

City of Lakewood

**2016 Estimate of Expense
Comprehensive Budget Document**

Submitted November 13, 2015

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2016

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)

Council-Elect with terms beginning January 1, 2016
John Litten (Ward 3)
Dan O'Malley (Ward 4)

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

Celeste Baker, Budget Manager
Keith Schuster, Assistant Finance Director

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 2016 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 2015 projected totals, and the 2016 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
- 2015 accomplishments
- 2016 & 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.

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Executive Summary

Introduction

The City of Lakewood's proposed \$120.21 million budget for all funds in 2016 continues to focus on Economic Development, a Safe & Secure City, Sound Governance, and Vibrant Neighborhoods 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 its Mission to:

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

The City's 2016 and beyond Strategic Initiatives can be found on page 9, and discussions of how individual departments will make these investments can be found in each division's budget narrative.

2016 and Beyond City of Lakewood Budget Discussion

Lakewood Hospital Transition Financial Forecast

- As of November 15, 2015 there have not been any changes to the lease between the City of Lakewood and Lakewood Hospital Association. Therefore, assumptions in this document reflect no change in Lakewood Hospital Fund revenues where the lease payments are deposited. A letter of intent from the Cleveland Clinic, the Lakewood Hospital Association, and the Lakewood Hospital Foundation was presented to Lakewood City Council in January 2015 with a proposal to close the existing facility and build an outpatient medical center with a 24/7 emergency room. Since that time, council underwent a due diligence period to understand the issues and to listen to the concerns of the community. In September 2015, City Council requested that its legal counsel begin to negotiate on behalf of the city with the Cleveland Clinic Foundation and the Lakewood Hospital Association, and those negotiations are still taking place.

Water and Sewer Rates

- The multi-year, City-wide \$4.2 million automated water meter replacement project will conclude in early 2016. This will result in more accurate readings of residential and commercial meters, and less system water loss. Based on revenue and expenditure projections, there will be no increase in water rates in 2016.
- In September 2014, the Ohio EPA approved the City of Lakewood's new NPDES permit that required the City to:
 - Characterize / map its entire sewer system
 - Monitor and record all storm water overflows
 - Create an integrated plan that addresses overflows from combined sewers and interconnected pipes
 - Install high rate treatment at the sewage treatment plant to expand treatment of wet weather flows
 - Analyze alternatives that can bring overflows into compliance
 - Bring all overflow discharges into compliance with the Clean Water Act to minimize human and environmental health impacts

In order to ensure compliance with the permit, the City has begun nearly \$7.0 million in capital projects in 2015, and is scheduled to start an additional \$10 million of studies and projects in 2016. These projects are supported by sewer rates, which are proposed to increase by 12.5% in 2016 over 2015 rates.

- Therefore, Lakewood water and sewer system users will see an overall 5.5% increase in their monthly bills:
 - 2015 Rates: Water \$6.34 ccf + Sewer \$4.96 ccf = \$11.30 total per ccf
 - 2016 Proposed: Water \$6.34 ccf + Sewer \$5.58 ccf = \$11.92 total per ccf

Personnel and Benefits

- The City of Lakewood experienced at 27th pay period in 2015. Since the city pays its employees every other week, which is typically 26 pays in a year, every eleven years a 27th pay occurs resulting in approximately \$1.0 million in additional expenditures. The City prepared for these expenditures by setting aside funds in prior years. Therefore, the year-end General Fund balance was increased by over \$1.0 million in 2014 to address the 27th pay in 2015. This explains the spike in the General Fund unencumbered ending fund balance at the end of 2014, as compared to the projected 2015 ending fund balance.
- In 2015, the City experienced health insurance claims at its highest level ever. Over the past five years (2010-2014), total claims averaged around \$5.0 million per year for full-time employees and their families. The 2015 claim level is expected to be in excess of \$6.5 million. Income tax revenues in 2015 exceeded projections, and will enable a year-end transfer from the General Fund to the Hospitalization Fund of over \$2.7 million to cover the unanticipated claim expenditures, and to create a fund balance that will lower costs to departments in 2016.

- The City's full-time headcount increased by one from 410 full-time employees budgeted for 2015 vs. 411 full-time employees budgeted in 2016. This position is the result of two part-time positions that were combined into one full-time position in the Division of Utility Billing. This position is part of the Water Fund. Staffing information can be found on page 14.
- The 2013-2016 Collective Bargaining contracts between the City and its seven unions expire at the end of 2016. Therefore, negotiations are anticipated to begin in the last quarter of 2016.

2016 General Obligation Bonds

- In April 2016, the City will be issuing over \$17 million in bond anticipation notes (BANS) that have been issued since 2011 for the City's capital improvement program. More information regarding the City's debt position can be found on page 25.

2016 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 2016 are anticipated to be \$22.1 million an increase of 1.0 percent compared to 2015 projected revenues and 6.1 percent more than 2014 collections.
- **Property Taxes:** Revenues for 2016 are estimated to be \$7.81 million compared to actual collections of \$7.42 million in 2015. The increase of \$390,000 is due to the triennial update as required by the Ohio Revised Code whereby property values are revalued reviewing comparable neighborhood sales. Final estimated amounts for 2016 will be available in December 2015.

Total delinquent Property Taxes and Special Assessments owed to the City decreased by \$67,784 during 2015 for a total delinquency of \$1.19 million.

- **Intergovernmental Revenues:** The City receives various shared revenues from the State of Ohio. These include the Local Government Fund, Estate Tax, and various fees paid from Cigarette and Liquor licenses, and reimbursements for Homestead exemptions, Rollback, and Corporate Activity (CAT) taxes. Since July 1, 2011, the Local Government Fund distributions have been reduced by 50 percent.

The projected 2016 revenue from the Local Government Fund is \$1.85 million, a decrease of \$185,000 from 2015 projected receipts, and \$585,000 less than 2012 actual receipts. In addition, the CAT tax reimbursements originally estimated at \$47,500 for 2016 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 2016, although some monies may be received from estates that are still pending.

- **Interest Earnings:** The City anticipates interest earnings expected to increase in 2016 to \$95,000. This is attributable to the Federal Reserve Bank keeping short-term interest rates at 0% to 1.00% through 2016. 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 195.

2016 General Fund Expenditure Assumptions

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

2016 Projected Reserves

The anticipated financial position at year-end 2015 will enable the city to make the following transfers and fund the following reserves per City Policy:

- A \$2.7 million transfer to the Hospitalization Internal Service Fund as mentioned previously
- Reserve an additional \$250,000 towards the City's Economic Development account line, so that over \$1.0 million will be available for future projects within the City.
- Maintain the \$1.79 million in the General Fund Budget Stabilization account line.
- Reserve \$100,000 towards the next 27th pay anticipated in 2026.

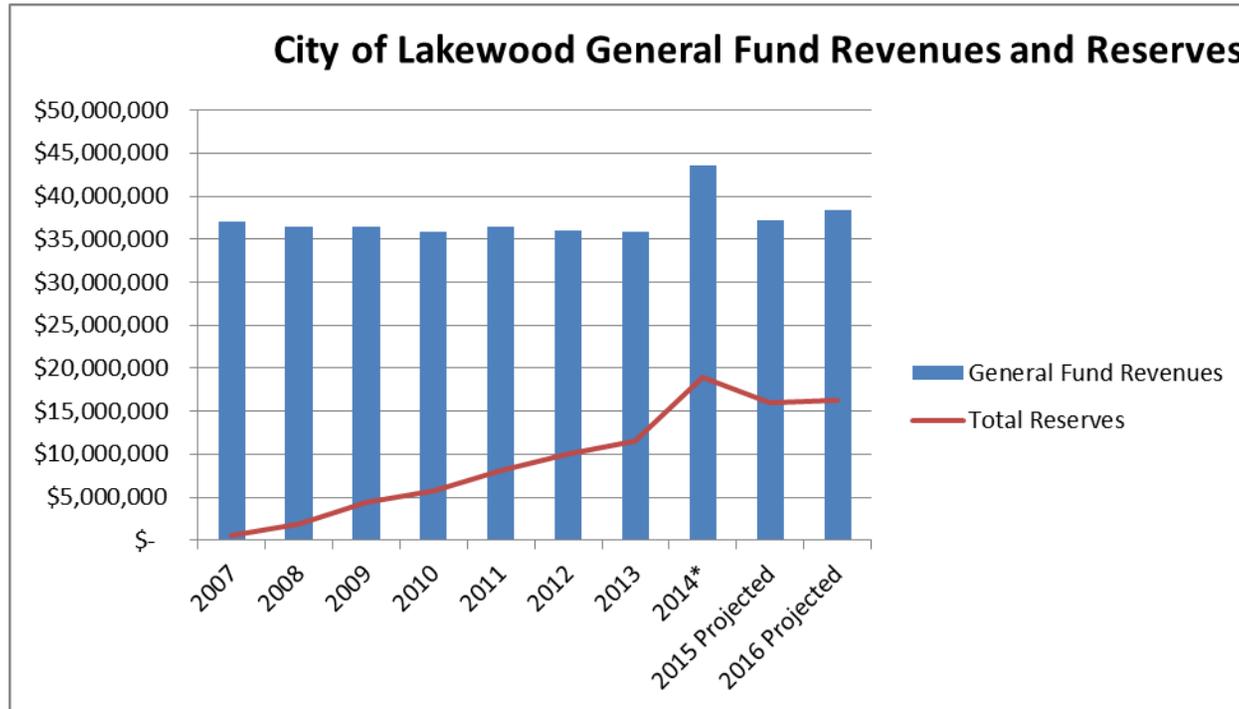
The City is committed to setting aside funds for future potential liabilities and setting aside financial reserves. This is done by passing structurally balanced budgets in which expenditures do not exceed revenues in order to grow a recommended minimum unencumbered financial reserve of at least 60 days. The City's 2016 projected General Fund reserve is 55 days, and 153 days for all funds as shown in the following table and chart.

Executive Summary

City of Lakewood Financial Reserves 2007 - 2016

	General Fund Revenues	General Fund Year-end Fund Balance	Days of Reserve	Economic Development Account (Year-end Funds Encumbered)	Separation Payment Account (Year-end Funds Encumbered)	Unpaid Claims Liability & Reserve Requirement for Hospitalization Fund (Year-end fund balance)	Unpaid Claims Liability & Reserve Requirement for Workers Compensation Fund (Year-end Fund Balance)	27th Pay Period in 2015 Account (Year-end Funds Encumbered)	Information Technology Investment Account (Year-end Funds Encumbered)	Insurance Liability Account (Year-end Funds Encumbered)	Budget Stabilization Account (Year-end Funds Encumbered)	Land Acquisition Capital Fund (Year-end Fund Balance)	Total Reserves	Days of Reserve
Minimum Goal			60 Days	\$1,000,000	\$450,000	\$750,000	\$600,000	\$1M over 11 years			5% of Prior Year Revenues			60 Days
2007	\$ 37,078,299	\$ 339,518	3.3	\$ -	\$ -	\$ 71,438	\$ 23,228	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 584,184	5.8
2008	\$ 36,383,736	\$ 950,574	9.5	\$ -	\$ -	\$ 732,939	\$ 53,255	\$ -	\$ -	\$ -	\$ -	\$ 150,000	\$ 1,886,767	18.9
2009	\$ 36,461,145	\$ 1,456,918	14.6	\$ 148,800	\$ 1,005,000	\$ 1,493,547	\$ 108,309				\$ -	\$ 150,000	\$ 4,362,574	43.7
2010	\$ 35,877,730	\$ 3,297,908	33.6	\$ 213,255	\$ 736,353	\$ 932,145	\$ 446,927				\$ -	\$ 150,000	\$ 5,776,587	58.8
2011	\$ 36,389,448	\$ 4,325,078	43.4	\$ 645,255	\$ 298,159	\$ 1,841,316	\$ 657,210		\$ 157,000		\$ -	\$ 150,000	\$ 8,074,018	81.0
2012	\$ 36,019,060	\$ 4,992,651	50.6	\$ 800,700	\$ 482,000	\$ 2,436,125	\$ 646,473	\$ 250,000	\$ 204,362	\$ 200,000	\$ -	\$ -	\$ 10,012,311	101.5
2013	\$ 35,809,407	\$ 5,670,409	57.8	\$ 929,873	\$ 852,487	\$ 2,006,969	\$ 704,351	\$ 500,000	\$ 488,959	\$ 355,000	\$ -	\$ -	\$ 11,508,048	117.3
2014*	\$ 43,574,649	\$ 6,965,231	58.3	\$ 953,068	\$ 697,116	\$ 1,443,154	\$ 566,135	\$ 1,000,000	\$ 295,000	\$ 256,000	\$ 1,790,470	\$ 5,000,000	\$ 18,966,175	158.9
2015 Projected	\$ 37,109,503	\$ 5,738,223	56.4	\$ 1,120,000	\$ 475,000	\$ 750,000	\$ 600,000	\$ 100,000	\$ 200,000	\$ 250,000	\$ 1,790,470	\$ 5,000,000	\$ 16,023,693	157.6
2016 Projected	\$ 38,397,941	\$ 5,793,291	55.1	\$ 1,170,000	\$ 450,000	\$ 750,000	\$ 600,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 1,790,470	\$ 5,000,000	\$ 16,203,761	154.0

* City of Lakewood Received \$ 7,765,222.18 in Estate Tax Revenues in 2014. In 2013, the State of Ohio eliminated Estate Tax so the City no longer includes these funds in its revenue projections.



Executive Summary

2016 Capital Plan and Anticipated Debt Issuances

The City anticipates approximately \$18.1 million in capital projects to begin in 2016 that include:

• Building & Public Facility Improvements	=	\$ 538,000
• Reforestation & Canopy Management	=	\$ 130,000
• Park Improvements	=	\$1,225,000
• Sewer & Wastewater Treatment Plant	=	\$7,679,150
• Sidewalks	=	\$ 650,000
• Street Improvements	=	\$1,725,000
• Traffic Signs & Signals	=	\$1,075,000
• Water System	=	\$1,940,000
• Vehicles, Equipment and Systems	=	\$3,170,000

These amounts do not include projects that began prior to 2016, but are still underway.

The City's 2016 to 2020 Capital Improvement Plan can be found on page 179 of this document with further detail of the projects.

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 2016.

2016 Projects to be Financed using Municipal Capital Leases	Amount
Total =	\$ 1,564,000
Wifi in 5 City Parks: Lakewood, Madison, Kauffman, Wagar, Cove	\$ 150,000
Fire - Medical Squad	\$ 250,000
Forestry Vehicle #608 - Bucket Truck	\$ 100,000
Streets Vehicle #109 -5-Ton S/S Dump w/ Plow & S/S Spreader	\$ 225,000
Police Vehicles 4-5 cars each year	\$ 314,000
Body Cameras for Officers, Equipment and Storage	\$ 175,000
WWC Vehicle #817 sewer cleaning truck	\$ 350,000

2016 Projects to be Financed using G.O. Bond Anticipation Notes	Amount
Total =	\$ 9,940,000
Illicit Discharge Prevention (Design)	\$ 125,000
Illicit Discharge Prevention (Construction)	\$ 300,000
Outfall Repairs Design	\$ 250,000
Outfall Repairs Construction	\$ 250,000
Madison & Riverside Drop Chamber Repair	\$ 170,000
Lakewood Park Culvert Repair	\$ 300,000
Pilot Area Public and Private Remediation	\$ 1,600,000
Concrete Restoration	\$ 600,000
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN/BUILD	\$ 1,250,000
Sidewalk Program	\$ 650,000
Streets Improvement Program (Streets to be determined)	\$ 1,500,000
Franklin / Hilliard Signal Improvement	\$ 355,000
Kids Cove Playground	\$ 750,000
Municipal Building Roof Repairs	\$ 200,000
Chase Avenue Watermain Replacement	\$ 380,000
2016 Watermain Replacement Project	\$ 1,260,000

In addition to these new projects and equipment, there are multiple projects that began in prior years that will continue into 2016 totaling over \$21 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
- West End Sewer
- Citywide Fiber Optic System
- Water Main Replacement Project on Athens, Blossom Park, St. Charles, Summit, Woodward
- Integrated Wet Weather Improvement Plan

Executive Summary

The following is the administration's 2016 and beyond Strategic Initiatives, and its budgetary impact will be presented during the 2016 City Council budget hearing process.

2016 strategic initiatives			
Goal	Objective	Strategy	Owner/Champion
Economic Development	Business Attraction & Development	Continue to support and expand Start-up-Lakewood for new business development	Planning & Development
Economic Development	Business Attraction & Development	Madison on the Move- post resurfacing business attraction and development	Planning & Development
Economic Development	Housing Improvement	Rockport Development implementation	Planning & Development
Economic Development	Housing Improvement	Housing Forward- Year 5- re survey, refocus	Housing & Building
Economic Development	Housing Improvement	Gold Coast re-investment competitiveness	P Planning & Development
Safe & Secure	Citizen Quality of Life Improvement	Mental health & addiction training- public safety, customer facing employees	Police, Fire & Human Services
Safe & Secure	Crime Prevention	Body camera implementation	Police
Safe & Secure	Crime Prevention	Expanded surveillance cameras	IT
Safe & Secure	Environmental Stewardship	EPA Implementation- West End Outflow elimination	Public Works
Safe & Secure	Environmental Stewardship	EPA Implementation- year 2 pilot study	Public Works
Safe & Secure	Environmental Stewardship	EPA Clean Water Task Force management/recommendations	Public Works
Safe & Secure	Housing Improvement	Lakeshore Protection/erosion strategies	Planning/Public Works/Law
Safe & Secure	Public Infrastructure Improvement	Sidewalk program- year 4	Public Works
Safe & Secure	Public Infrastructure Improvement	Year 2- school reconstruction support	Mayor
Safe & Secure	Public Infrastructure Improvement	Demolish Hilliard Square theater	Planning/Law
Safe & Secure	Regional Support	Republic National Convention	Mayor/Police

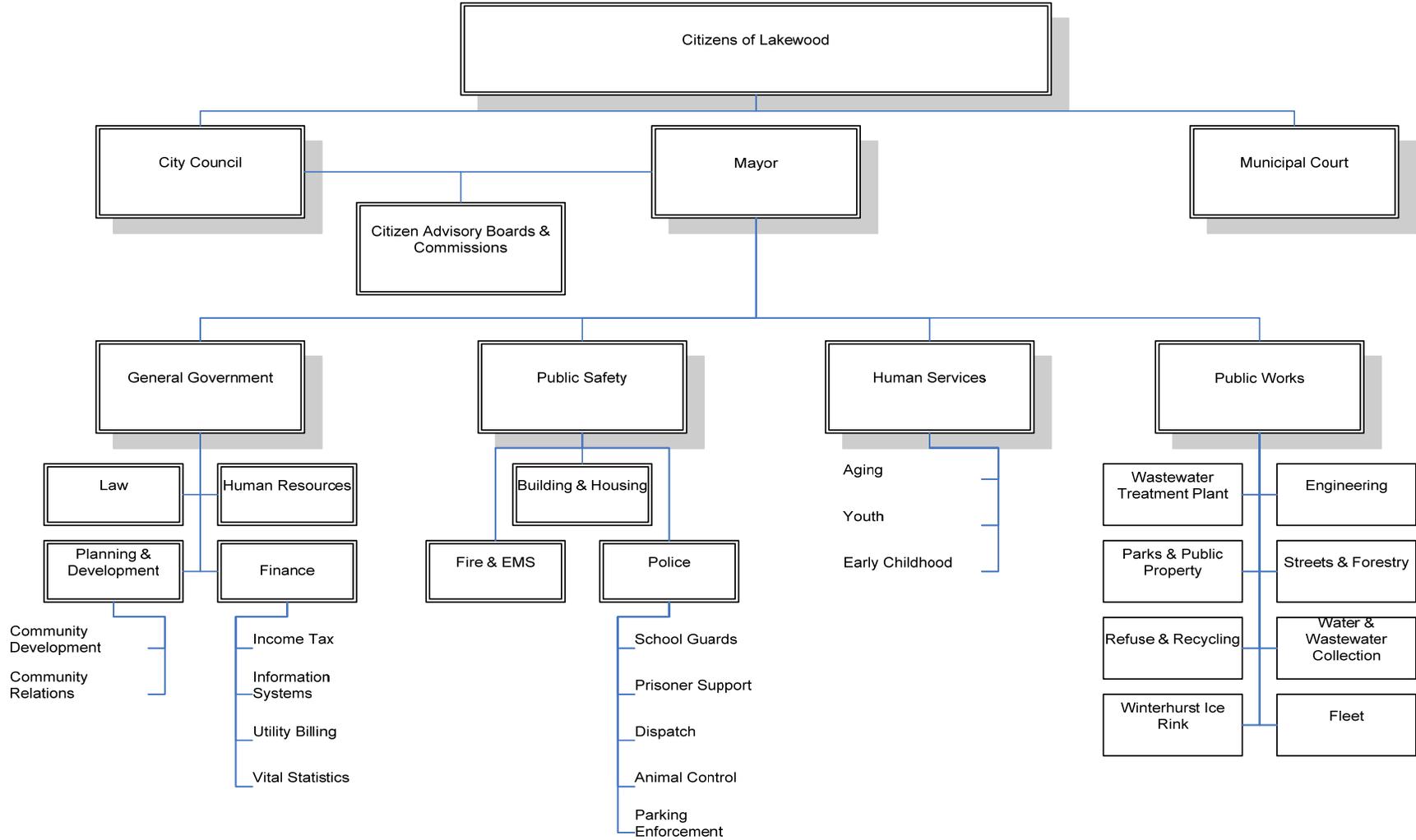
Executive Summary

<u>Goal</u>	<u>Objective</u>	<u>Strategy</u>	<u>Owner/Champion</u>
Sound Governance	Customer Service Improvement	City Charter replacement approval campaign	Law
Sound Governance	Customer Service Improvement	Customer Service call management improvement	Mayor
Sound Governance	Customer Service Improvement	Staffing levels- Public works-service/Overtime	Public Works/ Finance
Sound Governance	Customer Service Improvement	Council Auditorium Technology	IT
Sound Governance	Doing More with Less	LEAN Projects	ALL
Sound Governance	Doing More with Less	Enterprise software upgrade/replacement analysis-SunGard	IT
Sound Governance	Doing More with Less	Collective Bargaining Negotiations	ALL
Sound Governance	Doing More with Less	Health Insurance Cost Containment Strategy	HR
Sound Governance	Doing More with Less	Improve risk management of behaviors and equipment operation to lower insurance claims, prevent accidents.	HR
Sound Governance	Doing More with Less	Debt restructuring maturing bonds, notes to bonds	Finance
Sound Governance	Environmental Stewardship	Anaerobic Digester energy production	Public Works
Sound Governance	Public Infrastructure Improvement	Utilize publicly owned building survey for long term analysis of highest & best use of public space and public investment	Planning/Public Works
Vibrant Neighborhoods	Business Attraction & Development	Healthcare Implementation-Redevelopment	Mayor/Planning
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Parks Improvements- small parks	Planning/Public Works
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Parks Improvements-Kids Cove	Planning/Public Works
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Clifton Blvd Extension Lane Reduction Planning	Mayor/Planning/Public Works

Executive Summary

<u>Goal</u>	<u>Objective</u>	<u>Strategy</u>	<u>Owner/Champion</u>
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Bike lane- Madison Ave	Public Works/Planning
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Age In place- Baby boomer trends	Human Services
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Intra City Transportation- leverage wellness for options and collaboration	Mayor
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Quiet zones established- 27 crossing – work to eliminate / reduce train horns	Mayor
Vibrant Neighborhoods	Citizen Quality of Life Improvement	Universal Preschool Education	Human Services
Vibrant Neighborhoods	Future of Healthcare	Healthcare implementation- Wellness Foundation creation and governance	Mayor/City Council
Vibrant Neighborhoods	Future of Healthcare	Healthcare implementation- Law Suit defense	Law
Vibrant Neighborhoods	Future of Healthcare	Active Living recommendations	Mayor/Planning/Public Works/Council
Vibrant Neighborhoods	Public Infrastructure Improvement	Develop Lake Ave. resurfacing funding strategy- 2017	Finance/Public Works

Organization & Staffing Summary

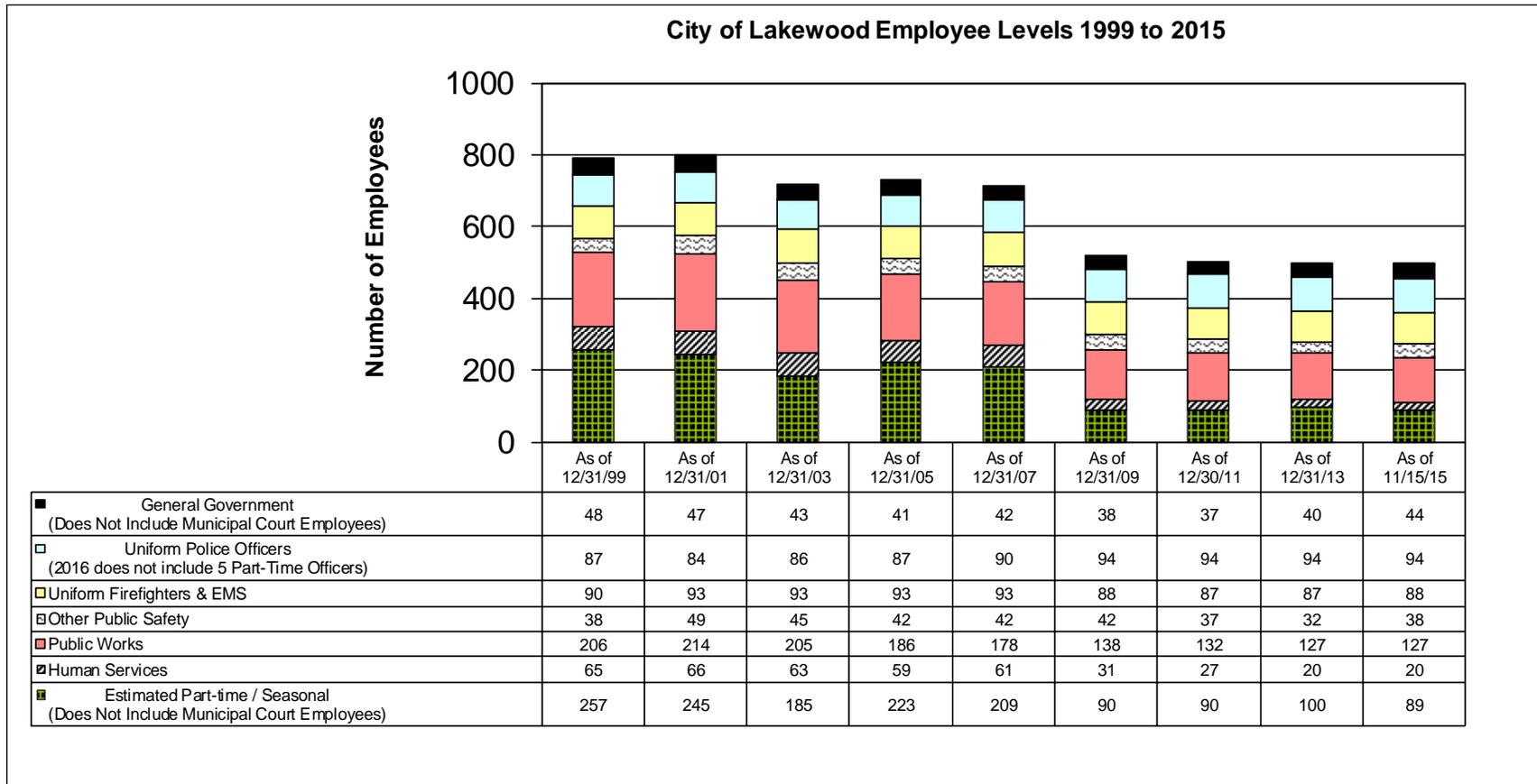


Organization & Staffing Summary

Department Name	11/15/13 Full-Time Employees*	11/15/14 Full-Time Employees*	2015 Requested Employee Levels	11/15/15 Full-Time Employees*	2016 Requested Employee Levels	2015-2016 Requested Level Change
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	6	7	7	7	7	0
Income Tax	6	6	6	6	6	0
Information Technology	3	4	4	4	4	0
General Admin	0	0	1	1	1	0
Vital Stats	2	2	2	2	2	0
Utility Billing	2	2	2	3	3	1
Planning & Development / Building & Housing	21	22	23	21	23	0
Community Relations	1	1	1	1	1	0
Total General Government	53	56	58	57	59	1
Public Safety						
Police	95	97	99	98	99	0
Dispatch	11	10	11	11	11	0
Support of Prisoners	1	2	2	2	2	0
Parking	2	2	2	2	2	0
Animal Control	3	3	3	3	3	0
Fire	76	77	79	79	79	0
EMS	12	9	9	9	9	0
Total Public Safety	200	200	205	204	205	0
Public Works						
Public Works Administration	1	1	1	2	2	1
Parks	18	17	18	18	18	0
Streets	16	16	16	16	16	0
Forestry	4	4	4	4	4	0
Refuse	30	29	29	28	28	-1
Fleet	10	10	10	10	10	0
Water Distribution	6	5	5	5	5	0
Water Metering	5	5	5	5	5	0
Wastewater Collections	11	12	12	11	12	0
Wastewater Treatment	23	22	23	21	23	0
Engineering	3	4	4	4	4	0
Total Public Works	127	125	127	124	127	0
Human Services						
Human Services Administration	2	2	2	2	2	0
Aging	11	11	11	11	11	0
Early Childhood	1	1	1	1	1	0
Youth	6	6	6	6	6	0
Total Human Services	20	20	20	20	20	0
TOTAL FULL-TIME EMPLOYEES	400	401	410	405	411	1

