      - Add one new lender to First Time Homebuyer Program, work with new vendor for credit reports and connect loan program recipients to counseling services offered by Neighborhood Housing Services.
  - Formalize relationship with Faith communities with regard to outreach ministries
    - **Human Services Administration**
      - Key Performance Indicators:
        - Develop 4 new formal partnerships committed to supporting identified needs
      - Strategies:
        - Based on Aging and Human Services strategic findings, engage committed Community Assets
      - Plans:
        - Build a formal relationship with Community Assets
      - Actions:
        - With the support and approval of the City administration, determine most efficient and effective service provision
- *Leverage Technology to Improve Performance*
  - Improve Document Management to Enhance Compliance with Public Records Laws
    - **Law**
      - Key performance indicator:
        - City response to all public-records requests in 2014 without third-party intervention or controversy and within an acceptable period of time; having in place a citywide digital document storage and retrieval system in place by the end of 2014; and approved records-retention schedules citywide that reflect this system.
      - Strategies:
        - Promote digitization of all contracts, processes and other historically significant records to maximize public accountability and internal and external retrievability; determine how SharePoint can be best utilized in a document-management capacity or research add-ons or other software; look at hardware needs for optimal

digitization environment; adopt best practices from other cities who have implemented a digital record-keeping platform.

- Plans:
- Work with Information Systems and SharePoint team more aggressively with respect to SharePoint capabilities; research other cities' digital imaging platforms and record retention policies reflecting digital storage; ensure our policies and schedules match our strategies.
- Actions:
  - By first quarter 2014, fully understand SharePoint's digital recordkeeping and search capabilities; by June 2014, file updated records retention schedules with Ohio Historical Society; and every three weeks throughout 2014, check for backlog of public records requests that have gone unfulfilled or remain incomplete.
- **Information Systems**
  - Key Performance Indicators:
    - Establish a single document management system in use by the city government
    - By March, 2014, establish a means to reliably and quickly retrieve old emails and adhere to Publics Records Laws
  - Strategies:
    - Leverage the existing Microsoft SharePoint platform
    - Email archiving system
  - Plans:
    - Determine the best way to use the built-in capabilities of SharePoint to handle the City's needs
    - Purchase archiving system that integrates seamlessly with Microsoft Outlook and is easy to use
  - Actions:
    - Work with Planning & Development as a pilot department to showcase the capabilities to other departments
    - Send email to users with a brief explanation on how to use the new system

- **Vital Statistics**
  - Key Performance Indicators:
    - Continue scanning and indexing birth and death records- prior to 1950.
  - Strategies:
    - Identify documents to be scanned based upon age and condition.
  - Plans:
    - Give employees technology options that ensure continued improvement.
  - Actions:
    - Update Ohio Department of Health on records scanned.
- Improve Data System Integration
  - **Fire & EMS**
    - Key Performance Indicators
      - Improved records management through the use of I-pads and the Mobile Data Terminals can be tracked through monthly reports.
      - Complete 50% of inspections in 2014, 75% in 2015
    - Strategies
      - Train employees in the use of the reporting system and I-Pads.
      - Ensure all Captains are completing inspections in a timely fashion.
      - Review and update Company inspection program last done in 1996.
      - Identify other time saving steps that can be implemented.
    - Plans
      - Be prepared and adapt to software upgrades to programs.
      - Set realistic goals for completion of inspections.
    - Actions
      - Provide training from FPB staff, Firehouse specialists and Assistant Chief that oversees the inspection program to all company inspectors.
      - Evaluate efficiency of program and adapt where needed.

- **Aging**
  - Key Performance Indicators:
    - By April, 2014, single data entry, SharePoint or SAMS, that interfaces with the other.
  - Strategies:
    - SAMS interface implementation
  - Plans:
    - Release RFP for interface program development
  - Actions:
    - Meet with Murtis Taylor to discuss possible cost sharing of interface expense
- Installation of Automated Parking Kiosks
  - **Parking Enforcement**
    - Key Performance Indicators
      - Number of meter violations
    - Strategy
      - Installation of automated parking kiosks should result in less time to issue citations
    - Plan
      - Have two municipal lots operational with automated parking kiosks.
    - Action
      - Begin utilizing the automated kiosks for enforcing violations
- Expand Fiber Optic System into Parks
  - **Information Systems**
    - Key Performance Indicators:
      - By August 2014, expand city network via fiber optics to Lakewood and Madison Parks
    - Strategies:
      - Enable phone, computer and surveillance camera capabilities to the major parks
    - Plans:
      - Work with Cox Communications on an implementation timeline
    - Actions:
      - Purchase services and equipment and manage implementation

## City of Lakewood 2014 & Beyond Strategic Plan

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- Continue successful implementation of the Automated Meter Reading System
  - **Water Metering**
    - Strategies:
      - Due to the recent implementation of new smart meters and reading software. We will reduce the amount of time it takes to notify customers of potential problems (leaks) from 30+ days down to 3 days.
- Upgrade Scheduling and Timekeeping System
  - **Information Systems**
    - Key Performance Indicators:
      - Reduce the number of timekeeping and scheduling data entry methods (both paper and electronic) in use to a single system
    - Strategies:
      - Start with the Police department since it has the most labor intensive processes
    - Plans:
      - Implement Right Stuff software for the Police department's scheduling and timekeeping needs
    - Actions:
      - Meet with Right Stuff personnel in January to begin project and once the project is completed discuss implementation in other departments
- Upgrade Fleet Management System
  - **Fleet**
    - Plan :
      - To purchase a fuel system with mileage reasonability incorporated into chip keys to prevent bad odometer readings entered. New fuel system to auto down load mileage in to data base of updated system.
- *Provide Exceptional Customer Service*
  - Upgrade Citywide Phone System
    - **Information Systems**
      - Strategies:
        - 2014 Lean project to analyze current usage and seek operational efficiencies before purchasing
      - Plans
        - Release RFP for phone system
      - Actions:

- Install and configure the system with minimal disruption to departments
- *Set the Standard for Environmental Stewardship*
  - Energy and fuel optimization\*
    - **Refuse & Recycling**
      - Key Performance Indicator:
        - The City of Lakewood has moved forward with quantifiable emissions reductions. Most recently, the City of Lakewood retrofitted eleven refuse fleet vehicles with Diesel Particulate Filters. This measure resulted in a significant reduction in particulate matter and volatile hydrocarbons emitted by our retrofitted vehicles. The City of Lakewood's use of diesel particulate filters (DPFs) significantly reduces pollution from particulate matter (PM) and volatile hydrocarbons (HC) in retrofitted vehicles.
        - Indeed, as certified by the Ohio EPA, DPFs reduce PM pollution by 85% and HC pollution by 90% in each city retrofitted vehicle. We have seen our overall tons of PM pollution reduced by 58.5% per year and our overall tons of HC pollution reduced by 63% per year within our refuse fleet.
      - Strategies:
        - The Division of Refuse and Recycling vehicles are the most used in the city's fleet. Therefore, it is imperative that we take measures to minimize our daily impact on our City's population. All City of Lakewood automated collection vehicles, including those to be purchased in the future, come factory equipped with the most advanced Diesel Particulate Filter technology, which drastically reduce emissions of ultrafine particles, black carbon, PAH pollutants and visible smog from exhaust.
      - Plans:
        - We are projecting additional emissions reductions upon full implementation of our automated recycling program. Upon full automation of the City of Lakewood Automated Curbside Recycling Program, we are projecting an additional emissions reduction of PM pollution by 12% and HC pollution by 13-14 % as it will require fewer total vehicles for daily collection and the

shuttering of a couple older fleet vehicles, thereby reducing the number of high emissions trucks

- **Fleet**
  - Key Performance Indicators:
    - Install anti idle devices on vehicles. Current 16 units, projected 20+. Purchase vehicles with more efficient engines
  - Plan:
    - To enforce anti idle using installed devices and GPS tracking
- **WWTP**
  - Strategies:
    - Keep process equipment maintained and functional thus extending service life and reducing repair and replacement cost.
    - Explore new treatment processes from both an efficiency and cost perspective.
    - Use of energy efficient motors and controllers.
    - Ensure that any process upgrades will meet or exceed future regulatory requirements.
    - Explore new cost saving treatment and disposal options for biosolids. Upgrading digestion process to produce a Class EQ biosolids will open up more reuse options including marketability. Design Scheduled 2014. Construction Scheduled 2015.
    - Specifications for all new equipment and processes will incorporate the newest energy saving features/technologies.
    - Continue the exploration of the most efficient use of methane gas produced.
- Recycling Expansion\*
  - **Refuse & Recycling**
    - Key Performance Indicator:
      - The Division of Refuse and Recycling seeks to achieve an ambitious benchmark of recycling over 60% of our total solid waste by 2016. The City of Lakewood recycled 50.15% of its total solid waste in 2012 - our highest rate ever.
    - Strategies:
      - Beginning this year, the City of Lakewood Division of Refuse and Recycling launched its first phase of automating our Curbside Recycling Program by

providing residents with curbside recycling containers, thereby increasing our recycle material volume and further reducing our solid waste disposal fees.

- Plans:
  - A key component associated with automated recycling and the implementation of the refuse and recycling cart collection options will be that fewer vehicles will be used to collect the same number of households - bringing lasting real-world benefits to the City of Lakewood in the form of additional emissions reductions and lower fuel costs.
- Advance EPA Long-Term Control Plan\*
  - **Engineering**
    - Key Performance Indicators:
      - Ongoing to reduce CSO to Lake Erie and Rocky River, installation of storm water Best Management Practices on public and private properties
    - Strategy:
      - Reduce storm water runoff, increase water quality, reduce CSOs
    - Plans:
      - Complete complex sewer modeling, design, bid and construct sewer improvements to meet KPIs and leverage grant money to improve public property to install BMPs
    - Actions:
      - Investigate Acti-flow methods, Complete the: West End Sewer Separation project, Edgewater Drive Sewer Separation, EPA Early action projects, Harding Sewer project, Webb sewer separation project, . work with developers to install BMPs for redevelopment sites and new construction. Seek grants and utilize CDBG funds to make improvements along Madison avenue and Rozi's Parking Lot #8.
- Regulatory Compliance
  - **WWTP**
    - Strategies:
      - Successful negotiations of a new 5 year National Pollutant Discharge System Elimination (NPDES) permit.

- Incorporate process adjustments and process analyses required by the current NPDES permit and all other regulatory ordinances.