

City of Lakewood

**2018 Estimate of Expense
Comprehensive Budget Document**

November 15, 2017

City of Lakewood, Ohio
PROPOSED BUDGET
For The Fiscal Year
January 1 – December 31, 2018

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

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Kevin Butler, Law
Antoinette Gelsomino, Human Services
Scott Gilman, Fire Chief
Timothy Malley, Police Chief
Jennifer Pae, Finance
Bryce Sylvester, Planning & Development
Jean Yousefi, Human Resources

Celeste Baker, Budget Manager
Keith Schuster C.P.A., 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 2018 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 2017 projected totals, and the 2018 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
- 2017 accomplishments
- 2018 & beyond strategic plan
- Past and projected expenditures
- Description of budgetary trends if applicable
- Organization chart
- Staffing levels (current and historical)

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

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

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Introduction

The City of Lakewood's proposed \$129.65 million budget for all funds in 2018 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, water, and energy efficiency
- Maintaining a strong commitment to core service delivery

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

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

And it's Mission to:

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

The table on the following page is the City's 2018 and beyond Strategic Objectives as outlined by the Administration as well as City Council Priorities. Discussions of how individual departments will make these investments can be found in each division's respective budget narrative.

The Objectives outline specific actions to be carried out by the City during 2018 and beyond, and if it is a new objective or a continuation of prior year efforts. As part of the 2018 budget deliberations, City Council undertook a budget prioritization process that recommended the following projects or policies which are included in the 2018 appropriations:

- Pool Equipment to Improve Usability of Pool
- Upgrade and Improve Webb Park
- Supplemental Curb Replacement Funding (curb conditions to be included in the 2018 Pavement Condition Rating Study)
- Full Court Basketball
- Create a Public Art Plan for the City
- Implement Lakewood's Bicycle Master Plan
- Acquire and Install Electric Vehicle Charging Stations
- Lakewood Park Recycling Pilot Program
- Support Project SOAR (Supporting Opiate Addiction Recovery)
- Focus on Clean and Renewable Energy

Executive Summary

2018 Strategic Objectives and Priorities										
Objective	Actions	Council Priority ?	Owner / Champion(s)	Sound Government	Vibrant Neighborhoods	Safe & Secure City	Economic Development	New Objective?	Continuation of a Prior Year Objective?	
Downtown Development	<ul style="list-style-type: none"> Developer Plans solidified Demo/construction to begin 		<ul style="list-style-type: none"> City Council Mayor's Office Planning Law Finance 		✓		✓		✓	
Resiliency and Sustainability Strategies Developed	<ul style="list-style-type: none"> Benchmark Eco District Template vs Lakewood plans Set priority to gaps in plans Seek funding, assemble, and empower citizen led task force 		<ul style="list-style-type: none"> Mayor's Office Planning Finance 	✓	✓	✓	✓	✓		
	<ul style="list-style-type: none"> Clean Power-increase amount of energy purchased from Clean and Renewable sources 	✓	<ul style="list-style-type: none"> City Council Public Works 	✓					✓	
	<ul style="list-style-type: none"> Continue Bike Promotion 	✓	<ul style="list-style-type: none"> City Council Planning 		✓			✓		✓
	<ul style="list-style-type: none"> Electric Vehicle infrastructure created – three stations 	✓	<ul style="list-style-type: none"> City Council Public Works Planning 		✓			✓	✓	
	<ul style="list-style-type: none"> Implement Lakewood Park Recycling 	✓	<ul style="list-style-type: none"> City Council Public Works 		✓				✓	
Employee Healthcare Plans Developed	<ul style="list-style-type: none"> Bargaining unit committee to develop proposals due Sept 2018 to begin Jan. 1, 2019 		<ul style="list-style-type: none"> Human Resources Law Finance 	✓				✓		
New Wellness Foundation Launched	<ul style="list-style-type: none"> Governing documents agreed to, legal structure designed, approved by IRS and Ohio Atty. General Leadership appointed Funds received 		<ul style="list-style-type: none"> City Council Mayor's Office 	✓	✓	✓	✓		✓	
Integrated Wet Weather Plan Finalized- EPA Clean Water Act/ NPDES Permit Application	<ul style="list-style-type: none"> Final plans due March 2019 Timeline of Investments clarified in rate model 		<ul style="list-style-type: none"> Mayor's Office Public Works Planning Law Finance 	✓	✓	✓	✓		✓	
Opiate Overdose Reduction & Elimination Plan	<ul style="list-style-type: none"> Implement full year of Project SOAR Expand education Continued drug interdiction 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Human Services Police Fire Law 	✓	✓	✓		✓		
Human Service Facility Improvement	<ul style="list-style-type: none"> Look for improved Community Service Center to improve program quality and quantity Evaluate Senior transportation strategies post FHC opening 		<ul style="list-style-type: none"> Mayor's Office Human Services Planning 	✓	✓			✓		

Executive Summary

2018 Strategic Objectives and Priorities									
Objective	Actions	Council Priority ?	Owner / Champion(s)	Sound Government	Vibrant Neighborhoods	Safe & Secure City	Economic Development	New Objective?	Continuation of a Prior Year Objective?
Quality of Life Initiatives	<ul style="list-style-type: none"> Parks improvement initiative – Cove, Wagar, Webb and Kauffman Parks 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Public Works Planning 		✓				✓
	<ul style="list-style-type: none"> Winterhurst Contract Expiration- August 2018 		<ul style="list-style-type: none"> City Council Mayor's Office Law Public Works 		✓			✓	
	<ul style="list-style-type: none"> Public Art Investments 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Planning 		✓		✓	✓	
	<ul style="list-style-type: none"> Long-term Swimming Pool strategy and short-term improvements 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Public Works Planning 		✓				✓
	<ul style="list-style-type: none"> Expand Traffic Calming to an additional street 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Public Works 		✓	✓		✓	
	<ul style="list-style-type: none"> Outdoor Basketball full-court built in Madison Park 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Public Works Planning 		✓			✓	
	<ul style="list-style-type: none"> Curb Replacement program 	✓	<ul style="list-style-type: none"> City Council Mayor's Office Public Works 		✓			✓	
	<ul style="list-style-type: none"> Infrastructure Improvement - Lake Ave resurfacing- Belle to W117th 		<ul style="list-style-type: none"> Mayor's Office Public Works 		✓	✓			✓
Core Service Excellence Improvements	<ul style="list-style-type: none"> LEAN Initiative Continued - 8 new projects 		<ul style="list-style-type: none"> Mayor's Office 	✓					✓
	<ul style="list-style-type: none"> Building Department Software conversion to Citizen Serve 		<ul style="list-style-type: none"> Mayor's Office IT Building & Housing 	✓				✓	
	<ul style="list-style-type: none"> Police Computer Aided Dispatch - upgrade finished 		<ul style="list-style-type: none"> Mayor's Office IT Police Fire 	✓		✓			✓
	<ul style="list-style-type: none"> Improve Municipal and City Hall Security 		<ul style="list-style-type: none"> Mayor's Office Court City Council IT Public Works 	✓		✓		✓	

2018 and Beyond City of Lakewood Budget Discussion

Lakewood Hospital Transition

- 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 replaced 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, therefore allowing the terms of the agreement to move forward as negotiated by the three parties.
- The master agreement outlines the closure of the inpatient hospital and the dissolution of LHA. The assets of LHA are being used to wind down the hospital by the Cleveland Clinic, and the control of the hospital-related properties is to revert back to the City. The Cleveland Clinic agreed to construct a new outpatient family health center and a full-service 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 wellness 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 and control 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 which is targeted to occur in mid-2018 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 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.

Executive Summary

- The process to find a development partner for the former Lakewood Hospital site took place during 2017. An eight month process began with a community meeting on February 16, 2017 to discuss the Downtown Development Request for Qualifications of potential developers and led to the final recommendation by the community-led advisory panel in September 2017. At the October 2, 2017 Council Meeting, Carnegie Management and Development Corporation was recommended as the most qualified and best partner to develop the nearly 6-acre former hospital site in the heart of Lakewood.
- The next step is for the City to enter into exclusive negotiations with Carnegie, and work towards building a non-binding term sheet and ultimately a development agreement for the project.

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

In order to ensure compliance with the permit, the City has expended over \$20 million in projects since 2014, with over \$16 million to continue into 2018. These projects are supported by sewer rates and State of Ohio grants and loans.

- In March 2018, the City of Lakewood is required to submit a permit to the Ohio EPA to install High Rate Treatment (HRT) at the current Wastewater Treatment Plant, as well as any other measure decided on, and begin construction within six months of permit being approved.
- In March 2019, the Ohio EPA requires an alternatives analysis and plan, including financials for dealing with other overflows.
- During 2017, the City engaged the services of Raftelis Financial Consultants, Inc. and Brown and Caldwell to develop a financial plan that integrates operating, capital, and compliance costs while preserving the City's financial integrity and supports discussions with regulatory agencies.
- At the time of publication of this document, the 2018 water and sewer rates were still under development, and will be presented and discussed during budget hearings.

Personnel and Benefits

- The City's full-time headcount is budgeted to be 410 positions in 2018. Staffing information can be found on page 12. This is one less full-time position than in 2017 due to a Division of Aging Outreach Driver transition from full-time to part-time status.
- The seven collective bargaining contracts between unionized employees and the City were negotiated during 2017 for a three-year term beginning January 1, 2017 and ending December 31, 2019. All contracts include cost of living increases of 3% in 2017, and 2% both in 2018 and 2019. The contracts also include a two year freeze in employee contributions to health care benefits with a re-opener in 2019 via agreed upon recommendations from a healthcare committee with representation from all collective bargaining units and the administration.
- In 2017, the City experienced health insurance claims at its highest level ever, and is projected to be \$650,000 over the 2016 amount. Total claims averaged around \$5.0 million per year for full-time employees and their families in between 2010-2014. The 2017 claim level is expected to be in excess of \$7.2 million. The 2018 health insurance fund is budgeted at the 2017 level of experience.
- The City's pharmacy costs are trending at close to 30% of the total healthcare cost. Seven very high cost claims have exceeded the Stop Loss level of \$125,000.
- More municipalities are moving to 'employee-owned' healthcare committees which are responsible for plan design and new programs around employee healthcare offerings, and the City of Lakewood negotiated with its collective bargaining units to move in this direction beginning in 2017.
- Many high performing organizations have made the decision to not complete traditional employee performance evaluations and have moved on to a more 'adult-to-adult' process of one-on-one conversations. In 2017 the City implemented one of these programs.

2018 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 (59%), the amount of financial resources available to provide city services is directly related to the health of the local economy. Estimated collections for 2018 are anticipated to be \$24.1 million, and reflect no increase from final 2017 projected revenues. HB 49 passed by the General Assembly will change the estimated due dates for the fourth quarter from December 15, 2018 to January 15, 2019 potentially creating a timing difference in collections.
- **Property Taxes:** Revenues for 2018 are estimated to be nearly \$7.8 million, which equals projected collections for 2017. Actual collections for 2017 represent 3.6% more than estimated amounts from the County Fiscal Officer. Final estimated amounts for 2018 will be available in December. In 2018, The County Fiscal Officer will also perform the "sexennial"

Executive Summary

reappraisal where every property in the City will be reviewed per State law. Those values will be reflected in collections during 2019.