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

Organization & Staffing Summary



Staffing Reduction Totals 2007 vs. 2015			
	2007	2016	Reduction
Full - Time	506	411	95
Part-Time	209	89	120
Total	715	500	215

Organization & Staffing Summary

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2015 - 2016 Projected
	Actual 2013	Actual 2014	Projected 2015	Budgeted 2016	
Balance of January 1	23,031,887	28,945,086	42,318,439	38,399,336	
Revenues By Type					
Property Taxes	15,536,689	15,275,025	15,549,754	16,276,862	5%
Municipal Income Taxes	20,196,474	20,857,676	22,022,108	22,144,913	1%
Charges for Services	26,894,314	27,091,519	29,081,008	29,905,411	3%
Licenses, Permits, and Fees	3,005,212	3,271,429	3,066,406	3,370,249	10%
Fines and Forfeitures	855,307	985,656	1,124,216	1,138,177	1%
Intergovernmental	6,539,877	15,592,079	6,417,071	7,128,828	11%
Special Assessments	174,899	226,400	525,436	525,436	0%
Contribution and Donations	110,892	68,892	76,971	76,462	-1%
Interest	16,283	107,448	117,398	132,398	13%
Miscellaneous	3,340,888	3,625,069	3,559,736	3,434,852	-4%
Debt Proceeds	6,471,474	10,775,896	17,504,096	27,334,765	56%
Transfers & Advances In	5,700,026	9,898,065	7,015,799	3,749,032	-47%
Total Revenue	88,842,334	107,775,155	106,059,997	115,217,383	9%
Expenditures by Function					
General Government	10,296,175	10,595,511	11,300,437	12,631,288	12%
Public Safety	21,009,406	21,352,026	23,020,225	24,232,857	5%
Public Works	14,648,573	15,936,168	17,798,311	23,193,205	30%
Human Services	1,736,696	1,683,338	1,730,855	1,820,785	5%
Purchased Water	6,450,862	6,275,709	6,393,606	6,400,000	0%
Capital	4,307,557	6,634,271	13,338,052	14,163,074	6%
Debt Service	12,919,446	15,345,569	22,856,301	27,655,856	21%
CDBG, ESG, HOME, NSP Pass-Through	296,002	318,141	481,106	456,770	-5%
Transfer or Advance Out	5,503,641	9,888,666	5,939,852	3,155,386	-47%
Hospitalization & Workers Compensation	5,760,777	6,372,404	7,120,354	6,501,144	-9%
Total Expenditures	82,929,135	94,401,802	109,979,100	120,210,365	9%
Balance December 31	28,945,086	42,318,439	38,399,336	33,406,355	

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 2016 Budget with 2015 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	\$ 6,963,051		\$ 2,955,621				
Municipal Income Taxes	\$ 22,144,913						
Charges for Services	\$ 2,389,520			\$ 317,199	\$ 71,559	\$ 2,442,649	\$ 228,206
Licenses, Permits, and Fees	\$ 1,672,904					\$ 750	
Fines and Forfeitures	\$ 1,313,598						\$ 231,496
Intergovernmental	\$ 2,864,520	\$ 2,023,706		\$ 2,500,000	\$ 110,159	\$ -	\$ 1,050,012
Special Assessments						\$ 16,456	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 45,873		\$ 30,589
Interest	\$ 95,000						
Miscellaneous	\$ 343,471						\$ 72,915
Debt Proceeds							
Transfers & Advances In	\$ 397,904			\$ 227,904	\$ 650,000		\$ -
Total Revenue	\$ 38,184,881	\$ 2,023,706	\$ 2,955,621	\$ 3,045,103	\$ 877,591	\$ 2,459,855	\$ 1,613,218
Expenditures by Function							
Salaries	\$ 23,734,633	\$ 1,034,864		\$ 382,050	\$ 583,421	\$ 1,237,367	\$ 353,003
Fringe Benefits	\$ 4,764,058	\$ 313,789	\$ 3,046,837	\$ 95,625	\$ 193,809	\$ 290,545	\$ 53,826
Travel and Transportation	\$ 66,525	\$ -		\$ 4,025	\$ 1,750	\$ 2,050	\$ 19,500
Professional Services	\$ 1,781,808	\$ 3,510		\$ 23,850	\$ 2,650	\$ 121,500	\$ 159,210
Communications	\$ 307,505	\$ 16,500		\$ 2,150	\$ 14,800	\$ 4,725	\$ 3,450
Contractual Services	\$ 1,617,035	\$ 161,000		\$ 1,016,000	\$ 30,000	\$ 206,700	\$ 1,018,619
Road Salt		\$ 265,000					
Materials & Supplies	\$ 1,533,179	\$ 417,425		\$ 300	\$ 54,100	\$ 188,822	\$ 82,645
Capital	\$ 569,000	\$ 222,000		\$ 198,000	\$ 15,000	\$ 219,000	\$ 17,000
Utilities	\$ 1,001,000	\$ 43,500			\$ 37,250	\$ 5,000	\$ 1,500
Purchased Water							
Other	\$ 1,251,740	\$ 1,075		\$ 89,300	\$ 7,690	\$ 26,425	\$ 214,700
Reserve Balance							
Economic Development Programs	\$ 50,000						
Debt Service				\$ 44,400		\$ 289,250	
Transfer or Advance	\$ 1,053,330	\$ 25,000				\$ 1,200	
CDBG, ESG, HOME, NSP Pass-Through				\$ 456,770			
Income Tax Refunds	\$ 400,000						
Total Expenditures	\$ 38,129,813	\$ 2,503,663	\$ 3,046,837	\$ 2,312,471	\$ 940,470	\$ 2,592,584	\$ 1,923,453
Revenue over Expenditures	\$ 55,069	\$ (479,957)	\$ (91,216)	\$ 732,633	\$ (62,879)	\$ (132,730)	\$ (310,234)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2016 Budget with 2015 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2016	Projected 2015
Revenues By Type								
Property Taxes	\$ 3,694,628			\$ 1,811,335			\$ 15,424,635	\$ 15,549,754
Municipal Income Taxes							\$ 22,144,913	\$ 22,022,108
Charges for Services			\$ 11,340,305	\$ 9,699,903	\$ 458,250	\$ 4,775,371	\$ 31,722,963	\$ 29,081,008
Licenses, Permits, and Fees							\$ 1,673,654	\$ 3,066,406
Fines and Forfeitures							\$ 1,545,094	\$ 1,124,216
Intergovernmental		\$ -	\$ -	\$ 1,544,679			\$ 10,093,077	\$ 6,417,071
Special Assessments	\$ 222,547	\$ -	\$ 168,469	\$ 117,963			\$ 525,436	\$ 525,436
Payment in Lieu of Taxes	\$ -						\$ -	\$ -
Contribution and Donations							\$ 76,462	\$ 76,971
Interest	\$ 5,562		\$ 31,733	\$ 103	\$ -		\$ 132,398	\$ 117,398
Miscellaneous	\$ -	\$ 5,564	\$ 20,000	\$ 250	\$ 301,323	\$ 51,433	\$ 794,956	\$ 3,559,736
Debt Proceeds	\$ 13,535,000	\$ 3,455,000	\$ 1,640,000	\$ 8,704,765	\$ -		\$ 27,334,765	\$ 17,504,096
Transfers & Advances In	\$ 2,004,895	\$ -			\$ 285,000	\$ 183,330	\$ 3,749,032	\$ 7,015,799
Total Revenue	\$ 19,462,632	\$ 3,460,564	\$ 13,200,508	\$ 21,878,998	\$ 1,044,573	\$ 5,010,134	\$ 115,217,383	\$ 106,059,997
Expenditures by Function								
Salaries			\$ 923,839	\$ 2,074,830	\$ 125,329		\$ 30,449,334	\$ 29,329,882
Fringe Benefits			\$ 266,540	\$ 676,835	\$ 38,876	\$ 6,325,344	\$ 16,066,085	\$ 16,398,306
Travel and Transportation			\$ 1,000	\$ 2,555			\$ 97,405	\$ 67,615
Professional Services			\$ 205,765	\$ 3,489,277	\$ 750	\$ 92,800	\$ 5,881,120	\$ 2,804,650
Communications			\$ 88,125	\$ 15,350	\$ 2,125		\$ 454,730	\$ 393,642
Contractual Services			\$ 135,325	\$ 2,686,000	\$ 8,000		\$ 6,878,679	\$ 4,316,925
Road Salt							\$ 265,000	\$ 329,086
Materials & Supplies			\$ 360,800	\$ 406,745	\$ 70,100		\$ 3,114,116	\$ 2,404,955
Capital		\$ 3,753,211	\$ 1,945,379	\$ 7,196,000	\$ 28,484		\$ 14,163,074	\$ 13,338,052
Utilities			\$ 56,325	\$ 255,500	\$ 348,000		\$ 1,748,075	\$ 1,674,237
Purchased Water			\$ 6,400,000				\$ 6,400,000	\$ 6,393,606
Other			\$ 557,198	\$ 802,875	\$ 168,636	\$ 83,000	\$ 3,202,639	\$ 2,580,211
Reserve Balance							\$ -	\$ 208,963
Economic Development Programs							\$ 50,000	\$ 26,710
Debt Service	\$ 19,653,164		\$ 1,673,229	\$ 5,960,287	\$ 35,525		\$ 27,655,856	\$ 22,856,301
Transfer or Advance			\$ 15,252	\$ 1,678,200	\$ 154,500		\$ 2,927,482	\$ 5,939,852
CDBG, ESG, HOME, NSP Pass-Through							\$ 456,770	\$ 481,106
Income Tax Refunds							\$ 400,000	\$ 435,000
Total Expenditures	\$ 19,653,164	\$ 3,753,211	\$ 12,628,776	\$ 25,244,454	\$ 980,325	\$ 6,501,144	\$ 120,210,365	\$ 109,979,100
Revenue over Expenditures	\$ (190,532)	\$ (292,647)	\$ 571,731	\$ (3,365,457)	\$ 64,248	\$ (1,491,010)	\$ (4,992,982)	\$ (3,919,103)

Summary of All Funds

2016 Scheduled Fund Balances	2016 Projected Beginning Balance	2016 Projected Revenue	2016 Projected Expenditures	2016 Projected Ending Balance
General (101) Fund	\$ 5,738,223	\$ 38,184,881	\$ 38,129,813	\$ 5,793,291
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 562,428	\$ 2,023,706	\$ 2,503,663	\$ 82,471
Litter Control Grant (212) Fund	\$ 5,708	\$ -	\$ 4,000	\$ 1,708
Community Festival (213) Fund	\$ 2,754	\$ 4,000	\$ 4,058	\$ 2,696
Police Pension (220) Fund	\$ 184,987	\$ 1,441,906	\$ 1,487,214	\$ 139,680
Fireman Pension (221) Fund	\$ 420,730	\$ 1,513,715	\$ 1,559,623	\$ 374,821
Law Enforcement Trust (222) Fund	\$ 133,734	\$ 72,915	\$ 121,100	\$ 85,549
Federal Forfeiture (225) Fund	\$ 19,669	\$ 17,540	\$ 17,000	\$ 20,208
Indigent Driver's Alcohol Treatment (230) Fund	\$ 159,943	\$ 17,607	\$ 150,000	\$ 27,549
Enforcement and Education (231) Fund	\$ 27,037	\$ 5,623	\$ 20,520	\$ 12,140
Political Subdivision (232) Fund	\$ 17,485	\$ 540	\$ 17,000	\$ 1,025
Computer Maintenance (234) Fund	\$ 30,199	\$ 30,668	\$ 40,000	\$ 20,867
Court Special Projects (235) Fund	\$ 321,697	\$ 128,355	\$ 78,659	\$ 371,393
Court Probation Services (236) Fund	\$ 38,287	\$ 39,581	\$ 25,173	\$ 52,695
IDIAM (237) Fund	\$ 80,802	\$ 9,122	\$ 60,000	\$ 29,924
Community Development Block Grant (240) Fund	\$ 76,702	\$ 3,045,103	\$ 2,312,470	\$ 809,335
Emergency Shelter Grant (241) Fund	\$ 19,805	\$ 217,000	\$ 210,732	\$ 26,073
HOME Investment Program (242) Fund	\$ 192,733	\$ 488,751	\$ 455,000	\$ 226,484
Neighborhood Stabilization Program (245) Fund	\$ 331,869	\$ 205,608	\$ 300,000	\$ 237,478
Aging (250) Fund	\$ 71,042	\$ 877,591	\$ 940,470	\$ 8,163
Lakewood Hospital (260) Fund	\$ 945,993	\$ 2,459,855	\$ 2,592,584	\$ 813,263
Help to Others (277) Fund	\$ 11,050	\$ 38,044	\$ 39,863	\$ 9,231
Juvenile Diversion (278) Fund	\$ 8,213	\$ 17,400	\$ 18,001	\$ 7,612
FEMA (280) Fund	\$ 2,781	\$ -	\$ -	\$ 2,781
Family to Family (281) Fund	\$ 101,717	\$ 320,464	\$ 362,347	\$ 59,834
Total Special Revenue Funds	\$ 3,767,364	\$ 12,975,093	\$ 13,319,476	\$ 3,422,981
Debt Service Funds				
Bond Retirement (301) Fund	\$ 1,178,075	\$ 18,971,921	\$ 19,165,448	\$ 984,548
TIF Bond Retirement (302) Fund	\$ 292,001	\$ 490,711	\$ 487,716	\$ 294,995
Total Debt Service Funds	\$ 1,470,076	\$ 19,462,632	\$ 19,653,164	\$ 1,279,544
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 854,565	\$ 3,455,000	\$ 3,455,000	\$ 854,565
Land Acquisition (404) Fund	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
City Park (405) Improvement Fund	\$ 81,807	\$ 5,564	\$ 75,000	\$ 12,371
TIF Capital Improvement (406) Fund	\$ 223,212	\$ -	\$ 223,211	\$ 1
Total Capital Projects Funds	\$ 6,159,584	\$ 3,460,564	\$ 3,753,211	\$ 5,866,937
Enterprise Funds				
Water Operating (501) Fund	\$ 6,743,528	\$ 13,200,508	\$ 12,628,776	\$ 7,315,260
Wastewater Collection (510) Fund	\$ 3,733,244	\$ 14,278,720	\$ 17,220,521	\$ 791,444
Wastewater Treatment (511) Fund	\$ 2,816,131	\$ 5,788,943	\$ 6,423,934	\$ 2,181,139
Wastewater Improvement (512) Fund	\$ 1,495,264	\$ 1,811,335	\$ 1,600,000	\$ 1,706,599
Parking Facilities (520) Fund	\$ 494,157	\$ 458,250	\$ 400,325	\$ 552,081
Winterhurst Ice Rink (530) Fund	\$ 6,754	\$ 586,323	\$ 580,000	\$ 13,077
Total Enterprise Funds	\$ 15,289,078	\$ 36,124,079	\$ 38,853,556	\$ 12,559,601
Internal Service Funds				
Hospitalization (600) Fund	\$ 2,447,163	\$ 4,675,976	\$ 6,147,344	\$ 975,795
Worker's Compensation (601) Fund	\$ 680,511	\$ 334,159	\$ 353,800	\$ 660,870
Total Internal Service Funds	\$ 3,127,674	\$ 5,010,134	\$ 6,501,144	\$ 1,636,665
TOTALS	\$ 35,552,000	\$ 115,217,383	\$ 120,210,365	\$ 30,559,018

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 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Assumptions
Balance of January 1	42,318,439	38,399,336				
Revenues By Fund						
General Fund (Fund 101)	37,109,503	38,184,881	37,670,880	38,113,371	38,564,621	Assumes increased property tax revenues of 5% per the 2015 triennial update , 1% annual income tax increases each year, and decreased Local Government revenues. The financial impact of the Lakewood Hospital Transition is not known at the time of the document's publication.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,023,706	2,023,706	2,023,706	2,023,706	2,023,706	Assumed flat based on the 2015 projected level.
Lakewood Hospital Fund (Fund 260)	2,459,855	2,459,855	2,459,855	2,459,855	2,459,855	Assumed flat based on the 2015 projected level.
Debt Service Fund (Fund 301)	15,611,233	18,971,921	9,091,921	11,591,921	13,687,026	The anticipated GO Bond issuance in April 2016 will decrease the repayment of annual GO Notes since those will shifted to annual debt service expenditures.
Water Fund (Fund 501)	12,066,699	13,200,508	11,735,121	11,907,705	12,155,722	Projected rate increases based on the rate forecast model, which is 0% in 2016, but the increased revenue is due to GO Bond Anticipation Notes for capital projects.
Wastewater Collections Fund (Fund 510)	8,530,167	14,278,720	5,899,040	5,899,040	5,899,040	Projected rate increases based on the rate forecast model, with debt issuances in 2015 and 2016. The 2016 sewer rate increase will be 12.5% to support the increased level of capital activity.
Wastewater Treatment Fund (Fund 511)	4,370,049	5,788,943	5,788,943	5,788,943	5,788,943	Projected rate increases based on the rate forecast model.
Wastewater Treatment Improvement Fund (Fund 512)	1,735,330	1,811,335	1,811,335	1,811,335	1,811,335	Assumes 5% increased property tax revenue.
Parking Fund (Fund 520)	458,250	458,250	458,250	458,250	458,250	Assumed flat based on the 2015 projected level.
All Other Funds	21,695,205	18,039,265	17,816,256	18,021,865	17,816,256	Assumed flat based on the 2015 projected level.
Total Revenue	106,059,997	115,217,383	94,755,308	98,075,991	100,664,754	

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2015	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Assumptions
Expenditures by Function						<p>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. Negotiations for the next contracts will begin at the end of 2016. In 2015, the City will experienced 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.</p>
Salaries	29,329,882	30,449,334				
Fringe Benefits	16,398,306	16,066,085				
Travel and Transportation	67,615	97,405				
Professional Services	2,804,650	5,881,120				
Communications	393,642	454,730				
Contractual Services	4,316,925	6,878,679				
Road Salt	329,086	265,000				
Materials & Supplies	2,404,955	3,114,116				
Capital	13,338,052	14,163,074				
Utilities	1,674,237	1,748,075				
Purchased Water	6,393,606	6,400,000				
Other	2,580,211	3,202,639				
Reserve Balance	208,963	-				
Economic Development Programs	26,710	50,000				
Debt Service	22,856,301	27,655,856				
Transfer or Advance	5,939,852	2,927,482				
CDBG, ESG, HOME, NSP Pass-Through	481,106	456,770				
Income Tax Refunds	435,000	400,000				
Total Expenditures	109,979,100	120,210,365				
Balance December 31	38,399,336	33,406,354				

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, 2015	Call Date	Security	2016 Debt Service Payments
2012	\$ 5,445,000	\$ 4,830,000	Not Callable - 2023	GO (includes refunded 2003 Bonds)	\$ 656,600
2011	\$ 12,320,000	\$ 8,555,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 831,219
2007	\$ 10,875,000	\$ 6,620,100	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 1,069,410
2006	\$ 10,285,000	\$ 7,655,000	7/1/2016 - 2031	Water Revenue	\$ 676,450
2006	\$ 14,320,000	\$ 10,670,000	7/1/2016 - 2031	Sewer Revenue	\$ 942,013
2005	\$ 21,610,000	\$ 4,890,000	6/1/2015 - 2025	GO (also includes GO Vedda TIF)	\$ 1,279,055
2004	\$ 4,265,000	\$ 2,855,000	7/1/2014 - 2024	GO (Rockport TIF)	\$ 417,885
1995	\$ 3,125,000	\$ 1,050,000	Not Callable - 2020	Water Revenue	\$ 246,425
Total	\$ 82,245,000	\$ 47,125,100		Total	\$ 6,119,056
Total GO	\$ 54,515,000	\$ 27,750,100			
Total Revenue	\$ 27,730,000	\$ 19,375,000			

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2011, \$1.948 million in General Obligation BANS were issued to fund projects in 2011, in 2012 \$2.0 million in BANS were issued, in 2013 \$2.304 million in BANS were issued for 2013 capital projects, in 2014 \$5.773 million was issued for projects started in 2014, and \$5.35 million in BANS were issued in 2015.

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. The City anticipates issuing bonds to repay the 2011-2015 BANS.

SHORT -TERM DEBT OUTSTANDING - NOTES				
	Original Amount	Maturity Date	Coupon Rate	2016 Debt Service Payments
2015	\$ 5,350,000	4/7/2016	1%	\$ 5,403,500
2014	\$ 5,773,000			\$ 5,773,000
2013	\$ 2,304,000			\$ 2,304,000
2012	\$ 2,000,000			\$ 2,000,000
2011	\$ 1,948,000			\$ 1,948,000
Total	\$ 17,375,000			Total

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, 2015	Final Maturity Year	2016 Debt Service Payments
2007	\$ 1,664,642	\$215,946	2017	\$ 113,881
2008	\$ 5,416,546	\$1,387,859	2018	\$ 565,262
2009	\$ 2,175,159	\$654,091	2019	\$ 235,757
2010	\$ -			
2011	\$ 3,402,570	\$1,770,490	2021	\$ 389,076
2012	\$ 1,137,080	\$666,622	2022	\$ 165,858
2013	\$ 1,792,646	\$1,312,048	2023	\$ 227,990
2014	\$ 3,780,616	\$3,246,172	2028	\$ 429,820
2015	\$ 3,740,000	\$3,572,328	2030	\$ 365,114
Total	\$ 23,109,259	\$ 12,825,557		\$ 2,492,758

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, 2015	Final Maturity Year	2016 Debt Service Payments
OPWC	\$3,824,181	2031	\$ 378,514
Special Assesments	\$135,000	2026	\$ 15,570
Total	\$3,959,181	Total	\$ 394,084

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)	\$ 853,735,370
2010 Census Population	52,131

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 47,125,100
Short-Term Debt, Loans & Leases	\$ 34,159,738
Total Outstanding Debt	\$ 81,284,839
LESS	
Water Revenue Bonds (1995, 2002, 2006)	\$ (9,069,557)
TIF's (Rockport (2004) & Vedda (in 2005 Bonds))	\$ (3,090,000)
Municipal Capital Leases	\$ (12,825,557)
Sewer Bonds (Wastewater Fund 510 Bonds & 2006 Revenue)	\$ (15,389,938)
Special Assessment Bonds & Loans	\$ (3,959,181)
Non-Exempt Debt	\$ 36,950,605
5.5% Unvoted Debt Limit	\$ 46,955,445
Debt Leeway	\$ 29,663,936
Debt Ratios	
Net Debt to Full Value	3.33%
Total Debt per Capita	\$1,559.24
Notes as a % of Total Debt	21.38%

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	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015- 2016
Office of City Council	159,569	160,176	168,466	198,697	18%
Municipal Court	1,426,223	1,245,291	1,246,638	1,566,159	26%
Office of Mayor	225,139	230,316	251,159	274,846	9%
Office of Civil Service	86,142	91,172	94,707	112,853	19%
Human Resources	239,098	240,717	272,496	276,202	1%
Law	439,204	444,478	576,195	727,861	26%
Finance	537,200	556,479	602,080	624,058	4%
Income Tax	644,689	710,666	763,672	852,347	12%
Information Systems	1,003,227	1,241,658	1,002,314	974,870	-3%
Utility Billing	1,986,440	2,109,137	2,261,710	2,324,226	3%
Vital Statistics & Nuisance Abatement	404,772	341,920	376,180	363,727	-3%
General Administration	3,756,719	9,006,209	5,269,378	2,540,796	-52%
Planning and Development	1,293,865	1,071,755	993,709	1,601,468	61%
Building & Housing	929,216	1,013,883	1,291,100	1,337,612	4%
Community Development	1,501,421	1,494,927	1,536,414	1,645,049	7%
Community Relations	84,742	86,743	93,096	99,042	6%
CDBG, ESG, HOME, NSP Pass-Through	\$ 296,002	\$ 318,141	\$ 481,106	\$ 456,770	-5%
Income Tax Refunds	421,410	418,518	435,000	400,000	-8%
Total Expenditures	15,435,078	20,782,186	17,715,419	16,376,584	-8%
Total Expenditures by Category All Funds	All 2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015- 2016
Salaries	4,209,300	4,334,964	4,561,992	4,858,655	7%
Fringe Benefits	1,085,806	1,130,351	1,182,702	1,297,812	10%
Travel and Transportation	31,211	51,400	35,045	64,195	83%
Professional Services	696,530	820,820	1,224,910	1,486,083	21%
Communications	157,985	155,564	172,178	208,770	21%
Contractual Services	2,125,875	1,741,185	1,896,749	2,514,850	33%
Materials & Supplies	101,537	116,909	159,709	176,475	10%
Capital	269,439	467,730	127,871	273,211	114%
Utilities	9,316	9,689	10,265	11,425	11%
Other	911,536	1,334,738	1,386,214	1,563,024	13%
Reserve Balance	420,513	155,371	208,963	-	-100%
Economic Development Programs	125,157	326,001	26,710	50,000	87%
Debt Service	1,473,508	1,576,536	1,683,853	1,717,629	2%
Transfer or Advance	3,099,953	7,824,269	4,122,152	1,297,686	-69%
CDBG, ESG, HOME, NSP Pass-Through	296,002	318,141	481,106	456,770	-5%
Income Tax Refunds	421,410	418,518	435,000	400,000	-8%
Total Expenditures	15,435,078	20,782,186	17,715,419	16,376,584	-8%

Budget Overview of General Government

General Fund Total Expenditures by Category	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	3,562,237	3,717,135	3,963,622	4,231,466	7%
Fringe Benefits	890,675	946,163	1,021,035	1,117,404	9%
Travel and Transportation	24,838	47,435	32,185	59,670	85%
Professional Services	609,514	696,197	1,079,304	1,273,563	18%
Communications	138,879	137,609	156,208	187,895	20%
Contractual Services	129,416	76,468	81,481	281,750	246%
Materials & Supplies	94,642	104,023	144,871	157,535	9%
Capital	266,130	467,700	127,871	50,000	-61%
Utilities	3,154	3,279	3,476	3,600	4%
Other	470,033	863,121	991,728	1,191,755	20%
Reserve Balance	420,513	155,371	208,963	-	-100%
Economic Development Programs	125,157	326,001	26,710	50,000	87%
Debt Service	-	-	-	-	
Transfer or Advance	2,728,501	7,802,817	3,885,000	1,053,330	-73%
Income Tax Refunds	421,410	418,518	435,000	400,000	-8%
Total Expenditures	9,885,100	15,761,836	12,157,453	10,057,968	-17%

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.

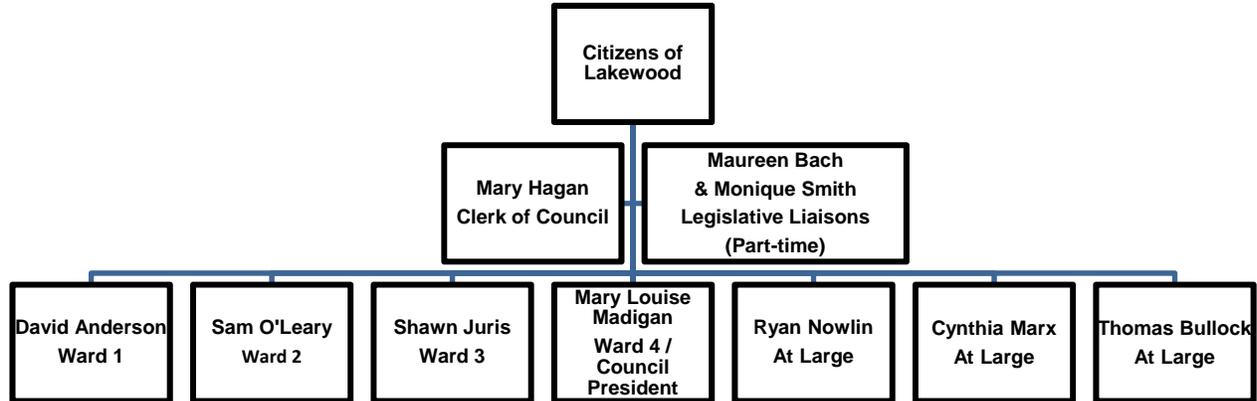
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents' links to their local 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. The Clerk 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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	122,614	121,543	127,445	152,311	20%
Fringe Benefits	25,237	25,692	27,906	32,736	17%
Travel and Transportation			5	-	
Professional Services	9,511	8,162	7,712	10,275	33%
Communications	382	232	273	325	19%
Contractual Services					
Materials & Supplies	243	835	1,137	1,450	28%
Capital		2,129	2,246	-	-100%
Utilities					
Other	1,582	1,582	1,741	1,600	-8%
Debt Service					
Transfer or Advance					
Total	159,569	160,176	168,466	198,697	18%

Organizational Chart



Personnel Staffing

		As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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	2	2
Council Members		7	7	7	7	7
<i>Total Part Time Employees</i>		8	8	8	9	9

Municipal Court

The following table represents the actual General Fund 2013 and 2014 expenditures of the Lakewood Municipal Court, and the 2015 and 2016 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries	889,764	818,140	867,028	902,855
Fringe Benefits	131,488	120,743	133,517	139,973
Travel and Transportation	11,139	10,468	9,140	13,150
Professional Services	40,197	45,033	44,960	64,600
Communications	37,830	40,674	39,737	46,500
Contractual Services				
Materials & Supplies	15,475	14,288	15,499	20,150
Capital	-	-	-	-
Utilities				
Other	5,073	5,671	6,323	8,100
Debt Service				
Transfer or Advance				
Total	1,130,967	1,055,016	1,116,203	1,195,328

The approval of the Municipal Court Budget includes approval of any amendment to the compensation of the Clerk of Court and the Probation Officer in accordance with R.C. 1901.31 and R.C. 1901.33.

