

City of Lakewood

**2017 Estimate of Expense
Comprehensive Budget Document**

November 15, 2016

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2017

CITY COUNCIL

Sam O'Leary (Ward 2), Council President
David Anderson (Ward 1), Council Vice President
John Litten (Ward 3)
Dan O'Malley (Ward 4)
Cindy Marx (At-Large)
Thomas Bullock (At-Large)
Ryan Nowlin (At-Large)

Mary Hagan, Clerk of Council

MUNICIPAL COURT

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

MAYOR

Michael Summers

DEPARTMENT DIRECTORS

Joseph Beno, Public Works
Kevin Butler, Law
Antoinette Gelsomino, Human Services
Scott Gilman, Fire Chief
Timothy Malley, Police Chief
Jennifer Pae, Finance
Jean Yousefi, Human Resources

Vacant, Planning & Development

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 2017 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 2016 projected totals, and the 2017 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
- 2016 accomplishments
- 2017 & beyond strategic plan
- Description of budgetary trends
- Past and projected expenditures
- 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.

Introduction & Financial Overview

How to Use this Budget Book i

Table of Contents iii

Executive Summary 1

Organization and Staffing Summary 11

Summary of All Funds 15

Financial Forecasts 19

Debt Overview 21

General Government

Overview of General Government 25

Office of City Council 27

Lakewood Municipal Court 29

Office of Mayor 33

Community Relations 35

Office of Civil Service 39

Human Resources 41

Law 45

Finance 49

 Information Technology 53

 Income Tax 57

 Utility Billing 61

 Vital Statistics 65

Table of Contents

General Administration 69

Planning & Development and Building & Housing..... 71

Community Development..... 79

Public Safety

Overview of Public Safety 83

Police and Law Enforcement..... 85

 Support of Prisoners..... 91

 Police and Fire Dispatch..... 93

 Parking Enforcement..... 95

 Animal Control..... 97

 School Crossing Guards..... 99

Fire and EMS..... 101

Public Works

Overview of Public Works 107

Public Works Administration..... 109

Parks and Public Property 113

Streets and Forestry 117

Refuse and Recycling..... 125

Fleet Management..... 129

Engineering 133

Water and Wastewater Collection..... 137

Wastewater Treatment..... 141

Winterhurst Ice Rink..... 145

Human Services

Overview of Human Services147

Human Services Administration149

Division of Aging153

Division of Youth.....157

Division of Early Childhood.....163

Five-Year Capital Plan167

Financial Policies & Guidelines181

Table of Contents

Executive Summary

Introduction

The City of Lakewood's proposed \$110.9 million budget for all funds in 2017 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 2017 and beyond Strategic Initiatives can be found on page 8, as well as the Council Budget Priorities on page 9. Discussions of how individual departments will make these investments can be found in each division's budget narrative.

2017 and Beyond City of Lakewood Budget Discussion

Lakewood Hospital Transition Financial Forecast

- Lakewood City Council voted on December 21, 2015 to approve the master agreement between the City, Lakewood Hospital Association ("LHA") and the Cleveland Clinic regarding the City-owned Lakewood Hospital. The negotiated master agreement replaces the lease that existed since 1987 between the City and LHA, and the 1996 definitive agreement between LHA and the Cleveland Clinic to operate the hospital as part of the Cleveland Clinic's health system.
- A referendum with the intent to overturn the master agreement ordinance was defeated by the voters on November 8, 2016.
- The master agreement outlines the closure of the inpatient hospital and the dissolution of LHA. The assets of LHA were used for the wind down of the

hospital by the Cleveland Clinic and control of the hospital-related properties reverted back to the City. The Cleveland Clinic agreed to construct a new outpatient family health center and a full emergency department on parcels purchased from the City across the street from the former hospital property. The parties also agreed to the establishment of a community health foundation using proceeds from LHA assets and supplemental funding from the Cleveland Clinic.

- On December 22, 2015 the city received title from LHA for the medical office building located at 14601 Detroit Ave., the parking garage located at 1422 Belle Ave., the Curtis Block Building, and the Community Health Center located at 1450 Belle Ave. In addition, LHA returned control of seven residential properties on Belle Ave and St. Charles Ave. to the City. Per the master agreement, the medical office building and parking garage was sold to the Cleveland Clinic for a fair market value of \$1,557,084. The City will retain ownership of the Community Health Center.
- On December 31, 2015 the City received \$6,644,731 per the master agreement from the Cleveland Clinic as recognition of early termination of the 1996 lease agreements and loss of future income tax. An additional payment of \$1.4 million will be made by the Cleveland Clinic upon the opening of the Lakewood Family Health Center. The Center will be built by the Cleveland Clinic on the former site of the medical office building and parking garage.
- LHA will continue lease payments to the City until the opening of the Lakewood Family Health Center and vacation by LHA of the Lakewood Hospital property under the existing lease up to a maximum of \$2,877,500.
- The City will retain ownership of the existing Lakewood Hospital site and all other property currently leased to LHA. The Lakewood Hospital site (consisting of approximately 5.7 acres) will be available for redevelopment. The City received \$500,000 for the redevelopment of the former hospital property in February 2016, and will receive an additional \$6.5 million when the Family Health Center opens in 2018.

Water and Sewer Rates

- 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

Executive Summary

In order to ensure compliance with the permit, the City has expended over \$6 million in projects since 2014, with over \$10 million to continue into 2017. These projects are supported by sewer rates, which are proposed to increase by 11.5% in 2017 over 2016 rates.

- Therefore, Lakewood water and sewer system users will see an overall 5.7% increase in their monthly bills:
 - 2016 Rates: Water \$6.34 ccf + Sewer \$5.58 ccf = \$11.92 total per ccf
 - 2017 Proposed: Water \$6.44 ccf + Sewer \$6.20 ccf = \$12.64 total per ccf

Personnel and Benefits

- The City's full-time headcount is maintained at 411 budgeted positions in 2017. Staffing information can be found on page 12.
- The seven collective bargaining contracts between unionized employees and the City are set to expire on December 31, 2016. Negotiations began in October and are still underway at the time of publication of this document. Therefore, cost of living calculations for salaries are 0 percent at this time within the salary appropriations.
- In 2016, the City experienced health insurance claims at its highest level ever. Total claims averaged around \$5.0 million per year for full-time employees and their families in between 2010-2014. The 2016 claim level is expected to be in excess of \$7.0 million. Income tax revenues in 2016 exceeded projections, and will enable a year-end transfer from the General Fund to the Hospitalization Fund of over \$1.2 million to cover the unanticipated claim expenditures.
- Unfortunately, the cost of healthcare has continued to trend upward. Pharmacy costs are approximately 25 – 30% of the total cost. This is a national trend which will likely continue through the next several years. In the past pharmacy costs were typically 20% of total healthcare costs nationally.
- More municipalities are moving to 'employee-owned' healthcare committees which are responsible for plan design and new programs around employee healthcare offerings.

2017 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 2017 are anticipated to be

\$23.3 million, or an increase of 1.0 percent compared to 2016 estimated actual revenues and 5.0 percent more than 2015 collections. The changes reflect a full year's impact due to the closure of Lakewood Hospital and timing differences from HB5 that became effective January 1, 2016.

- **Property Taxes:** Revenues for 2017 are estimated to be \$7,756,300, which equals projected collections for 2016. Actual collections for 2016 represent 4.6% more than estimated amounts from the County Fiscal Officer. The increase is due to the triennial update in 2015 as required by the Ohio Revised Code whereby property values were revalued reviewing comparable neighborhood sales. Final estimated amounts for 2017 will be available in December.

Total Delinquent Property Taxes and Special Assessments owed to the City increased by five thousand dollars to \$1.19 million.

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

The projected 2017 revenue from the Local Government Fund is \$1.96 million, an increase of \$106,500 from 2016 estimated receipts, and \$1,619,000 less than 2011 actual receipts representing the last year before a 50 percent reduction was implemented by the Ohio General Assembly.

- **Interest Earnings:** The City anticipates interest earnings of \$250,000 in 2017 from our investable portfolio of \$40 million dollars. This could be adjusted based on Federal Reserve Board actions adjusting interest rates. 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 181.

Executive Summary

2017 Projected Reserves

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 53 days.

The anticipated financial position at year-end 2016 will enable the city to fund the following reserves per City Policy:

- Maintain \$1.0 million towards the City's Economic Development account line for future projects within the City.
- Maintain \$450,000 for anticipated employee separation payments.
- Reserve an additional \$100,000 towards the next 27th pay anticipated in 2026.
- Increase the General Fund Budget Stabilization account line to \$1.871 million or 5% of the prior year's revenues.

City of Lakewood General Fund Financial Reserves 2007 - 2016							
	General Fund Revenues	General Fund Unencumbered Fund Balance	Days of Reserve	Economic Development Account (Year-end Funds Encumbered)	Separation Payment Account (Year-end Funds Encumbered)	27th Pay Period (Year-end Funds Encumbered)	Budget Stabilization Account (Year-end Funds Encumbered)
Minimum Goal ->			60 Days	\$1,000,000	\$450,000	\$1M accumulated over 11 years	5% of Prior Year Revenues
2007	\$ 37,078,299	\$ 339,518	3.3	\$ -	\$ -	\$ -	\$ -
2008	\$ 36,383,736	\$ 950,574	9.5	\$ -	\$ -	\$ -	\$ -
2009	\$ 36,461,145	\$ 1,456,918	14.6	\$ 148,800	\$ 1,005,000		\$ -
2010	\$ 35,877,730	\$ 3,297,908	33.6	\$ 213,255	\$ 736,353		\$ -
2011	\$ 36,389,448	\$ 4,325,078	43.4	\$ 645,255	\$ 298,159		\$ -
2012	\$ 36,019,060	\$ 4,992,651	50.6	\$ 800,700	\$ 482,000	\$ 250,000	\$ -
2013	\$ 35,809,407	\$ 5,670,409	57.8	\$ 929,873	\$ 852,487	\$ 500,000	\$ -
2014*	\$ 43,574,649	\$ 6,965,231	58.3	\$ 953,068	\$ 697,116	\$ -	\$ 1,790,470
2015	\$ 37,422,487	\$ 5,885,034	57.4	\$ 1,111,189	\$ 470,356	\$ 100,000	\$ 1,790,470
2016 Projected	\$ 41,046,044	\$ 6,002,247	53.4	\$ 1,000,000	\$ 450,000	\$ 200,000	\$ 1,871,124

* 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.

*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.

2017 Capital Plan and Anticipated Debt Issuances

The City anticipates approximately \$12.37 million in capital projects to begin in 2017 that include:

- Sewer & Wastewater Treatment Plant = \$3,287,000
- Street Improvements = \$2,100,000
- Vehicles, Equipment and Systems = \$2,060,000
- Water System = \$1,985,000
- Building & Public Facility Improvements = \$1,620,000
- Sidewalks = \$ 750,000
- Park Improvements = \$ 585,000

These amounts do not include projects that began prior to 2017, but are still underway.

The City's 2017 to 2021 Capital Improvement Plan can be found on page 167 of this document with further detail of the projects.

In April 2017, the City will be issuing over \$22.3 million in bond anticipation notes (BANS) that have been issued since 2016 for the City's capital improvement program, as well as over \$1.6 million in capital lease financing for vehicles and equipment. More information regarding the City's debt position can be found on page 21.

2017 Projects to be Financed using Municipal Capital Leases	Amount
Total =	\$ 1,621,000
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow	\$ 130,000
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow	\$ 130,000
Fire - Medical Squad	\$ 235,000
Automated sideloader refuse & recycling packer truck	\$ 275,000
Police Vehicles 4-5 cars each year	\$ 326,000
Upgrade of Public Safety SunGard System	\$ 525,000

Executive Summary

2017 Bond Anticipation Notes	
Project	Amount
City facility roof repairs/replacements	\$ 300,000
Winton Cliff Stabilization	\$ 1,100,000
Lakewood Park Improvements / Kid's Cove	\$ 500,000
2017 Sidewalk Program	\$ 650,000
Cove Park Improvements	\$ 200,000
Kauffman Park Bleacher Replacement	\$ 100,000
2017 Street program (includes pavement striping, MapleCliff, Lake Rd Bridge Approach & Lake Rd)	\$ 1,800,000
2018 Watermain Replacement Project	\$ 225,000
2017 Watermain Replacement Project	\$ 1,760,000
Green Infrastructure Pilot (design & construction)	\$ 745,000
Webb Rd Outfall Rehab	\$ 560,000
Madison Drop Chamber	\$ 710,000
WWTP Concrete Restoration	\$ 760,000
High Rate Treatment	\$ 1,000,000
Digester Rehabilitation DESIGN/BUILD	\$ 1,250,000
Total =	\$ 11,660,000

In addition to these new projects and equipment, there are multiple projects that began in prior years that will continue into 2017 totaling over \$10 million that have already been paid for, grants received or financed and include:

- Lakewood Park Improvements of Kid's Cove Playground
- West End Sewer
- Clean Water Pilot Study Project
- Webb Rd Sewer Erosion Remediation
- Wastewater Treatment Plant Concrete Restoration
- High Rate Wastewater Treatment Project
- Franklin / Hilliard Traffic Signal Improvement

2017 Objectives- City of Lakewood

The following list is the administration's 2017 and beyond Strategic Initiatives, and its budgetary impact will be presented during the 2017 City Council budget hearing process.

Overall Goals:

Vibrant Neighborhoods; Economic Development; Safe and Secure City; and Sound Governance

Strategic Initiatives:

- Structurally Balanced Budget
 - New labor union agreements
- Clean Water Lakewood Plan Development
 - Integrated Wet Weather Plan (IWWP) finalized
 - Sewer Rate structure optimized
- Former Hospital Site Development
 - RFQ issuance and a partner picked
 - Development plans initiated
- Community Health & Wellness Improvement
 - Wellness Foundation implementation
 - Age in Place Senior Citizen plans
 - Senior Center upgrade
 - Transportation programs improved
- Continued Civic Engagement
 - Government data sharing/mobile platform access/citizen engagement
- Implement Housing Forward- Phase III
 - Higher standards of the three rated homes
 - Rehab support/process improvement
 - LakewoodAlive partnership
- Upgrade City's Enterprise Software
- Citywide Parks Planning
 - Develop long term swimming pool plan
 - Finish neighborhood parks master plans: Kauffman, Cove, Wagar, Webb & St. Charles Green
- Infrastructure Maintained and Improved
 - Roads resurfacing
 - Urban Forest improvement
 - Sidewalks- year 5
 - Lake Ave Resurfacing plan/lane designs developed
- Fight centralized income collection- State Legislature

Executive Summary

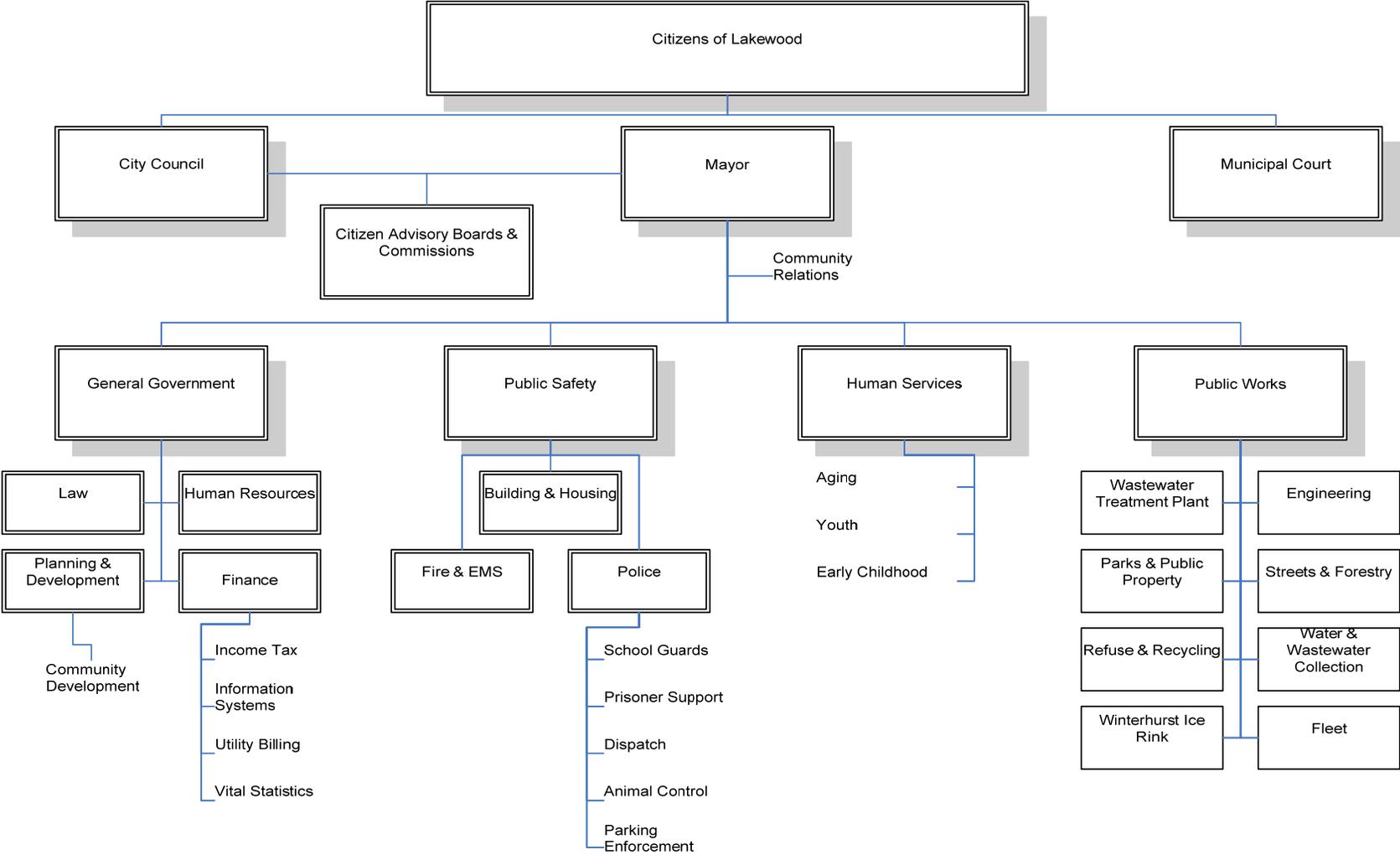
- Continue to support ongoing initiatives and plans:
 - Active Living recommendations
 - Performance culture/performance reviews
 - Bike Lakewood
 - Gold Coast 2nd 50 year strategies
 - Sustainability- Digester power generation
 - LEAN Lakewood
 - Service Excellence- Core Services

Council Budget Priorities

During 2017, Lakewood City Council worked on developing priorities that they would like to see reflected in the 2017 and beyond budget.

Proposal	Summary	Submitted by:
1. Implement Bicycle Master Plan	Allocate \$50,000 - \$100,000 to support design, small-scale infrastructure improvements, and public education pertinent to bicycles and in line with the existing Bicycle Master Plan	Bullock
2. Ensure a net gain of 500 new trees for 2017	Allocate \$125,000 toward new tree plantings so that the City meets the recommendation of the Tree Task Force to see a net gain of 500 new trees per year	Bullock & Marx
3. Pool Equipment	Invest \$25,000 for additional deck chairs, canopies, and other auxiliary equipment to improve the user experience of Lakewood's two pools	Bullock & Marx
4. Block Club Coordinator Position	Resume the practice of employing a dedicated staff person to take charge of the City's block club program.	Litten
5. Make St. Charles Green a City Park	Enhance usability of this green space by incorporating St. Charles Green into the existing Parks Maintenance Plan	O'Leary
6. Clifton Road Extension – Road Diet & All-purpose Trail Project		Anderson
7. Redesign of Webb Park – Master Plan for 2017		Anderson
8. Reforestation of the West End Sewer Project Area		Anderson

Organization & Staffing Summary

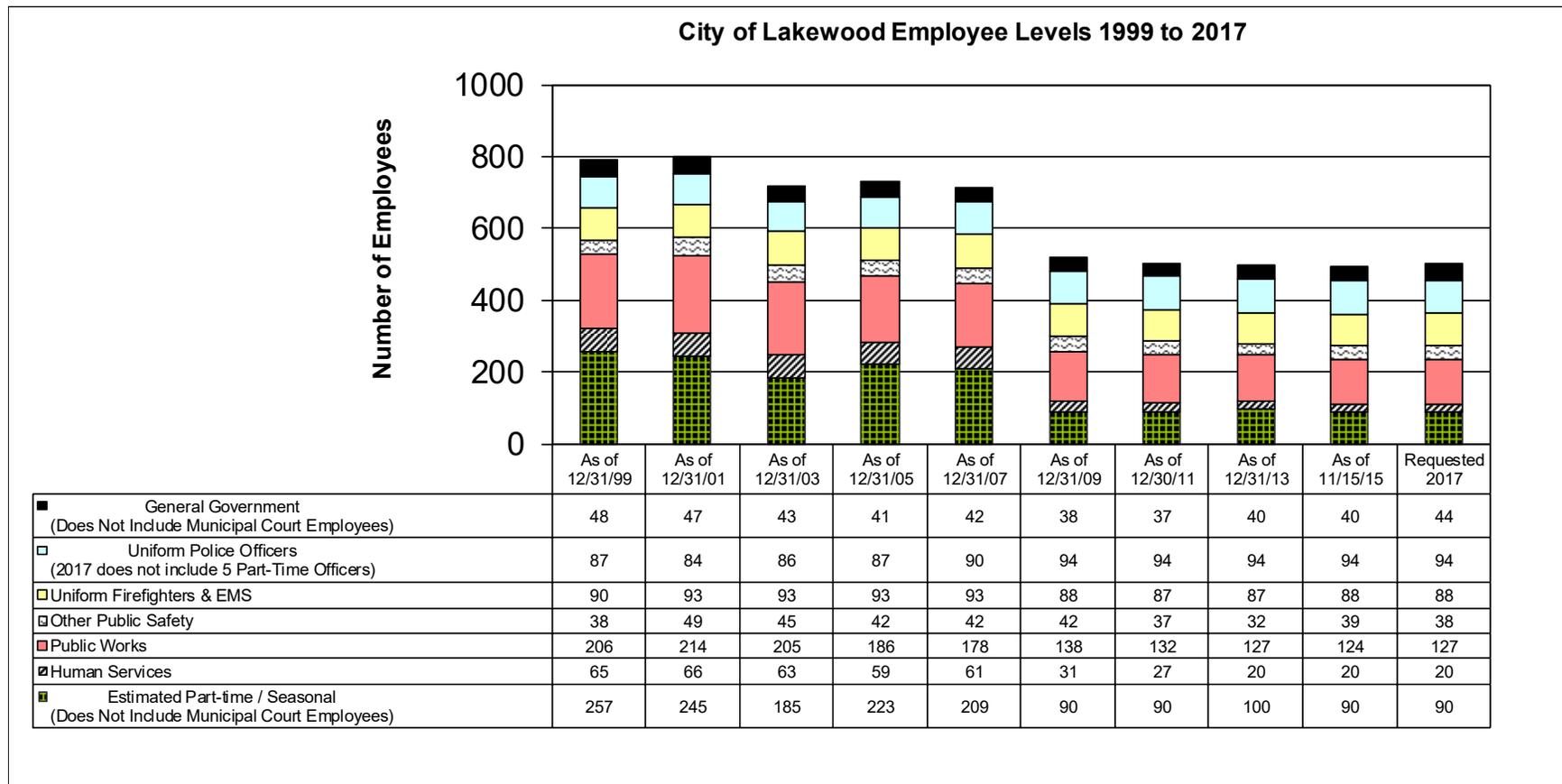


Organization & Staffing Summary

Department Name	11/15/14 Full-Time Employees*	11/15/15 Full-Time Employees*	2016 Requested Employee Levels	11/15/16 Full-Time Employees*	2017 Requested Employee Levels	2016-2017 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	7	7	7	7	7	0
Income Tax	6	6	6	6	6	0
Information Technology	4	4	4	4	4	0
General Admin	0	1	1	1	0	-1
Vital Stats	2	2	2	2	2	0
Utility Billing	2	3	3	3	3	0
Planning & Development / Building & Housing	22	21	23	21	23	0
Community Relations	1	1	1	1	2	1
Total General Government	56	57	59	57	59	0
Public Safety						
Police	97	98	99	99	99	0
Dispatch	10	11	11	11	11	0
Support of Prisoners	2	2	2	2	2	0
Parking	2	2	2	2	2	0
Animal Control	3	3	3	3	3	0
Fire	77	79	79	75	79	0
EMS	9	9	9	9	9	0
Total Public Safety	200	204	205	201	205	0
Public Works						
Public Works Administration	1	2	2	2	3	1
Parks	17	18	18	18	18	0
Streets	16	16	16	16	15	-1
Forestry	4	4	4	4	4	0
Refuse	29	28	28	25	28	0
Fleet	10	10	10	10	10	0
Water Distribution	5	5	5	5	5	0
Water Metering	5	5	5	5	5	0
Wastewater Collections	12	11	12	11	12	0
Wastewater Treatment	22	21	23	21	23	0
Engineering	4	4	4	4	4	0
Total Public Works	125	124	127	121	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	401	405	411	399	411	0

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

Organization & Staffing Summary



Staffing Reduction Totals 2007 vs. 2017			
	2007	2017	Reduction
Full - Time	506	411	95
Part-Time	209	90	119
Total	715	501	214

Organization & Staffing Summary

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2016 - 2017 Projected
	Actual 2014	Actual 2015	Projected 2016	Budgeted 2017	
Balance of January 1	28,916,836	42,290,190	45,263,552	42,603,621	
Revenues By Type					
Property Taxes	15,275,025	15,549,754	19,423,763	16,203,777	-17%
Municipal Income Taxes	20,857,676	22,212,218	23,101,477	23,333,000	1%
Charges for Services	27,091,519	34,230,330	30,825,069	31,415,812	2%
Licenses, Permits, and Fees	3,271,429	3,055,220	3,546,187	3,157,405	-11%
Fines and Forfeitures	985,656	1,123,217	945,273	945,273	0%
Intergovernmental	15,592,079	6,558,007	6,947,189	6,159,716	-11%
Special Assessments	226,400	529,225	568,632	384,074	-32%
Contribution and Donations	68,892	102,212	79,454	77,169	-3%
Interest	107,448	136,367	347,867	330,310	-5%
Miscellaneous	3,625,069	4,636,875	3,387,161	3,861,390	14%
Debt Proceeds	10,775,896	17,504,096	50,986,423	22,304,000	-56%
Transfers & Advances In	9,898,065	6,968,152	7,693,117	5,624,610	-27%
Total Revenue	107,775,155	112,605,674	147,851,614	113,796,536	-23%
Expenditures by Function					
General Government	10,443,531	10,834,719	13,233,382	12,353,337	-7%
Public Safety	20,763,431	22,978,874	23,042,602	25,045,957	9%
Public Works	14,648,573	17,321,303	19,664,327	20,741,627	5%
Human Services	1,701,696	1,716,974	1,776,274	1,898,431	7%
Purchased Water	6,450,862	6,127,515	6,093,745	6,100,000	0%
Capital	12,713,847	14,049,824	18,020,013	12,386,372	-31%
Debt Service	15,226,885	22,900,971	52,846,533	20,737,630	-61%
CDBG, ESG, HOME, NSP Pass-Through	330,957	455,453	542,489	399,270	-26%
Transfer or Advance Out	5,749,616	6,291,152	7,711,020	4,148,352	-46%
Hospitalization & Workers Compensation	6,372,404	6,955,527	7,581,160	7,132,192	-6%
Total Expenditures	94,401,802	109,632,311	150,511,544	110,943,168	-26%
Balance December 31	42,290,190	45,263,552	42,603,621	45,456,989	

