

City of Lakewood

**2015 Estimate of Expense
Comprehensive Budget Document**

Submitted November 14, 2014

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2015

CITY COUNCIL

Mary Louise Madigan (Ward 4), Council President
Ryan Nowlin (At-Large), Council Vice President
David Anderson (Ward 1)
Sam O'Leary (Ward 2)
Shawn Juris (Ward 3)
Cindy Marx (At-Large)
Thomas Bullock (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
Kevin Butler, Law
Antoinette Gelsomino, Human Services
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 2015 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 2014 projected totals, and the 2015 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
- 2014 accomplishments
- 2015 & 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 2015 and Beyond.

Introduction & Financial Overview

How to Use this Budget Book i

Table of Contents iii

Executive Summary 1

Organization and Staffing Summary 9

Summary of All Funds 13

Financial Forecasts 17

Debt Overview 19

General Government

Overview of General Government 23

Office of City Council 25

Lakewood Municipal Court 27

Office of Mayor 31

Office of Civil Service 33

Human Resources 35

Law 37

Finance 45

 Information Technology 49

 Income Tax 53

 Utility Billing 57

 Vital Statistics 61

 General Administration 65

Table of Contents

Planning & Development and Building & Housing..... 67

 Community Development..... 75

 Community Relations..... 81

Public Safety

Overview of Public Safety..... 85

Police and Law Enforcement..... 87

 Support of Prisoners..... 95

 Police and Fire Dispatch..... 99

 Parking Enforcement..... 101

 Animal Control..... 103

 School Crossing Guards..... 105

Fire and EMS..... 107

Public Works

Overview of Public Works..... 115

Public Works Administration..... 117

Parks and Public Property 121

Streets and Forestry 127

Refuse and Recycling..... 135

Fleet Management..... 143

Engineering 147

Water and Wastewater Collection..... 151

Wastewater Treatment..... 157

Winterhurst Ice Rink..... 159

Human Services

Overview of Human Services161

Human Services Administration163

Division of Aging167

Division of Youth.....173

Division of Early Childhood.....179

Five-Year Capital Plan183

Financial Policies & Guidelines201

2015 & Beyond Strategic Plan217

Table of Contents

Executive Summary

Introduction

The City of Lakewood's proposed \$104.356 million budget for all funds in 2015 continues to focus on Economic Development, Vibrant Neighborhoods, a Safe & Secure City, and Sound Governance by investment in:

- Improving citizen communication and engagement
- Continuing public safety performance and accountability
- Expanding housing options
- Improving public spaces especially parks
- Addressing and improving aging infrastructure: sidewalks, roads, water mains, and sewers
- Continuing responsible stewardship for our environment with a focus on cleaner air and water, and energy efficiency
- Maintaining a strong commitment to core service delivery

This will be achieved through the City's Vision as:

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

and it's Mission to:

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

The City's 2015 and beyond Strategic Plan can be found on page 217, and discussions of how individual departments will make these investments can be found in each division's budget narrative.

2015 and Beyond City of Lakewood Budget Discussion

In 2015, the City will experience an additional pay period due to a timing difference. This will result in approximately \$1.2 million in additional expenditures across all funds, and an impact of nearly \$850,000 in the General Fund alone. The City has prepared for these expenditures by setting aside funds for the past several years.

The 2015 General Fund Budget to be presented to Lakewood City Council at the November 17, 2014 Council Meeting uses these set asides as part of the unencumbered fund balance of 2014 to balance the budget in 2015. Therefore, 2015 projected revenues are approximately \$850,000 lower than projected expenditures because of the extra pay period.

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.

However, in 2014 the City of Lakewood received a one-time estate tax disbursement of nearly \$7.8 million. The City used these funds to establish a General Fund budget stabilization account of over \$1.79 million, and transferred \$5.0 million into the Land Acquisition Fund to enhance the City's fiscal stability and the ability to make future transformative investments leveraging outside grants or collaborations.

The anticipated financial position at year-end 2014 will enable the city to make the following transfers and fund the following reserves per City Policy:

- A \$1.5 million transfer to the Hospitalization Internal Service Fund to reduce charges to departments in 2015.
- Maintain a \$750,000 reserve in the Separation Payments account line.
- Reserve an additional \$150,000 for Technology Investments.
- Reserve an additional \$250,000 towards the City's Economic Development account line.
- Maintain the \$1.79 million in the General Fund Budget Stabilization account line.

2015 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. Estimated collections for 2015 are anticipated to be \$21.1 million; an increase of 2.0 percent compared to 2014 projected revenues and 4.4 percent more than 2013 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 was sent to the Ohio Senate and most likely will be passed in some form during the "Lame Duck" session prior to December 31, 2014.

- **Property Taxes:** Revenues for 2015 are estimated to be \$7.27 million, which is a marginal increase of \$12,305 from estimated collections of \$7.25 million in 2014. Final estimated amounts for 2015 will be available in December 2014.

Total delinquent Property Taxes and Special Assessments owed to the City increased by \$247,706 during 2014 for a total delinquency of \$1.26 million.

Executive Summary

The County will reassess all properties in the city during 2015 which will be reflected in collections in 2016. This is known as the 'triennial assessment' whereby property values are revalued by reviewing comparable neighborhood sales.

- **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 2015 revenue from the Local Government Fund is \$1.85 million or an increase of \$225,000 from 2014 projected receipts, and \$587,000 less than 2012 actual receipts. In addition, the CAT tax reimbursements originally estimated at \$73,900 for 2015 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 2015, although some monies may be received from estates that are still pending.

- **Interest Earnings:** The City anticipates interest earnings expected to increase in 2015 to \$50,000. 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.

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 201.

2015 General Fund Expenditure Assumptions

- In addition to the 27th pay, there is a two percent budgeted cost-of-living increase for all employees except Court employees, elected officials, and Civil Service Commissioners in 2015. This increase was negotiated as part of the 2014-2016 collective bargaining agreements.
- The majority of operating expenditures are projected to be at 2013 and 2014 levels.

Executive Summary

The following table presents actual General Fund revenues and expenditures from 2007 to 2013, and the projected amounts for 2014 and 2015. 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, 2014	2007	2008	2009	2010	2011	2012	2013	2014	2015
	Actual	Projection	Projection						
General Fund									
Fund 101: General Fund									
Beginning Balance	\$ 971,745	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,997,005	\$ 5,670,409	\$ 5,835,583
Revenues	\$ 37,109,124	\$ 36,383,736	\$ 36,461,146	\$ 35,950,904	\$ 36,389,448	\$ 36,432,060	\$ 35,809,407	\$ 43,706,829	\$ 35,904,469
Expenditures	\$ 37,756,727	\$ 35,755,488	\$ 34,913,381	\$ 34,318,571	\$ 35,211,518	\$ 34,926,926	\$ 33,946,746	\$ 42,927,504	\$ 36,761,104
Encumbrances	\$ 103,023	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414	\$ 1,937,062	\$ 3,126,319	\$ 3,740,470	2,790,470
Adjustments	\$ 118,399	\$ 103,138	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414	\$ 1,937,062	\$ 3,126,319	\$ 3,740,470
Unencumbered Ending Balance	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,997,005	\$ 5,670,409	\$ 5,835,583	\$ 5,928,948
Structural Balance / (Imbalance)	\$ (647,603)	\$ 628,248	\$ 1,547,765	\$ 1,632,333	\$ 1,177,930	\$ 1,505,134	\$ 1,862,661	\$ 779,326	\$ (856,635)

The \$856,635 structural imbalance projected for 2015 is intentional since the 27th pay reserve used set asides from over several years as part of the unencumbered fund balance of 2014 to balance the budget in 2015.

Executive Summary

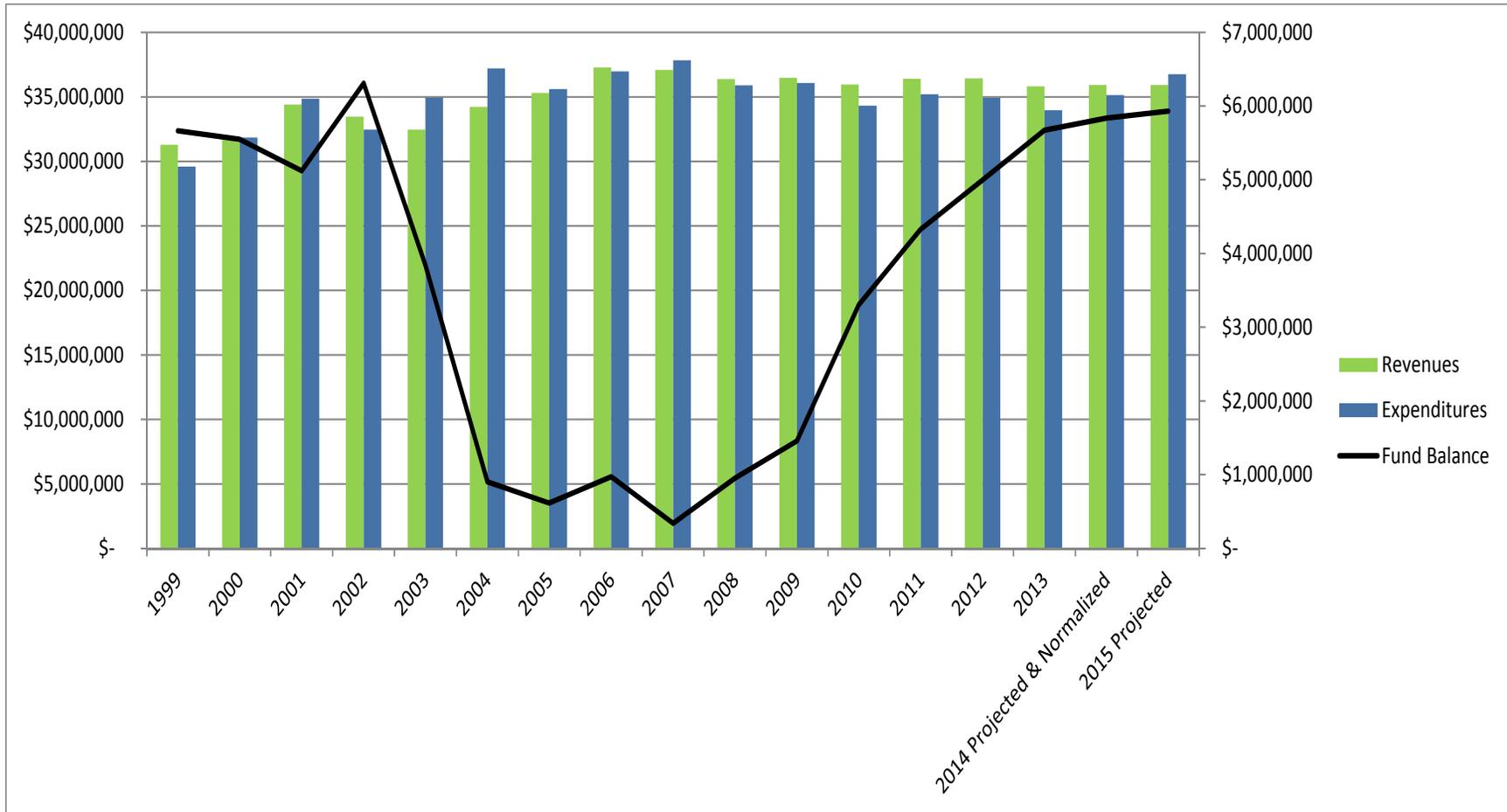
The \$7.8 million one-time estate tax disbursement significantly increased the revenues and expenditures in 2014. The following table removes those amounts to normalize the General Fund for this year's projection.

Projection As of									
November 15, 2014	2007	2008	2009	2010	2011	2012	2013	2014	2015
	Actual	Projection	Projection						
General Fund									
Fund 101: General Fund									
Beginning Balance	\$ 971,745	\$ 339,518	\$ 950,690	\$ 1,461,598	\$ 3,301,394	\$ 4,328,518	\$ 4,997,005	\$ 5,670,409	\$ 5,835,583
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Encumbrances	\$ 103,023	\$ 120,214	\$ 1,157,070	\$ 949,608	\$ 1,100,414	\$ 1,937,062	\$ 3,126,319	\$ 3,740,470	2,790,470
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The \$856,635 structural imbalance projected for 2015 is intentional since the 27th pay reserve used set asides from over several years as part of the unencumbered fund balance of 2014 to balance the budget in 2015.

The chart on the next page illustrates General Fund Revenues and Expenditures, and the level of fund balance from 1999 Actual to 2014 and 2015 Projected. The \$7.8 million in estate tax revenues and subsequent expenditures were removed from the totals to “normalized” the graph since the disbursement was a one-time event.

City of Lakewood General Fund Revenues and Expenditures 1999-2015 with Fund Balance



The projected fund balance for 2014 and 2015 totals approximately 60 days of expenditures of reserve. 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 at the minimum of recommended reserves.

Executive Summary

Other Funds 2015 Revenue Highlights:

- **Lakewood Hospital Fund:** Total revenues are expected to increase by \$20,000 compared to 2014. 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 2015 due to anticipated 1.5% increase in water rates effective January 1, 2015.
- **Wastewater Collection Fund:** Total operating revenues are expected to increase over 2014 due to anticipated 5% increase in sewer rates effective January 1, 2015.
- **Parking Facilities Fund:** Total revenues are expected to increase modestly from 2014 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 \$79,000 minimum rental fee per the contract.

2015 Capital Plan and Anticipated Debt Issuances

The City anticipates approximately \$10.057 million in capital projects to begin in 2015 that include:

• Building & Public Facility Improvements	=	\$ 440,000
• Reforestation & Canopy Management	=	\$ 115,000
• Park Improvements	=	\$ 300,000
• Sewer & Wastewater Treatment Plant	=	\$3,157,500
• Sidewalks	=	\$ 650,000
• Street Improvements	=	\$2,020,000
• Traffic Signs & Signals	=	\$ 75,000
• Water System	=	\$ 100,000
• Vehicles, Equipment and Systems	=	\$3,200,000

The City's 2015 to 2019 Capital Improvement Plan can be found on Page 183 of this document with further detail of the projects and criteria ranking.

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 2015.

2015 Projects to be Financed using G.O. Bond Anticipation Notes	Amount
Total =	\$ 6,900,000
West End Sewer Construction	\$ 2,000,000
Streets Improvement Program	\$ 1,500,000
Overflow Sewer Monitoring	\$ 850,000
Integrated Wet Weather Improvement Plan (IWWIP) Phase 1	\$ 750,000
Sidewalk Program	\$ 650,000
Parks Improvements	\$ 350,000
Illicit Sewer Discharge Prevention (Construction)	\$ 300,000
Initial Stormwater Control Measures Study	\$ 250,000

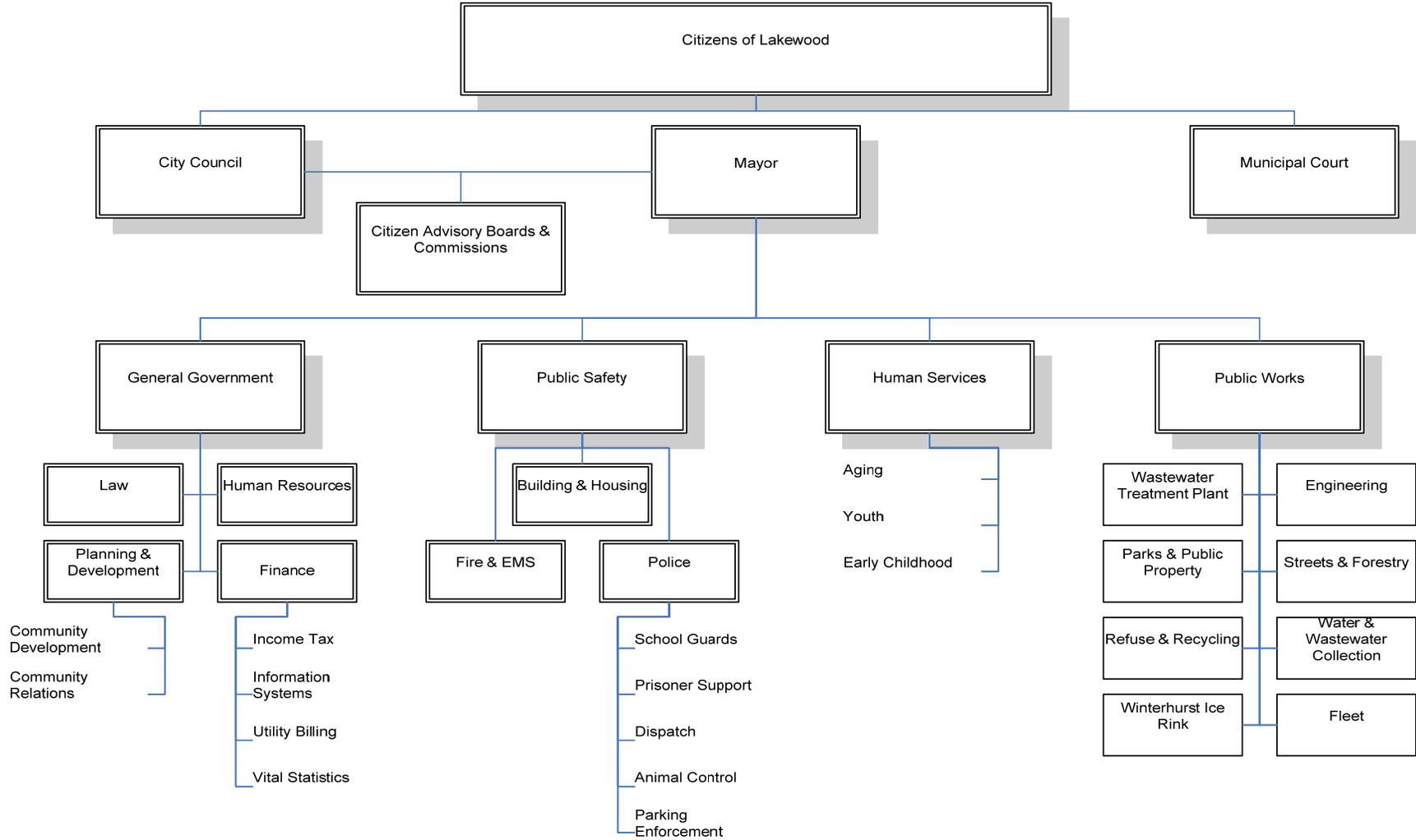
2015 Projects to be Financed using Municipal Capital Leases	Amount
Total =	\$ 3,219,000
Water Meter Replacement Program	\$ 1,400,000
Citywide Fiberoptic System	\$ 550,000
Fire Engine #2	\$ 500,000
Police vehicles (4-5)	\$ 304,000
Streets Vehicle 5-ton S/S Dump w/ Plow & S/S Spreader	\$ 220,000
Panel Van for Water Digging Crew	\$ 125,000
Body Cameras for Officers, Equipment and Storage	\$ 120,000

In addition to these new projects and equipment, there are multiple projects that began in prior years that will continue into 2015 totaling nearly \$14 million that have already been paid for, grants received or financed and include:

- Madison Avenue Signal Replacement and Street Reconstruction
- Lakewood Park Improvements of Kid's Cove Playground
- Lakewood Park Solstice Steps
- Edgewater Sewer Improvements
- Citywide Phone System Replacement
- Completion of the Automated Recycling Program in April 2015
- 2014 Watermain Replacement Project on Athens, Blossom Park, St. Charles, Summit, Woodward

The update of the City's Strategic Plan for 2015 and Beyond, and the budgetary impact will be presented during the 2015 City Council budget hearing process.

Organization & Staffing Summary

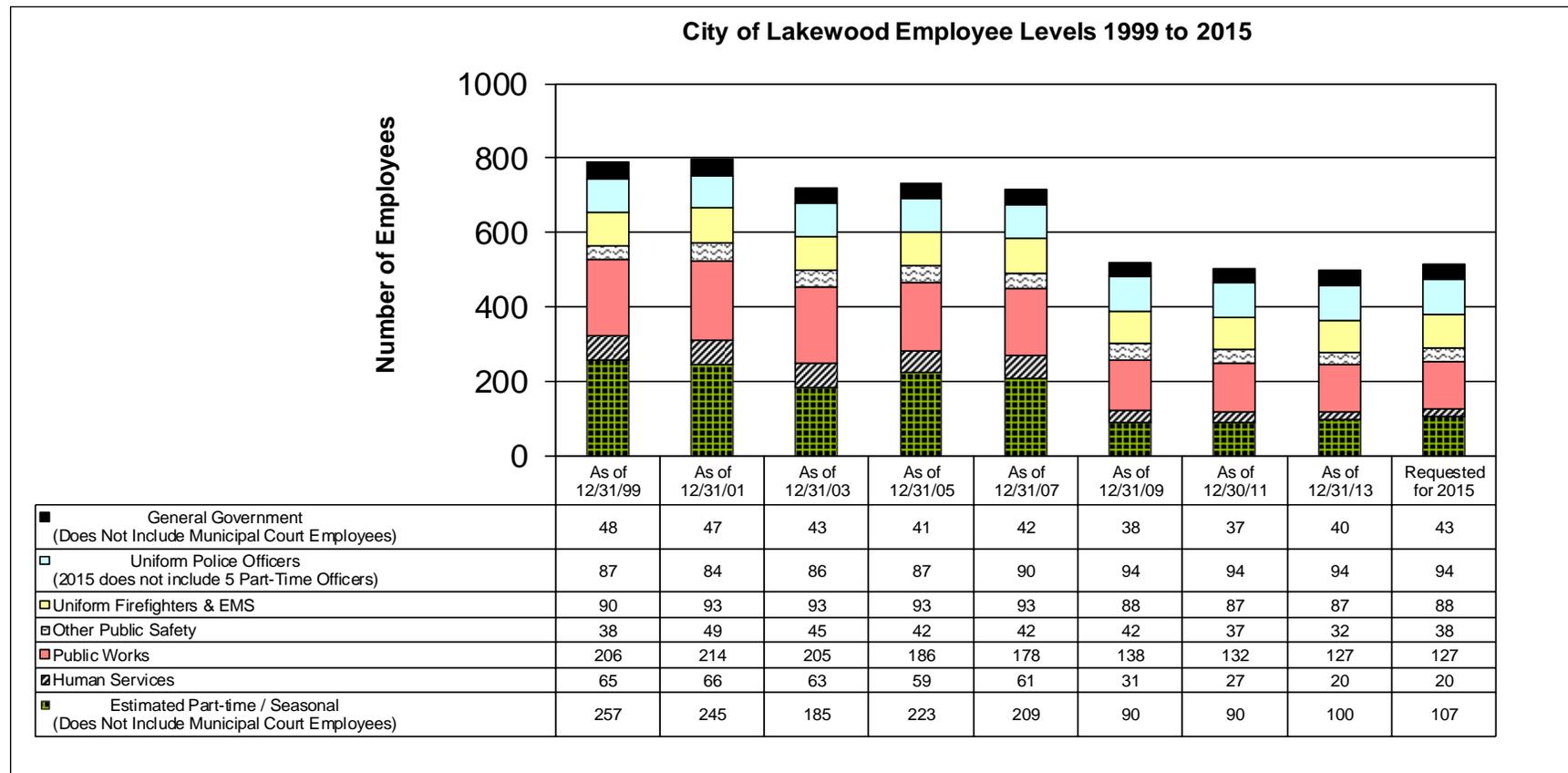


Organization & Staffing Summary

Department Name	2014		2015		2014-2015 Requested Level Change	
	11/15/12 Full- Time Employees*	11/15/13 Full- Time Employees*	Requested Employee Levels	11/15/14 Full- Time Employees*		Requested Employee Levels
General Government						
Council	1	1	1	1	1	0
Mayor's Office	3	3	3	3	3	0
Civil Service	1	1	1	1	1	0
Human Resources	3	3	3	3	3	0
Law	4	4	4	4	4	0
Finance	7	6	7	7	7	0
Income Tax	5	6	6	6	6	0
Information Technology	4	3	4	4	4	0
General Admin	0	0	0	0	1	1
Vital Stats	2	2	2	2	2	0
Utility Billing	2	2	2	2	2	0
Planning & Development / Building & Housing	18	21	22	22	23	1
Community Relations	1	1	1	1	1	0
Total General Government	51	53	56	56	58	2
Public Safety						
Police	96	95	98	97	99	1
Dispatch	11	11	11	10	11	0
Support of Prisoners	2	1	2	2	2	0
Parking	2	2	2	2	2	0
Animal Control	3	3	3	3	3	0
Fire	76	76	76	77	79	3
EMS	12	12	12	9	9	-3
Total Public Safety	202	200	204	200	205	1
Public Works						
Public Works Administration	2	1	1	1	1	0
Parks	16	18	18	17	18	0
Streets	16	16	16	16	16	0
Forestry	4	4	4	4	4	0
Refuse	30	30	30	29	29	-1
Fleet	10	10	10	10	10	0
Water Distribution	6	6	6	5	5	-1
Water Metering	6	5	5	5	5	0
Wastewater Collections	12	11	12	12	12	0
Wastewater Treatment	23	23	23	22	23	0
Engineering	3	3	3	4	4	1
Total Public Works	128	127	128	125	127	-1
Human Services						
Human Services Administration	2	2	2	2	2	0
Aging	12	11	11	11	11	0
Early Childhood	1	1	1	1	1	0
Youth	6	6	6	6	6	0
Total Human Services	21	20	20	20	20	0
TOTAL FULL-TIME EMPLOYEES	402	400	408	401	410	2

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

Organization & Staffing Summary



Staffing Reduction Totals 2007 vs. 2015			
	2007	2015	Reduction
Full - Time	506	410	96
Part-Time	209	107	102
Total	715	517	198

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2014 - 2015 Projected
	Actual 2012	Actual 2013	Projected 2014	Budgeted 2015	
Balance of January 1	14,984,638	19,502,895	25,193,306	35,353,450	
Revenues By Type					
Property Taxes	16,029,048	15,536,689	15,168,635	15,240,423	0%
Municipal Income Taxes	19,252,828	20,196,474	20,681,372	21,094,999	2%
Charges for Services	22,353,600	22,870,042	23,310,876	24,323,601	4%
Licenses, Permits, and Fees	1,947,792	1,651,458	1,708,935	2,052,500	20%
Fines and Forfeitures	1,612,555	1,490,043	1,502,667	1,498,000	0%
Intergovernmental	16,523,002	13,225,522	21,120,825	15,254,061	-28%
Special Assessments	248,442	187,040	260,840	313,000	20%
Contribution and Donations	117,970	111,192	66,219	66,545	0%
Interest	8,784	16,283	77,507	75,119	-3%
Miscellaneous	911,503	1,386,092	1,680,554	1,186,483	-29%
Debt Proceeds	16,299,380	6,471,474	12,987,272	19,068,958	47%
Transfers & Advances In	5,328,332	5,700,026	10,281,474	3,390,363	-67%
Total Revenue	100,633,237	88,842,334	108,847,177	103,564,053	-5%
Expenditures by Function					
General Government	12,182,920	10,901,524	13,315,474	12,070,436	-9%
Public Safety	21,318,203	21,009,406	21,468,676	23,622,831	10%
Public Works	14,834,435	14,648,573	16,681,735	17,161,004	3%
Human Services	1,999,883	1,771,650	1,792,561	1,889,229	5%
Purchased Water	6,658,386	6,450,862	6,448,525	7,000,000	9%
Capital	9,664,569	6,227,999	9,452,594	11,133,577	18%
Debt Service	18,625,892	10,928,273	14,925,398	22,671,171	52%
CDBG, ESG, HOME, NSP Pass-Through	150,411	158,246	277,579	187,649	-32%
Transfer or Advance Out	5,520,182	5,503,641	9,610,365	2,831,202	-71%
Hospitalization & Workers Compensation	5,160,099	5,551,749	5,567,663	5,789,756	4%
Total Expenditures	96,114,980	83,151,923	99,540,570	104,356,855	5%
Balance December 31	19,502,895	25,193,306	35,353,450	34,560,648	

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

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2015 Budget with 2014 Projected Totals

	General Fund	Street Construction, Repair & Maintenance Funds	Police & Fire Pension Funds	Community Development Block Grant Fund	Office on Aging Fund	Lakewood Hospital Fund	Other Special Revenue Funds
Revenues By Type							
Property Taxes	\$ 6,400,000		\$ 2,763,943				
Municipal Income Taxes	\$ 21,095,000						
Charges for Services	\$ 2,242,607			\$ 237,787	\$ 66,048	\$ 2,504,000	\$ 39,649
Licenses, Permits, and Fees	\$ 1,700,000					\$ 3,000	
Fines and Forfeitures	\$ 1,223,000						\$ 232,400
Intergovernmental	\$ 2,867,611	\$ 2,000,000		\$ 2,700,000	\$ 119,003	\$ -	\$ 1,273,059
Special Assessments						\$ 11,000	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 57,761		\$ 8,533
Interest	\$ 50,000						
Miscellaneous	\$ 105,250						\$ 58,500
Debt Proceeds							
Transfers & Advances In	\$ 221,000			\$ 185,000	\$ 680,000		\$ 92,000
Total Revenue	\$ 35,904,469	\$ 2,000,000	\$ 2,763,943	\$ 3,122,787	\$ 922,812	\$ 2,518,000	\$ 1,704,141
Expenditures by Function							
Salaries	\$ 22,971,869	\$ 998,070		\$ 378,700	\$ 590,157	\$ 1,527,769	\$ 341,071
Fringe Benefits	\$ 4,498,895	\$ 297,697	\$ 3,001,328	\$ 71,198	\$ 188,429	\$ 321,708	\$ 52,015
Travel and Transportation	\$ 58,690	\$ -		\$ 3,075	\$ 1,750	\$ 2,050	\$ 20,150
Professional Services	\$ 1,347,530	\$ 2,810		\$ 28,550	\$ 2,650	\$ 113,950	\$ 138,418
Communications	\$ 296,595	\$ 9,750		\$ 2,125	\$ 14,800	\$ 7,550	\$ 3,200
Contractual Services	\$ 1,504,835	\$ 250,600		\$ 1,089,050	\$ 40,000	\$ 206,400	\$ 896,444
Road Salt		\$ 225,000					
Materials & Supplies	\$ 1,555,365	\$ 287,175		\$ 175	\$ 72,750	\$ 119,922	\$ 91,045
Capital	\$ 709,500	\$ 150,000		\$ 693,516	\$ -	\$ 159,000	\$ 26,250
Utilities	\$ 928,700	\$ 40,000			\$ 34,500	\$ 5,000	\$ 1,500
Purchased Water							
Other	\$ 1,288,075	\$ 1,075		\$ 63,266	\$ 7,500	\$ 15,425	\$ 25,000
Reserve Balance							
Economic Development Programs	\$ 50,000						
Debt Service				\$ 46,012		\$ 105,000	
Transfer or Advance	\$ 1,071,050	\$ 25,000				\$ 1,200	
CDBG, ESG, HOME, NSP Pass-Through				\$ 187,649			
Income Tax Refunds	\$ 480,000						
Total Expenditures	\$ 36,761,104	\$ 2,287,177	\$ 3,001,328	\$ 2,563,316	\$ 952,537	\$ 2,584,974	\$ 1,595,092
Revenue over Expenditures	\$ (856,635)	\$ (287,177)	\$ (237,385)	\$ 559,471	\$ (29,725)	\$ (66,974)	\$ 109,050

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2015 Budget with 2014 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2015	Projected 2014
Revenues By Type								
Property Taxes	\$ 5,208,479						\$ 14,372,423	\$ 15,168,635
Municipal Income Taxes							\$ 21,095,000	\$ 20,681,372
Charges for Services			\$ 11,454,854	\$ 8,815,276	\$ 509,000	\$ 4,252,500	\$ 30,121,721	\$ 23,310,876
Licenses, Permits, and Fees							\$ 1,703,000	\$ 1,708,935
Fines and Forfeitures							\$ 1,455,400	\$ 1,502,667
Intergovernmental		\$ -	\$ -	\$ 1,830,000			\$ 10,789,673	\$ 21,120,825
Special Assessments	\$ -	\$ -	\$ 140,000	\$ 140,000			\$ 291,000	\$ 260,840
Payment in Lieu of Taxes	\$ -						\$ -	\$ -
Contribution and Donations							\$ 66,294	\$ 66,219
Interest	\$ 5,000		\$ 20,000	\$ 119	\$ -		\$ 75,119	\$ 77,507
Miscellaneous	\$ 14,000	\$ 610,000	\$ 10,000	\$ 3,112	\$ 280,239	\$ 54,000	\$ 1,135,101	\$ 1,680,554
Debt Proceeds	\$ 10,552,000	\$ 4,350,000	\$ -	\$ 4,166,958	\$ -		\$ 19,068,958	\$ 12,987,272
Transfers & Advances In	\$ 2,004,895	\$ -			\$ 36,000	\$ 171,469	\$ 3,390,363	\$ 10,281,474
Total Revenue	\$ 17,784,374	\$ 4,960,000	\$ 11,624,854	\$ 14,955,465	\$ 825,239	\$ 4,477,969	\$ 103,564,053	\$ 108,847,177
Expenditures by Function								
Salaries			\$ 841,472	\$ 2,130,815	\$ 125,554		\$ 29,905,477	\$ 27,710,379
Fringe Benefits			\$ 242,763	\$ 665,279	\$ 38,544	\$ 5,585,956	\$ 14,963,812	\$ 13,992,923
Travel and Transportation			\$ 1,750	\$ 2,075			\$ 89,540	\$ 73,121
Professional Services			\$ 154,865	\$ 104,875	\$ 750	\$ 98,800	\$ 1,993,198	\$ 2,341,810
Communications			\$ 88,125	\$ 11,125	\$ 1,875		\$ 435,145	\$ 400,030
Contractual Services			\$ 26,775	\$ 832,750	\$ 2,000		\$ 4,848,854	\$ 4,214,888
Road Salt							\$ 225,000	\$ 97,692
Materials & Supplies			\$ 343,800	\$ 425,400	\$ 23,950		\$ 2,919,582	\$ 2,492,698
Capital		\$ 6,448,211	\$ 1,455,000	\$ 1,457,100	\$ 35,000		\$ 11,133,577	\$ 9,452,594
Utilities			\$ 45,825	\$ 230,000	\$ 291,000		\$ 1,576,525	\$ 1,644,431
Purchased Water			\$ 7,000,000				\$ 7,000,000	\$ 6,448,523
Other			\$ 560,909	\$ 810,374	\$ 169,499	\$ 105,000	\$ 3,046,124	\$ 3,268,133
Reserve Balance							\$ -	\$ 1,881,191
Economic Development Programs							\$ 50,000	\$ 348,982
Debt Service	\$ 16,255,944		\$ 1,748,229	\$ 4,481,123	\$ 34,863		\$ 22,671,171	\$ 14,925,398
Transfer or Advance			\$ 15,252	\$ 1,678,200	\$ 40,500		\$ 2,831,202	\$ 9,610,365
CDBG, ESG, HOME, NSP Pass-Through							\$ 187,649	\$ 277,579
Income Tax Refunds							\$ 480,000	\$ 359,831
Total Expenditures	\$ 16,255,944	\$ 6,448,211	\$ 12,524,765	\$ 12,829,116	\$ 763,535	\$ 5,789,756	\$ 104,356,855	\$ 99,540,570
Revenue over Expenditures	\$ 1,528,430	\$ (1,488,211)	\$ (899,912)	\$ 2,126,349	\$ 61,703	\$ (1,311,787)	\$ (792,802)	\$ 9,306,607