Total Delinquent Property Taxes and Special Assessments owed to the City increased by ninety thousand dollars to \$1.29 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, as well as complete elimination of the Estate Tax beginning in 2013. These two actions have resulted in reduction of annual revenues to the City from the State of approximately \$3.0 million.

In 2017, the Ohio General Assembly eliminated the State portion of the Local Government Fund. The amount received in 2016 (last full year of revenues) was \$50,000.

The projected 2018 revenue from the Local Government Fund is \$1.76 million, a decrease of more than \$188K from 2017 estimated receipts, and approximately \$1.8 million 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 \$500K in 2018 from our investable portfolio over \$50 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 173.

2018 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 2017 projected General Fund reserve is 58 days.

The anticipated financial position at year-end 2017 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 to be determined within the City.
- Maintain \$450,000 for anticipated employee separation payments.
- Reserve an additional \$100,000 annually towards the next 27th pay anticipated in 2026.
- Increase the General Fund Budget Stabilization account line to \$2.0 million or 5% of the prior year's revenues.

City of Lakewood Financial Reserves 2007 - 2017											
	General Fund Revenues	General Fund Year-end Unencumbered Fund Balance	Days of Reserve	Economic Development Account (Year-end Funds Encumbered)	Separation Payment Account (Year-end Funds Encumbered)	Unpaid Claims Liability & Reserve Requirement for Hospitalization Fund (Year-end fund balance)	Unpaid Claims Liability & Reserve Requirement for Workers Compensation Fund (Year-end Fund Balance)	27th Pay Period (Year-end Funds Encumbered)	Information Technology Investment Account (Year-end Funds Encumbered)	Insurance Liability Account (Year-end Funds Encumbered)	Budget Stabilization Account (Year-end Funds Encumbered)
Minimum Goal ->			60 Days	\$1,000,000	\$450,000	\$750,000	\$600,000	\$1M accumulated over 11 years			5% of Prior Year Revenues
2007	\$ 37,078,299	\$ 339,518	3.3	\$ -	\$ -	\$ 71,438	\$ 23,228	\$ -	\$ -	\$ -	\$ -
2008	\$ 36,383,736	\$ 950,574	9.5	\$ -	\$ -	\$ 732,939	\$ 53,255	\$ -	\$ -	\$ -	\$ -
2009	\$ 36,461,145	\$ 1,456,918	14.6	\$ 148,800	\$ 1,005,000	\$ 1,493,547	\$ 108,309				\$ -
2010	\$ 35,877,730	\$ 3,297,908	33.6	\$ 213,255	\$ 736,353	\$ 932,145	\$ 446,927				\$ -
2011	\$ 36,389,448	\$ 4,325,078	43.4	\$ 645,255	\$ 298,159	\$ 1,841,316	\$ 657,210		\$ 157,000		\$ -
2012	\$ 36,019,060	\$ 4,992,651	50.6	\$ 800,700	\$ 482,000	\$ 2,436,125	\$ 646,473	\$ 250,000	\$ 204,362	\$ 200,000	\$ -
2013	\$ 35,809,407	\$ 5,670,409	57.8	\$ 929,873	\$ 852,487	\$ 2,006,969	\$ 704,351	\$ 500,000	\$ 488,959	\$ 355,000	\$ -
2014*	\$ 43,574,649	\$ 6,965,231	58.3	\$ 953,068	\$ 697,116	\$ 1,443,154	\$ 566,135	\$ -	\$ 295,000	\$ 256,000	\$ 1,790,470
2015	\$ 37,422,487	\$ 5,885,034	57.4	\$ 1,111,189	\$ 470,356	\$ 1,955,358	\$ 620,607	\$ 100,000	\$ 135,000	\$ 250,000	\$ 1,790,470
2016	\$ 40,010,121	\$ 6,359,466	58.0	\$ 1,600,862	\$ 680,440	\$ 956,646	\$ 591,363	\$ 300,000	\$ 79,449	\$ 686,999	\$ 1,871,124
2017 Projected	\$ 41,114,835	\$ 6,619,749	58.8	\$ 1,000,000	\$ 455,440	\$ 743,013	\$ 639,314	\$ 400,000	\$ 565,000	\$ 713,993	\$ 2,000,504

* 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.

Executive Summary

2018 Capital Plan and Anticipated Debt Issuances

The City anticipates approximately \$24.4 million in capital projects to begin in 2018 that include:

- Water, Sewer & Wastewater Treatment Plant = \$16,718,500
- Vehicles, Equipment and Systems = \$ 2,915,000
- Street Improvements and Sidewalks = \$ 2,690,000
- Park Improvements = \$ 1,137,225
- Building & Public Facility Improvements = \$ 945,000

These amounts include projects that began prior to 2017, but are still underway.

The City's 2018 to 2022 Capital Improvement Plan can be found on page 161 of this document with further detail of the projects.

In April 2018, the City will be issuing over \$32.5 million in bond anticipation notes (BANS) that have been issued since 2016 for the City's capital improvement program, as well as over \$1.4 million in capital lease financing for vehicles and equipment. More information regarding the City's debt position can be found on page 23.

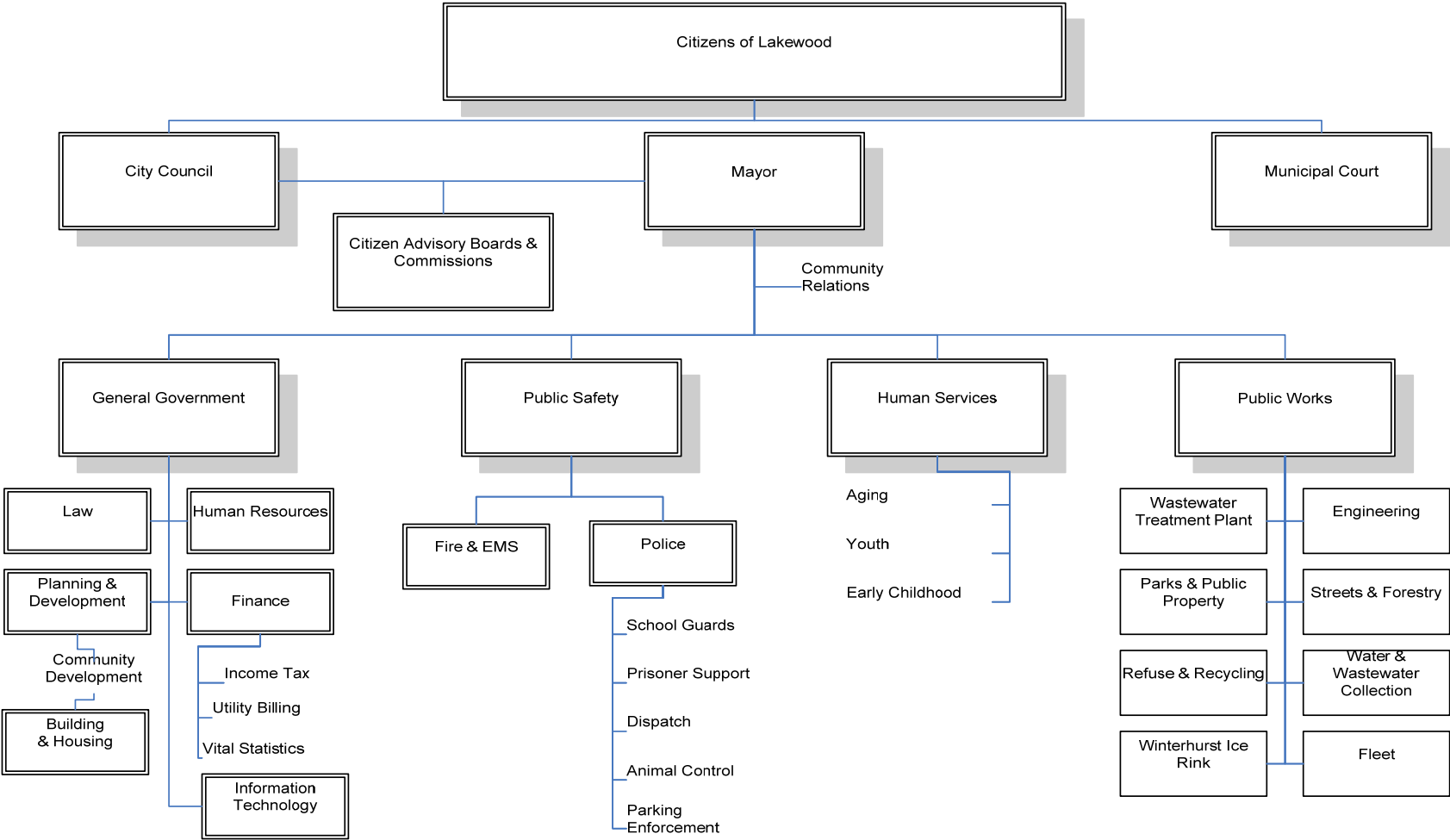
2017 Projects to be Financed using Municipal Capital Leases	Amount
Total =	\$ 1,477,000
Early Warning Siren Replacement	\$ 130,000
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader	\$ 210,000
Street Sweeper to replace #133	\$ 225,000
Police Vehicles 4-5 cars each year	\$ 337,000
Two Refuse dual pack truck - rear load packer and automated side arm	\$ 575,000

2018 BANS	
Project	Amount
Total =	\$ 10,400,500
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	\$ 375,000
City facility roof repairs/replacements	\$ 475,000
Sidewalk Program	\$ 700,000
2018 Watermain Replacement Project	\$ 2,315,500
Municipal Parking Lots	\$ 160,000
Lake Avenue Storm Sewer Improvements (Belle to W117th)	\$ 1,375,000
Lake Avenue Resurfacing (Belle to W117th)	\$ 1,325,000
Lakewood Park Kid's Cove & Kauffman Park Bleachers	\$ 175,000
Early action sewer separations	\$ 1,000,000
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade	\$ 2,500,000

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
- Clean Water Pilot Study Project
- Lakewood Heights Blvd. Resurfacing
- 2017 Water main Replacement
- Webb Road Sewer Erosion Remediation
- Wastewater Treatment Plant Concrete Restoration
- High Rate Wastewater Treatment Project
- Thermophilic Digestion Conversion and Primary Digester Mixing System
- Public Safety Software Upgrade