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 2017 Budget with 2016 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	\$ 6,855,300		\$ 2,940,751				
Municipal Income Taxes	\$ 23,333,000						
Charges for Services	\$ 2,644,727			\$ 309,309	\$ 73,057	\$ 2,315,965	\$ 230,389
Licenses, Permits, and Fees	\$ 1,386,991					\$ 500	
Fines and Forfeitures	\$ 1,158,116						\$ 225,889
Intergovernmental	\$ 3,036,392	\$ 2,030,483		\$ 2,450,000	\$ 120,139	\$ 75,790	\$ 758,863
Special Assessments						\$ 11,929	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 48,169		\$ 29,000
Interest	\$ 250,000						
Miscellaneous	\$ 304,191						\$ 78,355
Debt Proceeds							
Transfers & Advances In	\$ 1,217,222			\$ 657,713	\$ 690,000		\$ 255,069
Total Revenue	\$ 40,185,940	\$ 2,030,483	\$ 2,940,751	\$ 3,417,021	\$ 931,366	\$ 2,404,184	\$ 1,577,565
Expenditures by Function							
Salaries	\$ 24,086,896	\$ 984,811		\$ 390,450	\$ 584,238	\$ 808,987	\$ 352,969
Fringe Benefits	\$ 6,231,731	\$ 366,079	\$ 3,041,864	\$ 97,531	\$ 241,753	\$ 276,945	\$ 53,822
Travel and Transportation	\$ 73,250	\$ -		\$ 4,025	\$ 2,665	\$ 2,050	\$ 23,700
Professional Services	\$ 1,651,230	\$ 3,600		\$ 23,850	\$ 2,000	\$ 113,750	\$ 166,210
Communications	\$ 386,150	\$ 18,000		\$ 2,150	\$ 17,950	\$ 6,525	\$ 2,900
Contractual Services	\$ 1,445,885	\$ 184,000		\$ 802,134	\$ 36,000	\$ 216,580	\$ 596,000
Road Salt		\$ 215,000					
Materials & Supplies	\$ 1,560,504	\$ 335,425		\$ 300	\$ 54,190	\$ 94,821	\$ 74,970
Capital	\$ 552,132	\$ 20,000		\$ 984,000	\$ 17,240	\$ 430,000	\$ 49,000
Utilities	\$ 954,550	\$ 46,500			\$ 37,250	\$ 5,750	\$ 1,150
Purchased Water							
Other	\$ 1,047,043	\$ 1,075		\$ 46,608	\$ 7,190	\$ 236,297	\$ 438,227
Reserve Balance							
Economic Development Programs	\$ 50,000						
Debt Service				\$ 45,000		\$ 185,987	
Transfer or Advance	\$ 1,180,271	\$ 25,000		\$ 657,713		\$ 1,200	
CDBG, ESG, HOME, NSP Pass-Through				\$ 399,270			
Income Tax Refunds	\$ 375,000						
Total Expenditures	\$ 39,594,642	\$ 2,199,491	\$ 3,041,864	\$ 3,453,030	\$ 1,000,476	\$ 2,378,893	\$ 1,758,948
Revenue over Expenditures	\$ 591,297	\$ (169,007)	\$ (101,113)	\$ (36,009)	\$ (69,110)	\$ 25,291	\$ (181,384)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2017 Budget with 2016 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2017	Projected 2016
Revenues By Type								
Property Taxes	\$ 3,713,587			\$ 1,793,138			\$ 15,302,777	\$ 19,423,763
Municipal Income Taxes							\$ 23,333,000	\$ 23,101,477
Charges for Services			\$ 10,851,181	\$ 10,007,790	\$ 489,979	\$ 6,571,000	\$ 33,493,398	\$ 30,825,069
Licenses, Permits, and Fees							\$ 1,387,491	\$ 3,546,187
Fines and Forfeitures							\$ 1,384,005	\$ 945,273
Intergovernmental		\$ 11,874	\$ 718,993	\$ -			\$ 9,202,536	\$ 6,947,189
Special Assessments	\$ 310,145	\$ -	\$ 30,000	\$ 32,000			\$ 384,074	\$ 568,632
Payment in Lieu of Taxes	\$ -						\$ -	\$ -
Contribution and Donations							\$ 77,169	\$ 79,454
Interest	\$ 10,000		\$ 52,906	\$ 17,404	\$ -		\$ 330,310	\$ 347,867
Miscellaneous	\$ -	\$ 5,609	\$ 254,309	\$ 6,100	\$ 298,102	\$ 51,500	\$ 998,167	\$ 3,387,161
Debt Proceeds	\$ 4,159,000	\$ 4,650,000	\$ 3,625,000	\$ 9,870,000	\$ -		\$ 22,304,000	\$ 50,986,423
Transfers & Advances In	\$ 2,204,895	\$ -			\$ 304,441	\$ 270,271	\$ 5,599,610	\$ 7,693,117
Total Revenue	\$ 10,397,627	\$ 4,667,484	\$ 15,532,389	\$ 21,726,432	\$ 1,092,523	\$ 6,892,771	\$ 113,796,536	\$ 147,851,614
Expenditures by Function								
Salaries			\$ 848,441	\$ 2,158,135	\$ 128,415		\$ 30,343,343	\$ 28,904,266
Fringe Benefits			\$ 311,784	\$ 838,791	\$ 48,047	\$ 6,938,392	\$ 18,446,741	\$ 17,126,276
Travel and Transportation			\$ 1,225	\$ 2,555			\$ 109,470	\$ 60,362
Professional Services			\$ 251,865	\$ 2,196,530	\$ 750	\$ 110,800	\$ 4,520,585	\$ 3,746,013
Communications			\$ 97,875	\$ 22,085	\$ 4,550		\$ 558,185	\$ 449,398
Contractual Services			\$ 168,175	\$ 1,109,800	\$ 8,300		\$ 4,766,874	\$ 5,159,137
Road Salt							\$ 215,000	\$ 231,041
Materials & Supplies			\$ 366,150	\$ 441,480	\$ 23,200		\$ 2,951,040	\$ 2,710,017
Capital		\$ 4,728,000	\$ 2,105,000	\$ 3,331,000	\$ 40,000		\$ 12,056,372	\$ 18,020,013
Utilities			\$ 50,100	\$ 275,750	\$ 298,000		\$ 1,669,050	\$ 1,588,598
Purchased Water			\$ 6,100,000				\$ 6,100,000	\$ 6,093,745
Other			\$ 585,067	\$ 958,026	\$ 175,500	\$ 83,000	\$ 3,578,033	\$ 2,643,233
Reserve Balance							\$ -	\$ 430,654
Economic Development Programs							\$ 50,000	\$ 1,918,748
Debt Service	\$ 10,138,416		\$ 3,346,734	\$ 6,987,455	\$ 34,039		\$ 20,737,630	\$ 52,846,533
Transfer or Advance			\$ 15,252	\$ 1,878,200	\$ 308,941		\$ 4,066,576	\$ 7,671,020
CDBG, ESG, HOME, NSP Pass-Through							\$ 399,270	\$ 542,489
Income Tax Refunds							\$ 375,000	\$ 370,000
Total Expenditures	\$ 10,138,416	\$ 4,728,000	\$ 14,247,668	\$ 20,199,807	\$ 1,069,741	\$ 7,132,192	\$ 110,943,168	\$ 150,511,544
Revenue over Expenditures	\$ 259,211	\$ (60,516)	\$ 1,284,722	\$ 1,526,625	\$ 22,781	\$ (239,422)	\$ 2,853,367	\$ (2,659,931)

Summary of All Funds

2017 Scheduled Fund Balances	2017 Projected Beginning Balance	2017 Projected Revenue	2017 Projected Expenditures	2017 Projected Ending Balance
General (101) Fund	\$ 6,002,247	\$ 40,185,940	\$ 39,594,642	\$ 6,364,669
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 170,647	\$ 2,030,483	\$ 2,199,491	\$ 1,640
Litter Control Grant (212) Fund	\$ 5,708	\$ -	\$ 4,000	\$ 1,708
Community Festival (213) Fund	\$ 2,789	\$ 4,000	\$ 4,058	\$ 2,730
Police Pension (220) Fund	\$ 130,543	\$ 1,434,504	\$ 1,493,383	\$ 71,663
Fireman Pension (221) Fund	\$ 457,598	\$ 1,506,248	\$ 1,548,481	\$ 415,365
Law Enforcement Trust (222) Fund	\$ 85,451	\$ 78,355	\$ 160,850	\$ 2,955
Federal Forfeiture (225) Fund	\$ 42,299	\$ 27,846	\$ 17,000	\$ 53,145
Indigent Driver's Alcohol Treatment (230) Fund	\$ 154,633	\$ 9,420	\$ 150,000	\$ 14,053
Enforcement and Education (231) Fund	\$ 32,510	\$ 8,523	\$ 20,520	\$ 20,513
Political Subdivision (232) Fund	\$ 18,294	\$ 899	\$ 17,000	\$ 2,193
Computer Maintenance (234) Fund	\$ 38,067	\$ 25,619	\$ 40,000	\$ 23,686
Court Special Projects (235) Fund	\$ 361,529	\$ 120,336	\$ 78,659	\$ 403,206
Court Probation Services (236) Fund	\$ 62,953	\$ 36,553	\$ 25,173	\$ 74,334
IDIAM (237) Fund	\$ 103,751	\$ 24,539	\$ 60,000	\$ 68,291
Community Development Block Grant (240) Fund	\$ 38,882	\$ 3,417,021	\$ 3,453,030	\$ 2,873
Emergency Shelter Grant (241) Fund	\$ 4,622	\$ 221,070	\$ 161,802	\$ 63,891
HOME Investment Program (242) Fund	\$ 55,707	\$ 543,774	\$ 250,000	\$ 349,481
Neighborhood Stabilization Program (245) Fund	\$ 272,270	\$ 30,000	\$ 300,000	\$ 2,270
Aging (250) Fund	\$ 109,335	\$ 931,366	\$ 1,000,476	\$ 40,224
Lakewood Hospital (260) Fund	\$ 7,509,811	\$ 2,404,184	\$ 2,378,893	\$ 7,535,102
Help to Others (277) Fund	\$ 12,924	\$ 40,925	\$ 43,376	\$ 10,473
Juvenile Diversion (278) Fund	\$ 22,809	\$ -	\$ 18,001	\$ 4,808
FEMA (280) Fund	\$ 2,781	\$ -	\$ -	\$ 2,781
Family to Family (281) Fund	\$ 13,576	\$ 405,706	\$ 408,509	\$ 10,773
Total Special Revenue Funds	\$ 9,709,489	\$ 13,301,371	\$ 13,832,702	\$ 9,178,158
Debt Service Funds				
Bond Retirement (301) Fund	\$ 1,733,458	\$ 9,878,403	\$ 9,694,836	\$ 1,917,025
TIF Bond Retirement (302) Fund	\$ 371,419	\$ 519,224	\$ 443,579	\$ 447,064
Total Debt Service Funds	\$ 2,104,878	\$ 10,397,627	\$ 10,138,416	\$ 2,364,089
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 195,449	\$ 4,661,874	\$ 4,668,000	\$ 189,323
Land Acquisition (404) Fund	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
City Park (405) Improvement Fund	\$ 59,716	\$ 5,609	\$ 60,000	\$ 5,325
TIF Capital Improvement (406) Fund	\$ 1	\$ -	\$ -	\$ 1
Total Capital Projects Funds	\$ 5,255,165	\$ 4,667,484	\$ 4,728,000	\$ 5,194,649
Enterprise Funds				
Water Operating (501) Fund	\$ 7,137,386	\$ 15,532,389	\$ 14,247,668	\$ 8,422,108
Wastewater Collection (510) Fund	\$ 3,371,630	\$ 11,044,628	\$ 10,011,774	\$ 4,404,483
Wastewater Treatment (511) Fund	\$ 2,775,329	\$ 8,888,665	\$ 8,388,033	\$ 3,275,961
Wastewater Improvement (512) Fund	\$ 1,682,220	\$ 1,793,138	\$ 1,800,000	\$ 1,675,358
Parking Facilities (520) Fund	\$ 590,565	\$ 490,979	\$ 435,301	\$ 646,244
Winterhurst Ice Rink (530) Fund	\$ 33,333	\$ 601,543	\$ 634,441	\$ 435
Total Enterprise Funds	\$ 15,590,462	\$ 38,351,344	\$ 35,517,216	\$ 18,424,590
Internal Service Funds				
Hospitalization (600) Fund	\$ 720,155	\$ 6,509,333	\$ 6,765,000	\$ 464,488
Worker's Compensation (601) Fund	\$ 572,108	\$ 383,437	\$ 367,192	\$ 588,353
Total Internal Service Funds	\$ 1,292,263	\$ 6,892,771	\$ 7,132,192	\$ 1,052,841
TOTALS	\$ 39,954,504	\$ 113,796,536	\$ 110,943,168	\$ 42,807,872

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. Since negotiations have just begun for the next contract terms beginning on January 1, 2017, expenditures should not be projected at this time.

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2016	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Assumptions
Revenues By Fund						
General Fund (Fund 101)	41,046,044	40,185,940	40,007,867	40,302,705	40,705,732	Assumes flat property tax revenues, 1% annual income tax increases each year, and decreased Local Government revenues. Funds from the Lakewood Hospital Fund are projected to be transferred into the General Fund to support any loss of revenues, however to what extent is not known at this time.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	2,031,889	2,030,483	2,030,483	2,030,483	2,030,483	Assumed flat based on the 2016 projected level.
Lakewood Hospital Fund (Fund 260)	4,506,587	2,404,184	9,729,184	1,254,184	1,254,184	Revenues are projected based on the terms of the Master Agreement.
Debt Service Fund (Fund 301)	20,569,408	9,878,403	12,328,403	14,423,508	16,923,508	The anticipated GO Bond issuance in April 2016 will decrease the repayment of annual GO Notes since those will be shifted to annual debt service expenditures.
Water Fund (Fund 501)	21,481,113	15,532,389	15,532,389	15,532,389	15,532,389	Projected rate increases based on the rate forecast model, which is 1.5% in 2017, but the increased revenue is due to GO Bond Anticipation Notes for capital projects.
Wastewater Collections Fund (Fund 510)	24,196,036	11,044,628	11,044,628	11,044,628	11,044,628	Projected rate increases based on the rate forecast model, with debt issuances in 2016. The 2017 sewer rate increase will be 11.5% to support the increased level of capital activity.
Wastewater Treatment Fund (Fund 511)	8,831,565	8,888,665	8,888,665	8,888,665	8,888,665	Projected rate increases based on the rate forecast model.
Wastewater Treatment Improvement Fund (Fund 512)	1,793,138	1,793,138	1,793,138	1,793,138	1,793,138	Assumes flat property tax revenue.
Parking Fund (Fund 520)	491,714	490,979	490,979	490,979	490,979	Assumed flat based on the 2016 projected level.
All Other Funds	22,904,119	21,547,725	21,469,957	21,469,957	21,469,957	Assumed flat based on the 2016 projected level.

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 March 2016.

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

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2016	Call Date	Security	2017 Debt Service Payments
2016	\$ 39,460,000	\$ 38,680,000	12/1/2026	GO (includes refunded series 2005, 2004 (Rockport TIF), and 2006 water and sewer revenue bonds)	\$ 3,594,485
2012	\$ 5,445,000	\$ 4,270,000	Not Callable - 2023	GO (includes refunded 2003 Bonds)	\$ 1,098,224
2011	\$ 12,320,000	\$ 8,105,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 807,719
2007	\$ 10,875,000	\$ 5,820,100	12/1/2017 - 2026	GO (includes refunded Pension Bonds)	\$ 1,002,410
1995	\$ 3,125,000	\$ 865,000	Not Callable - 2020	Water Revenue	\$ 245,603
Total	\$ 71,225,000	\$ 57,740,100		Total	\$ 6,748,441
Total GO	\$ 68,100,000	\$ 56,875,100			
Total Revenue	\$ 3,125,000	\$ 865,000			

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2016, \$10.644 million in General Obligation BANS were issued to fund projects in 2016.

Once the actual costs of the projects are known upon completion, then the City will issue bonds to finance those costs over a longer period time that corresponds with the useful life of the improvement.

SHORT -TERM DEBT OUTSTANDING - NOTES				
	Original Amount	Maturity Date	Coupon Rate	2016 Debt Service Payments
2016	\$ 10,644,000	4/4/2017	1.25%	\$ 10,776,680
Total	\$ 10,644,000		Total	\$ 10,776,680

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 fifteen 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, 2016	Final Maturity Year	2017 Debt Service Payments
2016	\$ 1,617,000	\$1,458,414	2026	\$ 239,231
2015	\$ 3,740,000	\$3,280,333	2030	\$ 365,114
2014	\$ 4,881,595	\$2,899,492	2028	\$ 430,392
2013	\$ 1,792,646	\$1,112,311	2023	\$ 227,990
2012	\$ 1,137,080	\$515,683	2022	\$ 166,358
2011	\$ 3,402,570	\$1,435,977	2021	\$ 350,619
2009	\$ 2,175,159	\$444,580	2019	\$ 235,757
2008	\$ 5,416,546	\$871,212	2018	\$ 565,264
2007	\$ 1,645,212	\$110,284	2017	\$ 110,284
Total	\$ 25,807,808	\$ 12,128,286		\$ 2,691,009

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, 2016	Final Maturity Year	2017 Debt Service Payments
OPWC	\$3,445,667	2036	\$ 462,708
Special Assesments	\$125,000	2026	\$ 15,170
Total	\$3,570,667	Total	\$ 477,878

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 (2015)	\$ 853,735,370
2010 Census Population	52,131

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 57,740,100
Short-Term Debt, Loans & Leases	\$ 26,342,953
Total Outstanding Debt	\$ 84,083,053
LESS	
Water Backed Bonds	\$ (7,859,543)
TIF Bonds	\$ (2,836,314)
Municipal Capital Leases	\$ (12,128,286)
Sewer Backed Bonds	\$ (16,891,776)
Special Assessment Bonds & Loans	\$ (3,570,667)
Non-Exempt Debt	\$ 40,796,467
5.5% Unvoted Debt Limit	\$ 46,955,445
Debt Leeway	\$ 29,663,936
Debt Ratios	
Net Debt to Full Value	3.45%
Total Debt per Capita	\$1,612.92
Notes as a % of Total Debt	12.66%

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	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016- 2017
Office of City Council	159,569	166,969	189,743	190,005	0%
Municipal Court	1,426,223	1,225,754	1,268,313	1,632,927	29%
Office of Mayor	225,139	251,229	269,637	293,325	9%
Office of Civil Service	86,142	83,072	95,041	100,200	5%
Human Resources	239,098	264,629	271,853	295,046	9%
Law	440,615	731,542	485,170	525,092	8%
Finance	537,200	618,143	605,441	666,080	10%
Income Tax	644,689	770,730	801,213	892,423	11%
Information Systems	1,003,227	1,022,498	1,198,656	1,162,179	-3%
Utility Billing	1,986,440	2,258,262	10,325,149	4,065,648	-61%
Vital Statistics & Nuisance Abatement	404,772	370,893	385,357	385,769	0%
General Administration	3,756,719	5,449,930	5,017,997	2,451,793	-51%
Planning and Development	1,293,865	966,760	5,123,116	1,915,353	-63%
Building & Housing	929,216	1,151,107	1,182,714	1,369,012	16%
Community Development	1,647,367	1,323,935	1,507,815	1,245,422	-17%
Community Relations	84,742	92,997	92,444	176,302	91%
CDBG, ESG, HOME, NSP Pass-Through	\$ 330,957	\$ 455,453	\$ 542,489	\$ 399,270	-26%
Income Tax Refunds	421,410	409,668	370,000	375,000	1%
Total Expenditures	15,617,389	17,613,572	29,732,149	18,140,846	-39%
Total Expenditures by Category All Funds	All 2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016- 2017
Salaries	4,209,300	4,566,597	4,450,737	4,877,775	10%
Fringe Benefits	1,085,806	1,196,986	1,232,374	1,560,227	27%
Travel and Transportation	31,211	37,174	27,603	69,400	151%
Professional Services	696,994	1,268,915	1,238,819	1,619,555	31%
Communications	157,985	172,328	190,909	420,275	120%
Contractual Services	2,271,357	1,660,241	1,737,624	1,774,186	2%
Materials & Supplies	102,948	137,627	160,377	178,625	11%
Capital	269,439	186,095	583,509	116,000	-80%
Utilities	9,316	10,156	10,527	12,450	18%
Other	911,536	1,116,853	1,391,691	1,415,843	2%
Reserve Balance	420,513	226,759	430,654	-	-100%
Economic Development Programs	125,157	31,415	1,918,748	50,000	-97%
Debt Service	1,473,508	1,683,853	9,696,643	3,391,734	-65%
Transfer or Advance	3,099,953	4,453,452	5,749,445	1,880,506	-67%
CDBG, ESG, HOME, NSP Pass-Through	330,957	455,453	542,489	399,270	-26%
Income Tax Refunds	421,410	409,668	370,000	375,000	1%
Total Expenditures	15,617,389	17,613,572	29,732,149	18,140,846	-39%

Budget Overview of General Government

General Fund Total Expenditures by Category	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	3,562,237	3,987,286	3,896,441	4,241,453	9%
Fringe Benefits	890,675	1,037,642	1,063,397	1,356,064	28%
Travel and Transportation	24,838	34,294	26,023	64,875	149%
Professional Services	609,514	1,130,422	883,779	1,223,585	38%
Communications	138,879	156,802	175,004	196,650	12%
Contractual Services	129,416	54,061	86,114	143,800	67%
Materials & Supplies	96,053	133,073	137,818	155,685	13%
Capital	266,130	186,095	341,063	116,000	-66%
Utilities	3,154	3,441	3,481	4,100	18%
Other	470,033	726,147	994,492	993,993	0%
Reserve Balance	420,513	226,759	430,654	-	-100%
Economic Development Programs	125,157	31,415	1,918,748	50,000	-97%
Debt Service	-	-	-	-	
Transfer or Advance	2,728,501	4,216,000	3,477,222	1,180,271	-66%
Income Tax Refunds	421,410	409,668	370,000	375,000	1%
Total Expenditures	9,886,511	12,333,106	13,804,237	10,101,476	-27%

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, who serve staggered terms that last four years.