Summary of All Funds

2015 Scheduled Fund Balances	2015 Projected Beginning Balance	2015 Projected Revenue	2015 Projected Expenditures	Net Projected Encumbrances Less Adjustments	2015 Projected Ending Balance
General (101) Fund	\$ 5,835,583	\$ 35,904,469	\$ 36,761,104	\$ 950,000	\$ 5,928,948
Special Revenue Funds					
State Highway (201) & SCMR (211) Funds	\$ 646,429	\$ 2,000,000	\$ 2,287,177		\$ 359,252
Litter Control Grant (212) Fund	\$ 5,708	\$ -	\$ 4,000		\$ 1,708
Community Festival (213) Fund	\$ 2,886	\$ 4,300	\$ 4,058		\$ 3,128
Police Pension (220) Fund	\$ 239,629	\$ 1,348,680	\$ 1,473,018		\$ 115,291
Fireman Pension (221) Fund	\$ 398,865	\$ 1,415,264	\$ 1,528,310		\$ 285,819
Law Enforcement Trust (222) Fund	\$ 87,999	\$ 58,500	\$ 141,450		\$ 5,049
Federal Forfeiture (225) Fund	\$ 1,343	\$ 20	\$ 1,250		\$ 113
Indigent Driver's Alcohol Treatment (230) Fund	\$ 174,331	\$ 20,000	\$ 20,000		\$ 174,331
Enforcement and Education (231) Fund	\$ 30,379	\$ 4,100	\$ 20,520		\$ 13,959
Political Subdivision (232) Fund	\$ 15,795	\$ 800	\$ 14,000		\$ 2,595
Computer Maintenance (234) Fund	\$ 24,227	\$ 31,000	\$ 40,000		\$ 15,227
Court Special Projects (235) Fund	\$ 240,249	\$ 132,000	\$ 78,659		\$ 293,590
Court Probation Services (236) Fund	\$ 40,453	\$ 34,000	\$ 26,680		\$ 47,773
IDIAM (237) Fund	\$ 58,216	\$ 10,500	\$ 60,000		\$ 8,716
Community Development Block Grant (240) Fund	\$ 645	\$ 3,122,787	\$ 2,563,316		\$ 560,116
Emergency Shelter Grant (241) Fund	\$ 3,190	\$ 199,000	\$ 133,595		\$ 68,595
HOME Investment Program (242) Fund	\$ 300,627	\$ 500,014	\$ 253,000		\$ 547,641
Energy Efficiency Block Grant (244) Fund	\$ 1	\$ -	\$ -		\$ 1
Neighborhood Stabilization Program (245) Fund	\$ 302,199	\$ 205,608	\$ 400,000		\$ 107,807
HPSP (246) Fund	\$ -	\$ -	\$ -		\$ -
Aging (250) Fund	\$ 38,394	\$ 922,812	\$ 952,537		\$ 8,669
Lakewood Hospital (260) Fund	\$ 625,664	\$ 2,518,000	\$ 2,584,974		\$ 558,690
Byrne Memorial Grant (276) Fund	\$ -	\$ -	\$ -		\$ -
Help to Others (277) Fund	\$ 876	\$ 36,868	\$ 37,257		\$ 488
Juvenile Diversion (278) Fund	\$ 2,006	\$ 18,000	\$ 17,318		\$ 2,688
FEMA (280) Fund	\$ 2,780	\$ -	\$ -		\$ 2,780
Family to Family (281) Fund	\$ 125,572	\$ 449,431	\$ 343,305		\$ 231,697
Total Special Revenue Funds	\$ 3,368,464	\$ 13,031,684	\$ 12,984,424		\$ 3,415,724
Debt Service Funds					
Bond Retirement (301) Fund	\$ 1,956,834	\$ 15,580,274	\$ 15,801,664		\$ 1,735,445
TIF Bond Retirement (302) Fund	\$ 234,818	\$ 506,500	\$ 454,280		\$ 287,038
Total Debt Service Funds	\$ 2,191,653	\$ 16,086,774	\$ 16,255,944		\$ 2,022,483
Capital Projects Funds					
Capital Improvement (401) Fund	\$ 1,209,661	\$ 4,950,000	\$ 6,150,000		\$ 9,661
Land Acquisition (404) Fund	\$ 5,000,000	\$ -	\$ -		\$ 5,000,000
City Park (405) Improvement Fund	\$ 75,817	\$ 10,000	\$ 75,000		\$ 10,817
TIF Capital Improvement (406) Fund	\$ 223,212	\$ -	\$ 223,211		\$ 1
Total Capital Projects Funds	\$ 6,508,690	\$ 4,960,000	\$ 6,448,211		\$ 5,020,479
Enterprise Funds					
Water Operating (501) Fund	\$ 6,901,223	\$ 11,624,854	\$ 12,524,765		\$ 6,001,312
Wastewater Collection (510) Fund	\$ 3,614,493	\$ 10,475,960	\$ 6,748,370		\$ 7,342,082
Wastewater Treatment (511) Fund	\$ 2,537,720	\$ 4,479,505	\$ 4,480,745		\$ 2,536,480
Wastewater Improvement (512) Fund	\$ 1,344,911	\$ 1,697,600	\$ 1,600,000		\$ 1,442,511
Parking Facilities (520) Fund	\$ 408,908	\$ 430,000	\$ 392,535		\$ 446,372
Winterhurst Ice Rink (530) Fund	\$ 210	\$ 395,239	\$ 371,000		\$ 24,449
Total Enterprise Funds	\$ 14,807,465	\$ 29,103,157	\$ 26,117,416		\$ 17,793,205
Internal Service Funds					
Hospitalization (600) Fund	\$ 2,107,973	\$ 4,180,854	\$ 5,343,956		\$ 944,871
Worker's Compensation (601) Fund	\$ 533,623	\$ 297,115	\$ 445,800		\$ 384,937
Total Internal Service Funds	\$ 2,641,596	\$ 4,477,969	\$ 5,789,756		\$ 1,329,808
TOTALS	\$ 35,353,450	\$ 103,564,053	\$ 104,356,855		\$ 34,560,648

Financial Forecasts

Financial Forecasting

Per City of Lakewood Charter Article VIII, Section 3, the Finance “Director shall annually prepare and submit to the Mayor and Council a recommended five-year financial plan for the City's operating and capital needs. The Director's recommended financial plan shall be prepared after consultation with the Mayor and the heads of other City departments affected thereby, and such recommended financial plan shall be advisory only and need not be followed in the adoption of the City's tax budget, annual, temporary or supplemental appropriation measures or ordinances, resolutions or other actions concerning capital programs or permanent improvements.”

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

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

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

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

Expenditure projections will be made for the duration of existing collective bargaining unit agreements.

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2014	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Assumptions
Balance of January 1	25,193,306	34,499,913	33,707,110			
Revenues By Fund						
General Fund (Fund 101)	43,706,829	35,904,469	35,658,249	36,081,254	36,512,648	Assumes flat property tax revenues, 2% annual income tax increases each year, Local Government Fund
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,024,045	2,000,000	2,000,000	2,000,000	2,000,000	Assumed flat based on the 2015 projected level.
Lakewood Hospital Fund (Fund 260)	2,498,027	2,518,000	2,518,000	2,518,000	2,518,000	Assumed flat based on the 2015 projected level.
Debt Service Fund (Fund 301)	11,766,798	15,580,274	20,966,274	7,714,274	10,214,274	Continued issuance of GO Notes and capital leasing each year. Anticipate a GO Bond issuance in 2016.
Water Fund (Fund 501)	11,222,914	11,624,854	11,742,783	11,916,234	12,105,519	Projected rate increases based on the rate forecast model.
Wastewater Collections Fund (Fund 502)	6,615,252	10,475,960	4,671,862	4,885,248	5,105,137	Projected rate increases based on the rate forecast model, with debt
Wastewater Treatment Fund (Fund 503)	4,130,173	4,479,505	4,655,407	4,868,793	5,088,682	Projected rate increases based on the rate forecast model.
Wastewater Treatment Improvement Fund (Fund 512)	1,681,983	1,697,600	1,697,600	1,697,600	1,697,600	Assumes flat property tax revenues.
Parking Fund (Fund 520)	444,082	430,000	430,000	430,000	430,000	Assumed flat based on the 2015
All Other Funds	24,757,074	18,853,391	18,235,391	18,029,783	18,029,783	Assumed flat based on the 2015
Total Revenue	108,847,177	103,564,053	102,575,566	90,141,187	93,701,642	
Expenditures by Function						
Salaries	27,710,379	29,905,477	28,829,879			The City and the seven Collective Bargaining Unit agreed upon 3 year contracts at the end of 2013 that granted 2% cost of living increases each year. In 2015, the City will experience a 27th pay resulting in approximately \$1.2 million in additional expenditures. Operating expenditures for 2016 are held flat based on the 2015 projection. The Capital Projection is based on the 5-year capital plan, and debt service is also based on a 5 year projection.
Fringe Benefits	13,992,923	14,963,812	14,558,237			
Travel and Transportation	73,121	89,540	89,540			
Professional Services	2,341,810	1,993,198	1,993,198			
Communications	400,030	435,145	435,145			
Contractual Services	4,214,888	4,848,854	4,848,854			
Road Salt	97,692	225,000	225,000			
Materials & Supplies	2,492,698	2,919,582	2,919,582			
Capital	9,452,594	11,133,577	5,007,500			
Utilities	1,644,431	1,576,525	1,576,525			
Purchased Water	6,448,525	7,000,000	7,000,000			
Other	3,268,133	3,046,124	3,046,124			
Reserve Balance	1,881,191	-	250,000			
Economic Development Programs	348,982	50,000	50,000			
Debt Service	14,925,398	22,671,171	23,982,406			
Transfer or Advance	9,610,365	2,831,202	2,831,202			
CDBG, ESG, HOME, NSP Pass-Thru	277,579	187,649	187,649			
Income Tax Refunds	359,831	480,000	480,000			
Total Expenditures	99,540,570	104,356,855	98,310,840		-	
Balance December 31	34,499,913	33,707,110	37,971,836			

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, which was re-affirmed in May 2014.

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

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2014	Call Date	Security	2015 Debt Service Payments
2012	\$ 5,445,000	\$ 5,045,000	Not Callable - 2023	GO (includes refunded 2003 Bonds)	\$ 315,900
2011	\$ 12,320,000	\$ 8,955,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 793,219
2007	\$ 10,875,000	\$ 7,390,100	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 1,070,210
2006	\$ 10,285,000	\$ 7,985,000	7/1/2016 - 2031	Water Revenue	\$ 674,650
2006	\$ 14,320,000	\$ 11,135,000	7/1/2016 - 2031	Sewer Revenue	\$ 945,613
2005	\$ 21,610,000	\$ 6,510,000	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 1,904,683
2004	\$ 4,265,000	\$ 3,090,000	7/1/2014 - 2024	GO (Rockport TIF)	\$ 416,280
1995	\$ 3,125,000	\$ 1,225,000	Not Callable - 2020	Water Revenue	\$ 246,663
Total	\$ 82,245,000	\$ 51,335,100		Total	\$ 6,367,216
Total GO	\$ 54,515,000	\$ 30,990,100			
Total Revenue	\$ 27,730,000	\$ 20,345,000			

Debt Overview

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2011, \$1.948 million in General Obligation BANS were issued to fund projects in 2011, in 2012 \$2.0 million in BANS were issued, in 2013 \$2.482 million in BANS were issued for 2013 capital projects, and in 2014 \$6.69 million was issued for projects started in 2014. Once the actual costs of the projects are known upon completion, then the City will issue bonds to finance those costs over a longer period time that corresponds with the useful life of the improvement.

SHORT -TERM DEBT OUTSTANDING - NOTES				
	Original Amount	Maturity Date	Coupon Rate	2015 Debt Service Payments
2014	\$ 6,690,000	4/10/2015	1.00%	\$ 6,756,900
2013	\$ 2,254,000	4/10/2015	1.00%	\$ 2,276,540
2012	\$ 2,000,000	4/10/2015	1.00%	\$ 2,020,000
2011	\$ 1,948,000	4/10/2015	1.00%	\$ 1,967,480
Total	\$ 12,892,000		Total	\$ 13,020,920

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

MUNICIPAL CAPITAL LEASES				
	Original Amount	Amount Outstanding as of Dec. 31, 2014	Final Maturity Year	2015 Debt Service Payments
2007	\$ 1,664,642	\$317,177	2017	\$ 113,881
2008	\$ 5,416,546	\$1,883,211	2018	\$ 565,261
2009	\$ 2,175,159	\$855,520	2019	\$ 88,690
2010	\$ -			
2011	\$ 3,402,570	\$2,147,048	2021	\$ 442,916
2012	\$ 1,137,080	\$813,565	2022	\$ 165,358
2013	\$ 1,792,646	\$1,698,621	2023	\$ 227,990
2014	\$ 3,780,616	\$3,585,508	2024	\$ 431,160
Total	\$ 19,369,259	\$11,300,651		\$2,035,255

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). Also, in 2001 the City repaired roads using special assessment bonds.

LOANS & SPECIAL ASSESMENTS			
	Amount Outstanding as of Dec. 31, 2014	Final Maturity Year	2015 Debt Service Payments
OPWC	\$2,518,823	2023	\$ 378,514
Special Assesments	\$145,000	2026	\$ 15,970
Total	\$2,663,823	Total	\$ 394,484

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

The following table shows the City's General Obligation debt position:

DEBT POSITION	
Assessed Valuation (2014)	\$ 852,567,200
2010 Census Population	52,131

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 51,335,100
Short-Term Debt, Loans & Leases	\$ 26,856,474
Total Outstanding Debt	\$ 78,191,574
LESS	
Water Revenue Bonds (1995, 2002, 2006)	\$ (9,603,596)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (3,345,000)
Municipal Capital Leases	\$ (11,300,651)
Sewer Bonds (Wastewater Fund 510 Bonds & 2006 Revenue)	\$ (16,387,924)
Special Assessment Bonds & Loans	\$ (2,663,823)
Non-Exempt Debt	\$ 34,890,580
5.5% Unvoted Debt Limit	\$ 46,891,196
Debt Leeway	\$ 29,663,936
Debt Ratios	
Net Debt to Full Value	3.21%
Total Debt per Capita	\$1,499.91
Notes as a % of Total Debt	16.49%

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	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014- 2015
Office of City Council	157,929	159,569	159,390	174,697	10%
Municipal Court	1,271,925	1,426,223	1,239,637	1,419,194	14%
Office of Mayor	220,593	225,139	229,823	252,911	10%
Office of Civil Service	88,297	86,142	91,194	106,265	17%
Human Resources	229,030	239,098	253,634	279,841	10%
Law	409,850	439,204	469,783	522,796	11%
Finance	558,073	537,200	556,853	629,938	13%
Income Tax	645,510	644,689	747,751	806,812	8%
Information Systems	1,200,544	1,003,227	952,934	1,150,292	21%
Utility Billing	1,897,305	1,986,440	2,249,459	2,399,852	7%
Vital Statistics & Nuisance Abatement	420,619	404,772	338,240	382,421	13%
General Administration	5,362,017	4,071,741	11,209,372	2,458,088	-78%
Planning and Development	2,249,558	1,293,865	1,104,896	1,445,070	31%
Building & Housing	960,374	929,216	1,023,549	1,288,648	26%
Community Development	1,197,469	1,791,749	1,696,403	1,533,784	-10%
Community Relations	92,754	84,742	87,066	97,781	12%
CDBG, ESG, HOME, NSP Pass-Through	\$ 150,411	\$ 158,246	\$ 277,579	\$ 187,649	-32%
Income Tax Refunds	399,810	421,410	359,831	480,000	33%
Total Expenditures	17,512,069	15,902,671	23,047,392	15,616,039	-32%
Total Expenditures by Category All Funds	All 2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014- 2015
Salaries	4,174,308	4,209,300	4,303,939	4,762,029	11%
Fringe Benefits	1,179,952	1,085,806	1,141,394	1,236,003	8%
Travel and Transportation	26,172	31,211	49,894	60,225	21%
Professional Services	883,467	700,057	945,545	1,160,238	23%
Communications	153,343	157,985	172,372	187,480	9%
Contractual Services	1,752,927	2,412,676	1,958,233	2,351,125	20%
Materials & Supplies	72,446	101,537	127,119	148,276	17%
Capital	533,034	269,439	168,695	476,211	182%
Utilities	10,508	9,316	9,710	11,125	15%
Other	1,513,576	1,226,558	2,017,264	1,623,935	-19%
Reserve Balance	1,060,534	420,513	1,881,191	-	-100%
Economic Development Programs	955,879	125,157	348,982	50,000	-86%
Debt Service	1,408,252	1,473,508	1,734,676	1,794,241	3%
Transfer or Advance	3,237,452	3,099,953	7,550,968	1,087,502	-86%
CDBG, ESG, HOME, NSP Pass-Through	150,411	158,246	277,579	187,649	-32%
Income Tax Refunds	399,810	421,410	359,831	480,000	33%
Total Expenditures	17,512,069	15,902,671	23,047,392	15,616,039	-32%

Budget Overview of General Government

General Fund Total Expenditures by Category	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	3,452,857	3,562,237	3,747,831	4,118,909	10%
Fringe Benefits	935,297	890,675	966,702	1,088,652	13%
Travel and Transportation	16,574	24,838	46,339	52,150	13%
Professional Services	794,522	609,514	817,774	957,710	17%
Communications	137,752	138,879	151,494	164,755	9%
Contractual Services	51,996	129,416	86,301	231,450	168%
Materials & Supplies	66,299	94,642	108,245	129,461	20%
Capital	524,756	266,130	168,665	252,000	49%
Utilities	3,559	3,154	3,284	3,300	0%
Other	1,152,093	785,055	1,562,576	1,228,585	-21%
Reserve Balance	1,060,534	420,513	1,881,191	-	-100%
Economic Development Programs	955,879	125,157	348,982	50,000	-86%
Debt Service	-	-	-	-	
Transfer or Advance	2,875,000	2,728,501	7,529,816	1,071,050	-86%
Income Tax Refunds	399,810	421,410	359,831	480,000	33%
Total Expenditures	12,426,929	10,200,122	17,779,032	9,828,021	-45%

Office of City Council

Description

Lakewood operates under a City Charter that provides for a Mayor/Council form of government and designates City Council as the legislative branch of Lakewood’s City government. There are seven council members, three at-large and one for each of the City’s four wards, which serve staggered terms that last four years.

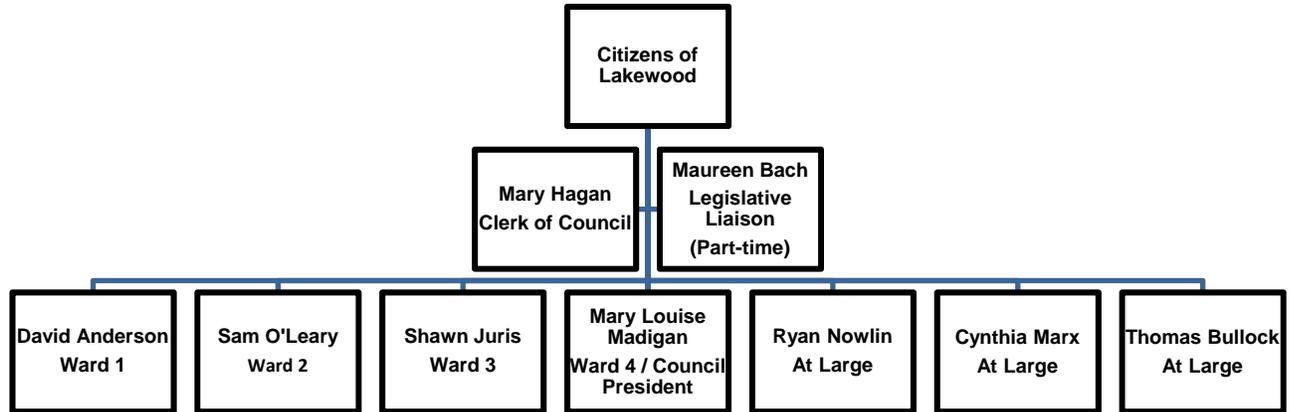
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city’s lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents’ links to their local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

The Clerk of Council, appointed by City Council, maintains records of proceedings of City Council and records of ordinances and resolutions adopted by City Council. The Clerk’s office is the designated repository for all official documents of the City. As official parliamentarian of the City Council, the Clerk conducts council meetings and publishes the minutes to reflect all legislative action, provides notice of regular and special meetings of City Council, and provides reference and research services regarding enacted or pending legislation.

Division Budget

OFFICE OF CITY COUNCIL					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	118,740	122,614	120,915	131,337	9%
Fringe Benefits	26,417	25,237	25,609	28,904	13%
Travel and Transportation					
Professional Services	10,435	9,511	8,134	10,250	26%
Communications	727	382	235	450	91%
Contractual Services					
Materials & Supplies	126	243	784	2,156	175%
Capital			2,129		
Utilities					
Other	1,485	1,582	1,582	1,600	1%
Debt Service					
Transfer or Advance					
Total	157,929	159,569	159,390	174,697	10%

Organizational Chart



Personnel Staffing

		As of Nov. 15, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Council						
<u>Full Time Employees</u>						
Clerk of Council		1	1	1	1	1
<i>Total Full Time Employees</i>		1	1	1	1	1
<u>Part Time Employees</u>						
Legislative Liaison		1	1	1	1	1
Council Members		7	7	7	7	7
<i>Total Part Time Employees</i>		8	8	8	8	8

Municipal Court

The following table represents the actual General Fund 2012 and 2013 expenditures of the Lakewood Municipal Court, and the 2014 and 2015 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Budgeted	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	823,852	889,764	888,758	890,319	0%
Fringe Benefits	127,107	131,488	145,769	138,036	-5%
Travel and Transportation	3,074	11,139	13,150	13,150	0%
Professional Services	41,250	40,197	59,600	63,600	7%
Communications	43,833	37,830	46,500	46,500	0%
Contractual Services					
Materials & Supplies	11,889	15,475	20,150	20,150	0%
Capital	-	-	-	-	
Utilities					
Other	7,898	5,073	8,100	8,100	0%
Debt Service					
Transfer or Advance					
Total	1,058,903	1,130,967	1,182,027	1,179,855	0%

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

Indigent Driver Treatment(Fund 230)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	5,197	999	16,740	-	
Communications					
Contractual Services	780	-	-	20,000	
Materials & Supplies	-	-	900	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	5,977	999	17,640	20,000	13%

Political Subdivision (Fund 232)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	-	-	-	14,000	
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	14,000	

Computer Maint (Fund 234)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	34,711	37,844	25,928	40,000	54%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	34,711	37,844	25,928	40,000	54%

Municipal Court

Court Special Projects (Fund 235)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	7,915	8,809	4,793	7,500	56%
Fringe Benefits	1,223	1,361	741	1,159	56%
Travel and Transportation					
Professional Services	-	-	-	5,000	
Communications					
Contractual Services	34,083	61,921	55,139	50,000	-9%
Materials & Supplies	1,377	3,400	15,000	15,000	0%
Capital	-	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance	100,000	150,000	-	-	
Total	144,598	225,491	75,672	78,659	4%

Court Probation (Fund 236)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	15,000	20,790	1,602	15,000	836%
Fringe Benefits	2,318	3,211	312	2,318	642%
Travel and Transportation	5,000	101	303	5,000	1550%
Professional Services	4,363	6,820	4,200	4,363	4%
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital	-	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	26,680	30,922	6,417	26,680	316%

IDIAM (Fund 237)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	1,056	-	2,596	60,000	2211%
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	1,056	-	2,596	60,000	2211%

Mayor's Office

Division of the Mayor's Office

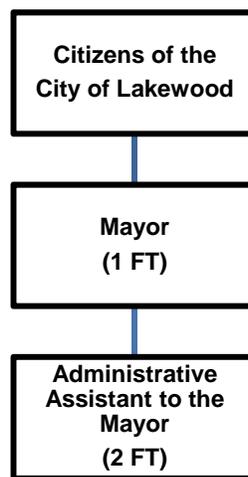
Description

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)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	168,625	168,806	167,831	182,007	8%
Fringe Benefits	42,325	45,657	46,906	53,878	15%
Travel and Transportation	4	8	1,055	2,125	101%
Professional Services	6,819	6,830	8,522	9,600	13%
Communications	1,586	1,710	2,028	2,510	24%
Contractual Services	-	-	-	-	
Materials & Supplies	915	1,709	3,049	2,115	-31%
Capital					
Utilities					
Other	320	419	433	675	56%
Debt Service					
Transfer or Advance					
Total	220,593	225,139	229,823	252,911	10%

Organizational Chart



Personnel Staffing

		As of Nov. 15, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2013	Proposed 2015
Mayor's Office						
<u>Full Time Employees</u>						
Mayor		1	1	1	1	1
Administrative Assistant to Mayor		2	2	2	2	2
<i>Total Full Time Employees</i>		3	3	3	3	3

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

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	54,439	55,070	55,285	57,872	5%
Fringe Benefits	16,554	15,013	15,435	17,617	14%
Travel and Transportation					
Professional Services	16,645	15,451	19,765	30,050	52%
Communications	526	542	593	675	14%
Contractual Services					
Materials & Supplies	41	66	87	50	-43%
Capital					
Utilities					
Other	92	-	29	-	-100%
Debt Service					
Transfer or Advance					
Total	88,297	86,142	91,194	106,265	17%

2014 Accomplishments

- Held an Entry Level exam for the position of Firefighter/Paramedic. Eligible list was certified.
- Held a Promotional Examination for the position of Captain in the Division of Fire and an eligible list was certified.

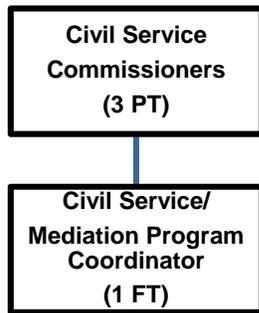
- Reviewed and proposed amendments to the Civil Service Rules and Regulations that should be adopted at the regular meeting of the commission in November.

2015 & 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:
 - Continue to conduct competitive and non-competitive testing as needed to maintain staffing levels.
 - Review and update non-competitive examinations as needed.

Organizational Chart



Personnel Staffing

		As of Nov. 15, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Civil Service						
<u>Full Time Employees</u>						
Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk		1	1	1	1	1
<i>Total Full Time Employees</i>		1	1	1	1	1
<u>Part Time Employees</u>	-					
Civil Service Commissioner		3	3	3	3	3
<i>Total Part Time Employees</i>		3	3	3	3	3

Division of Human Resources

Description

The Division of Human Resources is responsible for:

- **Recruitment, Retention and Selection:** Consistent with organizational goals and objectives recruits and selects staff in conjunction with the Civil Service Commission.
- **Employee Classification and Compensation:** Administers the City's compensation programs and maintains the position classification system.
- **Labor Relations:** Administers collective bargaining agreements for seven (7) bargaining units. Conducts labor contract negotiations.
- **Equal Employment Opportunity:** Ensures fair employment practices for all regardless of their membership or non-membership in a protected class in accordance with Federal, State and Local law.
- **Employee Training and Development:** Coordinates employee training programs and administers tuition reimbursements for employees.
- **Employee Benefits:** Administers employee benefits such as health care, dental, prescription drugs, worker's compensation etc.
- **Worker's Compensation:** Administers the City's self insured Worker's Compensation in a manner which is fair and equitable for both workers and the Fund.
- **Administration:** Provides professional and technical assistance to departments in the areas of human resources management, and employee relation's issues.

Trends

- All recruitment/on-roll expenses were moved to the Human Resources budget.
- Estimating a 9% increase in Health Insurance cost in 2015.
- 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 of Human Resources

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	163,859	166,670	167,940	183,825	9%
Fringe Benefits	49,348	44,719	46,637	53,866	16%
Travel and Transportation	-	-	-	100	100%
Professional Services	11,815	21,602	33,567	35,925	7%
Communications	1,133	1,192	984	1,225	24%
Contractual Services					
Materials & Supplies	2,714	3,376	3,080	3,500	14%
Capital					
Utilities					
Other	161	1,540	1,425	1,400	-2%
Debt Service					
Transfer or Advance					
Total	229,030	239,098	253,634	279,841	10%

2014 Accomplishments

- Completed negotiation of all 7 bargaining unit contracts.
- Implemented Right Stuff Precinct manager timekeeping and scheduling to Police Department and second wave to the remainder of the city departments/divisions.
- Designed, implemented and maintained an Employee Wellness Program throughout the City.
- Winner of the Inaugural Cuyahoga County Community Health Challenge 2014.

Division of Human Resources

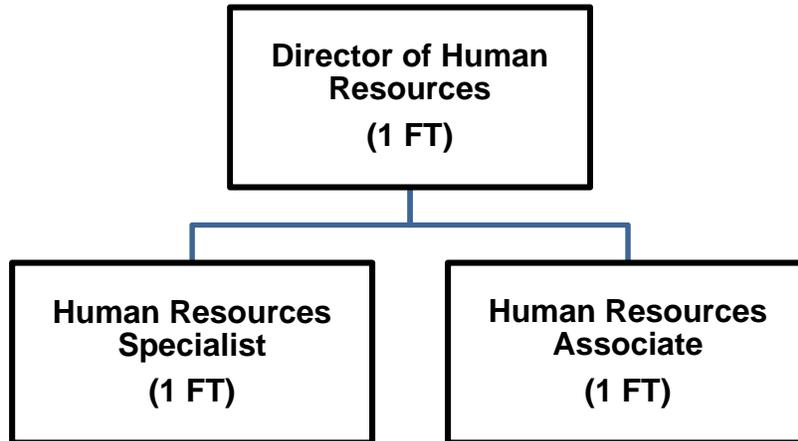
2015 & Beyond Strategic Plan

- *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.
 - 100% of all routine drivers non-CDL drivers with less than 8 points
 - Strategies:
 - Further development of the Safety Committee.
 - Review and recommend changes for all safety policies in all City Departments.
 - Working with OSHA regulations to determine areas of weakness
 - Continue to follow DOT regulations for CDL drivers.
 - Plans:
 - Review and update employee policies for drivers
 - Review and update employee practices for disciplinary action in the case of accidents
 - Actions:
 - Monitor driver license reports annually for all drivers
 - Ensure those drivers who use a personal vehicle for city business is insured to a minimum qualified level.
 - 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:
 - 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.

Division of Human Resources

- Make every effort to resolve employee complaints outside of the grievance process.
- Actions:
 - Build trust within the ranks.
 - Be ever mindful of the long reaching effects of decisions made which affect the union memberships.

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Human Resources					
<u>Full Time Employees</u>					
Director of Human Resources	1	1	1	1	1
Human Resources Specialist	1	1	1	1	1
Human Resources Associate	1	1	1	1	1
<i>Total Full Time Employees</i>	3	3	3	3	3

Law Department

Description

The law department of the City of Lakewood, under the direction of the city's law director, functions as the attorney for the City of Lakewood and its officials by providing legal advice to the mayor, city council and all of the various departments. The law department represents the city in all court proceedings and before any administrative bodies. 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 misdemeanor 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 Division of Housing and Building and the Division of Fire 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 and issues, and performs other services as required by the city charter and the Ohio Revised Code.

Trends

- With increased police filings the department has taken on the responsibilities of additional prosecutions in Lakewood Municipal Court. Included in the increased case-load of late are more OVI cases, which are being more frequently filed in Lakewood Municipal Court by both Lakewood police and the Ohio State Highway Patrol.
- Criminal activities nuisance warnings are increasing, mainly since summer 2014. This involves close coordination with the Division of Police.
- Civil litigation has been steady in 2014. Through October 31, 2014, the city and its officials were named in just 12 separate lawsuits, 10 of which were foreclosure-related (and thus not direct actions against the city). The Law Department was lead counsel for the city in all 12 of those new cases. In 2013, the city or its officials were named in 11 separate lawsuits. In 2012, 29 civil lawsuits were filed against the city.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	301,150	321,116	323,700	359,532	11%
Fringe Benefits	71,038	75,776	77,999	83,904	8%
Travel and Transportation	34	362	613	750	22%
Professional Services	23,548	27,621	49,028	58,580	19%
Communications	2,212	1,870	2,666	3,000	13%
Contractual Services					
Materials & Supplies	8,789	12,460	13,134	13,830	5%
Capital	942	-	-	-	
Utilities					
Other	2,137	-	2,643	3,200	21%
Debt Service					
Transfer or Advance					
Total	409,850	439,204	469,783	522,796	11%

2014 Accomplishments

- Assisted in successful negotiations with the Ohio EPA over the next five years of the city's Clean Water Act obligations, resulting in our continued implementation of Lakewood's strategic objectives in this area and affirming Lakewood's long-held positions on sewer characterization prior to undertaking long-term control plan capital projects.
- Alongside Human Resources, reached three-year collective bargaining agreements with all seven bargaining units after an exhaustive negotiation process, all without relying on the services of outside counsel.
- Resolved the city's oldest civil lawsuit, and successfully prosecuted hundreds of criminal cases, several through appeal.
- Shepherded the once-a-decade, six-month Charter Review Commission process and provided counsel and drafting services to the commission.
- Successfully updated all departments' and divisions' record retention schedules, accounting for the advent of digital record retention in lieu of paper or other types of storage.