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

Indigent Driver Treatment(Fund 230)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	999	12,941	36,400	-
Communications				
Contractual Services	-	-	-	150,000
Materials & Supplies	-	1,053	1,950	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	999	13,994	38,350	150,000

Municipal Court

Political Subdivision (Fund 232)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	-	-	17,000
Communications				
Contractual Services				
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	-	-	-	17,000
Computer Maint (Fund 234)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services				
Communications				
Contractual Services	37,844	25,738	37,215	40,000
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	37,844	25,738	37,215	40,000
Court Special Projects (Fund 235)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries	8,809	27,794	3,696	7,500
Fringe Benefits	1,361	4,276	571	1,159
Travel and Transportation				
Professional Services	-	1,400	1,200	5,000
Communications				
Contractual Services	61,921	59,304	32,050	50,000
Materials & Supplies	3,400	8,984	10,000	15,000
Capital	-	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance	150,000	-	-	-
Total	225,491	101,758	47,517	78,659

Municipal Court

Court Probation (Fund 236)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries	20,790	36,973	-	15,000
Fringe Benefits	3,211	5,712	-	2,318
Travel and Transportation	101	303	202	500
Professional Services	6,820	4,200	7,151	7,355
Communications				
Contractual Services				
Materials & Supplies	-	-	-	-
Capital	-	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	30,922	47,188	7,353	25,173
IDIAM (Fund 237)				
	2013 Actual	2014 Actual	2015 Projected	2016 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	1,596	-	60,000
Communications				
Contractual Services				
Materials & Supplies	-	-	-	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	-	1,596	-	60,000
TOTAL	1,426,223	1,245,291	1,246,638	1,566,159

Mayor's Office

Division of the Mayor's Office

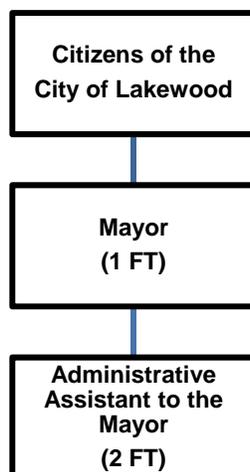
Description

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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	168,806	168,014	183,921	201,315	9%
Fringe Benefits	45,657	46,913	55,086	58,706	7%
Travel and Transportation	8	1,055	1,895	2,625	39%
Professional Services	6,830	8,522	6,522	7,600	17%
Communications	1,710	1,868	1,345	1,610	20%
Contractual Services	-	-	-	-	
Materials & Supplies	1,709	3,514	1,634	2,215	36%
Capital					
Utilities					
Other	419	431	757	775	2%
Debt Service					
Transfer or Advance					
Total	225,139	230,316	251,159	274,846	9%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	55,070	55,292	58,296	57,066	-2%
Fringe Benefits	15,013	15,443	17,464	18,012	3%
Travel and Transportation					
Professional Services	15,451	19,765	18,500	37,050	100%
Communications	542	557	378	675	79%
Contractual Services					
Materials & Supplies	66	87	70	50	-29%
Capital					
Utilities					
Other	-	29	-	-	
Debt Service					
Transfer or Advance					
Total	86,142	91,172	94,707	112,853	19%

2015 Accomplishments

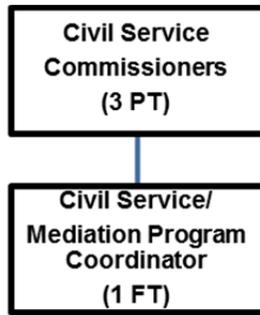
- The commission held a promotional examination for the position of Assistant Fire Chief. The eligible list was certified on June 11, 2015.
- Held four non-competitive examinations for various manager positions in the city.

2016 & Beyond Strategic Plan

Sound Governance

- Maintain and Support an Educated and Trained Workforce
 - Continue to conduct competitive and non-competitive examinations as needed to maintain staffing levels.
 - Review and update non-competitive examinations as needed.
 - Review and update job descriptions as needed.
 - Review and update the class plan with the assistance of Human Resources for market compensation.
 - Conduct salary survey as required by the Charter which provide salary recommendations for the positions of Mayor and Council.

Organizational Chart



Personnel Staffing

		As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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

- Healthcare costs continue to trend upward with several cases above the specific stop loss level.
- The biggest trend identified in 2015 for the next several years was the impact of the Affordable Care Act on the health insurance budget, plans and cost to employees. These costs will total almost \$10,000 to meet the reporting requirements. This will be an ongoing annual cost.

Division of Human Resources

- Moving more communications to electronic format including benefits open enrollment and normal employee communications.

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	166,670	168,034	183,307	180,559	-1%
Fringe Benefits	44,719	46,640	53,611	55,248	3%
Travel and Transportation	-	-	-	100	
Professional Services	21,602	20,730	32,101	34,245	7%
Communications	1,192	915	708	900	27%
Contractual Services					
Materials & Supplies	3,376	3,001	1,859	3,750	102%
Capital					
Utilities					
Other	1,540	1,397	910	1,400	54%
Debt Service					
Transfer or Advance					
Total	239,098	240,717	272,496	276,202	1%

2015 Accomplishments

- HR Director achieved Green Belt Six Sigma certificate.
- Completed the implementation of Right Stuff in the allotted project time frame.
- Implemented required respiratory questionnaire for all firefighters according to OSHA guidelines.
- Implemented career ladder for Building Department which included the development and negotiation of a Memorandum of Understanding with the AFSCME bargaining unit.

2016 & Beyond Strategic Plan

- *Improve Stewardship of Assets*
 - Continue to reduce property insurance claims by implementing improved internal controls
 - Key Performance Indicators:

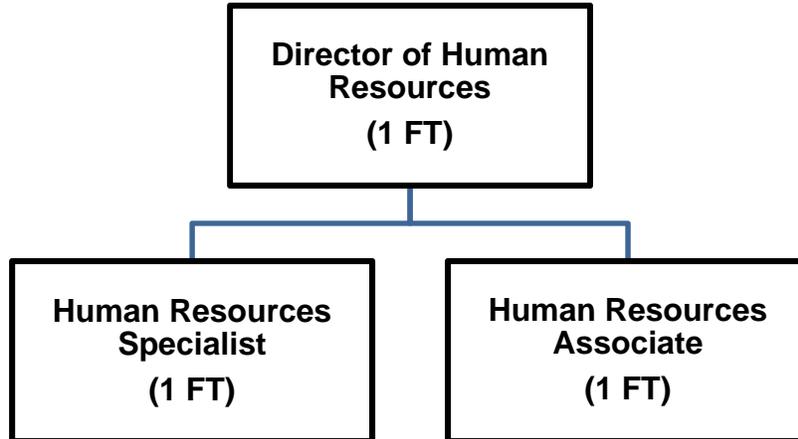
Division of Human Resources

- 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 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.
- *Sound Governance*
 - Prepare for and negotiate all bargaining unit contracts which expire on December 31, 2016.
 - Key Performance Indicators:
 - Agreement with all units to not utilize outside counsel as a way to open negotiations and save funds.
 - 3 of 7 contracts will be agreed upon before the end of the current cycle.
 - Participate in 100% of all negotiation meetings
 - Strategies:
 - To be developed according to the economic indicators for the city.
 - Plans:
 - Evaluate each contract first for non-compensation changes.
 - Research current contracts in cities like us.
 - Prepare documents for review.
 - Actions:
 - Identify all players for each 'table'.

Division of Human Resources

- Ensure all players have a deep understanding of the current contract provisions and the goals of the organization.

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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

- The negotiations and legal work resulting from the 2015 letter of intent received by the Cleveland Clinic Foundation and the Lakewood Hospital Association related to Lakewood Hospital, and the defense of the taxpayer lawsuit filed by five citizens also related to the hospital, has led to significant increases in our outside counsel expenditures.
- The trend of increased OVI case filings continues, as the Ohio State Highway Patrol troopers have settled into the routine of patrolling Lakewood's state highways and bringing complaints to our court.
- Civil litigation overall dropped in 2015. Through November 6, 2015, the city and its officials were named in just 7 separate lawsuits, 5 of which were foreclosure-related (and thus not direct actions against the city). The Law Department was lead counsel for the city in 6 of those 7 new cases; insurance defense counsel was the lead in the remaining case. In 2014, the city or its officials were named in 12 separate lawsuits. In 2013, 11 civil lawsuits were filed against the city. In 2012, 29 suits were filed against the city.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	321,116	322,801	336,969	359,068	7%
Fringe Benefits	75,776	77,846	80,156	88,457	10%
Travel and Transportation	362	703	249	750	201%
Professional Services	27,621	24,948	140,581	259,450	85%
Communications	1,870	2,447	1,735	3,000	73%
Contractual Services					
Materials & Supplies	12,460	13,166	15,291	15,230	0%
Capital	-	-	-	-	
Utilities					
Other	-	2,568	1,214	1,907	57%
Debt Service					
Transfer or Advance					
Total	439,204	444,478	576,195	727,861	26%

2015 Accomplishments

- Managed the process of seeking and hiring outside counsel related to the negotiations over the future of healthcare in Lakewood, with input from the administration and Council.
- With the administration, Council and negotiating partners, participated in intensive negotiations with the Cleveland Clinic and Lakewood Hospital Association over the future of healthcare in Lakewood, the result of which could yield transformative changes in the way the city receives healthcare and in the makeup of a significant segment of the city’s commercial corridor.
- Defended the city from allegations in a civil lawsuit related to the operation of Lakewood Hospital and negotiations over the future of healthcare in Lakewood.
- Successfully defended all criminal appeals taken from prosecutions in the municipal court

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

- Continue the process of negotiating over the future of healthcare in Lakewood to its completion, and continue to defend the city in the related lawsuit.

Law Department

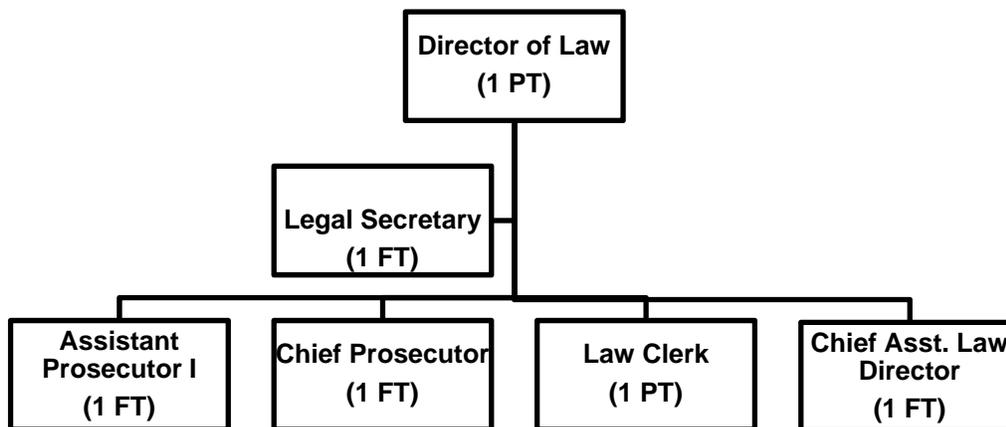
Sound Governance

- With the appropriate approvals in place, work with Council, the administration, the former Charter Review Commission and other interested stakeholders in presenting the draft Third Amended Charter of the city to the public for consideration and a vote.

Safe & Secure

- Plan for and implement strategies dealing with lakeshore protection and erosion in residential neighborhoods.
- Continue to assist in the abatement of severe nuisance conditions at the Hilliard Square Theater building, up through and including demolition.

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Law					
<u>Full Time Employees</u>					
Director of Law	1	1	1	0	0
Chief Asst. Law Director	0	0	0	1	1
Chief Prosecutor	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>					
Director of Law	0	0	0	1	1
Asst. Law Director/Pros. I	1	1	1	0	0
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

- Independent auditing firm of James G. Zupka, C.P.A., will perform their seventh financial audit during 2016.

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	361,982	375,522	406,519	411,099	1%
Fringe Benefits	113,004	114,994	124,050	129,559	4%
Travel and Transportation	194	825	363	1,425	293%
Professional Services	53,094	55,881	59,254	69,325	17%
Communications	4,072	5,026	5,555	6,250	13%
Contractual Services					
Materials & Supplies	2,281	2,852	2,459	3,200	30%
Capital	-	-	-	-	
Utilities					
Other	2,573	1,379	3,880	3,200	-18%
Debt Service					
Transfer or Advance					
Total	537,200	556,479	602,080	624,058	4%

2015 Accomplishments

- The 2014 Financial Audit was completed on time, received no citations and was the recipient of the “Auditor of State Award” for the second year in a row.
- Continued expanding the City’s long term investment portfolio in excess of fourteen million dollars.
- All Finance department employees have successfully completed Lean Six Sigma Yellow Belt training.
- The Finance department is participating in the Ohio State Treasurer’s transparency project, “Ohio’s Checkbook” by furnishing details of all expenditures from 2010-2014. At this time, about 100 entities across Ohio have submitted some form of expenditure detail.

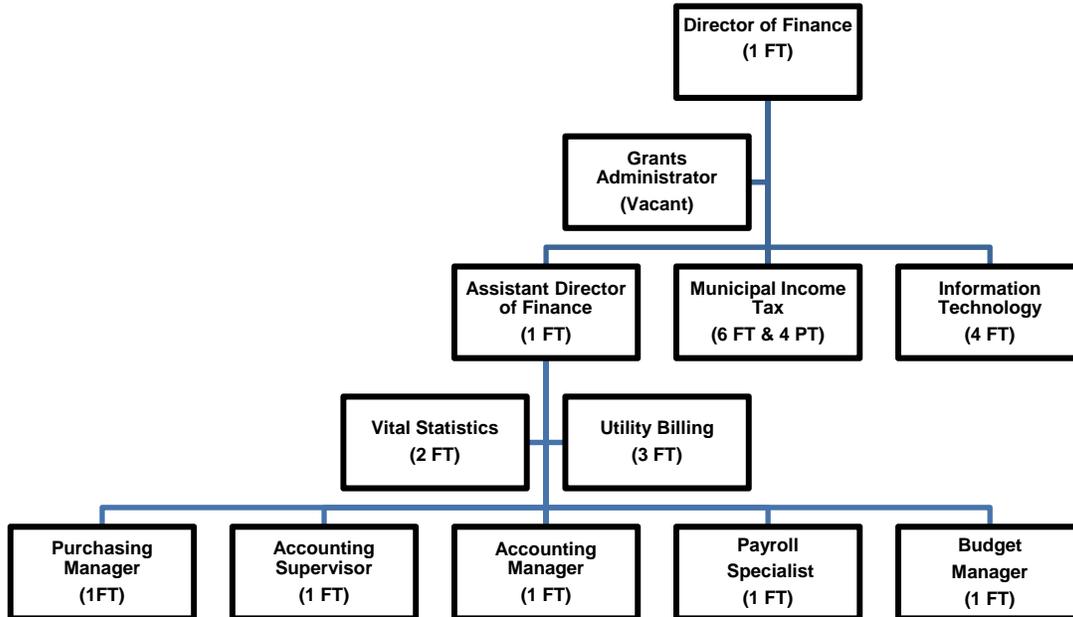
2016 & Beyond Strategic Plan

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 Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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
Budget Manager	0	1	1	1	1
<i>Total Full Time Employees</i>	6	7	7	7	7

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

- Cloud computing applications – backups, line of business applications in the cloud are emerging as a preference to locally hosted systems
- Virtual servers – multiple servers are now managed on shared hardware which is saving energy and improving resource utilization while providing flexibility for future initiatives
- Wireless computing – Wi-Fi and cellular networks are utilized in several city computing applications and that trend will increase

Division Budget

DIVISION OF INFORMATION TECHNOLOGY					
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	235,164	277,470	302,214	300,592	-1%
Fringe Benefits	68,208	67,661	80,790	83,458	3%
Travel and Transportation	-	-	-	-	
Professional Services	249,124	299,670	348,724	360,100	3%
Communications	13,937	8,523	7,150	16,350	129%
Contractual Services	122,752	64,649	48,860	75,000	53%
Materials & Supplies	47,911	57,852	93,457	89,340	-4%
Capital	266,130	465,570	121,093	50,000	-59%
Utilities					
Other	-	263	25	30	18%
Debt Service					
Transfer or Advance					
Total	1,003,227	1,241,658	1,002,314	974,870	-3%

2015 Accomplishments

- Replacement fiber-optic wide area network and high-speed internet
- Project management of Lakewood Police Department conversion from REDSS to LEADS
- Addition of business continuity capabilities to the enterprise software system
- Project management of Lakewood Police Department move to County’s 911 system

2016 & Beyond Strategic Plan

Safe and Secure City:

- *Expand Surveillance Cameras for use by Lakewood Police*
 - Addition of several cameras throughout the city and upgrading existing older ones
 - Strategies:
 - Crime prevention and investigative tools for law enforcement
 - Plans
 - Leverage fiber optics and point-to-point wireless networking to improve reliability of IP camera systems and eliminate the reliance on cellular providers
 - Actions:
 - Release RFP for point-to-point wireless system to complement the communications of a fiber optic network
 - Retrofit existing cameras and enclosures to utilize the new communications technology
- *Support Lakewood Police in management and use of Body Camera systems*
 - Addition of several cameras throughout the city and upgrading existing older ones
 - Strategies:
 - Maximize the investment by keeping the system operating reliably
 - Plans
 - Study the system that is eventually chosen and look for opportunities to streamline its use throughout the department
 - Actions:
 - Create documentation for technical procedures

Sound Governance:

- *Upgrade Council Auditorium Technology*
 - Replace antiquated sound system and add modern projection display capabilities
 - Strategies:
 - Better customer service by improving the usefulness and effectiveness of the auditorium technology
 - Plans
 - Meet with firms specializing in this type of work and gain ideas of what would be a desirable end result
 - Actions:
 - Release RFP
- *Enterprise software upgrade/replacement analysis-Naviline*
 - Begin to examine alternatives to the existing enterprise software
 - Strategies:

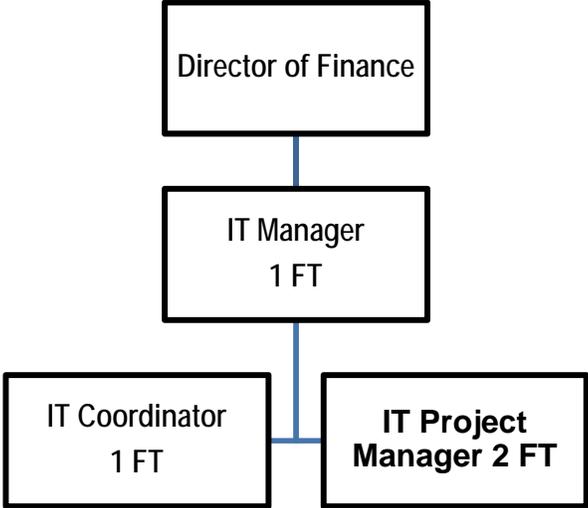
Division of Information Technology

- Increase capabilities at a lower cost
- Plans
 - Research in detail the various software platforms
- Actions:
 - Develop a comparison matrix
 - Present analysis to stakeholders

Vibrant Neighborhoods:

- *Wi-fi in Parks*
 - Addition of wi-fi internet to 5 city parks: Lakewood, Madison, Kauffman, Wagar and Cove
 - Strategies:
 - Improve citizen experience in the parks by offering wi-fi internet
 - Plans
 - Perform a site survey with firms specializing in this type of work
 - Actions:
 - Release RFP

Organizational Chart



Personnel Staffing

Division of Information Technology

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Information Technology					
<u>Full Time Employees</u>					
I.T. Manager	1	1	1	1	1
I.T. Project Manager	0	2	2	2	2
I.T. Coordinator	1	1	1	1	1
I.T. Network Analyst	1	0	0	0	0
<i>Total Full Time Employees</i>	3	4	4	4	4

Division of Income Tax

Division of Income Tax

Description

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

Trends

- Monitor legislative changes at the State level and how 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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	354,036	397,185	389,191	420,167	8%
Fringe Benefits	94,169	112,037	111,837	121,069	8%
Travel and Transportation	562	430	1,070	3,750	250%
Professional Services	64,282	70,645	126,656	134,768	6%
Communications	59,089	54,678	55,468	81,350	47%
Contractual Services	1,631	1,400	1,470	1,750	19%
Materials & Supplies	4,362	3,336	3,859	4,935	28%
Capital					
Utilities	3,154	3,279	3,476	3,600	4%
Other	63,406	67,675	70,646	80,958	15%
Debt Service					
Transfer or Advance					
Total	644,689	710,666	763,672	852,347	12%

2015 Accomplishments

- Amended Lakewood Codified Ordinance 128 to conform to statewide changes mandated by Substitute House Bill 5
- Instituted early phases of filing criminal cases for non-filers utilizing our CCA/IRS partnership and using an IRS-appointed lawyer
- Continued to improve database utilizing a number of sources in order to increase taxpayer identification

2016 & 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 continue to conclusion the Yellow Belt – Payment Plan Project
 - 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

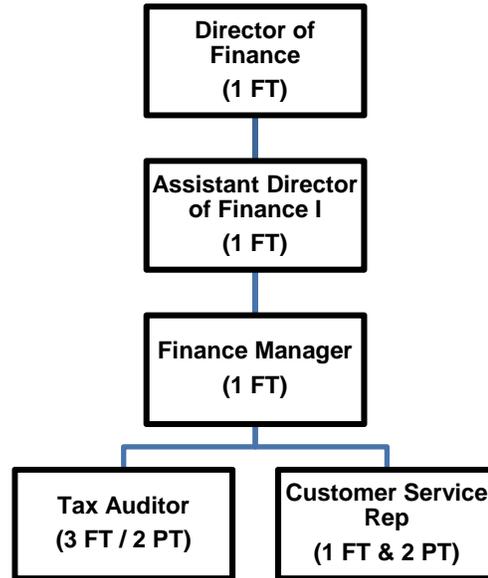
- *Improve Fiscal Viability*
 - Adjust to the Changes Mandated by the State of Ohio
 - Key Performance Indicators:
 - Continue to communicate changes mandated by HB 5 to Lakewood’s taxpayers, including new deadlines, compliance requirements, etc.
 - Strategies:
 - Utilize available modes of communication (letters/postcards, Lakewood website, social media) to inform the public of these changes
 - Plans:
 - Draft both written and electronic correspondence concerning HB 5’s statewide mandates
 - Actions:
 - Inform the citizens of Lakewood of these changes in a timely manner, increasing efficiency and maximizing revenue
 - Update Lakewood tax homepage to accommodate dramatic changes mandated by HB 5

 - Continue Aggressive Collection of Revenues
 - Key Performance Indicators:

Division of Income Tax

- Continue to enhance revenue through strong database identification process
- Continue filing criminal cases for non-filers utilizing CCA/IRS partnership and using an IRS-appointed lawyer
- 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:
 - Bring all information together rapidly, leading to increased revenue and efficiency
- 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 printing company

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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	3	3	3	3	3
Customer Service Rep	1	1	1	1	1
<i>Total Full Time Employees</i>	6	6	6	6	6
<u>Part Time Employees</u>					
Tax Auditor	2	2	2	2	2
Customer Service Rep	2	2	2	2	2
<i>Total Part Time Employees</i>	4	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

- Over 2,500 accounts have enrolled in online payments for water/sewer bills (an increase of 31.5%), and approximately \$2.2 million is anticipated to be collected through this convenience by year’s end.

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	127,796	133,306	140,507	144,684	3%
Fringe Benefits	37,355	38,329	39,443	50,573	28%
Travel and Transportation					
Professional Services	57,778	70,099	78,902	96,315	22%
Communications	15,891	14,903	13,162	17,250	31%
Contractual Services	1,400	1,400	1,470	1,400	-5%
Materials & Supplies	1,039	896	961	1,500	56%
Capital	-	-	-	-	
Utilities	2,050	2,150	2,258	2,825	25%
Other	301,942	302,280	330,298	321,198	-3%
Debt Service	1,425,937	1,530,525	1,639,457	1,673,229	2%
Transfer or Advance	15,252	15,252	15,252	15,252	0%
Total	1,986,440	2,109,137	2,261,710	2,324,226	3%

2015 Accomplishments

- Aggressively pursued delinquent balances to such a degree that assessments on property taxes are being cut from \$300,000 to \$50,000.
- Continued utilization of SharePoint Calendar in organization and communication of dates, times, and locations of customer appointments and utility disconnections.

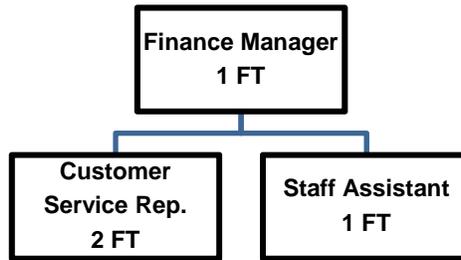
2016 & Beyond Strategic Plan

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 latter phases of 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 Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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 Rep	1	1	1	2	2
<i>Total Full Time Employees</i>	3	3	3	4	4
<u>Part Time Employees</u>					
Customer Service Rep	2	2	2	0	0
<i>Total Part Time Employees</i>	2	2	2	0	0

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 2015, there has been an approximate 8% decrease in live births at Lakewood Hospital since 2014. The Division likewise monitors the number of death certificates it produces for citizens of the City of Lakewood. As of October 2015, there has been an approximate 19% decrease in death certificates issued since 2014—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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	145,616	94,636	124,395	107,704	-13%
Fringe Benefits	46,235	31,459	35,805	35,333	-1%
Travel and Transportation	1,379	-	-	-	
Professional Services	965	902	707	3,000	324%
Communications	1,079	938	1,229	1,475	20%
Contractual Services	201,583	205,754	205,824	206,700	0%
Materials & Supplies	1,489	1,613	1,731	2,140	24%
Capital	-	-	-	-	
Utilities	4,112	4,260	4,531	5,000	10%
Other	1,115	1,158	1,056	1,175	11%
Debt Service					
Transfer or Advance	1,200	1,200	900	1,200	33%
Total	404,772	341,920	376,180	363,727	-3%

2015 Accomplishments

- Made significant progress by scanning/indexing and making corrections on birth records for years 1951 through 1992.
- Continued indexing death certificates through 1996.
- Provided stellar customer service that was both informative and accurate.

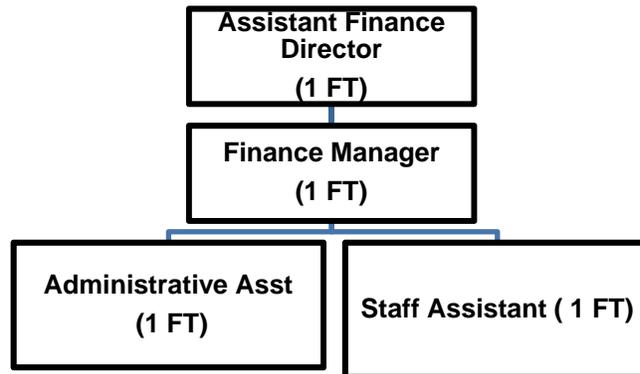
2016 & Beyond Strategic Plan

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
 - 1992 through 1999
 - Continue scanning and indexing death records
 - 1996 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 revealing sealed information
 - 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

Division of Vital Statistics

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	88,388	119,324	161,531	190,312	18%
Fringe Benefits	33,630	23,370	19,246	40,115	108%
Travel and Transportation	-	18,389	3,029	21,025	594%
Professional Services	92,202	104,275	188,404	210,000	11%
Communications	665	2,260	21,967	5,125	-77%
Contractual Services	-	3,666	1,092	75,000	6767%
Materials & Supplies	1,697	949	3,996	8,955	124%
Capital	-	-	-	-	
Utilities					
Other	391,123	775,788	776,150	936,935	21%
Reserve Balance	420,513	155,371	208,963	-	-100%
Debt Service					
Transfer or Advance	2,728,501	7,802,817	3,885,000	1,053,330	-73%
Total	3,756,719	9,006,209	5,269,378	2,540,796	-52%

Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
General Administration					
<u>Full Time Employees</u>					
Public Relations / Media Specialist	0	0	1	1	1
<i>Total Full Time Employees</i>	0	0	0	1	1
<u>Part Time Employees</u>					
Grants Administrator	1	1	1	0	1
<i>Total Part Time Employees</i>	1	1	1	0	1

Division of Planning & Development and Building & Housing

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 real estate and business development continues to show growth along Madison and Detroit Avenues. Investors will remain bullish along Madison through 2016, mainly due to real estate being reasonably priced, and the road resurfacing and installation of the new traffic lights being installed. Businesses looking to relocate, or expand are finding Lakewood's architecture, walkability, vibrant commercial corridors, and public safety as assets.
- Housing Forward strategy remains effective, and keeps evolving. In 2016, we will complete the comprehensive re-survey of all 1&2 family homes, expand our multi-family inspection coverage, and see another growth year in total permit activity, and permit valuation. Cuyahoga County Fiscal Office's recent triennial report affirmed that property values have increased in Lakewood nearly 8 percent since 2012. McKinley Place and Rockport development projects will add 91 new houses to Lakewood in 2016 and 2017, and interest will continue from the development community in building new residential projects.
- Berea Road is seeing renewed interest from entrepreneurs and real estate investors. The city's only industrial corridor offers large and flexible industrial space, with convenient highway access, and affordable for lease and purchasable land. Investors will remain interested through 2016, with an eye towards breaking ground late 2016 and in to 2017.