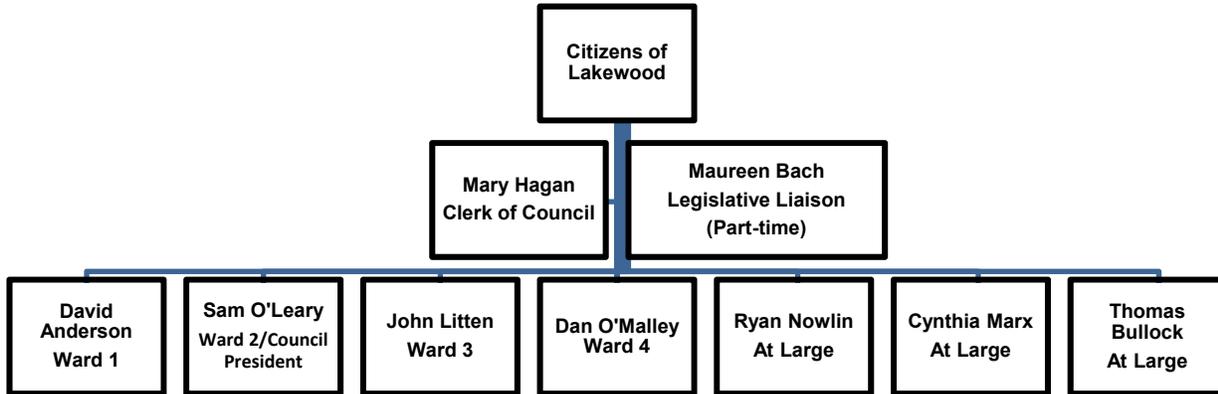
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city’s lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents’ links to their local 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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	122,614	126,044	146,240	139,891	-4%
Fringe Benefits	25,237	27,691	31,580	35,164	11%
Travel and Transportation		5	-	-	
Professional Services	9,511	7,770	7,879	9,675	23%
Communications	382	302	2,109	2,200	4%
Contractual Services					
Materials & Supplies	243	1,137	35	1,450	4054%
Capital	-	2,246	-	-	
Utilities					
Other	1,582	1,773	1,900	1,625	-14%
Debt Service					
Transfer or Advance					
Total	159,569	166,969	189,743	190,005	0%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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	2	2	1	1
Council Members	7	7	7	7	7
<i>Total Part Time Employees</i>	8	9	9	8	8

Municipal Court

The following table represents the actual General Fund 2014 and 2015 expenditures of the Lakewood Municipal Court, and the 2016 and 2017 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Budgeted	2017 Proposed
Expenditures by Category				
Salaries	889,764	871,124	902,855	961,106
Fringe Benefits	131,488	134,123	139,973	148,955
Travel and Transportation	11,139	9,400	13,150	13,150
Professional Services	40,197	42,096	64,600	64,300
Communications	37,830	38,321	46,500	47,280
Contractual Services				
Materials & Supplies	15,475	15,712	20,150	19,150
Capital	-	-	-	-
Utilities				
Other	5,073	6,880	8,100	8,155
Debt Service				
Transfer or Advance				
Total	1,130,967	1,117,657	1,195,328	1,262,096

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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	999	29,075	21,650	-
Communications				
Contractual Services	-	-	-	150,000
Materials & Supplies	-	1,702	3,389	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	999	30,777	25,039	150,000

Municipal Court

Political Subdivision (Fund 232)	2014 Actual	2015 Actual	2016 Projected	2017 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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services				
Communications				
Contractual Services	37,844	33,743	20,641	40,000
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	37,844	33,743	20,641	40,000

Municipal Court

Court Special Projects (Fund 235)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed
Expenditures by Category				
Salaries	8,809	3,492	3,831	7,500
Fringe Benefits	1,361	540	592	1,159
Travel and Transportation				
Professional Services	-	1,150	1,800	5,000
Communications				
Contractual Services	61,921	29,031	56,099	50,000
Materials & Supplies	3,400	239	10,000	15,000
Capital	-	-	18,645	-
Utilities				
Other				
Debt Service				
Transfer or Advance	150,000	-	-	-
Total	225,491	34,452	90,966	78,659

Court Probation (Fund 236)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed
Expenditures by Category				
Salaries	20,790	-	-	15,000
Fringe Benefits	3,211	-	-	2,318
Travel and Transportation	101	202	202	500
Professional Services	6,820	7,624	9,370	7,355
Communications				
Contractual Services				
Materials & Supplies	-	-	85	-
Capital	-	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	30,922	7,826	9,657	25,173

Municipal Court

IDIAM (Fund 237)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	1,300	-	60,000
Communications				
Contractual Services				
Materials & Supplies	-	-	-	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	-	1,300	-	60,000

Mayor's Office

Division of the Mayor's Office

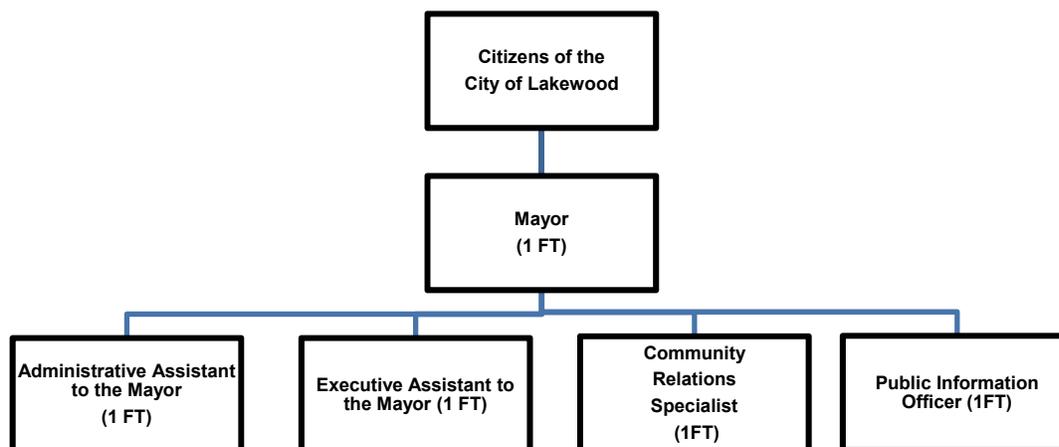
Description

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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	168,806	184,197	200,097	202,515	1%
Fringe Benefits	45,657	54,945	58,834	71,460	21%
Travel and Transportation	8	1,895	526	6,400	1117%
Professional Services	6,830	6,533	6,717	7,600	13%
Communications	1,710	1,258	1,141	1,610	41%
Contractual Services	-	-	-	-	
Materials & Supplies	1,709	1,634	1,745	2,965	70%
Capital					
Utilities					
Other	419	769	577	775	34%
Debt Service					
Transfer or Advance					
Total	225,139	251,229	269,637	293,325	9%

Organizational Chart



The Mayor has four staff that directly report to the Mayor: Administrative Assistant to the Mayor, Executive Assistant to the Mayor, the Public Information Officer and the Community Relations Specialist. Prior to 2017, the Community Relations Specialist reported to the Director of Planning & Development. However, the salaries and expenses of the Public Information Officer and the Community Relations Specialist are paid of out the Community Relations' budget.

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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

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.

2016 Accomplishments

- Successful Community Event Coordination including Band Concerts, Friday Night Flicks, Fourth of July Parade and concert, Community Diversity Potluck, Welcome To Lakewood Event, Meet the Trucks, Lakewood Arts Festival, Lakewood Community Festival, Lakewood Farmers Market and Lakewood Veterans Day Ceremony. Summer Solstice Celebration was a new event added in 2016 and it was a huge success with thousands attending to celebrate the Summers Solstice at Lakewood Park.
- Continued to improved information sharing through social media and web presence. Our website which was redesigned in 2015 is more user friendly and we have continued in 2016 to add features and enhancements. 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 8453 people. Facebook fans have grown to over 8549. Twitter followers have grown to 5981.

2017 & Beyond Strategic Plan

Vibrant Neighborhoods

- Increase the number and frequency of volunteers. The City's new website launched in 2015 has helped to help focus attention to the Volunteer Lakewood web pages to continue to solicit community service minded individuals and organizations to become involved and volunteer. We continue to use direct outreach to community service organizations providing information about the Volunteer Lakewood website pages and the needs for volunteers. The Welcome to Lakewood event introduces our newest residents to organizations which are in need of volunteers and helps them to become engaged in the community. We will also utilize the PR Roundtable to share information about the Volunteer Lakewood program and its benefits as well as continue ongoing general marketing campaigns 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. We will continue to formalize our communication strategy to include a multi-departmental collaboration for emergency preparedness and continue to increase number of residents who have signed up for our Ready Notify Communication System. Our direct communication with residents will encourage them to sign up for Ready Notify with the preparation of a written communications strategy which will include but is not limited to direct mailing to residents, regular promotion in the water bill and continued outreach to community organizations.

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. We will continue to build a wider audience for messages at City Hall by working with the Police Department and Block Club Coordinator which will increase our number of Twitter and Facebook followers and the number of people who subscribe to Ready Notify and our e-newsletter list. The more we use social media, the greater the opportunity for our messages to be shared by others.

Trends

- The position of Public Information Officer was paid under the General Administration budget in 2015-2016, and beginning in 2017 the position will be paid from the Community Relations accounts.
- Continuing to increase our use of electronic information distribution including website, social media and email newsletter. Residents are receiving more information and getting information quicker than the traditional distribution methods such as advertising and printing. This has also significantly reduced costs for information distribution.

Division of Community Relations

Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	53,749	57,211	56,466	108,445	92%
Fringe Benefits	16,705	15,963	18,055	44,022	144%
Travel and Transportation	-	-	-	50	
Professional Services	4,443	9,810	7,688	11,250	46%
Communications	3,267	3,642	3,451	3,950	14%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	1,158	939	727	1,635	125%
Capital					
Utilities					
Other	419	433	1,057	1,950	84%
Debt Service					
Transfer or Advance					
Total	84,742	92,997	92,444	176,302	91%

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Community Relations					
Full Time Employees					
Community Relations Specialist	1	1	1	1	1
Public Information Officer	0	0	0	0	1
<i>Total Full Time Employees</i>	1	1	1	1	2

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.

2016 Accomplishments

- The commission held a promotional examination for the position of Fire Captain. The eligible list was certified on June 24, 2016.
- There have been eight non-competitive examinations held for various manager and city planner positions. The commission intends to hold three more before the end of the year.
- A competitive entry level examination for the position of Firefighter/Paramedic is scheduled for October 18, 2016 with an applicant limit of 150.
- Conducted the salary survey and recommendations were submitted to City Council as mandated by the city charter.
- Reviewed and approved a revised class plan for certain Public Works managerial positions after a market compensation study was presented from Human Resources.

2017 & Beyond Strategic Plan

- Sound Governance
 - 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.
 - Continue to review and update the class plan with the assistance of Human Resources for market compensation.
 - Conduct promotional examinations as needed.

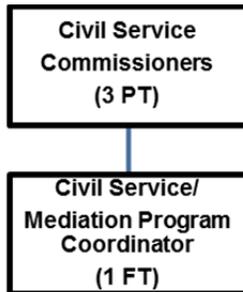
Trends

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

Division Budget

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	55,070	57,830	57,048	57,066	0%
Fringe Benefits	15,013	17,393	18,012	22,359	24%
Travel and Transportation					
Professional Services	15,451	7,402	19,550	20,050	3%
Communications	542	374	413	675	63%
Contractual Services					
Materials & Supplies	66	70	17	50	
Capital					
Utilities					
Other	-	3	-	-	
Debt Service					
Transfer or Advance					
Total	86,142	83,072	95,041	100,200	5%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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.

2016 Accomplishments

- Successfully defended a Public Works arbitration.
- Updated recruitment process and implemented a more comprehensive and reliable reference/background checking process.
- Purchased, sold and distributed 200 FitBits to employees for the wellness program.
- Formed Performance Culture task force and developed and began training for a new process for encouraging and engaging employees.
- Researched, developed and planned along with PW Director a future focused structure for Public Works management. Received approval from Civil Service, Administration and City Council to implement same.
- Committed to and attended a program for women in leadership positions.

- With the assistance of consultant developed and implemented a leadership assessment and development plan for planning department.
- Prepped and began negotiations with all 7 bargaining units.

2017 & Beyond Strategic Plan

- Sound Governance
 - Successfully implement the Performance Culture Project throughout the City. All employees and managers will be trained. Every employee will have at least one check-in meeting with his/her manager by May 1, 2017. There will be on-going training with a session at each quarterly manager meeting. There will be an initial culture climate survey and then a follow-up survey six months after implementation.
 - Continue to reduce property insurance claims by implementing improved internal controls. In addition, there will be a thorough review of all claims over \$10,000 property loss; the further development of the Safety Committee; the review and update of policies covering employee drivers and the practices for disciplinary action in the case of accidents.
 - Successfully negotiate all bargaining unit contracts which expire on December 31, 2016. All units will agree to not utilize outside counsel as a way to open negotiations and save funds. All seven contracts will be agreed upon no later than the first quarter of 2017. These contracts will be developed according to the economic indicators for the City as well as with benchmarks from contracts of similar cities. All parties will be provided with the information necessary to ensure a deep understanding of the current contract provisions, financial situation and the goals of the organization.

Trends

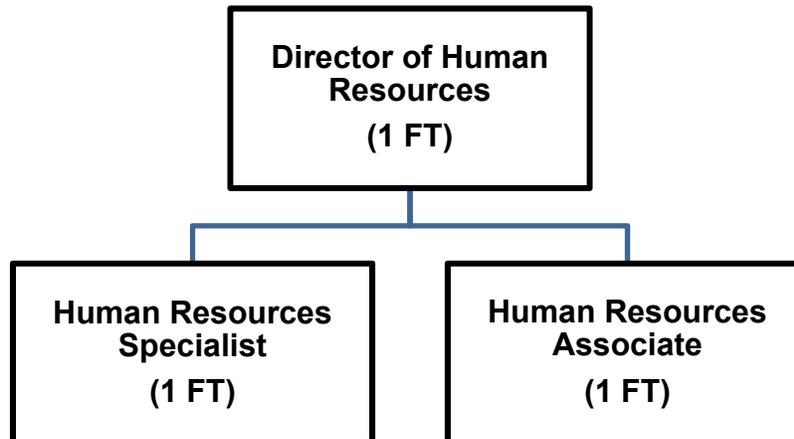
- An increase of \$10,000 for Professional Services is in anticipation of the increase in number and depth of background checks.

Division of Human Resources

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	166,670	183,403	180,491	180,560	0%
Fringe Benefits	44,719	53,624	55,960	69,001	23%
Travel and Transportation	-	-	478	100	-79%
Professional Services	21,602	23,640	32,018	41,385	29%
Communications	1,192	713	616	850	38%
Contractual Services					
Materials & Supplies	3,376	1,863	1,378	1,250	-9%
Capital					
Utilities					
Other	1,540	1,386	911	1,900	109%
Debt Service					
Transfer or Advance					
Total	239,098	264,629	271,853	295,046	9%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Human Resources					
Full Time Employees					
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.

2016 Accomplishments

- Managed the implementation of the parties' obligations under the new master agreement related to healthcare in Lakewood, including the transfer of property and monies and the city's response to litigation demands. Continued to defend the city from allegations in the related civil litigation, with no liability imposed on the city.
- Worked with state and federal regulators and city stakeholders in our efforts to comply with the federal Clean Water Act and the city's permits issued under the act.
- Successfully defended all criminal appeals taken from prosecutions in the municipal court.
- Readied the city for the demolition of the Hilliard Square Theater building, scheduled to begin in October 2015 and to be completed in early 2016.

2017 & Beyond Strategic Plan

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

- Sound Governance
 - With the appropriate approvals in place, work with Council, the administration, the former Charter Review Commission and other interested stakeholders in presenting a draft Third Amended Charter of the city to the public for consideration and a vote.
- Safe & Secure
 - Beyond onetime special assessments, plan for and implement strategies dealing with lakeshore protection and erosion in residential neighborhoods.
 - Continue to shepherd the city's work with the state and federal EPA with respect to the city's work under the Clean Water Act.

Trends

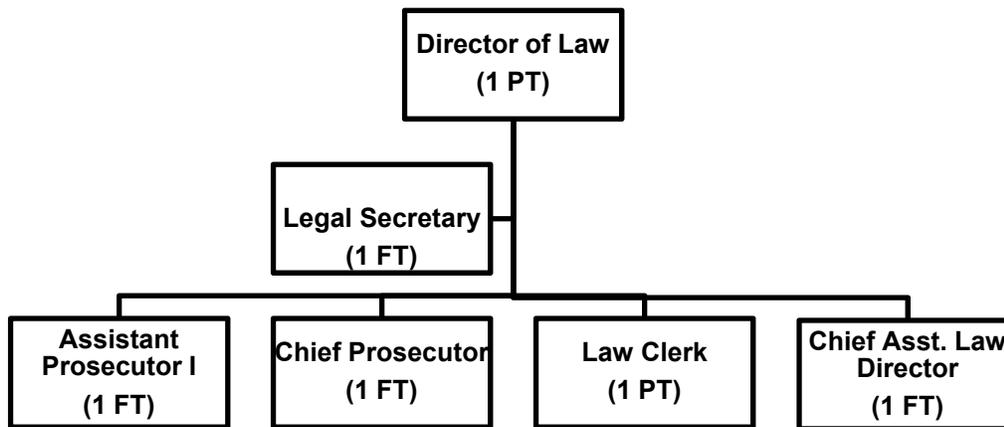
- Prosecution for heroin- and other opiate-related offenses is expanding dramatically, reflecting local, state and national trends.
- Requests for public records increased dramatically, largely as a result of the city's healthcare negotiations and the passage of Ord. 49-15 in December 2015.
- There are no statistically significant civil litigation trends to report. New foreclosure cases in which the city was a named defendant (because of a judgment lien or other interest in the property at issue) rose from 10 to 12 between October 2015 and October 2016, but overall new foreclosure filings in Lakewood dropped from 175 to 148 in the same period.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	321,116	340,537	339,788	358,828	6%
Fringe Benefits	75,776	80,699	89,582	105,845	18%
Travel and Transportation	362	375	349	825	137%
Professional Services	27,621	293,554	37,621	38,950	4%
Communications	1,870	1,653	1,539	3,000	95%
Contractual Services					
Materials & Supplies	13,871	13,375	11,667	15,230	31%
Capital	-	-	2,309	-	
Utilities					
Other	-	1,350	2,316	2,415	4%
Debt Service					
Transfer or Advance					
Total	440,615	731,542	485,170	525,092	8%

Law Department

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Law					
<u>Full Time Employees</u>					
Director of Law	1	0	0	0	0
Chief Asst. Law Director	0	1	1	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	1	1	1	1
Asst. Law Director/Pros. I	1	0	0	0	0
Law Clerk	1	1	1	1	1
<i>Total Part Time Employees</i>	2	2	2	2	2

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

2016 Accomplishments

- The 2015 Financial Audit was completed on time, received no citations and was the recipient of the “Auditor of State Award” for the third year in a row.
- Continued expanding the City’s long term investment portfolio in excess of twenty five million dollars.
- The Finance department is participating in the Ohio State Treasurer’s transparency project, “Ohio’s Checkbook” by furnishing details of all expenditures from 2010-2016. At this time, about 100 entities across Ohio have submitted some form of expenditure detail.

2017 & Beyond Strategic Plan

- Sound Governance
 - Adopt a Sustainable Budget which provides a transparent, simple and accessible budget process that everyone knows how and when to be involved. We will continue to work with departments as they discuss needs vs. wants and keep the process as simple as possible for all stakeholders. We are prepared to justify any planned expenditure and ready to explain financial consequences of any expenditure or revenue change. Each year a structurally balanced budget is delivered to Council by Nov 15th which enables Council to hold budget hearings and approve the Budget before December 31st.

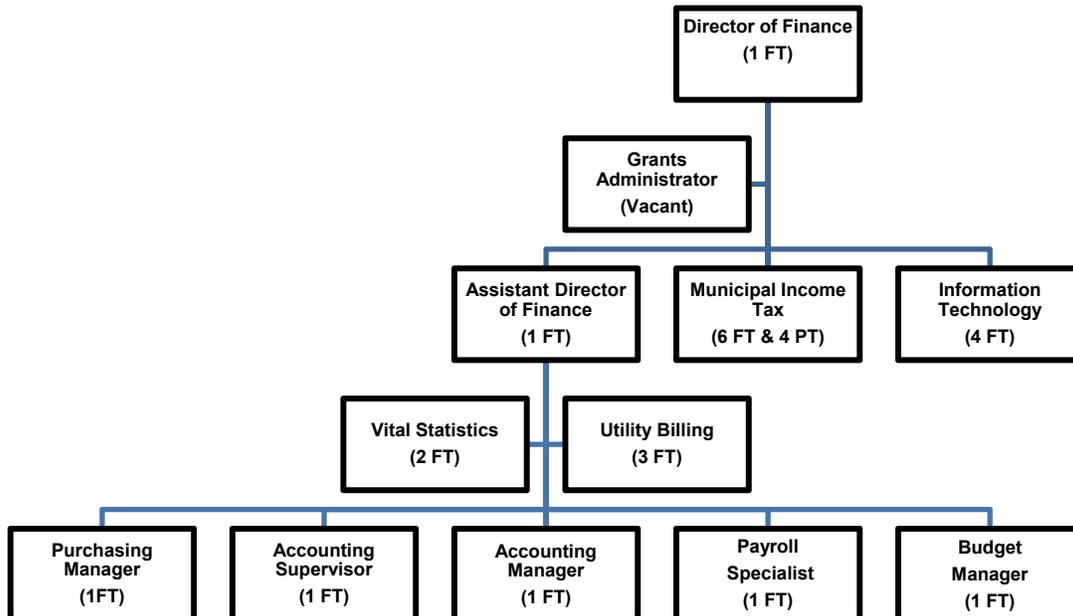
Trends

- Independent auditing firm of James G. Zupka, C.P.A., will perform their eighth financial audit during 2017

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	361,982	419,173	398,403	413,799	4%
Fringe Benefits	113,004	125,426	128,177	160,406	25%
Travel and Transportation	194	363	111	1,425	1187%
Professional Services	53,094	60,922	67,152	74,800	11%
Communications	4,072	5,240	7,417	9,050	22%
Contractual Services					
Materials & Supplies	2,281	2,470	2,142	3,400	59%
Capital	-	-	-	-	
Utilities					
Other	2,573	4,549	2,040	3,200	57%
Debt Service					
Transfer or Advance					
Total	537,200	618,143	605,441	666,080	10%

Organizational Chart



Division of Finance

Personnel

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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	1	1	1	1	1
<i>Total Full Time Employees</i>	7	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.

2016 Accomplishments

- Installation of citywide surveillance cameras
- Auditorium audio/video upgrade
- Wi-Fi in 5 city parks
- Live and recorded Council and Board/Commission Meetings on the Web

2017 & Beyond Strategic Plan

- Sound Governance
 - Upgrade Public Safety Computer-Aided Dispatch and Records Management systems
 - PC Replacements for numerous City departments
 - Microsoft Office upgrade
 - Enterprise Software Upgrade/Replacement Analysis-Naviline

Trends

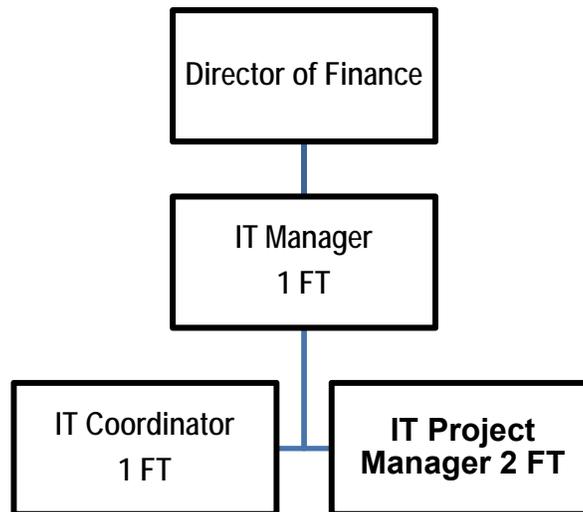
- Police surveillance camera technology and recording technology will increase
- Wireless computing – Wi-Fi and cellular networks are utilized in several city computing applications and that trend will increase
- An increase in proposed professional services is because of the implementation of police body cameras and the associated cloud-based Evidence.com data storage and maintenance, as well as the addition of maintenance costs for the fiber network and wireless access points in the city parks. An increase in contractual services is anticipated because service hours from the communication services firm were not purchased in 2016 since we had a carry-over balance of hours from 2015. However, in 2017, we will need to purchase more hours for services such as radio installs and cabling jobs.
- Proposed capital projects will consist of an upgrade to the public safety computer-aided dispatch and records management systems, replacement of 1/3 of the city's PC's, as well as new video recording capabilities for the city hall and jail cameras.

Division of Information Technology

Division Budget

DIVISION OF INFORMATION TECHNOLOGY					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	235,164	302,176	296,513	298,357	1%
Fringe Benefits	68,208	80,925	83,072	100,501	21%
Travel and Transportation	-	-	-	-	
Professional Services	249,124	319,977	350,773	513,600	46%
Communications	13,937	7,708	17,721	15,350	-13%
Contractual Services	122,752	46,460	23,859	30,000	26%
Materials & Supplies	47,911	85,842	87,963	89,340	2%
Capital	266,130	179,318	338,755	115,000	-66%
Utilities					
Other	-	92	-	30	
Debt Service					
Transfer or Advance					
Total	1,003,227	1,022,498	1,198,656	1,162,179	-3%

Organizational Chart



Division of Information Technology

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Information Technology					
<u>Full Time Employees</u>					
I.T. Manager	1	1	1	1	1
I.T. Project Manager	2	2	2	2	2
I.T. Coordinator	1	1	1	1	1
<i>Total Full Time Employees</i>	4	4	4	4	4

Division of Income Tax

Division of Income Tax

Description

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

2016 Accomplishments

- Amended Lakewood Codified Ordinance 128 to conform to statewide changes mandated by Substitute House Bill 5, fully aware that these types of changes will be ongoing for several years
- Received and accepted invitation (for Patricia Chittock) to become member of OML Income Tax Committee, allowing for more direct access and input into future strategies dealing with the looming threat of potential centralization

2017 & Beyond Strategic Plan

- Sound Governance
 - Adapt to the Changes Mandated by the State of Ohio. Continue to communicate changes mandated by HB 5 to Lakewood's taxpayers, including new deadlines, compliance requirements, etc. The Division will closely monitor the activity of the Ohio Tax Reform Task Force, an organization led by the Ohio Society of CPAs (OSCPA) whose sole intent is to push the idea of centralized collections to the legislators of the 132nd General Assembly. We will remain acutely aware of any changes to HB 5 as they are implemented over the next several years by amendments contained in bills such as SB 172 and use available modes of communication (letters/postcards, Lakewood website, social media) to inform the public of any changes.
 - Continue Aggressive Collection of Revenues. The Division will continue to enhance revenue through strong database identification process by using all areas of taxpayer identification through shared information from the Federal and State governments, as well as tenant landlord reports and property canvassing and continue to build partnering relationships with other municipalities for information share purposes. We will continue to update the database with the most current property information possible and immediately pursue leads through a "letter, billing, and civil complaint" process. We will also continue to monitor the economic and legislative climate and its effects on municipal income tax revenue.

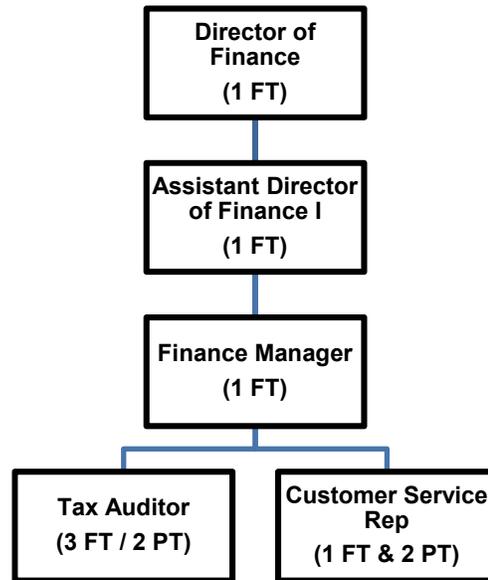
Trends

- The increase in professional services reflects an increase in mailings and pricing for janitorial services.

Division Budget

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	354,036	389,701	378,312	417,991	10%
Fringe Benefits	94,169	112,238	115,209	146,815	27%
Travel and Transportation	562	1,448	1,218	3,750	208%
Professional Services	64,282	114,732	132,371	143,700	9%
Communications	59,089	69,208	87,789	88,400	1%
Contractual Services	1,631	1,450	1,770	1,800	2%
Materials & Supplies	4,362	3,847	3,871	4,910	27%
Capital					
Utilities	3,154	3,441	3,481	4,100	18%
Other	63,406	74,665	77,192	80,958	5%
Debt Service					
Transfer or Advance					
Total	644,689	770,730	801,213	892,423	11%

Organizational Chart



Division of Income Tax

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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

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.

2016 Accomplishments

- Replaced technician radios with cellular phones, making communication between technicians and home base easier and more expedient.
- Completion of city-wide wireless meter upgrade by Neptune, allowing customers to inquire about leaks without the need for a technician to read the meter on-site.
- Continued utilization of SharePoint Calendar in organization and communication of dates, times, and locations of customer appointments and utility disconnections.