2015 & 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 2015 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 2015, attended by at least 200 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.

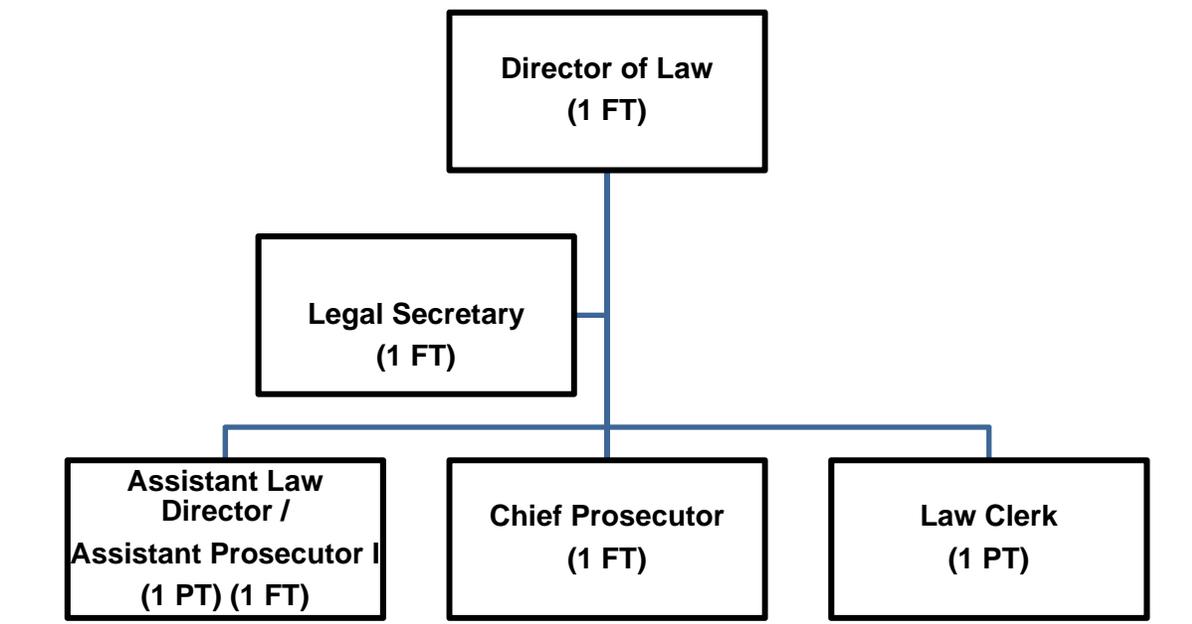
Sound Governance

- *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 2015 without third-party intervention or controversy and within an acceptable

period of time; continued implementation of a citywide digital document storage and retrieval system in 2015 in accordance with newly approved records-retention schedules citywide.

- 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 2015, determine whether SharePoint should serve as the city's digital recordkeeping platform; by end of 2015, have the digital implementation of records storage underway across Law and other key departments.

Organizational Chart



Law Department

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Law					
<u>Full Time Employees</u>					
Director of Law	1	1	1	1	1
Chief Prosecutor (Full Time)	1	1	1	1	1
Asst. Law Director/Pros. I	1	1	1	1	1
Legal Secretary	1	1	1	1	1
<i>Total Full Time Employees</i>	4	4	4	4	4
<u>Part Time Employees</u>					
Asst. Law Director/Pros. I	1	1	1	1	1
Law Clerk	1	1	1	1	1
<i>Total Part Time Employees</i>	2	2	2	2	2

Division of Finance

Division of Finance

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., was selected by the Auditor of State to perform the annual financial audit through 2017.

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	374,756	361,982	374,110	418,633	12%
Fringe Benefits	125,560	113,004	114,309	128,755	13%
Travel and Transportation	836	194	801	1,425	78%
Professional Services	46,201	53,094	57,976	70,175	21%
Communications	5,295	4,072	5,163	4,550	-12%
Contractual Services					
Materials & Supplies	3,199	2,281	2,786	3,200	15%
Capital	-	-	-	-	
Utilities					
Other	2,227	2,573	1,709	3,200	87%
Debt Service					
Transfer or Advance					
Total	558,073	537,200	556,853	629,938	13%

2014 Accomplishments

- The 2013 Financial Audit was completed on time, received no citations and was the recipient of *the “Auditor of State Award”* for its clean audit.
- Continued expanding the City’s investment portfolio through the purchase of other local governments’ bond and note sales in excess of ten million dollars.
- Implemented a new payroll timekeeping system in the police department that uploads time into the payroll system. The remainder of the City will utilize the new system early in 2015.

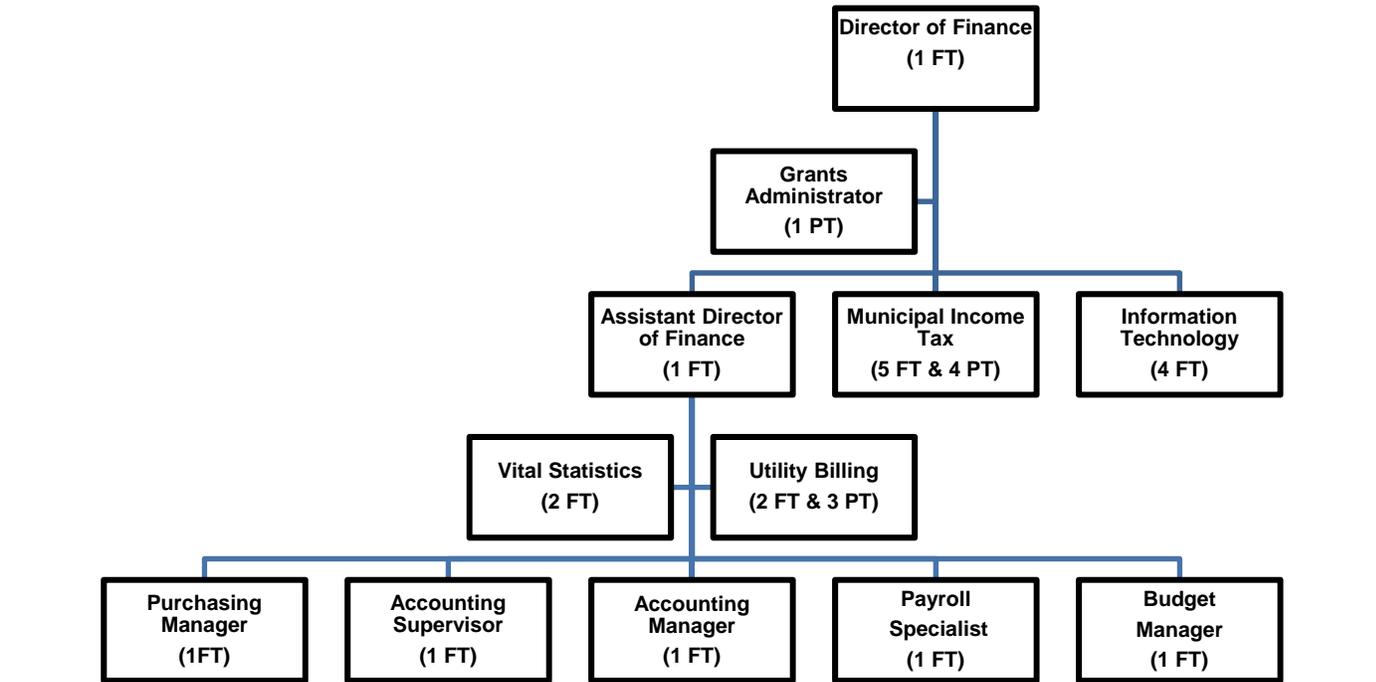
2015 & Beyond Strategic Plan

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 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.

Division of Finance

Organizational Chart



Personnel

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Finance					
<u>Full Time Employees</u>					
Director of Finance	1	1	1	1	1
Assistant Finance Director II	1	1	1	1	1
Purchasing Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Accounting Supervisor	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Accounting Specialist	1	0	0	0	0
Budget Manager	0	0	1	1	1
<i>Total Full Time Employees</i>	7	6	7	7	7
<u>Part Time Employees</u>					
Grants Administrator	1	1	1	1	1
<i>Total Part Time Employees</i>	1	1	1	1	1

Division of Information Technology

Division of Information Technology

Description

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

Trends

- Since 2013, the police and fire departments are using a statewide radio service which has ongoing subscription fees.
- Server virtualization technology is reducing the need for physical computer servers. Virtualization allows the City of Lakewood to get more utilization out of the existing hardware investments. Business continuity capabilities are greatly increased. Energy efficiency and reduced maintenance costs are added benefits.

Division Budget

DIVISION OF INFORMATION TECHNOLOGY					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	257,607	235,164	276,048	307,337	11%
Fringe Benefits	78,392	68,208	67,328	82,180	22%
Travel and Transportation	138	-	-	-	
Professional Services	263,673	249,124	300,369	360,100	20%
Communications	5,672	13,937	8,684	15,350	77%
Contractual Services	45,147	122,752	74,483	75,000	1%
Materials & Supplies	25,845	47,911	59,181	63,325	7%
Capital	523,814	266,130	166,535	247,000	48%
Utilities					
Other	256	-	307	-	-100%
Debt Service					
Transfer or Advance					
Total	1,200,544	1,003,227	952,934	1,150,292	21%

2014 Accomplishments

- Planned and implemented a new city phone system.
- Worked with Human Resources on implementing a new time and attendance system for the Division of Police that fully integrates with the City's payroll system.

- Planned for a new citywide fiber optic network.
- Virtualized the City's servers.

2015 & Beyond Strategic Plan

Sound Governance / Safe and Secure City / Vibrant Neighborhoods:

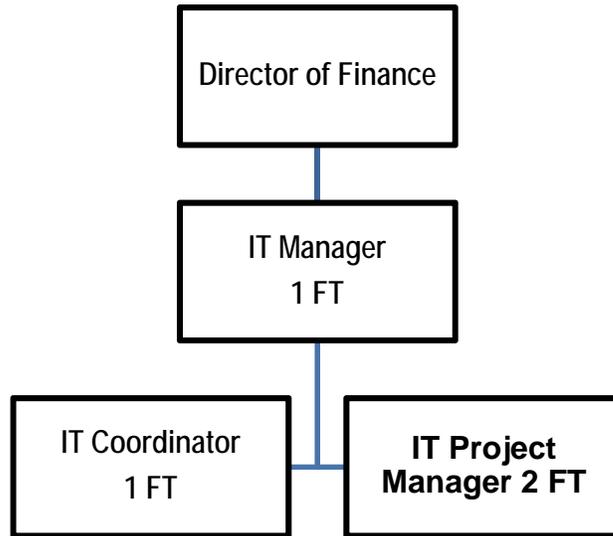
- *Provide Network Communications for the City's Data, Voice, Surveillance Cameras and Park Wi-Fi Needs (including future initiatives e.g. traffic signal controlling)*
 - Upgrade Citywide Wide Area Network
 - Strategies:
 - Leverage fiber optics technology to create a high speed network that can span great distances and provide the capacity to support multiple City initiatives.
 - Plans
 - Work with the Lakewood Schools and Lakewood Library to share the costs
 - Actions:
 - Build a new network and have a plan for ongoing maintenance

Safe and Secure City:

- *Assist with the Technology Needs of Law Enforcement*
 - Upgrade Police Surveillance Camera Communication
 - Strategies:
 - Leverage fiber optics and point-to-point wireless networking to improve reliability of IP camera systems and eliminate the reliance on cellular providers
 - Plans
 - Release RFP for point-to-point wireless system to complement the communications of a fiber optic network
 - Actions:
 - Retrofit existing cameras and enclosures to utilize the new communications technology

Division of Information Technology

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Information Technology					
<u>Full Time Employees</u>					
I.T. Manager	1	1	1	1	1
I.T. Project Manager	0	0	2	2	2
I.T. Coordinator	1	1	1	1	1
I.T. Network Analyst	1	1	0	0	0
Communications Technician	1	0	0	0	0
<i>Total Full Time Employees</i>	4	3	4	4	4

Division of Income Tax

Division of Income Tax

Description

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

Trends

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

Division Budget

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	335,615	354,036	402,025	436,024	8%
Fringe Benefits	89,464	94,169	112,454	119,907	7%
Travel and Transportation	672	562	393	750	91%
Professional Services	86,481	64,282	91,729	101,055	10%
Communications	55,090	59,089	59,359	65,600	11%
Contractual Services	1,400	1,631	1,400	1,450	4%
Materials & Supplies	4,030	4,362	3,345	4,525	35%
Capital					
Utilities	3,559	3,154	3,284	3,300	0%
Other	69,198	63,406	73,762	74,200	1%
Debt Service					
Transfer or Advance					
Total	645,510	644,689	747,751	806,812	8%

2014 Accomplishments

- Improved database utilizing a number of sources in order to increase taxpayer identification
- Maintained a statewide website called "Ohio United" (ohmuniadvocates.com) in opposition of HB 5
- Engaged in initial planning stages of filing criminal cases for non-filers utilizing an IRS-appointed lawyer

2015 & Beyond Strategic Plan

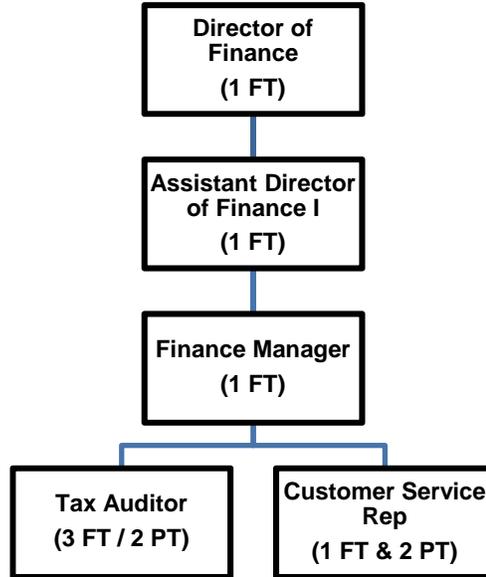
Sound Governance

- *Encourage and Promote a Culture of Continuous Improvement*
 - Continue LEAN Training and Implementation of LEAN Projects
 - Key Performance Indicators:
 - Income tax will lead two LEAN projects in 2015:
 - Yellow Belt – Payment Plan Project
 - Green Belt – Small Claims Process
 - 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, better defined timeline, and/or increased usage of technology) for maximum efficiency and revenue production
 - 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 purpose
 - 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
 - Advocate to Protect Existing Revenues from Encroachment by State Government

Division of 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, 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 Senate, and proposed next steps in opposing the bill through an increased use of Ohio United email
- Actions:
 - Continue to utilize social media (such as Twitter) to raise awareness of new developments related to HB 5 (additional press conferences, new resolutions in opposition, etc.)
- Increase Ease and Convenience of Making Payments
 - Key Performance Indicators:
 - Go live with online bill payment option that is intuitive and user-friendly
 - Plans:
 - Expand online bill payment system to include monthly payments and tax return balance payments in addition to quarterly estimated payments
 - Actions:
 - Discuss expansion options and potential compatibility issues with Shamrock (printing company)

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Income Tax					
<u>Full Time Employees</u>					
Assistant Finance Director I	1	1	1	1	1
Finance Manager	1	1	1	1	1
Tax Auditor	1	3	3	3	3
Customer Service Rep	1	1	1	1	1
<i>Total Full Time Employees</i>	4	6	6	6	6
<u>Part Time Employees</u>					
Tax Auditor	3	2	2	2	2
Office Assistant	2	0	0	0	0
Customer Service Rep	2	2	2	2	2
<i>Total Part Time Employees</i>	7	4	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

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	144,456	127,796	131,952	153,242	16%
Fringe Benefits	52,516	37,355	38,411	41,329	8%
Travel and Transportation					
Professional Services	23,703	57,778	68,943	85,965	25%
Communications	11,865	15,891	16,409	19,200	17%
Contractual Services	1,411	1,400	1,400	1,400	0%
Materials & Supplies	2,034	1,039	915	1,500	64%
Capital	6,889	-	-	-	
Utilities	2,293	2,050	2,189	2,825	29%
Other	277,696	301,942	285,323	330,909	16%
Debt Service	1,359,191	1,425,937	1,688,665	1,748,229	4%
Transfer or Advance	15,252	15,252	15,252	15,252	0%
Total	1,897,305	1,986,440	2,249,459	2,399,852	7%

2014 Accomplishments

- Over 1,900 accounts have enrolled in online payments for water/sewer bills and over \$1.6 million collected through this convenience, representing over 7% of total collections.
- Continued to aggressively pursue delinquent balances by assessing more than \$300,000 on property taxes.
- Implemented use of SharePoint Calendar in organization and communication of dates, times, and locations of customer appointments and utility disconnections.

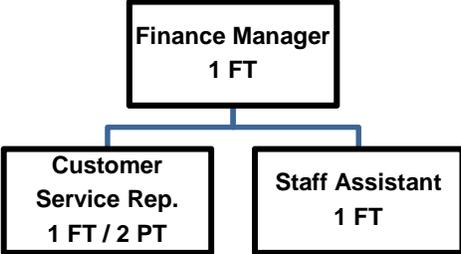
2015 & Beyond Strategic Plan

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
 - 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
 - Leverage Technology to Improve Performance
 - Key Performance Indicators:
 - Continue to provide Neptune with front-line support during the city-wide wireless meter upgrade
 - Strategies:
 - Keep lines of communication open with Neptune and Metering Department throughout upgrade process
 - Plans:
 - Aid Neptune in fielding customer calls concerning meter upgrade
 - Actions:
 - Address customer questions and concerns as they relate to the meter upgrade or, if necessary, effectively communicate those questions and concerns to Neptune and/or Metering Department

Division of Utility Billing

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Utility Billing					
<u>Full Time Employees</u>					
Finance Manager (20% of time)	1	1	1	1	1
Staff Assistant	1	1	1	1	1
Customer Service Supervisor	1	0	0	0	0
Customer Service Rep	1	1	1	1	1
<i>Total Full Time Employees</i>	4	3	3	3	3
<u>Part Time Employees</u>					
Staff Assistant	1	0	0	0	0
Customer Service Rep	0	2	2	2	2
<i>Total Part Time Employees</i>	1	2	2	2	2

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 2014, there has been an approximate 4% decrease in live births at Lakewood Hospital since 2013. The Division likewise monitors the number of death certificates it produces for citizens of the City of Lakewood. As of October 2014, there has been an approximate 15% decrease in death certificates issued since 2013—though it should be noted that there are typically noticeable spikes during the months of January and April.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	153,556	145,616	91,876	125,429	37%
Fringe Benefits	52,859	46,235	30,882	37,028	20%
Travel and Transportation	1,452	1,379	-	-	
Professional Services	951	965	869	1,650	90%
Communications	1,194	1,079	821	1,400	71%
Contractual Services	201,583	201,583	205,754	206,400	0%
Materials & Supplies	1,276	1,489	1,728	2,140	24%
Capital	-	-	-	1,000	100%
Utilities	4,655	4,112	4,237	5,000	18%
Other	1,893	1,115	1,172	1,175	0%
Debt Service					
Transfer or Advance	1,200	1,200	900	1,200	33%
Total	420,619	404,772	338,240	382,421	13%

2014 Accomplishments

- Continued scanning/indexing birth records, and making corrections on birth certificates through 1951.

- Provided high quality customer service that was both accurate and informative.
- Continued indexing death certificates through 1988.

2015 & Beyond Strategic Plan

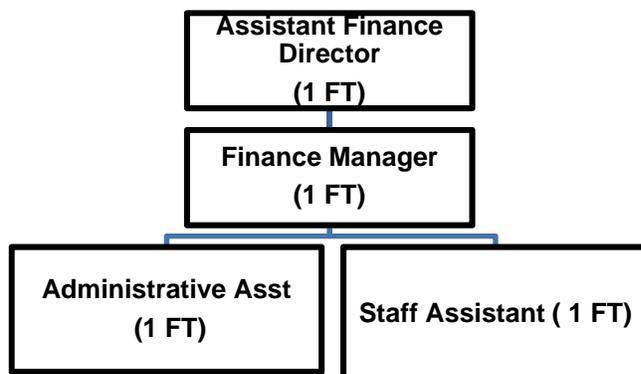
Sound Governance

- *Leverage Technology to Improve Performance*
 - Improve Document Management to Enhance Compliance with Public Records Laws
 - Key Performance Indicators:
 - Continue scanning and indexing birth records
 - July-December 1951
 - 1946 through 1949
 - 1963 through 1999
 - Continue scanning and indexing death records
 - 1988 through 1999
 - 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
 - Introduce Birth/Death Record Document Kiosk
 - Key Performance Indicators:
 - Provide public with a searchable index of birth and death records (per Ohio Revised Code)
 - Strategies:
 - Utilize latest available technology to allow a search alternative that is more efficient than microfiche and microfilm
 - Plans:
 - Eliminate extra work associated with outdated indexes by updating electronically in real time
 - Become compliant with the law by maintaining accurate information
 - Remove the risk of giving out sealed information from the index
 - Provide public with viewable records for free (printed, certified copies will be \$25.00 each)

Division of Vital Statistics

- Full database of birth records
- Death records as far back as 1954
- Actions:
 - Modernize index access by allowing the customer to complete their own searches through the installation of said electronic search kiosk

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Proposed 2014	As of Nov. 15, 2014	Proposed 2015
Finance/Vital Statistics					
<u>Full Time Employees</u>					
Administrative Assistant 1	1	1	1	1	1
Staff Assistant	1	1	1	1	1
<i>Total Full Time Employees</i>	2	2	2	2	2

Division of General Administration

Division of General Administration

Description

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

- Risk management consulting services
- Governmental agreements and fees associated with Property Tax Administration
- Citywide maintenance agreements
- Inter-fund transfers from the General Fund
- General liability insurance premiums
- Professional registrations that provide a Citywide benefit

Division Budget

DIVISION OF GENERAL ADMINISTRATION					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	76,916	88,388	110,597	188,097	70%
Fringe Benefits	40,266	33,630	36,488	59,932	64%
Travel and Transportation	151	-	18,287	20,000	9%
Professional Services	240,825	92,202	148,448	153,425	3%
Communications	3,805	665	6,585	2,525	-62%
Contractual Services	-	-	3,666	25,000	582%
Materials & Supplies	2,783	1,697	6,126	8,700	42%
Capital	-	-	-	-	
Utilities					
Other	1,061,737	706,145	1,468,169	929,360	-37%
Reserve Balance	1,060,534	420,513	1,881,191	-	-100%
Debt Service					
Transfer or Advance	2,875,000	2,728,501	7,529,816	1,071,050	-86%
Total	5,362,017	4,071,741	11,209,372	2,458,088	-78%

Division of General Administration

Personnel Staffing

	As of Nov. 15, 2013	Proposed 2014	As of Nov. 15, 2014	Proposed 2015
General Administration				
<u>Full Time Employees</u>				
Public Relations / Media Specialist	0	0	0	1
<i>Total Full Time Employees</i>	0	0	0	1
<u>Part Time Employees</u>				
Grants Administrator	1	1	1	1
<i>Total Part Time Employees</i>	1	1	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 is strong and continues to have similar growth as the previous five years now totaling approximately \$90 million in that timeframe. Detroit Avenue is still seeing the majority of the private reinvestment but Madison on the Move had positive results with the second half of 2014 and buildings being acquired and rehabbed.
- Storefront Renovation Grant continues as the City's most effective commercial support program and building preservation program. Annually, the department assists more than a dozen business owners by investing in the upgrades that bring new vibrancy to Lakewood's 100 year old street car real estate.
- Start Up Lakewood has proven to become a venue for Business to Business connection and collaboration. Monthly meetings and events guided by the City's entrepreneur in residence have helped fledging business better shape ideas but a significant upshot has been the interaction of existing local businesses around SUL's activities.

Division of Planning & Development and Building & Housing

- Housing Forward has grown into a more complete iteration of the comprehensive strategy it was designed to become. Proactive enforcement and data tracking has been critical to tackling complicated housing issues as quickly as possible. The collaboration between Community Development staff and Code Compliance Officers has led being able to connect more residents in need to resources to fix their homes.

Division Budget

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	142,150	167,835	184,014	212,822	16%
Fringe Benefits	30,158	33,569	57,347	67,118	17%
Travel and Transportation	11	28	154	275	79%
Professional Services	17,952	9,082	23,874	24,500	3%
Communications	4,413	3,451	3,649	4,570	25%
Contractual Services	449	33	1,753	125,000	7031%
Materials & Supplies	1,975	1,339	472	1,950	313%
Capital	-	-	-	5,000	
Utilities					
Other	840	931	1,274	1,400	10%
Economic Development Programs	955,879	125,157	348,982	50,000	-86%
Debt Service					
Transfer or Advance					
Total	1,153,827	341,426	621,520	492,635	-21%
DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	175,173	142,467	136,265	144,700	6%
Fringe Benefits	95,301	72,788	71,994	35,541	-51%
Travel and Transportation	96	2,770	1,609	1,425	-11%
Professional Services	43,844	12,146	21,395	18,550	-13%
Communications	1,454	1,216	1,241	1,500	21%
Contractual Services	169,047	35,283	135,627	95,000	-30%
Materials & Supplies	1,346	834	239	175	-27%
Capital	1,389	1,411	-	-	100%
Utilities					
Other	40,905	69,569	84,699	32,333	-62%
Debt Service					
Transfer or Advance	241,000	200,000	-	-	100%
Total	769,554	538,485	453,068	329,224	-27%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	-	-	-	-	0%
Fringe Benefits	-	-	-	-	0%
Travel and Transportation	-	-	-	-	0%
Professional Services	-	-	-	-	0%
Communications	-	-	1,500	-	-100%
Contractual Services	326,177	413,954	28,808	400,000	1288%
Materials & Supplies					0%
Capital					0%
Utilities					0%
Other	-	-	-	-	0%
Debt Service					0%
Transfer or Advance					0%
Total	326,177	413,954	30,308	400,000	1220%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					0%
Fringe Benefits					0%
Travel and Transportation					0%
Professional Services					0%
Communications					0%
Contractual Services					0%
Materials & Supplies					0%
Capital	-	-	-	223,211	100%
Utilities					0%
Other					0%
Debt Service					0%
Transfer or Advance					0%
Total	-	-	-	223,211	100%
TOTAL	2,249,558	1,293,865	1,104,896	1,445,070	31%

Division of Building & Housing					
General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	582,280	577,043	651,050	692,989	6%
Fringe Benefits	220,320	193,502	219,256	238,372	9%
Travel and Transportation	11,654	12,544	14,487	13,525	-7%
Professional Services	18,099	16,075	22,333	29,200	31%
Communications	9,872	10,872	13,760	14,200	3%
Contractual Services					
Materials & Supplies	2,422	2,565	2,624	4,325	65%
Capital	-	-	-	-	
Utilities					
Other	5,146	2,967	4,988	203,500	3980%
Debt Service					
Transfer or Advance					
Total	849,792	815,569	928,499	1,196,111	29%

Division of Planning & Development and Building & Housing

Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	90,620	92,530	78,189	79,000	1%
Fringe Benefits	16,435	16,497	14,391	11,888	-17%
Travel and Transportation	2,125	2,026	1,643	1,650	0%
Professional Services	785	231	371	-	100%
Communications	467	333	318	-	100%
Contractual Services					
Materials & Supplies	114	133	91	-	100%
Capital	-	1,898	30	-	-100%
Utilities					
Other	36	-	17	-	-100%
Debt Service					
Transfer or Advance					
Total	110,582	113,648	95,050	92,538	-3%
TOTAL EXPENDITURES					
	960,374	929,216	1,023,549	1,288,648	10%

2014 Accomplishments

- Launch of the new Community Vision Webpage that has become the foundation for a more user friendly information resource for residents, visitors and business owners.
- Successfully cleared the McKinley school site to become a nearly three acre development ready site using City funds and grant funding to control costs. After an intensive proposal review process found identified a development partner to building 40 new residential units that will further diversify Lakewood’s housing stock.
- Completed the design and engineering for the Lakewood Park waterfront improvements. The approximately \$1.5 million construction of the Solstice Steps will commence in Spring 2015.

2015 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Preserve and Enhance Neighborhood Quality*
 - Continue the evolution of Housing Forward
 - Key Performance Indicators:
 - Evaluate trends and data from 2014 housing survey
 - Strategies:
 - Continue proactive code enforcement and using data and continue assigning Code Compliance staff to neighborhood zones.

Division of Planning & Development and Building & Housing

- Plans:
 - Refine data gathering in the field with continued adjustments to Web QA and LEAN analysis of enforcement process.
- Actions:
 - Use Community Vision web page and social media to share trends and success stories with residents, non-profit partners, developers and the media.

Economic Development

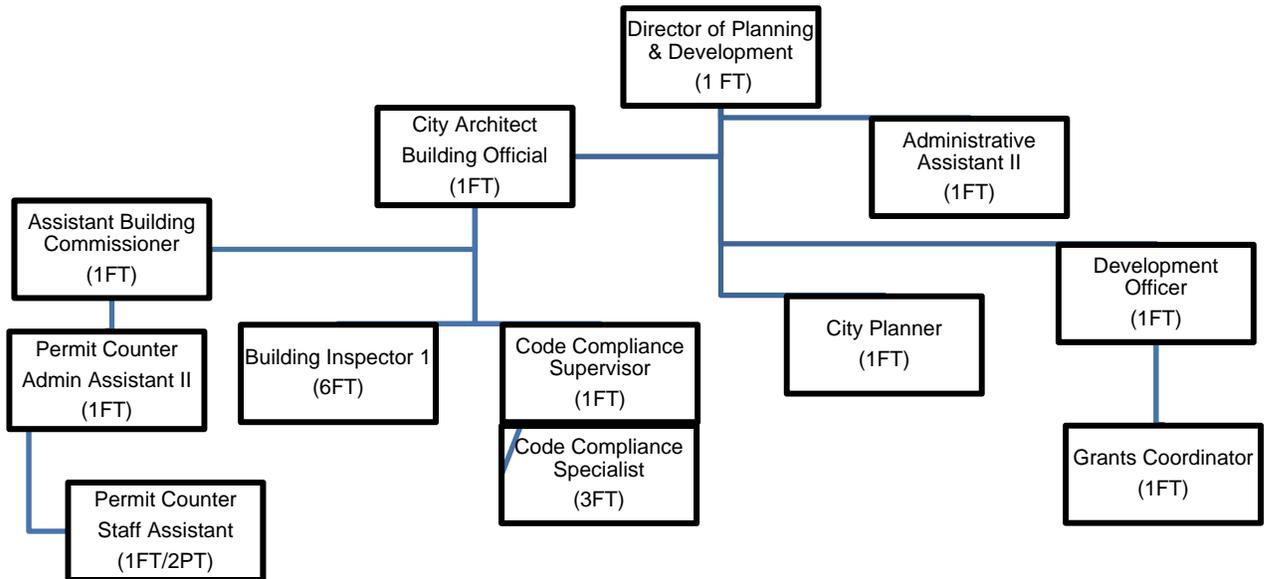
- *Promote Commercial Space Development*
 - Commercial Space Redevelopment and Reuse on Madison Avenue
 - Key Performance Indicators:
 - Provide technical assistance to at least six businesses along the corridor.
 - Strategies:
 - Continue proactive outreach and marketing to existing businesses and potential investors.
 - Plans:
 - Use 2014 success stories to market the efforts along Madison.
 - Actions:
 - Promote the use of public funds for the Madison corridor to leverage further private investment.

Economic Development

- *Grow and Diversify Lakewood's Economic Base*
 - Market Lakewood Effectively to Attract High Quality Development Projects
 - Key Performance Indicators:
 - Promote the McKinley redevelopment as a model for creative opportunities in the community.
 - Strategies:
 - Continue working with major property holders, Omni, Board of Education, Forrest City and Spitzer to position these properties for reuse or redevelopment.
 - Plans:
 - Clearly advertise and explain the City's strategic development goals and partnership opportunities.
 - Actions:
 - Market the growth around Lakewood's great existing neighborhoods.

Division of Planning & Development and Building & Housing

Organizational Chart



Division of Planning & Development and Building & Housing

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Planning & Development					
<u>Full Time Employees</u>					
Director of Planning & Development	1	1	1	1	1
Development Officer	1	1	1	1	1
Project Specialist	1	0	0	0	0
City Planner	0	1	1	1	1
Grants/Comm. Rel. Coordinator	1	1	1	1	1
Administrative Asst. II	1	1	1	1	1
<i>Total Full Time Employees</i>	5	5	5	5	5
	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Division of Building & Housing					
City Architect	0	1	1	1	1
Assistant Building Commissioner	2	1	1	1	1
Building Inspector I	8	7	7	7	7
Litter Control Officer	1	0	0	0	0
Code Compliance Supervisor	1	1	1	1	1
Code Compliance Specialist	0	3	3	3	3
Staff Assistant I	1	1	1	1	2
Administrative Assistant II	1	1	1	1	1
<i>Total Full Time Employees</i>	14	14	14	14	15
<u>Part Time Employees</u>					
Staff Assistant I	1	1	2	2	1
<i>Total Part Time Employees</i>	1	1	2	2	1

Division of Community Development

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 Rehab Loans
- Repair Accessibility Maintenance Program
- Home Improvement Grant Program
- First Time Homebuyer Loans
- Storefront Renovation
- Weatherization
- Nuisance Rehab and Demolition
- Neighborhood Stabilization
- Purchase and Revitalization

Trends

- Budget cuts at the federal level continue to impact HOME funding levels which have seen a 30% decrease since 2009. CDBG funding has increased slightly and remains stable.
- Lakewood’s housing market continues to move at a brisk pace with a greater pool of buyers than homes available. 14.8% of homes are underwater and 3.1 homes per 10,000 are in foreclosure which remains below the Cleveland metropolitan area and national averages. In spite of this, Lakewood’s home values are increasing, a trend which is anticipated to continue into 2015.
- Participation in Community Development’s programs has increased in 2014 by 49% over last year.