Organization & Staffing Summary



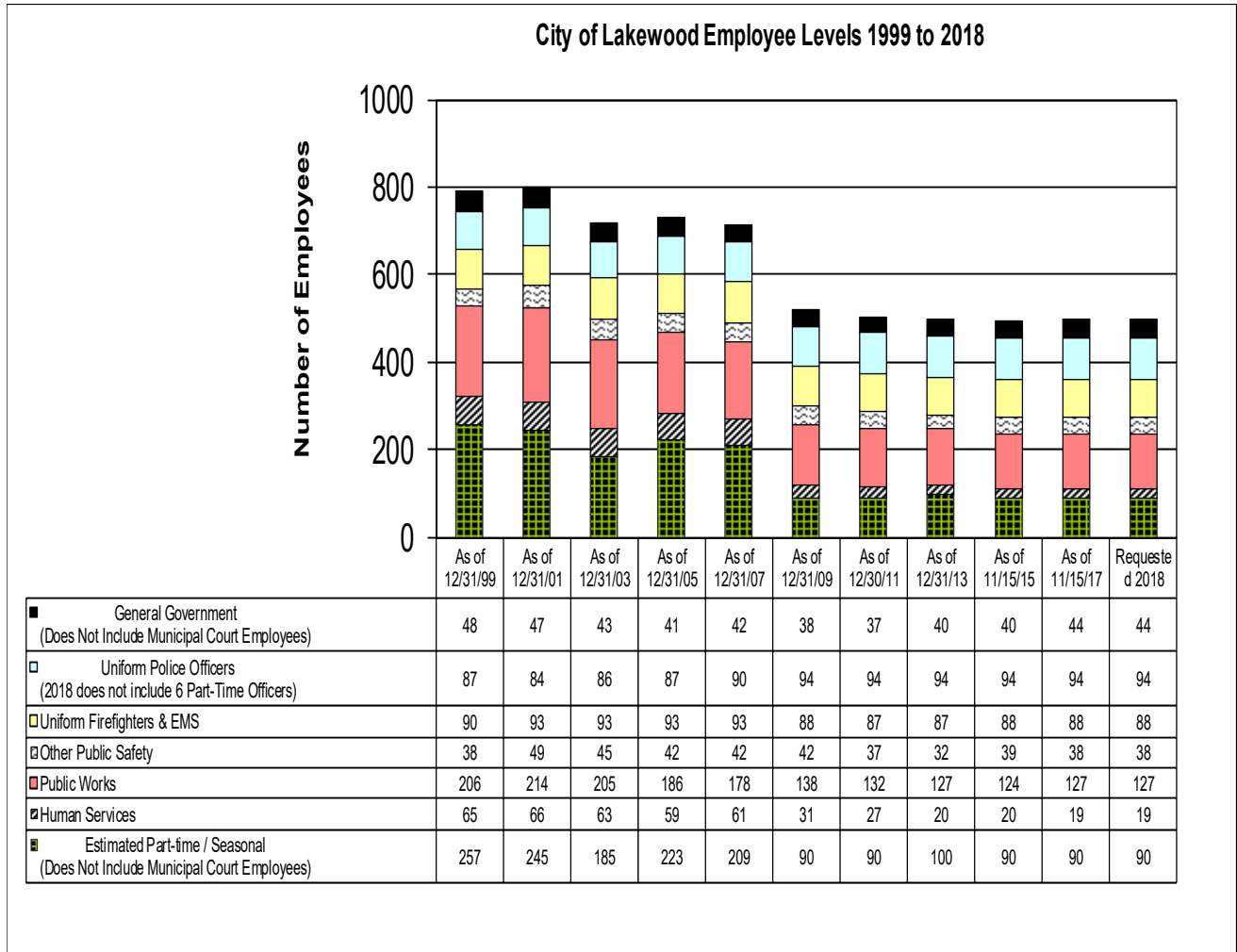
Organization & Staffing Summary

Full-Time Staffing Summary All Departments

Department Name	11/15/15 Full-Time Employees*	11/15/16 Full-Time Employees*	2017 Requested Employee Levels	11/15/17 Full-Time Employees*	2018 Requested Employee Levels	2017-2018 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	1	1	0	0	0	0
Vital Stats	2	2	2	2	2	0
Utility Billing	3	3	3	3	3	0
Planning & Development / Building & Housing	21	21	23	22	23	0
Community Relations	1	1	2	2	2	0
Total General Government	57	57	59	58	59	0
Public Safety						
Police	98	99	99	99	99	0
Dispatch	11	11	11	11	11	0
Support of Prisoners	2	2	2	1	2	0
Parking	2	2	2	2	2	0
Animal Control	3	3	3	3	3	0
Fire	79	75	79	80	80	1
EMS	9	9	9	8	8	-1
Total Public Safety	204	201	205	204	205	0
Public Works						
Public Works Administration	2	2	3	3	3	0
Parks	18	18	18	18	18	0
Streets	16	16	15	15	15	0
Forestry	4	4	4	4	4	0
Refuse	28	25	28	27	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	11	11	12	11	12	0
Wastewater Treatment	21	21	23	21	23	0
Engineering	4	4	4	4	4	0
Total Public Works	124	121	127	123	127	0
Human Services						
Human Services Administration	2	2	2	2	2	0
Aging	11	11	11	10	10	-1
Early Childhood	1	1	1	1	1	0
Youth	6	6	6	6	6	0
Total Human Services	20	20	20	19	19	-1
TOTAL FULL-TIME EMPLOYEES	405	399	411	404	410	-1

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

Organization & Staffing Summary



Staffing Reduction Totals 2007 vs. 2018			
	2007	2018	Reduction
Full - Time	506	410	96
Part-Time	209	90	119
Total	715	500	215

Organization & Staffing Summary

Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2017 - 2018 Projected
	Actual 2015	Actual 2016	Projected 2017	Budgeted 2018	
Balance of January 1	74,128,457	77,155,757	77,155,757	75,792,653	
Revenues By Type					
Property Taxes	15,549,754	19,423,763	16,367,293	16,377,293	0%
Municipal Income Taxes	22,212,218	23,866,023	24,083,137	24,083,137	0%
Charges for Services	34,230,330	30,688,678	31,139,900	37,431,982	20%
Licenses, Permits, and Fees	3,055,220	3,732,629	3,901,787	3,582,104	-8%
Fines and Forfeitures	1,123,217	948,217	914,532	914,532	0%
Intergovernmental	6,558,007	7,146,699	7,334,672	7,183,527	-2%
Special Assessments	529,225	492,060	583,368	583,368	0%
Contribution and Donations	102,212	74,460	267,693	1,575,582	489%
Interest	136,367	387,050	623,073	704,172	13%
Miscellaneous	4,636,875	3,822,218	3,945,641	4,322,260	10%
Debt Proceeds	17,504,096	50,986,423	28,224,283	31,471,308	12%
Transfers & Advances In	6,968,152	4,803,700	4,878,832	4,262,814	-13%
Total Revenue	112,605,674	146,371,919	122,264,211	132,492,079	8%
Expenditures by Function					
General Government	10,778,780	10,763,241	12,743,600	12,361,645	-3%
Public Safety	22,978,874	22,990,951	24,134,325	26,101,752	8%
Public Works	17,321,303	18,120,416	21,999,055	22,658,520	3%
Human Services	1,716,974	1,757,052	1,902,566	1,988,595	5%
Purchased Water	6,127,515	5,740,297	5,864,437	6,000,000	2%
Capital	14,049,824	14,649,710	16,344,766	17,181,857	5%
Debt Service	22,900,971	52,527,067	27,091,309	31,954,166	18%
CDBG, ESG, HOME, NSP Pass-Through	455,453	370,711	606,825	410,394	-32%
Transfer or Advance Out	6,293,152	4,805,500	4,796,731	3,480,473	-27%
Hospitalization & Workers Compensation	6,955,527	7,221,391	8,143,701	7,516,250	-8%
Total Expenditures	109,578,373	138,946,336	123,627,315	129,653,652	5%
Balance December 31	77,155,757	84,581,340	75,792,653	78,631,080	

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 2018 Budget with 2017 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	\$ 6,892,923		\$ 2,965,456				
Municipal Income Taxes	\$ 24,083,137						
Charges for Services	\$ 2,685,392			\$ 230,044	\$ 72,057	\$ 8,211,326	\$ 140,925
Licenses, Permits, and Fees	\$ 1,893,926					\$ 1,500	
Fines and Forfeitures	\$ 1,066,813						\$ 192,242
Intergovernmental	\$ 2,861,732	\$ 2,073,541		\$ 2,450,000	\$ 94,673	\$ -	\$ 849,628
Special Assessments						\$ 12,129	
Payment in Lieu of Taxes							
Contribution and Donations					\$ 145,000	\$ 1,400,000	\$ 29,682
Interest	\$ 500,000						
Miscellaneous	\$ 595,913						\$ 84,495
Debt Proceeds							
Transfers & Advances In	\$ 535,000			\$ -	\$ 690,000		\$ 135,000
Total Revenue	\$ 41,114,835	\$ 2,073,541	\$ 2,965,456	\$ 2,680,044	\$ 1,001,730	\$ 9,624,954	\$ 1,431,972
Expenditures by Function							
Salaries	\$ 25,432,325	\$ 1,023,100		\$ 354,070	\$ 600,861	\$ 723,587	\$ 354,250
Fringe Benefits	\$ 6,829,976	\$ 403,181	\$ 3,210,905	\$ 116,982	\$ 245,625	\$ 270,856	\$ 51,948
Travel and Transportation	\$ 52,100	\$ -		\$ 2,000	\$ 2,870	\$ 3,250	\$ 26,900
Professional Services	\$ 1,662,010	\$ 52,400		\$ 13,100	\$ 1,950	\$ 113,000	\$ 263,575
Communications	\$ 335,711	\$ 7,000		\$ 1,650	\$ 21,300	\$ 7,800	\$ 5,500
Contractual Services	\$ 1,564,300	\$ 262,500		\$ 726,600	\$ 60,000	\$ 216,580	\$ 142,712
Road Salt		\$ 215,000					
Materials & Supplies	\$ 1,585,215	\$ 306,175		\$ 300	\$ 38,150	\$ 82,900	\$ 76,800
Capital	\$ 416,700	\$ 180,000		\$ 963,343	\$ 15,000	\$ 328,000	\$ 35,000
Utilities	\$ 937,400	\$ 44,500			\$ 28,500	\$ 4,850	\$ 2,600
Purchased Water							
Other	\$ 557,355	\$ 600		\$ 49,532	\$ 6,800	\$ 307,125	\$ 481,727
Reserve Balance							
Economic Development Programs	\$ -						
Debt Service				\$ -		\$ 190,000	
Transfer or Advance	\$ 1,207,921	\$ 25,000		\$ -		\$ 1,200	
CDBG, ESG, HOME, NSP Pass-Through				\$ 238,010			\$ 172,384
Income Tax Refunds	\$ 450,000						
Total Expenditures	\$ 41,031,013	\$ 2,519,456	\$ 3,210,905	\$ 2,465,587	\$ 1,021,056	\$ 2,249,148	\$ 1,613,396
Revenue over Expenditures	\$ 83,822	\$ (445,915)	\$ (245,449)	\$ 214,457	\$ (19,326)	\$ 7,375,806	\$ (181,424)

Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2018 Budget with 2017 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Projected 2018	Projected 2017
Revenues By Type								
Property Taxes	\$ 3,824,218			\$ 1,800,478			\$ 15,483,075	\$ 16,367,293
Municipal Income Taxes							\$ 24,083,137	\$ 24,083,137
Charges for Services			\$ 10,551,263	\$ 9,853,057	\$ 473,018	\$ 7,135,000	\$ 39,352,081	\$ 31,139,900
Licenses, Permits, and Fees							\$ 1,895,426	\$ 3,901,787
Fines and Forfeitures							\$ 1,259,055	\$ 914,532
Intergovernmental		\$ -	\$ 1,800,924	\$ -			\$ 10,130,498	\$ 7,334,672
Special Assessments	\$ 472,680	\$ -	\$ 64,715	\$ 33,844			\$ 583,368	\$ 583,368
Payment in Lieu of Taxes	\$ -						\$ -	\$ -
Contribution and Donations							\$ 1,574,682	\$ 267,693
Interest	\$ 26,007		\$ 165,757	\$ 12,408	\$ -		\$ 704,172	\$ 623,073
Miscellaneous	\$ -	\$ 5,671	\$ 254,309	\$ 384,591	\$ 330,982	\$ 36,500	\$ 1,692,462	\$ 3,945,641
Debt Proceeds	\$ 8,749,000	\$ 3,210,000	\$ 5,817,669	\$ 13,694,639	\$ -		\$ 31,471,308	\$ 28,224,283
Transfers & Advances In	\$ 2,204,895	\$ -			\$ 400,000	\$ 297,919	\$ 4,262,814	\$ 4,878,832
Total Revenue	\$ 15,276,800	\$ 3,215,671	\$ 18,654,637	\$ 25,779,018	\$ 1,204,000	\$ 7,469,419	\$ 132,492,079	\$ 122,264,211
Expenditures by Function								
Salaries			\$ 896,475	\$ 2,263,250	\$ 145,815		\$ 31,793,733	\$ 29,666,175
Fringe Benefits			\$ 339,389	\$ 912,459	\$ 54,003	\$ 7,329,000	\$ 19,764,324	\$ 19,467,449
Travel and Transportation			\$ 1,000	\$ 3,300			\$ 91,420	\$ 60,275
Professional Services			\$ 800,900	\$ 1,089,266	\$ 750	\$ 115,250	\$ 4,112,201	\$ 4,009,681
Communications			\$ 157,475	\$ 5,650	\$ 4,200		\$ 546,286	\$ 414,960
Contractual Services			\$ 205,950	\$ 2,746,200	\$ 7,000		\$ 5,931,842	\$ 7,361,328
Road Salt							\$ 215,000	\$ 153,468
Materials & Supplies			\$ 357,700	\$ 407,250	\$ 16,500		\$ 2,870,990	\$ 2,688,646
Capital		\$ 3,560,725	\$ 2,835,000	\$ 8,845,000	\$ -		\$ 17,178,768	\$ 16,344,766
Utilities			\$ 46,150	\$ 301,000	\$ 305,000		\$ 1,670,000	\$ 1,673,910
Purchased Water			\$ 6,000,000				\$ 6,000,000	\$ 5,864,437
Other			\$ 577,249	\$ 1,013,485	\$ 168,184	\$ 72,000	\$ 3,234,057	\$ 2,486,326
Reserve Balance							\$ -	\$ 304,380
Economic Development Programs							\$ -	\$ 51,649
Debt Service	\$ 14,495,316		\$ 5,187,609	\$ 12,081,239	\$ -		\$ 31,954,164	\$ 27,091,309
Transfer or Advance			\$ 15,252	\$ 1,876,600	\$ 304,500		\$ 3,430,473	\$ 4,796,731
CDBG, ESG, HOME, NSP Pass-Through							\$ 410,394	\$ 606,825
Income Tax Refunds							\$ 450,000	\$ 585,000
Total Expenditures	\$ 14,495,316	\$ 3,560,725	\$ 17,420,149	\$ 31,544,699	\$ 1,005,952	\$ 7,516,250	\$ 129,653,652	\$ 123,627,315
Revenue over Expenditures	\$ 781,484	\$ (345,054)	\$ 1,234,488	\$ (5,765,681)	\$ 198,048	\$ (46,831)	\$ 2,838,427	\$ (1,363,104)

Summary of All Funds

2018 Scheduled Fund Balances	2018 Projected Beginning Balance	2018 Projected Revenue	2018 Projected Expenditures	2018 Projected Ending Balance
General (101) Fund	\$ 6,535,926	\$ 41,114,835	\$ 41,031,013	\$ 6,703,686
Special Revenue Funds				
State Highway (201) & SCMR (211) Funds	\$ 452,101	\$ 2,073,541	\$ 2,519,456	\$ 6,185
Litter Control Grant (212) Fund	\$ 5,708	\$ -	\$ 5,000	\$ 708
Community Festival (213) Fund	\$ 2,396	\$ 4,000	\$ 4,058	\$ 2,338
Police Pension (220) Fund	\$ 90,125	\$ 1,451,687	\$ 1,540,620	\$ 1,192
Fireman Pension (221) Fund	\$ 488,105	\$ 1,513,770	\$ 1,670,285	\$ 331,590
Law Enforcement Trust (222) Fund	\$ 140,948	\$ 84,495	\$ 213,393	\$ 12,050
Federal Forfeiture (225) Fund	\$ 37,661	\$ 27,935	\$ 35,000	\$ 30,596
Indigent Driver's Alcohol Treatment (230) Fund	\$ 155,784	\$ 16,862	\$ 153,500	\$ 19,146
Enforcement and Education (231) Fund	\$ 27,456	\$ 4,573	\$ 21,000	\$ 11,029
Political Subdivision (232) Fund	\$ 18,684	\$ 439	\$ 18,000	\$ 1,123
Computer Maintenance (234) Fund	\$ 45,875	\$ 25,355	\$ 40,000	\$ 31,229
Court Special Projects (235) Fund	\$ 394,290	\$ 102,196	\$ 78,659	\$ 417,827
Court Probation Services (236) Fund	\$ 79,303	\$ 27,676	\$ 10,000	\$ 96,979
IDIAM (237) Fund	\$ 117,016	\$ 15,142	\$ 125,000	\$ 7,158
Community Development Block Grant (240) Fund	\$ 178,675	\$ 2,680,044	\$ 2,465,587	\$ 393,132
Emergency Shelter Grant (241) Fund	\$ 14,925	\$ 275,000	\$ 229,311	\$ 60,614
HOME Investment Program (242) Fund	\$ 23,871	\$ 365,193	\$ 252,000	\$ 137,063
Neighborhood Stabilization Program (245) Fund	\$ 307,466	\$ -	\$ -	\$ 307,466
Aging (250) Fund	\$ 31,706	\$ 1,001,730	\$ 1,021,056	\$ 12,381
Lakewood Hospital (260) Fund	\$ 10,060,410	\$ 9,624,954	\$ 2,249,148	\$ 17,436,217
Help to Others (277) Fund	\$ 14,011	\$ 39,607	\$ 40,319	\$ 13,299
Juvenile Diversion (278) Fund	\$ 10,386	\$ 8,500	\$ 18,472	\$ 414
FEMA (280) Fund	\$ 2,781	\$ -	\$ -	\$ 2,781
Family to Family (281) Fund	\$ 52,949	\$ 435,000	\$ 369,684	\$ 118,265
Total Special Revenue Funds	\$ 12,752,632	\$ 19,777,698	\$ 13,079,548	\$ 19,450,782
Debt Service Funds				
Bond Retirement (301) Fund	\$ 2,778,726	\$ 14,659,711	\$ 14,089,212	\$ 3,349,224
TIF Bond Retirement (302) Fund	\$ 535,690	\$ 617,089	\$ 406,104	\$ 746,675
Total Debt Service Funds	\$ 3,314,415	\$ 15,276,800	\$ 14,495,316	\$ 4,095,899
Capital Projects Funds				
Capital Improvement (401) Fund	\$ 1,340,663	\$ 3,210,000	\$ 3,532,225	\$ 1,018,438
Land Acquisition (404) Fund	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
City Park (405) Improvement Fund	\$ 24,692	\$ 5,671	\$ 28,500	\$ 1,863
TIF Capital Improvement (406) Fund	\$ -	\$ -	\$ -	\$ -
Total Capital Projects Funds	\$ 6,365,354	\$ 3,215,671	\$ 3,560,725	\$ 6,020,301
Enterprise Funds				
Water Operating (501) Fund	\$ 6,305,201	\$ 18,654,637	\$ 17,420,149	\$ 7,539,689
Wastewater Collection (510) Fund	\$ 5,343,886	\$ 12,479,872	\$ 15,672,279	\$ 2,151,479
Wastewater Treatment (511) Fund	\$ 3,498,554	\$ 11,498,668	\$ 14,072,420	\$ 924,803
Wastewater Improvement (512) Fund	\$ 1,682,698	\$ 1,800,478	\$ 1,800,000	\$ 1,683,176
Parking Facilities (520) Fund	\$ 661,123	\$ 474,018	\$ 366,952	\$ 768,189
Winterhurst Ice Rink (530) Fund	\$ 213,255	\$ 729,982	\$ 639,000	\$ 304,237
Total Enterprise Funds	\$ 17,704,718	\$ 45,637,655	\$ 49,970,800	\$ 13,371,573
Internal Service Funds				
Hospitalization (600) Fund	\$ 293,098	\$ 7,180,158	\$ 7,173,000	\$ 300,257
Worker's Compensation (601) Fund	\$ 639,314	\$ 289,261	\$ 343,250	\$ 585,325
Total Internal Service Funds	\$ 932,412	\$ 7,469,419	\$ 7,516,250	\$ 885,581
TOTALS	\$ 47,605,458	\$ 132,492,079	\$ 129,653,652	\$ 50,443,884

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. All collective bargaining units and the City agreed to three year contracts beginning on January 1, 2017 and will expire on December 31, 2019.