2017 & Beyond Strategic Plan

- Sound Government
 - Continue Aggressive Collection of Revenues. The Division will review water/sewer rate structure to ensure ability to cover future capital expenditures and bond coverage. The information gathered will be shared with Council to discuss during budget hearings and ensures that rates are reasonable and realistic for our citizens.
 - Continue to leverage Technology to Improve Performance. A system of practices by which the relevant wireless meter functions are accessed and examined will be developed. This will fully utilize the potential of wireless meter for timely detection of leaks and provide the relevant information to address additional customer questions and concerns.

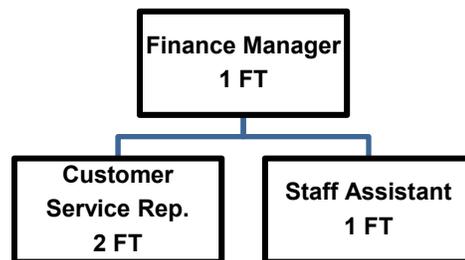
Trends

- Over 3,600 accounts have enrolled in online payments for water/sewer bills (an increase of 44%), and approximately \$2.5 million is anticipated to be collected through this convenience by year's end.

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	127,796	137,596	154,340	147,310	-5%
Fringe Benefits	37,355	38,799	51,523	64,020	24%
Travel and Transportation					
Professional Services	57,778	79,416	105,767	119,515	13%
Communications	15,891	12,790	13,686	20,000	46%
Contractual Services	1,400	1,450	1,770	1,800	2%
Materials & Supplies	1,039	935	6,510	4,350	-33%
Capital	-	-	-	-	
Utilities	2,050	2,203	2,184	2,600	19%
Other	301,942	330,364	320,182	344,067	7%
Debt Service	1,425,937	1,639,457	9,653,935	3,346,734	-65%
Transfer or Advance	15,252	15,252	15,252	15,252	0%
Total	1,986,440	2,258,262	10,325,149	4,065,648	-61%

Organizational Chart



Division of Utility Billing

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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	2	2	2	2
<i>Total Full Time Employees</i>	3	4	4	4	4
<u>Part Time Employees</u>					
Customer Service Rep	2	0	0	0	0
<i>Total Part Time Employees</i>	2	0	0	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
- Paternity Affidavits and Birth Affidavits of Correction

2016 Accomplishments

- Made significant progress by scanning/indexing and making corrections on birth records for years 1993 through 2003.
- Continued indexing death certificates for years 2000 through 2005.
- Provided stellar customer service that was both informative and accurate.
- Granted statewide access to reproduce birth certificates.

2017 & Beyond Strategic Plan

- Sound Governance
 - Leverage Technology to Improve Performance. To enhance compliance with public records laws and improve document management, the Division will complete the scanning and indexing of birth records from 2004 through 2007 and the scanning and indexing of death records from 2006 through 2008. Employees will be given the technology options necessary. The Ohio Department of Health will be updated as to our progress.
 - Introduce Birth/Death Record Document Kiosk. Modernized index access will allow the customer to complete their own searches through the installation of said electronic search kiosk, will provide public with viewable records for free (printed, certified copies will be \$25.00 each), and will reduce extra work associated with outdated indices by updating electronically in real time. The new process will also become compliant with the law by maintaining accurate information and remove the risk of revealing sealed information.

Trends

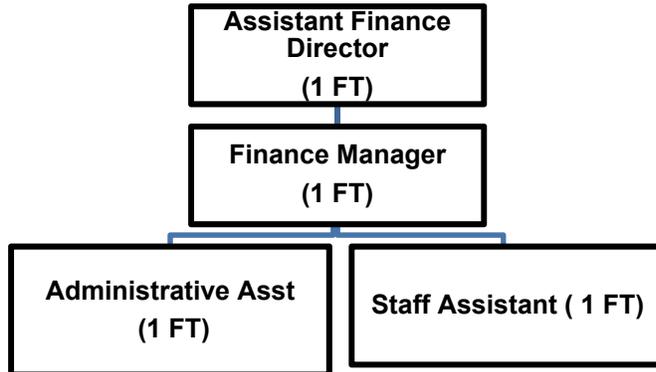
- The Division continues to monitor the number of live births in the City of Lakewood. Since its closing in February 2016, there have been no live births recorded at Lakewood Hospital, and as of October 11, 2016, the number of home births has decreased from thirteen in 2015 to five in 2016. The Division likewise monitors the number of death certificates it produces for citizens of the City of Lakewood. As of October 2016, there has been an approximate 50% decrease in death certificates since 2015—this, too, is believed to be due to the closing of Lakewood Hospital.

- The increase in Contractual services results from a higher rate per capita of Cuyahoga County Board of Health services to Lakewood.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	145,616	118,985	128,349	108,845	-15%
Fringe Benefits	46,235	35,677	37,816	44,204	17%
Travel and Transportation	1,379	-	-	-	
Professional Services	965	857	2,131	3,250	52%
Communications	1,079	1,225	1,176	1,475	25%
Contractual Services	201,583	205,804	206,124	216,580	5%
Materials & Supplies	1,489	1,453	2,471	3,290	33%
Capital	-	-	590	-	
Utilities	4,112	4,513	4,863	5,750	18%
Other	1,115	1,179	938	1,175	25%
Debt Service					
Transfer or Advance	1,200	1,200	900	1,200	33%
Total	404,772	370,893	385,357	385,769	0%

Organizational Chart



Division of Vital Statistics

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	88,388	163,140	169,596	130,160	-23%
Fringe Benefits	33,630	32,390	37,603	32,272	-14%
Travel and Transportation	-	2,942	-	21,025	
Professional Services	92,202	176,170	108,144	210,000	94%
Communications	665	12,754	(2,265)	6,225	375%
Contractual Services	-	1,092	11,290	75,000	564%
Materials & Supplies	1,697	341	7,580	9,005	19%
Capital	-	-	-	-	
Utilities					
Other	391,123	618,342	778,172	787,835	1%
Reserve Balance	420,513	226,759	430,654	-	-100%
Debt Service					
Transfer or Advance	2,728,501	4,216,000	3,477,222	1,180,271	-66%
Total	3,756,719	5,449,930	5,017,997	2,451,793	-51%

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
General Administration					
<u>Full Time Employees</u>					
Public Information Officer	0	1	1	1	0
<i>Total Full Time Employees</i>	0	1	1	1	1
<u>Part Time Employees</u>					
Grants Administrator	1	0	1	0	1
<i>Total Part Time Employees</i>	1	0	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 enforces local building and zoning codes as well as state building codes for new construction. It conducts annual inspections on rental property, permit inspections and prior to sale inspections. The Division manages rental housing license program. 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.

Core Functions:

- Planning and Zoning Administration
- Economic Development
- Housing Preservation and Improvement
- Administration of Federal Grant Programs

2016 Accomplishments

- Gained unanimous approval of Family Health Center design by Architectural Board of Review
- Examples of new projects/businesses approved/under construction/or opened include, Rebound Physical Therapy, Proper Pig Smokehouse, Yuzu, Gigi's Playhouse, Woodstock BBQ, Bottlehouse Brewery, and Within3
- Broke ground on the McKinley Place and Rockport townhome projects
- Oversaw the construction of 3 new elementary schools, and major renovation of the high school.
- Created two community based improvement plans for Cove and Wagar Parks to set the stage for major improvements to each park.
- Completed Housing Survey to identify and prioritize property maintenance enforcement activities.
- Streamlined approval and permitting process by producing garage template drawings, establishing standards for paving, simplified water control system requirements.
- Hired and trained two new Property Maintenance Inspectors.

Division of Planning & Development and Building & Housing

2017 & Beyond Strategic Plan

- Vibrant Neighborhoods
 - Housing Improvements. The Division will provide support new Rockport and McKinley Place townhome developments. A 5-year resurvey of homes under Housing Forward program will be completed. Redevelopment opportunities will be guided and supported throughout the city, including former hospital site, decommissioned school facilities, and other dormant or underutilized property throughout the city.
 - Parks improvement plans are underway for Wagar, Cove, Kauffman, and Webb parks, Kids Cove
 - We will continue to work with the Lakewood school board on Taft School decommissioning and redevelopment
- Vibrant Neighborhoods and Safe & Secure City
 - Demolish nuisance Hilliard Square Theater
 - Clifton Boulevard Extension lane reduction; bike lanes on Madison Ave.
 - Implement Active Living Task Force recommendations
- Vibrant Neighborhoods and Sound Governance
 - Develop Lake Ave. resurfacing funding strategy for 2017
 - Intra-city transportation: leveraging wellness for options and collaboration
- Economic Development
 - Business attraction and development will continue through the support and expansion of Startup Lakewood for new business development, and Madison on the Move with post resurfacing business attraction and development. Western Reserve Distillery, the Veronika (Birdtown), Reposition Bevy in Birdtown, continue promoting options of properties at Elbur and Madison. Finally with the Healthcare implementation there is a great opportunity for redevelopment plans on the 5.7-acre hospital site

Trends

- Business owners are recognizing competitive advantages by owning a property as opposed to leasing, and they are seeing commercial real estate values increase citywide
- Developers are succeeding in rehabbing multi-unit apartment buildings citywide, and particularly in buildings that have not been updated in decades.
- New townhome construction, and homes with first floor masters will continue to be sought out, and delivered by developers
- Year over year permit activity continues to increase, with the number of permits issued in the first 3 quarters of 2016 16% higher than the same period last year.
- Process refinement and technology implementation have allowed us to improve customer service despite increased workload, however difficulty finding qualified

Division of Planning & Development and Building & Housing

candidates to fill the open building inspector position will challenge our ability to maintain current levels of service in the future.

- Commercial real estate prices on Madison Avenue are still affordable, and offer opportunities for creative reuse of properties and buildings.
- Religious institutions will continue to promote new ways to generate revenue, but repurposing church buildings will continue to be a challenge in Lakewood
- Storefront renovation program and the Economic Development General Fund will remain relevant in leveraging improvements to Lakewood’s commercial building stock

Division Budget

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	167,835	195,503	152,560	257,101	69%
Fringe Benefits	33,569	64,353	61,006	93,940	54%
Travel and Transportation	28	207	316	375	19%
Professional Services	9,082	11,403	7,028	14,075	100%
Communications	3,451	3,688	2,350	4,685	99%
Contractual Services	33	59	44,195	32,000	-28%
Materials & Supplies	1,339	982	330	1,300	294%
Capital	-	4,531	-	1,000	
Utilities					
Other	931	1,082	1,559	1,650	6%
Economic Development Programs	125,157	31,415	1,918,748	50,000	-97%
Debt Service					
Transfer or Advance					
Total	341,426	313,223	2,188,093	456,125	-79%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	142,467	126,165	107,655	143,550	33%
Fringe Benefits	72,788	53,910	54,156	59,012	9%
Travel and Transportation	2,770	423	40	1,525	3713%
Professional Services	12,146	12,101	7,261	13,550	87%
Communications	1,216	931	676	1,250	85%
Contractual Services	35,283	26,918	35,119	50,000	42%
Materials & Supplies	834	177	104	225	117%
Capital	1,411	-	-	-	
Utilities					
Other	69,569	30,212	25,172	22,530	-10%
Debt Service					
Transfer or Advance	200,000	215,000	130,000	657,713	406%
Total	538,485	465,838	360,182	949,355	164%
DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services	413,954	187,698	5,284	300,000	5577%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
Total	413,954	187,698	5,284	300,000	5577%
DIVISION OF PLANNING AND DEVELOPMENT					
Lakewood Hospital Fund (Fund 260)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services			199,651	160,000	-20%
Communications					
Contractual Services			19,872	19,872	
Materials & Supplies					
Capital					
Utilities					
Other			26,822	30,000	12%
Debt Service					
Transfer or Advance			2,100,000	-	-100%
Total	-	-	2,346,346	209,872	-91%

Division of Planning & Development and Building & Housing

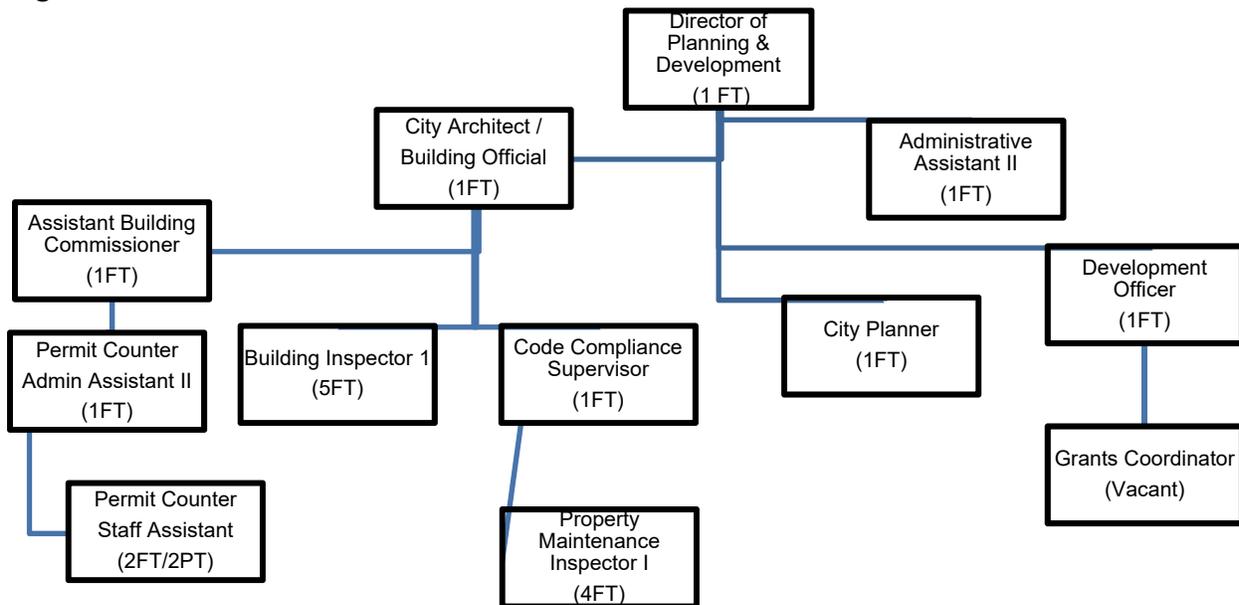
DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	-	223,211	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	-	223,211	-	
TOTAL	1,293,865	966,760	5,123,116	1,915,353	-63%

Division of Building & Housing					
General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	577,043	697,246	650,656	715,635	10%
Fringe Benefits	193,502	237,871	232,550	325,325	40%
Travel and Transportation	12,544	17,660	15,177	17,775	17%
Professional Services	16,075	56,414	61,597	74,200	20%
Communications	10,872	11,941	11,075	13,375	21%
Contractual Services					
Materials & Supplies	2,565	4,861	3,745	6,000	60%
Capital	-	-	-	-	
Utilities					
Other	2,967	14,824	122,140	103,500	-15%
Debt Service					
Transfer or Advance					
Total	815,569	1,040,818	1,096,940	1,255,809	14%

Division of Planning & Development and Building & Housing

Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	92,530	92,912	72,868	95,150	31%
Fringe Benefits	16,497	14,776	11,568	14,978	29%
Travel and Transportation	2,026	2,076	1,338	2,250	68%
Professional Services	231	237	-	300	
Communications	333	214	-	450	
Contractual Services					
Materials & Supplies	133	47	-	75	
Capital	1,898	-	-	-	
Utilities					
Other	-	26	-	-	
Debt Service					
Transfer or Advance					
Total	113,648	110,289	85,775	113,203	32%
TOTAL EXPENDITURES	929,216	1,151,107	1,182,714	1,369,012	16%

Organizational Chart



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

2016 Accomplishments

- Renovations on two City owned properties were completed. The single family home on Alameda, completed with Neighborhood Stabilization Program funds sold for \$170,000. The second property located on Dowd Avenue incorporated energy efficient components including solar panels.
- Over \$500,000 in CDBG and HOME funds were successfully invested into Lakewood’s housing stock.
- With the assistance of Storefront Renovation Grants totaling \$240,000, local businesses were able to make \$674,000 in additional improvements.

2017 & Beyond Strategic Plan

- Vibrant Neighborhoods
 - Preserve and Enhance Neighborhood Quality. The Division will 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. The Community Development team meets at least monthly to review and analyze progress – applications accepted, inspected, and approved by the DCD Loan Approval Board. This allows opportunities to be identified more effectively and creatively utilize federal funds Marketing efforts will be targeted to reach homeowners and properties most in need of assistance utilizing data through various sources including the housing survey. In addition, there is a need to develop policies for properties receiving federal assistance to ensure compliance with storm water management requirements.
 - Using federal funds assistance, manage vacant and abandoned properties using the property maintenance code to ensure that properties are safe, secured, and weatherized. In coordination with the Division of Housing and Building, nuisance properties will be identified and stabilized. After work has begun, projects completed will be inspected to ensure adherence to specifications. Sales and financing packages

Division of Community Development

will be created that are designed to meet program guidelines and HUD requirements. We will also build a network of contractors necessary to complete exterior maintenance and repairs

- Sound Governance
 - Inspire Strong Relationships. We will meet quarterly with key partners to maximize resources available to the City and the Division of Community Development. We will 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. We will continue participation in regional groups including First Suburbs Development Council, Cuyahoga HOME Consortium and NEO Fair Housing Collaborative. 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.

Trends

- Lakewood's residential housing market remained competitive in 2016 with low inventory, the median home value at \$139,900 and well maintained homes selling within 90 day of listing.
- The City's Storefront Renovation Program had record participation for the second year in a row.
- August 2016 foreclosure filings were down 42% from the same period of 2015. Distressed properties sell for approximately 37% lower than non-distressed homes.

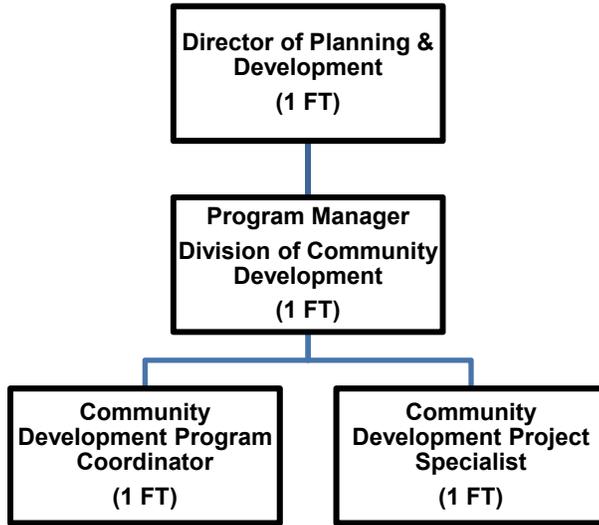
Division Budget

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	104,489	95,163	82,286	114,000	39%
Fringe Benefits	16,957	14,861	12,558	17,708	41%
Travel and Transportation	97	179	-	250	
Professional Services	8,077	6,733	7,410	10,000	35%
Communications	586	366	368	450	22%
Contractual Services	930,394	833,284	1,056,600	752,134	-29%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	68,877	28,924	24,084	24,077	0%
Debt Service	47,571	44,397	42,708	45,000	5%
Transfer or Advance					
Total	1,177,048	1,023,905	1,226,013	963,620	-21%

Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	464	-	-	-	
Communications					
Contractual Services	433,436	284,391	250,000	250,000	0%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	433,900	284,391	250,000	250,000	0%
DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	4,566	4,997	4,966	4,966	0%
Fringe Benefits	726	782	765	765	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	26,126	3,860	-	-	#DIV/0!
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	5,000	6,000	26,070	26,070	
Total	36,419	15,639	31,802	31,802	0%
TOTAL	1,647,367	1,323,935	1,507,815	1,245,422	-17%

Organizational Chart



Personnel Staffing

<u>Full Time Employees</u>	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
C. D. Programs Manager	1	1	1	1	1
C. D. Program Coordinator	1	1	1	1	1
C. D. Development Officer	1	1	1	1	1
<i>Total Full Time Employees</i>	3	3	3	3	3

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Police Division	10,439,358	11,257,532	11,315,385	12,432,508	10%
Dispatch Division	698,865	757,655	759,458	849,539	12%
Prisoner Support Division	289,474	288,384	284,990	378,761	33%
School Guards Division	161,933	194,368	177,848	204,933	15%
Animal Control Division	182,384	197,992	205,256	219,983	7%
Parking Enforcement Division	528,872	372,360	392,716	435,301	11%
Fire & EMS Department	9,837,133	10,133,634	10,777,851	11,373,458	6%
Total Expenditures	22,138,019	23,201,925	23,913,504	25,894,483	8%

Total Expenditures by Category All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	14,755,571	16,257,082	16,019,040	16,793,401	5%
Fringe Benefits	4,685,720	5,414,100	5,567,275	6,533,526	17%
Travel and Transportation	8,324	21,333	14,217	23,475	65%
Professional Services	250,121	294,107	292,880	389,195	33%
Communications	112,344	83,239	99,443	157,890	59%
Contractual Services	251,659	232,653	226,168	270,235	19%
Materials & Supplies	463,818	427,289	574,464	576,750	0%
Capital	567,856	88,251	700,956	624,000	-11%
Utilities	91,941	92,786	80,276	101,000	26%
Other	143,935	156,286	168,839	200,485	19%
Debt Service	100,068	130,300	166,571	220,026	32%
Transfer or Advance	706,663	4,500	3,375	4,500	33%
Total	22,138,019	23,201,925	23,913,504	25,894,483	8%

Budget Overview of Public Safety

Total Expenditures by Category General Fund	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016- 2017
Salaries	13,457,084	14,972,018	15,220,255	15,960,845	5%
Fringe Benefits	1,724,042	2,111,733	2,362,621	3,210,772	36%
Travel and Transportation	1,635	6,927	3,049	5,675	86%
Professional Services	102,887	142,704	167,379	219,445	31%
Communications	107,106	79,301	93,524	147,790	58%
Contractual Services	250,644	212,936	220,560	255,935	16%
Materials & Supplies	367,855	304,078	372,825	417,499	12%
Capital	29,788	37,126	55,110	105,000	91%
Utilities	66,881	65,874	53,923	73,000	35%
Other	43,075	21,701	31,493	39,735	26%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	16,150,996	17,954,398	18,580,741	20,435,696	10%

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.

2016 Accomplishments

- Organized first Crisis Intervention Team Response on the West Side
- Trained ten officers as Crisis Intervention Officers
- Implemented Body Worn Cameras project for entire department
- Completed installation of City Wide Surveillance program, 42 cameras operational on city streets and in parks.
- Began Autism Safety Roster for parents to supply department with information on children with Autism if lost or come into contact with department.

2017 & Beyond Strategic Plan

- Complete audit of property and evidence being held by the Department.
- Reorganize and improve efficiency of storage in property room.
- Design and implement replacement of police firing range.
- Upgrade Computer Aided Dispatch (CAD) and Records Management System to Web based system.

Division of Police & Law Enforcement

Trends

- With the hiring of new officers, the Cost associated with Basic Academy training for new officer is reflected as an increase in Professional Services.
- The budget increase for Communications reflects the use of more technology for the police force with the issuance of smart phones to replace cameras, access to email and software functions, backup communication, and the availability of CAD and RMS, directly to officer.
- The budgeted increase for Contractual Services reflects the year end invoicing for use of the firing range.
- While it appears there is an increase in spending for Materials and Supplies when comparing the projected spending through the remainder of 2016 to the 2017 Budget, the Budget amount for 2016 and 2017 remain the same. There is no increase in spending predicted for Materials & Supplies.

Division Budgets

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	7,369,544	8,122,379	8,060,077	8,490,024	5%
Fringe Benefits	874,340	1,079,272	1,166,249	1,589,856	36%
Travel and Transportation	18	13	51	100	96%
Professional Services	31,401	65,699	68,675	105,400	53%
Communications	81,502	52,525	65,343	111,600	71%
Contractual Services	105,761	137,716	121,505	138,125	14%
Materials & Supplies	252,011	150,484	161,496	183,150	13%
Capital	16,184	34,457	47,660	100,000	110%
Utilities					
Other	24,318	11,643	17,768	22,500	27%
Debt Service					
Transfer or Advance					
Total	8,755,080	9,654,188	9,708,823	10,740,755	11%

Division of Police & Law Enforcement

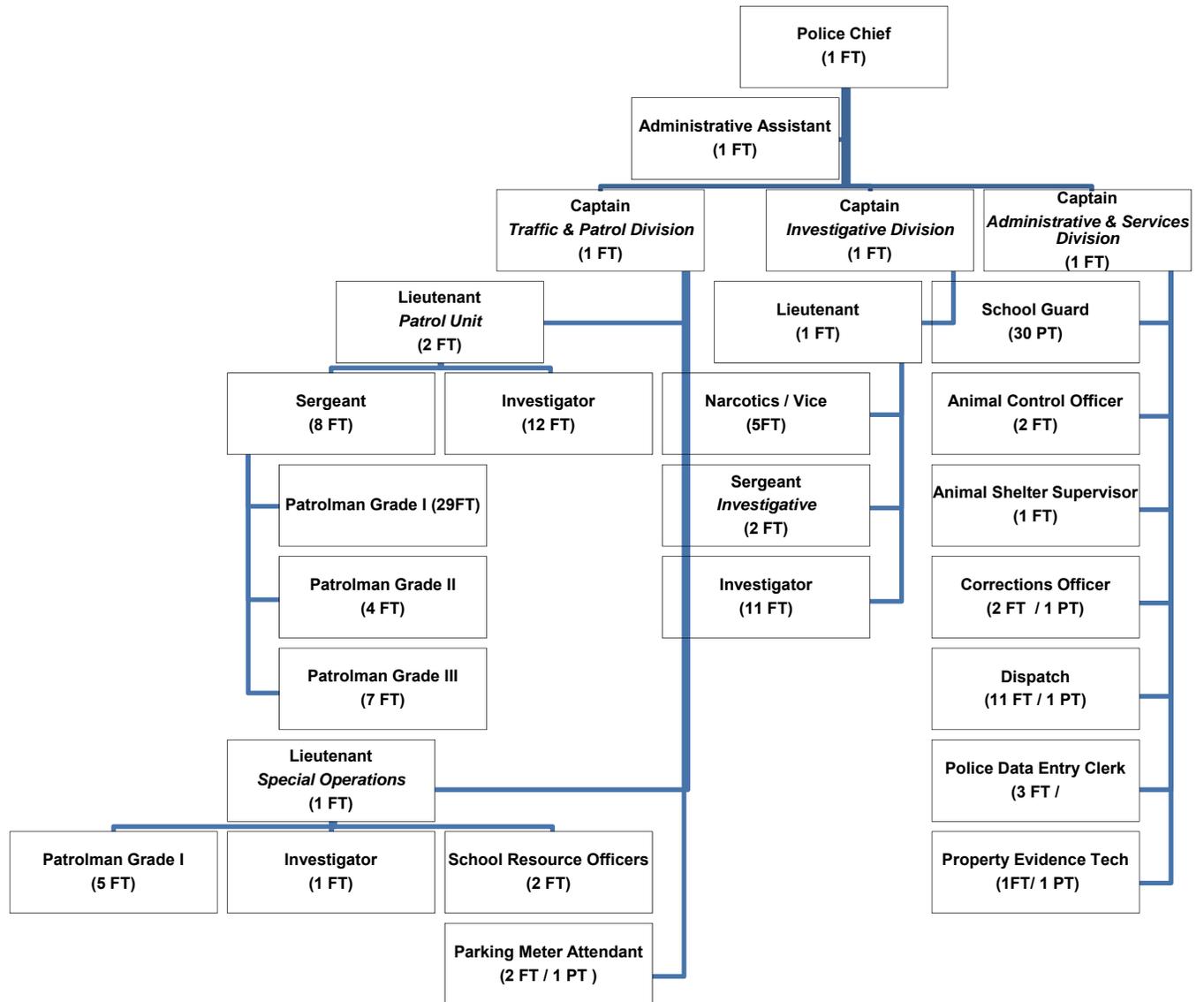
Police Pension Fund (Fund 220)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits	1,349,470	1,500,025	1,495,647	1,493,383	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	219,884	-	-	-	
Total	1,569,354	1,500,025	1,495,647	1,493,383	0%
Law Enforcement Trust Fund (Fund 222)					
	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	4,807	-	-	4,000	
Fringe Benefits	95	-	-	100	
Travel and Transportation	6,469	14,328	11,168	15,750	41%
Professional Services	52,528	39,323	29,836	58,500	96%
Communications	-	29	-	500	100%
Contractual Services	520	-	520	-	
Materials & Supplies	14,228	23,869	26,429	30,000	14%
Capital	7,425	7,175	25,000	32,000	100%
Utilities					
Other	-	7,099	3,554	20,000	463%
Debt Service					
Transfer or Advance					
Total	86,072	91,823	96,508	160,850	67%
Federal Forfeiture Fund (Fund 225)					
	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	3,011	1,208	9,618	17,000	77%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	3,011	1,208	9,618	17,000	77%

Division of Police & Law Enforcement

Enforcement & Education Fund (Fund 231)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	5,500	-	6,000	100%
Materials & Supplies	11,619	4,788	4,788	14,520	203%
Capital	14,221	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	25,840	10,288	4,788	20,520	329%
TOTAL EXPENDITURES	10,439,358	11,257,532	11,315,385	12,432,508	10%

Division of Police & Law Enforcement

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
Police Division					
<u>Full Time Employees</u>					
Police Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	4	4	4	4	4
Sergeant	10	10	10	10	10
Investigator	24	25	25	23	23
Patrolman Assigned to Detective Bureau	0	0	0	4	4
Patrolman grade I	32	35	35	36	36
Patrolman grade II	7	4	4	7	7
Patrolman grade III	7	7	7	1	1
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	1	1
<i>Total Full Time Employees</i>	97	98	99	99	99
<u>Part Time Employees</u>					
Patrol Officers	5	5	6	6	6
Property Evidence Tech.	1	1	1	1	1
Block Club Coordinator	1	0	1	0	1
<i>Total Part Time Employees</i>	7	6	8	7	8

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.