Division of Community Development

Division Budget

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	134,433	104,489	106,186	113,250	7%
Fringe Benefits	23,958	16,957	17,153	17,319	1%
Travel and Transportation	926	97	-	-	100%
Professional Services	7,797	8,077	9,425	10,000	6%
Communications	610	586	590	625	6%
Contractual Services	375,345	930,394	942,597	929,050	-1%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	40,953	68,877	83,476	30,933	-63%
Debt Service	49,061	47,571	46,011	46,012	0%
Transfer or Advance					
Total	633,082	1,177,048	1,205,439	1,147,189	-5%

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	297	-	-	-	
Fringe Benefits	46	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	1,250	3,527	3,232	3,000	-7%
Communications					
Contractual Services	405,012	387,473	288,898	250,000	-13%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	406,605	391,000	292,130	253,000	-13%

Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	-	4,566	5,246	5,000	15%
Fringe Benefits	-	726	809	770	11%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	152,782	213,409	187,779	127,825	-12%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	5,000	5,000	5,000	-	-100%
Total	157,782	223,701	198,833	133,595	
TOTAL	1,197,469	1,791,749	1,696,403	1,533,784	-5%

2014 Accomplishments

- Implementation of a new weatherization program. Homeowners initially receive an energy audit to determine what repairs will provide the greatest rate of return on investment. Grant and loan assistance is provided to assist with identified improvements
- Diversification of programs (including the addition of RAMP and Weatherization) and a variety of financing options has allowed a greater number of homeowners to receive assistance as seen through increased participation in the Division’s Rehabilitation Programs.

2015 & 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

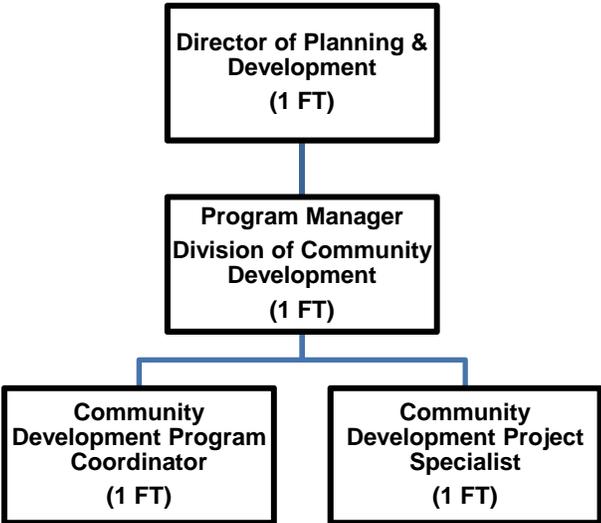
- financials to ensure that approved projects are moving forward at an appropriate pace.
- Strategies:
 - Make strategic investments to the City's housing stock through a variety of programs ranging from homeowner rehab; nuisance repairs or demolition; down payment assistance and the acquisition of foreclosed 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.
- 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 2014'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.

Division of Community Development

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:
 - Continue to build relationships with local lenders in order to maximize mortgage loan options for participants of the First Time Homebuyer Program, and connect loan program recipients to counseling services offered by Neighborhood Housing Services.

Organizational Chart



Division of Community Development

Personnel Staffing

Community Development					
<u>Full Time Employees</u>	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
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 Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	52,869	53,749	53,801	58,113	8%
Fringe Benefits	18,348	16,705	17,117	16,183	-5%
Travel and Transportation	-	-	-	50	100%
Professional Services	10,778	4,443	4,836	11,250	133%
Communications	3,588	3,267	4,762	3,600	-24%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	1,573	1,158	527	1,635	210%
Capital					
Utilities					
Other	597	419	1,022	1,950	91%
Debt Service					
Transfer or Advance					
Total	92,754	84,742	87,066	97,781	12%

2014 Accomplishments

- Successfully began implementation of ReadyNotify Program, our emergency notification system. Since May when we launched the program, there have already been 3,228 residents who have sign-up to receive emergency messages from the City. According to the Cuyahoga County Office of Emergency Management, this is by far more sign-ups than any other participating community. Promotion of the program will continue in 2015.
- 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 5376 people. Facebook fans have grown to over 5366 which is a 25% increase over last year. Twitter followers have grown to 3863, which a 66% increase in followers over the last year.

2015 & Beyond Strategic Plan

Safe and Secure City

- *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*
 - Encourage emergency preparedness for all citizens*
 - Key Performance Indicators:

Division of Community Relations

- Formalize our Communication Strategy for Emergency Preparedness
- Increase Number of residents who have signed up for our ReadyNotify Communication System
- Strategies:
 - Multi-departmental collaboration on our emergency preparedness plan
 - Direct communication with residents encouraging them to sign up for ReadyNotify.
- Plans:
 - Assist with the preparation of a written communications strategy for addressing with emergency situations.
 - Direct mailing to residents encouraging them to sign-up for the ReadyNotify program. Continue outreach to community organizations asking them to help us promote the ReadyNotify program.
- Actions:
 - Determine the most efficient and effective communication strategy for emergency preparedness.

Safe and Secure City

- *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*
 - 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:

Division of Community Relations

- Allocate more time to the improvement of our use of social media

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:
 - New website design in 2015 which will help focus attention to the Volunteer Lakewood web 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.
 - Volunteer web pages to be more prominent on newly-designed website
 - 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.

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Community Relations					
<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	0	0	0	0
<i>Total Part Time Employees</i>	1	0	0	0	0

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Police Division	10,774,728	10,439,358	10,595,891	11,668,993	10%
Dispatch Division	737,389	698,865	711,896	788,785	11%
Prisoner Support Division	330,930	289,474	384,674	423,485	10%
School Guards Division	170,348	161,933	165,211	200,370	21%
Animal Control Division	183,868	182,384	226,719	199,653	-12%
Parking Enforcement Division	330,364	528,872	299,391	392,535	31%
Fire & EMS Department	9,521,282	9,837,133	9,710,021	10,380,122	7%
Total Expenditures	22,048,909	22,138,019	22,093,804	24,053,944	9%

Total Expenditures by Category All Funds	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	14,952,308	14,755,571	15,189,965	16,421,403	8%
Fringe Benefits	5,057,985	4,685,720	4,853,851	5,439,482	12%
Travel and Transportation	10,918	8,324	12,651	15,425	22%
Professional Services	233,452	250,121	254,071	359,970	42%
Communications	116,364	112,344	95,766	103,325	8%
Contractual Services	245,006	251,659	265,721	344,735	30%
Materials & Supplies	462,195	463,818	520,297	640,491	23%
Capital	216,432	567,856	389,735	286,750	-26%
Utilities	89,933	91,941	99,693	107,500	8%
Other	150,042	389,910	176,661	190,499	8%
Debt Service	53,390	100,068	79,197	139,863	77%
Transfer or Advance	460,884	460,688	156,197	4,500	-97%
Total	22,048,909	22,138,019	22,093,804	24,053,944	9%

Budget Overview of Public Safety

Total Expenditures by Category General Fund	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014- 2015
Salaries	13,546,306	13,457,084	13,933,388	14,889,508	7%
Fringe Benefits	2,038,130	1,724,042	1,809,207	2,114,831	17%
Travel and Transportation	5,484	1,635	3,046	4,875	60%
Professional Services	104,355	102,887	118,974	209,420	76%
Communications	112,185	107,106	88,236	94,800	7%
Contractual Services	238,390	250,644	259,402	334,735	29%
Materials & Supplies	377,034	367,855	388,878	450,389	16%
Capital	7,919	29,788	132,610	67,500	-49%
Utilities	62,045	66,881	74,499	81,500	9%
Other	43,542	43,075	39,086	46,750	20%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	16,535,391	16,150,996	16,847,328	18,294,308	9%

Division of Police & Law Enforcement

Division of Police & Law Enforcement

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.

Division of Police & Law Enforcement

Division Budgets

POLICE DIVISION					
General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	7,457,898	7,369,544	7,631,293	8,260,411	8%
Fringe Benefits	1,046,378	874,340	928,771	1,089,919	17%
Travel and Transportation	90	18	6	100	1567%
Professional Services	27,193	31,401	35,441	105,375	197%
Communications	92,333	81,502	64,986	71,450	10%
Contractual Services	105,992	105,761	122,377	145,125	19%
Materials & Supplies	242,296	252,011	246,754	269,050	9%
Capital	880	16,184	30,014	67,500	125%
Utilities					
Other	24,797	24,318	18,286	23,825	30%
Debt Service					
Transfer or Advance					
Total	8,997,857	8,755,080	9,077,930	10,032,755	11%

Police Pension Fund (Fund 220)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits	1,367,265	1,349,470	1,401,198	1,473,018	5%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	219,884	219,884	-	-	#DIV/0!
Total	1,587,149	1,569,354	1,401,198	1,473,018	5%

Division of Police & Law Enforcement

Law Enforcement Trust Fund (Fund 222)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	6,690	4,807	3,273	4,000	22%
Fringe Benefits	253	95	68	100	46%
Travel and Transportation	5,434	6,469	8,306	8,500	2%
Professional Services	34,208	52,528	27,332	37,500	37%
Communications	294	-	-	500	100%
Contractual Services	1,190	520	65	3,000	4515%
Materials & Supplies	24,070	14,228	38,470	42,850	11%
Capital	52,771	7,425	-	25,000	100%
Utilities					
Other	17,882	-	18,389	20,000	9%
Debt Service					
Transfer or Advance					
Total	142,791	86,072	95,903	141,450	47%

Federal Forfeiture Fund (Fund 225)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	2,045	3,011	5,962	1,250	-79%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	2,045	3,011	5,962	1,250	-79%

Division of Police & Law Enforcement

Enforcement & Education Fund (Fund 231)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	4,788	-	-	5,000	100%
Materials & Supplies	3,321	11,619	14,899	15,520	4%
Capital	-	14,221	-	-	100%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	8,109	25,840	14,899	20,520	38%

Byrne Memorial Grant Fund (Fund 276)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	21,076	-	-	-	0%
Fringe Benefits	4,330	-	-	-	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	11,372	-	-	-	0%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	36,778	-	-	-	0%
TOTAL EXPENDITURES	10,774,728	10,439,358	10,595,891	11,668,993	10%

2014 Accomplishments

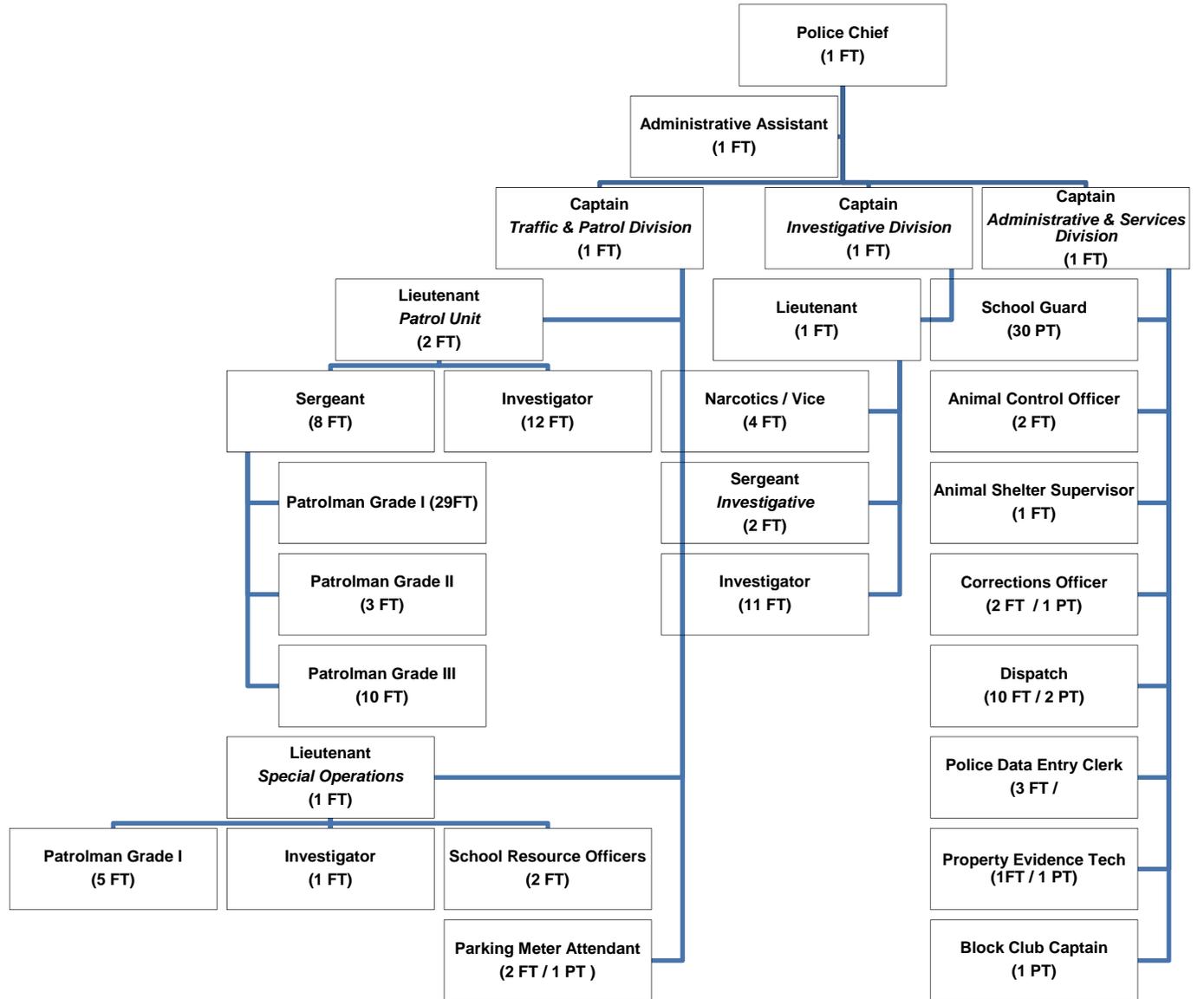
- Conversion to on line timekeeping system, eliminating redundant paperwork while increasing accountability and reporting capabilities.
- All Sexual Assault Kits were submitted and tested by the Bureau of Criminal Investigation under the coordinated initiative of several agencies.
- Large scale disturbance in April on Detroit Ave. resulted in eighteen arrests. All arrests resulted in guilty pleas.

2015 & 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 officers assigned to Uniform Patrol
 - Reduction in number of Heroin Overdoses.
 - Strategies
 - Complete Hiring of Full and Part Time Police Officers to obtain authorized strength.
 - Work with partner agencies to reduce overdoses
 - Plans
 - Hire full time officer in first quarter of 2015
 - Integrate with Northeast Ohio Task Force for Heroin investigations.
 - Actions
 - Complete hiring process and recruitment of part time officers.
 - Assigned narcotics officer full time to task force.
 - Identify Solutions to Automobile Speeding Behavior
 - 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
 - Work with existing traffic measuring equipment to identify problem and chronic speeding areas
 - Gauge effectiveness of traffic calming on Woodward in relation to 85th percentile of speed and volume.
 - Install permanent traffic calming on Woodward if warranted.

Division of Police & Law Enforcement

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Police Division					
<u>Full Time Employees</u>					
Police Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	4	4	4	4	4
Sergeant	10	9	10	10	10
Investigator	24	23	24	24	24
Patrolman grade I	34	34	34	32	32
Patrolman grade II	3	3	3	7	7
Patrolman grade III	8	9	10	7	8
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
Property Evidence Tech.	0	0	0	0	1
<i>Total Full Time Employees</i>	96	95	98	97	99
<u>Part Time Employees</u>					
Patrol Officers	4	5	5	5	5
Property Evidence Tech.	2	2	2	1	1
Police Data Entry Clerk	1	1	1	0	0
Block Club Coordinator	1	1	1	1	1
<i>Total Part Time Employees</i>	8	9	9	7	7

Division of Prisoner Support

Division of Prisoner Support

Description

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

The Cuyahoga County Pilot Program that we utilized for quick transfer of felons to County Jail was abandoned by the County. We have a current procedure in place that assures proper and timely charging of felony suspects but requires us to house them at the Lakewood Jail and hold them for preliminary hearings if necessary.

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

- The requirement to hold felony prisoners in our jail while awaiting preliminary hearings could impact our budget in relation costs associated with housing.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	94,011	75,600	102,131	126,899	24%
Fringe Benefits	42,588	21,109	23,758	37,786	59%
Travel and Transportation					
Professional Services	37,444	37,658	48,410	50,000	3%
Communications					
Contractual Services	119,419	123,804	107,847	157,500	46%
Materials & Supplies	35,607	31,302	40,986	51,300	25%
Capital	1,861	-	61,542	-	-100%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	330,930	289,474	384,674	423,485	10%

2014 Accomplishments

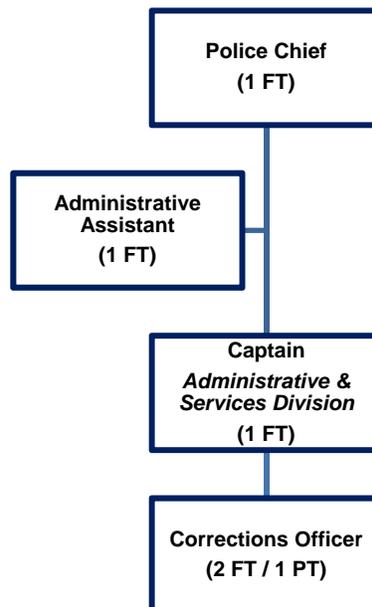
- Hired one additional full time jailer and one part time jailer. The jailers replace uniform police officers in performing these functions allowing them to return to street duty.

2015 & 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
 - Maintain full time Corrections Officer position to decrease overtime cost due to vacancy and increase available sworn officers on uniform patrol
 - Plans
 - Retain officers at authorized strength

Organizational Chart



Division of Prisoner Support

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Prisoner Support Division					
<u>Full Time Employees</u>					
Corrections Officer	1	1	1	2	2
<i>Total Full Time Employees</i>	1	1	1	2	2
<u>Part-Time Employees</u>					
Corrections Officer	0	2	2	1	1
<i>Total Part Time Employees</i>	0	2	2	1	1

Dispatch Division

Dispatch Division

Description

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

Trends

- Due to staffing changes, we will need to hire additional personnel in 2015.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	538,962	519,246	528,297	569,615	8%
Fringe Benefits	174,966	160,435	163,378	189,720	16%
Travel and Transportation					
Professional Services	7,222	2,981	200	8,250	4025%
Communications					
Contractual Services					
Materials & Supplies	784	1,203	1,272	2,450	93%
Capital					
Utilities					
Other	15,455	15,000	18,750	18,750	0%
Debt Service					
Transfer or Advance					
Total	737,389	698,865	711,896	788,785	11%

2014 Accomplishments

- Trained all dispatchers in Emergency Medical Dispatching.

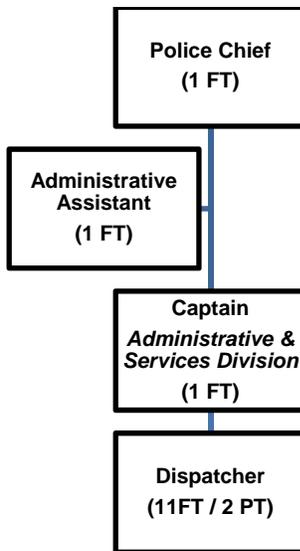
2015 & Beyond Strategic Plan

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
 - Obtain full complement of full time and part time dispatchers
- Actions
 - Continue to train employees to improve competency in Emergency Medical Dispatching
 - Quickly replace any vacancies to minimize disruption to effectiveness and minimize financial impact

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Dispatch Division					
<u>Full Time Employees</u>					
Dispatcher	11	11	11	10	11
<i>Total Full Time Employees</i>	11	11	11	10	11
<u>Part Time Employees</u>					
Dispatcher	3	4	4	3	3
<i>Total Part Time Employees</i>	3	4	4	3	3

Parking Enforcement Division

Parking Enforcement Division

Description

The Parking Division is responsible for all the collection, ticketing, maintenance, and operation of the parking meters in the city.

Trends

- Implementation of parking kiosks needs to be studied for impact on collections and violations.

Division Budget

Parking Facilities Fund (Fund 520)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014- 2015
Expenditures by Category					
Salaries	103,287	98,342	90,869	125,554	38%
Fringe Benefits	42,638	39,276	33,132	38,544	16%
Travel and Transportation					
Professional Services	720	720	720	750	4%
Communications	509	600	1,601	1,875	17%
Contractual Services	638	495	6,254	2,000	-68%
Materials & Supplies	12,047	14,714	17,411	13,950	-20%
Capital	18,763	212,394	8,941	35,000	291%
Utilities	27,888	25,060	25,195	26,000	3%
Other	86,168	95,520	104,658	109,499	5%
Debt Service	33,206	37,251	6,111	34,863	470%
Transfer or Advance	4,500	4,500	4,500	4,500	0%
Total	330,364	528,872	299,391	392,535	31%

2014 Accomplishments

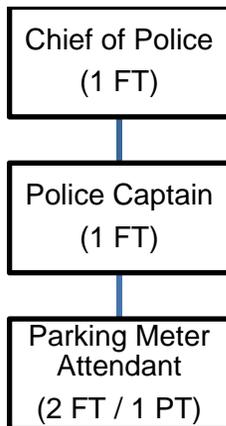
- Parking Kiosks in place in two downtown parking lots.
- Two full time parking enforcement positions filled with hiring of part time enforcement officer by end of year.

2015 & 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
 - Install additional parking kiosks in another improved municipal lot.
 - Action
 - Begin utilizing the automated kiosks for enforcing violations

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Parking Enforcement Division					
<u>Full Time Employees</u>					
Group Leader	1	1	1	0	0
Parking meter attendant	1	1	1	2	2
<i>Total Full Time Employees</i>	2	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	1	2	2	1	1

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

- Monitoring of Dog Park for violations is expanding.
- Facility needs to continue to be upgraded due to age.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	119,293	123,118	124,641	134,706	8%
Fringe Benefits	48,936	44,629	46,138	46,838	2%
Travel and Transportation					
Professional Services	385	315	11	145	1273%
Communications	1,741	1,066	1,102	1,150	4%
Contractual Services	1,009	1,193	1,154	1,500	30%
Materials & Supplies	4,626	3,779	4,016	5,764	44%
Capital	-	-	41,054	-	
Utilities	7,827	8,284	8,604	9,500	10%
Other	50	-	-	50	
Debt Service					
Transfer or Advance					
Total	183,868	182,384	226,719	199,653	-12%

2014 Accomplishments

- Some major improvements have been made to HVAC and remodeling of feline room and reception area.

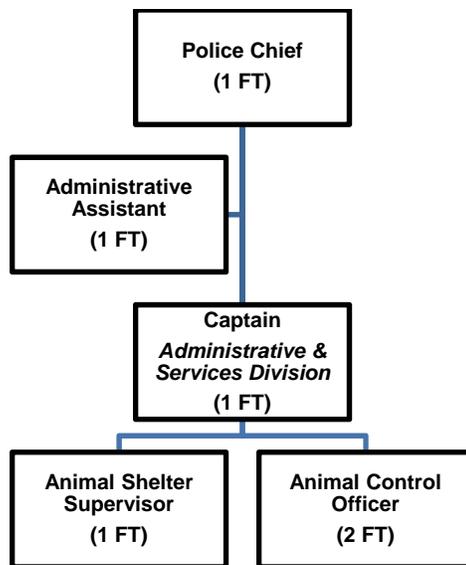
2015 & Beyond Strategic Plan

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
 - Identify needed improvements within budget
- Action
 - Implement recommended improvements to shelter
 - Have plans for improvements ready for second and third quarter

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Animal Control Division					
<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)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	145,106	138,242	142,755	170,308	19%
Fringe Benefits	24,710	23,690	22,056	29,513	34%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	531	-	400	550	38%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	170,348	161,933	165,211	200,370	21%

Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Crossing Guards Division					
<u>Part Time Employees</u>					
Crossing Guards	30	30	30	33	33
<i>Total Part Time Employees</i>	30	30	30	33	33

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

- Increased exposure to infectious diseases and the resurgences of bed bugs poses an ever changing challenge. Proactive procedures including enhanced protective equipment and additional disinfecting procedures will be an ongoing challenge.
- Changes to the services provided by Lakewood Hospital pose challenges with increased hospital transport times.
- The new school construction program will pose challenges to keep pace with the required inspections.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	5,191,036	5,231,334	5,404,271	5,627,570	4%
Fringe Benefits	700,552	599,838	625,107	721,054	15%
Travel and Transportation	5,394	1,616	3,040	4,775	57%
Professional Services	32,110	30,531	34,912	45,650	31%
Communications	18,111	24,538	22,148	22,200	0%
Contractual Services	11,971	19,886	28,025	30,610	9%
Materials & Supplies	93,190	79,559	95,451	121,275	27%
Capital	5,178	13,604	-	-	
Utilities	54,218	58,597	65,895	72,000	9%
Other	3,240	3,757	2,050	4,125	101%
Debt Service					
Transfer or Advance					
Total	6,114,999	6,063,260	6,280,897	6,649,259	6%

Firemen's Pension Fund (Fund 221)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits	1,300,364	1,302,194	1,334,050	1,528,310	15%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	236,500	236,304	-	-	
Total	1,536,864	1,538,498	1,334,050	1,528,310	15%

Division of Fire & EMS

Lakewood Hospital Special Revenue Fund (Fund 260)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	1,274,949	1,195,338	1,162,436	1,402,341	21%
Fringe Benefits	305,005	270,642	276,195	284,680	3%
Travel and Transportation	-	219	1,299	2,050	58%
Professional Services	94,169	93,986	107,046	112,300	5%
Communications	3,377	4,638	5,928	6,150	4%
Contractual Services					
Materials & Supplies	45,724	55,402	60,638	117,782	94%
Capital	123,562	121,993	242,221	158,000	-35%
Utilities					
Other	2,450	5,340	14,528	14,250	-2%
Debt Service	20,184	62,818	73,086	105,000	44%
Transfer or Advance					
Total	1,869,419	1,810,376	1,943,376	2,202,553	13%

FEMA Fund (Fund 278)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	179,023	-	-	0%
Utilities					0%
Other	-	245,975			
Debt Service					0%
Transfer or Advance			151,697	-	0%
Total	-	424,998	151,697	-	
TOTAL EXPENDITURES	9,521,282	9,837,133	9,710,021	10,380,122	7%

2014 Accomplishments

- Completed the switch to Firehouse Cloud. This has taken the Fire Prevention Inspection program to a cloud based system and eliminated the paperwork system that had been in place. The system provides for more efficient data entry for inspection, hydrant maintenance and department inventory.
- Completed and implemented new operating procedures covering safety, operations, special operations and response guidelines. Procedures are being shared with neighboring departments to enhance mutual operations.
- Converted the department General Orders to Sharepoint and are in the process of linking the GO's to the current contracts.
- Placed in service new Squad 1, new vehicle extrication equipment and new hose for fire attack.

2015 & 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. Completed in 2014 expand in 2015 to newest Firehouse platform Firehouse Net.
 - Complete 75% of inspections in 2015, 90% in 2016
 - 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
 - Ensure all Captains are completing inspections in a timely fashion.
 - Review and update Company inspection program last done in 1996. Program revamped in 2014 continuing additional revisions in 2015.
 - 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.

Division of Fire & EMS

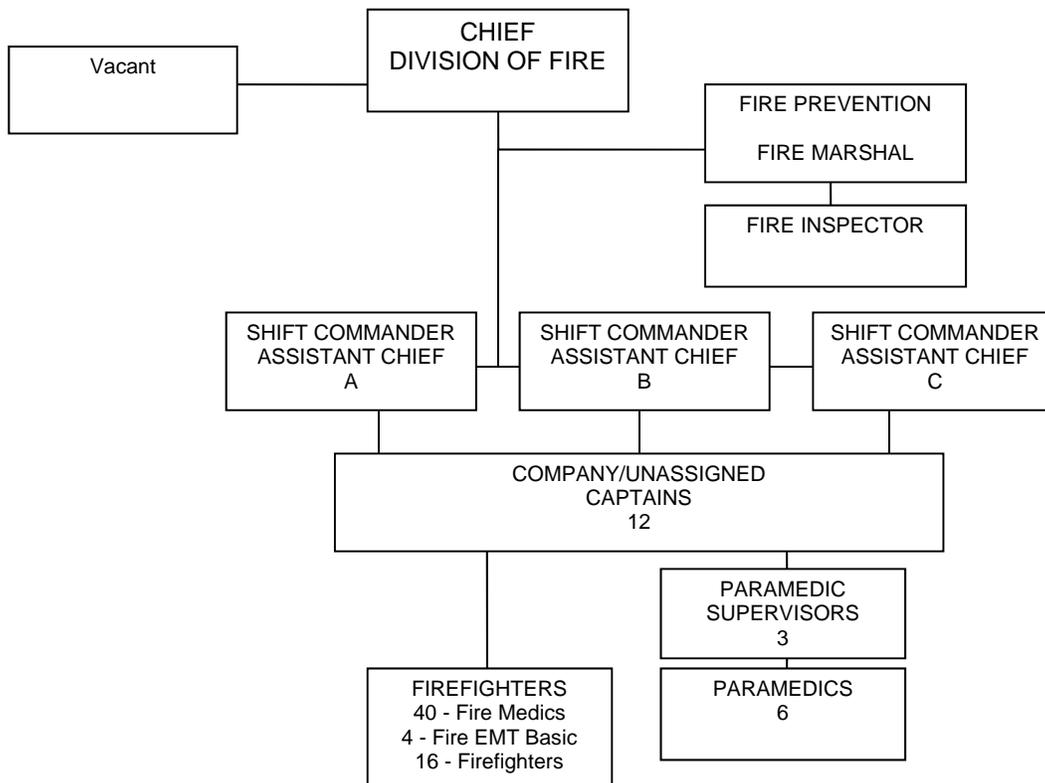
- Firehouse system will track vehicle maintenance to improve efficiency in scheduling repairs with Fleet Services.
- Actions
 - Provide training from FPB staff, Firehouse specialists and Assistant Chief that oversees the inspection program to all company inspectors.
 - Evaluate efficiency of program 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
 -
- *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. City is on line expand subscribers in 2015.
 - 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
- Develop new pre-hospital Medical Protocols in 2015 with our community EMS partners.
- Identify new Medical Director for Lakewood Fire Department EMS.
- Develop new Quality Assurance program for review of EMS charts.
- Actions
- Train LFD members in disaster and mass casualty preparedness. Plan developed in 2014 implementation for the region in 2015.
- Develop disaster preparedness resources for residents that are accessible on line.
- Working with our community partners identify a Physician to be the new Lakewood Fire Department Medical Director

Organizational Chart



Division of Fire & EMS

Personnel Staffing

Fire & EMS Division	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
<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	39	39	39	38	38
Firefighter II	4	4	4	11	11
Firefighter III	9	11	11	7	9
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	6	6
Administrative Assistant II	1	1	1	0	0
<i>Total Full Time Employees</i>	86	88	88	86	88

Budget Overview of Public Works

Total Expenditures by Division All Funds	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Public Works Admin	256,236	72,406	85,628	38,253	-55%
Street Lighting	567,163	578,993	617,625	620,000	0%
Parks & Public Property	1,967,477	1,967,944	2,642,544	2,471,917	-6%
Streets & Forestry	2,158,606	2,233,533	2,443,335	2,862,233	17%
Refuse & Recycling	2,897,253	2,921,465	2,988,532	3,128,660	5%
Fleet	1,236,778	1,204,677	1,522,127	1,483,878	-3%
Engineering	605,142	282,597	199,639	671,972	237%
Water & Wastewater Collection	15,041,110	11,822,700	13,842,775	16,873,284	22%
Wastewater Treatment Plant	7,439,190	4,836,635	4,944,261	6,080,745	23%
Winterhurst	487,037	553,306	510,627	371,000	-27%
Total Expenditures	32,655,992	26,474,255	29,797,093	34,601,943	16%
Total Expenditures by Category All Funds	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	6,827,661	6,687,662	7,048,542	7,495,362	6%
Fringe Benefits	2,473,348	2,178,969	2,278,211	2,339,003	3%
Travel and Transportation	3,366	4,348	2,888	4,965	72%
Professional Services	251,010	288,150	1,032,379	354,685	-66%
Communications	103,112	110,267	112,027	122,240	9%
Contractual Services	1,375,938	1,502,447	1,895,596	2,047,375	8%
Road Salt	210,931	74,355	97,692	225,000	130%
Materials & Supplies	1,502,360	1,578,791	1,756,444	2,040,105	16%
Capital	2,217,757	1,541,654	3,471,575	4,220,616	22%
Utilities	1,458,922	1,380,851	1,498,824	1,417,800	-5%
Purchased Water	6,658,386	6,450,862	6,448,525	7,000,000	9%
Other	627,787	842,733	959,132	1,114,469	16%
Debt Service	7,338,414	1,890,168	1,307,058	4,481,123	243%
Transfer or Advance	1,607,000	1,943,000	1,888,200	1,739,200	-8%
Total Expenditures	32,655,992	26,474,255	29,797,093	34,601,943	16%

Budget Overview of Public Works

Total Expenditures by Category General Fund	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	3,552,321	3,299,881	3,508,554	3,674,747	6%
Fringe Benefits	1,294,300	1,100,513	1,153,075	1,174,035	5%
Travel and Transportation	283	1,033	1,044	1,140	1%
Professional Services	70,390	61,174	105,314	178,100	72%
Communications	30,822	26,134	31,527	32,440	21%
Contractual Services	735,972	853,498	947,644	938,650	11%
Materials & Supplies	826,050	904,517	905,787	973,230	0%
Capital	79,532	208,393	395,713	390,000	90%
Utilities	795,851	765,412	870,730	839,800	14%
Other	5,231	6,585	10,143	11,020	54%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	7,390,752	7,227,140	7,929,532	8,213,163	10%

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.