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2017	Projected 2018	Projected 2019	Projected 2020	Projected 2021	Assumptions
Revenues By Fund						
General Fund (Fund 101)	\$ 40,831,574	\$ 41,114,835	\$ 41,525,984	\$ 41,941,244	\$ 42,360,656	Assumes flat property tax revenues, flat annual income tax increases each year, and decreased Local Government revenues in 2018, but increased interest revenue. Projected 1% increased revenues each year in 2019 through 2021.
Street, Construction, Maintenance & Repair (SCMR Funds 201& 211)	\$ 2,073,541	\$ 2,073,541	\$ 2,073,541	\$ 2,073,541	\$ 2,073,541	Assumed flat based on the 2017 projected level.
Lakewood Hospital Fund (Fund 260)	\$ 2,487,313	\$ 9,624,954	\$ 1,149,954	\$ 1,149,954	\$ 1,149,954	Revenues are projected based on the terms of the Master Agreement until 2018, and annual EMS transport revenues 2019-2021.
Debt Service Fund (Fund 301)	\$ 16,048,126	\$ 14,659,711	\$ 16,754,816	\$ 19,254,816	\$ 21,754,816	In 2017, the 2007 GO Bonds were refunded via private placement. The 2018-2019 projections are based on annual repayment of bond anticipation notes.
Water Fund (Fund 501)	\$ 16,489,137	\$ 18,654,637	\$ 18,654,637	\$ 18,654,637	\$ 18,654,637	Forecast model is being developed. Rate increases to be determined.
Wastewater Collections Fund (Fund 510)	\$ 11,246,774	\$ 12,479,872	\$ 12,479,872	\$ 12,479,872	\$ 12,479,872	Forecast model is being developed. Rate increases to be determined.
Wastewater Treatment Fund (Fund 511)	\$ 8,998,668	\$ 11,498,668	\$ 11,498,668	\$ 11,498,668	\$ 11,498,668	Forecast model is being developed. Rate increases to be determined.
Wastewater Treatment Improvement Fund (Fund 512)	\$ 1,800,478	\$ 1,800,478	\$ 1,800,478	\$ 1,800,478	\$ 1,800,478	Assumes flat property tax revenue.
Parking Fund (Fund 520)	\$ 619,018	\$ 474,018	\$ 474,018	\$ 474,018	\$ 474,018	Assumed flat based on the 2018 projected level.
All Other Funds	\$ 21,694,928	\$ 20,111,364	\$ 19,429,801	\$ 19,429,801	\$ 19,429,801	Assumed flat based on the 2019 projected level.

5-Year Revenue Projection & Expenditure Projection based on terms of Negotiated Collective Bargaining Agreements						
	Projected 2017	Projected 2018	Projected 2019			Assumptions
Expenditures by Function						The City and the seven Collective Bargaining Unit agreed upon 3 year contracts by the end of 2017 that granted 3% cost of living increases in 2017, and 2% increases in 2018 and 2019. Operating expenditures for 2018 and 2019 are held flat based on the 2017 projection.
Salaries	\$ 29,666,175	\$ 31,793,733	\$ 32,429,608			
Fringe Benefits	\$ 19,467,449	\$ 19,764,324	\$ 20,159,610			
Travel and Transportation	\$ 60,275	\$ 91,420	\$ 91,420			
Professional Services	\$ 4,009,681	\$ 4,112,201	\$ 4,112,201			
Communications	\$ 414,960	\$ 546,286	\$ 546,286			
Contractual Services	\$ 7,361,328	\$ 5,931,842	\$ 5,931,842			
Road Salt	\$ 153,468	\$ 215,000	\$ 215,000			
Materials & Supplies	\$ 2,688,646	\$ 2,870,990	\$ 2,870,990			
Capital	\$ 16,344,766	\$ 17,178,768	\$ 17,178,768			
Utilities	\$ 1,673,910	\$ 1,670,000	\$ 1,670,000			
Purchased Water	\$ 5,864,437	\$ 6,000,000	\$ 6,000,000			
Other	\$ 2,486,326	\$ 3,234,057	\$ 3,234,057			
Reserve Balance	\$ 304,380	\$ -	\$ -			
Economic Development Programs	\$ 51,649	\$ -	\$ -			
Debt Service	\$ 27,091,309	\$ 31,954,164	\$ 31,954,164			
Transfer or Advance	\$ 4,796,731	\$ 3,430,473	\$ 3,430,473			
CDBG, ESG, HOME, NSP Pass-Through	\$ 606,825	\$ 410,394	\$ 410,394			
Income Tax Refunds	\$ 585,000	\$ 450,000	\$ 450,000			
Total Expenditures	\$ 123,627,315	\$ 129,653,652	\$ 130,684,813			

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 can 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. As of December 31, 2017, the City had no outstanding Revenue Bond 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

City of Lakewood, Ohio

LONG-TERM DEBT OUTSTANDING - BONDS					
	Original Amount	Amount Outstanding as of Dec. 31, 2017	Call Date	Security	2018 Debt Service Payments
2017	\$ 5,890,000	\$ 5,095,000	Not Callable - Matures in 2026	Private Placement Refunding of 2007 GO Bonds	\$ 967,975
2016	\$ 39,460,000	\$ 33,971,513	12/1/2026	GO (includes refunded series 2005, 2004 (Rockport TIF), and 2006 water and sewer revenue bonds)	\$ 3,187,981
2012	\$ 5,445,000	\$ 3,695,000	Not Callable - Matures in 2023	GO (includes refunded 2003 Bonds)	\$ 658,900
2011	\$ 12,320,000	\$ 7,665,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 929,519
Total	\$ 63,115,000	\$ 50,426,513		Total	\$ 5,744,375
Total GO	\$ 63,115,000	\$ 50,426,513			
Total Revenue	\$ -	\$ -			

The City of Lakewood issues short-term debt known as Bond Anticipation Notes (BANS). In 2017, \$22.244 million in General Obligation BANS were issued to fund projects in 2016 and 2017

SHORT -TERM DEBT OUTSTANDING - NOTES				
	Original Amount	Maturity Date	Coupon Rate	2018 Debt Service Payments
2017	\$ 22,244,000	4/3/2018	2.00%	\$ 22,687,644
Total	\$ 22,244,000		Total	\$ 22,687,644

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.

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, 2017	Final Maturity Year	2018 Debt Service Payments
2017	\$ 1,657,000	\$1,494,815	2027	\$ 275,326
2016	\$ 1,617,000	\$1,243,797	2026	\$ 239,231
2015	\$ 3,740,000	\$2,982,548	2030	\$ 365,114
2014	\$ 4,881,595	\$2,545,301	2028	\$ 430,976
2013	\$ 1,792,646	\$908,144	2023	\$ 199,382
2012	\$ 1,137,080	\$360,702	2022	\$ 149,548
2011	\$ 3,402,570	\$1,129,451	2021	\$ 350,619
2009	\$ 2,175,159	\$226,662	2018	\$ 226,662
2008	\$ 5,416,546	\$332,353	2018	\$ 332,353
Total	\$ 25,819,596	\$ 11,223,775		\$ 2,569,211

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, 2017	Final Maturity Year	2018 Debt Service Payments
OPWC	\$3,642,546	2037	\$ 496,533
Special Assesments	\$115,000	2026	\$ 14,770
Total	\$3,757,546	Total	\$ 511,303

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 (2016)	\$ 901,369,840
2010 Census Population	52,131

Total Outstanding General Obligation Debt	
Long-Term Debt	\$ 50,426,513
Short-Term Debt, Loans & Leases	\$ 37,225,321
Total Outstanding Debt	\$ 87,651,834
LESS	
Water Backed Bonds	\$ (7,274,131)
TIF Bonds	\$ (2,513,487)
Municipal Capital Leases	\$ (11,223,775)
Sewer Backed Bonds	\$ (15,766,820)
Special Assessment Bonds & Loans	\$ (3,757,546)
Exempt Debt	\$ 47,116,076
5.5% Unvoted Debt Limit	\$ 49,575,341
Debt Leeway	\$ 38,076,493
Debt Ratios	
Net Debt to Full Value	3.40%
Total Debt per Capita	\$1,681.38
Notes as a % of Total Debt	25.38%

Therefore, per the Ohio Revised Code, the City has the legal capacity to borrow upwards of \$38.0 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	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Office of City Council	166,969	189,947	192,254	213,659	11%
Municipal Court	1,218,891	1,251,179	1,632,928	1,660,252	
Office of Mayor	251,229	270,916	290,583	314,562	8%
Office of Civil Service	83,072	92,787	83,152	146,166	76%
Human Resources	264,629	256,725	283,482	306,856	8%
Law	731,542	470,181	607,510	617,183	2%
Finance	618,143	614,843	656,931	772,344	18%
Income Tax	770,730	809,634	862,377	961,113	11%
Utility Billing	2,258,262	10,255,203	4,960,848	6,038,135	22%
Vital Statistics & Nuisance Abatement	370,893	375,190	372,408	344,768	-7%
General Administration	5,449,930	4,031,805	3,753,843	2,046,496	-45%
Information Technology	1,022,498	1,200,294	1,640,451	1,143,684	-30%
Planning and Development	917,684	1,285,247	1,017,425	1,033,381	2%
Building & Housing	1,151,107	1,118,610	1,371,904	1,468,023	7%
Community Development	1,323,935	1,163,483	1,546,749	1,143,167	-26%
Community Relations	92,997	92,335	146,303	165,338	13%
CDBG, ESG, HOME, NSP Pass-Through	\$ 455,453	\$ 370,711	\$ 606,825	\$ 410,394	-32%
Income Tax Refunds	409,668	361,367	585,000	450,000	-23%
Total Expenditures	17,557,634	24,210,455	20,610,973	19,235,521	-7%
Total Expenditures by Category All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Salaries	4,561,765	4,445,663	4,722,343	5,137,148	9%
Fringe Benefits	1,157,945	1,184,624	1,443,299	1,720,026	19%
Travel and Transportation	33,317	29,094	31,202	47,875	53%
Professional Services	1,254,677	1,091,073	1,727,701	1,918,485	11%
Communications	174,365	204,645	251,060	261,405	4%
Contractual Services	1,673,812	1,476,018	2,230,722	1,621,280	-27%
Materials & Supplies	138,633	142,830	164,950	191,515	16%
Capital	186,095	601,794	611,178	1,500	-100%
Utilities	10,156	10,472	10,473	11,050	6%
Other	1,106,268	1,147,070	1,220,820	1,002,861	-18%
Reserve Balance	226,759	367,505	304,380	-	-100%
Economic Development Programs	31,415	302,878	51,649	-	-100%
Debt Service	1,683,853	9,631,909	4,148,980	5,187,609	25%
Transfer or Advance	4,453,452	2,842,800	2,500,390	1,274,373	-49%
CDBG, ESG, HOME, NSP Pass-Through	455,453	370,711	606,825	410,394	-32%
Income Tax Refunds	409,668	361,367	585,000	450,000	-23%
Total Expenditures	17,557,634	24,210,455	20,610,973	19,235,521	-7%

Budget Overview of General Government

General Fund Total Expenditures by Category	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Salaries	3,982,454	3,909,357	4,123,447	4,578,522	11%
Fringe Benefits	1,047,677	1,067,707	1,298,668	1,497,722	15%
Travel and Transportation	30,437	27,182	29,327	45,875	56%
Professional Services	1,125,020	774,764	1,274,543	1,333,335	5%
Communications	158,839	187,908	166,291	177,655	7%
Contractual Services	67,632	174,832	222,566	209,300	-6%
Materials & Supplies	133,021	130,313	145,041	167,615	16%
Capital	186,095	359,348	611,178	1,500	-100%
Utilities	3,441	3,478	3,498	3,550	1%
Other	715,563	747,511	753,144	519,955	-31%
Reserve Balance	226,759	367,505	304,380	-	-100%
Economic Development Programs	31,415	302,878	51,649	-	-100%
Debt Service	-	-	-	-	
Transfer or Advance	4,216,000	2,688,548	2,436,938	1,207,921	-50%
Income Tax Refunds	409,668	361,367	585,000	450,000	-23%
Total Expenditures	12,334,021	11,102,699	12,005,671	10,192,950	-15%

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.