Division of Planning & Development and Building & Housing

- Storefront Renovation Grant remains the city’s most popular funding resource for small businesses, and commercial real estate owners.

- The building department realized cost savings and improved its quality of service by launching an online platform for 1&2 family housing licenses. In 2016 the department will explore adding multi-family housing licenses, and contractor registration to expand the online platform.

Division Budget

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	167,835	183,704	196,994	269,210	37%
Fringe Benefits	33,569	57,395	64,475	78,588	22%
Travel and Transportation	28	154	207	325	57%
Professional Services	9,082	23,764	11,269	25,200	124%
Communications	3,451	3,615	3,970	5,635	42%
Contractual Services	33	1,753	25,059	125,000	399%
Materials & Supplies	1,339	552	954	1,300	36%
Capital	-	-	4,531	-	-100%
Utilities					
Other	931	1,261	1,078	1,400	30%
Economic Development Programs	125,157	326,001	26,710	50,000	87%
Debt Service					
Transfer or Advance					
Total	341,426	598,199	335,248	556,658	66%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	142,467	138,685	131,133	143,550	9%
Fringe Benefits	72,788	72,204	54,559	58,447	7%
Travel and Transportation	2,770	1,928	423	1,525	260%
Professional Services	12,146	21,578	11,914	13,550	14%
Communications	1,216	1,181	955	1,250	31%
Contractual Services	35,283	127,467	30,400	50,000	64%
Materials & Supplies	834	239	149	225	51%
Capital	1,411	-	-	-	
Utilities					
Other	69,569	84,692	32,208	25,148	-22%
Debt Service					
Transfer or Advance	200,000	-	215,000	227,904	6%
Total	538,485	447,974	476,741	521,599	9%

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services	413,954	25,582	181,720	300,000	65%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
Total	413,954	25,582	181,720	300,000	65%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	-	223,211	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	-	223,211	
TOTAL	1,293,865	1,071,755	993,709	1,601,468	61%

Division of Building & Housing					
General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	577,043	656,010	692,909	729,918	5%
Fringe Benefits	193,502	220,200	236,987	253,272	7%
Travel and Transportation	12,544	15,411	16,229	16,470	1%
Professional Services	16,075	9,935	84,562	49,700	-41%
Communications	10,872	12,813	14,280	16,225	14%
Contractual Services					
Materials & Supplies	2,565	3,063	3,888	5,325	37%
Capital	-	-	-	-	
Utilities					
Other	2,967	4,056	128,586	153,500	19%
Debt Service					
Transfer or Advance					
Total	815,569	921,489	1,177,440	1,224,409	4%

Division of Planning & Development and Building & Housing

Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	92,530	75,489	95,839	95,150	-1%
Fringe Benefits	16,497	14,326	15,223	14,978	-2%
Travel and Transportation	2,026	1,734	2,056	2,250	9%
Professional Services	231	371	237	300	26%
Communications	333	328	257	450	75%
Contractual Services					
Materials & Supplies	133	102	47	75	61%
Capital	1,898	30	-	-	
Utilities					
Other	-	14	-	-	
Debt Service					
Transfer or Advance					
Total	113,648	92,394	113,660	113,203	0%
TOTAL EXPENDITURES	929,216	1,013,883	1,291,100	1,337,612	4%

2015 Accomplishments

- Examples of new projects/businesses approved, under construction or opened include McKinley Place, Rockport, new retail building at Detroit & Manor Park, 3 elementary schools, the high school, St. Ed’s expansion, Sacred Hour Spa, Ice Cream Joy, Little Lakewood Pasta Company, the Detrioter, Smok, Sarita, Roxu, ChowChow Kitchen, Forage Public House, Namaste, Robusto & Briar, the Gorilla, Voodoo Tuna, and Griffin Cider House.
- Administered the design, and construction of the Solstice Steps at Lakewood Park.
- Continued refining and improving staff development by instituting a career ladder for building inspectors and property maintenance inspectors.
- Launched online platform for 1&2 family housing licenses, realizing cost savings and improving the quality of service in the department.
- Two P&D staff members achieved Lean Six Sigma Green Belt Certification, and one staff member achieved AICP accreditation
- Collaborated with Planning Commission to write, and adopt the Parks System Strategic Plan Update 2020.

Division of Planning & Development and Building & Housing

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Preserve and Enhance Neighborhood Quality*
 - Continue the evolution of Housing Forward and implement recommendations from parks strategic plan 2020
 - Key Performance Indicators:
 - Complete the comprehensive re-survey of all 1&2 family properties in the city. Wards 2, 3, and 4 are complete, with Ward 1 left for 2016.
 - Strategies:
 - Continue proactive code enforcement, and execute career ladder strategy for property maintenance inspectors to grow and learn within their field.
 - Plans:
 - Continue refining data gathering in the field with continued adjustments to Web QA, and create community based parks master plans for Wagar and Cove Parks.
 - Actions:
 - Continue expanding use and presence of Web QA, including online contractor registration and online permitting.

Economic Development

- *Promote Commercial Space Development*
 - Commercial Space Redevelopment and Reuse on Madison Avenue, and Berea Road, and active engagement on the future of the Lakewood hospital site
 - Key Performance Indicators:
 - Provide assistance to a minimum of 6 businesses / property owners along Madison Ave and Berea Road, and deliver Hilliard Theater site clean and ready for development
 - Strategies:
 - Continue proactive outreach and marketing to existing businesses and potential investors.
 - Plans:
 - Promote creative reuse strategies executed throughout our community to reinvigorate unique commercial spaces
 - Actions:
 - Promote the use of public funds for the Madison and Berea Road corridors to leverage further private investment.

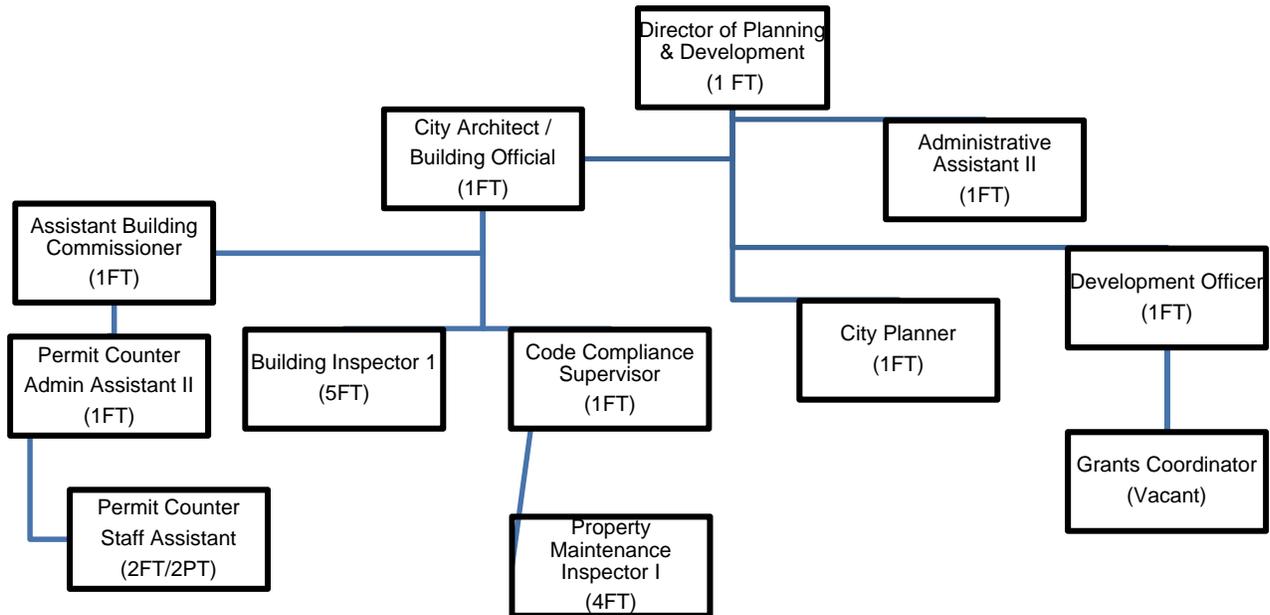
Economic Development

- *Grow and Diversify Lakewood's Economic Base*
 - Market Lakewood Effectively to Attract High Quality Development Projects
 - Key Performance Indicators:
 - Consider the expansion of new residential construction along the riverfront

Division of Planning & Development and Building & Housing

- Strategies:
 - Continue working with major property holders, Omni, Board of Education, 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 creative reuse of our building stock focusing on the successes in Birdtown and along the Madison Avenue corridor.

Organizational Chart



Division of Planning & Development and Building & Housing

Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Planning & Development					
<u>Full Time Employees</u>					
Director of Planning & Development	1	1	1	1	1
Development Officer	1	1	1	1	1
City Planner	1	1	1	1	1
Grants/Comm. Rel. Coordinator	1	1	1	0	1
Administrative Asst. II	1	1	1	1	1
<i>Total Full Time Employees</i>	5	5	5	4	5
	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Division of Building & Housing					
City Architect	1	1	1	1	1
Assistant Building Commissioner	1	1	1	1	1
Building Inspector I	7	7	7	5	5
Litter Control Officer	0	0	0	0	0
Code Compliance Supervisor	1	1	1	1	1
Property Maintenance Inspector I	3	3	3	4	4
Staff Assistant I	1	1	1	2	2
Administrative Assistant II	1	1	1	1	1
<i>Total Full Time Employees</i>	14	14	14	14	14
<u>Part Time Employees</u>					
Staff Assistant I	1	2	2	2	2
<i>Total Part Time Employees</i>	1	2	2	2	2

Division of Community Development

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

- The 2015 housing market has been exceptionally competitive. Home sale values have increased by 8.7% in the 3rd quarter of 2015 as compared to the same period in 2014. Foreclosure rates continue to fall, but have not reached pre-2004 levels. Cuts in federal spending continue to impact HOME funding levels. CDBG funding levels remain static.

Division Budget

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	104,489	106,630	96,668	105,600	9%
Fringe Benefits	16,957	17,198	15,106	16,369	8%
Travel and Transportation	97	-	179	250	40%
Professional Services	8,077	8,898	9,094	10,000	10%
Communications	586	604	367	450	23%
Contractual Services	965,349	973,958	996,760	966,000	-3%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	68,877	83,474	30,924	23,748	-23%
Debt Service	47,571	46,011	44,397	44,400	0%
Transfer or Advance					
Total	1,212,003	1,236,774	1,193,494	1,166,817	-2%

Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	2,638	-	-	
Communications					
Contractual Services	253,000	216,639	325,968	455,000	40%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	253,000	219,277	325,968	455,000	40%

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	4,566	4,316	6,132	8,000	30%
Fringe Benefits	726	684	960	1,232	28%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	26,126	28,876	3,860	14,000	263%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	5,000	5,000	6,000	-	
Total	36,419	38,876	16,952	23,232	37%
TOTAL	1,501,421	1,494,927	1,536,414	1,645,049	7%

Division of Community Development

2015 Accomplishments

- 2126 Quail and 12217 Plover, both City owned rehab projects funded with CDBG and HOME, were completed and sold.
- \$185,000 in Storefront Renovation Program funds were invested into the City's commercial properties for a total of \$445,000 of improvements. Of the sixteen projects completed, eleven buildings assisted are in the Madison Avenue corridor.
- The City's federally funded rehabilitation and demolition programs have invested over \$800,000 into the community's neighborhoods and homes in 2015.
- All but one of the vacant lots resulting from residential demolition funded under NSP 1 have been sold and repurposed as side yards, a parking lot, and orchards.

2016 & 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:
 - Continue regular meetings with staff to identify opportunities to more effectively and creatively utilize federal funds. Develop strategies and programming in line with strategic planning initiatives developed by the City and HUD
 - 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:
 - Increase current levels of applications accepted and approved
 - Ensure that whenever feasible repairs increase the safety, accessibility and energy efficiency of units.
 - Monitor housing trends and conditions, adjust programs to meet current need

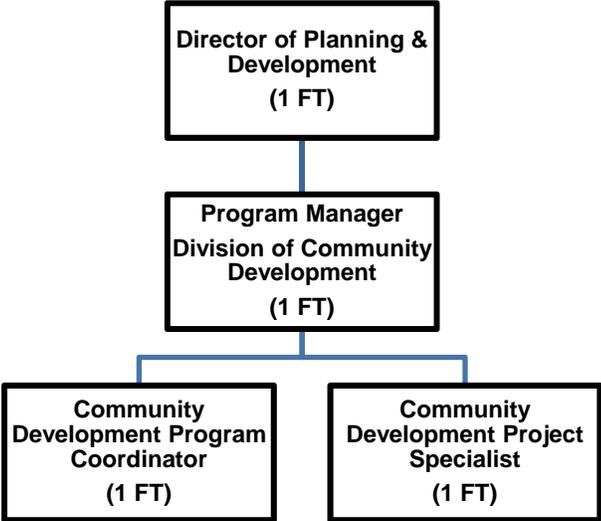
- Maintain project demographic and financial data on an ongoing basis to track progress meeting local and HUD requirements and goals
- Support Housing Forward by marketing to eligible homeowner's under citation
- Actions:
 - Meet HUD goals and objectives outlined in the City's CDBG One Year Action Plan including those completed and new loans set up for repayment; and homes brought into compliance with building code.
 - Target marketing efforts to reach homeowners and properties most in need of assistance. Utilize data through various sources including the housing survey.
 - Seek out opportunities to incorporate a high level of energy efficiency into all federally funded rehab projects
 - Utilize storm water pilot study data to determine ways to leverage federal dollars to assist low and moderate income homeowners address deferred sewer maintenance issues associated with their properties
- Manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured, and weatherized
 - Key Performance Indicators:
 - Complete one energy efficient property and sell to income eligible household
 - Stabilization of nuisance properties identified in coordination with the Division of Housing and Building
 - Strategies:
 - Build upon 2015'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.
 - Efficiently process nuisance rehabilitation and demolition projects
 - Actions:
 - Work with Building Department to ensure projects completed to specifications. Create sales and financing package designed to meet program guidelines and HUD requirements.
 - Build network of contractors necessary to complete exterior maintenance and repairs

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, Citizens Bank, Fifth Third, Wells Fargo, 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					
Full Time Employees	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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)	2013 Actual	2014 Projected	2015 Budgeted	2015 Budgeted	Percent Change 2014-2015
Expenditures by Category					
Salaries	53,749	54,096	57,299	56,995	-1%
Fringe Benefits	16,705	17,231	15,910	18,212	14%
Travel and Transportation	-	-	-	50	
Professional Services	4,443	4,866	10,058	11,250	12%
Communications	3,267	4,001	3,642	3,950	8%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	1,158	527	768	1,635	113%
Capital					
Utilities					
Other	419	1,022	419	1,950	365%
Debt Service					
Transfer or Advance					
Total	84,742	86,743	93,096	99,042	6%

2015 Accomplishments

- Community Event Coordination including Band Concerts, Friday Night Flicks, Fourth of July Parade and concert, Community Diversity Potluck, Welcome To Lakewood Event, Community Diversity Potluck, Meet the Trucks, Lakewood Arts Festival, Lakewood Community Festival, Lakewood Farmers Market and Lakewood Veterans Day Ceremony.
- Continued to improved information sharing through social media and web presence. New website launched in July 2015 which is more user friendly with added features. Increased email distribution list and Facebook and Twitter presence.
- Continued to increase the number of residents we communicate with on a regular basis. We continued our promotion of the ReadyNotify Program so we can communicate with residents in an emergency. E-newsletter distribution list has grown to over 7100 people. Facebook fans have grown to over 6200. Twitter followers have grown to 5087

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Build Volunteer Capacity*
 - Increase the number and frequency of volunteers
 - Key Performance Indicators:
 - Increase our volunteer corp of city volunteers as well as “neighbors helping neighbors” volunteers

Division of Community Relations

- Strategies:
 - New website launched 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.

Safe and Secure City

- *Prepare and train for unexpected events (weather, accidents, disasters, etc.)*
 - Encourage emergency preparedness for all citizens*
- Key Performance Indicators:
 - Formalize our Communication Strategy for Emergency Preparedness
 - 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:
 - Continue to increase our number of Twitter and Facebook followers and the number of people who subscribe to ReadyNotify and 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.

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	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Police Division	10,439,358	10,555,788	11,268,946	11,780,386	5%
Dispatch Division	698,865	714,703	766,142	809,646	6%
Prisoner Support Division	289,474	346,852	343,935	421,998	23%
School Guards Division	161,933	164,716	198,003	266,699	35%
Animal Control Division	182,384	226,520	197,788	205,174	4%
Parking Enforcement Division	528,872	333,761	372,322	400,325	8%
Fire & EMS Department	9,837,133	9,646,533	10,115,278	11,007,387	9%
Total Expenditures	22,138,019	21,988,874	23,262,413	24,891,616	7%

Total Expenditures by Category All Funds	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	14,755,571	15,150,236	16,162,695	16,782,191	4%
Fringe Benefits	4,685,720	4,857,912	5,430,075	5,649,989	4%
Travel and Transportation	8,324	15,246	18,176	15,775	-13%
Professional Services	250,121	239,634	302,601	388,295	28%
Communications	112,344	91,908	81,536	92,825	14%
Contractual Services	251,659	215,905	276,565	319,635	16%
Materials & Supplies	463,818	500,567	489,088	667,451	36%
Capital	567,856	371,314	88,251	329,484	273%
Utilities	91,941	95,766	97,676	116,000	19%
Other	389,910	184,851	161,812	200,696	24%
Debt Service	100,068	109,336	149,437	324,775	117%
Transfer or Advance	460,688	156,197	4,500	4,500	0%
Total	22,138,019	21,988,874	23,262,413	24,891,616	7%

Total Expenditures by Category General Fund	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015- 2016
Salaries	13,457,084	13,903,907	14,874,164	15,523,199	4%
Fringe Benefits	1,724,042	1,813,375	2,112,921	2,308,964	9%
Travel and Transportation	1,635	3,059	7,159	4,875	-32%
Professional Services	102,887	114,124	148,257	221,545	49%
Communications	107,106	84,332	77,349	86,950	12%
Contractual Services	250,644	213,304	256,807	302,635	18%
Materials & Supplies	367,855	373,955	359,760	408,999	14%
Capital	29,788	132,419	37,126	65,000	75%
Utilities	66,881	70,628	70,529	88,000	25%
Other	43,075	39,832	30,771	46,810	52%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	16,150,996	16,748,935	17,974,844	19,056,977	6%

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 Budgets

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	7,369,544	7,610,164	8,104,238	8,388,532	4%
Fringe Benefits	874,340	928,209	1,079,788	1,157,270	7%
Travel and Transportation	18	20	5	100	1900%
Professional Services	31,401	35,447	64,974	103,500	59%
Communications	81,502	61,210	50,327	55,350	10%
Contractual Services	105,761	108,679	132,225	135,125	2%
Materials & Supplies	252,011	235,994	189,047	205,850	9%
Capital	16,184	30,014	34,457	65,000	89%
Utilities					
Other	24,318	19,032	10,423	23,825	129%
Debt Service					
Transfer or Advance					
Total	8,755,080	9,028,768	9,665,484	10,134,552	5%

Division of Police & Law Enforcement

Police Pension Fund (Fund 220)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits	1,349,470	1,397,482	1,509,325	1,487,214	-1%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	219,884	-	-	-	
Total	1,569,354	1,397,482	1,509,325	1,487,214	-1%

Law Enforcement Trust Fund (Fund 222)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	4,807	2,769	-	4,000	
Fringe Benefits	95	58	-	100	
Travel and Transportation	6,469	10,736	10,940	8,850	-19%
Professional Services	52,528	29,267	38,315	47,500	24%
Communications	-	-	29	500	100%
Contractual Services	520	130	-	3,000	
Materials & Supplies	14,228	41,179	21,653	37,150	72%
Capital	7,425	-	7,175	-	100%
Utilities					
Other	-	24,539	4,528	20,000	342%
Debt Service					
Transfer or Advance					
Total	86,072	108,678	82,640	121,100	47%

Division of Police & Law Enforcement

Federal Forfeiture Fund (Fund 225)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	3,011	5,962	1,208	17,000	1307%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	3,011	5,962	1,208	17,000	1307%

Enforcement & Education Fund (Fund 231)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	-	5,500	6,000	100%
Materials & Supplies	11,619	14,899	4,788	14,520	203%
Capital	14,221	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	25,840	14,899	10,288	20,520	99%

TOTAL EXPENDITURES	10,439,358	10,555,788	11,268,946	11,780,386	5%
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2015 Accomplishments

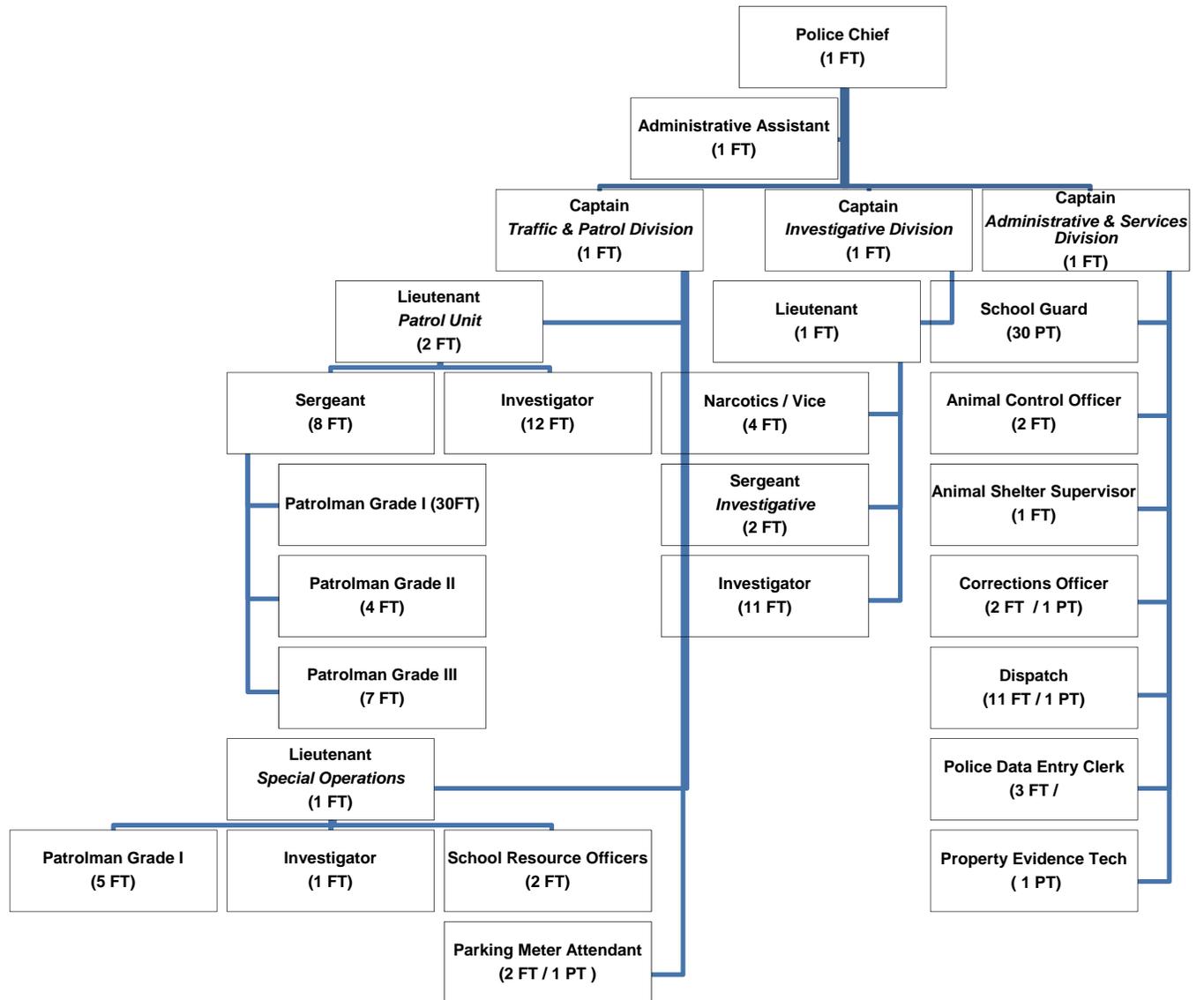
- Implemented on-line training programs for employees.
- Revised Policies and Procedures through on line program.
- Began full time commitment to Northern Ohio Law Enforcement Task Force for Investigation of Drug Offenses.
- Migrated to Law Enforcement Information System through LEADS, allowing us a direct link to critical information.
- Completed training two Investigators as Latent Fingerprint Examiners and obtained Automated Fingerprint Identification System for identifying fingerprints.

2016 & Beyond Strategic Plan

- Implement Crisis Intervention Team response.
- Finish procurement of Body Worn Cameras and enable officers to utilize the technology.
- Expand City Wide Surveillance Program through use of the City Fiber Optics project.

Division of Police & Law Enforcement

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
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	9	10	10	10	10
Investigator	23	24	24	25	25
Patrolman grade I	34	32	32	35	35
Patrolman grade II	3	7	7	4	4
Patrolman grade III	9	7	8	7	7
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	1	0	1
<i>Total Full Time Employees</i>	95	97	99	98	99
<u>Part Time Employees</u>					
Patrol Officers	5	5	5	5	6
Property Evidence Tech.	2	1	1	1	1
Police Data Entry Clerk	1	0	0	0	0
Block Club Coordinator	1	1	1	0	1
<i>Total Part Time Employees</i>	9	7	7	6	8

Division of Prisoner Support

Division of Prisoner Support

Description

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

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

- Staffing levels have improved to reduce overtime and coverage costs.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	75,600	103,080	113,632	127,903	13%
Fringe Benefits	21,109	23,925	35,246	39,111	11%
Travel and Transportation					
Professional Services	37,658	43,398	49,750	60,000	21%
Communications					
Contractual Services	123,804	77,445	94,576	132,500	40%
Materials & Supplies	31,302	37,654	50,731	62,485	23%
Capital	-	61,351	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	289,474	346,852	343,935	421,998	23%

2015 Accomplishments

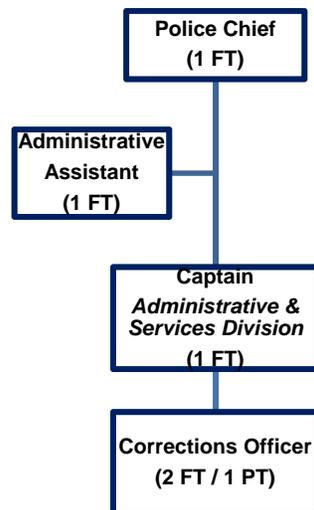
- Overtime costs remain under budget with staffing at adequate levels.

2016 & Beyond Strategic Plan

Improve Stewardship of Assets

- *Optimize utilization of City Facilities and Equipment*
 - Continue to achieve certification as a 12-Day Facility with the State of Ohio
- Key Performance Indicators
 - Findings of non-compliance
- Strategies
 - Reduce findings of non-compliance due to facility design faults
- Plans
 - Explore consolidation designs with other providers.

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
Prisoner Support Division					
<u>Full Time Employees</u>					
Corrections Officer	1	2	2	2	2
<i>Total Full Time Employees</i>	1	2	2	2	2
<u>Part-Time Employees</u>					
Corrections Officer	2	1	1	1	1
<i>Total Part Time Employees</i>	2	1	1	1	1

Dispatch Division

Dispatch Division

Description

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

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	519,246	529,597	560,478	589,173	5%
Fringe Benefits	160,435	164,309	185,727	198,323	7%
Travel and Transportation					
Professional Services	2,981	750	-	750	
Communications					
Contractual Services					
Materials & Supplies	1,203	1,297	1,637	2,650	62%
Capital					
Utilities					
Other	15,000	18,750	18,300	18,750	2%
Debt Service					
Transfer or Advance					
Total	698,865	714,703	766,142	809,646	6%

2015 Accomplishments

- The Dispatch unit is now fully integrated with the Emergency Callworks phone system provided by the county.

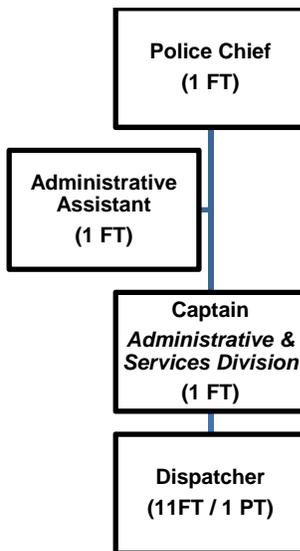
2016 & Beyond Strategic Plan

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.
 - Number of dispatchers Yellow-Belt trained
 - Strategies

- Retain all current employees to improve competency and performance
- Provide Yellow-belt training for new employees
- Plan
 - Obtain full complement of full time and part time dispatchers
 - Encourage all employees to complete Yellow-belt training
- Actions
 - Quickly replace any vacancies to minimize disruption to effectiveness and minimize financial impact
 - Continue using Callworks

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
Dispatch Division					
<u>Full Time Employees</u>					
Dispatcher	11	10	11	11	11
<i>Total Full Time Employees</i>	11	10	11	11	11
<u>Part Time Employees</u>					
Dispatcher	4	3	3	1	1
<i>Total Part Time Employees</i>	4	3	3	1	1

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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	98,342	94,239	124,716	125,329	0%
Fringe Benefits	39,276	33,751	37,526	38,876	4%
Travel and Transportation					
Professional Services	720	720	720	750	4%
Communications	600	1,609	1,390	2,125	53%
Contractual Services	495	2,472	8,243	8,000	-3%
Materials & Supplies	14,714	20,270	12,508	20,100	61%
Capital	212,394	8,919	13,625	28,484	109%
Utilities	25,060	25,138	27,146	28,000	3%
Other	95,520	105,893	107,332	108,636	1%
Debt Service	37,251	36,251	34,615	35,525	3%
Transfer or Advance	4,500	4,500	4,500	4,500	0%
Total	528,872	333,761	372,322	400,325	8%

2015 Accomplishments

- Lot at Detroit and Gladys was improved with pavement and new parking Kiosk.
- Full staffing achieved with hiring of Part Time Parking Enforcement Officer.
- Division assumed responsibility for issuing parking permits.