2016 Accomplishments

- Began upgrade of security monitoring system.

2017 & Beyond Strategic Plan

- Continue to achieve certification as a 12 Day Facility with the State of Ohio.
- Reduce findings of non-compliance due to facility design faults.
- Explore consolidation designs with other providers.

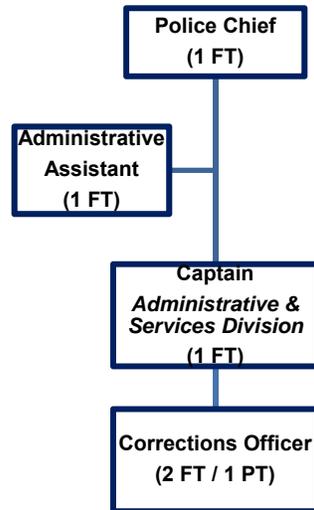
Trends

- The Proposed 2017 budget for Salaries reflects the funded but unused portion of part-time employment. When comparing the 2016 budget to the 2017 budget, there is a negligible increase aside from the assumption of a 25% increase in hospitalization.
- The budget for Contractual Services has actually been decreased for 2017 by \$50,000 for the use of Prisoner Care and Board by other municipalities.
- There is no increase in the budget for Materials & Supplies when comparing budgeted 2016 to budgeted 2017.

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	75,600	113,455	82,988	121,899	47%
Fringe Benefits	21,109	35,094	32,367	46,877	45%
Travel and Transportation					
Professional Services	37,658	43,634	52,792	60,000	14%
Communications					
Contractual Services	123,804	48,846	68,196	82,500	21%
Materials & Supplies	31,302	47,355	48,646	62,485	28%
Capital	-	-	-	5,000	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	289,474	288,384	284,990	378,761	33%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
Prisoner Support Division					
<u>Full Time Employees</u>					
Corrections Officer	2	2	2	2	2
<i>Total Full Time Employees</i>	2	2	2	2	2
<u>Part-Time Employees</u>					
Corrections Officer	1	1	1	1	2
<i>Total Part Time Employees</i>	1	1	1	1	2

Dispatch Division

Dispatch Division

Description

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

2016 Accomplishments

- Maintain average of under 3.5 minutes in response time to Priority 1 calls
- Fully implemented Emergency Medical Dispatch

2017 & Beyond Strategic Plan

- Upgrade CAD and RMS to Web based system

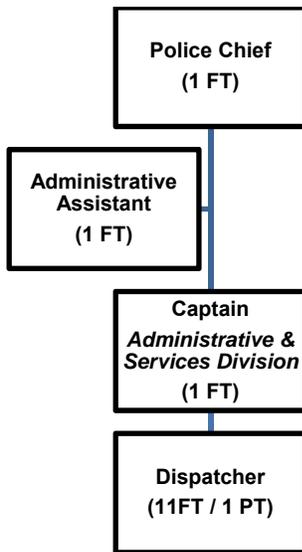
Trends

- While it appears there is an increase in Salaries and Fringe Benefits in the 2017 Budget, when compared to the 2016 Budget, the increase is minor except for the increase in Hospitalization which is City-wide.

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	519,246	561,387	552,865	586,067	6%
Fringe Benefits	160,435	186,384	193,230	246,372	28%
Travel and Transportation					
Professional Services	2,981	-	-	750	
Communications					
Contractual Services					
Materials & Supplies	1,203	1,874	1,598	3,350	110%
Capital					
Utilities					
Other	15,000	8,010	11,765	13,000	10%
Debt Service					
Transfer or Advance					
Total	698,865	757,655	759,458	849,539	12%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
Dispatch Division					
<u>Full Time Employees</u>					
Dispatcher	10	11	11	11	11
<i>Total Full Time Employees</i>	10	11	11	11	11
<u>Part Time Employees</u>					
Dispatcher	3	1	1	0	1
<i>Total Part Time Employees</i>	3	1	1	0	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.

2016 Accomplishments

- Meter collection up over 10%

2017 & Beyond Strategic Plan

- Continue upgrade of parking lots and payment methods.

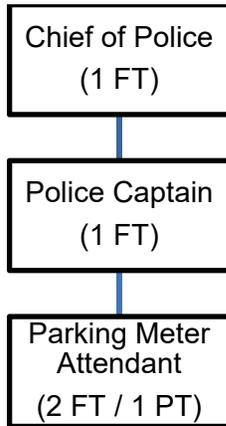
Trends

- Upgrades to lots and collection points

Division Budget

Parking Facilities Fund (Fund 520)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016- 2017
Expenditures by Category					
Salaries	98,342	124,956	122,272	128,415	5%
Fringe Benefits	39,276	37,684	38,617	48,047	24%
Travel and Transportation					
Professional Services	720	720	725	750	3%
Communications	600	1,278	3,949	4,550	15%
Contractual Services	495	8,202	5,088	8,300	63%
Materials & Supplies	14,714	11,564	20,558	23,200	13%
Capital	212,394	13,625	28,484	40,000	40%
Utilities	25,060	26,912	26,353	28,000	6%
Other	95,520	108,305	109,681	115,500	5%
Debt Service	37,251	34,615	33,615	34,039	1%
Transfer or Advance	4,500	4,500	3,375	4,500	33%
Total	528,872	372,360	392,716	435,301	11%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
Parking Enforcement Division					
<u>Full Time Employees</u>					
Parking meter attendant	2	2	2	2	2
<i>Total Full Time Employees</i>	2	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	1	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.

2016 Accomplishments

- Completed training on and were issued new Tasers
- Completed training and were issued new Body Camera
- Successful completion of Hen Pilot Program and implemented expansion of same.

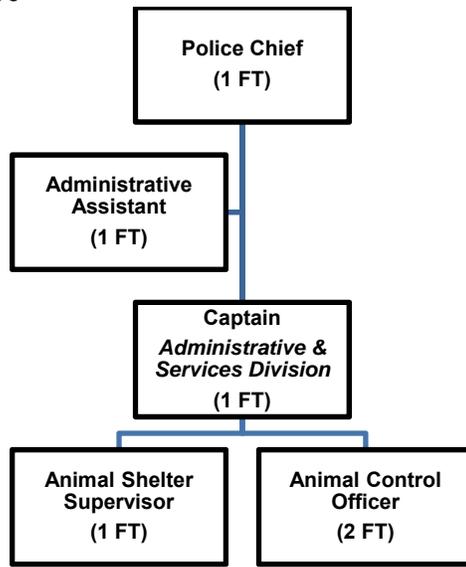
2017 & Beyond Strategic Plan

- Continue to monitor Hen Keeping Program with possible expansion each year
- Install new furnace and heat pump at shelter
- Complete overhaul of outdoor dog runs.

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	123,118	136,265	135,341	137,955	2%
Fringe Benefits	44,629	47,392	49,266	62,034	26%
Travel and Transportation					
Professional Services	315	-	-	145	
Communications	1,066	1,005	998	1,150	15%
Contractual Services	1,193	1,569	1,751	1,800	3%
Materials & Supplies	3,779	3,405	3,207	5,789	81%
Capital	-	-	7,450	-	
Utilities	8,284	8,253	7,244	11,000	52%
Other	-	104	-	110	
Debt Service					
Transfer or Advance					
Total	182,384	197,992	205,256	219,983	7%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	138,242	165,988	153,574	174,000	13%
Fringe Benefits	23,690	27,724	23,724	30,383	28%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	656	550	550	0%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	161,933	194,368	177,848	204,933	15%

Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
Crossing Guards Division					
<u>Part Time Employees</u>					
Crossing Guards	33	35	35	33	35
<i>Total Part Time Employees</i>	33	35	35	33	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.

2016 Accomplishments

- Purchased and placed in service two new Life Pak 15 heart monitors. Two additional units will be purchased in 2016 with grant money from the Community West Foundation.
- Ordered new ambulance to upgrade unit at Station 3.
- Completed emergency operations planning and participated in the RNC held in Cleveland. LFD had members assigned to the Rescue Task Force with the FBI as well as Hazardous Materials Team members responding with the FBI as part of the Joint Hazard Assessment Team.
- Planned and implemented a mass casualty response plan that was used in Cleveland during an event.
- Received a revised Insurance Services Office Grade on fire protection being provided in Lakewood. The grade was improved to an ISO 2 which puts Lakewood well ahead of other communities in the state.
- 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. Multiple joint drills were held with Rocky River and Fairview Park Fire Departments.
- Completed station upgrades at Fire Station 2.
- Hired two replacement Fire Fighters and promoted a new Captain.

2017 & Beyond Strategic Plan

- Continue to update plans to address the changes to the areas health care delivery system caused by changing standards of care and the restructuring of hospitals within the region and work on development of a Community Based Paramedic program.
- 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. Work to keep improving the EMS and fire training for all fire department members.

Trends

- Changes in health care delivery systems required changes to patient transport procedures in 2016. The closure of the in-patient beds at Lakewood Hospital has required more patient transports to hospitals outside of Lakewood. We have been able to successfully meet this challenge through improved training and capital improvements in our patient care equipment. While the Lakewood ER continues to receive and treat the majority of patients transported by Lakewood Paramedics, inaccurate information being spread throughout the community confuses the public who wrongly believe that the Emergency Room available in Lakewood cannot successfully treat them. This issue will require extensive community education.
- The national problem with Heroin has also impacted EMS with a notable increase in Heroin overdoses. Emergency response to these types of calls has been addressed by a cooperative effort with Lakewood Police to provide police officers with Narcan and an increase of the amount of Narcan carried on the Medic Units.

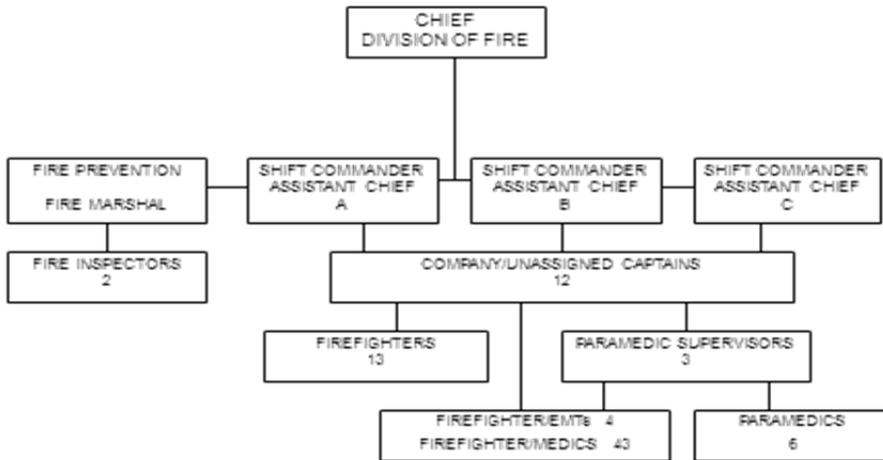
Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	5,231,334	5,872,544	6,235,410	6,450,900	3%
Fringe Benefits	599,838	735,867	897,786	1,235,251	38%
Travel and Transportation	1,616	6,914	2,998	5,575	86%
Professional Services	30,531	33,371	45,912	53,150	16%
Communications	24,538	25,771	27,184	35,040	29%
Contractual Services	19,886	24,805	29,109	33,510	15%
Materials & Supplies	79,559	100,305	157,328	162,175	3%
Capital	13,604	2,668	-	-	
Utilities	58,597	57,622	46,679	62,000	33%
Other	3,757	1,944	1,960	4,125	110%
Debt Service					
Transfer or Advance					
Total	6,063,260	6,861,811	7,444,366	8,041,726	8%

Division of Fire & EMS

Firemen's Pension Fund (Fund 221)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits	1,302,194	1,483,809	1,472,435	1,548,481	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	1,483,809	1,472,435	1,548,481	5%
Lakewood Hospital Special Revenue Fund (Fund 260)					
Lakewood Hospital Special Revenue Fund (Fund 260)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	1,195,338	1,160,108	676,513	700,142	3%
Fringe Benefits	270,642	280,848	197,954	232,742	18%
Travel and Transportation	219	77	-	2,050	
Professional Services	93,986	111,360	94,939	110,500	16%
Communications	4,638	2,631	1,970	5,050	156%
Contractual Services		6,015	-	-	
Materials & Supplies	55,402	82,990	149,864	91,531	-39%
Capital	121,993	29,118	582,743	430,000	-26%
Utilities					
Other	5,340	19,181	24,111	25,250	5%
Debt Service	62,818	95,685	132,956	185,987	40%
Transfer or Advance					
Total	1,810,376	1,788,013	1,861,049	1,783,252	-4%
FEMA Fund (Fund 278)					
FEMA Fund (Fund 278)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	179,023	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance	245,975	-	-	-	
Total	424,998	-	-	-	
TOTAL EXPENDITURES	9,837,133	10,133,634	10,777,851	11,373,458	6%

Organizational Chart.



Apparatus Assignments

Chief

- 3 – Assistant Chiefs
- 12 – Captains
- 1 – Fire Marshal
- 3 – EMS Supervisors
- 2 – Fire Inspectors
- 10 – Firefighters
- 4 – Firefighter/EMT's
- 43 – Firefighter/Paramedics
- 6 – Paramedics
- 85 – Total Personnel

Station 1

- Truck 1, Engine 4 (reserve)
- Medic 1, Medic 4
- Rescue 1, Marine 2
- Cars 1, 2, 3, 4, 5, 6

Station 2

- Engine 2

- Medic 2

Station 3

- Engine 3
- Medic 3, Medic 5 (reserve)

Division of Fire & EMS

Personnel Staffing

Fire & EMS Division	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Budgeted 2017
<u>Full Time Employees</u>					
Fire Chief	1	1	1	1	1
Assistant Chief	3	2	3	3	3
Fire Captain	12	12	12	12	12
Fire Marshall	1	1	1	1	1
Firefighter I	38	43	43	41	41
Firefighter II	11	4	4	7	7
Firefighter III	7	11	11	5	9
Fire Electrician/Mechanic	3	3	3	2	2
Assistant Mechanic	0	0	0	1	1
Fire Inspector	1	1	1	2	2
Paramedic Supervisor	3	3	3	3	3
Paramedic	6	6	6	6	6
<i>Total Full Time Employees</i>	86	87	88	84	88

Budget Overview of Public Works

Total Expenditures by Division All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Public Works Admin	72,406	56,044	86,876	100,976	16%
Street Lighting	578,993	638,487	631,877	645,000	2%
Parks & Public Property	1,967,944	2,266,944	2,450,078	2,739,876	12%
Streets & Forestry	2,233,533	2,798,209	2,849,040	2,693,554	-5%
Refuse & Recycling	2,921,465	3,021,742	2,918,231	3,260,745	12%
Fleet	1,204,677	1,341,081	1,411,556	1,494,257	6%
Engineering	299,025	623,538	841,551	1,047,178	24%
Water & Wastewater Collection	11,822,700	19,802,229	35,957,310	20,193,794	-44%
Wastewater Treatment Plant	4,836,635	5,554,149	10,394,933	10,188,033	-2%
Winterhurst	553,306	491,766	561,608	634,441	13%
Total Expenditures	26,490,684	36,594,190	58,103,060	42,997,855	-26%
Total Expenditures by Category All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	6,687,662	7,405,018	7,192,079	7,457,377	4%
Fringe Benefits	2,178,969	2,316,327	2,366,595	2,955,159	25%
Travel and Transportation	4,348	4,261	3,741	5,955	59%
Professional Services	288,150	1,286,071	2,173,977	2,538,355	17%
Communications	110,267	97,703	132,567	154,845	17%
Contractual Services	1,502,447	1,803,236	3,165,344	2,506,325	-21%
Road Salt	74,355	324,837	231,041	215,000	-7%
Materials & Supplies	1,578,791	1,519,528	1,907,772	2,123,015	11%
Capital	1,558,082	7,008,416	11,381,756	6,961,132	-39%
Utilities	1,380,851	1,506,396	1,462,154	1,512,050	3%
Purchased Water	6,450,862	6,127,515	6,093,745	6,100,000	0%
Other	842,733	1,057,925	1,029,056	1,273,546	24%
Debt Service	1,890,168	4,303,756	19,045,032	6,987,455	-63%
Transfer or Advance	1,943,000	1,833,200	1,918,200	2,207,641	15%
Total Expenditures	26,490,684	36,594,190	58,103,060	42,997,855	-26%

Budget Overview of Public Works

Total Expenditures by Category General Fund	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	3,299,881	3,672,478	3,510,784	3,609,800	3%
Fringe Benefits	1,100,513	1,164,767	1,183,811	1,501,966	27%
Travel and Transportation	1,033	1,920	1,424	2,175	53%
Professional Services	61,174	157,603	196,786	205,875	5%
Communications	26,134	23,361	29,250	36,885	26%
Contractual Services	853,498	876,843	1,018,533	1,046,150	3%
Materials & Supplies	904,517	774,041	923,722	982,310	6%
Capital	208,393	363,595	472,735	331,132	-30%
Utilities	765,412	873,817	842,965	872,300	3%
Other	6,585	7,909	5,965	11,445	92%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	7,227,140	7,916,333	8,185,975	8,600,038	5%

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.

2016 Accomplishments

- Continued with a reorganization of the Public Works staffing tree. This did not add any additional personnel but aligned people where they were needed most.
- Continued to coordinate and prioritize between the various divisions to provide the most effective services for residents.

Trends

- Overlap of divisions' responsibilities is becoming more critical within Public Works. Removing silo walls is a key aspect to providing more efficient services.

Division Budgets

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	32,452	36,687	60,332	43,869	-27%
Fringe Benefits	30,278	11,329	19,973	47,389	137%
Travel and Transportation	578	410	-	475	
Professional Services	2,146	1,555	786	1,800	129%
Communications	1,382	820	866	1,300	50%
Contractual Services	-	-	-	-	
Materials & Supplies	1,093	659	534	1,620	203%
Capital					
Utilities					
Other	419	452	419	465	11%
Debt Service					
Transfer or Advance					
Total	68,348	51,913	82,910	96,918	17%

Division of Public Works Administration

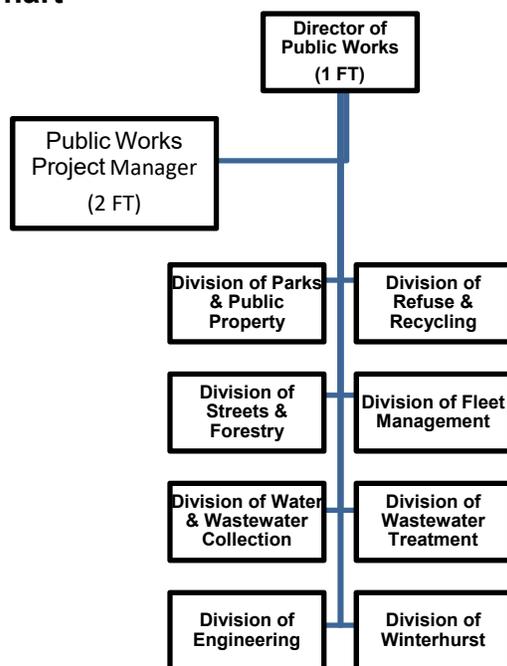
Community Festival (Fund 212)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	3,500	3,581	3,436	3,500	2%
Fringe Benefits	558	550	530	558	5%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	4,058	4,131	3,966	4,058	2%
TOTAL EXPENDITURES					
	72,406	56,044	86,876	100,976	16%

Division of Street Lighting Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Utilities	578,993	638,487	631,877	645,000	2%
Total	578,993	638,487	631,877	645,000	2%

Division of Public Works Administration

Organizational Chart



Personnel Staffing

Public Works Administration	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Full Time Employees					
Director of Public Works	1	1	1	1	1
Project Manager	0	1	1	1	2
Total Full Time Employees	1	2	2	2	3

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

2016 Accomplishments

- Continued improvement and support to outside organizations for their events
- Replacement of the Madison Park tot playground
- Bandstand concrete, paver and roof improvements
- Aerated and over seeded all athletic fields
- Winterhurst roof and parking lot lighting upgrades
- City Hall Auditorium electric, paint and carpet improvements
- Roofing upgrades to numerous buildings
- Remodel of Refuse office building, Station 2 bathroom, Information Systems, Narcotics office, Special Ops office and City Hall 2nd floor hallway.
- Continued to eliminate vandalism in our Parks with added Security

2017 & Beyond Strategic Plan

- Vibrant Neighborhoods
 - Provide inviting public spaces through the implementation of the Park Master Plan. We will 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. We will explore options for improved, proactive and cost effective maintenance of parks grounds and outdoor city pools. The proposed park improvements will be balanced with community interests and designed to produce more inviting spaces with long-term and

Division of Parks & Public Property

sustainable maintenance obligations and further improve the year round use opportunities of parks and public spaces. The groundkeepers to become stronger stewards of our city's parks and public spaces through the development of training programs and work plans.

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

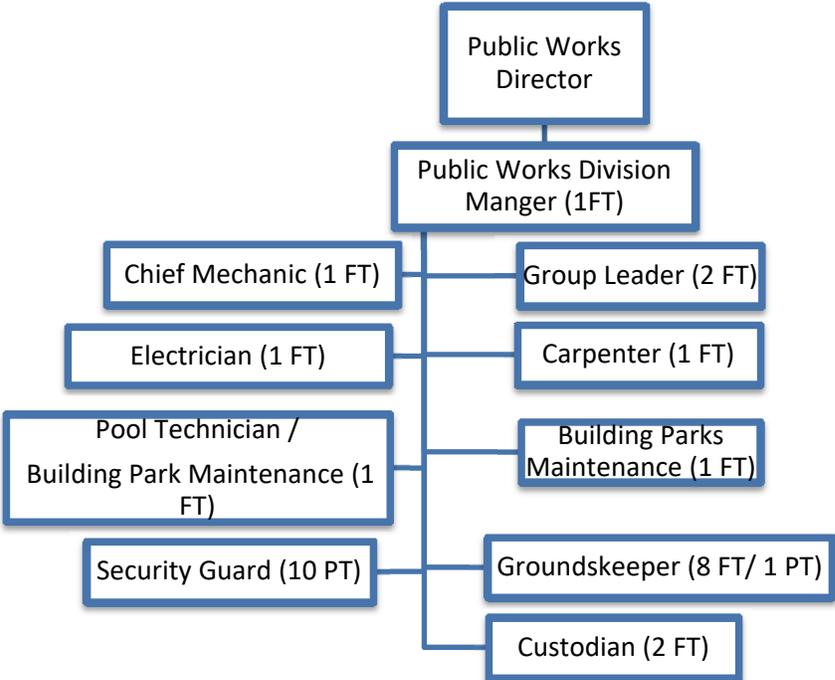
General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Program					
Parks	1,717,925	1,956,147	2,174,955	2,261,675	4%
Construction	-	-	-	-	
Security	98,961	132,930	132,818	131,613	-1%
Building and Facilities	-	-	-	-	
Band Concerts	15,114	9,981	10,428	12,789	23%
Museums	5,391	4,952	11,004	11,600	5%
Fourth of July Festival	7,252	50,390	52,837	55,200	4%
Tennis Courts	6,039	4,570	5,649	7,000	24%
Total	1,850,683	2,158,971	2,387,691	2,479,876	4%

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	973,906	1,121,655	1,097,239	1,137,368	4%
Fringe Benefits	296,438	340,661	350,050	434,951	24%
Travel and Transportation	-	-	-	-	
Professional Services	30,725	117,452	149,642	126,650	-15%
Communications	12,467	10,134	13,293	15,520	17%
Contractual Services	77,547	109,589	143,026	139,900	-2%
Materials & Supplies	200,246	173,445	230,010	206,210	-10%
Capital	95,283	75,483	209,072	216,132	3%
Utilities	160,722	206,569	191,319	198,700	4%
Other	3,349	3,983	4,039	4,445	10%
Debt Service					
Transfer or Advance					
Total	1,850,683	2,158,971	2,387,691	2,479,876	4%

Division of Parks & Public Property

City Park Improvement (Fund 405)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Capital	31,922	7,623	24,009	60,000	150%
Total	31,922	7,623	24,009	60,000	150%
CDBG (Fund 240)					
Expenditures by Category					
Capital	85,339	100,350	38,379	200,000	421%
Total	85,339	100,350	38,379	200,000	421%
TOTAL	1,967,944	2,266,944	2,450,078	2,739,876	12%

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Security					
Part-Time Employees					
Security Guard	11	10	10	10	10
Total Part-Time Employees	11	10	10	10	10
Parks					
Full Time Employees					
Public Works Division Manager	0	0	0	1	1
Public Works Unit Manager	1	1	1	0	0
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	1	1	1	1
Building Park Maintenance	1	1	1	1	1
Carpenter	1	1	1	1	1
Electrician	1	1	1	1	1
Mechanic	1	0	0	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, the annual fall leaf collection program and annual Christmas tree collection and recycling and plays an active and vital role in city street festivals and community events.