Trends

- All division of Public Works must work together as a unit to provide the best services for the city. Members must be flexible to work outside of their division as needed to achieve the greatest results.

Division Budgets

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	114,322	32,452	18,083	19,210	6%
Fringe Benefits	35,977	30,278	9,590	10,065	5%
Travel and Transportation	133	578	10	225	2150%
Professional Services	1,314	2,146	1,384	1,350	-2%
Communications	1,141	1,382	856	1,400	64%
Contractual Services	68	-	-	-	
Materials & Supplies	1,122	1,093	971	1,520	56%
Capital					
Utilities					
Other	107	419	463	425	-8%
Debt Service					
Transfer or Advance					
Total	154,185	68,348	31,358	34,195	9%

Division of Public Works Administration

Energy Efficiency and Conservation Block Grant (Fund 244)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	78	-	-	-	
Fringe Benefits	12	-	-	-	
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	98,018	-	50,212	-	100%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	98,107	-	50,212	-	100%

Community Festival (Fund 212)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	3,042	3,500	3,500	3,500	0%
Fringe Benefits	902	558	558	558	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	3,944	4,058	4,058	4,058	0%
TOTAL EXPENDITURES	256,236	72,406	85,628	38,253	-55%

Division of Street Lighting Budget

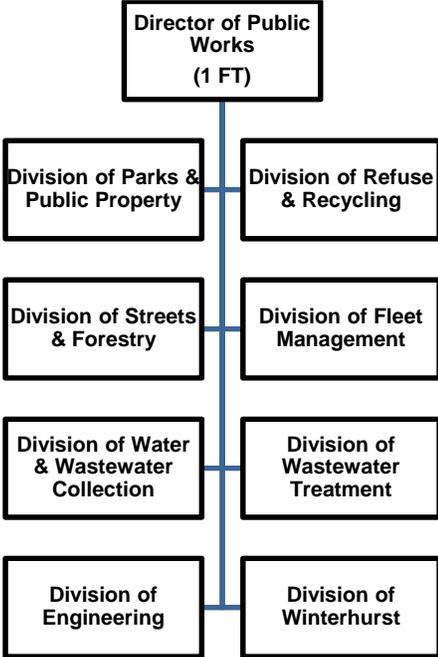
General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Utilities	567,163	578,993	617,625	620,000	0%
Total	567,163	578,993	617,625	620,000	0%

Division of Public Works Administration

2014 Accomplishments

- Coordination of a large number of significant projects across departments and divisions were completed.

Organizational Chart



Personnel Staffing

Public Works Administration	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Director of Public Works	1	1	1	1	1
Customer Service Rep	1	0	0	0	0
Total Full Time Employees	2	1	1	1	1
Part Time Employees					
Customer Service Rep	0	1	0	0	0
Total Part Time Employees	0	1	0	0	0

Division of Parks and Public Property

Description

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

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

Trends

- Continued upkeep of existing facilities and upgrading equipment as necessary to modern and energy efficient items.
- Priority investments made to enhance and transform our public spaces to meet meaningful quality of life benchmarks and improve the visual appearance of our community.

Division of Parks & Public Property

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Program					
Parks	1,081,125	1,717,925	1,960,239	1,978,677	1%
Construction	336,443	-	-	-	
Security	84,639	98,961	103,634	109,990	6%
Building and Facilities	336,255	-	-	-	
Band Concerts	22,451	15,114	15,760	17,590	12%
Museums	10,451	5,391	21,123	11,500	-46%
Fourth of July Festival	27,223	7,252	46,204	50,045	8%
Tennis Courts	6,547	6,039	5,345	5,600	5%
Total	1,905,135	1,850,683	2,152,305	2,173,401	1%
General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	992,535	973,906	1,033,036	1,101,680	7%
Fringe Benefits	341,384	296,438	327,696	340,411	4%
Travel and Transportation	-	-	-	-	
Professional Services	36,570	30,725	33,343	131,650	295%
Communications	16,439	12,467	12,735	14,790	16%
Contractual Services	72,366	77,547	203,876	107,900	-47%
Materials & Supplies	181,526	200,246	180,003	191,625	6%
Capital	57,628	95,283	131,767	88,000	-33%
Utilities	203,283	160,722	226,194	193,200	-15%
Other	3,404	3,349	3,657	4,145	13%
Debt Service					
Transfer or Advance					
Total	1,905,135	1,850,683	2,152,305	2,173,401	1%
City Park Improvement (Fund 405)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Capital	1,377	31,922	11,601	75,000	546%
Total	1,377	31,922	11,601	75,000	546%
CDBG (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Capital	60,965	85,339	478,637	223,516	-53%
Total	60,965	85,339	478,637	223,516	-53%
TOTAL	1,967,477	1,967,944	2,642,544	2,471,917	-6%

Division of Parks & Public Property

2014 Accomplishments

- Madison Park skate house/bathroom remodel
- Sloane and Celeste park landscaping improvements
- Kauffman Park walking path
- Upgrade fencing in various areas
- Remodel of Police records room and Council conference room
- Repairs made to both Becks and Foster pool to stop large water leaks.

2015 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Provide Inviting Public Spaces*
 - Implement Park Master Plan
 - **Key Performance Indicator:**
 - Successful completion of multiple parks improvements.
 - **Strategies:**
 - Work with other City Departments and residents to finalize and commence work of Lakewood Park shoreline and playground improvements and other planned improvements at ALL parks locations.
 - **Plan:**
 - Explore options for improved, proactive and cost effective maintenance of parks grounds and outdoor city pools.
 - **Actions:**
 - Balance proposed park improvements and community interests designed to produce more inviting spaces with long-term and sustainable maintenance obligations.
 - Improve the year round use opportunities of parks and public spaces.
 - Develop training programs and work plans for groundkeepers to become stronger stewards of our city's parks and public spaces.

Sound Governance

- *Improve Stewardship of Assets*
 - A. Ensure adequate controls and oversight of City Property and assets
 - **Key Performance Indicator:**
 - Measure cost benefits associated with more preventative maintenance performed in regular intervals comparative with

Division of Parks & Public Property

previous year's costs associated with higher numbers of emergency repairs.

- **Strategies:**

- More proactive – less reactive. Work with other City Departments to form cooperative preventative maintenance protocols.
- Maximize the opportunity and use of energy efficiency components into all city facility designs, repairs, upgrades and general upkeep.

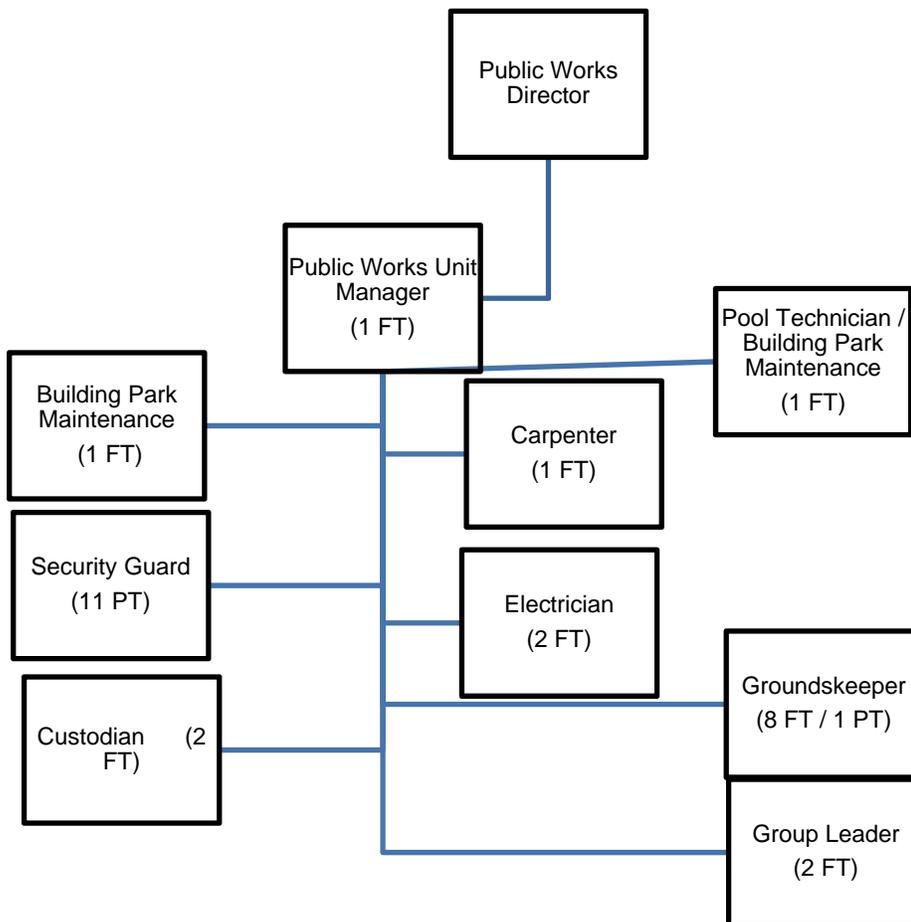
- **Plan:**

- Develop an annual preventative maintenance plan for all public properties.

- **Actions:**

- Incorporate more regular preventative maintenance into division workflow.
- Develop training programs and work plans for groundkeepers to become stronger stewards of our city's parks and public spaces.

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Security					
Part-Time Employees					
Security Guard	9	11	11	11	11
Total Part-Time Employees	9	11	11	11	11
Parks					
Full Time Employees					
Public Works Unit Manager	1	1	1	1	1
Groundskeeper	8	8	8	8	8
Pool Tech/Bldg. Park Maintenance	1	1	1	1	1
Group Leader	0	2	2	2	2
Building Park Maintenance	2	1	1	1	1
Carpenter	1	1	1	1	1
Electrician	2	2	1	1	1
Mechanic	0	0	1	1	1
Finish Painter	1	0	0	0	0
Custodian	1	2	2	2	2
Total Full Time Employees	17	18	18	18	18
Part-Time Employees					
Groundskeeper	2	1	1	1	1
Total Part-Time Employees	2	1	1	1	1

Division of Streets & Forestry

Description

The Streets Maintenance and Repair Unit is responsible for street pavement maintenance operations such as crack sealing and pothole patching, pavement and sidewalk repair following City utility work, snow and ice control, street sweeping, and the annual fall leaf collection program.

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, stop bars, railroad crossings, traffic islands, and parking lots;
- 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; and
- Painting parking lines on the grass for special events.

The Forestry Unit maintains an inventory of over 12,600 trees located on public property, including those on tree lawns and within parks.

Trees are removed when they are diseased, dead or in decline and/or pose a danger to the public. The department has a certified arborist manager and a crew of four certified arborists equipped to trim branches, assess trees for disease and safety, remove diseased trees of any size including the stumps, plant new trees and shred the resulting wastes for recycling into mulch.

The Forestry Unit Operational Principals:

- Maintain the health and vigor of all trees in the Lakewood Urban Forest – to capture the long-term ecological, economic and social benefits; and for public safety.

- Always plant the largest suitable tree for the site selected. Large trees live longer and provide greater economic and ecological benefits than small trees. Undersized trees fail to maximize the potential of the site. This failure is lost value for the community.
- Achieve a fully stocked Urban Forest to benefit all locations throughout the City of Lakewood and reach the peak Urban Tree Canopy that our municipality can achieve and sustain.
- Comprehensive master tree planting plan for every street identifying primary and secondary species to be used on each street. Species will be selected based on largest AND most urban tolerant species best suited for each site and overall distribution of species to insure proper diversity.

Trends

- Continue to develop our road salt reduction plan and explore other cost saving alternatives to both enhance public safety during winter storm events and control costs.
- Diversity = Sustainability. Continue to plant a diverse population of trees. One tree for each removal (replace) AND at least 10% of the vacant viable planting sites identified and inventoried at the beginning of each year.
- The urban forest is looked at as a green trademark, recognized for its critical role in the City's leadership on sustainability issues.
- Hazard Tree Assessment program through regular tree inventory inspection:
 - Identify trees with structural defects that need to be removed.
 - Each year, remove a minimum of 0.01% of total tree inventory for optimum long-term public safety (12,600 trees x 0.01 = 126 trees). In an urban forest environment, removals must be done for safety and to mimic what would take place in a natural forest setting with big tree demise, but we can't just let the trees fall or fail within a highly populated setting.
- Explore technology and equipment advances to maximize street and sidewalk repairs and services that can be done in house.

Division of Streets & Forestry

Division Budget

DIVISION OF STREETS AND FORESTRY	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Program					
Streets, Traffic Signs & Signals	1,669,465	1,846,201	1,924,442	2,112,177	10%
Forestry	374,140	372,636	424,982	575,056	35%
Total	2,043,606	2,218,837	2,349,425	2,687,233	14%

General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	230,210	195,421	217,283	232,725	7%
Fringe Benefits	89,497	67,104	71,835	74,581	4%
Travel and Transportation					
Professional Services	690	804	265	750	183%
Communications	107	297	503	500	-1%
Contractual Services	5,000	-	1,925	40,000	1978%
Materials & Supplies	26,732	15,519	17,597	25,850	47%
Capital	21,904	93,491	114,976	200,000	74%
Utilities					
Other	-	-	598	650	9%
Debt Service					
Transfer or Advance					
Total	374,140	372,636	424,982	575,056	35%

State Highway Fund Budget (Fund 201)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Road Salt	115,000	14,695	93,910	175,000	86%
Total Expenditures	115,000	14,695	93,910	175,000	86%

Division of Streets & Forestry

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	864,050	910,100	959,643	998,070	4%
Fringe Benefits	310,298	279,990	295,696	297,697	1%
Travel and Transportation	-	-	-	-	
Professional Services	1,364	885	2,886	2,810	-3%
Communications	7,216	9,597	9,595	9,750	2%
Contractual Services	71,979	90,444	89,252	250,600	181%
Road Salt	95,931	59,659	3,781	50,000	1222%
Materials & Supplies	182,835	211,507	278,619	287,175	3%
Capital	61,042	221,311	217,885	150,000	-31%
Utilities	49,050	37,468	41,291	40,000	-3%
Other	901	440	796	1,075	35%
Debt Service					
Transfer or Advance	24,800	24,800	25,000	25,000	0%
Total	1,669,465	1,846,201	1,924,442	2,112,177	10%

2014 Accomplishments

- 28.5% of Lakewood is presently covered by the canopies of trees. That canopy reached a peak in forest diversity in 2014. At the conclusion of the fall 2014 planting season, the City of Lakewood public tree inventory will consist of just under 12,600 trees with improved species diversity. The top ten tree species comprise 57% of the population and one genus - ACER (Maple) – comprises 25% of the total population. In 1996 it was determined that just ten tree species comprised 82% of the population and that one genus - ACER (Maple) - comprised 39% of the total population.
- Received a grant from ODNR to remove all ash trees at or less than 6-inches in Diameter at Breast Height (DBH) due to Emerald Ash Borer (EAB), in which mortality is generally 100% after infestation. All locations replaced with a variety of tree species appropriate to the particular site. Also, any larger ash trees over 6-inches DBH identified as rapidly declining were also removed to eliminate any potential public safety hazards. The current City of Lakewood ash tree inventory consists of 204 trees, down from 354 at the beginning of 2014 – all but three removal sites have been replanted. All remaining city ash trees have received injections for EAB treatment and will eventually be removed over a 10-year time frame. This approach will help preserve the ecological services of the larger trees longer, in particular those streets that have larger ash tree populations and it front loaded the removal and re-planting costs so that new growth and replacement canopy is on trees the city will keep, not on trees that will be replaced.

Division of Streets & Forestry

- Over 80% of utility repair work orders completed within the calendar year. 177 utility repairs completed as of October 15, 2014. Reduced the duration of utility repairs spent in temporary fill/surface status to fixed roadway or sidewalk status reconstructed to last for longer durations.

2015 & Beyond Strategic Plan

Economic Development

- *Improve the Visual Impression of the Community*
 - Manage our Urban Forest
 - **Key Performance Indicator:**
 - Our Tree Canopy Percentage. 28.5% of Lakewood is presently covered by the canopies of trees. The Forestry Unit seeks to increase by 10% the City of Lakewood tree canopy from 28.5% to 38.5% by the year 2035. (NOTE: Beginning in 2013, aerial satellite imagery will be done once every 3-4 years in Cuyahoga County to estimate municipal tree canopy percentages.)
 - **Strategies:**
 - Continue to plant a diverse population of trees. One tree for each removal (replace) AND at least 10% of the vacant viable planting sites identified and inventoried at the beginning of each year. No annual net loss of tree planting versus tree removals – Ever!
 - **Plans:**
 - A Plan for Diversity = High Reward. To accomplish the goal of increasing tree diversity and reducing the likelihood of large tree losses across the city, the following steps should be taken by the City of Lakewood to protect one of its greatest assets:
 - The 30-20-10 model, develop planting calculations so that the total tree inventory contains no more than 30% of a single family, 20% of a single genus, and 10% of a single tree species.
 - The City of Lakewood recognizes this goal though the assessment of urban site conditions for street tree planting and the number of tree species available for the Northeast Ohio climate. The development and use of sequencing, planting multiple tree species on the same block, provides a model to increase diversity on a block by block basis.
 - **Actions:**
 - Compressive master tree planting plan for every street identifying primary and secondary species to be used on each street. Species will be selected based on largest AND most urban tolerant species best suited for each site and overall distribution of species to insure proper diversity.
 - The city will not plant

- large trees under power line or other sites too small for the mature tree size
- trees in sites in which they will not survive and thrive
- small trees in sites appropriate for larger trees

Economic Development

- *Improve the Visual Impression of the Community*
 - Manage our Urban Forest
 - **Key Performance Indicator:**
 - Maintain our Tree City USA Status
 - **Strategies:**
 - Meet or exceed all annual requirements necessary to maintain Tree City USA status as set forth by the National Arbor Day Foundation.
 - **Plan:**
 - Track our urban forestry inventory by using TreeKeeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, pruning, diseases and insect control.
 - **Actions:**
 - Incorporate certain Tree City USA recertification benchmarks into our work plans, goals and public outreach events.

Economic Development

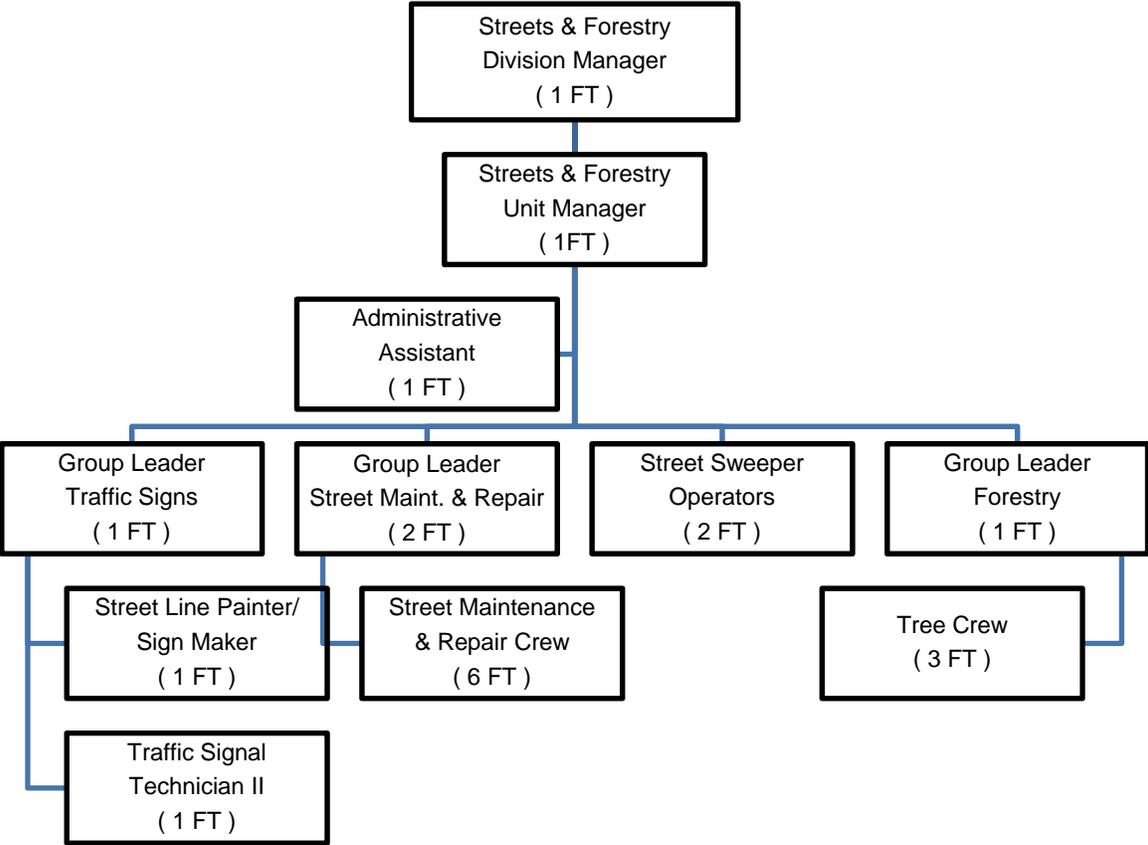
- *Improve the Visual Impression of the Community*
 - Expand compliance and access in public spaces and street sign replacement for improved reflectivity.
 - **Key Performance Indicator:**
 - Upgrade ALL required signage based on new Federal Standards over the next 15 years, or until complete.
 - **Strategies:**
 - Strive to make all public spaces accessible to all residents and visitors to Lakewood. Enhance the city streetscape and navigability thereof.
 - **Plan:**
 - Replace a minimum of 1/15 of required signage each year to meet new Federal Standards for retro-reflectivity.
 - **Actions:**
 - Examine and track all city street signage and incorporate compliance to Federal Standards into workflow.
 - Continue to play an active and vital role in city street festivals and community events.
 - Work in unison with the Parks and Planning departments to improve and upgrade street scape and public spaces.

Division of Streets & Forestry

Multiple Focus Areas

- *Improve the Visual Impression of the Community*
 - Implement Sidewalk Improvement Plan.
 - **Key Performance Indicator:**
 - Bring all sidewalk across the city up to an acceptable standard over the next 10 years, or until complete.

Organizational Chart



Personnel Staffing

Division of Streets & Forestry	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Streets & Traffic					
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
Total Full Time Employees	16	16	16	16	16
Forestry					
Full Time Employees					
Group Leader	1	1	1	1	1
Tree Crew	3	3	3	3	3
Total Full Time Employees	4	4	4	4	4

Division of Refuse & Recycling

Description

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

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

Trends

- Reduce – Reuse – Recycle! On August 18, 2014, we launched Phase Two 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 2013, as certified by the Cuyahoga County Solid Waste District, we recycled 50.02% of our total municipal solid waste – the second straight year we crossed the 50% diversion benchmark.
- Leaner, but still delivering quality services.
- Realizing the long-term economic benefits of automated garbage and recycle collection.
- Enhanced and expanded recycling options at the Recycle Center and Drop-off Facility; over 18,000 visits were recorded from residents using the facility in 2013 and on pace to have over 20,000 visits in 2014.

Continue to Improve - Strategy and Initiatives

- Complete the automation of curbside recycling in 2015.
- Increase our recycle material volume and further reduce solid waste disposal fees – the 3Ds – Diversion, Diversion, Diversion.
- Further increase collection efficiencies for all materials.
- Increase our level of business and commercial recycling collection – recycling carts will be the driver. Trial collection methods and locations have commenced with a goal of expanding that effort in 2015.

Looking into the future

- Recycle 60% of our total municipal solid waste by the end of 2016.
- Full implementation of automated recycling in 2015 will bring a 5-year return on investment by 2020.
- Realizing and expanding upon the economic and ecological benefits of continued automation.
- Capture a larger share of local commercial and business recycling material.
- Continue to “green” our fleet – lower emissions, lower fuel use, tweak routes that limit miles and idle times.
- Reduce disposal fees and fuel expenditures.
- 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.

Division of Refuse & Recycling

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	1,499,084	1,441,214	1,520,062	1,572,305	3%
Fringe Benefits	581,450	494,061	517,597	518,015	0%
Travel and Transportation	-	-	-	-	
Professional Services	2,316	1,372	2,393	3,475	45%
Communications	8,856	9,280	13,221	10,115	-23%
Contractual Services	612,673	722,433	698,520	734,750	5%
Materials & Supplies	169,906	207,976	173,515	216,900	25%
Capital	-	19,619	36,083	42,000	16%
Utilities	22,107	21,735	22,741	22,500	-1%
Other	862	1,697	4,401	4,600	5%
Debt Service					
Transfer or Advance					
Total	2,897,253	2,919,388	2,988,532	3,124,660	5%
Litter Control (Fund 212)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	-	-	-	2,000	100%
Capital	-	-	-	-	
Utilities					
Other	-	2,077	-	2,000	100%
Debt Service					
Transfer or Advance					
Total	-	2,077	-	4,000	100%
TOTAL EXPENDITURES	2,897,253	2,921,465	2,988,532	3,128,660	2%

2014 Accomplishments

- In May, 2014, the Cuyahoga County Solid Waste District certified that in 2013, the City of Lakewood recycled 50.02% of its total solid waste as we diverted 15,621 tons of recyclable material from ending up in the landfill. Our recycling rate places us in 14th 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.

- On August 18, 2014, The City of Lakewood launched the second phase of automating our Curbside Recycling Program by providing nearly 6,000 Lakewood households 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. Over 2,000 tons of material was recycled by residents and businesses utilizing the facility. In addition, over 52,000 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 2014 by residents, businesses and property owners who utilize our Recycling Center and Drop-off Facility.

2015 & 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.
 - **Strategies:**
 - Beginning in 2013, 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. Phase two was completed in August of 2014 thereby bringing the number of households being serviced with automated recycling to 12,000 households out of the 18,000 households we service citywide each week.
 - 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.

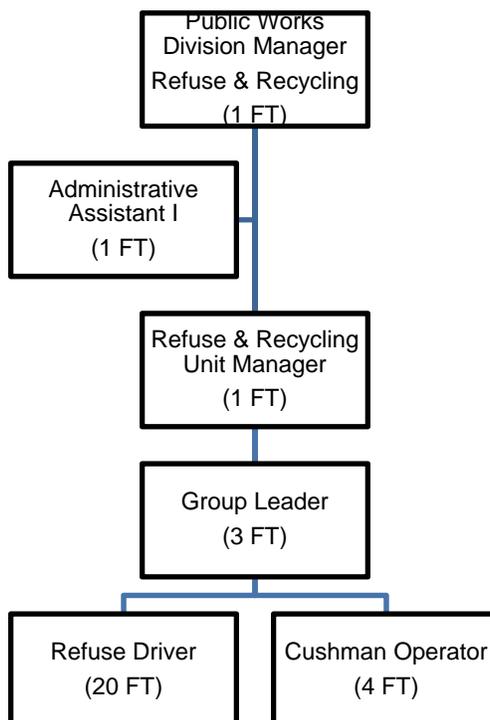
Division of Refuse & Recycling

- **Plans:**
 - Development of viable refuse and recycling automated cart placement options and designate collection alternatives for those certain streets and locations with significant space limitations.
- **Actions:**
 - Distribution of automated recycling carts to Lakewood households – 1st 6,000 were delivered during 2013 and 2nd 6,000 during 2015. Final distribution to occur in May of 2015.
- *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 50.02% of its total solid waste in 2013 - the second straight year we crossed the 50% diversion benchmark.
 - **Strategies:**
 - Automation of 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:**
 - Continue to capture more recycle volume curbside that recycle containers have already proven to deliver and further increase collection efficiencies for all materials
 - **Actions:**
 - Continue outreach to residents with recycle material information and options available for cart placement for efficient and reliable collection.
 - Increase our level of business and commercial recycling collection – recycling carts will be the driver. Trial collection methods and locations have commenced to develop a mutually beneficial collection system.
 - Energy and fuel optimization
 - **Key Performance Indicator:**
 - The City of Lakewood has moved forward with quantifiable emissions reductions. Much of this reduction has occurred within the Division of Refuse and Recycling. Most recently, the City of Lakewood retrofitted eleven refuse fleet vehicles with Diesel Particulate Filters. 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.

- **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 in 2015, 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 older fleet vehicles, thereby reducing the number of high emissions trucks on the road each day.
- **Actions:**
 - 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.

Division of Refuse & Recycling

Organizational Chart



Personnel Staffing

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	1	1
Group Leader	1	1	1	3	3
Refuse Driver	14	14	14	20	20
Cushman Operator	12	12	12	4	4
Administrative Assistant 1	1	1	1	1	1
Total Full Time Employees	30	30	30	30	30

Division of Fleet Management

Division of Fleet Management

Description

The Division of Fleet Management provides repair and support service to all of the City of Lakewood's mobile and stationary equipment, 24 hours a day, seven days a week, 365 days a year. The Division operates under Computerized Fleet Analysis (CFA), a data driven database program that tracks all preventative maintenance (PM) and defect services, purchasing and installation of service parts and warranty equipment. Fleet also supports and oversees the City's four underground fuel storage site locations.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	555,103	515,041	604,831	627,502	4%
Fringe Benefits	193,576	166,558	183,860	190,506	4%
Travel and Transportation	-	274	313	150	-52%
Professional Services	26,816	23,253	65,203	36,950	-43%
Communications	2,603	1,425	1,735	2,610	50%
Contractual Services	9,200	15,699	17,322	26,000	50%
Materials & Supplies	446,093	478,466	531,805	536,060	1%
Capital	-	-	112,887	60,000	-47%
Utilities	3,297	3,962	4,171	4,100	-2%
Other	89	-	-	-	-
Debt Service					
Transfer or Advance					
Total	1,236,778	1,204,677	1,522,127	1,483,878	-3%

2014 Accomplishments

- Trained all technicians Advanced Welding (stainless steel and aluminum)
- Performed LEAN initiative in Fleet to cut down paper and time technicians are spending on work orders.
- Upgrade C.F.A. database to Win 8 version
- Upgrade Petro Vend fuel tracking system to chip key with mileage reasonability

2015 & 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 33 certifications, projected 80 certifications
 - Ford Online Training: Courses passed current 390, projected 450+
 - Welding training : Certified Welders Current 2, projected 4+
 - International truck training : Hours of training projected 128
- **Strategies:**
 - Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired
- **Plan:**
 - Maximize training and certifications that can be done in house or on-site in a timely and cost-effective manner.
- **Actions:**
 - Incorporate certification opportunities into the workflow and that both production and training are adequately maintained.

Sound Governance

- *Improve Stewardship of Assets*
 - Ensure adequate controls and oversight of City Property and assets
 - **Key Performance Indicators:**
 - Optimize utilization of City Facilities and Equipment by increasing the number of multi-use vehicles to be utilized year round and by more than one department.
 - **Strategies:**
 - Identify vehicles that can serve more than one function to maximize its use throughout the year and that may be utilized by multiple departments.
 - **Plan :**
 - Purchase multi use vehicles (hook lift trucks). Current 4, – projected
 - Share vehicles between departments. Current 8 vehicles and 5 equipment, projected 15+
 - **Actions:**
 - Pool vehicles: Current 5
 - Continue rustproofing program for all 2007 and newer vehicles. Current 64, projected 70+

Sound Governance

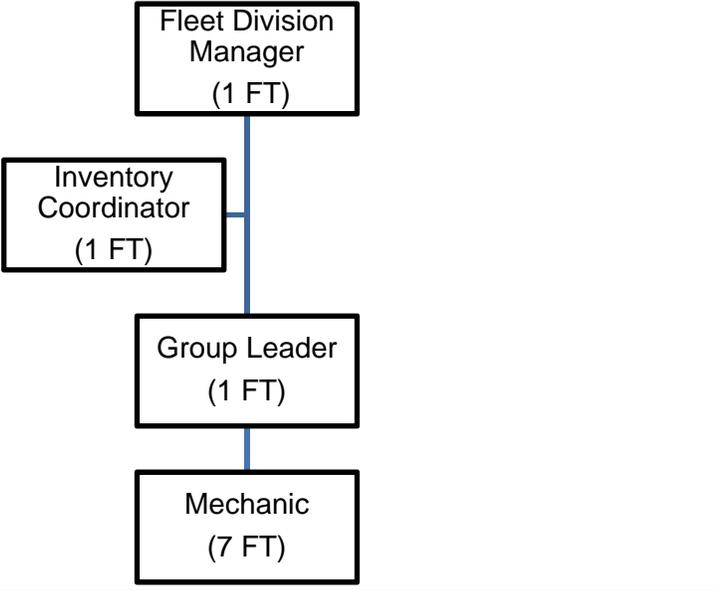
- *Set the Standard for Environmental Stewardship*
 - Energy and fuel optimization
 - **Key Performance Indicators:**

Division of Fleet Management

Install anti idle devises on vehicles. Current 19 units, projected 24+. Purchase vehicles with more efficient engines and advanced emission control systems.

- **Strategies:**
 - Advanced emission controls set as part of minimum vehicle specifications.
 - Internal controls and policies set for reducing idle times by city vehicles.
- **Plan :**
 - The shuttering of older fleet vehicles, thereby reducing the number of high emissions trucks on the road each day.
 - Implement new 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.
- **Actions:**
 - To enforce anti-idle using installed devises and GPS tracking.