2016 & Beyond Strategic Plan

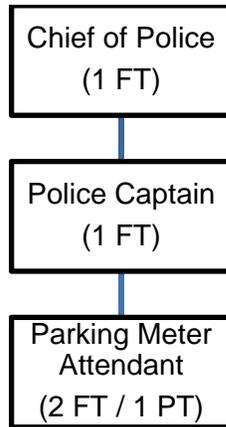
Sound Governance

- *Leverage Technology to Improve Performance*
 - Installation of Automated Parking Kiosks
 - Key Performance Indicators
 - Number of meter violations
 - Strategy

Parking Enforcement Division

- Installation of automated parking kiosks should result in less time to issue citations
- Plan
 - Continue upgrade of parking lots and payment methods lot.
- Action
 - Continue utilizing the automated kiosks for enforcing violations

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
Parking Enforcement Division					
<u>Full Time Employees</u>					
Group Leader	1	0	0	0	0
Parking meter attendant	1	2	2	2	2
<i>Total Full Time Employees</i>	2	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	2	1	1	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.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	123,118	124,805	135,698	136,705	1%
Fringe Benefits	44,629	46,302	47,148	48,800	4%
Travel and Transportation					
Professional Services	315	11	-	145	
Communications	1,066	1,093	996	1,150	16%
Contractual Services	1,193	1,405	1,422	1,500	5%
Materials & Supplies	3,779	3,709	3,711	5,764	55%
Capital	-	41,054	-	-	
Utilities	8,284	8,141	8,710	11,000	26%
Other	-	-	104	110	
Debt Service					
Transfer or Advance					
Total	182,384	226,520	197,788	205,174	4%

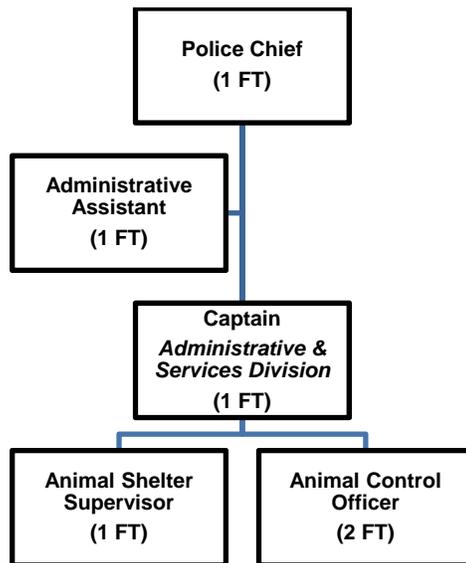
2015 Accomplishments

- The animal shelter was remodeled early this year.
- The amount of calls the unit is handling has increased 30% from the previous year.
- The hen pilot program is up and running and so far has been successful.

2016 & Beyond Strategic Plan

- Continue monitoring the hen pilot program until its completion at the end of 2016

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	138,242	140,645	167,861	227,500	36%
Fringe Benefits	23,690	23,671	29,486	38,649	31%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	400	656	550	-16%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	161,933	164,716	198,003	266,699	35%

Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
Crossing Guards Division					
<u>Part Time Employees</u>					
Crossing Guards	30	33	33	35	35
<i>Total Part Time Employees</i>	30	33	33	35	35

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

- We continue to see an increase in Heroin overdoses.
- The department has continued to see an increase in the number of properties infested with bed bugs.
- Continued work with Fairview Park and Rocky River fire departments on the sharing of resources. Worked with Cuyahoga County Office of Collaboration on regionalization efforts for county fire departments.
- Changes to health care programs offered at area hospitals are requiring implementation of different transport requirements resulting in patient transports to an expanded number of hospitals.
- There has been a reduction in the number of false fire alarms due to the improved fire prevention efforts and an increase in fire alarm upgrades in existing buildings.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	5,231,334	5,395,617	5,792,257	6,053,386	5%
Fringe Benefits	599,838	626,958	735,526	826,811	12%
Travel and Transportation	1,616	3,040	7,154	4,775	-33%
Professional Services	30,531	34,518	33,534	57,150	70%
Communications	24,538	22,029	26,026	30,450	17%
Contractual Services	19,886	25,775	28,584	33,510	17%
Materials & Supplies	79,559	94,903	113,978	131,700	16%
Capital	13,604	-	2,668	-	
Utilities	58,597	62,487	61,820	77,000	25%
Other	3,757	2,050	1,944	4,125	112%
Debt Service					
Transfer or Advance					
Total	6,063,260	6,267,376	6,803,492	7,218,907	6%
Firemen's Pension Fund (Fund 221)					
Firemen's Pension Fund (Fund 221)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits	1,302,194	1,339,801	1,489,340	1,559,623	5%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	236,304	-	-	-	
Total	1,538,498	1,339,801	1,489,340	1,559,623	5%

Division of Fire & EMS

Lakewood Hospital Special Revenue Fund (Fund 260)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	1,195,338	1,149,321	1,163,815	1,129,663	-3%
Fringe Benefits	270,642	273,445	280,963	255,212	-9%
Travel and Transportation	219	1,451	77	2,050	2558%
Professional Services	93,986	95,524	115,309	118,500	3%
Communications	4,638	5,967	2,767	3,250	17%
Contractual Services			6,015	-	
Materials & Supplies	55,402	50,264	90,379	186,682	107%
Capital	121,993	224,014	29,118	219,000	652%
Utilities					
Other	5,340	14,588	19,181	25,250	32%
Debt Service	62,818	73,086	114,821	289,250	152%
Transfer or Advance					
Total	1,810,376	1,887,659	1,822,446	2,228,857	22%
FEMA Fund (Fund 278)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
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	9,837,133	9,646,533	10,115,278	11,007,387	9%

2015 Accomplishments

- Completed and implemented new operating procedures for non-medical emergency operations. Worked with Fairview Park and Rocky River Departments to standardize operating procedures.
- Enter into an agreement with Lakewood Hospital/ Cleveland Clinic to provide Medical Control for EMS.
- Developed and implemented new pre hospital patient care protocols.
- Ordered and placed in service replacement for Engine 2 and replaced the existing air truck with a used rescue truck improving emergency scene support for both the police and fire departments.
- Completed remodeling work at station 3 with new ceilings and station 2 with new floors and doors.
- Completed design and fabrication of a new hazardous materials training and storage area for the regional Westshore Hazardous Materials Team.
- Purchased and placed in service new supply fire hose and new attack hose for all fires, including high rise buildings.
- Completed Pediatric Advanced Life Support and Simulation Training for medical personnel.
- Developed a response plan in cooperation with Cleveland Fire Department and other county departments to address responses to multiple emergencies in the county.
- Developed training requirements for all promoted positions within the department.

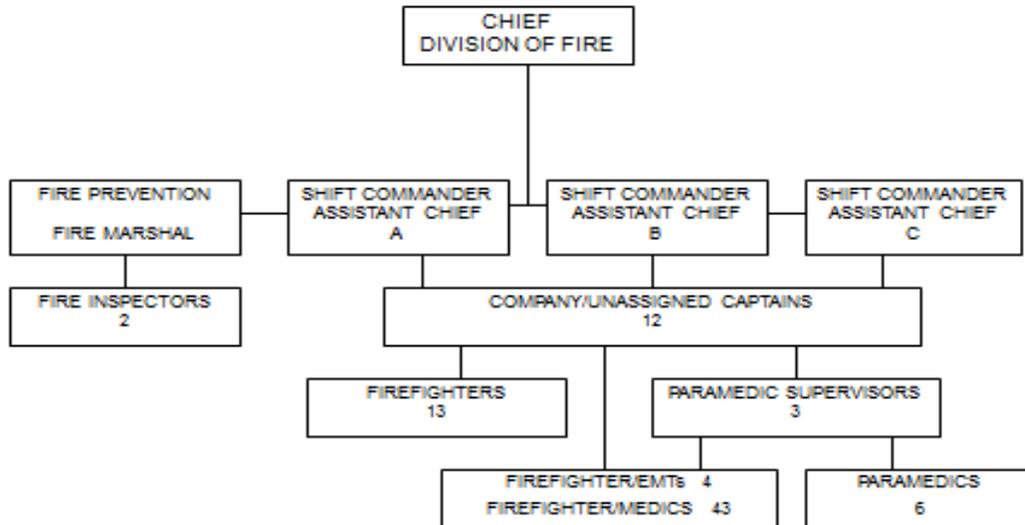
2016 & Beyond Strategic Plan

- Prepare and implement plans to address the potential changes to the areas health care delivery system caused by changing standards of care and the restructuring of hospitals within the region.
- Continue to work with Cuyahoga County and other area departments on regional collaborations for the delivery of fire and EMS services.
- Continue development and revision of qualifications for promoted positions within the department identifying key courses and training to insure successful succession planning.

Division of Fire & EMS

- Continue to work with Cuyahoga County and City of Cleveland to develop operational plans for the RNC that can be used for all future large scale events, manmade or natural disasters.

Organizational Chart



Apparatus Assignments

Chief	Station 1
3 – Assistant Chiefs	Truck 1, Engine 4 (reserve)
12 – Captains	Medic 1, Medic 4
1 – Fire Marshal	Rescue 1, Marine 2
3 – EMS Supervisors	Cars 1, 2, 3, 4, 5, 6
2 – Fire Inspectors	Station 2
13 – Firefighters	Engine 2
4 – Firefighter/EMT's	Medic 2
43 – Firefighter/Paramedics	Station 3
6 – Paramedics	Engine 3
88 – Total Personnel	Medic 3, Medic 5 (reserve)

Personnel Staffing

Fire & EMS Division	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Budgeted 2016
<u>Full Time Employees</u>					
Fire Chief	1	1	1	1	1
Assistant Chief	3	3	3	2	3
Fire Captain	12	12	12	12	12
Fire Marshall	1	1	1	1	1
Firefighter I	39	38	38	43	43
Firefighter II	4	11	11	4	4
Firefighter III	11	7	9	11	11
Fire Electrician/Mechanic	3	3	3	3	3
Fire Inspector	1	1	1	1	1
Paramedic Supervisor	3	3	3	3	3
Paramedic	9	6	6	6	6
Administrative Assistant II	1	0	0	0	0
<i>Total Full Time Employees</i>	88	86	88	87	88

Budget Overview of Public Works

Total Expenditures by Division All Funds	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Public Works Admin	72,406	84,826	23,914	107,580	350%
Street Lighting	578,993	623,063	644,277	650,000	1%
Parks & Public Property	1,967,944	2,715,135	2,263,243	2,574,134	14%
Streets & Forestry	2,233,533	2,251,487	2,888,714	2,992,058	4%
Refuse & Recycling	2,921,465	3,154,327	2,889,861	3,088,453	7%
Fleet	1,204,677	1,481,931	1,364,471	1,524,091	12%
Engineering	299,025	758,762	726,979	431,751	-41%
Water & Wastewater Collection	11,822,700	11,933,675	20,421,214	27,525,071	35%
Wastewater Treatment Plant	4,836,635	5,020,632	5,646,825	8,023,934	42%
Winterhurst	553,306	531,275	475,202	580,000	22%
Total Expenditures	26,490,684	28,555,113	37,344,700	47,497,071	27%
Total Expenditures by Category All Funds	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	6,687,662	7,049,063	7,420,345	7,584,687	2%
Fringe Benefits	2,178,969	2,285,230	2,310,374	2,418,151	5%
Travel and Transportation	4,348	3,448	3,733	5,010	34%
Professional Services	288,150	681,087	1,256,636	3,886,612	209%
Communications	110,267	115,103	120,027	131,260	9%
Contractual Services	1,502,447	1,552,690	2,118,174	4,013,575	89%
Road Salt	74,355	102,379	329,086	265,000	-19%
Materials & Supplies	1,578,791	1,687,239	1,694,519	2,199,205	30%
Capital	1,558,082	2,538,481	7,015,691	10,090,379	44%
Utilities	1,380,851	1,500,320	1,526,657	1,576,400	3%
Purchased Water	6,450,862	6,275,709	6,393,606	6,400,000	0%
Other	842,733	959,610	1,018,760	1,113,305	9%
Debt Service	1,890,168	1,896,556	4,323,892	5,960,287	38%
Transfer or Advance	1,943,000	1,908,200	1,813,200	1,853,200	2%
Total Expenditures	26,490,684	28,555,113	37,344,700	47,497,071	27%

Total Expenditures by Category General Fund	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	3,299,881	3,485,567	3,643,760	3,692,339	1%
Fringe Benefits	1,100,513	1,154,938	1,158,266	1,211,002	5%
Travel and Transportation	1,033	1,455	1,461	1,455	0%
Professional Services	61,174	110,362	159,467	284,375	78%
Communications	26,134	29,896	23,781	28,535	20%
Contractual Services	853,498	1,073,116	748,589	1,032,650	38%
Materials & Supplies	904,517	954,809	801,643	963,735	20%
Capital	208,393	388,775	406,195	454,000	12%
Utilities	765,412	889,311	874,704	253,900	-71%
Other	6,585	10,185	7,886	11,355	44%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	7,227,140	8,098,414	7,825,752	7,933,346	1%

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 divisions 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 most efficient results.

Division Budgets

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	32,452	17,059	6,630	77,131	1063%
Fringe Benefits	30,278	9,625	9,345	21,120	126%
Travel and Transportation	578	52	360	475	32%
Professional Services	2,146	1,623	1,509	1,550	3%
Communications	1,382	844	820	1,300	59%
Contractual Services	-	-	-	-	
Materials & Supplies	1,093	895	700	1,520	117%
Capital					
Utilities					
Other	419	456	419	425	1%
Debt Service					
Transfer or Advance					
Total	68,348	30,555	19,783	103,521	423%

Division of Public Works Administration

Energy Efficiency and Conservation Block Grant (Fund 244)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	50,213	-	-	100%
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	50,213	-	-	100%
Community Festival (Fund 212)					
Expenditures by Category					
Salaries	3,500	3,500	3,581	3,500	-2%
Fringe Benefits	558	559	550	558	2%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	4,058	4,059	4,131	4,058	-2%
TOTAL EXPENDITURES	72,406	84,826	23,914	107,580	350%

Division of Street Lighting Budget

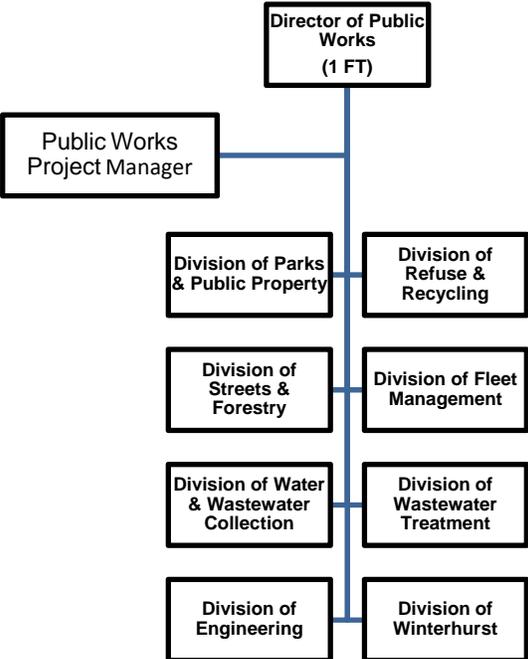
General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Utilities	578,993	623,063	644,277	650,000	1%
Total	578,993	623,063	644,277	650,000	1%

Division of Public Works Administration

2015 Accomplishments

- Coordination of a large number of significant projects across departments and divisions were completed.
- Realignment of positions by moving the Refuse and Recycling Unit Manager to become a Public Works Project Manager to better assist managers of Streets and Forestry, Parks and Public Properties, and Refuse and Recycling with special projects and daily operations as needed.

Organizational Chart



Personnel Staffing

Public Works Administration	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Full Time Employees					
Director of Public Works	1	1	1	1	1
Project Manager	0	0	0	1	1
Total Full Time Employees	1	1	1	2	2
Part Time Employees					
Customer Service Rep	1	0	0	0	0
Total Part Time Employees	1	0	0	0	0

Division of Parks & Public Property

Division of Parks and Public Property

Description

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

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

Trends

- Citizens utilizing our Parks and walking trails for their general health and wellness
- Becoming energy efficient in any way that is financially responsible

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Program					
Parks	1,717,925	2,026,617	1,954,951	2,301,150	18%
Construction	-	-	-	-	
Security	98,961	101,402	131,146	115,450	-12%
Building and Facilities	-	-	-	-	
Band Concerts	15,114	15,760	9,981	12,789	28%
Museums	5,391	21,132	7,537	11,600	54%
Fourth of July Festival	7,252	46,204	50,390	52,545	4%
Tennis Courts	6,039	5,202	4,657	5,600	20%
Total	1,850,683	2,216,317	2,158,662	2,499,134	16%

Division of Parks & Public Property

General Fund (Fund 101)	2013	2014	2015	2016	Percent Change
Expenditures by Category	Actual	Actual	Projected	Proposed	2015-2016
Salaries	973,906	1,023,034	1,127,317	1,103,013	-2%
Fringe Benefits	296,438	327,187	340,292	351,396	3%
Travel and Transportation	-	-	-	-	
Professional Services	30,725	33,948	118,465	141,650	20%
Communications	12,467	12,301	10,153	10,720	6%
Contractual Services	77,547	197,109	113,453	215,400	90%
Materials & Supplies	200,246	182,672	175,636	210,210	20%
Capital	95,283	197,237	72,390	252,000	248%
Utilities	160,722	239,171	196,975	210,300	7%
Other	3,349	3,657	3,983	4,445	12%
Debt Service					
Transfer or Advance					
Total	1,850,683	2,216,317	2,158,662	2,499,134	16%

City Park Improvement (Fund 405)	2013	2014	2015	2016	Percent Change
Expenditures by Category	Actual	Actual	Projected	Proposed	2015-2016
Capital	31,922	11,601	7,623	75,000	884%
Total	31,922	11,601	7,623	75,000	884%

CDBG (Fund 240)	2013	2014	2015	2016	Percent Change
Expenditures by Category	Actual	Actual	Projected	Proposed	2015-2016
Capital	85,339	487,217	96,958	-	-100%
Total	85,339	487,217	96,958	-	-100%
TOTAL	1,967,944	2,715,135	2,263,243	2,574,134	14%

2015 Accomplishments

- Madison Park path and parking lot lighting upgrades and additions
- Madison Park bio-swales and landscaping curb appeal
- Lakewood Park Solstice steps
- Aerated and over seeded all athletic fields
- Celeste Park landscaping and bench improvements
- City Center Park bench improvements
- Roofing upgrades to numerous buildings
- Fencing upgrades in various areas
- Remodel Mayors conference room and Planning and Development

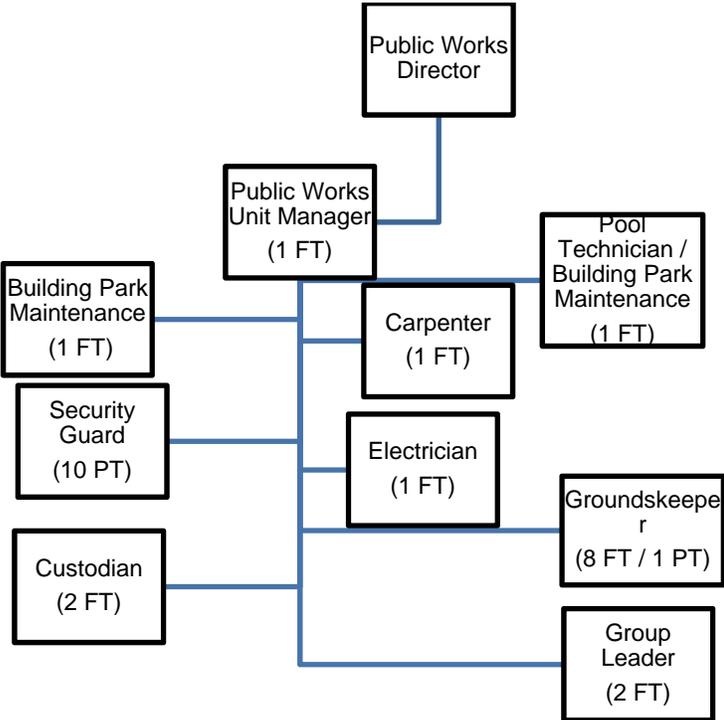
Division of Parks & Public Property

2016 & 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.

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Security					
Part-Time Employees					
Security Guard	11	11	11	10	10
Total Part-Time Employees	11	11	11	10	10
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	2	2	2	2	2
Chief Mechanic	0	0	0	1	1
Building Park Maintenance	1	1	1	1	1
Carpenter	1	1	1	1	1
Electrician	2	1	1	1	1
Mechanic	0	1	1	0	0
Custodian	2	2	2	2	2
Total Full Time Employees	18	18	18	18	18
Part-Time Employees					
Groundskeeper	1	1	1	1	1
Total Part-Time Employees	1	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, winter snow and ice control, street sweeping, and the annual fall leaf collection program and annual Christmas tree collection and recycling.

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 able 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;
- Painting parking lines on the grass for special events;
- Maintaining and servicing all traffic lights within the city;
- Maintaining all conduit related to traffic signals;
- Upgrading the electronic signal system;
- Installing and removing non-traffic items such as banners, flags, hanging flower baskets, etc.
- Graffiti abatement

The Forestry Unit maintains an inventory of over 12,700 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, soil and other landscape material.

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, including the continued expansion of our liquid roadway pre-treatment applications and equipment strategies and maximize the pre-wetting of truck loads of salt solids.
- Explore technology and equipment advances to maximize street and sidewalk repairs and services that can be done in house.
- 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; No annual net loss of tree planting versus tree removals.
- 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 (12,700 trees x 0.01 = 127 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.

2015 Accomplishments

- 100% of utility repair work orders completed within the calendar year. 89 utility repairs completed as of October 15, 2015. Reduced the duration of utility repairs spent in temporary fill/surface status to fixed roadway or sidewalk status reconstructed to last for longer durations.
- All streets within the City of Lakewood were patched by July 1, 2015, to fill all pot holes created by the harsh winter conditions.
- As of October 15, 2015, 35 streets have been crack sealed to prolong the life of the pavement surfaces.
- Applied cold flow sealer over 67 street utility repair cuts to smooth the street surface and prolong the life of the asphalt repair.
- At the conclusion of the fall 2015 planting season, the City of Lakewood public tree inventory will consist of just over 12,700 trees – our highest number to date - with improved species diversity. The top ten tree species comprise 54% of the population and one genus - ACER (Maple) – comprises 24% 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.
- Completed year two of our 10-year Emerald Ash Borer (EAB) Management Plan. All remaining city ash trees have received injections for EAB treatment (injections must be repeated every three years) and will eventually be removed over a 10-year time frame. This approach will help preserve the ecological services of the larger trees longer while we replace those removed to grow canopy replacement.
- Planted 415 trees in 2015 that consisted of 19 different species in our ongoing effort to increase species diversity that is important so that the urban forest is resilient to insect and disease threats and the impacts of climate change. Many pests and diseases attack a whole genus, so diversity is a must. All sites are planted so that they utilize the site to their full potential at maturity.

Division of Streets & Forestry

Division Budget

DIVISION OF STREETS AND FORESTRY	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Program					
Streets, Traffic Signs & Signals	1,860,896	1,846,719	2,322,269	2,503,663	8%
Forestry	372,636	404,769	566,445	488,395	-14%
Total	2,233,533	2,251,487	2,888,714	2,992,058	4%
General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	195,421	217,373	228,921	231,084	1%
Fringe Benefits	67,104	72,169	72,804	76,561	5%
Travel and Transportation					
Professional Services	804	265	(249)	750	401%
Communications	297	419	77	500	550%
Contractual Services	-	1,925	49,730	40,000	-20%
Materials & Supplies	15,519	19,759	20,713	24,850	20%
Capital	93,491	92,261	194,341	114,000	-41%
Utilities					
Other	-	598	109	650	496%
Debt Service					
Transfer or Advance					
Total	372,636	404,769	566,445	488,395	-14%
State Highway Fund Budget (Fund 201)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Road Salt	14,695	98,597	322,938	140,000	-57%
Total Expenditures	14,695	98,597	322,938	140,000	-57%
Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	910,100	959,238	1,008,321	1,034,864	3%
Fringe Benefits	279,990	296,578	302,625	313,789	4%
Travel and Transportation	-	-	-	-	
Professional Services	885	2,690	2,598	3,510	35%
Communications	9,597	9,503	13,676	16,500	21%
Contractual Services	90,444	66,864	220,120	161,000	-27%
Road Salt	59,659	3,781	6,148	125,000	1933%
Materials & Supplies	211,507	242,861	241,360	417,425	73%
Capital	221,311	100,242	138,093	222,000	61%
Utilities	37,468	40,417	40,923	43,500	6%
Other	440	947	467	1,075	130%
Debt Service					
Transfer or Advance	24,800	25,000	25,000	25,000	0%
Total	1,846,201	1,748,121	1,999,331	2,363,663	18%

Division of Streets & Forestry

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Improve the Visual Impression of the Community*
 - Expand ADA compliance and access in public spaces and street sign replacement for improved reflectivity, navigation and safety.
 - **Key Performance Indicator:**
 - Upgrade ALL city street signs based on new Federal Standards until complete.
 - **Strategies:**
 - Strive to make all public spaces ADA compliant and accessible to all residents and visitors to Lakewood. Enhance the city streetscape and navigability thereof.
 - **Plan:**
 - Replace a minimum of 10% of outdated city street signs each year to meet new Federal Standards for reflectivity via in-house traffic and sign staff.
 - **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.

Economic Development

- *Improve and Maintain Infrastructure and Enhance Connectivity*
 - Stay ahead of the storm – Proactive winter snow and ice control strategies.
 - **Key Performance Indicator:**
 - Faster ice and snow melting times and less bonding of snowpack on roadways during and after snow events.
 - **Strategies:**
 - Expand our level of pre-storm anti-icing applications to mains, secondary mains, bridges and other key roadway locations to help prevent excess accumulation of snow and ice; thereby enhancing the city winter storm event navigability of roadways.
 - **Plan:**
 - Expand our pre-storm event deicing routes. Increase the use of and update our anti-icing equipment and technologies.
 - **Actions:**
 - Embrace technology and continue with the expansion of our liquid roadway pre-treatment applications and equipment strategies.

- Expand the capacity and functions of our pre-wetting equipment and application strategies and maximize the pre-wetting process of truck loads of salt solids.
- Train all operators how to maximize the benefits of our new technologies and anti-icing strategies. Calibrate all new and old equipment to establish the optimum uniform standards of both salt and deicing product applications.

Economic Development

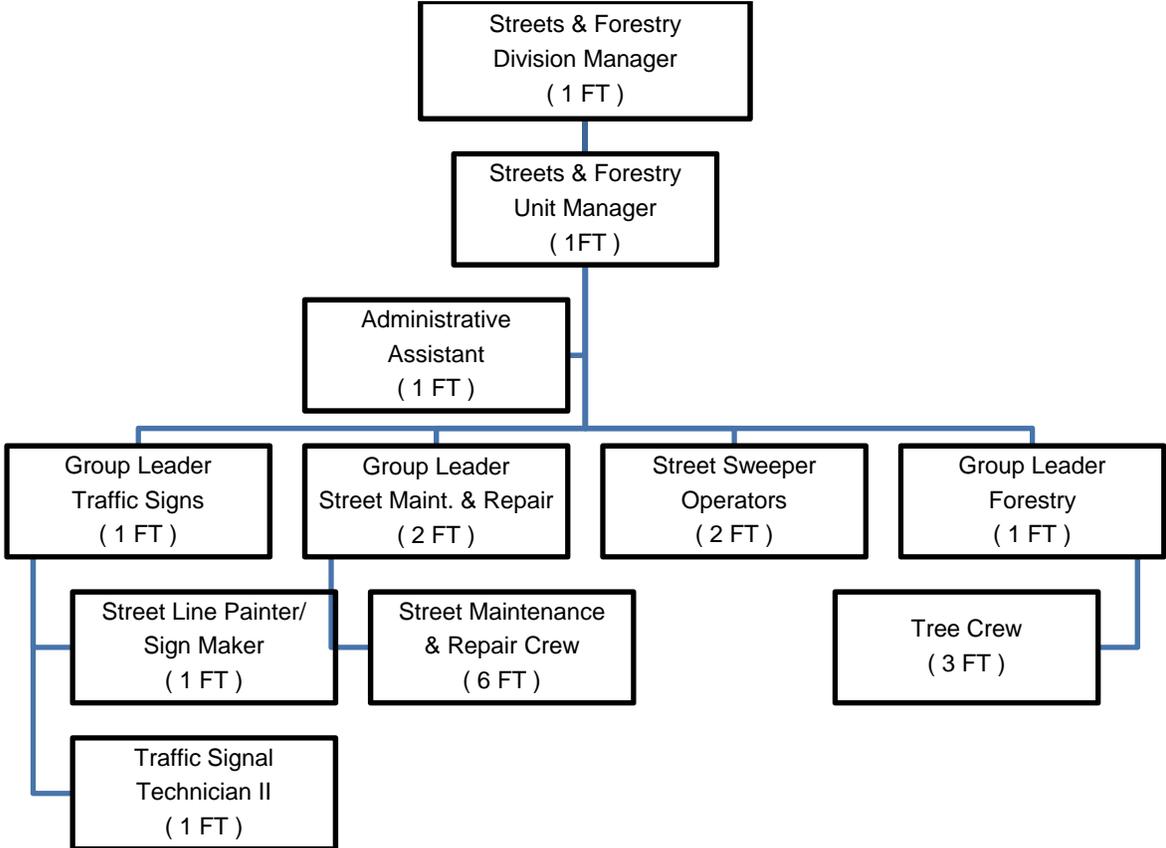
- *Improve the Visual Impression of the Community*
 - Manage our Urban Forest
 - **Key Performance Indicator:**
 - Our Tree Canopy Percentage. 28.5% of Lakewood is presently covered by the canopies of trees. The Forestry Unit seeks to increase by 5% the City of Lakewood tree canopy from 28.5% to 33.5% by the year 2035. (NOTE: Beginning in 2013, aerial satellite imagery will be done once every 5 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 City of Lakewood seeks to protect one of its greatest assets will strive to meet the 30-20-10 model and 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.
 - **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

Division of Streets & Forestry

Economic Development

- *Improve the Visual Impression of the Community*
 - Manage our Urban Forest
 - **Key Performance Indicator:**
 - Maintain our Tree City USA Status; the City of Lakewood has been a Tree City USA community for 38 years, the 2nd longest continuous streak in the State of Ohio.
 - **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 tree keeper 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.