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 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 12,850 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 Principles:

- 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 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.

2016 Accomplishments

- 92% of utility repair work orders completed within the calendar year. 107 utility repairs and other work orders completed as of October 10, 2016. 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 August 15, 2016, to fill all pot holes created by winter conditions and to address roadway wear and tear.
- As of October 10, 2016, 13 streets have been crack sealed to prolong the life of the pavement surfaces.
- Applied cold flow sealer to over 70 street utility repair cuts to smooth the street surface and prolong the life of the asphalt repair.
- At the conclusion of the fall 2016 planting season, the City of Lakewood public tree inventory will consist of nearly 12,900 trees – our highest number to date - with improved species diversity. The top ten tree species comprise 52% of the population and one genus - ACER (Maple) – comprises 21% 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 three of our 10-year Emerald Ash Borer (EAB) Management Plan. All remaining city ash trees are assessed for continued 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.
- At the conclusion of the fall planting season, we will have planted 420 trees in 2016 that consisted of 21 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.
- Proactively pruned 20% of the city's entire tree inventory to address structural and storm related defects, young tree training for optimum future growth and to achieve minimum elevation clearance over streets and sidewalks.

2017 & Beyond Strategic Plan

- Safe and Secure City
 - Proactive winter snow and ice control strategies will result in faster ice and snow melting times and less bonding of snowpack on roadways during and after snow events. We will 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. We will expand our pre-storm event deicing routes. And increase the use of and update our anti-icing equipment and technologies. All operators will be trained to maximize the benefits of our new technologies and anti-icing strategies. All new and old equipment will be calibrated to establish the optimum uniform standards of both salt and deicing product applications.
- Vibrant Neighborhoods
 - Manage our Urban Forest 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. 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!

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.

Compressive 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 lines or other sites too small for the mature tree and small trees in sites appropriate for larger tree species

- Vibrant Neighborhoods
 - Manage our Urban Forest Maintain our Tree City USA Status; the City of Lakewood has been a Tree City USA community for 39 years, the 2nd longest continuous streak in the State of Ohio. Meet or exceed all annual requirements necessary to maintain Tree City USA status as set forth by the National Arbor Day Foundation.

Track our urban forestry inventory by using tree keeper software to monitor removals, stump grindings, new plantings, maintenance – trimming, pruning, diseases and insect control. Incorporate certain Tree City USA recertification benchmarks into our work plans, goals and public outreach events. Regular maintenance pruning on every street - every 5-6 years. Prune (train) each newly planted tree every 3 years for the first 10 years. Aim for the best long-term canopy lift and spread while trees respond and recover best to pruning.

- Vibrant Neighborhoods
 - Reduce the duration of utility repairs spent in temporary fill/surface status and continue street sign replacement for improved reflectivity, navigation and safety.
Upgrade ALL city street signs based on new Federal Standards until complete.
Enhance the city streetscape and navigability thereof and reduce timeframe of bringing street opening repairs back to permanent road surface status.
Replace a minimum of 10% of outdated city street signs each year to meet new Federal Standards for reflectivity.
Examine and track all city street signage and incorporate compliance to Federal Standards into workflow.
Continue to reduce duration of street openings for utility repairs by coordinating finish work with other city departments and combining asphalt and concrete crews when necessary to complete larger projects sooner.
Work in unison with the Parks and Planning departments to improve and upgrade street scape and public spaces.

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. Combine crews on a more frequent basis during certain seasonal/peak times for needed maintenance and repairs.
- 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 (12,850 trees x 0.01 = 129 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.
 - We have seen a significant reduction in total tree failures during storm events by removing the most hazardous trees before severe storm events take them down. In 2012 - 82 city trees failed, of which 64 came down during Hurricane Sandy. In 2013 - 20 city trees failed. In 2014 - 16 city trees failed. In 2015 - 8 city trees failed and as of 10/10/16 - 7 city trees failed.

Division of Streets & Forestry

Division Budget

DIVISION OF STREETS AND FORESTRY	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Program					
Streets, Traffic Signs & Signals	1,860,896	2,282,201	2,310,489	2,199,491	-5%
Forestry	372,636	516,008	538,550	494,064	-8%
Total	2,233,533	2,798,209	2,849,040	2,693,554	-5%

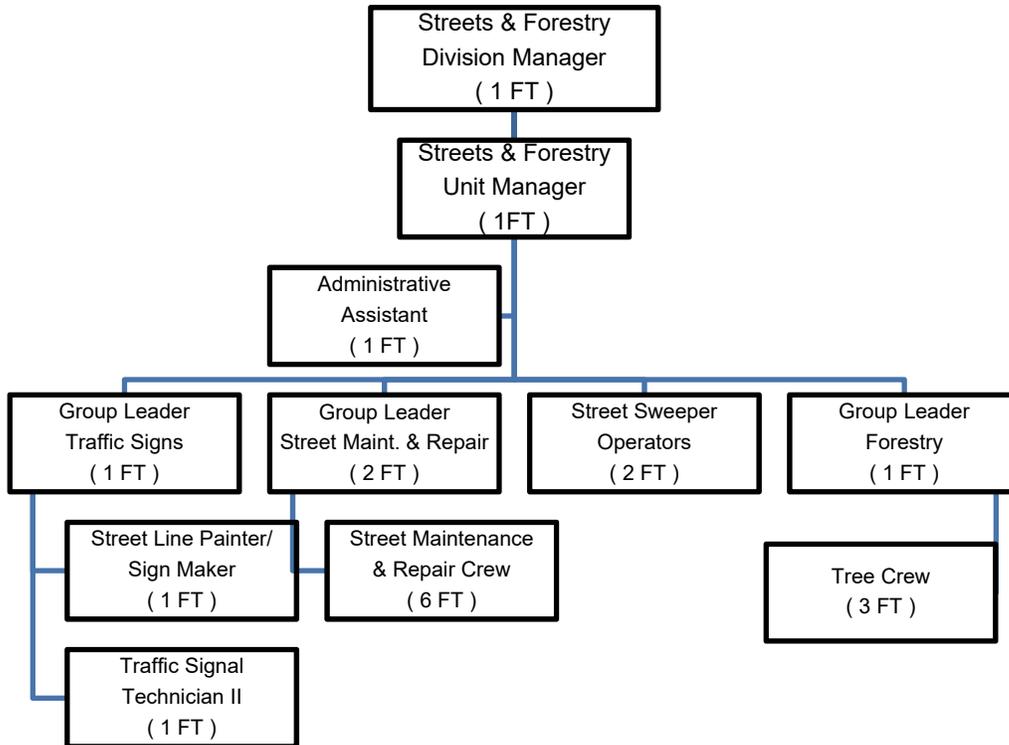
General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	195,421	228,574	237,570	232,367	-2%
Fringe Benefits	67,104	73,058	77,127	94,147	22%
Travel and Transportation					
Professional Services	804	566	1,670	1,500	-10%
Communications	297	65	106	500	372%
Contractual Services	-	48,830	17,229	45,000	161%
Materials & Supplies	15,519	16,140	19,766	24,850	26%
Capital	93,491	148,648	185,083	95,000	-49%
Utilities					
Other	-	126	-	700	
Debt Service					
Transfer or Advance					
Total	372,636	516,008	538,550	494,064	-8%

State Highway Fund Budget (Fund 201)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Road Salt	14,695	322,938	211,987	140,000	-34%
Total Expenditures	14,695	322,938	211,987	140,000	-34%

Division of Streets & Forestry

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	910,100	997,074	970,367	984,811	1%
Fringe Benefits	279,990	302,474	308,404	366,079	19%
Travel and Transportation	-	-	-	-	
Professional Services	885	2,379	2,200	3,600	64%
Communications	9,597	12,972	14,116	18,000	28%
Contractual Services	90,444	164,258	260,879	184,000	-29%
Road Salt	59,659	1,899	19,054	75,000	294%
Materials & Supplies	211,507	210,364	314,884	335,425	7%
Capital	221,311	202,093	138,639	20,000	-86%
Utilities	37,468	40,284	44,488	46,500	5%
Other	440	467	470	1,075	129%
Debt Service					
Transfer or Advance	24,800	25,000	25,000	25,000	0%
Total	1,846,201	1,959,264	2,098,502	2,059,491	-2%

Organizational Chart



Division of Streets & Forestry

Personnel Staffing

Division of Streets & Forestry	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Streets & Traffic					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	1	1	0	0
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	15	15
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.

2016 Accomplishments

- Cuyahoga County Solid Waste District Certified City of Lakewood Diverted over 50% out of Landfill for 3rd straight year.
- Improved on customer service to residents for whole City with all construction going on through whole year which made it very challenging for Division.

2017 & Beyond Strategic Plan

- Sound Government
 - Set the Standard for Environmental Stewardship by continuing improvements of Recycling program for curbside collection & Drop off Facility.
 - Customer service improvement and doing more with less through the Improvement of vehicle maintenance in collaboration with the Fleet Department. This will help keep all vehicles running better and subsequently improve productivity for Refuse Department.

Trends

- Expand upon our policy of limiting curbside collection of construction debris and have contractors bring it in to drop off Facility for roll-off boxes Continue promote Drop off Facility to bring in all Recycling where able to separate it out like cardboard and paper and all electronic devices help City get paid for material.

Division of Refuse & Recycling

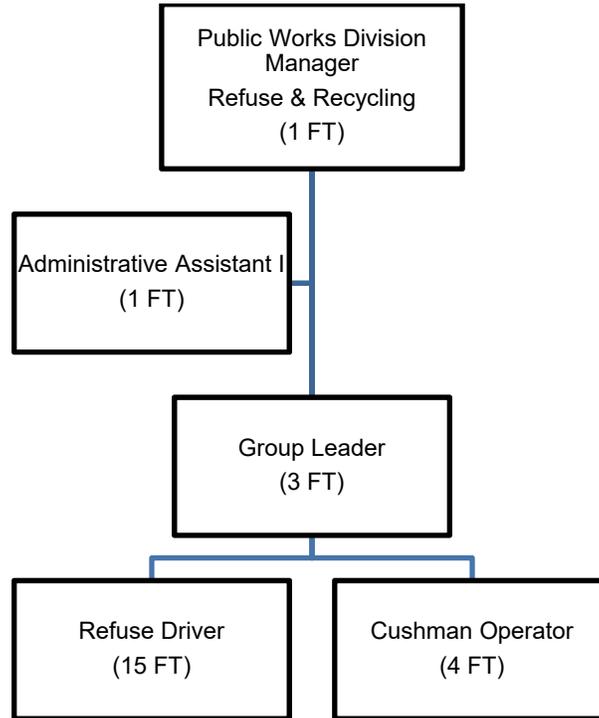
Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	1,441,214	1,598,511	1,424,009	1,547,572	9%
Fringe Benefits	494,061	520,676	502,152	643,083	28%
Travel and Transportation	-	-	-	-	
Professional Services	1,372	2,469	1,656	3,475	110%
Communications	9,280	8,692	10,132	12,865	27%
Contractual Services	722,433	686,030	800,823	801,750	0%
Materials & Supplies	207,976	140,902	109,046	199,400	83%
Capital	19,619	36,371	52,474	20,000	-62%
Utilities	21,735	25,602	16,957	24,000	42%
Other	1,697	2,488	982	4,600	368%
Debt Service					
Transfer or Advance					
Total	2,919,388	3,021,742	2,918,231	3,256,745	12%

Litter Control (Fund 212)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
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	3,021,742	2,918,231	3,260,745	0%

Division of Refuse & Recycling

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	1	0	0	0	0
Group Leader	3	3	3	3	3
Refuse Driver	20	19	19	16	19
Cushman Operator	4	4	4	4	4
Administrative Assistant 1	1	1	1	1	1
Total Full Time Employees	30	28	28	25	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.

2016 Accomplishments

- Several technicians attended a combined total of 400 hours of specialized welding training through Lincoln Electric's welding school.
- Refurbished two automated refuse trucks to prevent early replacement of vehicles. Two have been completed, with an additional two forecasted to be completed by the beginning of 2017.
- Worked with other public works divisions to forecast a five year plan on vehicle replacement and equipment needs.

2017 & Beyond Strategic Plan

- Sound Governance
 - Encourage and promote a Culture of Continuous Improvement. Maintain and Support an educated and trained workforce by providing the training, tools, and equipment for efficient work results. We continue to encourage ASE certifications; where previously 19 certifications were held, there are currently 34 certifications, with a projected 40 certifications. Refresher courses in welding training are made available through Lincoln Electric's welding school. Mechanics are encouraged to continue to maintain or upgrade their skills by offering study guides, online training, time to study, and reimburse for certifications acquired. Additional training available to support the fleet's needs will be researched and promoted.
 - Improve Stewardship of Assets. By ensuring adequate controls and oversight of City property and assets to optimize the utilization of City facilities and equipment. When considering the purchase of vehicles, we will research new equipment that can provide multi-use or share vehicles between departments. This will help us meet our goals of reducing vehicle and equipment needs therefore reducing labor costs and reducing parts inventory by 10%. To right size the fleet by continuously evaluating equipment needs we will monitor vehicle usage of departments by fuel logs and GPS tracking. The rustproofing program to will be continued to ensure maximum vehicle life.

Trends

- Parts, 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

Division of Fleet Management

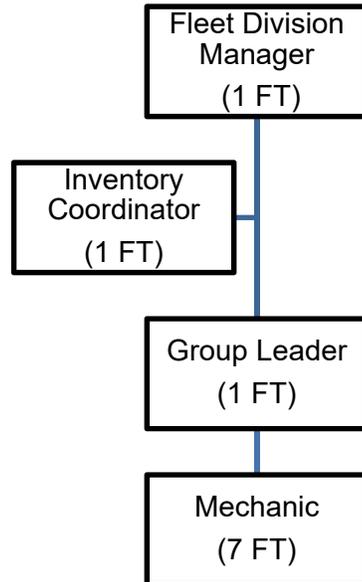
need for additional training and specialty software and tools. Training of the technicians, an effective preventive maintenance program, continuing to right size the fleet with multi use vehicles, including reducing multi vehicle processes down to single use vehicle processes will help in controlling cost of repairs and service needed

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	515,041	560,008	588,632	608,163	3%
Fringe Benefits	166,558	177,854	189,116	235,479	25%
Travel and Transportation	274	-	-	150	
Professional Services	23,253	32,767	40,259	68,950	71%
Communications	1,425	1,289	2,543	2,275	-11%
Contractual Services	15,699	21,270	25,721	26,500	3%
Materials & Supplies	478,466	441,609	562,474	548,105	-3%
Capital	-	103,093	-	-	
Utilities	3,962	3,159	2,811	4,600	64%
Other	-	31	-	35	
Debt Service					
Transfer or Advance					
Total	1,204,677	1,341,081	1,411,556	1,494,257	6%

Division of Fleet Management

Organizational Chart



Personnel Staffing

Fleet Management	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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	6	7	7	7
Total Full Time Employees	10	9	10	10	10

Division of Engineering

Description

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

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

2016 Accomplishments

Construction Projects

- Asphalt Resurfacing of eighteen (18) local streets equating to 3.6 miles of roadway.
- Bicycle lane striping on Madison Avenue and re-striping of Hilliard
- Completion of the Clean Water Pilot Study with all 102 homes opting-in including Right-of-Way infrastructure Rehabilitation
- Completion of Lakewood Streambank Restoration and Fish Shelf Project
- 2016 Watermain Replacements and Chase Avenue Watermain Replacement equating to 5,860 feet of watermain replaced
- Completion of West End CSO Elimination Project thus eliminating Rocky River overflows CSO-053 and CSO-054.

EPA

- Integrated Wet Weather Improvement Plan Phase 1 completion

- Overflow monitoring installation completion
- Third year of outfall dry weather screening

Grants

- Awarded \$942,730 in grant/loan for Webb Road Outfall Rehabilitation
- Awarded \$2,640,000 in grant/loan for 2017 Watermain Replacement

2017 & Beyond Strategic Plan

- Safe and Secure City
 - Health, wellness, and environmental stewardship through the adoption of EPA Integrated Planning to reduce CSOs to Lake Erie and Rocky River; the installation of storm water Best Management Practices on public and private properties; reduction of storm water runoff; and increase WWTP efficiency improvements. We will work towards completing IWWIP Phase 2 including Green Infrastructure Pilot Study, design, bid and construct sewer improvements to meet KPIs and leverage grant money to improve public property with the installation of BMPs. We will complete the following: HRT design and permitting, WWTP concrete repairs, WWTP digesters, Effluent tunnel repairs, and Webb Road Outfall Revetment. In addition, we will continue to work with developers to install BMPs for redevelopment sites and new construction. Aging infrastructure will be rehabilitated. To minimize dry weather flows to Lake Erie and Rocky River the illicit discharge program will be continued. To make infrastructure improvements City-wide grants and utilize CDBG funds will be sought.

Trends

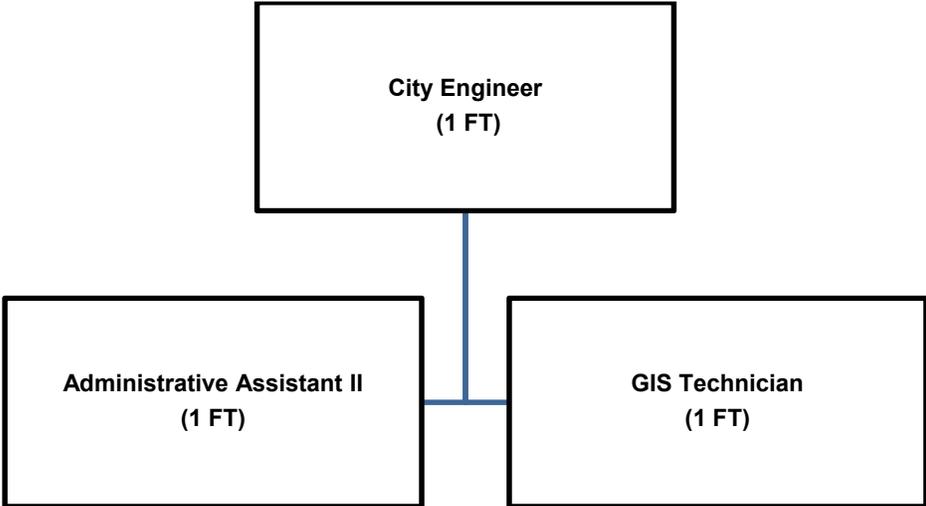
- The USEPA and the OEPA has included Integrated planning in the City's WWTP NPDES permit to complete an Integrated Wet Weather Improvement Plan (IWWIP) that will eliminate or reduce combined sewer overflow occurrences in Lake Erie and the Rocky River. This time sensitive plan to accomplish eliminating CSOs is great undertaking that the City has been actively progressing.
- The City is continues to maintain and improve its aging infrastructure with yearly street resurfacing, watermain replacements, manhole separations, sewer system rehabilitation and Lake Erie and Rocky River outfall analyses/protection. The City will need to continue to maintain and rehabilitate our infrastructure to provide its residents, businesses and visitors a suitable quality of life.
- The Lakewood GIS system continues to develop; it is emerging as a prime tool for easily storing and accessing any information archived by the City of Lakewood. Additionally, the GIS is an important tool to operate, manage and maintain the City's infrastructure.

Division of Engineering

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	141,847	127,042	103,003	40,462	-61%
Fringe Benefits	46,074	41,188	45,393	46,916	3%
Travel and Transportation	182	1,509	1,424	1,550	9%
Professional Services	2,874	2,793	2,773	3,500	26%
Communications	1,282	2,362	2,309	4,425	92%
Contractual Services	37,820	11,123	31,734	33,000	4%
Materials & Supplies	1,216	1,285	1,893	2,125	12%
Capital	-	-	26,105	-	
Utilities					
Other	1,120	828	526	1,200	128%
Debt Service					
Transfer or Advance					
Total	232,415	188,131	215,159	133,178	-38%
CDBG (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Capital	66,610	435,406	626,392	914,000	46%
Total	66,610	435,406	626,392	914,000	46%
TOTAL	299,025	623,538	841,551	1,047,178	24%

Organizational Chart



Personnel Staffing

Engineering	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Full Time Employees					
City Engineer	1	1	1	1	1
Project Manager (Water/WWC)	1	1	1	1	1
GIS Technician	1	1	1	0	1
Administrative Assistant II	1	1	1	1	1
Total Full Time Employees	4	4	4	3	4

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.

2016 Accomplishments

- Completed sewer Pilot-Study Project which was performed to reduce and/or eliminate inflow and infiltration of storm water into the sanitary sewer system.
- Installed new water mains on portions of the following streets (Robinwood, Chase, Lakeland, Morrison, and Alameda).
- New lead free water meters with automated reading system installed in up to 95% of city customer locations.

2017 & Beyond Strategic Plan

- Safe and Secure City
 - Health, wellness and environmental stewardship will be achieved through Clean Water initiatives including but not limited to; West End CSO elimination project; Source control pilot study; and ongoing efforts related to the City's Integrated Wet Weather Improvement Plan.

Trends

- Continued implementation of green infrastructure/storm water drainage techniques (i.e., bio-swales, permeable pavers, etc.)
- Continued upgrading of current water distribution system by replacing approximately 10,000 linear feet of water main and associated appurtenances.
- Continued water quality monitoring in compliance with regulatory requirements

Division of Water & Wastewater Collection

Division Budget

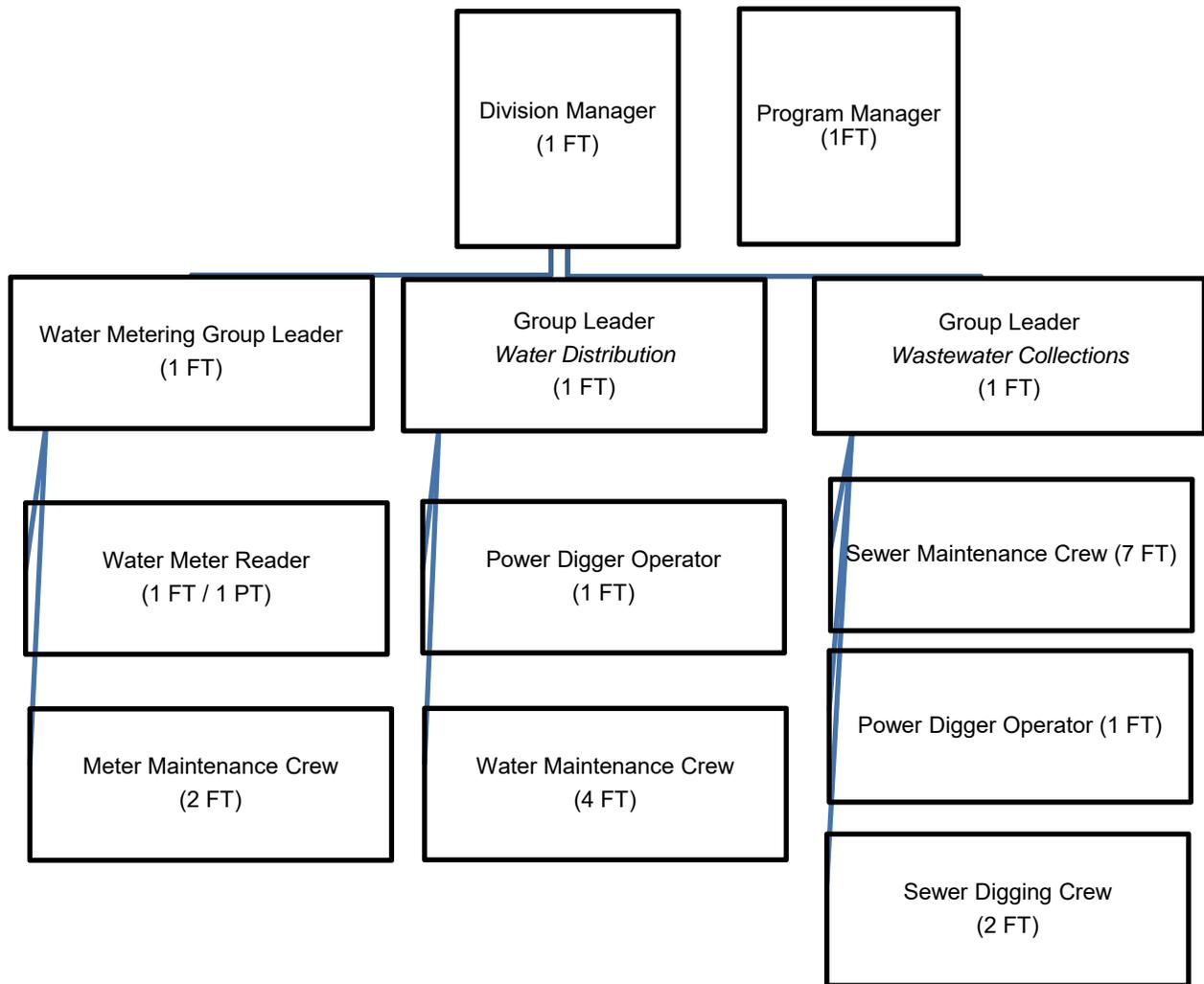
Water Fund (Fund 501)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Program					
Water Distribution	7,623,107	9,661,340	10,311,536	9,539,231	-7%
Water Metering	583,686	637,580	557,743	642,789	15%
Total	8,206,793	10,298,920	10,869,279	10,182,020	-6%

Water Fund (Fund 501)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	657,244	726,440	691,155	701,131	1%
Fringe Benefits	208,028	205,072	205,865	247,764	20%
Travel and Transportation	2,166	575	1,855	1,225	-34%
Professional Services	45,884	117,552	284,871	132,350	-54%
Communications	66,850	45,667	75,002	77,875	4%
Contractual Services	4,961	8,668	1,250	166,375	13210%
Materials & Supplies	156,666	208,960	275,586	361,800	31%
Capital	444,558	2,592,048	2,969,175	2,105,000	-29%
Utilities	38,218	44,022	40,577	47,500	17%
Purchased Water	6,450,862	6,127,515	6,093,745	6,100,000	0%
Other	131,356	222,400	230,200	241,000	5%
Debt Service					
Transfer or Advance					
Total	8,206,793	10,298,920	10,869,279	10,182,020	-6%

Wastewater Fund (Fund 510)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	604,412	750,231	755,742	792,708	5%
Fringe Benefits	199,576	236,963	245,685	307,319	25%
Travel and Transportation	10	255	85	555	550%
Professional Services	139,029	727,658	1,238,150	944,030	-24%
Communications	843	2,951	3,114	3,810	22%
Contractual Services	461,411	531,153	1,630,076	878,000	-46%
Materials & Supplies	85,075	79,174	112,327	151,005	34%
Capital	412,300	2,974,974	5,561,061	1,689,000	-70%
Utilities	10,731	9,303	8,069	10,750	33%
Other	342,996	445,528	406,538	592,759	46%
Debt Service	1,356,323	3,741,919	15,123,982	4,638,638	-69%
Transfer or Advance	3,200	3,200	3,200	3,200	0%
Total	3,615,907	9,503,310	25,088,030	10,011,774	-60%
TOTAL	11,822,700	19,802,229	35,957,310	20,193,794	-44%

Division of Water & Wastewater Collection

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
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	3	3	3	3
Total Full Time Employees	6	5	5	5	5
Water Metering Unit					
Full Time Employees					
Public Works Division Manager	0	0	0	1	1
Public Works Unit Manager	1	1	1	0	0
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	0	0
Total Part Time Employees	1	1	1	0	0
Wastewater Collection Unit					
Full Time Employees					
Group Leader	1	1	1	1	1
Sewer Digging Crew	2	2	2	2	2
Sewer Maintenance Crew	8	7	8	8	8
Power Digger Operator	1	1	1	1	1
Total Full Time Employees	12	11	12	12	12

Division of Wastewater Treatment

Division of Wastewater Treatment

Description

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

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater 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 its current National Pollutant Discharge Elimination System (NPDES) permit in September 2014. The permit covers 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. 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 December 1, 2016.