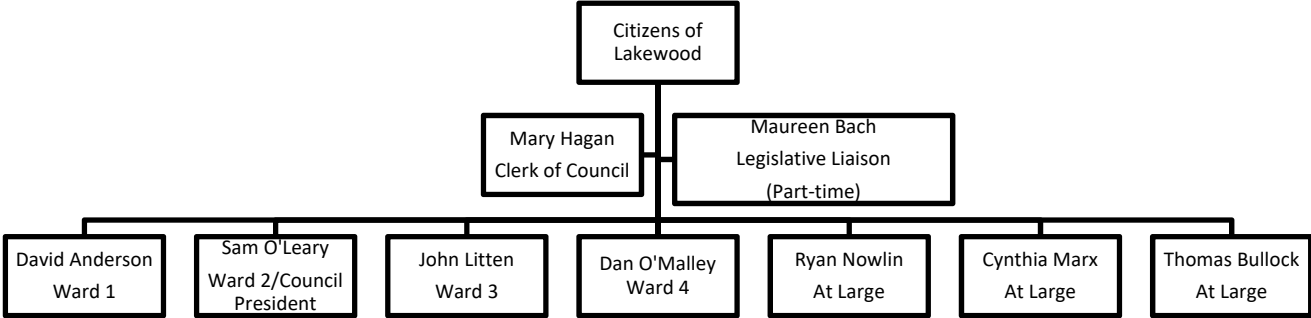
As the legislative arm of Lakewood City government, the chief function of City Council is the making of laws. While serving as the city's lawmaking body, Council also monitors the operation and performance of the City budget. In addition, Council members serve as their constituents' links to their local 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)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	126,044	146,292	146,901	160,907	10%
Fringe Benefits	27,691	31,583	35,762	39,802	11%
Travel and Transportation	5	-	-	-	
Professional Services	7,770	7,909	5,978	9,575	60%
Communications	302	226	185	300	62%
Contractual Services					
Materials & Supplies	1,137	35	28	1,450	5079%
Capital	2,246	-	-	-	
Utilities					
Other	1,773	3,902	3,400	1,625	-52%
Debt Service					
Transfer or Advance					
Total	166,969	189,947	192,254	213,659	11%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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	2	1	1	1	1
Council Members	7	7	7	7	7
<i>Total Part Time Employees</i>	9	8	8	8	8

Municipal Court

The following table represents the actual General Fund 2015 and 2016 expenditures of the Lakewood Municipal Court, and the 2017 and 2018 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries	874,201	874,201	961,106	931,336
Fringe Benefits	133,850	133,850	148,955	150,597
Travel and Transportation	7,943	7,943	13,150	13,150
Professional Services	39,890	39,890	64,300	63,500
Communications	40,358	40,358	47,280	47,280
Contractual Services				
Materials & Supplies	15,660	15,660	19,150	20,450
Capital	-	-	-	-
Utilities				
Other	6,670	6,670	8,155	8,780
Debt Service				
Transfer or Advance				
Total	1,118,571	1,118,571	1,262,096	1,235,093

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)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	20,240	20,240	-	50,000
Communications				
Contractual Services	-	-	150,000	100,000
Materials & Supplies	2,760	2,760	-	3,500
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	22,999	22,999	150,000	153,500

Municipal Court

Political Subdivision (Fund 232)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	-	17,000	18,000
Communications				
Contractual Services				
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	-	-	17,000	18,000

Computer Maint (Fund 234)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services				
Communications				
Contractual Services	33,743	17,800	40,000	40,000
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	33,743	17,800	40,000	40,000

Municipal Court

Court Special Projects (Fund 235)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries	3,492	3,977	7,500	7,500
Fringe Benefits	540	614	1,159	1,159
Travel and Transportation				
Professional Services	1,150	-	5,000	5,000
Communications				
Contractual Services	29,031	55,473	50,000	50,000
Materials & Supplies	239	1,811	15,000	15,000
Capital	-	18,645	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance	-	1,800	-	-
Total	34,452	82,320	78,659	78,659

Court Probation (Fund 236)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries	-	-	15,000	-
Fringe Benefits	-	-	2,318	-
Travel and Transportation	202	202	500	-
Professional Services	7,624	9,201	7,355	10,000
Communications				
Contractual Services				
Materials & Supplies	-	85	-	-
Capital	-	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	7,826	9,488	25,173	10,000

Municipal Court

IDIAM (Fund 237)	2015 Actual	2016 Actual	2017 Budgeted	2018 Budgeted
Expenditures by Category				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	1,300	-	60,000	125,000
Communications				
Contractual Services				
Materials & Supplies	-	-	-	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
Total	1,300	-	60,000	125,000
TOTAL	1,218,891	1,251,179	1,632,928	1,660,252

Mayor's Office

Division of the Mayor's Office

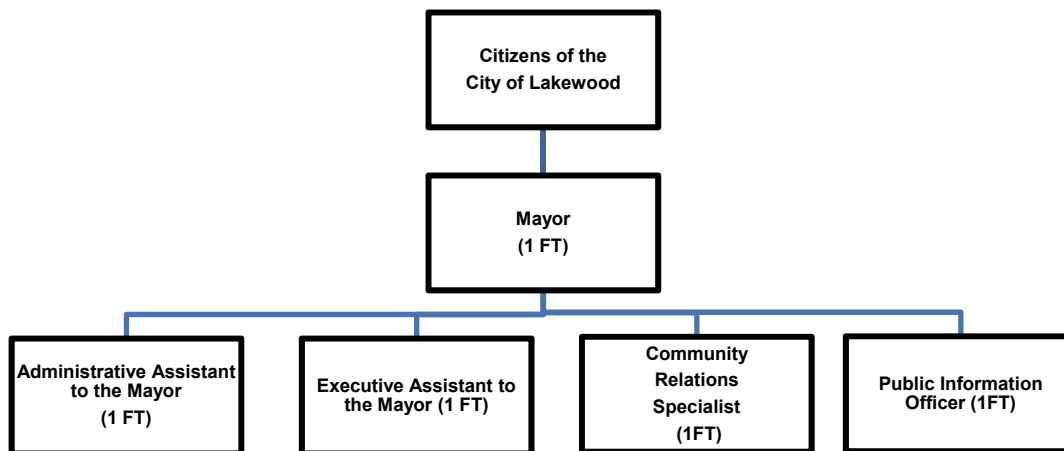
Description

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)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	184,197	200,177	203,658	207,949	2%
Fringe Benefits	54,945	58,850	71,491	76,888	8%
Travel and Transportation	1,895	666	-	11,350	
Professional Services	6,533	6,717	12,191	13,000	7%
Communications	1,258	1,121	1,066	1,610	51%
Contractual Services	-	-	-	-	
Materials & Supplies	1,634	1,768	1,620	2,990	85%
Capital		1,039			
Utilities					
Other	769	577	556	775	39%
Debt Service					
Transfer or Advance					
Total	251,229	270,916	290,583	314,562	8%

Organizational Chart



The Mayor has four staff that directly reports: 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 out of the Community Relations' budget.

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Mayor's Office					
<u>Full Time Employees</u>					
Mayor	1	1	1	1	1
Administrative Assistant to Mayor	2	2	2	2	2
Total Full Time Employees	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 keeps 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 division 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 division 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.

2017 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, Summers Solstice Celebration, Lakewood Arts Festival, Lakewood Community Festival, Lakewood Farmers Market and Lakewood Veterans Day Ceremony.
- Continued to improve information sharing through social media and web presence. Our website which was redesigned in 2015 is more user friendly and we have continued in 2017 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. We continue to see increases in the

Division of Community Relations

number of people who follow up on social media. Facebook fans have grown to over 9771. Twitter followers have grown to 6615. We added an Instagram page this year and will continue to add content and develop it in 2018.

2018 & Beyond Strategic Plan

- Direct outreach to community service organizations providing information about the Volunteer Lakewood website pages and the needs for volunteers. Continue to expand the Welcome to Lakewood event which introduces our newest residents to organizations which are in need of volunteers and helps them to become engaged in the community.
- Volunteer web pages to be more prominent on newly- designed website
- Utilize the PR Roundtable to share information about the Volunteer Lakewood program and its benefits. Continue ongoing general marketing campaign regarding the importance of volunteering and the needs of the community.
- Assist with the preparation of a written communications strategy for addressing with emergency situations.
- Direct mailing to residents encouraging them to sign-up for the ReadyNotify program. Regular promotion of ReadyNotify program on water bill. Continue outreach to community organizations asking them to help us promote the ReadyNotify program.
- Continue to increase our number of Twitter and Facebook followers and the number of people who subscribe to ReadyNotify and our e-newsletter list.

Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	57,211	56,470	90,386	100,952	12%
Fringe Benefits	15,963	18,108	40,953	45,811	12%
Travel and Transportation	-	-	-	-	
Professional Services	9,810	7,374	5,961	11,000	85%
Communications	3,642	3,450	3,281	525	-84%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	939	876	303	875	188%
Capital					
Utilities					
Other	433	1,057	419	1,175	180%
Debt Service					
Transfer or Advance					
Total	92,997	92,335	146,303	165,338	13%

Division of Community Relations

Budget Trends

- The amount of money we have spent in Professional Services has been declining over the last several years. One reason the expenses have declined is the City’s investment in new technology in the City Hall Auditorium. Events and meetings we used to hold off site and have to pay for sound and equipment rental are now being held in the Auditorium where there is no additional costs. The amount to be used for Professional Services is variable because things may come up during the year that require additional funding which is why we ask this budget to remain the same.

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Community Relations					
Full Time Employees					
Community Relations Specialist	1	1	1	1	1
Public Information Officer	0	0	1	0	1
Total Full Time Employees	1	1	2	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.

2017 Accomplishments

- The commission held an entry level competitive examination for the position of Patrol Officer. The eligible list was certified on February 9, 2017.
- The commission started to explore the possibility of digital examination for certain positions. A review of the Rules and Regulation of the City of Lakewood Civil Service Commission is in the beginning stages to allow for this type of examination.
- The commission has approved and executed a non-competitive examination for the position of Public Information Officer.
- The commission has reviewed and approved amendments to the positions of Public Information Officer and IS Manager that were presented by the Human Resources Department.