Organizational Chart



Division of Streets & Forestry

Personnel Staffing

Division of Streets & Forestry	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	Nov. 15, 2015	Proposed 2016
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 Asst. 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

- Continue and expand upon our policy of limiting curbside collection of construction and have residents bring it into drop off facility for roll-off boxes. Also continue improve recycling center drop-off with paper cardboard and computers we get paid money.

Division of Refuse & Recycling

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	1,441,214	1,511,681	1,622,482	1,538,629	-5%
Fringe Benefits	494,061	519,051	520,547	519,984	0%
Travel and Transportation	-	-	-	-	
Professional Services	1,372	2,468	2,469	3,475	41%
Communications	9,280	12,322	8,853	10,115	14%
Contractual Services	722,433	832,877	538,741	721,250	34%
Materials & Supplies	207,976	212,654	128,004	184,400	44%
Capital	19,619	36,083	36,371	63,000	73%
Utilities	21,735	22,791	29,905	39,000	30%
Other	1,697	4,401	2,488	4,600	85%
Debt Service					
Transfer or Advance					
Total	2,919,388	3,154,327	2,889,861	3,084,453	7%

Litter Control (Fund 212)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
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	2,921,465	3,154,327	2,889,861	3,088,453	-1%

2015 Accomplishments

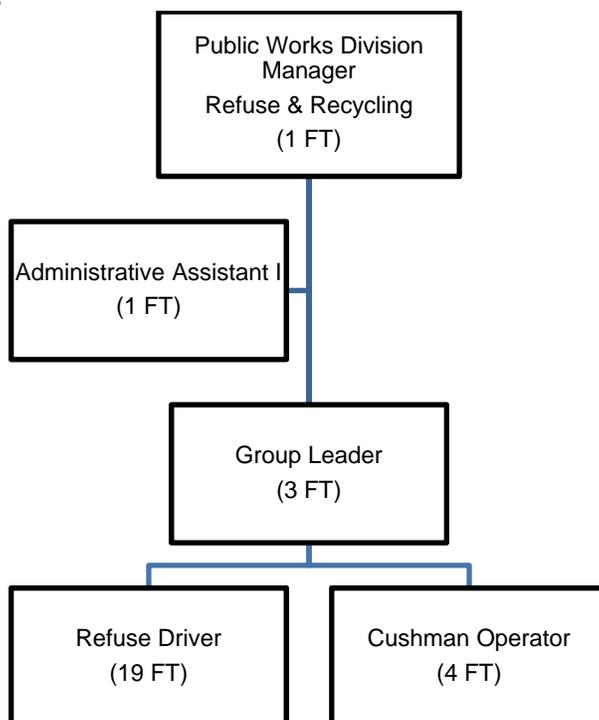
- In July Cuyahoga County Solid Waste District Certified City of Lakewood Diverted over 50% out of landfill.

2016 & Beyond Strategic Plan

- Continue with Recycling help get to 60% recycling out of landfill. At drop-off facility we are on pace to have 20,000 residents come in drop facility.

Division of Refuse & Recycling

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	0	0
Group Leader	1	3	3	3	3
Refuse Driver	14	20	20	19	19
Cushman Operator	12	4	4	4	4
Administrative Assistant 1	1	1	1	1	1
Total Full Time Employees	30	30	30	28	28

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 vehicles and equipment, 24 hours a day, seven days a week, 365 days a year. The Division utilizes Computerized Fleet Analysis (CFA), a database driven program that tracks all preventative maintenance (PM), defect services, purchasing and installation of service parts and warranty equipment. Fleet supports and oversees the City’s four underground fuel storage site locations and also provides repair and support for the City’s eleven emergency standby generators.

Trends

- Materials and supplies continue to be a major portion of the Division’s expenditures. The advancement of technology and the strictness of cleaner air continue to require the need for additional training and specialty software and tools. Training of the technicians, an effective preventive maintenance program, right sizing the fleet with multi use vehicles, will help in controlling cost of repairs and service needed.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	515,041	603,872	547,438	622,164	14%
Fringe Benefits	166,558	184,217	175,413	195,412	11%
Travel and Transportation	274	313	-	150	
Professional Services	23,253	69,333	34,520	132,950	285%
Communications	1,425	1,717	1,295	1,475	14%
Contractual Services	15,699	18,084	23,808	26,000	9%
Materials & Supplies	478,466	536,917	475,326	541,305	14%
Capital	-	63,194	103,093	-	-100%
Utilities	3,962	4,286	3,548	4,600	30%
Other	-	-	31	35	14%
Debt Service					
Transfer or Advance					
Total	1,204,677	1,481,931	1,364,471	1,524,091	12%

2015 Accomplishments

- Provided 80 hours of Gas Metal Arc Welding (MIG) training for all technicians (4 achieved certifications) .
- Performed lean initiative to eliminate the need for paper repair orders therefore reducing waste of paper and time technicians are spending on work orders and promoting digital capability.
- Replaced a broken 1950's model metal shear with a new, hydraulic model to expand the capabilities of fabrication needs for Fleet and several other divisions.
- Added GPS tracking to 23 additional vehicles to monitor fuel usage habits.

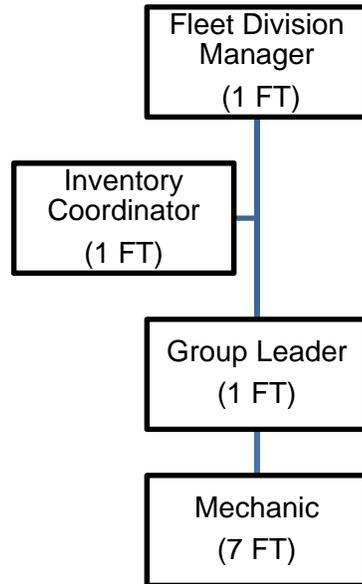
2016 & Beyond Strategic Plan

Sound Governance

- *Encourage and Promote a Culture of Continuous Improvement*
 - Maintain and Support an Educated and Trained Workforce
 - Key Performance Indicators:
 - ASE certifications : Current 19 certifications, projected 30 certifications
 - Welding training : Certified Welders Current 4, projected 6+
 - Plan :
 - Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for certifications acquired.
- *Improve Stewardship of Assets*
 - Ensure adequate controls and oversight of City Property and assets
 - Key Performance Indicators:
 - Optimize utilization of City Facilities and Equipment. Purchase multi use vehicles.
 - Share vehicles between departments.
 - Pool vehicles
 - Plan :
 - Monitor vehicle usage of departments by fuel logs and GPS tracking, then right size fleet accordingly. Continue rustproofing program to ensure maximum vehicle life

Division of Fleet Management

Organizational Chart



Personnel Staffing

Fleet Management	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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	7	7	7	6	7
Total Full Time Employees	10	10	10	9	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

In continuing to advance EPA Integrated Planning we will be completing complex sewer modeling to design, bid and construct sewer improvements to reduce storm water runoff, increase water quality and reduce CSO's to Lake Erie and Rocky River. We will continue to install storm water Best Management Practices on public and private properties and leverage grant money where available.

2016 will be another busy year as we continue and begin the following projects: West End CSO Elimination Project, Clean Water Pilot Project, WWTP thermophilic digesters, Effluent tunnel repairs, Streambank Restoration and Fish Shelf, and Webb Road Outfall Revetment. Continue illicit discharge program to minimize dry weather flows to Lake Erie and Rocky River. Work with developers to install BMPs for redevelopment sites and new construction. Rehabilitate aging infrastructure. Seek grants and utilize CDBG funds to make infrastructure improvements City-wide.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	141,847	112,549	110,973	120,318	8%
Fringe Benefits	46,074	42,689	39,865	46,528	17%
Travel and Transportation	182	1,090	1,101	830	-25%
Professional Services	2,874	2,726	2,753	4,000	45%
Communications	1,282	2,292	2,584	4,425	71%
Contractual Services	37,820	23,121	22,857	30,000	31%
Materials & Supplies	1,216	1,913	1,264	1,450	15%
Capital	-	-	-	25,000	
Utilities					
Other	1,120	1,073	857	1,200	40%
Debt Service					
Transfer or Advance					
Total	232,415	187,453	182,254	233,751	28%
CDBG (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Capital	66,610	571,309	544,725	198,000	-64%
Total	66,610	571,309	544,725	198,000	-64%
TOTAL	299,025	758,762	726,979	431,751	-41%

2015 Accomplishments

Construction Projects

- Asphalt Resurfacing of 22 local streets equating to over 4 miles of roadway.
- Restriping of Franklin and Marginals. Guardrail replacement on South Marginal.
- Madison Avenue resurfacing.
- Completion of sewer separation projects on Edgewater Drive and Webb Road.
- Green infrastructure projects at Municipal Lot 8 and Madison Park frontage.
- Emergency outfall repairs at Lakewood Park and RRES 1145.
- Replacement of water mains on 5 streets equating to 8,100 feet of water main.
- Completion of EPA Early Action projects.

Development Projects plan review and storm water compliance

- Four Lakewood Board of Education school projects.
- Four new commercial developments.

Project management, planning, design, and bidding

Division of Engineering

- High Rate Treatment plant pilot study completed.
- Clean Water Pilot Study private property investigation completed. Design Build project underway.
- Integrated Wet Weather Planning initiatives.
- CUY-Lakewood Signal Project Phase V.
- EPA required overflow monitoring.

Grants

- Awarded \$122,842 for Lakewood Streambank Restoration and Fish Shelf.
- Awarded \$676,500 in zero interest loan for 2016 Water Main Replacement project.
- Applied for OPWC 2016 grant funding and zero interest loan funding for \$3.5 million for water main replacement and Webb Road outfall revetment projects.

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

- *Citizen Quality of Life Improvement*
 - *Work with citizens, ODOT, and other city departments to explore opportunities to enhance the Clifton Bridge Approach area.*
 - *Discussions have begun and will continue with the user groups.*
 - *Install bike lanes on Madison Avenue*
 - *Paving of Madison was completed in 2015. A strategy to install bike lane has been developed and will be installed in 2016.*
- *Public Infrastructure Improvement*
 - Develop a repaving strategy for Lake Avenue
 - Work with Engineering to determine the best strategy to plan for resurfacing of this major route in the near future.

Safe and Secure

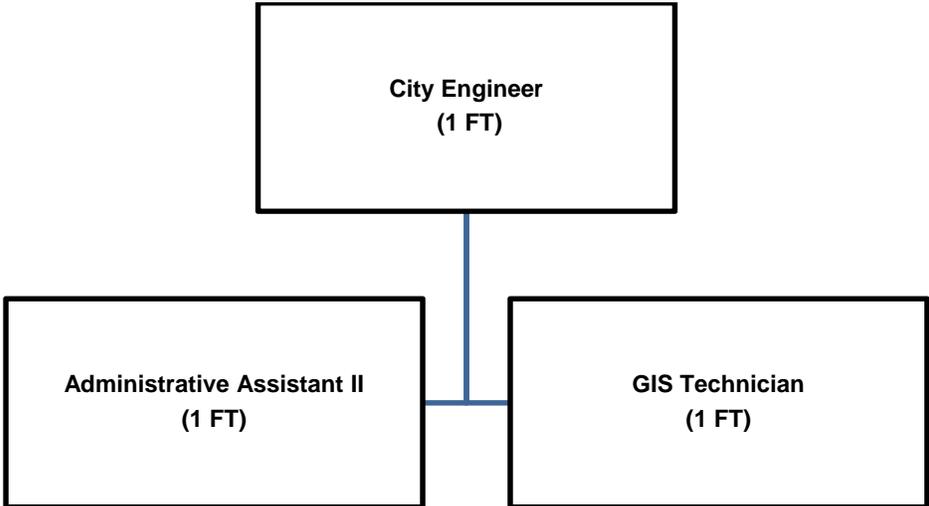
- Environmental Stewardship
 - EPA Implementation: West End CSO elimination
 - Project is currently under construction and scheduled to be completed at the end of 2016
 - EPA Implementation: 2 year Pilot Study
 - Project is currently beginning construction of improvements on private property. These will be completed in early 2016. Post construction monitoring will determine the value of the work.
 - Design work is progressing on improvements with the right of way to be implemented in 2016. Post construction monitoring will determine the effectiveness of the work.
 - EPA Clean Water Task Force
 - Meeting began in 2015 and will continue into 2016 with results and recommendations becoming available in mid-2016.

- Housing Improvement
 - Explore viable strategies for erosion protection along the lakeshore.
 - Working with two large condominium complexes to implement erosion control projects.
 - Designing an erosion control project for the end of Webb to provide protection of the cliff and sewer outfall.

Sound Government

- *Environmental Stewardship*
 - Begin a waste to energy design/build project in 2016 at the WWTP
 - Upgrading digestion process to produce a Class EQ bio solids will open up more reuse options including marketability. More efficient production and use of methane gas will reduce outside energy demands.

Organizational Chart



Personnel Staffing

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

Division of Water & Wastewater Collection

Division of Water and Wastewater Collection

Description

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

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

Trends

- Continued investigation of stormwater infiltration from private property into the public sanitary sewer system, with the overall goal of reducing the volume of sanitary wastewater requiring treatment.
- Assessing the condition of the public water mains and continue with a yearly replacement program to upgrade the aging infrastructure. Also, complete the water meter replacement program.

Division Budget

Water Fund (Fund 501)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Program					
Water Distribution	7,623,107	7,495,083	9,711,148	9,597,325	-1%
Water Metering	583,686	653,131	640,217	707,225	10%
Total	8,206,793	8,148,213	10,351,365	10,304,550	0%

Division of Water & Wastewater Collection

Water Fund (Fund 501)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	657,244	687,639	736,341	779,154	6%
Fringe Benefits	208,028	209,798	205,199	215,967	5%
Travel and Transportation	2,166	943	594	1,000	68%
Professional Services	45,884	66,661	115,240	109,450	-5%
Communications	66,850	65,804	68,175	70,875	4%
Contractual Services	4,961	8,433	8,758	133,925	1429%
Materials & Supplies	156,666	169,507	247,618	359,300	45%
Capital	444,558	419,303	2,338,614	1,945,379	-17%
Utilities	38,218	55,610	49,447	53,500	8%
Purchased Water	6,450,862	6,275,709	6,393,606	6,400,000	0%
Other	131,356	188,806	187,773	236,000	26%
Debt Service					
Transfer or Advance					
Total	8,206,793	8,148,213	10,351,365	10,304,550	0%

Wastewater Fund (Fund 510)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	604,412	667,234	762,194	737,589	-3%
Fringe Benefits	199,576	215,996	237,277	242,929	2%
Travel and Transportation	10	275	255	555	118%
Professional Services	139,029	455,801	783,313	3,280,655	319%
Communications	843	1,523	1,868	2,200	18%
Contractual Services	461,411	286,297	848,614	2,153,000	154%
Materials & Supplies	85,075	90,202	101,505	128,895	27%
Capital	412,300	335,636	3,138,487	4,750,000	51%
Utilities	10,731	16,736	10,205	15,500	52%
Other	342,996	391,779	441,013	479,537	9%
Debt Service	1,356,323	1,320,784	3,741,919	5,426,460	45%
Transfer or Advance	3,200	3,200	3,200	3,200	0%
Total	3,615,907	3,785,462	10,069,849	17,220,521	71%
TOTAL	11,822,700	11,933,675	20,421,214	27,525,071	35%

2015 Accomplishments

- Perform sewer separation project for Edgewater Drive and Webb Avenue, which will reduce the need for combined sewer overflows. Also, rehabilitated other sections of storm and sanitary sewers that were identified as contributing factors to illicit discharges.

Division of Water & Wastewater Collection

- Performed all of the analysis and testing of the city funded Clean Water Pilot Study, which will greatly reduce unwanted stormwater infiltration into the public sanitary sewer system.
- Continued successful implementation of the ongoing process of replacing all city water meters with new smart readers – 95% of city installed by year end.

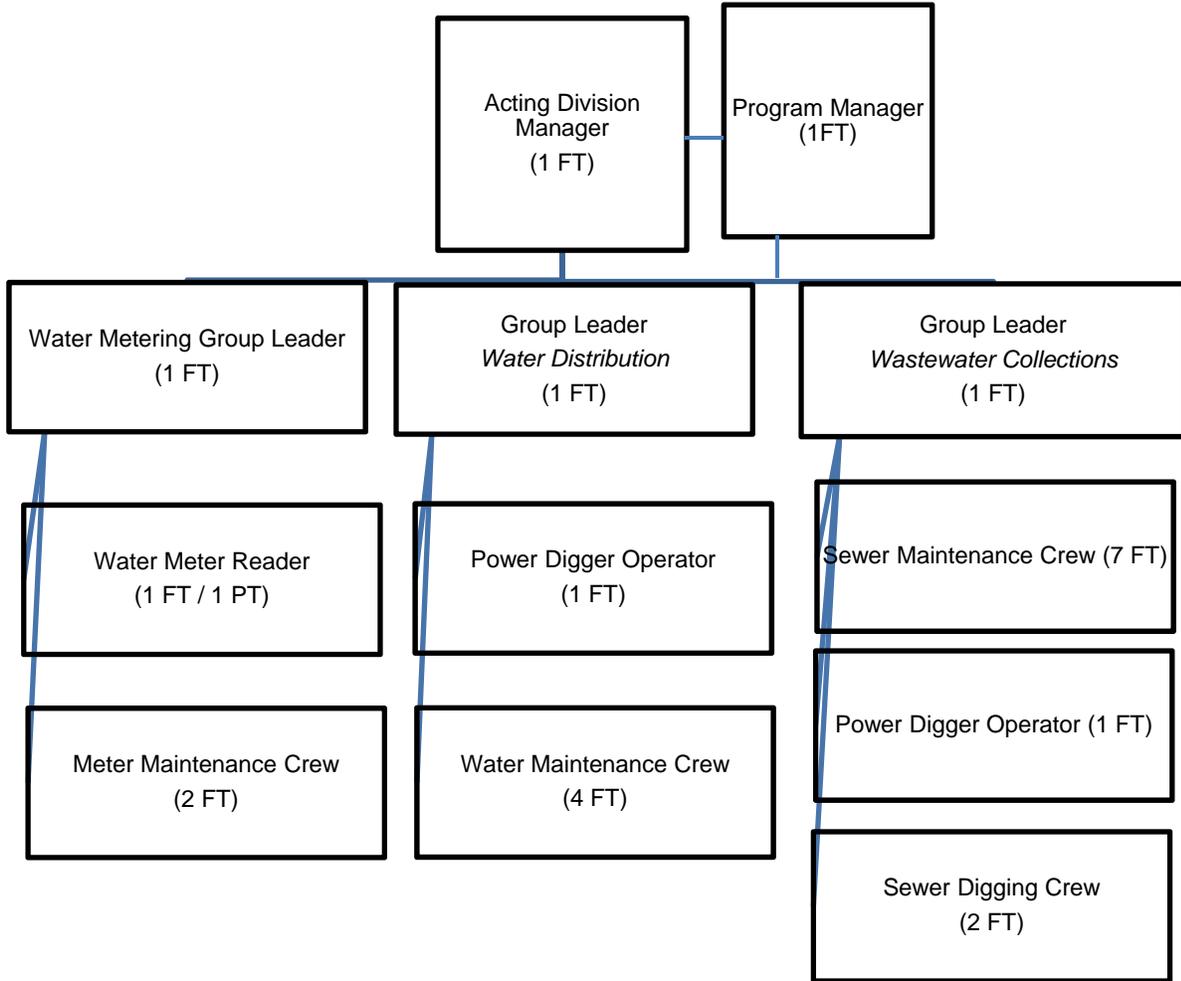
2016 & Beyond Strategic Plan

Safe and Secure

- Environmental Stewardship
 - EPA Implementation: West End CSO elimination
 - Project is currently under construction and scheduled to be completed at the end of 2016
 - EPA Implementation: 2 year Pilot Study
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 - Design work is progressing on improvements with the right of way to be implemented in 2016. Post construction monitoring will determine the effectiveness of the work.
 - EPA Clean Water Task Force
 - Meeting began in 2015 and will continue into 2016 with results and recommendations becoming available in mid-2016.
- Housing Improvement
 - Explore viable strategies for erosion protection along the lakeshore.
 - Designing an erosion control project for the end of Webb to provide protection of the cliff and sewer outfall.

Division of Water & Wastewater Collection

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	Nov. 15, 2015	Proposed 2016
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	3	3
Total Full Time Employees	6	6	6	5	5
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	1	1	1	1	1
Meter Maintenance Crew	2	2	2	2	2
Total Full Time Employees	5	5	5	5	5
Water Meter Reader	1	1	1	1	1
Total Part Time Employees	1	1	1	1	1
Wastewater Collection Unit					
Full Time Employees					
Group Leader	1	1	1	1	1
Sewer Digging Crew	2	2	2	2	2
Sewer Maintenance Crew	7	8	8	7	8
Power Digger Operator	1	1	1	1	1
Total Full Time Employees	11	12	12	11	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 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 existing processes and process expansions to accept and treat increased quantities of flow during wet weather has been included in the current 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

Currently disposal by land application is being limited by regulations to 9 months of the year, forcing the use of more costly methods of disposal.

- 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 drastically reduced in the NPDES permit starting in 2016.

Division Budget

Wastewater Treatment Fund (Fund 511)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	1,212,526	1,245,885	1,266,147	1,337,241	6%
Fringe Benefits	390,303	407,361	406,457	433,906	7%
Travel and Transportation	1,138	776	1,422	2,000	41%
Professional Services	41,179	45,572	196,018	208,622	6%
Communications	6,843	8,377	12,527	13,150	5%
Contractual Services	92,133	67,768	292,094	533,000	82%
Materials & Supplies	221,027	229,859	302,393	277,850	-8%
Capital	87,649	224,398	344,995	2,446,000	609%
Utilities	281,119	229,123	243,789	240,000	-2%
Other	293,874	310,741	324,010	323,338	0%
Debt Service	533,845	575,772	581,973	533,827	-8%
Transfer or Advance	75,000	75,000	75,000	75,000	0%
Total	3,236,635	3,420,632	4,046,825	6,423,934	59%
Wastewater Improvement Fund (Fund 512)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Transfer or Advance	1,600,000	1,600,000	1,600,000	1,600,000	0%
Total	1,600,000	1,600,000	1,600,000	1,600,000	0%
TOTAL	4,836,635	5,020,632	5,646,825	8,023,934	42%

2015 Accomplishments

- Complied with National Pollutant Discharge Elimination System (NPDES) permit, without experiencing any major permit violations and successfully incorporated any changes required by the NPDES permit.
- Retrofitted 115 interior light fixtures from using sodium vapor lamps to LED lamps. This was done at a substantial cost savings compared to replacing all of the fixtures. In addition LED lamp consumption is approximately 1/3 the energy of that used by sodium vapor lamps.
- A pilot study of a High Rate Treatment (HRT) system to treat combined sewage that cannot be handled by the regular treatment system due to volume was successfully conducted in 2015. The information obtained from the test will be

Division of Wastewater Treatment

used in the designing/sizing of a permanent HRT system to be installed at the WWTP as required by the current NPDES permit.

2016 & Beyond Strategic Plan

Sound Government

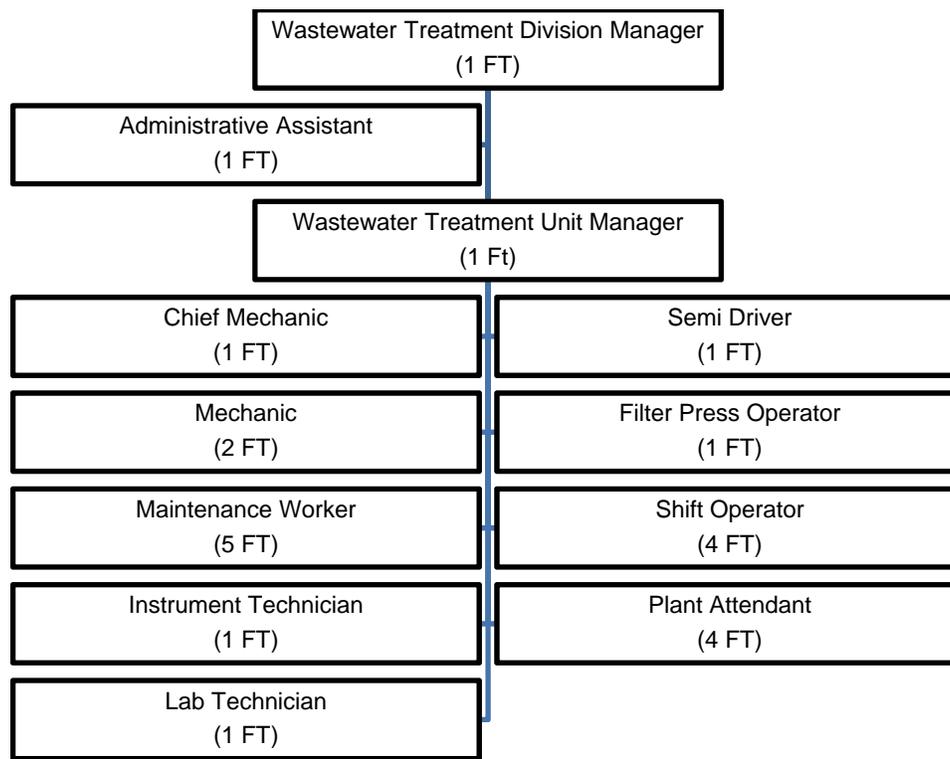
- *Set the Standard for Environmental Stewardship*
 - Energy and fuel optimization
 - **Key Performance Indicator:**
 - Measure energy usage comparative to prior years of operation.
 - **Strategies:**
 - Keep process equipment maintained and functional thus extending service life and reducing repair 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. Looking at Design/Build.
 - 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 current 5 year National Pollutant Discharge System Elimination (NPDES) permit issued by the Ohio EPA in 2014.
 - **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.

Division of Wastewater Treatment

Organizational Chart



Personnel Staffing

Wastewater Treatment Plant	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	Nov. 15, 2015	Proposed 2016
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	0	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	5	5	5	5	5
Mechanic	2	2	2	1	2
Plant Attendant	4	4	4	4	4
Administrative Assistant	1	1	1	1	1
Shift Operator	4	4	4	4	4
Total Full Time Employees	23	23	23	21	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)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	-	-	50,000	
Capital					
Utilities	247,902	269,122	307,590	320,000	4%
Other	65,405	57,153	57,612	60,000	4%
Debt Service	-	-	-	-	
Transfer or Advance	240,000	205,000	110,000	150,000	36%
Total	553,306	531,275	475,202	580,000	22%

Funds will be allocated for maintenance on the roof sections and to remove a structurally deficient locker room.