Organizational Chart



Division of Fleet Management

Personnel Staffing

Fleet Management	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Inventory Coordinator	1	1	1	1	1
Group Leader	1	1	1	1	1
Mechanic - Fleet Management	6	7	7	7	7
Body Painter Welder	1	0	0	0	0
Total Full Time Employees	10	10	10	10	10

Division of Engineering

Description

The Division of Engineering is responsible for all capital improvements of public infrastructure and City facilities. The primary tasks associated with this responsibility are:

- Provide forward planning information for all municipal facility, street, sewer and water rehabilitation and expansion programs including need determination.
- Maintain infrastructure condition databases.
- Manage all professional engineering services to create drawings and specifications for the projects.
- Manage all professional surveying services to examine and approve legal lot splits and consolidations as well as create right of way acquisitions.
- Maintain and expand the infrastructure portion of the geographic information system (G.I.S.).
- Administer all public construction projects including quality control, invoice processing, progress tracking and resident relations.
- Represent the City's interests on infrastructure projects administered by outside public agencies such as the Ohio Department of Transportation and the Cuyahoga County Engineer.
- Approve all construction plans regarding the connections to public infrastructure for private development.
- Administer and maintain all original infrastructure drawings and other records.
- Execute grant applications and presentations.
- Maintain Coastal Erosion Zone maps and records.
- Assist and advise residents on issues related to sewer laterals and water supply lines.

Trends

- The 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. The City's new NPDES permit for the WWTP includes time sensitive goals to accomplish eliminating CSOs that will be a great undertaking.
- The average 2014 Pavement Condition Rating for the City's streets is 78 which is slightly down from the previous 2012 PCR average of 79. The City will need to continue to maintain, resurface and reconstruct our roadway infrastructure to provide its residents, businesses and visitors safe roads to travel.

- 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. Additionally, the GIS is an important tool to operate, manage and maintain the City's infrastructure.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	161,066	141,847	115,260	121,324	5%
Fringe Benefits	52,416	46,074	42,498	40,458	-5%
Travel and Transportation	150	182	721	765	6%
Professional Services	2,684	2,874	2,726	3,925	44%
Communications	1,676	1,282	2,476	3,025	22%
Contractual Services	36,665	37,820	26,000	30,000	
Materials & Supplies	672	1,216	1,897	1,275	-33%
Capital	-	-	-	-	
Utilities					
Other	769	1,120	1,023	1,200	17%
Debt Service					
Transfer or Advance					
Total	256,098	232,415	192,601	201,972	5%
CDBG (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Capital	349,045	50,182	7,037	470,000	6579%
Total	349,045	50,182	7,037	470,000	6579%
TOTAL	605,142	282,597	199,639	671,972	237%

2014 Accomplishments

- Negotiated with Ohio EPA the new NPDES permit for the WWTP. Beginning to plan and accomplish permit requirements.
- Construction Projects
 - Asphalt Resurfacing of 9 streets equating to over 2.5 miles of roadway.
 - West 117th Street Concrete Repairs
 - Demolition of McKinley Elementary School.
 - MUG Salt Damar.
 - Kaufmann Park Improvements
 - Madison Watermain Replacement
 - WWTP Stairway Replacement

Division of Engineering

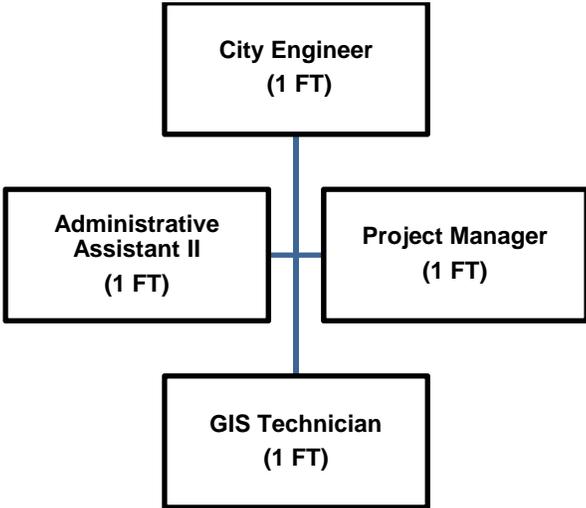
- Received \$1.36 million funding assistance from OPWC for 2014 Watermain Replacement. Applied for OPWC 2015 grant funding and zero interest loan funding for approximately \$1.65 million in water improvements.
- Completed the Pavement Condition Rating (PCR) of all City streets. Project management, design and/or bidding for: Edgewater Sewer Separation, West End Sewer Separation, Lakewood Park Solstice, Phase V Traffic Signals, and Wastewater Treatment Plant replace of Aeration Blowers.

2015 & Beyond Strategic Plan

Sound Governance

- *Set the Standard for Environmental Stewardship*
 - Advance EPA Integrated 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 following projects: West End Sewer Separation, Edgewater Drive Sewer Separation, EPA Early action, and Webb Sewer Separation. Work with developers to install BMPs for redevelopment sites and new construction. Seek grants and utilize CDBG funds to make improvements in Bird Town.

Organizational Chart



Personnel Staffing

Engineering	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
City Engineer	0	1	1	1	1
Division Manager	1	0	0	0	0
Project Manager (Water/WWC)	0	0	1	1	1
GIS Technician	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Total Full Time Employees	3	3	4	4	4

Division of Water & Wastewater Collection

Division of Water and Wastewater Collection

Description

The City of Lakewood owns and operates its water distribution system, consisting of approximately 110 miles of water mains; 3,000 main line valves; 1,600 fire hydrants; and 14,400 water meters. With regard to the water distribution system, the City is responsible for the repair and maintenance of all system components located within the public right-of-way. This includes the administration of ongoing infrastructure assessment programs; repair of water main breaks, service lines, curb boxes, and valve boxes; and maintenance of fire hydrants. The Division is also responsible for reading all water meters, and for the maintenance, replacement and installation of the meters.

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

Trends

- Automated water meter reading – Smart Meters installations resulting in a significant system upgrade. Better controls for managing capital and operational costs; water loss (also known as non-revenue water) due to leaks and other system failures.
- Major improvements to our wastewater collection system and Combined Sewer Overflows (CSO’s) will be taking place in the coming years.

Division Budget

Water Fund (Fund 501)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Program					
Water Distribution	8,732,108	7,623,107	7,861,508	9,447,621	3%
Water Metering	567,137	583,686	641,173	677,293	10%
Total	9,299,245	8,206,793	8,502,680	10,124,914	19%

Division of Water & Wastewater Collection

Water Fund (Fund 501)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	652,720	657,244	684,563	688,230	1%
Fringe Benefits	227,638	208,028	208,958	201,434	-4%
Travel and Transportation	1,865	2,166	918	1,750	91%
Professional Services	42,009	45,884	68,562	68,900	0%
Communications	58,602	66,850	60,230	68,925	14%
Contractual Services	3,952	4,961	5,425	25,375	368%
Materials & Supplies	169,944	156,666	190,793	342,300	79%
Capital	1,287,039	444,558	584,885	1,455,000	149%
Utilities	31,914	38,218	61,300	43,000	-30%
Purchased Water	6,658,386	6,450,862	6,448,525	7,000,000	9%
Other	165,176	131,356	188,521	230,000	22%
Debt Service					
Transfer or Advance					
Total	9,299,245	8,206,793	8,502,680	10,124,914	19%

Wastewater Fund (Fund 510)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	620,366	604,412	656,608	768,923	17%
Fringe Benefits	222,780	199,576	213,341	240,400	13%
Travel and Transportation	-	10	275	300	9%
Professional Services	95,259	139,029	820,433	50,675	-94%
Communications	611	843	1,546	2,075	34%
Contractual Services	398,299	461,411	546,547	453,000	-17%
Materials & Supplies	97,963	85,075	113,570	117,375	3%
Capital	210,380	412,300	1,564,773	655,000	-58%
Utilities	8,529	10,731	17,419	24,000	38%
Other	83,669	342,996	391,779	486,126	24%
Debt Service	4,000,809	1,356,323	1,010,604	3,947,296	291%
Transfer or Advance	3,200	3,200	3,200	3,200	0%
Total	5,741,865	3,615,907	5,340,095	6,748,370	26%
TOTAL	15,041,110	11,822,700	13,842,775	16,873,284	22%

2014 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 absences.
- Successful implementation of the ongoing process of replacing all city water meters with new smart readers – 35% of the city installed in 2014.

Division of Water & Wastewater Collection

- 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 two.

2015 & Beyond Strategic Plan

Sound Governance

- *Leverage Technology to Improve Performance*
 - Automated Water Meter Reading System
 - **Key Performance Indicator:**
 - The Division of Water and Wastewater Collection seeks to reduce the amount of time it takes to notify customers of potential leaks and other system problems from 30-days down to 3-days.
 - **Strategies:**
 - Automation of water meter reading via the citywide installation of new smart meters and meter reading software.
 - **Plans:**
 - Work from East to West until all installations are complete.
 - **Actions:**
 - Continue outreach to residents with install schedules to limit the amount of time needed from replacement notification to the entry to residences for meter replacement.

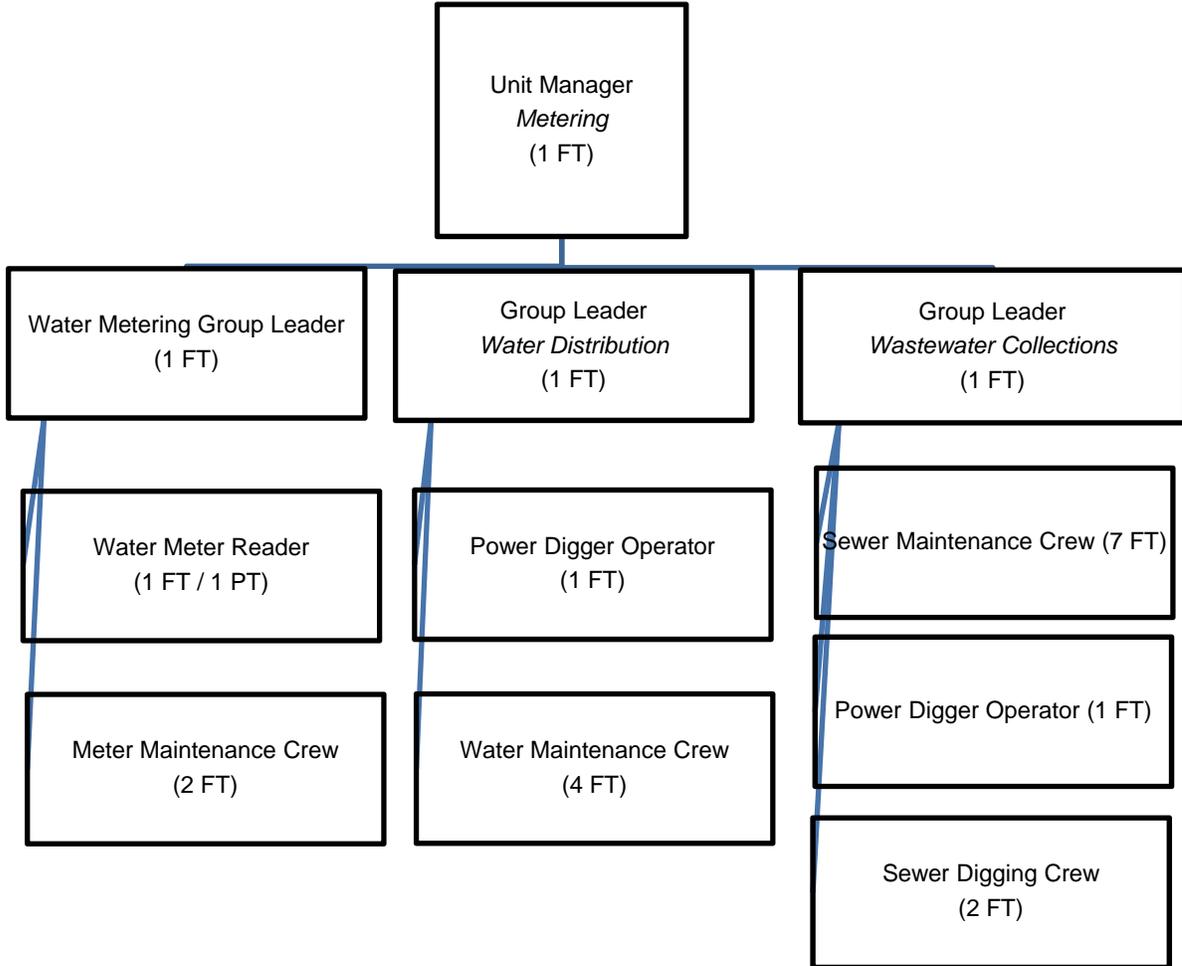
Economic Development

- *Improve Fiscal Viability*
 - Continue aggressive collection of revenues.
 - **Key Performance Indicator:**
 - Water system improvements = Better and more timely revenue collection and water loss (cost) prevention. The Division of Water and Wastewater Collection seeks to reduce the amount of time it takes to notify customers of potential leaks and other system problems from 30-days down to 3-days.
 - **Strategies:**
 - Use, track and act upon real time data received via the new smart meter reading software.
 - **Plans:**
 - Continue and strengthen our leak detection program to keep our un-accounted for water within acceptable parameters by using the enhanced technology of new smart meters to capture more water use revenue
 - **Actions:**
 - Maximize the technology benefits of the new system to better preserve our water resources and capture more revenue.

Division of Water & Wastewater Collection

Monitor controls for managing capital and operational costs; water loss (also known as non-revenue water) due to leaks and other system failures.

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Water Distribution Unit					
Full Time Employees					
Group Leader	1	1	1	1	1
Power Digger Operator	1	1	1	1	1
Water Maintenance Crew	4	4	4	4	4
Total Full Time Employees	6	6	6	6	6
Water Metering Unit					
Full Time Employees					
Public Works Unit Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Water Meter Reader	2	1	1	1	1
Meter Maintenance Crew	2	2	2	2	2
Total Full Time Employees	6	5	5	5	5
Water Meter Reader	0	1	1	1	1
Total Part Time Employees	0	1	1	1	1
Wastewater Collection Unit					
Full Time Employees					
Public Works Division Manager	1	0	0	0	0
Group Leader	1	1	1	1	1
Sewer Digging Crew	2	2	2	2	2
Sewer Maintenance Crew	7	7	7	8	8
Power Digger Operator	1	1	1	1	1
Total Full Time Employees	12	11	11	12	12

Division of Wastewater Treatment

Division of Wastewater Treatment

Description

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

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater treated 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 issued a new National Pollutant Discharge Elimination System (NPDES) permit in September 2014. The permit is for a five (5) year period. The new NPDES permit contains regulatory requirements that will greatly impact wastewater collections along with some wastewater treatment requirements. The regulatory areas 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 requirement for the WWTP to make modifications to accept and treat increased quantities of flow during wet weather has been included in the new NPDES permit.
- Sewage Sludge Disposal – The ability to treat and dispose of sewage sludge (biosolids) year round, by means of an approved Ohio EPA disposal method. Changing the method of treatment and classification of biosolids from Class B to EQ (Exceptional Quality) is one means of opening new avenues of disposal.

Division of Wastewater Treatment

- Phosphorus Discharge Limits – Algae blooms on Lake Erie have prompted the EPA to modify the quantity of Phosphorus being discharged into Lake Erie. The quantity allowed to be discharged from April 1st thru September 30th of each year has been reduced in the new NPDES permit.

Division Budget

Wastewater Treatment Fund (Fund 511)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	1,135,086	1,212,526	1,235,674	1,361,892	10%
Fringe Benefits	417,418	390,303	406,583	424,878	4%
Travel and Transportation	1,218	1,138	650	1,775	173%
Professional Services	41,987	41,179	35,184	54,200	54%
Communications	5,861	6,843	9,129	9,050	-1%
Contractual Services	67,719	92,133	256,517	379,750	48%
Materials & Supplies	225,569	221,027	267,674	308,025	15%
Capital	168,378	87,649	211,044	802,100	280%
Utilities	317,993	281,119	239,610	206,000	-14%
Other	245,357	293,874	310,741	324,248	4%
Debt Service	3,337,606	533,845	296,454	533,827	80%
Transfer or Advance	75,000	75,000	75,000	75,000	0%
Total	6,039,190	3,236,635	3,344,261	4,480,745	34%
Wastewater Improvement Fund (Fund 512)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Transfer or Advance	1,400,000	1,600,000	1,600,000	1,600,000	0%
Total	1,400,000	1,600,000	1,600,000	1,600,000	0%
TOTAL	7,439,190	4,836,635	4,944,261	6,080,745	23%

2014 Accomplishments

- Complied with National Pollutant Discharge Elimination System (NPDES) permit, without experiencing any major permit violations and successfully incorporated any changes initially required by the new NPDES permit.
- With the installation of the new Aeration Blowers in 2013 we now were looking at other means of reducing the amount of energy being used in the aeration system. Modifications to the aeration tank and channel distribution system were completed in 2014. Process and energy efficiency will be monitored in 2015.
- Working with design engineers on a new aerial sewer which will eliminate several combined sewer overflows from the collection system. Installed higher efficiency (volume and energy usage) pumps in the “W” pump station to minimize combined sewer overflows from the City’s west end sewer collection area.

Division of Wastewater Treatment

2015 & Beyond Strategic Plan

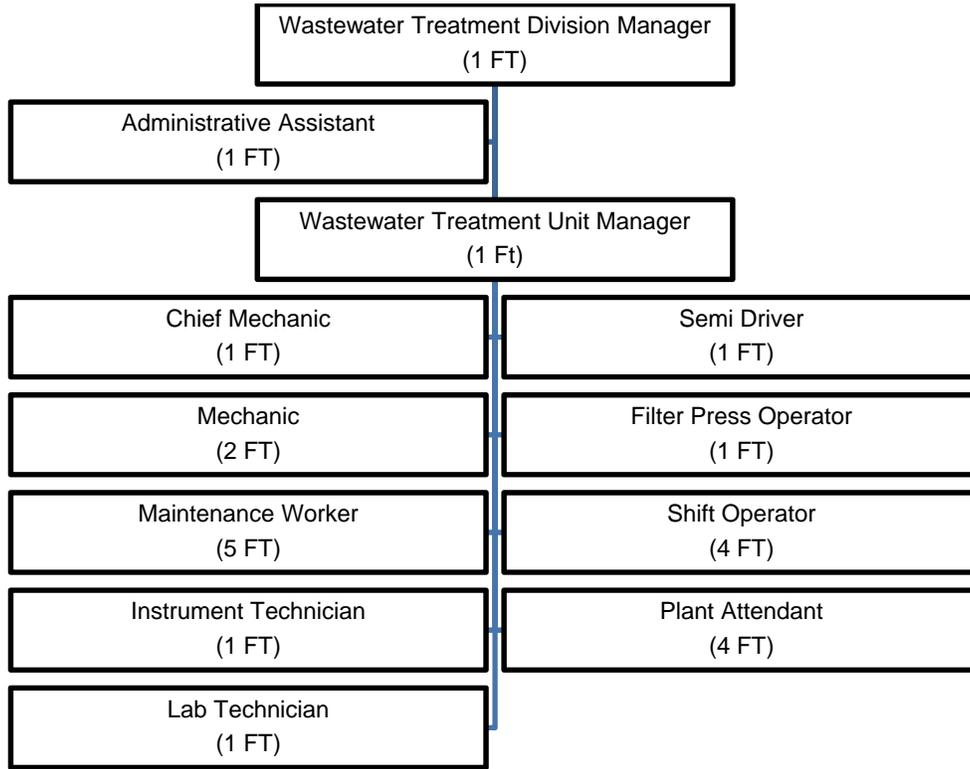
Sound Government

- *Set the Standard for Environmental Stewardship*
 - Energy and fuel optimization
 - **Key Performance Indicator:**
 - Measure energy usage comparative to prior years of operation.
 - **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.
 - Explore new cost saving treatment and disposal options for biosolids
 - **Plans:**
 - Specifications for all new equipment and processes will incorporate the newest energy saving features/technologies
 - **Actions:**
 - Use of energy efficient motors and controllers.
 - Ensure that any process upgrades will meet or exceed future regulatory requirements.
 - Upgrading digestion process to produce a Class EQ biosolids will open up more reuse options including marketability. Design Scheduled 2015. Construction Scheduled 2016.
 - Continue the exploration of the most efficient use of methane gas produced.

Sound Government

- *Set the Standard for Environmental Stewardship*
 - Advance new Ohio EPA Long-Term Control Plan
 - **Key Performance Indicator:**
 - Regulatory Compliance with the new 5 year National Pollutant Discharge System Elimination (NPDES) permit reached with the Ohio EPA.
 - **Strategies:**
 - Incorporate process adjustments and process analyses required by the new NPDES permit and all other regulatory ordinances.
 - **Plans:**
 - Long Term Control Plan Engineering and Design for new sewer and wastewater treatment capacity improvements.
 - **Actions:**
 - Continue to prioritize the most cost effective investments that will enable the city to improve the city's storm water management and reduce wastewater overflows into Rocky River and Lake Erie.

Organizational Chart



Personnel Staffing

Wastewater Treatment Plant	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Work Unit Manager	1	1	1	1	1
Filter Press Operator	1	1	1	1	1
Chief Mechanic	1	1	1	1	1
Semi-Truck Driver	1	1	1	1	1
Instrument Technician	1	1	1	1	1
Lab Technician	1	1	1	1	1
Maintenance Worker	2	5	5	5	5
Mechanic	1	2	2	2	2
Plant Attendant	7	4	4	4	4
Administrative Assistant	1	1	1	1	1
Shift Operator	5	4	4	4	4
Total Full Time Employees	23	23	23	23	23

Winterhurst Ice Rink

Winterhurst Ice Rink

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

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

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

Division Budget

Winterhurst Ice Rink Fund (Fund 530)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	-	-	10,000	100%
Capital					
Utilities	255,585	247,902	268,474	265,000	8%
Other	127,452	65,405	57,153	60,000	-13%
Debt Service	-	-	-	-	
Transfer or Advance	104,000	240,000	185,000	36,000	-23%
Total	487,037	553,306	510,627	371,000	-27%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Human Services Admin	229,115	172,603	173,615	188,902	9%
Division of Early Childhood	112,959	68,910	118,792	136,523	15%
Division of Youth	607,031	608,103	579,454	583,848	1%
Division of Aging	1,060,240	928,814	966,648	979,956	1%
Total Expenditures	2,009,346	1,778,430	1,838,511	1,889,229	3%

Total Expenditures by Category All Funds	2012 Actual	2013 Projected	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	1,293,885	1,164,913	1,167,933	1,226,683	5%
Fringe Benefits	467,650	345,169	345,549	363,367	5%
Travel and Transportation	7,247	8,856	7,688	8,925	16%
Professional Services	18,828	21,497	18,083	19,505	8%
Communications	23,614	22,465	19,865	22,100	11%
Contractual Services	81,183	45,919	95,338	105,619	11%
Materials & Supplies	63,705	119,182	88,839	90,710	2%
Capital	8,464	6,780	30,950	-	-100%
Utilities	31,510	32,623	36,203	40,100	11%
Other	12,259	11,025	13,062	12,220	-6%
Debt Service	-	-	-	-	
Transfer or Advance	1,000	-	15,000	-	
Total	2,009,346	1,778,430	1,838,511	1,889,229	3%

Total Expenditures by Category General Fund	2012 Actual	2013 Projected	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Salaries	316,084	241,656	252,274	288,705	14%
Fringe Benefits	156,793	101,323	106,550	121,377	14%
Travel and Transportation	752	201	12	525	4115%
Professional Services	4,086	1,677	1,648	2,300	40%
Communications	3,691	3,026	3,919	4,600	17%
Contractual Services	-	-	-	-	
Materials & Supplies	1,725	1,881	1,282	2,285	78%
Capital	363	-	-	-	
Utilities	5,037	4,608	4,400	4,100	-7%
Other	2,478	1,481	1,528	1,720	13%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	491,008	355,852	371,613	425,612	15%

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

- As our demographic makeup has changed, we are finding residents young or old who are experiencing difficulty in their lives often manifest needs that are complicated by poverty, mental health/addiction and limited natural support systems.
- Grants and government dollars continue to shrink and needs of Lakewood's most vulnerable residents continue to increase.
- Overall human service delivery system continues to be evaluated as new data becomes available and staff attrition occurs.

Division of Human Services Administration

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	148,296	135,990	136,189	147,964	9%
Fringe Benefits	40,494	35,143	35,799	39,088	9%
Travel and Transportation	50	74	-	50	100%
Professional Services	506	672	568	600	6%
Communications	751	569	628	750	19%
Contractual Services	-	-	-	-	
Materials & Supplies	180	126	200	400	100%
Capital	-	-	-	-	
Utilities					
Other	47	28	76	50	100%
Debt Service					
Transfer or Advance					
Total	190,323	172,603	173,461	188,902	9%
HPRP (Fund 246)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	9,135	-	-	-	
Fringe Benefits	1,319	-	-	-	
Travel and Transportation	43	-	-	-	
Professional Services	-	-	-	-	
Communications					
Contractual Services	28,295	-	155	-	-100%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	38,792	-	155	-	-100%
Total	229,115	172,603	173,615	188,902	9%

2014 Accomplishments

- Successfully completed Family to Family and CSSP grant RFP's. Awarded Family to Family funding in the amount of \$320,464 for three years in April 2014. Waiting for CSSP announcement.
- In depth assessment of transportation services resulting in RFP for cab voucher program for medical transportation outside of Lakewood.
- Evaluation of senior adult supportive services

2015 & Beyond Strategic Plan

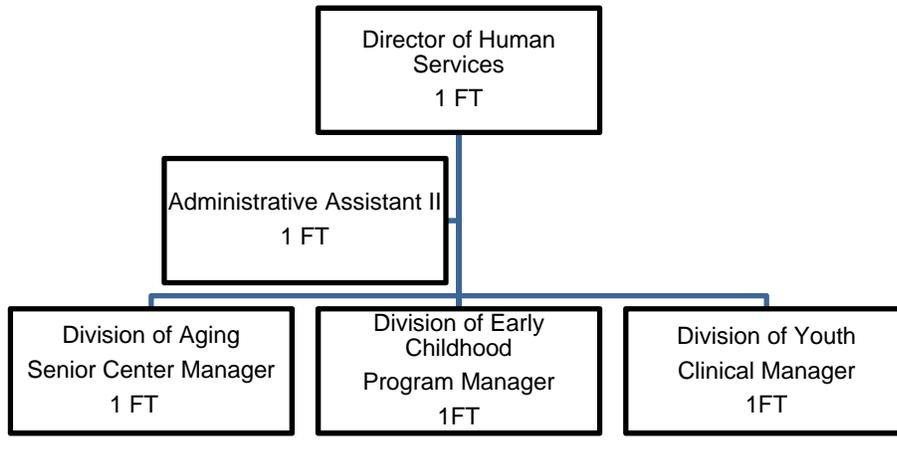
Sound Governance:

- *Encourage and Promote a Culture of Continuous Improvement*
 - Create a unifying plan that will result in clarity of focus and goals, structure for engagement and alignment of resources for the purpose of positive results and impact.
 - Key Performance Indicators:
 - Engage 100% of DOHS staff utilizing their talents and commitment that supports a high trust performance environment.
 - Strategies:
 - DOHS staff will incorporate newly identified purpose, vision, goals, structure and alignment of resources designed to support optimal service delivery.
 - Plans:
 - Follow framework established in 2014 during calibrating session
 - Actions :
 - Continue to monitor and meet with staff and consultant, when necessary, to successfully integrate identified plan and commitment to support a high trust performance environment.
- *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. All staff will participate in yellow belt and/or refresher training.
 - Strategies:
 - Implement Lean/kaizen event for electronic scheduling of transportation and home delivered meals
 - Plans:
 - Coordinate projects with Improve consultants and Oatey volunteers
 - Actions :
 - Identify team members and schedule time commitment in the first two months of 2015
- *Encourage and Promote a Culture of Continuous Improvement*
 - Identify data necessary to support reporting and program evaluation
 - Key Performance Indicators:
 - Ascertain all data necessary for grant reporting, core services and program evaluation.
 - Strategies:

Division of Human Services Administration

- Create easy access reports from data collection systems for all targeted data
- Plans:
 - Identify team lead and members to implement Lean initiative
- Actions :
 - Training for all department staff

Organizational Chart



Personnel

Division of Human Services Administration	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Director of Human Services	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
Total Full-Time Employees	2	2	2	2	2

Division of Aging

Division of Aging

Description

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

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

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

Trends

- Poor, frail clientele with more complex needs and issues.
- Retirement of full time Clinical Manager and full time Human Services Case Manager in Social Work component.
- Shrinking outside funding impacting service delivery both programmatically and fiscally

Division Budget

Aging Fund Budget (Fund 250)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	624,640	585,187	566,777	590,157	4%
Fringe Benefits	255,948	186,435	179,574	188,429	5%
Travel and Transportation	2,467	2,164	1,409	1,750	24%
Professional Services	3,002	2,646	1,775	2,650	49%
Communications	17,679	16,877	13,134	14,800	13%
Contractual Services	-	10,212	40,000	40,000	0%
Materials & Supplies	52,670	57,291	69,092	72,750	5%
Capital	8,100	6,780	30,950	-	
Utilities	26,344	27,269	31,559	34,500	9%
Other	6,660	6,418	6,431	7,500	17%
Debt Service					
Transfer or Advance					
Total	997,510	901,278	940,700	952,537	1%
CDBG (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	27,450	23,782	22,417	23,750	6%
Fringe Benefits	4,330	3,754	3,531	3,669	4%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	31,780	27,536	25,948	27,419	6%
TOTAL EXPENDITURES	1,060,240	928,814	966,648	979,956	1%

2014 Accomplishments

- Established the Lakewood Senior Collaborative (LSC) with Armond Budish serving as the inaugural speaker at kick-off meeting. LSC is a group of agencies, organizations and concerned individuals working together to create a network of services and support for seniors in the community. The Collaborative seeks to identify and address the needs of Lakewood's aging population and at the same time strengthen the fabric of our community.
- Successfully recruited volunteers to fully staff home delivered meals.

Division of Aging

- Created, released and awarded a RFP for non-emergency cab transportation for Division of Aging clients to medical appointments outside of Lakewood borders.
- Serve on DSAS Advisory Committee as Aging Representative of Cuyahoga County Council District 2.

2015 & Beyond Strategic Plan

Vibrant Neighborhoods:

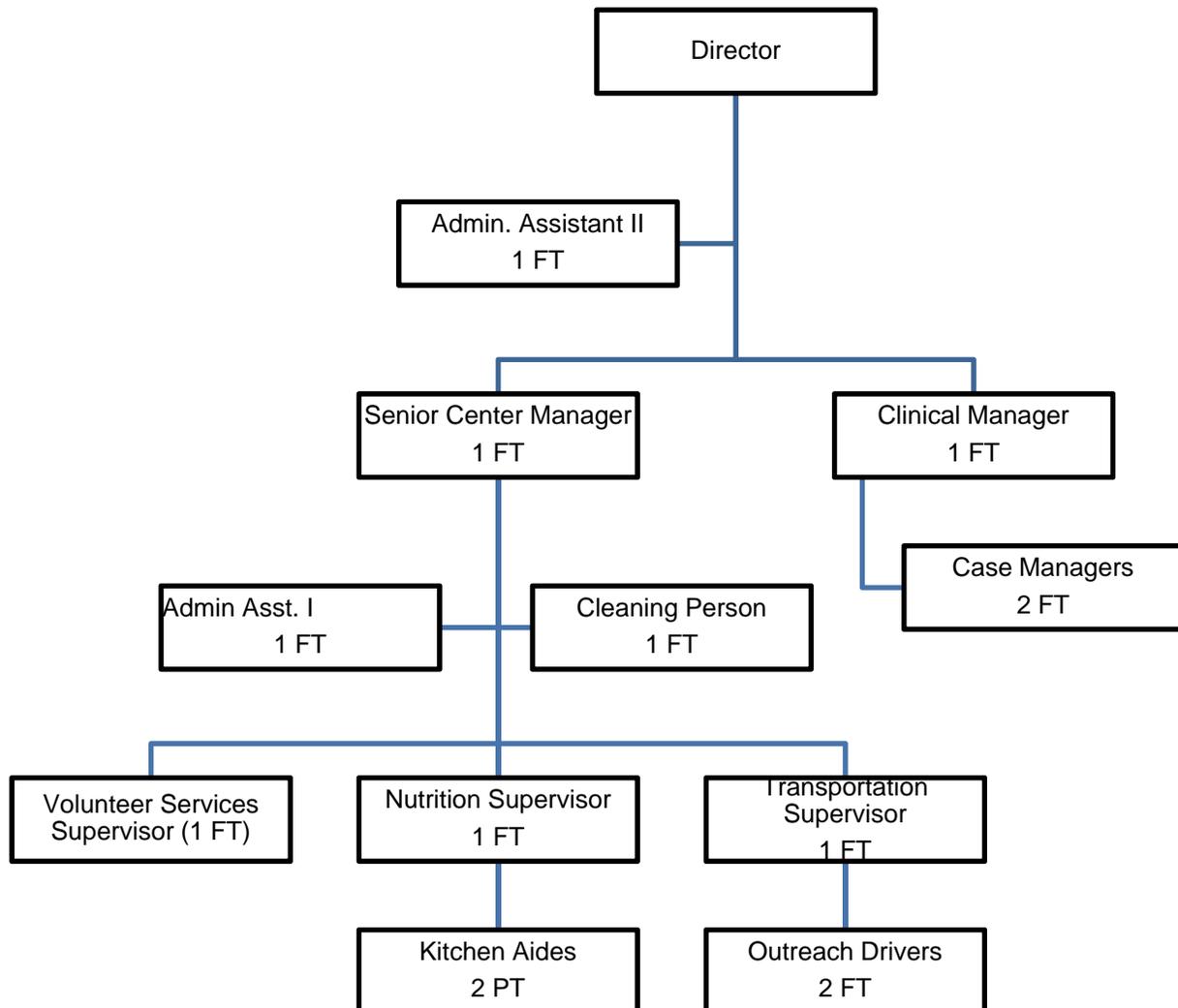
- *Build Volunteer Capacity*
 - Increase the number and frequency of volunteers within all divisions of the Department
 - Key Performance Indicators:
 - 25 new volunteers recruited and deployed department wide
 - Strategies:
 - Volunteer Services Supervisor will work with Lakewood Senior Collaborative, Lakewood Family Collaborative and other community partners to recruit potential volunteers
 - Plans:
 - Identify areas within the department that will benefit from volunteer support
 - Develop a marketing plan for volunteer recruitment
 - Actions:
 - Implement proposed marketing 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 senior citizens.
 - Key Performance Indicators
 - Continue to develop the effectiveness of the Lakewood Senior Collaborative.
 - Strategies:
 - Continue to identify natural and formal organizations and individuals committed to senior support and wellness. Convene monthly meetings to discuss challenges to senior residents and strategize solutions
 - Plans:
 - Create a framework to chart services available and identify gaps.
 - Actions:
 - Develop a Leadership Team selected from current membership to formalize purpose and structure of the Lakewood Senior Collaborative.