2016 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.
- In-house installation of Return Activated Sludge (RAS) Headers in 6 final clarifier tanks. Condition of old headers made them ineffective at removing sludge from the bottom of the clarifier tanks.
- Assisted engineering and law with the compilation of documents used to successfully select a Design Build contractor for the WWTP Anaerobic Digestion project. Once completed the project will upgrade the digestion system to a 2 stage thermophilic design that produces Exceptional Quality (EQ) biosolids while incorporating highly efficient energy recovery and re-usage.
- Assisted engineering in compiling the basis of design documentation for the High Rate Treatment (HRT) system. The HRT system will be used to treat combined sewage once constructed, as required by the current NPDES permit.

2017 & Beyond Strategic Plan

- Sound Government
 - Set the Standard for Environmental Stewardship with energy and fuel optimization. We will measure energy usage comparative to prior years of operation, 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, and explore new cost saving treatment and disposal options for biosolids. The specifications for all new equipment and processes will incorporate the newest energy saving features/technologies and use of energy efficient motors and controllers. We will ensure that any process upgrades will meet or exceed future regulatory. We will continue upgrading the digestion process to produce a Class EQ biosolids will open up more reuse options including marketability. The design was scheduled for 2015 and the construction scheduled for 2016. We will continue the exploration of the most efficient use of methane gas produced.
- Sound Government
 - Set the Standard for Environmental Stewardship by advancing the new Ohio EPA Long-Term Control Plan. Regulatory Compliance with the current 5 year National Pollutant Discharge System Elimination (NPDES) permit issued by the Ohio EPA in 2014. We will continue to incorporate process adjustments and process analyses required by the new NPDES permit and all other regulatory ordinances. The long term Control Plan calls for engineering and design for new sewer and wastewater treatment capacity improvements and continuing to prioritize the most cost effective investments that will enable the City to improve its storm water management and reduce wastewater overflows into Rocky River and Lake Erie.

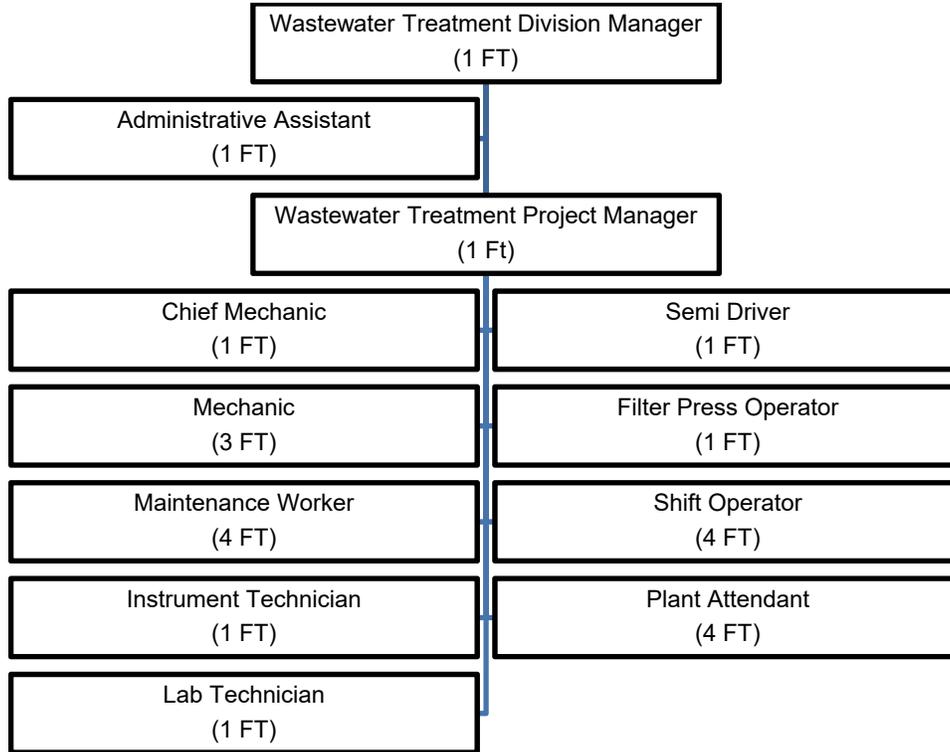
Division of Wastewater Treatment

Division Budget

Wastewater Treatment Fund (Fund 511)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	1,212,526	1,255,214	1,260,595	1,365,426	8%
Fringe Benefits	390,303	406,501	422,301	531,472	26%
Travel and Transportation	1,138	1,511	377	2,000	431%
Professional Services	41,179	280,880	451,970	1,252,500	177%
Communications	6,843	12,752	11,084	18,275	65%
Contractual Services	92,133	222,315	254,606	231,800	-9%
Materials & Supplies	221,027	246,989	255,425	290,475	14%
Capital	87,649	332,325	1,551,366	1,642,000	6%
Utilities	281,119	234,815	264,311	265,000	0%
Other	293,874	324,010	326,847	365,267	12%
Debt Service	533,845	561,837	3,921,050	2,348,817	-40%
Transfer or Advance	75,000	75,000	75,000	75,000	0%
Total	3,236,635	3,954,149	8,794,933	8,388,033	-5%

Wastewater Improvement Fund (Fund 512)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Transfer or Advance	1,600,000	1,600,000	1,600,000	1,800,000	13%
Total	1,600,000	1,600,000	1,600,000	1,800,000	13%
TOTAL	4,836,635	5,554,149	10,394,933	10,188,033	-2%

Organizational Chart



Personnel Staffing

Wastewater Treatment Plant	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Proposed 2017
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Project Manager	0	0	0	1	1
Public Work Unit Manager	1	1	1	0	0
Filter Press Operator	1	1	1	0	1
Chief Mechanic	1	0	1	1	1
Semi-Truck Driver	1	1	1	1	1
Instrument Technician	1	1	1	1	1
Lab Technician	1	1	1	1	1
Maintenance Worker	5	5	5	3	4
Mechanic	2	1	2	2	3
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	21	23	20	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)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	-	25,829	-	
Capital					
Utilities	247,902	304,154	261,744	270,000	3%
Other	65,405	57,612	59,035	60,000	2%
Debt Service	-	-	-	-	
Transfer or Advance	240,000	130,000	215,000	304,441	42%
Total	553,306	491,766	561,608	634,441	13%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Human Services Admin	172,603	186,337	184,665	196,109	6%
Division of Early Childhood	33,955	71,230	71,582	75,414	5%
Division of Youth	573,103	617,760	630,916	671,958	7%
Division of Aging	928,814	895,886	929,111	1,027,895	11%
Total Expenditures	1,708,476	1,771,213	1,816,274	1,971,377	9%

Total Expenditures by Category All Funds	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	1,164,913	1,186,029	1,209,825	1,214,789	0%
Fringe Benefits	345,169	356,045	372,657	459,437	23%
Travel and Transportation	8,856	12,243	9,499	10,640	12%
Professional Services	21,497	19,563	20,978	22,680	8%
Communications	22,465	19,670	21,626	25,175	16%
Contractual Services	10,964	22,443	30,000	36,000	20%
Materials & Supplies	84,182	55,056	63,872	73,250	15%
Capital	6,780	54,239	-	17,240	
Utilities	32,623	37,001	35,642	43,550	22%
Other	11,025	8,926	12,175	12,910	6%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	40,000	55,706	
Total	1,708,476	1,771,213	1,816,274	1,971,377	9%

Budget Overview of Human Services

Total Expenditures by Category General Fund	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Salaries	241,656	295,747	302,221	274,798	-9%
Fringe Benefits	101,323	123,033	129,755	162,929	26%
Travel and Transportation	201	112	34	525	1463%
Professional Services	1,677	1,368	1,430	2,325	63%
Communications	3,026	3,840	3,953	4,825	22%
Contractual Services	-	-	-	-	
Materials & Supplies	1,881	1,802	1,732	5,010	189%
Capital	-	-	-	-	
Utilities	4,608	4,587	3,725	5,150	38%
Other	1,481	1,467	1,411	1,870	33%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	355,852	431,956	444,261	457,432	3%

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. In 1979, community support resulted in the development of the Lakewood Commission on Aging and its eventual evolution in 1997 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 Farmer's Market, Lakewood Veteran's Committee, Kauffman Park Friends, My Best Friend's Bowl, among others by acting as the fiscal agent for their organization.

The most critical role of the Department is to build and strengthen collaborative relationships with various governmental and nonprofit organizations that offer key services and programs from which Lakewood residents can benefit and supportive services can be leveraged.

2016 Accomplishments

- Lakewood Bedbug workgroup expanded and initiated a bedbug referral program with Lakewood Through this program over 65 residents received varying degrees of assistance and support.
- DOHS Clinical Manager collaborated with the Lakewood Police Department to assist with Crisis Intervention Team (CIT) Training for LPD and other Westshore Police Departments. DOHS staff provided insight on resident needs and community trends to assist with formulating training content. DOHS staff continues to work closely with CIT team on any mental health related crisis that may need support and/or resources. A second round of training is scheduled in November.
- The Mental Health Awareness Committee of the Lakewood Area Collaborative partnered with the ADAMHS Board, Front Line Services and NAMI of Greater Cleveland to offer two Question, Persuade, Refer (QPR) workshops which certified over 100 individuals in suicide prevention and mental health crisis training

2017 & Beyond Strategic Plan

- Sound Governance
 - Encourage and Promote a Culture of Continuous Improvement. Creating a unified and sustainable plan for all Department of Human Services staff and supporting advisory councils, will result in a clarity of focus and goals, structure for engagement and alignment of resources for the purpose of positive results. DOHS staff will incorporate newly identified purpose, vision, goals, structure and alignment of resources designed to support optimal service delivery. A new framework for DOHS will be designed based on internal and external assessment of needs and services and implement restructuring of programs and services as identified.
 - In addition, grants will be evaluated to determine impact of service to the participants. Using the Results Based Accountability (RBA) method in partnership with Cuyahoga County, Family to Family (F2F) and Community Social Services Program (CSSP) grants will be evaluated based on the 3 indicators identified in 2016 and additional indicators corresponding to future identified deliverables. We will meet with data systems representatives of Cuyahoga County, Council of Neighborhood Leaders and the NCIS software developer to develop a plan to share data. We will resurrect the outcomes committee consisting of Council of Neighborhood Leaders and Cuyahoga County representatives who will meet monthly to use baseline data to measure quantity and quality of effort and effect. DOHS will participate in RBA training and process implementation provided by Cuyahoga County.

Trends

- The effects of poverty, mental health/addiction and limited natural support system remain a challenge for the well-being of residents served through DHS.
- As larger governmental and foundation bodies evaluate their own mission and impact, they strive to fund programs that represent best practice and those that can show change through performance based indicators (PBI). The challenge is that there are few resources to support the cost involved in PBI, therefore the process is slow
- Increase in calls for housing support for affordable transitional and long term care options.

Division of Human Services Administration

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	135,990	146,503	143,659	144,826	1%
Fringe Benefits	35,143	38,787	39,768	48,683	22%
Travel and Transportation	74	49	-	50	100%
Professional Services	672	353	374	375	0%
Communications	569	338	343	350	2%
Contractual Services	-	-	-	-	
Materials & Supplies	126	307	391	1,725	342%
Capital	-	-	-	-	
Utilities					
Other	28	-	130	100	100%
Debt Service					
Transfer or Advance					
Total	172,603	186,337	184,665	196,109	6%

Personnel

Division of Human Services Administration	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Projected 2017
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

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 has remained 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 currently 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

2016 Accomplishments

- Implemented an improved Participant Intake Form (PIF) which must be completed by all individuals who participate in service and activities sponsored by the Division of Aging (DOA) at Senior Centers East and West. The PIF will assist the DOA to monitor the effectiveness of programs to ensure accurate data is collected and meet all reporting requirements.
- Revised and launched a new and updated print brochure for DOA.
- Completed in-depth review and revision of the DOA policies and procedures with plans to implement in 2017.
- Increased the number of working partnerships leveraging more no-cost program opportunities for Lakewood's older residents.

2017 & Beyond Strategic Plan

- Sound Governance
 - Encourage and promote a culture of continuous improvement to support high quality, efficient, cost effective services to Lakewood senior residents with regard to medical transport services. Data will be collected pertaining to DOA staff time saved by partner agency providing medical transports. The impact when medical reservations are

managed by partner agency will be monitored. This will help us identify opportunities to restructure DOA staff time and recognize potential for partnership expansion while ensuring that all grant mandates and quality standards are maintained

- Encourage and promote a culture of continuous improvement to support an innovative nutrition program that will be sustainable into the future. We will gather baseline data using annual PIF and community/ county resources to compare current nutrition service delivery with alternative options and identify and implement nutrition service delivery option best suited for Lakewood seniors. We will also meet with current funding entities, aging service providers and experts in Senior Nutrition, complete a literature review and observe other programs offering new approaches to nutrition delivery

Trends

- Increase in calls related to navigating aging in place and long term planning.
- Benefits assistance, community resources and affordable housing continue to be the most frequent requests to the Division of Aging.
- Increase in complex and severe crisis involving seniors where DOHS staff works collaboratively with other City departments and community partners to respond to needs.
- An increase in younger seniors attending the Lawther Center who have dealt with long term chronic issues of mental health, poverty, and/or trauma.

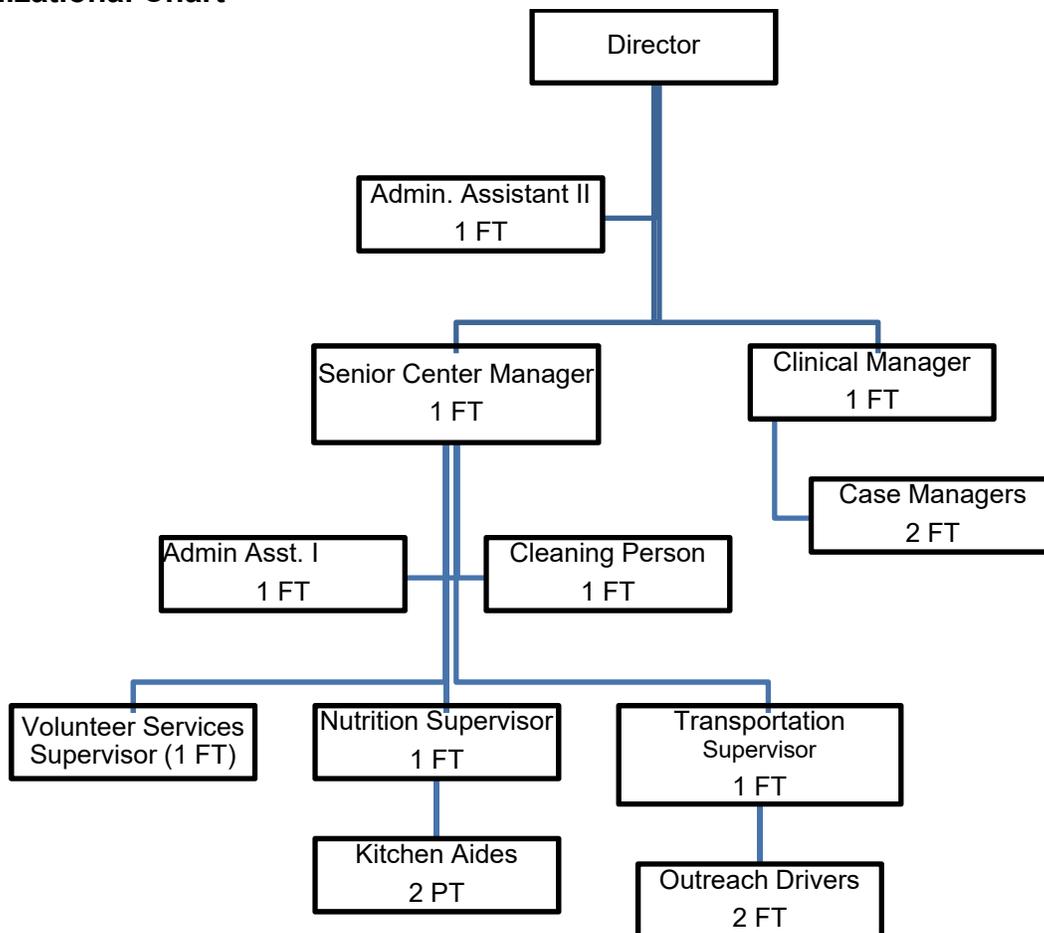
Division Budget

Aging Fund Budget (Fund 250)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	585,187	552,794	570,677	584,238	2%
Fringe Benefits	186,435	181,298	191,171	241,753	26%
Travel and Transportation	2,164	2,155	2,514	2,665	6%
Professional Services	2,646	1,475	1,663	2,000	20%
Communications	16,877	13,881	15,791	17,950	14%
Contractual Services	10,212	22,006	30,000	36,000	20%
Materials & Supplies	57,291	43,446	47,382	54,190	14%
Capital	6,780	30,950	-	17,240	
Utilities	27,269	32,320	30,597	37,250	22%
Other	6,418	3,307	6,984	7,190	3%
Debt Service					
Transfer or Advance					
Total	901,278	883,632	896,779	1,000,476	12%

Division of Aging

CDBG (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	23,782	10,606	27,984	23,750	-15%
Fringe Benefits	3,754	1,648	4,348	3,669	-16%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	27,536	12,254	32,331	27,419	-15%
TOTAL EXPENDITURES	928,814	895,886	929,111	1,027,895	11%

Organizational Chart



Personnel Staffing

Division of Aging	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Projected 2017
Full Time Employees					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	0	1	1	1	1
Human Services Case Manager	2	1	1	2	2
Community Resource Specialist	0	1	1	0	0
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	10	11	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; and
- 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.

2016 Accomplishments

- Lakewood Area Collaborative membership has provided immediate referral, service and intervention to targeted families: socio-economically marginalized, youth aged out of foster care, kinship families and those families needing prevention support in addition to the services provided by the Division of Youth.
- Preliminary data shows 78.21% of emergency county staffings attended by Lakewood staff result in on-going services to the family. The average for all 14 Cuyahoga County Collaboratives is 47.74%.
- In response to parent request and possible because of the extended summer break due to construction, H2O offered a one week summer camp program for 48 sixth graders which was well received and successful.
- Juvenile Diversion Program Coordinator has established a system with Garfield Middle School to expedite the referral to the diversion program of youngsters committing offenses which could lead to juvenile court involvement.

2017 & 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. The Council of Neighborhood Leaders in partnership with the County Department of Jobs and Family Services will use the Results Accountability Assessment and NCIS database to evaluate Family to Family services with a minimum of 12 indicators related to 3 outcomes will be identified. This process will enable the development of outcomes and indicators using grant mandates/county priorities to assess program impact.

Trends

- Increase in calls for rental assistance, security deposits and utility payments
- Increase in kinship caregiver referrals from County
- Increase in families affected by heroin/addiction epidemic
- Increase in female headed households whose children are experiencing school related difficulties

Division Budget

General Fund (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	88,296	107,246	118,711	91,912	-23%
Fringe Benefits	57,098	69,206	74,518	94,815	27%
Travel and Transportation	127	63	34	225	570%
Professional Services	1,004	1,015	1,056	1,700	61%
Communications	2,042	3,243	3,450	4,200	22%
Contractual Services	-	-	-	-	
Materials & Supplies	1,099	1,215	1,342	2,350	75%
Capital	-	-	-	-	
Utilities	4,608	4,587	3,725	5,150	38%
Other	1,452	1,467	1,281	1,720	34%
Debt Service					
Transfer or Advance					
Total	155,727	188,042	204,115	202,072	-1%

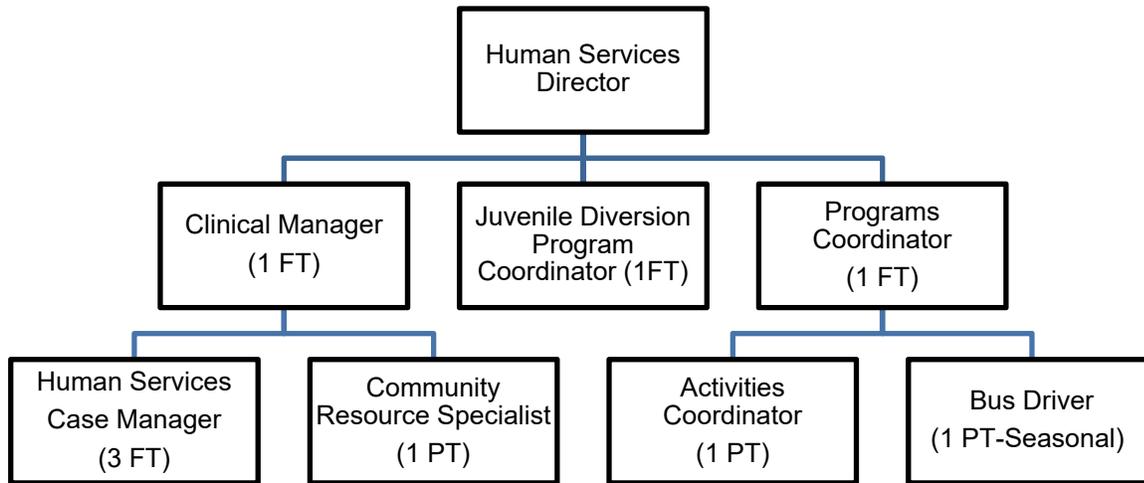
Division of Youth

Help to Others Fund (Fund 277)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	24,000	26,260	31,622	32,500	3%
Fringe Benefits	3,708	4,057	4,886	5,021	3%
Travel and Transportation	270	323	-	400	
Professional Services	23	-	65	55	-100%
Communications	557	94	211	700	232%
Contractual Services					
Materials & Supplies	4,186	3,476	2,753	4,650	69%
Capital	-	23,289	-	-	
Utilities					
Other	45	-	34	50	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	32,789	57,499	39,570	43,376	10%

Juvenile Diversion Program Fund Budget (Fund 279)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	29,860	16,177	9,562	15,072	58%
Fringe Benefits	4,658	2,526	1,499	2,329	55%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	2,739	557	-	600	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	37,256	19,260	11,061	18,001	63%

Family to Family Program Fund Budget (Fund 281)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	255,174	272,607	253,805	270,431	7%
Fringe Benefits	44,112	41,667	38,852	41,573	7%
Travel and Transportation	6,222	9,653	6,951	7,050	1%
Professional Services	17,151	16,719	17,820	18,300	3%
Communications	2,005	1,855	1,671	1,700	2%
Contractual Services	753	437	-	-	
Materials & Supplies	18,086	5,775	12,005	8,800	-27%
Capital	-	-	-	-	
Utilities	747	94	1,320	1,150	-13%
Other	3,081	4,151	3,746	3,800	1%
Debt Service					
Transfer or Advance			40,000	55,706	39%
Total	347,331	352,958	376,170	408,509	9%
TOTAL EXPENDITURES	573,103	617,760	630,916	671,958	7%

Organizational Chart



Division of Youth

Personnel Staffing

Division of Youth	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Projected 2017
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	1	0	1	0	1
Activities Coordinator	1	1	1	1	1
Community Resource Specialist	1	1	1	1	1
Total Part Time Employees	3	2	3	2	3

Division of Early Childhood

Division of Early Childhood

Description

In 1987, based on a need identified by Lakewood families and community representatives, Lakewood Early Childhood Professionals, the City of Lakewood, Lakewood City Schools, and Lakewood Hospital initiated the Lakewood Child Care Resource and Referral Program and Community Advisory Board. In 1992 this project was expanded to become the Division of Early Childhood, and a part of the newly established City of Lakewood's Department of Human Services. The Division has maintained a commitment to programs that support universal access to family support, while recognizing the need for services that address ever-changing family situations that often bring new challenges and stressors to parents and caregivers raising young children. In January 2012, the Lakewood Family Room the Division of Early Childhood administrative office was re-located to other community facilities due to closure of St. James Church.