Budget Overview of Human Services

Total Expenditures by Division All Funds	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Human Services Admin	172,603	173,358	186,250	187,486	1%
Division of Early Childhood	33,955	63,833	71,375	70,767	-1%
Division of Youth	608,103	574,415	630,736	609,643	-3%
Division of Aging	928,814	886,732	896,733	967,889	8%
Total Expenditures	1,743,476	1,698,338	1,785,094	1,835,785	3%

Total Expenditures by Category All Funds	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	1,164,913	1,156,597	1,184,850	1,223,801	3%
Fringe Benefits	345,169	344,752	354,801	374,790	6%
Travel and Transportation	8,856	7,758	10,661	12,425	17%
Professional Services	21,497	14,007	20,503	27,330	33%
Communications	22,465	20,163	19,901	21,875	10%
Contractual Services	10,964	21,785	25,437	30,619	20%
Materials & Supplies	119,182	72,774	61,639	71,585	16%
Capital	6,780	-	54,239	15,000	-72%
Utilities	32,623	36,027	39,639	44,250	12%
Other	11,025	9,474	13,424	14,110	5%
Debt Service	-	-	-	-	
Transfer or Advance	-	15,000	-	-	
Total	1,743,476	1,698,338	1,785,094	1,835,785	3%

Total Expenditures by Category General Fund	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Salaries	241,656	254,895	303,484	287,628	-5%
Fringe Benefits	101,323	106,690	122,933	126,689	3%
Travel and Transportation	201	101	95	525	455%
Professional Services	1,677	1,615	1,267	2,325	83%
Communications	3,026	4,192	4,083	4,125	1%
Contractual Services	-	-	-	-	
Materials & Supplies	1,881	1,540	1,802	2,910	61%
Capital	-	-	-	-	
Utilities	4,608	4,544	4,755	5,500	16%
Other	1,481	1,528	1,473	1,820	24%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	355,852	375,105	439,891	431,522	-2%

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, 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 and old who are experiencing difficulty in their lives which often manifest needs that are complicated by poverty, mental health/addiction and limited natural support systems.
- As outside funders restructure in order to decrease their own budgets, funding for specific City programs may be jeopardized due to the mandates of the restructure. Each grant must be assessed to determine whether the time involved is worth the programmatic and financial outcome.
- Increase in intradepartmental referrals involving hoarding, bedbugs and housing concerns for residents who may be experiencing mental health issues.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	135,990	135,874	146,542	145,576	-1%
Fringe Benefits	35,143	35,864	38,699	40,059	4%
Travel and Transportation	74	46	34	50	100%
Professional Services	672	568	325	375	15%
Communications	569	575	344	350	2%
Contractual Services	-	-	-	-	
Materials & Supplies	126	200	307	1,025	234%
Capital	-	-	-	-	
Utilities					
Other	28	76	-	50	100%
Debt Service					
Transfer or Advance					
Total	172,603	173,204	186,250	187,486	1%

HPRP (Fund 246)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications					
Contractual Services	-	155	-	-	
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	155	-	-	
Total	172,603	173,358	186,250	187,486	1%

2015 Accomplishments

- Successfully completed Title III Older American's Act grant RFP. Waiting for announcement.
- In response to community needs identified by service requests during the past two years, successfully hired a Clinical Social Worker for the Department with an emphasis on senior services.
- Completed two 5S projects and have identified lead Lean Human Services staff.
- Updated assessment form and file storage process. Forms are completed, scanned and attached to client in Sharepoint data collection system thereby

allowing staff members to access client information from anywhere in the building instead of going to the locked file room on the 2nd floor.

- Lakewood Family Collaborative Mental Health Subcommittee sponsored and held Heroin & Hope, a community wide education and awareness event, from which new partnerships were formed.

2016 & Beyond Strategic Plan

Sound Governance:

- *Encourage and Promote a Culture of Continuous Improvement*
 - Human Service Grants will be evaluated before October 2016 to provide data used in determining grant applications to be submitted in 2017.
 - Key Performance Indicators:
 - Four (4) Department of Human Service grants will be evaluated to determine return on investment.
 - Strategies:
 - Complete cost analysis based on trends and needs identified by Human Service staff, relevant demographic data and findings from the Human Services Summit.
 - Plans:
 - Human Service team will review community needs and create a framework for need/cost comparison.
 - Actions:
 - Prioritize grants to be assessed.
 - Identify community needs.
 - Verify need met by services of each grant.
 - Review all direct and indirect grant expenses.
 - *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.
- *Leverage Technology to Improve Performance*
 - 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 quarter of 2016
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit.*
 - Determine a plan to address transportation needs of Lakewood residents.
 - Key Performance Indicators:
 - Within the next 14 months a model will be presented.
 - Strategies:
 - Engage an organization whose expertise is transportation studies.
 - Plans:
 - City Staff and consultants will evaluate transportation needs and resources.
 - Actions:
 - Engage additional city departments and resources.
 - Research possible partners.
 - Create RFP for transportation consultants.
 - Provide staff support to effort.
 - Compare options.
 - Make recommendations.

Personnel

Division of Human Services Administration	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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

- Increase in calls looking for affordable housing.
- Increase in complaints about bedbugs and inability to prep and/or pay for extermination.
- Increased instances of hoarding impacting multiple City departments.
- Demand for transportation remains high.
- Mental health continues to be an underlying issue in a majority of service requests.

Division Budget

Aging Fund Budget (Fund 250)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	585,187	560,552	544,429	583,421	7%
Fringe Benefits	186,435	179,331	179,445	193,809	8%
Travel and Transportation	2,164	1,426	1,794	1,750	-2%
Professional Services	2,646	2,023	1,324	2,650	100%
Communications	16,877	13,338	13,871	14,800	7%
Contractual Services	10,212	21,447	25,000	30,000	20%
Materials & Supplies	57,291	51,931	47,923	54,100	13%
Capital	6,780	-	30,950	15,000	
Utilities	27,269	31,279	34,772	37,250	7%
Other	6,418	2,544	7,299	7,690	5%
Debt Service					
Transfer or Advance					
Total	901,278	863,873	886,807	940,470	6%

CDBG (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	23,782	19,750	8,591	23,750	176%
Fringe Benefits	3,754	3,109	1,335	3,669	175%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	27,536	22,859	9,926	27,419	176%
TOTAL EXPENDITURES	928,814	886,732	896,733	967,889	8%

2015 Accomplishments

- Completed “Trust in the Workplace” with Aging and Human Services staff to lay the foundation for future program planning.
- Successfully hired one community-based Human Services Case Manager focusing on senior citizens and one Human Services Clinical Manager.
- Strengthened relationships with key community organizations including Hospice of the Western Reserve, NAMI, North Coast Health, Lakewood Alive, Frontline, Benjamin Rose, Cuyahoga County Board of Health, DSAS, Veterans Administration and West Shore Senior Centers.
- Completed in-depth review and revision of Client Assessment Form.

Division of Aging

- Strategically implemented transportation to medical appointments outside of Lakewood by cabs while providing transportation in city vehicles to Lakewood medical facilities, senior centers and grocery stores.

2016 & Beyond Strategic Plan

Vibrant Neighborhoods

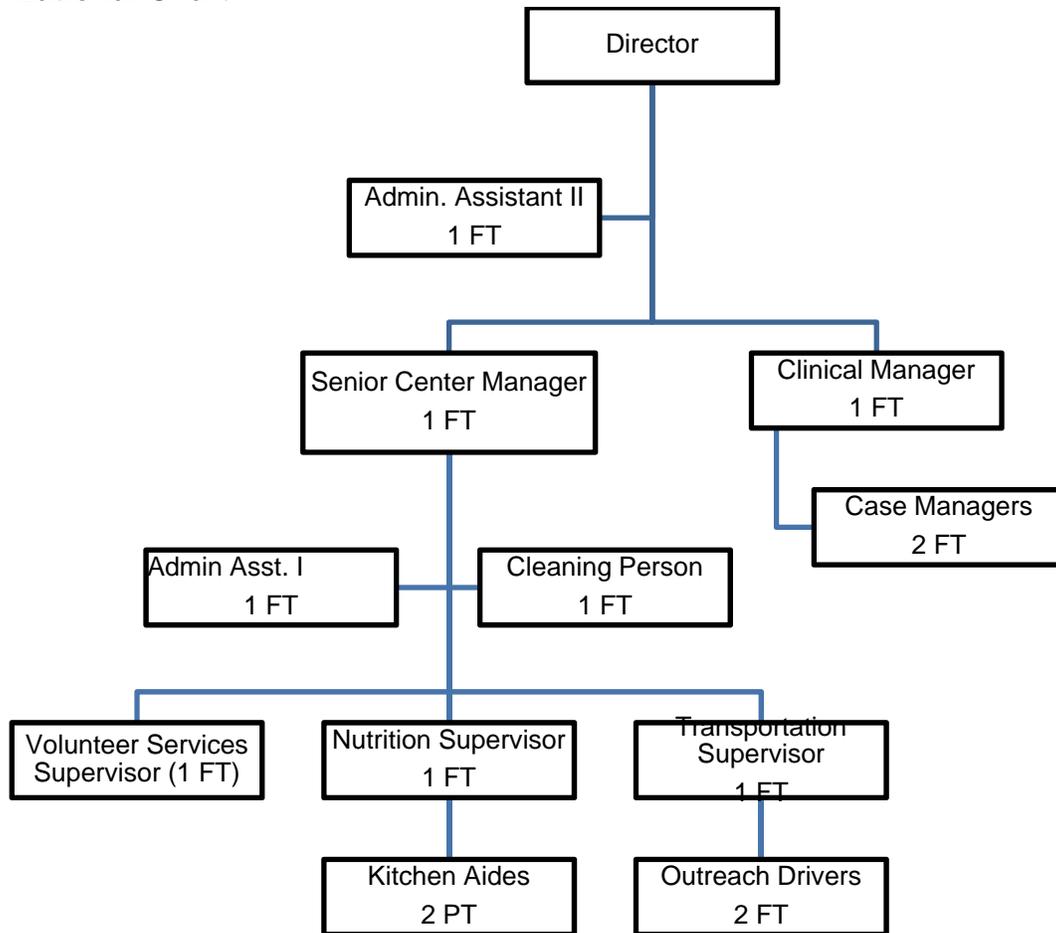
- *Focus on the City's Role as Collaborator, Advocate, Assessor and Convener of Human Services as identified in the Human Services Summit*
 - Increase consumer knowledge of Division of Aging core services and available community resources and programs.
 - Key Performance Indicators
 - Division of Aging will hold community information sessions at each of its locations and update all brochures, handouts and monthly calendar in 2016.
 - Strategies:
 - Develop a plan to effectively communicate services available to Lakewood seniors.
 - Plans:
 - Create a framework to chart and distribute services available to seniors through the Division of Aging and the greater community.
 - Actions:
 - Establish a workgroup with representation from the Division of Aging and the Lakewood Senior Collaborative.
 - Compile list of current Division of Aging services and community resources and programs.
 - Update current marketing materials and identify roles and responsibilities concerning distribution.
 - Plan community information sessions.
 - Assign a staff person to ensure marketing materials are updated regularly.

Sound Governance:

- *Encourage and promote a culture of continuous improvement.*
 - To provide high quality, cost effective transportation to Lakewood senior citizens.
 - Key Performance Indicators:
 - A thorough analysis of senior transportation services will be conducted by the 2nd quarter of 2016.
 - Strategies:
 - Compile results of analysis and make a recommendation for future provision of transportation.

- Plans:
 - Implement changes identified in transportation analysis.
- Actions:
 - Convene a focus group consisting of consumers, providers and staff to define high quality transportation.
 - Identify methodology to 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 including all associated costs
 - Identify potential partners to assist with provision of high quality, cost effective senior transportation.
 - Results of this process will be provided to the Human Services community-wide transportation analysis.

Organizational Chart



Division of Aging

Personnel Staffing

Division of Aging	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Full Time Employees					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	1	0	0	1	1
Human Services Case Manager	2	2	3	1	1
Community Resource Specialist	0	0	0	1	1
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	2	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	11	10	11	11	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

- Increased volume of referrals/involvement with DCFS for child safety and welfare issues.
- Increase in requests from those experiencing housing instability, un/under-employment and lack of or limited child care options.
- Increase in disrupted households due to substance use and domestic violence.
- H2O continues to receive requests for elementary school tutors/mentors and snow removal/yard clean up.

Division Budget

General Fund (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	88,296	89,470	115,241	103,991	-10%
Fringe Benefits	57,098	59,262	69,256	71,546	3%
Travel and Transportation	127	55	61	225	271%
Professional Services	1,004	1,047	942	1,700	80%
Communications	2,042	3,116	3,460	3,500	1%
Contractual Services	-	-	-	-	
Materials & Supplies	1,099	1,056	1,215	1,250	3%
Capital	-	-	-	-	
Utilities	4,608	4,544	4,755	5,500	16%
Other	1,452	1,452	1,473	1,720	17%
Debt Service					
Transfer or Advance					
Total	155,727	160,003	196,402	189,432	-4%
Help to Others Fund (Fund 277)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	24,000	25,936	26,475	29,500	11%
Fringe Benefits	3,708	4,013	4,979	4,558	-8%
Travel and Transportation	270	138	301	400	33%
Professional Services	23	-	-	55	-100%
Communications	557	606	94	700	645%
Contractual Services					
Materials & Supplies	4,186	3,904	3,426	4,650	36%
Capital	-	-	23,289	-	
Utilities					
Other	45	78	-	-	
Debt Service					
Transfer or Advance	-	15,000	-	-	
Total	32,789	49,676	58,564	39,863	-32%
Juvenile Diversion Program Fund Budget (Fund 279)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	29,860	31,176	17,531	15,072	-14%
Fringe Benefits	4,658	4,880	2,718	2,329	-14%
Travel and Transportation	-	13	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	2,739	4,562	575	600	4%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	37,256	40,631	20,823	18,001	-14%

Division of Youth

Family to Family Program Fund Budget (Fund 281)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	255,174	245,639	272,083	270,431	-1%
Fringe Benefits	44,112	43,443	41,512	41,573	0%
Travel and Transportation	6,222	6,079	8,472	9,750	15%
Professional Services	17,151	10,370	17,911	22,300	25%
Communications	2,005	2,027	1,854	2,250	21%
Contractual Services	753	183	437	619	42%
Materials & Supplies	53,086	10,836	7,913	9,325	18%
Capital	-	-	-	-	
Utilities	747	204	113	1,500	1230%
Other	3,081	5,323	4,652	4,600	-1%
Debt Service					
Transfer or Advance					
Total	382,331	324,105	354,946	362,347	2%
TOTAL EXPENDITURES	608,103	574,415	630,736	609,643	-3%

2015 Accomplishments

- Over 60 agencies are participating in the Lakewood Area Collaborative, a network dedicated to enable children, youth and families to thrive and be successful.
- Increase in donations from individuals and businesses that support families in stabilizing households with basic needs, diapers, furniture, winter coats, etc.
- Assisted with updating NCIS database for uniform reporting for all 14 Family to Family neighborhood collaboratives and provided training to all staff members.
- Lakewood Area Collaborative’s Mental Health Advisory Committee sponsored the Heroin & Hope event to increase public awareness of this epidemic and bring together 40 agencies to provide resources related to intervention and prevention.

2016 & Beyond Strategic Plan

Sound Governance

- *Leverage Technology to Improve Performance*
 - Measure impact of Family to Family services in partnership with the Council of Neighborhood Leaders.
 - Key Performance Indicators:
 - A minimum of 12 indicators related to 3 outcomes will be identified by February 2016.
 - Strategies:
 - The Council of Neighborhood Leaders will use the Results Accountability Assessment and NCIS database to evaluate Family to Family services.
 - Plans:

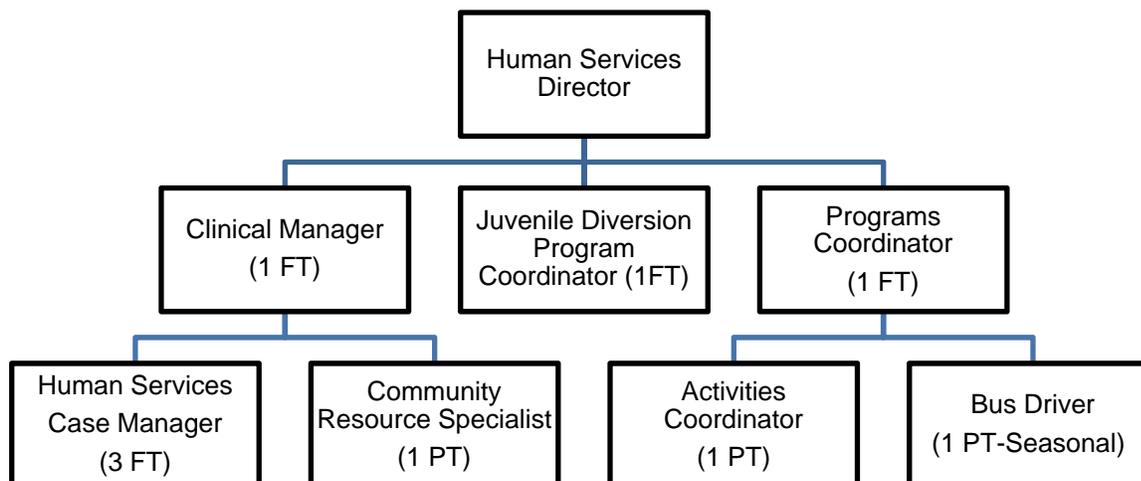
- Develop outcomes and indicators using grant mandates/county priorities to assess program impact.
- Actions:
 - Convene Outcome Workgroup including Family to Family staff, Directors, Supervisors and Wrap Specialists.
 - Meet with County Director of Children and Family Services to establish baseline county expectations and priorities.
 - Work with software developer to adapt NCIS to collect data according to the identified indicators.
 - Compare NCIS Family to Family and County Department of Children and Families service data.
 - Outcomes Workgroup will present outcomes and related indicators to Director Pristow in March 2016.
 - Results Accountability Assessment will be completed by May 2016.

Vibrant Neighborhoods

- *Build Strong Families*
 - Investigate offering a one week H2O summer service camp for sixth graders only.
 - Key Performance Indicators:
 - Increase the number of sixth graders participating in H2O summer service camp from 190 to 230.
 - Strategies:
 - Assess potential expansion of camp for one week and calculate associated cost
 - Plans:
 - Identify program needs, potential sixth graders and staff availability to determine whether or not this is a feasible option for Summer 2016.
 - Actions:
 - Meet with H2O Advisory Council to discuss potential community response to this addition
 - Review past sixth grade enrollments to quantify potential interest
 - Review program sites for age-appropriate service learning experience
 - Verify staff availability to start one week earlier
 - Recruit interested sixth graders

Division of Youth

Organizational Chart



Personnel Staffing

Division of Youth	As of Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
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					
Bus Driver	0	1	1	0	1
Activities Coordinator	1	1	1	1	1
Community Resource Specialist	1	1	1	1	1
Total Part Time Employees	2	3	3	2	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

- In collaboration with Harrison and Horace Mann Elementary schools and the support of the PTA, kindergarten parents and children participated in three parent education/family literacy programs with a fourth tentatively scheduled for November at Roosevelt Elementary.
- Held a five week summer camp targeted to Harrison preschoolers with volunteer leadership and support from Lakewood Congregational Church and Erie Design.
- Collaborated with local faith community and Lakewood businesses to support the 2014 Christmas Store which provided gifts for 243 Lakewood children.
- Increased attendance by all childcare centers at monthly Early Childhood Professional meetings due to new requirements of Lakewood Childcare Scholarship.
- Collaborated with the Ranger Foundation, Lakewood City Schools and Lakewood Early Childhood Professionals (Lakewood Kids Community Collaborative) to engage the entire community in support of kindergarten readiness for every Lakewood child.

Division Budget

General Fund Budget (Fund 101)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	17,370	29,551	41,701	38,060	-9%
Fringe Benefits	9,081	11,564	14,978	15,084	1%
Travel and Transportation	-	-	-	250	100%
Professional Services	-	-	-	250	
Communications	415	501	279	275	-1%
Contractual Services	-	-	-	-	
Materials & Supplies	655	283	281	635	126%
Capital	-	-	-	-	
Utilities					
Other	-	-	-	50	100%
Debt Service					
Transfer or Advance					
Total	27,522	41,899	57,239	54,604	-5%
Community Development Block Grant Fund (Fund 240)	2013 Actual	2014 Actual	2015 Projected	2016 Proposed	Percent Change 2015-2016
Expenditures by Category					
Salaries	5,255	18,648	12,257	14,000	14%
Fringe Benefits	1,179	3,285	1,879	2,163	15%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	6,434	21,933	14,137	16,163	14%
TOTAL EXPENDITURES	33,955	63,833	71,375	70,767	-1%

2015 Accomplishments

- In collaboration with Harrison and Horace Mann Elementary schools and the support of the PTA, kindergarten parents and children participated in three parent education/family literacy programs with a fourth tentatively scheduled for November at Roosevelt Elementary.
- Held a five week summer camp targeted to Harrison preschoolers with volunteer leadership and support from Lakewood Congregational Church and Erie Design.
- Collaborated with local faith community and Lakewood businesses to support the 2014 Christmas Store which provided gifts for 243 Lakewood children.

Division of Early Childhood

- Increased attendance by all childcare centers at monthly Early Childhood Professional meetings due to new requirements of Lakewood Childcare Scholarship.
- Collaborated with the Ranger Foundation, Lakewood City Schools and Lakewood Early Childhood Professionals (Lakewood Kids Community Collaborative) to engage the entire community in support of kindergarten readiness for every Lakewood child.

2016 & Beyond Strategic Plan

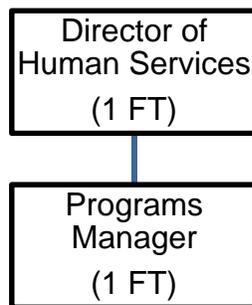
Vibrant Neighborhoods:

- *Build Strong Families*
 - Every Lakewood child has the opportunity to participate in a high quality pre-kindergarten experience by 2017.
 - Key Performance Indicators:
 - Increase the number of children participating in a high quality preschool experience prior to attending kindergarten in August, 2017.
 - Strategies:
 - Work in partnership with Lakewood City Schools and Lakewood Early Childhood Professional Consortium through the Lakewood Kids Community Collaborative to identify and establish acceptable quality standards for all participating Lakewood preschools.
 - Plans:
 - Assist all participating Lakewood preschool programs to achieve a two star quality rating through the Ohio Department of Jobs and Family Services in order to ensure number of high quality preschool spaces to serve all Lakewood children.
 - Actions:
 - Using birth rates, estimate the number of kindergarten spaces needed in 2017.
 - Assess number of high quality preschool spaces available in the community.
 - After determining gap between spaces available and spaces needed, identify resources to support the centers in achieving the two star rating.
 - Implement a marketing campaign to educate the community about the critical value a high quality preschool experience will have on a child's school success.
 - Identify resources to address barriers to access for all Lakewood children.
 - *Build Strong Families*
 - Engage and connect growing population of 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 10%
- 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 Nov. 15, 2013	As of Nov. 15, 2014	Budgeted 2015	As of Nov. 15, 2015	Proposed 2016
Full Time Employees					
Programs Manager	1	1	1	1	1
Total Full-Time Employees	1	1	1	1	1

Five-Year Capital Improvement Plan

2015 Carryover Projects

The following projects were either ongoing from prior years, or went to Board of Control during 2015 that will continue into 2016. 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	BOC
	TOTAL =	\$ 23,492,767	\$ 19,725,713	\$ 3,767,054	
Water Meter Replacement Program	Capital Lease - Water	\$ 3,824,602	\$ 4,286,476	\$ (461,874)	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. May 18, 2015 BOC to amend a contract to Neptune Equipment Company in the amount of \$1,500,000 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. Contract award to Neptune Equipment Company now totals \$3,900,000.
Madison Ave. Signal Improvement	2012 GO BANS	\$ 1,400,000	\$ 951,430	\$ 448,570	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). March 9, 2015 BOC request to amend a requirement contract with CT Consultants in the amount of \$7,000 to provide additional Professional Design Services for the Madison Ave. Traffic Signalization Improvement Program – Phase 4; to redesign & relocate signal poles at the intersections of Quail & Cohasset. Contract award with CT Consultants now totals \$269,750.
Lakewood Park Improvements / Kid's Cove	Prior Year BANS	\$ 676,000	\$ 40,437	\$ 635,563	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.
Lakewood Park Solstice Steps	Prior Year GO BANS / 2015 GO BANS	\$ 1,900,000	\$ 2,539,397	\$ (639,397)	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. 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. Feb. 23, 2015 BOC award a requirement contract with DLZ, Ohio in the amount of \$133,638 to provide Professional Construction Administration and Inspection Services for the Lakewood Park Solstice Steps Project; and BOC award a contract with The Great Lakes Construction Company in an amount not to exceed \$2,453,646 for the Lakewood Park Solstice Steps Project as outlined in Bid No. 15-006. Contract award is base bid of \$2,096,542 plus \$134,045 in Alternates and 10% contingency costs. May 6, 2015 BOC to amend a Professional Service Contract with Environmental Design Group LLC in the amount of \$12,000 to provide Professional Services during construction of the Lakewood Park Solstice Steps. Contract award to Environmental Design Group LLC now totals \$194,449.

Five-Year Capital Improvement Plan

2015 Current Projects (continued)

Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	BOC
West End Sewer	WWC Fund / OPWC Grant/Loan	\$ 5,000,000	\$ 4,021,764	\$ 978,236	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. Feb. 23, 2015 BOC award a contract in an amount not to exceed \$12,000 to VanCuren Services, Inc. for the Roosting Tree Removal of the West End CSO Elimination Project. A portion of this project will be funded by OPWC. April 6, 2015 BOC award a contract in the amount of \$15,230 to The Illuminating Company to relocate (2) utility poles and associated overhead wires, and raise (1) pole & wires for the West End CSO Elimination Project, and request to amend a contract in the amount of \$37,150 to VanCuren Services, Inc. for the Roosting Tree Removal of the West End CSO Elimination Project. Additional work required by US Fish & Wildlife. A portion of this project will be funded by OPWC. Contract award now totals \$49,150. April 20, 2015 BOC to award a requirement contract with the property owner of Parcel #311-18-078 in the amount of \$32,050 for a Permanent Easement of 0.01584 acres (\$6,300) and Temporary Construction Easement of 0.22 acres (\$25,750/annually and \$2,146/month beyond original 12 month requirement) for the West End CSO Elimination Project, and to award a requirement contract with CT Consultants in the amount of \$7,795 to Identify and Relocate Mussel in the area of the West End CSO Elimination Project river crossing. BC-15-165: July 9, 2015 BOC a contract with Nerone & Sons, Inc. in an amount not to exceed \$5,000,000 to perform the West End CSO Elimination Project. Contract award is the base bid of \$4,485,910 plus \$514,090 in contingencies. OPWC will pay for \$1,912,922 of this project through a grant & loan for construction funds. BC-15-156: July 9, 2015 BOC this request to amend a Professional Services Contract with CT Consultants in the amount of \$634,923 to perform Professional Oversight for the West End CSO Elimination Project. OPWC will reimburse the City for \$50,000 of these services. Contract award to CT Consultants now totals \$1,320,583.
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.).
2015 Watermain Replacement Project – Athens, Blossom Park, St. Charles, Summit, Woodward	Water Fund / OPWC Award	\$ 3,050,000	\$ 2,321,221	\$ 728,779	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. Feb. 9, 2015 BOC award a contract to Fabrizi Trucking & Paving Company, Inc. in an amount not to exceed \$3,100,444 to perform the 2014 Watermain Replacement Project on Athens, Blossom Park, St. Charles, Summit & Woodward. Ohio Public Works Commission (OPWC) to fund approximately \$1,246,552 of project by payment directly to Vendor. Contract award is a base bid of \$2,820,444 plus 10% contingency; and a contract to Osborn Engineering Company in the amount of \$113,099 to perform Professional Construction Engineering/Inspection Services of the 2014 Watermain Replacement Project on Athens, Blossom Park, St. Charles, Summit & Woodward. Ohio Public Works Commission (OPWC) to fund approximately \$52,258 of these professional services by reimbursement to the City.
Citywide Fiberoptic System	2015 Capital Lease	\$ 900,000	\$ 900,000	\$ -	BC-15-220: Oct. 5, 2015 BOC to enter into a contract with Everstream, Inc. in an amount not to exceed \$900,000 for the provision of a Citywide Fiber Optic Communication System. Citywide Fiber Optic Communication System to be purchased through the 2015 Capital Lease Program. Provision of Citywide Fiber Optic Communication System from Everstream, Inc. to be provided by the rules established against Resolution 8805-15 adopted by City Council on September 21, 2015.
Police Vehicles 4-5 cars each year	2015 Capital Lease	\$ 304,000	\$ 305,003	\$ (1,003)	BC-15-134: June 8, 2015 BOC contract with Statewide Ford Lincoln Mercury, Inc. in the amount of \$196,105 for the purchase of (5) 2016 Ford Utility Interceptors for use by the Division of Police. Police Vehicles to be purchased through the 2015 Capital Lease Program. BC-15-135: June 8, 2015 BOC contract with CDW Government, Inc. in the amount of \$64,684 for the purchase of (5) In-Car Video Systems & Tuff Book Computers for use by the Division of Police. In-Car Video Systems & Tuff Book Computers to be purchased through the 2015 Capital Lease Program. BC-15-136: June 8, 2015 BOC contract with Kustom Signal, Inc. in the amount of \$13,269 for the purchase of (5) Golden Eagle II Radars for use by the Division of Police. Radar Units to be purchased through the 2015 Capital Lease Program. BC-15-172: July 9, 2015 BOC to award a contract with Statewide Ford Lincoln Mercury, Inc. in the amount of \$31,660 for the purchase of (1) 2016 Ford Expedition for use by the Division of Police, Narcotics. Police Vehicles to be purchased through the 2015 Capital Lease Program.
5-Ton Hooklift Hoist, Plow, Skid Mounted Hopper Spreader	2015 Capital Lease	\$ 179,000	\$ 178,268	\$ 732	BC-15-132: June 8, 2015 BOC contract to Rush Truck Centers of Ohio, Inc. in the amount of \$85,422 for the purchase of (1) 2016 International 7400 SFA 4x2 Single & Tandem Axle Cab & Chassis. Cab & Chassis to be paid for through the 2015 Capital Lease Program. BC-15-133: June 8, 2015 BOC contract with Concord Road Equipment Co., Inc. in the amount of \$92,846 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 GPS and WIFI to be utilized on 2016 International 5-Ton Dump Truck for use by the Division of Streets. Equipment to be paid for through the 2015 Capital Lease Program.