Sound Governance:

- *Encourage and promote a culture of continuous improvement.*
 - Key Performance Indicators:

- Create a more flexible cost and service model for senior transportation
- Strategies:
 - Continue to evaluate transportation system using principles of LEAN to determine cost benefit
- Plans:
 - Assess current medical cab transport and general transportation services
 - Review the demographic profile of Lakewood's older population compared to clients served
 - Create a framework to chart transportation services available in Lakewood and our neighboring communities
- Actions:
 - Begin conversations with Aging service providers, DSAS and Benjamin Rose Institute to brainstorm transportation models

Organizational Chart



Division of Aging

Personnel Staffing

Division of Aging	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	1	1	1	0	0
Human Services Case Manager	2	2	2	2	3
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	3	2	2	2	2
Senior Center Manager	1	1	1	1	1
Transportation Supervisor	1	1	1	1	1
Volunteer Services Supervisor	1	1	1	1	1
Cleaning Person	1	1	1	1	1
Total Full-Time Employees	12	11	11	10	11
Part Time Employees					
Kitchen Aide	2	2	2	2	2
Total Part Time Employees	2	2	2	2	2

Division of Youth

Description

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

Current programming includes:

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

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

Trends

- 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
- Grant requirements have changed resulting in an increased demand for staff time
- Change in staff and loss of office space/storage due to school's construction has directly impacted our H2O Program and services/activities offered.
- Juvenile Diversion Program - loss of Juvenile Accountability Block Grant (JABG) funding January 1, 2015. End of ancillary funding from Cuyahoga County Juvenile Court which provided clinical assessments, DARE bullying prevention and on-line anti-theft prevention for program participants.

Division Budget

General Fund (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	128,501	88,296	86,492	105,621	22%
Fringe Benefits	102,055	57,098	59,176	68,252	15%
Travel and Transportation	702	127	12	225	1706%
Professional Services	2,239	1,004	1,080	1,700	57%
Communications	2,247	2,042	2,722	3,200	18%
Contractual Services	-	-	-	-	
Materials & Supplies	1,433	1,099	799	1,250	56%
Capital	363	-	-	-	
Utilities	5,037	4,608	4,400	4,100	-7%
Other	1,873	1,452	1,452	1,620	12%
Debt Service					
Transfer or Advance					
Total	244,451	155,727	156,133	185,968	19%
Help to Others Fund (Fund 277)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	23,584	24,000	30,652	27,589	-10%
Fringe Benefits	3,644	3,708	4,743	4,263	-10%
Travel and Transportation	165	270	138	400	189%
Professional Services	20	23	-	55	-100%
Communications	630	557	606	700	15%
Contractual Services					
Materials & Supplies	1,958	4,186	3,792	4,250	12%
Capital	-	-	-	-	
Utilities					
Other	65	45	78	-	-100%
Debt Service					
Transfer or Advance	1,000	-	15,000	-	
Total	31,066	32,789	55,010	37,257	-32%
Juvenile Diversion Program Fund Budget (Fund 279)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	33,516	29,860	31,464	15,000	-52%
Fringe Benefits	5,205	4,658	4,888	2,318	-53%
Travel and Transportation	-	-	13	-	-100%
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	3,206	2,739	5,325	-	-100%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	41,926	37,256	41,690	17,318	-58%

Division of Youth

Family to Family Program Fund Budget (Fund 281)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	213,938	255,174	245,853	263,482	7%
Fringe Benefits	37,367	44,112	42,986	40,530	-6%
Travel and Transportation	3,820	6,222	6,115	6,250	2%
Professional Services	11,720	17,151	14,660	14,500	-1%
Communications	1,613	2,005	2,206	2,000	-9%
Contractual Services	13,796	753	183	619	238%
Materials & Supplies	4,146	53,086	9,347	11,425	22%
Capital	-	-	-	-	
Utilities	130	747	245	1,500	513%
Other	3,056	3,081	5,025	3,000	-40%
Debt Service					
Transfer or Advance					
Total	289,588	382,331	326,621	343,305	5%
TOTAL EXPENDITURES	607,031	608,103	579,454	583,848	1%

2014 Accomplishments

- Based on successful use of social media/Facebook and relationships formed through the Lakewood Family Collaborative, members collaborated to create the Adopt a Family program and expand the Supplies 4 Success effort.
- Along with the annual H2O Summer Camp Staff training, staff received additional cultural competency and sensitivity training which allowed H2O to partner with Lakewood Community Services Center in the provision of a summer lunch program in Grace Church to Lakewood children who qualified for free and reduced school lunch.
- Successfully applied for and received Family to Family Program funding in the amount of \$320,464 per year for three years.

2015 & Beyond Strategic Plan

- *Focus on the City’s Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
 - Identify community needs and resources currently available through Lakewood Family Collaborative and encourage responsive program development to meet service gaps.
 - Key Performance Indicators:
 - 100% of LFC membership to be surveyed annually on community trends identified by LFC Leadership Team and City Administration
 - Strategies:

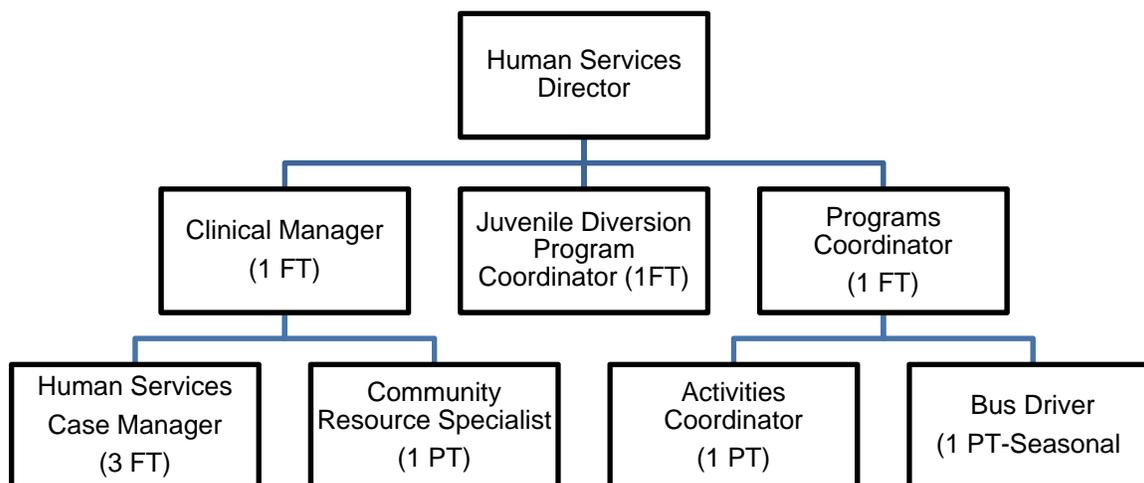
- Compile results of annual survey identifying service gaps and significant changes in available resources.
- Plans :
 - Update current LFC organizations and individual members relative to areas of expertise, resources and services offered.
- Actions:
 - Through the use of survey monkey, social media and committee members, identify potential new partners and devise a plan for distribution of resource information in a timely manner.

Vibrant Neighborhoods

- *Build Strong Families*
 - Expand H2O summer service camp to serve more middle school students
 - Key Performance Indicators:
 - Increase from 192 to 240 camper spots available
 - Strategies:
 - Assess potential expansion of camper slots and calculate associated cost
 - Plans:
 - Review registrations and waiting list for past three program years to verify interest and target age group
 - Actions:
 - Work with H2O Community Advisory Council to obtain resources to cover additional costs

Division of Youth

Organizational Chart



Personnel Staffing

Division of Youth	As of Dec. 31, 2012	As of Nov. 15, 2013	Proposed 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Clinical Manager	1	1	1	1	1
HS Case Manager	3	3	3	3	3
Juvenile Diversion Program Coordinator	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Total Full-Time Employees	6	6	6	6	6
Part Time Employees					
Assistant Director/Human Services	1	0	0	0	0
Bus Driver	1	0	1	1	1
Activities Coordinator	1	1	1	1	1
Community Resource Specialist	1	1	1	1	1
Total Part Time Employees	4	2	3	3	3

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 7th elementary school)
- Families raising young children appear to be experiencing greater stressors around issues of childrearing/special needs, employment, income, health issues, child care etc.
- Shrinking government support for families in crisis.

Division Budget

General Fund Budget (Fund 101)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	39,286	17,370	29,593	35,120	19%
Fringe Benefits	14,243	9,081	11,574	14,036	21%
Travel and Transportation	-	-	-	250	100%
Professional Services	1,341	-	-	-	
Communications	693	415	569	650	14%
Contractual Services	-	-	-	-	
Materials & Supplies	112	655	283	635	124%
Capital	-	-	-	-	
Utilities					
Other	558	-	-	50	100%
Debt Service					
Transfer or Advance					
Total	56,234	27,522	42,019	50,742	21%
Community Development Block Grant Fund (Fund 240)	2012 Actual	2013 Actual	2014 Projected	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	14,588	5,255	18,496	18,000	-3%
Fringe Benefits	3,045	1,179	3,278	2,781	-15%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	39,092	34,955	55,000	65,000	18%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	56,725	41,388	76,774	85,781	12%
TOTAL EXPENDITURES	112,959	68,910	118,792	136,523	15%

2014 Accomplishments

- In collaboration with Emerson Elementary School and the support of a Target grant, kindergarten parents and children participated in a parent education/ family literacy program.
- Early Childhood staff person has been cross trained to provide support and expertise in all divisions of the Department of Human Services.
- Implementation and regular use of Facebook page for Lakewood Family Room

Division of Early Childhood

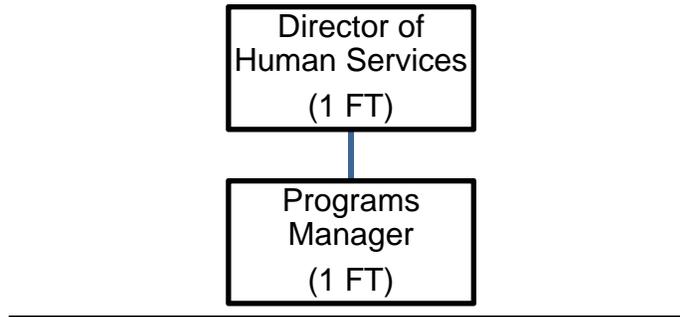
2015 & Beyond Strategic Plan

Vibrant Neighborhoods:

- *Build Strong Families*
 - Engage and connect families and caregivers raising young children with each other and community resources
 - Key Performance Indicators:
 - Annually increase the number of parents and children involved with Early Childhood services and/or its partners by 15%
 - 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

- *Build Volunteer Capacity*
 - Increase the number and frequency of volunteers
 - Key Performance Indicators:
 - Annually recruit 4 volunteers who will be formally connected to projects for the Division of Early Childhood in conjunction with the Volunteer Services Supervisor
 - 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

	As of Dec. 31, 2012	As of Nov. 15, 2013	Budgeted 2014	As of Nov. 15, 2014	Proposed 2015
Full Time Employees					
Programs Manager	1	1	1	1	1
Total Full-Time Employees	1	1	1	1	1

Five-Year Capital Improvement Plan

2014 Carryover Projects

The following projects were either ongoing from prior years, or went to Board of Control during 2014 that will continue into 2015. 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.

Description	Funding Source	Budgeted Amount	Expenditures to Date	Project Remainder	Comments
TOTAL CARRYOVER PROJECTS =		\$ 21,203,027	\$ 7,320,949	\$ 13,882,078	
Water Meter Replacement Program	Capital Lease - Water	\$ 3,824,602	\$ 2,786,476	\$ 1,038,126	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. June 23, 2014 contract to Neptune Equipment Company in the amount of \$1,400,000 for the Water Meter Reading Installation & Water Meter Replacement Project as outlined in Bid No. 11-025. The project will be paid for through the City's Capital Lease Program over 3-4 years. Board of Control Contract award to Neptune Equipment Company now totals \$2,400,000 against the original \$3,824,602 Project.
Madison Ave. Signal Improvement	2012 GO BANS	\$ 1,400,000	\$ 944,410	\$ 455,590	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. April 7, 2014 BOC Award to release payment to the Treasurer, State of Ohio in the amount of \$695,896 in compliance with the agreement entered into between the City of Lakewood and the Ohio Dept. of Transportation for the Madison Ave. Traffic Signalization Improvement Program (from McKinley to Ridgewood Ave).
Salt Storage Structure	2013 & 2014 GO BANS	\$ 250,000	\$ 260,810	\$ (10,810)	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. March 24, 2014 BOC Award to CT Consultants in the amount of \$17,600 to provide final design and construction services for the City's new Salt Storage Facility to be located at the valley site adjacent to the MUG building. Contract award with CT Consultants now totals \$32,600. August 4, 2014 BOC to award a contract with Miller Builders in the amount of \$248,210 to replace the City's Salt Storage Building located in the valley at the Municipal Utilities Garage (location of current building to be taken down by Miller Builders). Contract award is the base bid of \$228,210 plus \$20,000 for contingencies.
Lakewood Park Improvements / Kid's Cove	Prior Year BANS	\$ 676,000	\$ 175,382	\$ 500,618	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. Jan. 6, 2014 BOC Award to Environmental Design Group LLC in the amount of \$7,400 to add Kid's Cove to the original plan for waterfront improvements at Lakewood Park, Phase II. Contract award to Environmental Design Group LLC now totals \$32,400. June 2, 2014 BOC Award to Environmental Design Group LLC in the amount of \$118,304 to finalize the design and create construction bid documents for the Lakewood Park waterfront improvements. Contract award to Environmental Design Group LLC now totals \$175,149.

Five-Year Capital Improvement Plan

2014 Current Projects (continued)

Lakewood Park Improvements / Kid's Cove	Prior Year BANS	\$ 676,000	\$ 175,382	\$ 500,618	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. Jan. 6, 2014 BOC Award to Environmental Design Group LLC in the amount of \$7,400 to add Kid's Cove to the original plan for waterfront improvements at Lakewood Park, Phase II. Contract award to Environmental Design Group LLC now totals \$32,400. June 2, 2014 BOC Award to Environmental Design Group LLC in the amount of \$118,304 to finalize the design and create construction bid documents for the Lakewood Park waterfront improvements. Contract award to Environmental Design Group LLC now totals \$175,149.
Description	Funding Source	Budgeted Amount	Expenditures to Date	Project Remainder	Comments
Lakewood Park Solstice Steps	Prior Year GO BANS / 2015 GO BANS	\$ 1,900,000	\$ 25,000	\$ 1,875,000	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. March 17, 2014 BOC Award to Environmental Design Group LLC in the amount of \$24,445 to perform the following due diligence services for Lakewood Park's Phase II Improvements; Location Survey, Ohio EPA Permitting, Oversight, and Reporting for Borings only, and Geotechnical and Environmental Investigation. Contract award to Environmental Design Group LLC now totals \$56,845.
2013 Long Term Control Plan Engineering & Project Design	WWC Fund	\$ 704,500	\$ 216,718	\$ 487,782	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. April 8, 2014 BOC Award to CT Consultants in the amount of \$162,800 to perform Sewer System Modeling within the Long Term Control Plan. Contract award to CT Consultants now totals \$863,000. August 4, 2014 BOC to award a Professional Services Contract to Advance Instruments, Inc. in an amount not to exceed \$18,216 to install Flow Meters and Rain Gauge on West 117th Street to perform Sewer System Modeling as part of the Long Term Control Plan Source Feasibility Control Study.
West End Sewer	WWC Fund / OPWC Grant/Loan	\$ 5,000,000	\$ 678,060	\$ 4,321,940	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. June 23, 2014 BOC request to amend a Professional Design Services Contract with CT Consultants in the amount of \$503,700 for the West End Sewer Project – Phase II. Contract award to CT Consultants now totals \$678,060.
Fleet Mechanics Vehicle	General Fund	\$ 51,000	\$ 50,266	\$ 734	September 8, 2014 BOC award of contract Valley Ford Truck, Inc. in the amount of \$49,876 for the purchase of a 2015 Ford F450 4x4 Regular Cab Pick-Up Truck for use by the Division of Fleet as a Mechanics Vehicle. To be completed by April 2015.
5-Ton Stainless Steel Dump w/ plow & spreader & vac collection box	2014 Capital Lease	\$ 189,000	\$ 214,973	\$ (25,973)	June 23, 2014 BOC contract with Best Equipment Company, Inc. in the amount of \$18,976 for the purchase of a 10' Long New XtremeVac Collection Box for use by the Division of Streets & Forestry. October 6, 2014 BOC to award a contract to Rush Truck Centers of Ohio, Inc. in the amount of \$82,984 for the purchase of (1) 2015 International 7400 SFA 4x2 Single & Tandem Axle Cab & Chassis. Cab & Chassis to be paid for through the 2014 Capital Lease Program; to enter into a contract with Concord Road Equipment Co., Inc. in the amount of \$113,013 for the purchase of (1) Concord Minuteman Hooklift Hoist, Plow & Related Equipment, (1) 11' Stainless Steel Skid Mounted Hopper Spreader w/Lane Control Spinner Assembly and (1) Heavy Duty Skid Mount Direct Application Liquid Anti-Icing Spray Applicator to be utilized on 2015 International 5-Ton Dump Truck for use by the Division of Streets. Equipment to be paid for through the 2014 Capital Lease Program. To be completed by August 2015.
Automated Refuse Trucks (2)	2014 Capital Lease	\$ 273,125	\$ 273,125	\$ -	May 5, 2014 BOC Award to Best Equipment Company, Inc. in the amount of \$273,125 for the purchase of a 2012 Freightliner M2 Cab & Chassis and 2014 Labrie Expert Helping Hand Body with delivery in 95 days. Vehicle to be purchased through the 2014 Capital Lease Program. Oct. 20, 2014 BOC award of contract with Best Equipment Company, Inc. in the amount of \$273,125 for the purchase of a 2015 Freightliner M2 Cab & Chassis and 2015 Labrie Expert Helping Hand Body with delivery in 150 days. Vehicle to be purchased through the 2014 Capital Lease Program. One complete, and the other to be completed by April 2015.
Citywide Phone System Replacement	General Fund	\$ 305,000		\$ 305,000	October 6, 2014 BOC to award a contract to Business Communications Specialists in an amount not to exceed \$305,000 for replacement of the City's Phone System, to include phones plus 25 spare phones, necessary hardware & software, five (5) years of maintenance as well as installation and training.

Five-Year Capital Improvement Plan

2014 Current Projects (continued)

DGO: Clifton Blvd Westend	2014 GO BANs	\$ 425,000	\$ 836,981	\$ (411,981)	Jan. 21, 2014 BOC Award to LJB, Inc. in the amount of \$24,906 to perform Professional Design Services for the Clifton Boulevard Resurfacing Project. LJB, Inc. was chosen to perform Professional Design Services based on a bid submitted to Cuyahoga County. Sept. 8, 2014 BOC award a contract to Vandra Brothers Construction in the amount of \$832,332 for the Clifton Blvd. Resurfacing Project; ODOT PID 96460, as outlined in Bid No. 14-021. Contract award is \$832,332, which includes the base bid of \$741,373.50, plus Alternate No. 3 in the amount of \$15,958 and \$75,000 for contingencies as outlined in Bid No. 14-021. ODOT will REIMBURSE \$485,000 of the contract to the City. Sept. 8, 2014 BOC award a requirement contract to DLZ, Ohio in the amount of \$52,668 to perform Construction Inspection Services for the Clifton Blvd. Resurfacing Project; ODOT PID 96460.
Description	Funding Source	Budgeted Amount	Expenditures to Date	Project Remainder	Comments
Clifton Ave. Bus Shelters	SCMR Fund	\$ 50,000	\$ 80,000	\$ (30,000)	April 21, 2014 BOC Award to enter into a contract with the Greater Cleveland Regional Transit Authority (GCRTA) in the amount of \$50,000 in compliance with the agreement entered into between the City of Lakewood and the GCRTA for the Clifton Blvd. Enhancement Project. Aug. 4, 2014 BOC Award amend a contract with the Greater Cleveland Regional Transit Authority (GCRTA) in the amount of \$30,000 in compliance with the agreement entered into between the City of Lakewood and the GCRTA for the Clifton Blvd. Enhancement Project. Additional repair work required at Clifton Blvd. and West 117th Street Intersection. Contract award to GCRTA totals \$80,000
Madison Park Frontage	WWC Fund / US EPA Grant	\$ 185,000	\$ 18,000	\$ 167,000	April 21, 2014 BOC Award to CT Consultants in the amount of \$28,560 to perform Professional Survey & Design Work for the Green Street & Green Parking Lot Project; Rozi's Parking Lot No. 8 and the Madison Park Frontage. Project will be partially funded by US EPA.
Municipal Lots 1&4 Sidewalk & Apron Improvements	SCMR Fund	\$ 66,000	\$ 65,173	\$ 827	October 6, 2014 BOC to award a requirement contract to F.P. Allega Concrete Construction Corp. in an amount not to exceed \$66,000 to perform Sidewalk & Apron Replacement work on Parking Lots 1 & 4. Contractor agreed to extend Bid No. 14-013 Sidewalk Program pricing to the City for the additional work to be performed.
Franklin / Hilliard Traffic Signal Design	2014 GO BANs	\$ 255,250	\$ 255,250	\$ -	May 19, 2014 BOC Award to CT Consultants in the amount of \$255,250 to perform Professional Design Services for the Traffic Signalization Program, Phase 5; Hilliard Rd. & Franklin Blvd. (Riverside Dr. to Ridgewood Ave.).
Fire Station 2 & 3 Improvements	Lakewood Hospital Fund	\$ 60,000	\$ 44,515	\$ 15,485	
Rozi's Parking Lot No. 8	WWC Fund / US EPA Grant	\$ 150,000	\$ 12,000	\$ 138,000	April 21, 2014 BOC Award to CT Consultants in the amount of \$28,560 to perform Professional Survey & Design Work for the Green Street & Green Parking Lot Project; Rozi's Parking Lot No. 8 and the Madison Park Frontage. Project will be partially funded by US EPA.
Animal Shelter Improvements	Trust & Agency Funds	\$ 20,000	\$ 19,878	\$ 122	June 23, 2014 BOC award a contract with Variety Contractors, Inc. in an amount not to exceed \$20,000 to reconfigure and remodel the Lakewood Animal Shelter. Nov. 3, 2014 BOC Award to Variety Contractors for an additional \$821 for addition of viewing opening through wall & removal of 2 electrical switches.
Edgewater Sewer Improvement	WWC Fund / OPWC Award	\$ 2,000,000	\$ 76,540	\$ 1,923,460	Feb. 18, 2014 BOC Award to CDM Smith in the amount of \$41,740 to perform Professional Survey & Design Services for 15500 Edgewater Drive Outfall, which is part of the Edgewater Sewer Separation Project. August 18, 2014 BOC award a requirement contract with the property owners of Parcel #311-13-007 in the amount of \$21,950 for a 12 month Temporary Construction Easement for the Edgewater Sewer Separation Project, and award a requirement contract with the property owners of Parcel #311-13-008 in the amount of \$9,950 for a 12 month Temporary Construction Easement for the Edgewater Sewer Separation Project.
2014 Watermain Replacement Project – Athens, Blossom Park, St. Charles, Summit, Woodward	Water Fund / OPWC Award	\$ 3,050,000	\$ 92,400	\$ 2,957,600	April 21, 2014 BOC Award to Osborn Engineering Company in the amount of \$90,300 to perform Construction Design Services for the Athens, Blossom Park, St. Charles, Summit & Woodward Watermain Replacement Projects. Ohio Public Works Commission (OPWC) to fund a portion of this project.
WWTP Stairway Replacement	WWTP Fund	\$ 188,550	\$ 24,950	\$ 163,600	May 19, 2014 BOC Award to Osborn Engineering in the amount of \$24,950 to provide Professional Design Services for the Waste Water Treatment Plant Stairway Replacement Project. Nov. 3, 2014 BOC Award to Millstone Mgmt Group for \$163,600 for stairway replacement construction
Webb Sewer Extension	WWC Fund	\$ 30,000	\$ 30,251	\$ (251)	May 19, 2014 BOC Award to CT Consultants in the amount of \$25,450 to perform Professional Engineering Design Services for the Webb Rd. Sanitary Sewer Extension and EPA Early Action Projects.

Capital Project Criteria

The following table presents the criteria used to rate the 2015 Capital Projects.

City of Lakewood Project-based Capital Investment Criteria	
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

2015 Capital Projects

Project Name / Description	Funding Source	2015	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.
			A	B	C	D	E	F	G	H	I
	Grand Total =	\$ 6,857,500									
Building & Public Facility Improvements	Total =	\$ 440,000									
City Facilities Study	General Fund	\$ 25,000	X		X	X					
Design for renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	General Fund	\$ 35,000			X						
Building & Facility Improvement	General Fund	\$ 130,000			X	X					
Roof Improvements	GO BANS	\$ 250,000				X					
Reforestation	Total =	\$ 115,000									
Reforestation	General Fund	\$ 115,000							X	X	

2015 Capital Projects (Continued)

Project Name / Description	Funding Source	2015	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.
Park Improvements	Total =	\$ 300,000									
Parks Master Plan Update and Active Living Recreation Task Force Recommendations Facilitation	General Fund	\$ 100,000		X	X			X	X	X	
Madison Park Lighting Upgrades	CDBG	\$ 100,000		X		X	X		X		X
Swimming Pool Improvements	Water Fund	\$ 100,000				X					

Five-Year Capital Improvement Plan

2015 Capital Projects (Continued)

Project Name / Description	Funding Source	2015	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 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.
Sewer & Wastewater Treatment Plant Improvements	Total =	\$ 3,157,500								
Aeration RAS Valves / Operators (2)	WWTP Fund	\$ 15,000				X				X
Ultra Violet Disinfection Lamp Replacement	WWTP Fund	\$ 25,000			X	X				X
Thickened Sludge Pumps (2)	WWTP Fund	\$ 35,000				X				X
Interior Lighting Upgrade (213 Fixtures)	WWTP Fund	\$ 37,500				X	X			X
Clifton Lagoon Pump Station Pumps (2)	WWTP Fund	\$ 50,000				X	X			X
Dewatering Pumps (3)	WWTP Fund	\$ 75,000				X				X
Repaint Aerial Sewer Influent Pipes	WWTP Fund	\$ 75,000				X		X		X
Emergency Sewer	WWC Fund	\$ 100,000	X		X	X				X
Illicit Discharge Prevention (Design)	WWC Fund	\$ 100,000	X	X	X	X		X	X	X
Outfall Repairs Construction	WWC Fund	\$ 100,000	X		X	X		X		X
Erosion Protection of Outfalls Design	WWC Fund	\$ 100,000			X	X		X		X
Final Clarifier Header Tube Replacement (6)	WWTP Fund	\$ 120,000				X	X			X
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN	WWTP Fund	\$ 175,000			X	X	X		X	X
Initial Control Measures Study / High Rate Treatment Analysis (Design)	WWC Fund	\$ 250,000	X		X	X			X	X
Illicit Discharge Prevention (Construction)	WWC Fund	\$ 300,000	X	X	X	X		X	X	X
Integrated Wet Weather Improvement Plan (IWWIP) Phase 1 Design	WWC Fund	\$ 750,000	X		X	X		X	X	
Overflow Monitoring Equipment & Study	WWC Fund	\$ 850,000	X		X	X		X	X	

2015 Capital Projects (Continued)

Project Name / Description	Funding Source	2015	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 adopted.)	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.
Sidewalks	Total =	\$ 650,000									
Sidewalk Program	GO BANS	\$ 650,000		X	X	X	X		X	X	X
Street Improvements	Total =	\$ 2,020,000									
Utility Pavement Repair	Water & WWC Funds	\$ 50,000				X	X				
CDBG Streets Program (Coutant, Lark & Thrush)	CDBG	\$ 470,000				X	X	X	X	X	X
Streets Improvement Program (Streets to be determined)	GO BANS	\$ 1,500,000				X	X	X	X	X	
Traffic Signs & Signals Improvements	Total =	\$ 75,000									
Traffic Sign Replacement Program	SCMR Fund	\$ 75,000		X		X	X	X			
Water System Improvement	Total =	\$ 100,000									
Emergency Water	Water Fund	\$ 100,000			X	X					

Five-Year Capital Improvement Plan

Vehicle, Equipment and Computer Project Criteria

The following table presents the criteria used to rate the 2015 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.