Programs administered by the Division of Early Childhood include:

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

2016 Accomplishments

- Provided technical assistance and support to a new child care center, a Montessori school and a full day expansion of Head Start contributing to a net increase of approximately 24 spots for preschool/pre-K age Lakewood children.
- Provided two sessions of free summer art camp for Lakewood preschoolers in collaboration with and funding from Lakewood Congregational Church, a new partner to the Lakewood Family Room.
- Successfully partnered with ASIA Inc. to provide space and resources for Burmese and Ka'ren Parenting Support Groups.

2017 & Beyond Strategic Plan

- Vibrant Neighborhoods:
 - Build strong families by ensuring that every Lakewood child has the opportunity to participate in a high quality preschool/pre-kindergarten (pre-k) experience. Increase the number of children participating in a high quality preschool/pre-k experience prior to attending kindergarten. Assist Lakewood preschool/pre-k 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/pre-k spaces to serve all Lakewood children. Working in partnership with Lakewood City Schools and Lakewood Early Childhood Professional Consortium acceptable quality standards for all Lakewood early care and

education programs and inform families of available options will be identified and established. The number of kindergarten spaces needed, will be estimated using birth rates, and the number of high quality preschool/pre-k spaces available will be assessed, to assure the number of available spots meet the need. Preschool/pre-k programs will be assisted by identifying resources to achieve the two star rating. The community will benefit from a marketing campaign stressing the critical value a high quality preschool/pre-k experience will have on a child’s school success. In addition, we will identify resources to address barriers to access for all Lakewood children.

- Build Strong Families by expanding outreach efforts to families who are raising young children focusing on families new to Lakewood and those in underserved, targeted neighborhoods. This effort is aimed to increase the number of new families participating in Early Childhood programs. Establishing regular communication with local real estate brokers, the City’s Water Department, Lakewood City Schools, all early care and education programs will ensure that new residents receive “New Resident Packets”. In addition, we will utilize social media, create and distribute a quarterly communication designed to welcome and inform families about programs and activities designed to support living in Lakewood and develop a referral process with partner agencies to share information with interested families.

Trends

- Parents continue to struggle with the high costs of childcare.
- Number of high quality childcare spots in Lakewood for infants and young toddlers is limited.
- Families relocate to Lakewood to raise their children, often from large metropolitan areas and are looking for opportunities to connect and build a natural support system.

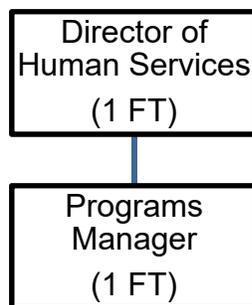
Budget

General Fund Budget (Fund 101)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	17,370	41,997	39,851	38,060	-4%
Fringe Benefits	9,081	15,040	15,469	19,431	26%
Travel and Transportation	-	-	-	250	100%
Professional Services	-	-	-	250	
Communications	415	259	159	275	72%
Contractual Services	-	-	-	-	
Materials & Supplies	655	281	-	935	
Capital	-	-	-	-	
Utilities					
Other	-	-	-	50	100%
Debt Service					
Transfer or Advance					
Total	27,522	57,576	55,480	59,251	7%

Division of Early Childhood

Community Development Block Grant Fund (Fund 240)	2014 Actual	2015 Actual	2016 Projected	2017 Proposed	Percent Change 2016-2017
Expenditures by Category					
Salaries	5,255	11,838	13,955	14,000	0%
Fringe Benefits	1,179	1,815	2,147	2,163	1%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	6,434	13,653	16,102	16,163	0%
TOTAL EXPENDITURES	33,955	71,230	71,582	75,414	5%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2014	As of Nov. 15, 2015	Budgeted 2016	As of Nov. 15, 2016	Projected 2017
Full Time Employees					
Programs Manager	1	1	1	1	1
Total Full-Time Employees	1	1	1	1	1

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021
Five Year Capital Improvement Plan Total =			\$22,717,516	\$12,725,000	\$11,151,500	\$16,935,000	\$ 3,630,000
Building & Public Facility Improvements		Total =	\$ 1,620,000	\$ 1,125,000	\$ 250,000	\$ 200,000	\$ 200,000
Park Improvements		Total =	\$ 1,257,142	\$ 760,000	\$ -	\$ -	\$ -
Sewer & Wastewater Treatment Plant Improvements		Total =	\$10,160,294	\$ 1,875,000	\$ 5,575,000	\$12,575,000	\$ 575,000
Sidewalks, Streets & Traffic Signs and Signals		Total =	\$ 3,886,795	\$ 3,175,000	\$ 2,650,000	\$ 2,850,000	\$ 2,150,000
Vehicles, Equipment & Computer Systems		Total =	\$ 2,314,080	\$ 1,990,000	\$ 2,676,500	\$ 1,310,000	\$ 705,000
Water System Improvement		Total =	\$ 3,479,205	\$ 3,800,000	\$ -	\$ -	\$ -

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Building & Public Facility Improvements		Total =	\$ 1,620,000	\$ 1,125,000	\$ 250,000	\$ 200,000	\$ 200,000	
Office on Aging Awnings	Building & Public Facility Improvements	Aging Fund	\$ 15,000					
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	Building & Public Facility Improvements	Law Enforcement Trust Fund	\$ 25,000					Possible design work in 2017
FS1 front driveway improvements	Building & Public Facility Improvements	Lakewood Hospital Fund	\$ 80,000					Replace concrete drive area on Madison, 7000sf
Property Room Upgrades/Storage	Building & Public Facility Improvements	General Fund	\$ 100,000					Needed before Police Firing Range Improvements can proceed.
City facility roof repairs/replacements	Building & Public Facility Improvements	GO BANS - 401	\$ 300,000	\$ 750,000	\$ 250,000	\$ 200,000	\$ 200,000	Portion of back garage in 2017
Winton Cliff Stabilization	Building & Public Facility Improvements	GO BANS - 401	\$ 1,100,000					
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	Building & Public Facility Improvements	General Fund		\$ 375,000				Possible desing/build - need to determine if the project is going to be done.

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Park Improvements		Total =	\$ 1,257,142	\$ 760,000	\$ -	\$ -	\$ -	
Design Improvements at Wagar & Cove Parks	Park Improvements	General Fund	\$ 4,232					
Webb and St. Charles Green Park Study	Park Improvements	General Fund	\$ 25,000					
Kauffman Park field lights	Park Improvements	General Fund	\$ 60,000					Replace old and worn field lighting fixtures
Kauffman Bleacher Replacement	Park Improvements	GO BANS - 401	\$ 100,000					remove bleachers on 1st base side, <u>replace with seating wall area and planted retaining wall</u>
Cove Park Improvements	Park Improvements	GO BANS - 401 / CDBG	\$ 400,000					Cove will be easier to phase and begin in 2017. \$200K CDBG
Lakewood Park Improvements / Kid's Cove	Park Improvements	GO BANS - 401 / ODNR Grant	\$ 667,910					
Dog park wall	Park Improvements			\$ 60,000				build a green retaining wall along the southern edge about 250' to make the park level
Wagar Park Improvements	Park Improvements			\$ 700,000				

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Sewer & Wastewater Treatment Plant Improvements		Total =	\$10,160,294	\$ 1,875,000	\$ 5,575,000	\$12,575,000	\$ 575,000	
Wrap Sewer Pipe over I-90	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 5,482					
Residential Sewer Investigation	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 17,505					
Electric Backup Generator Clifton Lagoon Pump Station	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 27,000					Necessary to avoid unauthorized overflows during power outages
Pilot Study - Exterior/Interior Investigation	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 37,739					
Woodward Biocells	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 40,000					Change traffic calming islands into bio retention cells
Lakewood Streambank Restoration & Fish Shelf	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund / EPA Grant Funding	\$ 43,969					

Five-Year Capital Improvement Plan

2017 Outfall Remediation	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 50,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	2016 cost might include Webb design work
Motorized Gate/Valve Operators (10)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 65,000					Replaces hydraulic control system that no longer works and other obsolete operators
Pilot Area Public Right-a-Way Repairs	Sewer & Wastewater Treatment Plant Improvements	GO BANS - 510	\$ 73,162					
Interceptor Repair at Cove Ave	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 75,000					
Sewer Problem Areas Investigation and Design: Bonnieview, Lake, Chase/Merl	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 75,000					
Dewatering Pumps (3) & Clifton Lagoon Pump Station Pumps (2)	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 75,619					
Line Nicholson sanitary (investigate and design)	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 100,000					
Effluent Tunnel Repairs	Sewer & Wastewater Treatment Plant Improvements	WWTP Fund	\$ 150,000					
Lakewood Park Culvert Repair	Sewer & Wastewater Treatment Plant Improvements	GO BANS - 510	\$ 245,613					
2017 Illicit Discharge Remediation	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 250,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 425,000	
Clean Water Pilot Study Project - Private Property	Sewer & Wastewater Treatment Plant Improvements	WWC Fund / 2016 GO BANS - 510	\$ 330,139					
Madison Drop Chamber	Sewer & Wastewater Treatment Plant Improvements	WWC	\$ 710,000					
Green Infrastructure Pilot (design & construction)	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 745,000	\$ 100,000				
West End Sewer	Sewer & Wastewater Treatment Plant Improvements	WWC Fund / OPWC Grant/Loan	\$ 787,946					
High Rate Treatment design and permitting	Sewer & Wastewater Treatment Plant Improvements	WWTP	\$ 1,000,000	\$ 200,000	\$ 5,000,000	\$12,000,000		Design work in 2017/18, construction 2019/20/21

Five-Year Capital Improvement Plan

Concrete Restoration	Sewer & Wastewater Treatment Plant Improvements	GO BANS - 511	\$ 1,223,350				
Webb Rd Sewer Erosion Remediation	Sewer & Wastewater Treatment Plant Improvements	WWC Fund	\$ 1,532,770				Total Project Costs \$1,500,000 OPWC grant \$471,365 OPWC loan \$471,365 City portion \$557,270 Of the construction costs for the project, OPWC direct pay would be \$784,426.
Digester Rehabilitation DESIGN/BUILD	Sewer & Wastewater Treatment Plant Improvements	GO BANS - 511	\$ 2,500,000	\$ 1,000,000			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 started until late in 2016. \$4M rehab project of digesters. \$1m in 2016, \$2M in 2017, \$1M in 2018

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Sidewalks, Streets & Traffic Signs and Signals		Total =	\$ 3,886,795	\$ 3,175,000	\$ 2,650,000	\$ 2,850,000	\$ 2,150,000	
Franklin / Hilliard Traffic Signal Design	Sidewalks, Streets & Traffic Signs and Signals	2014 GO BANs	\$ 23,133					
Detroit Ave. Streetscape Improvements	Sidewalks, Streets & Traffic Signs and Signals	CDBG & Water Funds	\$ 35,069					
Municipal Parking lot improvements (paving and fence)	Sidewalks, Streets & Traffic Signs and Signals	Parking Fund	\$ 40,000	\$ 30,000				Pave municipal parking lots: Burger King,
Clifton Bridge Approach changes	Sidewalks, Streets & Traffic Signs and Signals	2017 GO BANs	\$ 50,000	\$ 50,000		\$ 200,000		Striping road diet in 2017, ped crossings in 2018, sidewalk in 2020
Lake Avenue Resurfacing	Sidewalks, Streets & Traffic Signs and Signals	2017 GO BANs	\$ 50,000	\$ 2,000,000				Application submitted to NOACA for a portion of funds in Summer 2015 Outside funding is not available for Lake. Design/Planning in 2017 for lane configuration and sewer work potential.
Newman Resurfacing (CDBG)	Sidewalks, Streets & Traffic Signs and Signals	CDBG & Water Funds	\$ 70,854					
Lakewood Hts. Blvd Resurfacing	Sidewalks, Streets & Traffic Signs and Signals	SCMR Fund	\$ 75,406	\$ 420,000				design 2017, construction 2018: Amounts listed are Lakewood + Cleveland totals since Lakewood will have and manage the contracts. Lakewood portions are \$37k in 2017 and \$134k in 2018. Cleveland will reimburse the balance.
Merl Resurfacing (CDBG)	Sidewalks, Streets & Traffic Signs and Signals	CDBG & Water Funds	\$ 94,269					
Maple Cliff Paving	Sidewalks, Streets & Traffic Signs and Signals	2017 GO BANs	\$ 100,000					Private street that residents want to get paved and will pay with assessments

Five-Year Capital Improvement Plan

Elbur Resurfacing (CDBG)	Sidewalks, Streets & Traffic Signs and Signals	CDBG & Water Funds	\$ 108,063					
2016 Sidewalk Program	Sidewalks, Streets & Traffic Signs and Signals	GO BANS -401	\$ 180,000					
2017 Street program (CDBG)	Sidewalks, Streets & Traffic Signs and Signals	CDBG	\$ 360,000					
Franklin / Hilliard Signal Improvement	Sidewalks, Streets & Traffic Signs and Signals	GO BANS -401	\$ 450,000					
2017 Sidewalk Program	Sidewalks, Streets & Traffic Signs and Signals	GO BANS -401	\$ 750,000	\$ 650,000	\$ 650,000	\$ 650,000	\$ 650,000	Borrow \$650K due to prior year carry over of unexpended BANS
2017 Street programn (to be determined)	Sidewalks, Streets & Traffic Signs and Signals	2017 GO BANS	\$ 1,500,000		\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	
Replace balance of city traffic signals	Sidewalks, Streets & Traffic Signs and Signals			\$ 25,000	\$ 500,000	\$ 500,000		Design in 2018 and construction in the following years, How many intersections are left?

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Vehicles, Equipment & Computer Systems		Total =	\$ 2,314,080	\$ 1,990,000	\$ 2,676,500	\$ 1,310,000	\$ 705,000	
Mower & Equipment Upgrades	Vehicles, Equipment & Computer Systems	General Fund	\$ 10,000	\$ 20,000	\$ 10,000	\$ 20,000	\$ 10,000	Replacing riding mowers each year with zero turn model.
Police Electric Cart	Vehicles, Equipment & Computer Systems	Law Enforcement Trust Fund	\$ 10,000					These have been rented to date. Purchase for community events and July 4th vehicle.
Fire Station Alerting System Replacement	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 10,800					
Auditorium Tables & Chairs	Vehicles, Equipment & Computer Systems	General Fund	\$ 12,000					
VMWare storage addition	Vehicles, Equipment & Computer Systems	General Fund	\$ 15,000					
Sewers Camera for truck	Vehicles, Equipment & Computer Systems	WWC Fund	\$ 15,000					
Special event EMS cart	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 16,000					EMS cart for use at community events and on the road in the metro parks. - These have been rented to date.
Drag Box Asphalt Spreader	Vehicles, Equipment & Computer Systems	SCMR Fund	\$ 20,000					Hold over from 2016 - Concord is building a demo Drag Box Asphalt Spreader to be utilized by the SCMR crew to be mounted on the rear of an existing dump truck to patch and apply a permanent cover/repair to larger street repair jobs
Undercover Police Vehicle	Vehicles, Equipment & Computer Systems	Law Enforcement Trust Fund	\$ 22,000					

Five-Year Capital Improvement Plan

Public Works Manager Vehicle	Vehicles, Equipment & Computer Systems	WWC Fund	\$ 25,000						Replace old pool vehicle
Replacement Ambulance Cots	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 30,000						Additional electric lift cot for Medic 5 and to reeplace front line cot and create a reserve cot.
Parks 1-ton Dump Truck	Vehicles, Equipment & Computer Systems	General Fund	\$ 34,131						
Fire - Fire Inspector Vehicle	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 36,000						Replace 2003 Vehicle. To be used by new fire inspector and a backup to Car 2
Firehouse Mobile	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 40,000						New MDB Firehouse program for apparatus'
Fire Station Alerting System Replacement	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 57,150						
SCBA Equipment	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 59,999						
Single Operator Leaf Collector for a Hook Lift	Vehicles, Equipment & Computer Systems	WWC Fund	\$ 80,000						Add second single operator unit. This will eliminate the need for loaders and old packer collections.
Purchase 90 PC's	Vehicles, Equipment & Computer Systems	General Fund	\$ 100,000	\$ 100,000	\$ 100,000				Replace 1/3 of city pc's each year the next 3 years starting in 2017
Vehicle lift	Vehicles, Equipment & Computer Systems	Lakewood Hospital Fund	\$ 100,000						Vehicle lift to allow maintenace on the fire apparatus. Lift would be installed at station 1. City currently only has 1 large vehicle lift.
Streets Vehicle #120 -2.5- Ton S/S Dump w/ Plow	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 301	\$ 130,000						Replace 1996 Vehicle
Streets Vehicle #127 -2.5- Ton S/S Dump w/ Plow	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 301	\$ 130,000						Replace 1996 Vehicle
Fire - Medical Squad	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 260	\$ 235,000		\$ 272,500				Replacemnt medical squad because of delivery times we have fallen behind in our replacement schedule.
Automated sideloader refuse & recycling packer truck	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 301	\$ 275,000	\$ 280,000	\$ 285,000	\$ 290,000	\$ 300,000		Anticipate purchasing one truck every year and cycle them out to be able to bring in shop to be serviced as required. This will cycle complete truck about every 10 years.
Police Vehicles 4-5 cars each year	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 301	\$ 326,000	\$ 337,000	\$ 348,000	\$ 355,000	\$ 365,000		Replace 4 to 5 each year.
Upgrade of Public Safety SunGard System	Vehicles, Equipment & Computer Systems	2017 Capital Lease - Fund 301	\$ 525,000						Upgrade of Computer-Aided Dispatch, Records Management, Mobile Data Browser, Report Writing including conversion of historical data and training
Sewers Air compressor	Vehicles, Equipment & Computer Systems			\$ 25,000					Replace 1990 model
Vehicle #900 car, Intrepid	Vehicles, Equipment & Computer Systems			\$ 30,000					Replace 2001 vehicle
Digitization of Police Records	Vehicles, Equipment & Computer Systems			\$ 30,000					Digitization of police records from many years that are kept in paper, allowing paper to be disposed of and clearing space in storage rooms.
Digital Recording of Interview Rooms	Vehicles, Equipment & Computer Systems			\$ 30,000					Install 3 digital recording systems in 3 interview rooms.

Five-Year Capital Improvement Plan

Upgrade to City Hall and Jail Camera Recording Systems	Vehicles, Equipment & Computer Systems			\$ 32,000				Standardize the technology used to view jail and city hall surveillance cameras with the same system used for citywide cameras
Parks vehicle # 624 maintenance van	Vehicles, Equipment & Computer Systems			\$ 35,000				Replace 2001 vehicle
Refuse forklift	Vehicles, Equipment & Computer Systems			\$ 35,000				Replace 1994 model. Parts are becoming obsolete. Buy used?
Parks vehicle # 627 pickup truck with plow	Vehicles, Equipment & Computer Systems			\$ 39,000				Replace 2001 vehicle, recently upgraded with better truck from Refuse
Parks Leaf collection machines	Vehicles, Equipment & Computer Systems			\$ 40,000		\$ 40,000		
Parks Vehicle #604 Pickup Truck w/Plow	Vehicles, Equipment & Computer Systems			\$ 40,000				Replace 2004 vehicle
Auditorium Camera and Production Workstation Upgrade	Vehicles, Equipment & Computer Systems			\$ 42,000				
Line striping equipment	Vehicles, Equipment & Computer Systems			\$ 50,000				Replace with new striping system
Sewers #822	Vehicles, Equipment & Computer Systems			\$ 50,000				Replace 2006 Vehicle
Parks #601 Bobcat utility vehicle	Vehicles, Equipment & Computer Systems			\$ 60,000				Replace 2007 vehicle
Sharepoint Upgrade	Vehicles, Equipment & Computer Systems			\$ 80,000				Upgrade from 2010 to current version. Upgrade SharePoint to the currently supported release.
Streets vehicle # 125 Signs bucket truck	Vehicles, Equipment & Computer Systems			\$ 100,000				will probably not need to replace the platform truck #147, but may need to replace sign shop bucket truck instead #125,
Parks #620 bucket truck	Vehicles, Equipment & Computer Systems			\$ 100,000				Replace 2002 vehicle
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader	Vehicles, Equipment & Computer Systems			\$ 210,000				Replace 2001 Vehicle
Street Sweeper to replace #133	Vehicles, Equipment & Computer Systems			\$ 225,000				Replace 2007 vehicle, Replace with Vac?
Parks #3120 Golf cart at Lakewood Park	Vehicles, Equipment & Computer Systems				\$ 15,000			Replace 2000 vehicle with similar unit
Signals Vehicle # 126 Crewcab with plow	Vehicles, Equipment & Computer Systems				\$ 40,000			Replace 2001 vehicle, may not need crewcab
Forestry Vehicle #190 Pickup Truck with plow	Vehicles, Equipment & Computer Systems				\$ 40,000			Replace 2001 vehicle
WWTP Vehicle #801 Pickup Truck w/ Plow	Vehicles, Equipment & Computer Systems				\$ 40,000			Replace 2006 vehicle
Fire - Car 2	Vehicles, Equipment & Computer Systems				\$ 42,000			Replace 2006 vehicle
Water vehicle #311 Utility Body Truck	Vehicles, Equipment & Computer Systems				\$ 49,000			Replace 2005 vehicle
Streets Vehicle # 172 Crewcab with plow	Vehicles, Equipment & Computer Systems				\$ 50,000			Replace 2001 vehicle

Five-Year Capital Improvement Plan

Fleet Vehicle # 1105 Welders Truck	Vehicles, Equipment & Computer Systems				\$ 55,000			Replace 2003 Vehicle
Sewer Vehicle #823 1-ton dump with plow	Vehicles, Equipment & Computer Systems				\$ 80,000			Replace 2003 vehicle
Parks #631 Dump truck	Vehicles, Equipment & Computer Systems				\$ 85,000			Replace 2004 vehicle, may not need dump truck, may replace with pickup instead
Streets vehicle # 129 1ton dump truck with plow	Vehicles, Equipment & Computer Systems				\$ 90,000			Replace 2003 Vehicle
Leaf collection truck #808	Vehicles, Equipment & Computer Systems				\$ 100,000			Replace 2006 vehicle. Hooklift setup?
Forestry large bucket truck	Vehicles, Equipment & Computer Systems				\$ 225,000			Replace 2003 Vehicle
Streets salt truck #123	Vehicles, Equipment & Computer Systems				\$ 225,000			Replace 2002 vehicle
Refuse standard packer truck	Vehicles, Equipment & Computer Systems				\$ 225,000			Will need to replace standard packers eventually
Upgrade of Public Admin SunGard System	Vehicles, Equipment & Computer Systems				\$ 300,000			Upgrade of enterprise software used by the city for financials, utilities, payroll, and human resources
Streets Hot box	Vehicles, Equipment & Computer Systems					\$ 25,000		Replace 1999 model.
Street Vehicle #110 Pickup Truck w/ Plow	Vehicles, Equipment & Computer Systems					\$ 40,000		Replace 2003 vehicle
Backhoe Replacement Equipment #116	Vehicles, Equipment & Computer Systems					\$ 140,000		Purchase for WWC, and rotate existing WWC backhoe to Streets/Refuse/Parks use.
Sewers #818 Camera truck	Vehicles, Equipment & Computer Systems					\$ 400,000		Replace 2008 vehicle
Streets Air compressor	Vehicles, Equipment & Computer Systems						\$ 30,000	Replace 2006 model

Five-Year Capital Improvement Plan

Project Name / Description	Category	Funding Source	2017 New Funding or budgeted carryover amount	2018	2019	2020	2021	Comments
Water System Improvement		Total =	\$ 3,479,205	\$ 3,800,000	\$ -	\$ -	\$ -	
2018 Watermain Replacement Project	Water System Improvement	2017 GO BANS - Fund 501	\$ 225,000	\$ 3,800,000				Atkins, Hathaway, Lewis, Sylvan and Waterbury. Total project is \$3.845 million. Local = \$1.345 million & CDBG \$100K & Grant = \$1.2 m & Loan \$1.2m. Currently in the scoring process. Does not include the \$225K in design during 2017.
Chase Avenue Watermain Replacement	Water System Improvement	CDBG & GO BANS - 501	\$ 234,205					
2017 Watermain Replacement Project	Water Projects	Water Fund	\$ 1,260,000					proposed to OPWC as 2016 project
2017 Watermain Replacement Project with sewer separation	Water System Improvement	GO BANS - 501 / OPWC / CDBG	\$ 1,760,000					2017 Watermain Brown, Lincoln, Marlowe and Mars Total Project: \$4,500,000 (was originally \$4,000,000 but we added sewer work and separation work) City - \$1,760,000 OPWC grant \$1,320,000 OPWC loan \$1,320,000 CDBG \$100,000

City of Lakewood Financial Policies and Guidelines

Introduction

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

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

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

It is recommended these policies be reviewed on an annual basis and modified as needed to ensure that they are the best guidelines for achieving fiscal responsibility and cost effectiveness. The date of most current review was November 15, 2016.

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.

City of Lakewood Financial Policies and Guidelines

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

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

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

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

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

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

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

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

City of Lakewood Financial Policies and Guidelines

Fixed/Capital Asset Policies and Guidelines

This policy establishes the minimum cost value (capitalization amount) that shall be used to determine the capital assets, including infrastructure assets that are to be recorded in the City's annual financial statements in order to comply with the requirements of Government Accounting Standards Board (GASB) Statement No. 34. This policy also addresses other considerations for recording and depreciating fixed assets in order to comply with the provisions of GASB Statement No. 34.

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

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

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

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

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

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

Information on purchase of assets over the \$100 threshold will be compiled from data gathered from the biweekly Accounts Payable check runs. This data will be reviewed to verify assets to

City of Lakewood Financial Policies and Guidelines

be capitalized and those for tracking purposes only. After verification of data, the fixed asset module will be populated with new additions.

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

Purchasing Policies and Guidelines

Items Less than the Bid / Request for Proposal Thresholds

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

Bid / Request for Proposal Process

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

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

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

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

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

City of Lakewood Financial Policies and Guidelines

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

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

The Bid/RFP and departmental recommendation are forwarded to the City's Board of Control for review and final approval. Board of Control is comprised of the Mayor, Finance Director, Law Director and Director of Public Works, and meets twice each month. Final selection of a Bid/RFP requires the approval signature of three of the four members of the Board of Control. In their review of bids, the City Department and the Board of Control make their selection based on the *lowest and best submission*. In their review of RFPs, they make their selection based on the *best responsive and responsible; not necessarily the lowest cost*. For RFPs only, staff may meet with contractors or consultants during the review process to refine a proposal.

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

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.