2018 & Beyond Strategic Plan

- Maintain and support an educated and trained workforce.
- Continue to conduct competitive and non-competitive examinations as needed to maintain staffing levels.
- Continue to review and update non-competitive examinations as needed.
- Review and update job descriptions as needed.
- Conduct promotional examinations as needed. We anticipate 6 promotional examinations for Police and Fire in 2018.
- Continue to review and amend the rules and regulations as need.

Division Budget

OFFICE OF CIVIL SERVICE					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	57,830	57,052	58,360	59,376	2%
Fringe Benefits	17,393	18,017	22,407	24,100	8%
Travel and Transportation					
Professional Services	7,402	17,175	1,922	62,050	3129%
Communications	374	526	462	590	28%
Contractual Services					
Materials & Supplies	70	17	1	50	4900%
Capital					
Utilities					
Other	3	-	-	-	
Debt Service					
Transfer or Advance					
Total	83,072	92,787	83,152	146,166	76%

Budget Trends

This year, as in the most recent years past, testing will be dependent on the number of retirements, dismissals and voluntary terminations. We do not expect large numbers of retirements in Police and Fire but there are retirements that take place each year. In 2018 we anticipate the retirement of a Captain in the police department. Promotions are from rank to rank in both police and fire and there will be a need for 3 promotional examination for police. Fire is also anticipating retirements that will necessitate 3 promotional exams to be given as well.

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Civil Service					
Full Time Employees					
Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk	1	1	1	1	1
Total Full Time Employees	1	1	1	1	1
Part Time Employees					
Civil Service Commissioner	3	3	3	3	3
Total Part Time Employees	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 and in line with ordinances and bargaining unit contracts.
- **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. Communicates with SERB on bargaining unit issues.
- **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, vision, deferred compensation programs, etc.
- **Worker's Compensation:** Administers the City's self-insured Worker's Compensation program 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.

2017 Accomplishments

- Successfully negotiated all 7 bargaining unit contracts to conclusion. Four (4) contracts were completed by the end of April and three (3) in the last quarter following the fact finder process.
- Completed the development and training for the newly implemented one-on-one performance conversations with all employees and managers meeting goals for same.
- Accomplished the successful training of roughly ½ the managerial staff of the City in a Leadership Development Training Series and formulated budgets and plans for the remaining managers.

Division of Human Resources

- Launched the Healthcare Committee made up of a diverse cross section of city employees with deliberate representation of all bargaining unit and non-bargaining groups to explore health insurance options moving into 2019.

2018 & Beyond Strategic Plan

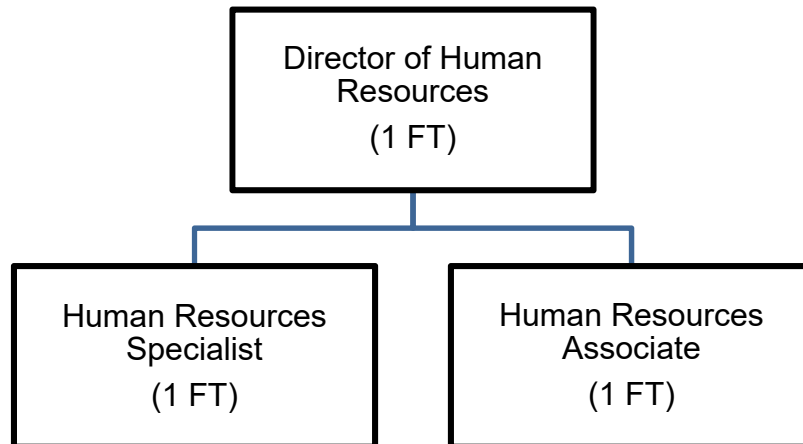
- Develop employee medical healthcare insurance plans for 2019 with plan design developed by September 2018, and anticipated unanimous acceptance by bargaining unit groups
- Institute automated records and document storage and retrieval system with the digitalization of all legacy Workers' Compensation and personnel files, with the goal of ongoing digital capture of all employee Workers' Compensation and personnel files.

Division Budget

DIVISION OF HUMAN RESOURCES					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	183,403	180,504	185,717	199,793	8%
Fringe Benefits	53,624	55,967	69,226	76,058	10%
Travel and Transportation	-	478	606	600	-1%
Professional Services	23,640	16,221	25,306	25,280	0%
Communications	713	613	541	675	25%
Contractual Services					
Materials & Supplies	1,863	2,036	1,207	3,550	194%
Capital					
Utilities					
Other	1,386	906	879	900	2%
Debt Service					
Transfer or Advance					
Total	264,629	256,725	283,482	306,856	8%

Division of Human Resources

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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
Total Full Time Employees	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.

2017 Accomplishments

- Continued management of 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 and appeals, with no liability imposed on the City.
- Continued work with state and federal regulators and city stakeholders in our long-term 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.
- Joined litigation to protect and preserve Lakewood's home-rule authority to regulate the public right of way vis-à-vis state legislation giving small-cell wireless providers unchecked power to place facilities anywhere they see fit.
- Finalized the proposed third amended charter on behalf of city council and prepared the issue for public vote.

2018 & Beyond Strategic Plan

- Continue the multiyear process of negotiating over the future of healthcare in Lakewood to its completion, and continue to defend the city in any related litigation.
- Assist the Department of Planning and Development, the Mayor, City Council and the boards and commissions with the process for redeveloping the former hospital site.
- Recapture the nuisance abatement costs in the city’s demolition of the former Hilliard Theater in 2018, in service to the taxpayers.
- Continue to protect the city’s home-rule authority in court challenges regarding income tax, rights of way and animal regulation.
- Continue to shepherd the city’s years-long work with the state and federal EPA with respect to the city’s planning under the Clean Water Act.

Division Budget

DIVISION OF LAW					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	340,537	342,013	366,323	401,534	10%
Fringe Benefits	80,699	89,936	110,486	121,699	10%
Travel and Transportation	375	374	754	925	23%
Professional Services	293,554	21,352	114,778	75,325	-34%
Communications	1,653	1,445	1,750	2,000	14%
Contractual Services					
Materials & Supplies	13,375	10,436	12,268	13,200	8%
Capital	-	2,309	-	-	
Utilities					
Other	1,350	2,316	1,152	2,500	117%
Debt Service					
Transfer or Advance					
Total	731,542	470,181	607,510	617,183	2%

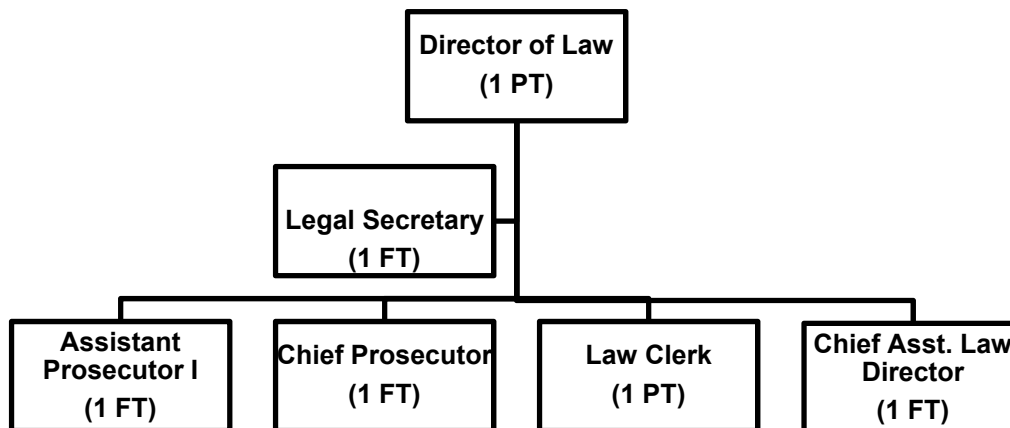
Budget Trends

- Prosecution for heroin- and other opiate-related offenses continues to expand dramatically, reflecting local, state and national trends. Law is assisting with the formation of Project SOAR as a treatment alternative.
- Litigation related to the hospital site resulted in the expenditure of legal fees in an amount we would consider to be an outlier from year-to-year. The city has not received any adverse judgments in these cases.

Law Department

- 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) dropped from 12 to 4 between October 2016 and October 2017. Other than those 4 foreclosure cases, only 6 new civil matters were filed against the city in the same time period.

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Law					
<u>Full Time Employees</u>					
Director of Law	0	0	0	0	0
Chief Asst. Law Director	1	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
Total Full Time Employees	4	4	4	4	4
<u>Part Time Employees</u>					
Director of Law	1	1	1	1	1
Asst. Law Director/Pros. I	0	0	0	0	0
Law Clerk	1	1	1	1	1
Total Part Time Employees	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

2017 Accomplishments

- The 2016 Financial Audit was completed on time, received no citations and was the recipient of the “Auditor of State Award” for the fourth consecutive year.
- The department continues to invest the City’s long term portfolio in accordance with the investment policy in excess of thirty four million dollars.
- The City is participating in the Ohio State Treasurer’s transparency project, “Ohio Checkbook” by furnishing details of all expenditures from 2010-2017.

2018 & Beyond Strategic Plan

- 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.

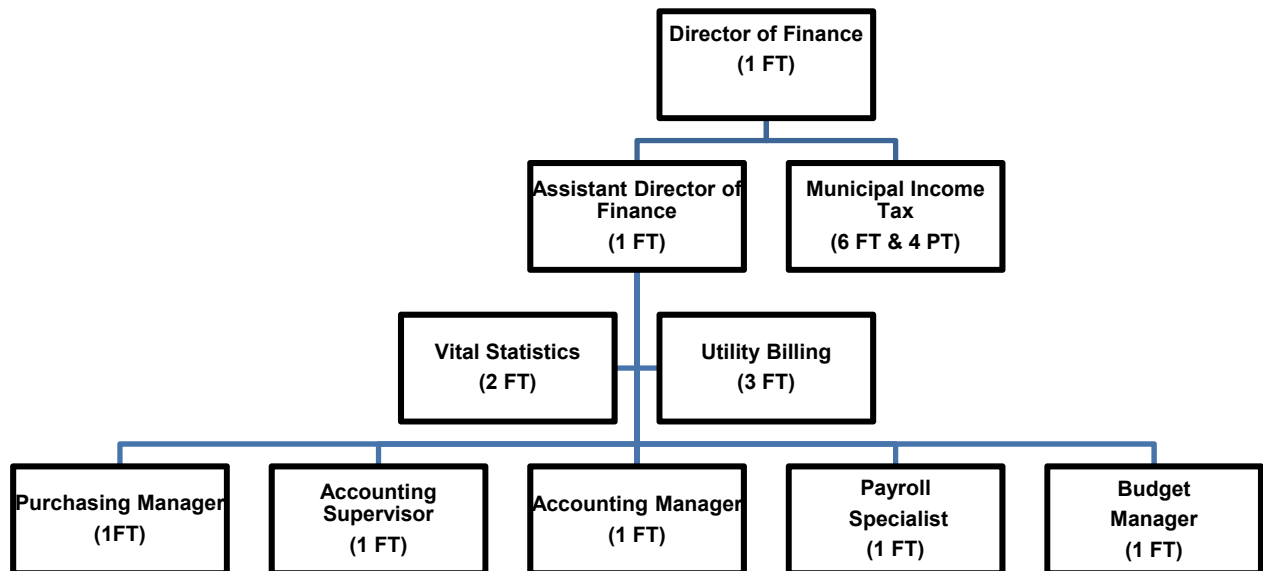
Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	419,173	411,750	419,556	500,512	19%
Fringe Benefits	125,426	130,353	159,846	181,832	14%
Travel and Transportation	363	139	531	1,100	107%
Professional Services	60,922	61,126	67,683	76,175	13%
Communications	5,240	6,932	5,022	7,000	39%
Contractual Services					
Materials & Supplies	2,470	2,482	2,548	3,300	29%
Capital	-	-	-	-	
Utilities					
Other	4,549	2,062	1,745	2,425	39%
Debt Service					
Transfer or Advance					
Total	618,143	614,843	656,931	772,344	18%

Budget Trends

- Independent auditing firm of James G. Zupka, C.P.A., will perform their ninth financial audit during 2018.