Five-Year Capital Improvement Plan

2015 Vehicle, Equipment and Computer Projects

Project Name / Description	Funding Source	2015	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.
			1	2	3	4	5	6	7	8
	Grand Total=	\$ 3,204,030								
Citywide Fiberoptic System	Capital Lease - Fund 301	\$ 550,000				X				
Fire - Engine #2	Capital Lease - Lakewood Hospital Fund	\$ 500,000		X				X		
Recycle Receptacles (Phase 3)	2014 Capital Lease	\$ 357,000				X				
Police Vehicles 4-5 cars each year	Capital Lease - Fund 301	\$ 304,000		X	X	X	X		X	
Streets Vehicle #128 - 5-Ton S/S Dump w/ Plow & S/S Spreader	Capital Lease - Fund 301	\$ 220,000	X	X	X					
EMS Life Paks	Lakewood Hospital Fund	\$ 158,000			X			X		
Water Vehicles #303 Panel van water digging crew	Capital Lease - Water Fund	\$ 125,000				X				
Body Cameras for Officers, Equipment and Storage	Capital Lease - 301 Fund	\$ 120,000				X	X			

Five-Year Capital Improvement Plan

2015 Vehicle, Equipment and Computer Projects (Continued)

Project Name / Description	Funding Source	2015	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.
			1	2	3	4	5	6	7	8
Power 8 with Mimix software / New server (AS/400)	General Fund	\$ 95,000		X						X
Forestry Vehicle #115 1 Ton Dump With plow	General Fund	\$ 85,000		X	X					
Water Vehicle #305 1 1/2 ton dump truck with plow	Water Fund	\$ 80,000				X				
GIS Improvements	Water / WWC Funds	\$ 50,000				X				X
Microsoft Exchange 2013 Upgrade	General Fund	\$ 50,000	X		X					X
City Hall Auditorium Audio / Visual Equipment	General Fund	\$ 50,000	X		X					X
Heavy Duty Hydraulic Shear for Weld Shop	General Fund	\$ 45,000	X	X	X	X				
Leaf Vac Trailer mounted for leaves	SCMR Fund	\$ 42,000				X				
Parks vehicle # 607 pickup truck with plow	General Fund	\$ 42,000		X		X				
Refuse Vehicle # 426 1-ton pickup with plow	General Fund	\$ 42,000		X	X	X				
Parking Vehicle	Parking Fund	\$ 35,000	X	X		X				

Five-Year Capital Improvement Plan

2015 Vehicle, Equipment and Computer Projects (Continued)

Project Name / Description	Funding Source	2015	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.
			1	2	3	4	5	6	7	8
AFIS Computer/Automated Fingerprint Identification System	General Fund	\$ 30,000		X	X	X	X			
Property / Evidence Vault Upgrades / Alarm, Video / Storage	General Fund	\$ 30,000	X	X	X	X				
Replacement City Hall Cameras	General Fund	\$ 27,000	X		X					
WWC Vehicle #5102 sewer air compressor	WWC Fund	\$ 25,000				X				
Boxes for leaf vacs	SCMR Fund	\$ 22,000				X				
LED Snowflakes for Madison & Detroit	SCMR Fund	\$ 20,000		X	X					
Segways (2)	Law Enforcement Trust Fund	\$ 20,000				X	X			
Mower & Equipment Upgrades	General Fund	\$ 17,000		X		X				
Groundkeepers vehicle	General Fund	\$ 17,000	X	X	X	X				
Goodall Jump Starter with Generator	General Fund	\$ 15,000				X				
Tow Behind Light Panel / Generator	Water Fund	\$ 15,000				X				X
Auditorium Tables and Chairs	General Fund	\$ 12,000			X					

Five-Year Capital Improvement Plan

Capital Improvement Plan (2016-2019)

The following is a listing of all planned capital projects for 2016 and Beyond:

Project Name / Description		2016	2017	2018	2019
	GRAND TOTAL =	\$ 11,279,032	\$ 5,011,534	\$ 4,386,786	\$ 4,566,038
Building & Public Facility Improvements	Total =	\$ 130,000	\$ 170,000	\$ 140,000	\$ 145,000
Building & Facility Improvement		\$ 130,000	\$ 135,000	\$ 140,000	\$ 145,000
Repairs to Station #1			\$ 35,000		
Forestry	Total =	\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Reforestation		\$ 90,000	\$ 90,000	\$ 90,000	\$ 90,000
Sewer & Wastewater Treatment Plant Improvements	Total =	\$ 4,686,000	\$ 637,500	\$ 670,750	\$ 600,000
Ultra Violet Disinfection Lamp Replacement				\$ 30,000	
Interior Lighting Upgrade (213 Fixtures)		\$ 36,000	\$ 37,500	\$ 40,750	
Emergency Sewer		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Illicit Discharge Prevention (Design)		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Outfall Repairs Construction		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Initial Control Measures Study / High Rate Treatment Analysis (Design)		\$ 250,000			
Illicit Discharge Prevention (Construction)		\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Integrated Wet Weather Improvement Plan (IWWIP) Phase 1 Design		\$ 500,000			
Overflow Monitoring Equipment & Study		\$ 550,000			
Concrete Restoration		\$ 500,000			
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade CONSTRUCTION		\$ 2,250,000			

Five-Year Capital Improvement Plan

Capital Improvement Plan (2016-2019) Continued

Project Name / Description		2016	2017	2018	2019
Sidewalks	Total =	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Sidewalk Program		\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000
Street Improvements	Total =	\$ 1,550,000	\$ 2,050,000	\$ 1,550,000	\$ 1,550,000
Utility Pavement Repair		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
Streets Improvement Program (Streets to be determined)		\$ 1,500,000		\$ 1,500,000	\$ 1,500,000
Lake Avenue Resurfacing			\$ 2,000,000		
Traffic Signs & Signals Improvements	Total =	\$ 825,000	\$ 75,000	\$ 75,000	\$ 75,000
Traffic Sign Replacement Program		\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Franklin / Hilliard Signal Improvement		\$ 750,000			

Five-Year Capital Improvement Plan

Capital Improvement Plan (2016-2019) Continued

Project Name / Description		2016	2017	2018	2019
Vehicles, Equipment & Computer Systems	Total =	\$ 2,348,032	\$ 1,239,034	\$ 1,111,036	\$ 1,356,038
Mower & Equipment Upgrades		\$ 18,000	\$ 19,000	\$ 20,000	\$ 20,000
Boxes for leaf vacs		\$ 24,000			
Police Vehicles 4-5 cars each year		\$ 314,000	\$ 326,000	\$ 337,000	\$ 348,000
Road Saw Replacement Equipment #6226		\$ 29,000			
Parks vehicle # 627 pickup truck with plow		\$ 39,000			
Signals Vehicle # 126 Crewcab with plow		\$ 40,000			
Refuse Vehicle # 427 Pickup truck with plow		\$ 43,000			
Streets Vehicle # 172 Crewcab with plow		\$ 50,000			
Sharepoint Upgrade		\$ 80,000			
Parks #600 Bobcat		\$ 85,000			
Parks vehicle # 609 1-ton dump truck with plow		\$ 87,000			
Police Surveillance Cameras (26)		\$ 100,000			
Forestry Vehicle #608 - Bucket Truck		\$ 225,000			
Streets Vehicle #109 -5-Ton S/S Dump w/ Plow & S/S Spreader		\$ 225,000			
Fire - Medical Squad		\$ 250,000			
WWC Vehicle #817 sewer cleaning truck		\$ 350,000			
SCBA Equipment		\$ 385,000			

Capital Improvement Plan (2016-2019) Continued

Project Name / Description		2016	2017	2018	2019
Vehicles, Equipment & Computer Systems (continued)					
Replacement Ambulance Cots			\$ 30,000		\$ 30,000
Parks vehicle # 624 maintenance van			\$ 35,000		
Forestry Vehicle #190 Pickup Truck with plow			\$ 40,000		
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow			\$ 130,000		
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow			\$ 130,000		
Backhoe Replacement Equipment #116			\$ 140,000		
Automated sideloader refuse & recycling packer truck			\$ 385,000		\$ 395,000
Streets vehicle # 129 1ton dump truck with plow				\$ 90,000	
Streets vehicle # 147 Signal tech truck				\$ 200,000	
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader				\$ 210,000	
Replacement for AS400-based SunGard System				\$ 250,000	

Five-Year Capital Improvement Plan

Capital Improvement Plan (2016-2019) Continued

Project Name / Description		2016	2017	2018	2019
Vehicles, Equipment & Computer Systems (continued)					
Vehicle #900 car					\$ 30,000
WWTP Vehicle #801 Pickup Truck w/ Plow					\$ 40,000
Parks Vehicle #604 Pickup Truck w/Plow					\$ 40,000
Street Vehicle #110 Pickup Truck w/ Plow					\$ 40,000
Water vehicle #311 Utility Body Truck					\$ 49,000
Fleet Vehicle # 1105 Welders Truck					\$ 55,000
Sewer Vehicle #823 1-ton dump with plow					\$ 80,000
Street Sweeper to replace #133					\$ 225,000
Water System Improvement	Total =	\$ 1,000,000	\$ 100,000	\$ 100,000	\$ 100,000
Emergency Water		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Watermain Replacement Project		\$ 900,000			

City of Lakewood Financial Policies and Guidelines

Introduction

These financial policies guide the City through everyday financial matters, and in short and long-term budgetary planning. They provide guidelines for evaluating both current activities and proposals for future programs. The policies provide the structure for all decision-making with the goal of achieving and maintaining financial stability in the near and long-term.

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

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

It is recommended these policies be reviewed on an annual basis and modified as needed to ensure that they are the best guidelines for achieving fiscal responsibility and cost effectiveness. The date of most current review was November 14, 2014.

Fund Structure

The City of Lakewood uses fund accounting for its financial structure. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain City functions or activities.

Funds are the control structures that ensure that public monies are spent only for authorized purposes and within the amounts authorized. Funds are established to account for the different types of activities and legal restrictions that are associated with a particular government function. The use of funds and the budgeting, accounting, and auditing that are associated with this fund structure are governed by the Ohio Revised Code (ORC) and the Governmental Accounting Standards Board (GASB).

For financial statement presentation purposes, the various funds of the City are grouped into the following fund types under three broad fund categories: governmental, proprietary, and fiduciary / agency.

Governmental Funds

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

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

The General Fund accounts for all financial resources except those required to be accounted for in another fund. The general fund balance is available to the City for any

City of Lakewood Financial Policies and Guidelines

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

Special Revenue Funds are used to account for revenue from specific sources (other than major capital projects) which require separate accounting because of legal restrictions.

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

Capital Projects Funds account for financial resources to be used for acquisition of equipment and the construction of major capital facilities (other than those financed by proprietary funds), and to account for the financing of public improvements or services deemed to benefit specific properties on which assessments are levied.

Proprietary Funds

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

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

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

Fiduciary /Agency Funds

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

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

Basis of Accounting

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

City of Lakewood Financial Policies and Guidelines

Budget Procedures

Basis of Budgeting Description

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

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

Administrative control is maintained through the establishment of detailed line-item budgets. Appropriated funds may not be expended for purposes other than those designated in the appropriation ordinance authorized by Council. Expenditures plus encumbrances may not legally exceed appropriations at the level of appropriation adopted by Council.

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

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

Budget Process Description

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

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

City of Lakewood Financial Policies and Guidelines

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

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

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

However, Ohio Revised Code § 5705.38(C) requires that "Appropriation measures shall be classified as to set forth separately the amounts appropriated for each office, department, and division, and within each, the amount appropriated for personal services."

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

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

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

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

Estimated Revenues and Expenditures

According to Article III, Section 14 of the City of Lakewood Second Amended Charter, on or before the fifteenth day of November in each year, the Mayor, Director of Public Works and Director of Finance shall prepare an estimate of the expense of conducting the affairs of the City for the following year. This estimate shall be compiled from detailed information obtained from various departments on uniform blanks prepared by the Director of Finance, and shall set forth:

- (a) An itemized estimate of the expense of conducting each department;

City of Lakewood Financial Policies and Guidelines

- (b) Comparisons of such estimates with the corresponding items of expenditures for the last two complete fiscal years and with the expenditures of the current fiscal year plus an estimate of expenditures necessary to complete the current fiscal year;
- (c) Reasons for the proposed increase or decrease in such items of expenditures compared with the current fiscal year;
- (d) A separate schedule for each department showing the things necessary for the department to do during the year and which of any desirable things it ought to do if possible;
- (e) Items of payroll increase as either additional pay to present employees. Or pay for more employees;
- (f) An itemization of all anticipated revenue from taxes and other sources;
- (g) The amounts required for interest on the City's debt and for bond retirement funds as required by law;
- (h) The total amount of the outstanding City debt with a schedule of maturities of bond issues and any other long-term financial obligations of the City;
- (i) Such other information, as may be required by Council. Upon receipt of the estimate, council shall thereafter pass, taking the estimate into consideration, temporary or permanent appropriation ordinances as provided by general law. No money, from whatever source derived, shall be appropriated for use by or at the direction of individual members of Council.

Temporary Appropriations

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

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

Annual Appropriations

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

Revised Appropriations

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

Budget Policies and Guidelines

Balanced Budgets

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

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

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

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

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

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

Fund Balances and Reserve Accounts

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

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

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

City of Lakewood Financial Policies and Guidelines

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

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

- \$500,000 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
- \$1,500,000 minimum for Budget Stabilization Fund but cannot exceed up to five percent of the total revenues from prior year as permitted by Ohio Revised Code Section 5705.13.

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.

City of Lakewood Financial Policies and Guidelines

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

Capital Budgeting

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

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

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

Revenue Policies and Guidelines

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

Tax Policy

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

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

User Fees and Charges

The City will establish all user charges and fees at a level sufficient to cover the costs of services provided. It will also consider market rates and charges levied by other municipalities to establish comparable amounts. Fees and charges should be reviewed annually, and should be modified to allow growth at a rate that keeps pace with the costs of provided the service.

Delinquent Payments and Collections

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

City of Lakewood Financial Policies and Guidelines

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.

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.

City of Lakewood Financial Policies and Guidelines

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.

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.

City of Lakewood Financial Policies and Guidelines

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

On February 18, 2014, Lakewood City Council passed Resolution 8717-14 establishing post-issuance compliance procedures relating to the City's outstanding and future tax-exempt debt obligations as required to comply with Federal tax law requirements.

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

City of Lakewood Financial Policies and Guidelines

- 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 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.

City of Lakewood Financial Policies and Guidelines

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.

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 collateralized 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.

City of Lakewood Financial Policies and Guidelines

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.

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

City of Lakewood Financial Policies and Guidelines

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.

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.

City of Lakewood Financial Policies and Guidelines

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 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; and 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 2015 & Beyond Strategic Plan

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 2015 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 2015 & Beyond Strategic Plan

- Promote the McKinley redevelopment as a model for creative opportunities in the community.
 - Strategies:
 - Continue working with major property holders, Omni, Board of Education, Forrest City and Spitzer to position these properties for reuse or redevelopment.
 - Plans:
 - Clearly advertise and explain the City's strategic development goals and partnership opportunities.
 - Actions:
 - Market the growth around Lakewood's great existing neighborhoods.
- *Improve and Maintain Infrastructure and Enhance Connectivity*
 - Continue traffic signalization replacement improvement program on Madison and Franklin Avenues*
 - Completion of Madison Avenue street resurfacing
 - Madison Avenue bike lanes implemented
 - Implement Sidewalk Improvement Plan*
 - **Streets**
 - Actions:
 - Bring all sidewalk across the city up to an acceptable standard over the next 10 years, or until complete
 - Actions:
 - Examine city sidewalks for defects or violations to notify homeowners of repairs needed. Track progress of violations and determine best remedy.
 - Support 4 new schools reconstruction sites
- *Improve the Visual Impression of the Community*
 - Control litter and snow on sidewalks*
 - **Streets**
 - Actions:
 - Work with Community service to enhance walkability during inclement weather.
 - Manage our urban forest*
 - **Forestry**
 - Key Performance Indicators:

City of Lakewood 2015 & Beyond Strategic Plan

- Maintain Tree City USA standards
 - Strategies:
 - Meet or exceed all annual requirements necessary to maintain Tree City USA status as set forth by the National Arbor Day Foundation.
 - Plan:
 - Track our urban forestry by using tree keeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, and diseases and insect control.
 - Actions:
 - Incorporate certain Tree City USA recertification benchmarks into our work plans, goals and public outreach events.
- Expand compliance and access in public spaces and street sign replacement for improved reflectivity.
 - Key Performance Indicator:
 - Upgrade ALL required signage based on new Federal Standards over the next 15 years, or until complete.
 - Strategies:
 - Strive to make all public spaces accessible to all residents and visitors to Lakewood. Enhance the city streetscape and navigability thereof.
 - Plan:
 - Replace a minimum of 1/15 of required signage each year to meet new Federal Standards for retro-reflectivity.
 - Actions:
 - Examine and track all city street signage and incorporate compliance to Federal Standards into workflow.
 - Continue to play an active and vital role in city street festivals and community events.
 - Work in unison with the Parks and Planning departments to improve and upgrade street scape and public spaces.
- *Promote Commercial Space Development*
 - Madison on the Move storefront and commercial attraction, retention, and investment
 - Commercial Space Development and Utilization on Madison Avenue

- **Planning & Development**
 - Key Performance Indicators:
 - Provide technical assistance and have at least six businesses along the corridor.
 - Strategies:
 - Continue proactive outreach and marketing to existing business and potential investors.
 - Plans:
 - Use 2014 storefront success stories in marketing effort
 - Actions:
 - Promote the use of public funds for the Madison corridor to leverage further private investment.

Vibrant Neighborhoods

- *Build Volunteer Capacity*
 - Increase the number and frequency of volunteers
 - **Community Development**
 - Key Performance Indicators:
 - Increase our volunteer corps of city volunteers as well as “neighbors helping neighbors” volunteers
 - Strategies:
 - New website design in 2015 which will help focus attention to the Volunteer Lakewood web 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.
 - Volunteer web pages to be more prominent on newly-designed website
 - 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:
 - Volunteer Services Supervisor will work with Lakewood Senior Collaborative, Lakewood Family Collaborative and other community partners to recruit potential volunteers
 - Plans:
 - Identify areas within the department that will benefit from volunteer support
 - Develop a marketing plan for volunteer recruitment
 - Actions:
 - Implement proposed marketing plan

- **Early Childhood**
 - Key Performance Indicators:
 - Annually recruit 4 volunteers who will be formally connected to projects for the Division of Early Childhood in conjunction with the Volunteer Services Supervisor
 - 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:
 - Increase from 192 to 240 camper spots available
 - Expand H2O summer service camp to serve more middle school students
 - Strategies:
 - Assess potential expansion of camper slots and calculate associated cost
 - Plans:
 - Review registrations and waiting list for past three program years to verify interest and target age group

City of Lakewood 2015 & Beyond Strategic Plan

- Actions:
 - Work with H2O Community Advisory Council to obtain resources to cover additional costs

- Engage and connect families and caregivers raising young children with each other and community resources
 - **Early Childhood**
 - Key Performance Indicators:
 - Annually increase the number of parents and children involved with Early Childhood services and/or its partners by 15%.
 - 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
 - Increase the number of parents and children involved with Early Childhood services and/or its partners by 25%.

- *Focus on the City’s Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
 - Effective and appropriate support with regards to impact of Poverty and Age in place trends
 - Clarify resources currently available to Lakewood senior citizens.
 - **Aging**
 - Key Performance Indicators
 - Continue to develop the effectiveness of the Lakewood Senior Collaborative.
 - Strategies:
 - Continue to identify natural and formal organizations and individuals committed to senior support and wellness. Convene monthly meetings to discuss challenges to senior residents and strategize solutions
 - Plans:

- Create a framework to chart services available and identify gaps.
 - Actions:
 - Develop a Leadership Team selected from current membership to formalize purpose and structure of the Lakewood Senior Collaborative.
- Identify community needs and resources currently available through Lakewood Family Collaborative and encourage responsive program development to meet service gaps.
 - **Youth**
 - Key Performance Indicators:
 - 100% of LFC membership to be surveyed annually on community trends identified by LFC Leadership Team and City Administration
 - Strategies:
 - Compile results of annual survey identifying service gaps and significant changes in available resources.
 - Plans :
 - Update current LFC organizations and individual members relative to areas of expertise, resources and services offered.
 - Actions:
 - Through the use of survey monkey, social media and committee members, identify potential new partners and devise a plan for distribution of resource information in a timely manner.
- *Preserve and Enhance Neighborhood Quality*
 - Improved pedestrian crossings
 - 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

- Exterior compliance re-survey and re-focus
- McKinley Residential development to be implemented
- Multi-family inspection and compliance improvements
- Gold Coast support plans to be implemented
- Continue the Evolution of Housing Forward
 - **Building & Housing**
 - Key Performance Indicators:
 - Evaluate trends and data from 2014 housing survey.
 - Strategies:
 - Continue proactive code enforcement and using data gleaned from housing surveys, assign Code Compliance staff to neighborhood zones..
 - Plans:
 - Refine data gathering in the field with continued adjustments to Web QA and LEAN analysis of enforcement process.
 - Actions:
 - Use Community Vision web page and social media to share trends and success stories with residents, non-profit partners, developers and the media.
- Educate all landlords through existing training seminars*
 - **Law**
 - Key performance indicator:
 - Successful implementation of two or three comprehensive landlord information seminars in 2015, attended by at least 200 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 2014'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*
 - Kid's Cove playground design and implementation
 - Solstice Steps Lakewood Park construction
 - Develop new designs for Cove and Wagar as well as secondary city parks for improved utilization, develop new designs for outdoor swimming pools.
 - Leverage Community wellness goals and recommendations of Active Living Task Force

- Implement Park Master Plan
 - **Parks & Public Property**
 - Key Performance Indicator:
 - Successful completion of multiple parks improvements.
 - Strategies:
 - Work with other City Departments and residents to finalize and commence work of Lakewood Park shoreline and playground improvements and other planned improvements at ALL parks locations.
 - Plan:
 - Explore options for improved, proactive and cost effective maintenance of parks grounds and outdoor city pools.
 - Actions:
 - Balance proposed park improvements and community interests designed to produce more inviting spaces with long-term and sustainable maintenance obligations.

- Improve the year round use opportunities of parks and public spaces.
- Develop training programs and work plans for groundkeepers to become stronger stewards of our city's parks and public spaces.

Safe and Secure City

- *Continue to Aggressively Protect Our Citizens and Their Property*
 - Effective narcotics interdiction and medical response specifically Heroin and opiates.
 - Maintain appropriate public safety staffing levels*
 - **Police**
 - Key Performance Indicators
 - Number of officers assigned to Uniform Patrol
 - Reduction in number of Heroin Overdoses.
 - Strategies
 - Complete Hiring of Full and Part Time Police Officers to obtain authorized strength.
 - Work with partner agencies to reduce overdoses
 - Plans
 - Hire full time officer in first quarter of 2015
 - Integrate with Northeast Ohio Task Force for Heroin investigations.
 - Actions
 - Complete hiring process and recruitment of part time officers.
 - Assigned narcotics officer full time to task force.
 - **Prisoner Support**
 - Key Performance Indicators
 - Number of Corrections Officers
 - Strategies
 - Maintain full time Corrections Officer position to decrease overtime cost due to vacancy and increase available sworn officers on uniform patrol
 - Plans
 - Retain officers at authorized strength
 - **Dispatch**
 - Key Performance Indicators
 - Number of full and part time dispatchers.

- Strategies
 - Retain all current employees to improve competency and performance
- Plan
 - Obtain full complement of full time and part time dispatchers
- Actions
 - Continue to train employees to improve competency in Emergency Medical Dispatching
 - 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
 - Work with existing traffic measuring equipment to identify problem and chronic speeding areas
 - Gauge effectiveness of traffic calming on Woodward in relation to 85th percentile of speed and volume.
 - Install permanent traffic calming on Woodward if warranted.

- *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*
 - 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**
 - 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
 - Develop new pre-hospital Medical Protocols in 2015 with our community EMS partners.
 - Identify new Medical Director for Lakewood Fire Department EMS.
 - Develop new Quality Assurance program for review of EMS charts.
 - Actions
 - Train LFD members in disaster and mass casualty preparedness. Plan developed in 2014 implementation for the region in 2015.
 - Develop disaster preparedness resources for residents that are accessible on line.
 - Working with our community partners identify a Physician to be the new Lakewood Fire Department Medical Director
- *Assist with the Technology Needs of Law Enforcement**
 - Implement officer body cameras
 - **Information Technology**
 - Key Performance Indicator:
 - Upgrade Police Surveillance Camera Communication
 - Strategies:
 - Leverage fiber optics and point-to-point wireless networking to improve reliability of IP camera systems and eliminate the reliance on cellular providers
 - Plans
 - Release RFP for point-to-point wireless system to complement the communications of a fiber optic network
 - Actions:
 - Retrofit existing cameras and enclosures to utilize the new communications technology

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:
 - Phase two of the Curbside Recycling Program was completed in August of 2014, thereby bringing the number of households being serviced with automated recycling to 12,000 out of the 18,000 households.
 - 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.
 - Plans:
 - Development of viable refuse and recycling automated cart placement options and designate collection

alternatives for those certain streets and locations with significant space limitations.

- Actions:
 - Final distribution of automated recycling carts to will occur in May of 2015.

- *Encourage and Promote a Culture of Continuous Improvement*
 - Continue LEAN training and implementation of Lean project teams
 - Leverage Green- and Yellow-Belt capabilities to gain service speed, improve service and lower cost
 - **Income Tax**
 - Key Performance Indicators:
 - Income tax will lead two LEAN projects in 2015:
 - Yellow Belt – Payment Plan Project
 - Green Belt – Small Claims Process
 - 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, better defined timeline, and/or increased usage of technology) for maximum efficiency and revenue production
 - **Human Service Administration**
 - Key Performance Indicators:
 - 50% of staff participates on a Lean team. All staff will participate in yellow belt and/or refresher training.
 - Strategies:
 - Implement Lean/kaizen event for electronic scheduling of transportation and home delivered meals
 - Plans:
 - Coordinate projects with Improve consultants and Oatey volunteers
 - Actions :
 - Identify team members and schedule time commitment in the first two months of 2015
 - **Aging**
 - Key Performance Indicators:

- Create a more flexible cost and service model for senior transportation
 - Strategies:
 - Continue to evaluate transportation system using principles of LEAN to determine cost benefit
 - Plans:
 - Assess current medical cab transport and general transportation services
 - Review the demographic profile of Lakewood's older population compared to clients served
 - Create a framework to chart transportation services available in Lakewood and our neighboring communities
 - Actions:
 - Begin conversations with Aging service providers, DSAS and Benjamin Rose Institute to brainstorm transportation models
- Maintain and Support an Educated and Trained Workforce
 - **Civil Service:**
 - Actions :
 - Continue to conduct competitive and non-competitive testing as needed to maintain staffing levels.
 - Review and update non-competitive examinations as needed.
 - **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 33 certifications, projected 80 certifications
 - Ford Online Training: Courses passed current 390, projected 450+
 - Welding training : Certified Welders Current 2, projected 4+
 - International truck training : Hours of training projected 128
 - Strategies:
 - Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired
 - Plan:
 - Maximize training and certifications that can be done in house or on-site in a timely and cost-effective manner.
 - Actions:
 - Incorporate certification opportunities into the workflow and that both production and training are adequately maintained.
- *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
 - 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
- **WWC**
 - Key Performance Indicator:
 - Water system improvements = Better and more timely revenue collection and water loss (cost) prevention. The Division of Water and Wastewater Collection seeks to reduce the amount of time it takes to notify customers of potential leaks and other system problems from 30-days down to 3-days.
 - Strategies:
 - Use, track and act upon real time data received via the new smart meter reading software.
 - Plans:
 - Continue and strengthen our leak detection program to keep our un-accounted for water within acceptable parameters by using the enhanced technology of new smart meters to capture more water use revenue.
 - Actions:
 - Maximize the technology benefits of the new system to better preserve our water resources and capture more revenue. Monitor controls for managing capital and operational costs; water loss (also known as non-revenue water) due to leaks and other system failures.

- 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.)
- Create a unifying plan that will result in clarity of focus and goals, structure for engagement and alignment of resources for the purpose of positive results and impact.*
 - **Human Services Administration**
 - Key Performance Indicators:
 - Engage 100% of DOHS staff utilizing their talents and commitment that supports a high trust performance environment.
 - Strategies:
 - DOHS staff will incorporate newly identified purpose, vision, goals, structure and alignment of resources designed to support optimal service delivery.
 - Plans:
 - Follow framework established in 2014 during calibrating session
 - Actions :
 - Continue to monitor and meet with staff and consultant, when necessary, to successfully

integrate identified plan and commitment to support a high trust performance environment

- Identify data necessary to support reporting and program evaluation
 - **Human Services Administration**
 - Key Performance Indicators:
 - Ascertain all data necessary for grant reporting, core services and program evaluation.
 - Strategies:
 - Create easy access reports from data collection systems for all targeted data
 - Plans:
 - Identify team lead and members to implement Lean initiative
 - Actions :
 - Training for all department staff
- *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.
 - 100% of all routine drivers non-CDL drivers with less than 8 points
 - Strategies:
 - Further development of the Safety Committee.
 - Review and recommend changes for all safety policies in all City Departments.
 - Working with OSHA regulations to determine areas of weakness
 - Continue to follow DOT regulations for CDL drivers.
 - Plans:
 - Review and update employee policies for drivers

City of Lakewood 2015 & Beyond Strategic Plan

- Review and update employee practices for disciplinary action in the case of accidents
- Actions:
 - Monitor driver license reports annually.
 - Ensure those drivers who use a personal vehicle for city business is insured to a minimum qualified level.
 - Hold employees accountable for accidents they cause.
 - Continue to hold at least monthly safety meetings
- Ensure adequate controls and oversight of City Property and assets
 - **Parks & Public Property**
 - Key Performance Indicator:
 - Measure cost benefits associated with more preventative maintenance performed in regular intervals comparative with previous year's costs associated with higher numbers of emergency repairs.
 - Strategies:
 - More proactive – less reactive. Work with other City Departments to form cooperative preventative maintenance protocols.
 - Maximize the opportunity and use of energy efficiency components into all city facility designs, repairs, upgrades and general upkeep.
 - Plan:
 - Develop an annual preventative maintenance plan for all public properties.
 - Actions:
 - Incorporate more regular preventative maintenance into division workflow.
 - Develop training programs and work plans for groundkeepers to become stronger stewards of our city's parks and public spaces
 - **Fleet**
 - Key Performance Indicators:
 - Optimize utilization of City Facilities and Equipment by increasing the number of multi-use vehicles to be utilized year round and by more than one department.
 - Strategies:
 - Identify vehicles that can serve more than one function to maximize its use throughout the year and that may be utilized by multiple departments.
 - Plan :
 - Purchase multi use vehicles (hook lift trucks). Current 4, – projected

- Share vehicles between departments. Current 8 vehicles and 5 equipment, projected 15+
 - Actions:
 - Pool vehicles: Current 5
 - Continue rustproofing program for all 2007 and newer vehicles. Current 64, projected 70+
- *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.
 - 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.

- *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 2015 without third-party intervention or controversy and within an acceptable period of time; continued implementation of a citywide digital document storage and retrieval system in 2015 in accordance with newly approved records-retention schedules citywide.

 - 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 2015, determine whether SharePoint should serve as the city's digital recordkeeping

platform; by end of 2015, have the digital implementation of records storage underway across Law and other key departments.

- **Utility Billing**
 - Key Performance Indicators:
 - Continue to provide Neptune with front-line support during the city-wide wireless meter upgrade
 - Strategies:
 - Keep lines of communication open with Neptune and Metering Department throughout upgrade process
 - Plans:
 - Aid Neptune in fielding customer calls concerning meter upgrade
 - Actions:
 - Address customer questions and concerns as they relate to the meter upgrade or, if necessary, effectively communicate those questions and concerns to Neptune and/or Metering Department

- **Vital Statistics**
 - Key Performance Indicators:
 - Continue scanning and indexing birth records
 - July-December 1951
 - 1946 through 1949
 - 1963 through 1999
 - Continue scanning and indexing death records
 - 1988 through 1999
 - 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

- Introduce Birth/Death Record Document Kiosk
 - **Vital Statistics**
 - Key Performance Indicators:
 - Provide public with a searchable index of birth and death records (per Ohio Revised Code)
 - Strategies:
 - Utilize latest available technology to allow a search alternative that is more efficient than microfiche and microfilm
 - Plans:

City of Lakewood 2015 & Beyond Strategic Plan

- Eliminate extra work associated with outdated indexes by updating electronically in real time
- Become compliant with the law by maintaining accurate information
- Remove the risk of giving out sealed information from the index
- Provide public with viewable records for free (printed, certified copies will be \$25.00 each)
- Full database of birth records
- Death records as far back as 1954
- Actions:
 - Modernize index access by allowing the customer to complete their own searches through the installation of said electronic search kiosk
- 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. Completed in 2014 expand in 2015 to newest Firehouse platform Firehouse Net.
 - Complete 75% of inspections in 2015, 90% in 2016
 - 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
 - Ensure all Captains are completing inspections in a timely fashion.
 - Review and update Company inspection program last done in 1996. Program revamped in 2014 continuing additional revisions in 2015.
 - 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
- 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
 - Install additional parking kiosks in another improved municipal lot.
 - Action
 - Begin utilizing the automated kiosks for enforcing violations
- Provide Network Communications for the City's Data, Voice, Surveillance Cameras and Park Wi-Fi Needs (including future initiatives e.g. traffic signal controlling)*
 - **Information Systems**
 - Upgrade Citywide Area Network:
 - Strategies:
 - Leverage fiber optics technology to create a high speed network that can span great distances and provide the capacity to support multiple City initiatives.
 - Plans
 - Work with the Lakewood Schools and Lakewood Library to share the costs
 - Actions:
 - Build a new network and have a plan for ongoing maintenance

- Automated Meter Reading System
 - **Water Metering**
 - Key Performance Indicators:
 - The Division of Water and Wastewater Collection seeks to reduce the amount of time it takes to notify customers of potential leaks and other system problems from 30-days down to 3-days.
 - Strategies:
 - Automation of water meter reading via the citywide installation of new smart meters and meter reading software.
 - Plans:
 - Work from East to West until all installations are complete.
 - Actions:
 - Continue outreach to residents with install schedules to limit the amount of time needed from replacement notification to the entry to residences for meter replacement
- 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*
 - Increase Ease and Convenience of Making Payments
 - **Income Tax**
 - Key Performance Indicators:
 - Go live with online bill payment option that is intuitive and user-friendly.
 - Plans:
 - Expand online bill payment system to include monthly payments and tax return balance payments in addition to quarterly estimated payments
 - Actions:
 - Discuss expansion options and potential compatibility issues with Shamrock (printing company)
 - *Set the Standard for Environmental Stewardship*
 - Reduced energy consumptions of City facilities and equipment
 - Optimize facility use and energy consumption
 - Design energy capture infrastructure of the Waste Water Treatment plant
 - Energy and fuel optimization*
 - **Refuse & Recycling**
 - Key Performance Indicator:
 - The City has moved forward with quantifiable emissions reductions. Much of this reduction has occurred within the Division of Refuse and Recycling..
 - Strategies:
 - Most recently, the City retrofitted eleven refuse fleet vehicles with Diesel Particulate Filters.
 - In the future, all City automated collection vehicles, will, come factory equipped with the most advanced Diesel Particulate Filter technology..
 - Plans:
 - Upon completion of the City's Automated Curbside Recycling Program in 2015, additional emissions reduction is predicted of PM pollution by 12% and HC pollution by 13-14%..
 - Actions:
 - 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

City of Lakewood 2015 & Beyond Strategic Plan

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.

- **Fleet**

- Key Performance Indicators:
 - Install anti-idle devices on vehicles. Current 19 units, projected 24+. Purchase vehicles with more efficient engines and advanced emission control systems.
- Strategies:
 - Advanced emission controls set as part of minimum vehicle specifications.
 - Internal controls and policies set for reducing idle times by city vehicles.
- Plan :
 - The shuttering of older fleet vehicles, thereby reducing the number of high emissions trucks on the road each day.
 - Implement new fuel system with mileage reasonability incorporated into chip keys to prevent bad odometer readings entered. New fuel system to auto down load mileage into data base of updated system.
- Actions:
 - To enforce anti-idle using installed devices and GPS tracking. Install anti-idle devices on vehicles. Currently, 16 units, projected 20+. Purchase vehicles with more efficient engines.
- Plan:
 - To enforce anti- idle using installed devices and GPS tracking

- **WWTP**

- Key Performance Indicator:
 - Measure energy usage comparative to prior years of operation.
- 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.
 - Explore new cost saving treatment and disposal options for biosolids
- Actions
 - Use of energy efficient motors and controllers.

- Ensure that any process upgrades will meet or exceed future regulatory requirements.
- Upgrading digestion process to produce a Class EQ bio solids will open up more reuse options including marketability. Design Scheduled 2015. Construction Scheduled 2016.
- 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.
 - Strategies:
 - Automation of 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:
 - Continue to capture more recycle volume curbside that recycle containers have already proven to deliver and further increase collection efficiencies for all materials
 - Actions:
 - Continue outreach to residents with recycle material information and options available for cart placement for efficient and reliable collection.
 - Increase our level of business and commercial recycling collection.

- EPA Compliance year 2 of 8 commitment
- Pilot study Year 2
- Edgewater sewer separation
- Other incremental storm water investments
- 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

City of Lakewood 2015 & Beyond Strategic Plan

- 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 following projects: West End Sewer Separation, Edgewater Drive Sewer Separation, EPA Early action, and Webb Sewer Separation. Work with developers to install BMPs for redevelopment sites and new construction. Seek grants and utilize CDBG funds to make improvements in Bird Town.

- **WWTP**
 - Key Performance Indicator:
 - Regulatory Compliance with the new 5 year National Pollutant Discharge System Elimination (NPDES) permit reached with the Ohio EPA.
 - Strategies:
 - Incorporate process adjustments and process analyses required by the new NPDES permit and all other regulatory ordinances.
 - Plans:
 - Long Term Control Plan Engineering and Design for new sewer and wastewater treatment capacity improvements.
 - Actions:
 - Continue to prioritize the most cost effective investments that will enable the city to improve the city's storm water management and reduce wastewater overflows into Rocky River and Lake Erie.