Five-Year Capital Improvement Plan

2015 Current Projects (continued)

Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	BOC
Water Vehicles #303 Panel van water digging crew	Water Fund	\$ 154,000	\$ 153,379	\$ 621	BC-15-099: April 20, 2015 BOC contract with Rush Truck Centers of Ohio, Inc. in the amount of \$153,379 to purchase a 2016 International 4300 SBA 4x2 Cab & Chassis with a Reading Dual Wheel Heavy Duty Tapered Panel Top Service Body for use by the Division of Water.
Leaf Vac Trailer mounted for leaves & Boxes for leaf vacs	SCMR Fund	\$ 64,000	\$ 64,000	\$ -	BC-15-154: June 22, 2015 BOC contract with Judco, Inc. in the amount of \$64,000 for the purchase of a 25 Yard Self-Contained Trailer Mounted Leaf Vacuum for use by the Division of Streets & Forestry.
GIS Routing Software	General Fund	\$ 27,065	\$ 27,065	\$ -	BC-15-057: Feb. 23, 2015 BOC award a contract with Hull & Associates in the amount of \$27,065 to provide FleetRoute Software and Maintenance for the city's Snow Plowing & Refuse/Recycling Collection Programs.
Traffic Sign Replacement Program	SCMR Fund	\$ 75,000	\$ 64,668	\$ 10,332	BC-15-208: Sept. 14, 2015 BOC to award a contract to M.P. Dory Company in an amount not to exceed \$65,000 to perform the 2015 Sign Replacement Project.
2016 Watermain Replacement Program	Water Fund	\$ 1,650,000	\$ 47,200	\$ 1,602,800	BC-15-073: March 9, 2015 BOC award a contract to Osborn Engineering in the amount of \$47,200 to perform Professional Engineering Design Services for the 2016 Watermain Replacement Project.
2015 Emergency Sewer	WWC Fund	\$ 100,000	\$ 369,784	\$ (269,784)	BC-15-062: Feb. 23, 2015 BOC award a contract to KS Associates, Inc. in the amount of \$13,700 to perform Professional Engineering Services for the Erosion Protection of Webb Road Outfalls. BC-15-168: July 9, 2015 BOC award a contract with Fabrizi Trucking & Paving Company, Inc. in the amount of \$166,659 to perform Emergency Sewer Repairs at Lakewood Park. BC-15-193: Sept. 9, 2015 BOC award an emergency contract to Marra Services, Inc. in an amount not to exceed \$150,000 to perform Emergency Sewer Repairs at the Madison and Riverside Intersection. The base price of \$130,500 includes a contingency for unforeseen conditions of \$19,500. BC-15-214: Sept. 23, 2015 BOC request to amend a contract with Fabrizi Trucking & Paving Company, Inc. in the amount of \$114,286 to perform additional work for the Emergency Sewer Repairs at Lakewood Park. Contract with Fabrizi Trucking & Paving Co., Inc. now totals \$280,945.
Overflow Monitoring Equipment & Study	WWC Fund	\$ 530,700	\$ 651,836	\$ (121,136)	BC-14-251: Nov. 21, 2014 BOC to award a Professional Services Contract to CT Consultants in an amount not to exceed \$530,700 to provide the engineering services to fulfil the NPDES requirements by creating a monitoring and maintenance program for the first two-year period of Overflow Monitoring as part of the Long Term Control Plan. This requirement is in response to the City's new Waste Water Treatment Plant (WWTP) NPDES 3PE00004*PD permit requirements. BOC-15-192: August 21, 2015 BOC award to Teledyne Instruments, Inc. in the amount of \$121,136 for the purchase of (31) Flow & Ultrasonic Meters to monitor overflows at various locations throughout the City as required in our Waste Water Treatment Plant (WWTP) NPDES 3PE00004*PD permit requirements. NOTE: this cost DOES NOT include the required monthly cell date package which will need to be purchased for each location***
Integrated Wet Weather Improvement Plan (WWIP) Phase 1 Design	WWC Fund	\$ 1,129,750	\$ 1,160,750	\$ (31,000)	BC-15-014: Jan. 12, 2015 BOC to award a Professional Services contract to CT Consultants in the amount of \$1,129,750 to assemble an Integrated Wet Weather Improvement Plan in response to the City's new Waste Water Treatment Plant (WWTP) NPDES 3PE00004*PD permit requirements. BC-15-152: June 22, 2015 BOC amend a Professional Services contract to CT Consultants in the amount of \$31,000 for the provision of flow monitors and samplers, including laboratory testing. Work to be performed at (5) specific sewer locations over approximately (3) months to assist in assembling an Integrated Wet Weather Improvement Plan in response to the City's new Waste Water Treatment Plant (WWTP) NPDES 3PE00004*PD permit requirements. Contract award to CT Consultants now totals \$1,160,750.

Five-Year Capital Improvement Plan

2015 Current Projects (continued)

Description	Funding Source	Budgeted Amount *	Expenditures to Date**	Project Remainder	BOC
Erosion Protection of Outfalls Design	WWC Fund	\$ 100,000	\$ 80,359	\$ 19,641	BC-15-062: Feb. 23, 2015 BOC award a contract to KS Associates, Inc. in the amount of \$13,700 to perform Professional Engineering Services for the Erosion Protection of Webb Road Outfalls. BC-15-168: July 9, 2015 BOC award a contract with Fabrizi Trucking & Paving Company, Inc. in the amount of \$166,659 to perform Emergency Sewer Repairs at Lakewood Park.
Initial Control Measures Study / High Rate Treatment Analysis (Design)	WWC Fund	\$ 540,400	\$ 157,000	\$ 383,400	BC-15-013: Jan. 12, 2015 BOC to amend a Professional Services contract to CT Consultants in the amount of \$540,400 to begin Initial Control Measure of a High Rate Treatment (HRT) System for the Integrated Wet Weather Improvement Plan and satisfy requirements by the Ohio EPA by March, 2018. This requirement is in response to the City's new Waste Water Treatment Plant (WWTP) NPDES 3PE00004*PD permit requirements. Awarded contract being amended to correct Project Number.
Illicit Discharge Prevention (Construction)	WWC Fund	\$ 300,000	\$ 226,511	\$ 73,489	BC-15-104: April 20, 2015 BOC to award a contract to Marra Services, Inc. in an amount not to exceed \$100,000 to perform Emergency Sewer Work for the City's Illicit Discharge Prevention Project. Contract award is a base bid of \$80,000 plus \$20,000 contingency. BC-15-189 August 10, 2015 BOC to award a Professional Services Contract to AECOM USA, Inc. (formerly URS Corp.) in an amount not to exceed \$75,000 to perform Dry Weather Tracing for the City's Illicit Discharge Prevention Project.
Pilot Study - Exterior/Interior Investigation	WWC Fund	\$ 87,000	\$ 69,000	\$ 18,000	BC-15-033: January 26, 2015 BOC award a Professional Services Contract with AECOM (formerly URS) in an amount not to exceed \$55,000 to perform Testing Services in the Sewer Pilot Study area as part of our Waste Water Treatment Plant NPDES permit. BC-15-148" June 8, 2015 contract to Joseph B. Jerome & Associates in an amount not to exceed \$12,000 to provide Professional Legal Services pertaining to a Design/Build Contract for the City's Clean Water Pilot Project; Sanitary Sewer Laterals Rehabilitation & Repair Project.
Clean Water Pilot Study Project - Private Property	WWC Fund / 2016 GO BANS - 510	\$ 800,000	\$ 800,000	\$ -	BC-15-167: July 9, 2015 BOC award a contract with Underground Connections in an amount not to exceed \$800,000 to perform the Clean Water Pilot Study Project. City responsible for 90% of private property work and property owners will be responsible for 10%. City Council authorized entering into pilot project without the necessity of competitive bidding against Resolution No. 8800-15 adopted April 20, 2015.
Lakewood Streambank Restoration & Fish Shelf	WWTP Fund / EPA Grant Funding	\$ 205,000	\$ 24,914	\$ 180,086	BC-15-190: August 10, 2015 BOC to award a Professional Services Contract to Environmental Design Group in the amount not to exceed \$25,000 to perform limited permitting, surveying and development of plans, specifications and estimate for Lakewood Streambank Restoration and Fish Shelf project.
Drop Chamber Rehab	WWC Fund / 2016 GO BANS - 510	\$ 200,000	\$ 30,000	\$ 170,000	BC-15-225: Oct. 5, 2015 BOC to award a contract to AECOM USA, Inc. in an amount not to exceed \$30,000 to prepare plans and specifications for the Madison & Riverside Drop Chamber Rehabilitation Project.
Residential Sewer Investigation	WWC Fund	\$ 41,000		\$ 41,000	BC-15-112: Oct. 26, 2015 BOC request to award a contract with AECOM USA, Inc. in the amount of \$40,755 to perform inspection services as required by the State of Ohio QBS requirements on private property for the Edgewater Sewer Separation & Webb Rd Projects.

Five-Year Capital Improvement Plan

2016-2020 Capital Projects

Project Name / Description	2016	2017	2018	2019	2020
Building & Public Facility Improvements	\$ 538,000	\$ 483,000	\$ 113,000	\$ 118,000	\$ 123,000
Forestry and Park Improvements	\$ 1,355,000	\$ 480,000	\$ 230,000	\$ 230,000	\$ 230,000
Sewer & Wastewater Treatment Plant Improvements	\$ 7,683,182	\$ 3,649,034	\$ 1,084,036	\$ 1,049,038	\$ 224,040
Sidewalks, Streets & Traffic Signs and Signals	\$ 3,450,000	\$ 2,920,000	\$ 2,425,000	\$ 2,345,000	\$ 2,270,000
Vehicles, Equipment & Computer Systems	\$ 3,178,339	\$ 1,493,068	\$ 1,154,072	\$ 1,632,576	\$ 8,080
0	\$ 1,940,000	\$ 1,360,000	\$ 100,000	\$ 100,000	\$ -
TOTAL =	\$ 18,144,521	\$ 10,385,102	\$ 5,106,108	\$ 5,474,614	\$ 2,855,120

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Building & Public Facility Improvements	TOTAL =	\$ 538,000	\$ 483,000	\$ 113,000	\$ 118,000	\$ 123,000	
Office on Aging Awnings	Aging Fund	\$ 15,000					Replace awnings on Lawther center that are in very bad shape
Refuse Office Building: Roof and Siding Replacement	General Fund	\$ 20,000					Make roof and siding upgrades to the small office building on Berea Road
Lakewood Park Bandstand Repairs	General Fund	\$ 50,000					
Winterhurst Locker Room Demolition	Winterhurst Fund	\$ 50,000					
Fire Station Improvements	Lakewood Hospital Fund	\$ 100,000					Station 1 front driveway, station 2 bathroom remodel, station 3 driveway repairs and roofs. Not capital projects but ongoing maintenance and repair (46-10)
Building & Facility Improvement	General Fund	\$ 103,000	\$ 108,000	\$ 113,000	\$ 118,000	\$ 123,000	Miscellaneous Improvements for City facilities involving remodeling, plumbing, electric, painting, new carpeting, etc. Parks account lines 46-01 (Repair Supplies / Building Materials & Supplies), 46-02 (Repair Supplies / Paint and Paintg Supplies), 46-04 (Repair Supplies / Plumbing Supplies), and 46-05 (Repair Supplies / Electrical Supplies). Not capital projects but ongoing maintenance and repair.
Municipal Building Roof Repairs	GO BANS - 401	\$ 200,000					Mainly service garage and winterhurst in 2016.
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	General Fund		\$ 375,000				Waiting on estimate for work

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Forestry and Park Improvements	TOTAL =	\$ 1,355,000	\$ 480,000	\$ 230,000	\$ 230,000	\$ 230,000	
Reforestation	General Fund	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	\$ 130,000	tree removals for \$35k. By the end of this year, we will have 13 hazard trees left on Clifton Blvd and three on West Clifton from our hazard list for those two streets and we could work in a couple very large and declining silver maples that are in poor condition on a couple of other streets for the remainder. With the remaining \$5K, we have some ash trees that will be due and in need of another round of insecticide to limit the damage done by Emerald Ash Borer. I think that we can limit it to no more than 60-65 trees for 2016 to buy us some time and preserve the best ones – including the 5 ash trees at City Center Park. We spent \$90k on Reforestation in 2014 and will again this year. We would like to keep planting responsibly at the same level to reach/maintain our canopy goals at the \$90k level again in 2016 – approximately 325-350 trees.
Design Improvements at Wagar & Cove Parks	General Fund	\$ 25,000					In Planning & Development's budget. This will be putting together the specs for the construction bid.
Swimming Pool Improvements	Water Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	Miscellaneous improvements to the City's swimming pools (42-10). Not capital projects but ongoing maintenance and repair.
Parks Master Plan Update and Active Living Recreation Task Force Recommendations Facilitation	General Fund	\$ 100,000					Per Oct 23, 2014 discussion between Mayor, P&D, PW and Finance. Update current Parks Master Plan to create prioritization of future projects throughout the City's Park System, and to hire an outside consultant to give shape to the anticipated recommendations of the City's Active Living Recreation Task Force.
Kids Cove Playground	GO BANS - 401 / ODNR Grant	\$ 1,000,000					\$105,000 grant from ODNR / \$80K in prior year note proceeds. Will borrow \$670K in 2016
Wagar Park Improvements			\$ 125,000				
Cove Park Improvements			\$ 125,000				

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Sewer & Wastewater Treatment Plant Improvements	TOTAL =	\$ 7,683,182	\$ 3,649,034	\$ 1,084,036	\$ 1,049,038	\$ 224,040	
EPA Minimum Control Measures (MCMs)	WWC Fund	\$ 15,000	\$ 15,000	\$ 20,000	\$ 20,000	\$ 20,000	CSWCD
Interior Lighting Upgrade (213 Fixtures)	WWTP Fund	\$ 21,000	\$ 5,000	\$ 5,000			Will continue with explosiveproof fixtures in 2016, should not be much left for 2017 and 2018
Clifton Lagoon Pump Station Pumps (2)	WWTP Fund	\$ 50,000					
Interceptor Repair at Cove Ave	WWC Fund	\$ 75,000					Perform repair work inside sewer interseptor that was discovered during inspection in 2013
Sewer Problem Areas Investigation and Design: Bonnieview, Lake, Chase/Merl	WWC Fund	\$ 75,000					
Wrap Sewer Pipe over I-90	WWC Fund	\$ 75,000					ODOT to pay Construction; City to pay for design and construction admin
Dewatering Pumps (3)	WWTP Fund	\$ 75,000					
Repaint Aerial Sewer Influent Pipes	WWTP Fund	\$ 75,000					
Webb Rd Sewer Erosion Remediation	WWC Fund	\$ 100,000	\$ 1,350,000				Proposed to OPWC as 2016 project
Illicit Discharge Prevention (Design)	GO BANS - 510	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000		

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Effluent Tunnel Repairs	WWTP Fund	\$ 150,000					20 design + 130 construction
Madison/Riverside Drop Chamber Rehab	WWC Fund / 2016 GO BANS - 510	\$ 170,000					
Lakewood Streambank Restoration & Fish Shelf	WWTP Fund / EPA Grant Funding	\$ 180,000					
Emergency Sewer	WWC Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	
Outfall Repairs Design	GO BANS - 510	\$ 250,000	\$ 150,000	\$ 150,000	\$ 150,000		2016 cost might include Webb design work
Outfall Repairs Construction	GO BANS - 510	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000		
Illicit Discharge Prevention (Construction)	GO BANS - 510	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000		
Lakewood Park Culvert Repair	GO BANS - 510	\$ 300,000					
Initial Control Measures Study / High Rate Treatment Analysis (Design)	WWC Fund	\$ 383,400					review remain amount for 2016: Total - 2015 amount = 2016 amount. Budget amount not spent in 2015

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Overflow Monitoring Equipment & Study	WWC Fund	\$ 580,000					Add 60 additional monitoring locations..review remaining amount for 2016: Consulting and meter purchases will be separate. 2015 purchase under bid 15-028. 45 new meters to purchase in 2016
Concrete Restoration	GO BANS - 511	\$ 600,000					500k construction, 100k design
Integrated Wet Weather Improvement Plan (IWWIP) Phase 1 Design	WWC Fund	\$ 779,750					Using Modeling / Investigations / Monitoring / Pilot Study Results to create a sewer system design for EPA compliance.. review remain amount for 2016: Total - 2015 amount = 2016 amount
Pilot Area Public Right-a-Way Repairs	GO BANS - 510	\$ 800,000					
Clean Water Pilot Study Project	WWC Fund	\$ 800,000					BC-15-167: July 9, 2015 BOC award a contract with Underground Connections in an amount not to exceed \$800,000 to perform the Clean Water Pilot Study Project. City responsible for 90% of private property work and property owners will be responsible for 10%. City Council authorized entering into pilot project without the necessity of competitive bidding against Resolution No. 8800-15 adopted April 20, 2015.
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN/BUILD	GO BANS - 511	\$ 1,250,000	\$ 1,250,000				Design will incorporate a feasibility study into alternatives that may be pursued instead of a straight conversion to Thermophilic Digestion based on the latest EPA permitting. Design work was not strated until late in 2016
Ultra Violet Disinfection Lamp Replacement	WWTP Fund			\$ 30,000			

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Sidewalks, Streets & Traffic Signs and Signals	TOTAL =	\$ 3,450,000	\$ 2,920,000	\$ 2,425,000	\$ 2,345,000	\$ 2,270,000	
Sidewalk Program	GO BANS -401	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	
Utility Pavement Repair	Water & WWC Funds	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Lakewood Hts. Blvd Resurfacing	SCMR Fund	\$ 20,000	\$ 75,000	\$ 80,000			City portion
Detroit Ave. Streetscape Improvements	CDBG	\$ 60,000					Detroit & Mars
Pavement Striping	SCMR Fund	\$ 125,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	For 2016 Madison bike lanes, Hilliard west of Madison, CBA
Streets Improvement Program (Streets to be determined)	GO BANS -401	\$ 1,500,000		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	
Lake Avenue Resurfacing			\$ 2,000,000				Application submitted to NOACA for a portion of funds in Summer 2015 Outside funding is not available for Lake, Street needs to be assessed to determined if full paving end to end is necessary all at once
Traffic Sign Replacement Program	SCMR Fund	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000		
Franklin / Hilliard Signal Improvement	GO BANS -401	\$ 1,000,000					Study currently underway Fall 2014. Current estimate is \$2.5M(20%) + \$500k alternates(100%) + 10% construction administration(100%) . There is approx. \$645K in prior year note proceeds. Will only borrow \$355K in 2016.

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Vehicles, Equipment & Computer Systems	TOTAL =	\$ 3,178,339	\$ 1,493,068	\$ 1,154,072	\$ 1,632,576	\$ 8,080	
Drag Box Asphalt Spreader	SCMR Fund	\$ 12,000					Mounted on the rear of an existing dump truck to patch and apply a permanent cover/repair to larger street repair jobs. The drag box can be quickly removed from the vehicle when not in use.
Auditorium Tables and Chairs	General Fund	\$ 12,000					Replace existing tables & chairs due to current condition.
VMWare storage addition	General Fund	\$ 15,000					Addition of another hard drive array to facilitate storage of police dash cam and potentially body
Streetlight LED Replacements on City Poles	SCMR Fund	\$ 15,000					
Liquid Deicer Arm	SCMR Fund	\$ 16,000					New liquid deicer arm set up (pre wet system) for the liquid deicer tanks down at the MUG to apply the material via an extended arm up over and into the salt spreader/plow trucks
Mower & Equipment Upgrades	General Fund	\$ 18,000	\$ 19,000	\$ 20,000	\$ 20,000		Replacing riding mowers each year with zero turn model.
Sign Shop Forklift	SCMR Fund	\$ 20,000					Replace 1953 forklift with used forklift \$15-20K
SCADA Database Software	WWTP Fund	\$ 20,000					Purchase of the software, converting the existing database data into a format that can be imported into the new software and training on the use of the new software
Vermeer Chipper 9"	General Fund	\$ 24,000					Use with new Forestry vehicle for better pruning set-up/replace older 2004 chipper
Engineering Dept Vehicle	General Fund	\$ 25,000					Replace 1 handed down vehicle with new reliable one
Sign Shop Printer	SCMR Fund	\$ 25,000					
Fiber Network Components	General Fund	\$ 30,000					With the new citywide fiber network, there are ancillary expenses related to the project. Those include upgraded SFP transceivers for each of our 15 sites, an additional core switch, fiber connectors and patch cables.

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Property/Evidence Vault Upgrades / Alarm , Video/Storage	General Fund	\$ 30,000					
EMS Computers and Docking Stations (7)	Lakewood Hospital Fund	\$ 30,000					Each of the 7 Lakewood EMS Squads needs upgraded laptops to accommodate updated EMS billing software.
Furniture for Narcotics and Spec Ops Offices	General Fund	\$ 35,000					
Refuse Vehicle # 427 Pickup truck with plow	General Fund	\$ 43,000					Replace 2001 vehicle #427, get 1 ton size truck
Refuse arm truck engine replacements	General Fund	\$ 50,000					
City Hall Auditorium Audio / Visual Equipment	General Fund	\$ 50,000					
Steel frame fabric cover span (same materials as new salt dome) to be placed over the top soil and other materials bins down at the materials storage yard by the animal shelter location.	Water Fund	\$ 50,000					The new structure would also include new concrete blocks for the base walls. The current small wood barn top soil bin is rotted out with a tarp nailed to the roof to try and keep it dry and we also have two additional piles of top soil that are covered with tarps and tires stored outside of the barn. The top soil is used for Forestry primarily, but also by Streets, Parks and sewer/water crews.
InfraMap software	WWC Fund / Water Fund	\$ 60,000					Field reporting software for Sewer, Water (meshes with Neptune software), and Parks, includes additional iPad purchases. Work order mapping system for Division of Streets and Wastewater Collection for management of hydrants and valves with real-time GIS integration and field level access.
Large leaf collection trailer	SCMR Fund	\$ 65,000					Add second large trailer collection unit. This will nearly eliminate the need for loaders and old packer collections
Fire Station Alerting System Replacement	Lakewood Hospital Fund	\$ 75,000					The fire station alerting system currently in use in all three fire stations is in need of replacement due to unreliability. This proposed replacement system will be a modern, touchscreen system that will integrate with the dispatch consoles. Replacement of the failing station pa speaker system will also be included.
Parks #600 Bobcat	General Fund	\$ 85,000					Replace 2006 unit
Parks vehicle # 609 1-ton dump truck with plow	General Fund	\$ 87,000					Replace 2001 vehicle
Police Surveillance Cameras (26)	General Fund	\$ 100,000					Once new Fiber Network in place replace 7 and 19 additional cameras throughout the City. Addition of several police surveillance cameras throughout the city (intersections along W 117th, 4 along Edgewater, Dog Park, Wagar Park, etc.) some of which are replacements of aging units already deployed. "Wifi in 5 City Parks: Lakewood, Madison, Kauffman, Wagar, Cove" – Description: \$150,000 – Wireless network deployment in the listed 5 city parks for offering free internet to the public and also providing wireless connectivity to surveillance cameras.
Forestry Vehicle #608 - Bucket Truck	Capital Lease - 401 Fund	\$ 100,000					Replace 1991 vehicle. Keep 606 in Forestry, replace 608 with medium capacity bucket truck to be used in signals/signs. Can be backup or supplement Forestry in emergency.

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Wifi in 5 City Parks: Lakewood, Madison, Kauffman, Wagar, Cove	Capital Lease - 401 Fund	\$ 150,000					
EMS Life Paks	Lakewood Hospital Fund	\$ 158,000					Awaiting word on Lakewood Hospital Grant for partial funding. Told we will be given 2 Life Paks from the Straight from the Heart Foundation. They are holding off because of the pending lawsuit. Attempting to get more information from them.
Body Cameras for Officers, Equipment and Storage	Capital Lease - 401 Fund	\$ 175,000					We are currently testing 5 of the Body Worn Cameras from the vendors that responded to our RFP. The testing and evaluation will not be complete by the end of 2015. In the first quarter of 2016 we should be able to make a recommendation to the BOC on a vendor. We have responses from these vendors that range from about \$175,000 to about \$50,000. With such a wide range the evaluation is critical as none are exactly the same product, hardware and software. As such we should budget for the most costly quote, \$175,000 so we are able to move forward if that is the vendor selected.
Streets Vehicle #109 -5-Ton S/S Dump w/ Plow & S/S Spreader	Capital Lease - 401 Fund	\$ 225,000					Replace 1999 Vehicle with hook lift truck
Fire - Medical Squad	Capital Lease - 260 Fund	\$ 250,000			\$ 272,500		
Police Vehicles 4-5 cars each year	Capital Lease - Fund 301	\$ 314,000	\$ 326,000	\$ 337,000	\$ 348,000		Replace 4 to 5 each year.
WWC Vehicle #817 sewer cleaning truck	Capital Lease - Fund 510	\$ 350,000					Replace 2001 vehicle
SCBA Equipment	Lakewood Hospital Fund	\$ 456,275					Apply for FEMA grant in 2015 with 25% City Match (Budgeted \$114,069 in fund 260)

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Replacement Ambulance Cots			\$ 30,000		\$ 30,000		
Parks vehicle # 624 maintenance van			\$ 35,000				Replace 2001 vehicle
Signals Vehicle # 126 Crewcab with plow	SCMR Fund		\$ 40,000				Replace 2001 vehicle, may not need crewcab
Forestry Vehicle #190 Pickup Truck with plow			\$ 40,000				Replace 2001 vehicle
Streets Vehicle # 172 Crewcab with plow			\$ 50,000				Replace 2001 vehicle
Single Operator Leaf Collector for a Hook Lift	SCMR Fund		\$ 80,000				Add second single operator unit. This will nearly eliminate the need for loaders and old packer collections.
Sharepoint Upgrade			\$ 80,000				Upgrade from 2010 to 2016 version. Upgrade SharePoint to the currently supported release.
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow			\$ 130,000				Replace 1996 Vehicle
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow			\$ 130,000				Replace 1996 Vehicle
Backhoe Replacement Equipment #116			\$ 140,000				Purchase for WWC, and rotate existing WWC backhoe to Streets/Refuse/Parks use.
Automated sideloader refuse & recycling packer truck			\$ 385,000		\$ 395,000		Purchased two trucks in 2014. One delivered late 2014, and one anticipated to be delivered early 2015. Anticipate purchasing one every other year once fleet of 8 are received in 2015, and cycle them out to be able to bring in shop to be serviced as required. The engine situation with these trucks is the main reason for replacement and needs to be addressed separate from just replacing the whole truck.
Parks vehicle # 627 pickup truck with plow				\$ 39,000			Replace 2001 vehicle, recently upgraded with better truck from Refuse
Streets vehicle # 129 1ton dump truck with plow				\$ 90,000			Replace 2003 Vehicle
Streets vehicle # 147 Signal tech truck				\$ 200,000			Replace 2002 vehicle, will probably not need to replace the platform truck, but may need to replace sign shop bucket truck instead,

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader				\$ 210,000			Replace 2001 Vehicle
Replacement for AS400-based SunGard System				\$ 250,000			Replacement of enterprise software used by the city for financials, utilities, payroll, and human resources
Vehicle #900 car					\$ 30,000		Replace 2001 vehicle
WWTP Vehicle #801 Pickup Truck w/ Plow					\$ 40,000		Replace 2006 vehicle
Parks Vehicle #604 Pickup Truck w/Plow					\$ 40,000		Replace 2004 vehicle
Street Vehicle #110 Pickup Truck w/ Plow					\$ 40,000		Replace 2003 vehicle
Water vehicle #311 Utility Body Truck					\$ 49,000		Replace 2005 vehicle
Fleet Vehicle # 1105 Welders Truck					\$ 55,000		Replace 2003 Vehicle
Sewer Vehicle #823 1-ton dump with plow					\$ 80,000		Replace 2003 vehicle
Street Sweeper to replace #133					\$ 225,000		Replace 2007 vehicle

Five-Year Capital Improvement Plan

2016-2020 Capital Projects (Continued)

Project Name / Description	Funding Source	2016	2017	2018	2019	2020	Comments
	TOTAL =	\$ 1,940,000	\$ 1,360,000	\$ 100,000	\$ 100,000	\$ -	
Emergency Water	Water Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000		
2017 Watermain Replacement Project	Water Fund	\$ 100,000	\$ 1,260,000				proposed to OPWC as 2016 project
Water Meter Replacement Program	Water Fund	\$ 100,000					Add 100k for 2016 to make sure any loose ends of the project get closed up, may need to purchase 500+ meters for properties that are shut off
Chase Avenue Watermain Replacement	CDBG & GO BANS - 501	\$ 380,000					CDBG portion is \$138,000
2016 Watermain Replacement Project	GO BANS - 501	\$ 1,260,000					City's portion of 2015 OPWC Request

City of Lakewood Financial Policies and Guidelines

Introduction

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

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

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

It is recommended these policies be reviewed on an annual basis and modified as needed to ensure that they are the best guidelines for achieving fiscal responsibility and cost effectiveness. The date of most current review was November 13, 2015.

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:

- \$100,000 annually towards the 27th pay period in 2026 (\$1 million max.)
- \$450,000 for separation payments at time of termination
- \$750,000 for unpaid claims liability and reserve requirements within the Hospitalization Internal Service Fund
- \$600,000 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

City of Lakewood Financial Policies and Guidelines

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

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

Capital Budgeting

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

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

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

Revenue Policies and Guidelines

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

Tax Policy

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

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

User Fees and Charges

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

Delinquent Payments and Collections

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

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 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 issued 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.

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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.

NO employee can sign another employees name without that person's express written consent.

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.