Organizational Chart



Division of Finance

Personnel

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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
Total Full Time Employees	7	7	7	7	7

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.

2017 Accomplishments

- Accepted and received invitation for the City's Income Tax Manager to become the chairperson of the Ohio Municipal League Income Tax Committee, allowing for more direct access and input into future strategies dealing with the ever-looming threat of potential centralization.
- Currently hold a position for the City's Income Tax Manager on the planning committee for the Ohio Business Gateway (OBG) Modernization Project for "Gateway 3.0," the updated platform as referenced in HB 49.
- Joined several other municipalities across Ohio in filing an injunction to halt and overturn the legislative overreach present in HB 49 as it relates to the centralized collection of municipal business returns by the State of Ohio.
- Instituted provisions as required by HB 5 via updates to our web page and software (quarterly estimate due dates), and through updates to our blank tax forms (the universal loss offset starting tax year 2016).

2018 & Beyond Strategic Plan

- Adapt to the Changes Mandated by the State of Ohio
 - Continue to communicate changes mandated by HB 5 and HB 49, such as the fourth quarterly estimate due date change from December 15th (starting tax year 2016) to January 15th (starting tax year 2018)—the second such change within a three year period.
 - Remain acutely aware of any changes to HB 5's provisions as they are legislated and implemented over the next several years by amendments contained in bills such as HB 49
 - Utilize connections within the OML Income Tax Committee to keep informed on upcoming changes related to HB 5 and possible centralization. Participate in—and monitor closely—proceedings related to the injunction filed to halt the current attempt at centralized collection of municipal net profit returns contained within HB 49

Division of Income Tax

- Offer amendments to Lakewood Codified Ordinance 128 as they become necessary and update Lakewood tax homepage to accommodate dramatic changes mandated by HB 5, and inform Lakewood citizens of the resulting changes to Lakewood Codified Ordinance 128 in a timely manner to increase efficiency and maximize revenue
- 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 State of Ohio legislators
- Continue Aggressive Collection of Revenues
 - Continue to enhance revenue through strong database identification process utilizing 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. Also, update the database with the most current property information possible and immediately pursue leads through a “letter, billing, and civil complaint” process.
 - Examine and streamline our payment plan process through a LEAN project

Division Budget

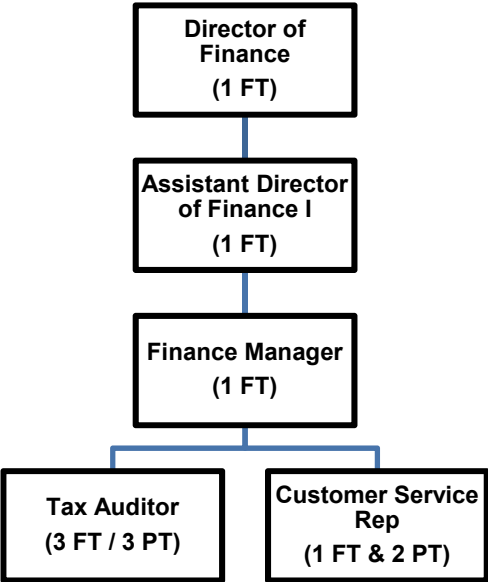
DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	389,701	381,350	391,766	469,726	20%
Fringe Benefits	112,238	115,746	142,055	163,812	15%
Travel and Transportation	1,448	1,609	1,590	1,900	19%
Professional Services	114,732	131,489	154,159	152,075	-1%
Communications	69,208	99,760	84,561	81,700	-3%
Contractual Services	1,450	1,750	1,770	1,800	2%
Materials & Supplies	3,847	3,837	4,014	3,950	-2%
Capital					
Utilities	3,441	3,478	3,498	3,550	1%
Other	74,665	70,615	78,965	82,600	5%
Debt Service					
Transfer or Advance					
Total	770,730	809,634	862,377	961,113	11%

Division of Income Tax

Budget Trends

- Monitor legislative changes at the State level and how they relate to municipal income tax revenue, rules, and regulation—especially in light of the injunction.
- Remain vigilant of pushes by the State toward centralized collection of municipal business and/or individual tax returns (per HB 49).
- Continue to monitor the economic climate and its effects on municipal income tax revenue.
- Monitor the near-constant changing of quarterly estimate due dates by the State of Ohio, as these date changes dramatically affect cash flow

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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
Total Full Time Employee	6	6	6	6	6
<u>Part Time Employees</u>					
Tax Auditor	2	2	3	3	3
Customer Service Rep	2	2	2	2	2
Total Part Time Employee	4	4	5	5	5

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.

2017 Accomplishments

- Upgraded Fixed Base, the system by which the Division can both monitor and answer questions regarding water customer usage.
- Completed additional training for Division staff related to Fixed Base upgrades.
- Continued utilization of SharePoint Calendar in organization and communication of dates, times, and locations of customer appointments and utility disconnections

2018 & Beyond Strategic Plan

- Continue Monitoring Trends for Necessary Rate Increases
 - Review water/sewer rate structure to ensure ability to cover future capital expenditures and bond coverage while attempting to keep rates reasonable.
 - Be realistic and open with information to Council and citizens, using strong and precise financial data as support.
 - Provide Council with honest, accurate information so they may effectively discuss potential rate changes during budget hearings.
 - Communicate changes to residents and impact of capital needs
- Leverage Technology to Improve Performance
 - Engage Fixed Base upgrades to utilize full potential of wireless meters in the service of more efficient revenue collection.
 - Streamline the system of practices by which the relevant wireless meter functions are accessed and examined, based in part on Fixed Base training and upgrades.

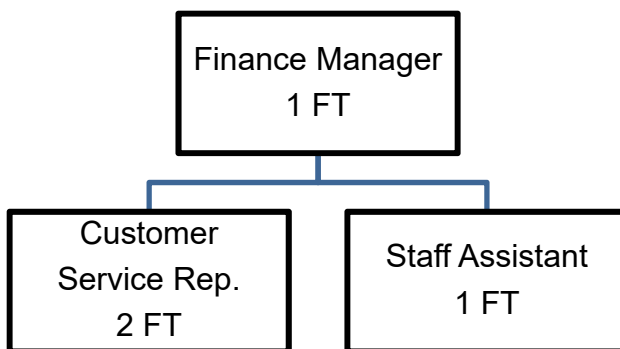
Division of Utility Billing

- Accurately determine if a leak exists by examining usage down to the precise day and hour, and inform customers immediately of any data (such as high water consumption) that may suggest a leak.
- Continue to employ SharePoint Calendar in the service of efficiently scheduling metering appointments and shut-offs.

Division Budget

DIVISION OF UTILITY BILLING					
Water Fund Budget (Fund 501)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	137,596	144,962	170,488	153,195	-10%
Fringe Benefits	38,799	50,267	67,386	69,630	3%
Travel and Transportation					
Professional Services	79,416	108,816	135,067	136,700	1%
Communications	12,790	14,620	82,231	80,850	-2%
Contractual Services	1,450	1,750	1,770	1,800	2%
Materials & Supplies	935	5,647	2,359	3,200	36%
Capital	-	-	-	-	
Utilities	2,203	2,166	2,414	2,650	10%
Other	330,364	322,522	379,862	387,249	2%
Debt Service	1,639,457	9,589,201	4,104,020	5,187,609	26%
Transfer or Advance	15,252	15,252	15,252	15,252	0%
Total	2,258,262	10,255,203	4,960,848	6,038,135	22%

Organizational Chart



Division of Utility Billing

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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	2	2	2	2	2
Total Full Time Employees	4	4	4	4	4

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

2017 Accomplishments

- As a result of the division's access to statewide birth certificates—and permission to reproduce said certificates upon request—birth certificate requests have increased by approximately 60%.
- The remaining death records (those dating from 2006 to 2017) have been indexed and are current.
- The Division made significant progress in scanning, indexing, and making corrections on birth records dating from 2004 through the first half of 2014. The Division will be current once birth records up to and including 2016 are indexed.

2018 & Beyond Strategic Plan

- Improve Document Management to Enhance Compliance with Public Records Laws:
 - Complete the scanning and indexing of birth records
 - The second half of 2014 through 2017
 - Identify documents to be scanned based upon age and condition
 - Give employees technology options that ensure continued improvement
 - Update Ohio Department of Health on records scanned
- Introduce Birth/Death Record Document Kiosk:
 - Provide public with a searchable index of birth and death records (per Ohio Revised Code) and by maintaining accurate information and remove the risk of revealing sealed information.
 - Utilize latest available technology to allow a search alternative that is more efficient than microfiche and microfilm
 - Eliminate extra work associated with outdated indices by updating electronically in real time
 - Provide public with viewable records for free (printed, certified copies will be \$25.00 each)
 - Full database of birth records and deaths as far back as 1954.
 - Modernize index access by allowing the customer to complete their own searches through the installation of said electronic search kiosk.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	118,985	119,514	101,465	73,691	-27%
Fringe Benefits	35,677	36,779	42,553	41,822	-2%
Travel and Transportation	-	-	-	-	
Professional Services	857	1,950	1,472	2,350	60%
Communications	1,225	1,156	1,144	1,250	9%
Contractual Services	205,804	206,104	216,550	216,580	0%
Materials & Supplies	1,453	2,111	2,397	1,900	-21%
Capital	-	590	-	-	
Utilities	4,513	4,828	4,561	4,850	6%
Other	1,179	958	1,066	1,125	6%
Debt Service					
Transfer or Advance	1,200	1,200	1,200	1,200	0%
Total	370,893	375,190	372,408	344,768	-7%

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Finance/Vital Statistics					
<u>Full Time Employees</u>					
Administrative Assistant 1	1	1	1	1	1
Staff Assistant	1	1	1	1	1
Total Full Time Employees	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)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	155,232	163,276	125,000	110,000	-12%
Fringe Benefits	42,698	38,780	2,624	46,500	1672%
Travel and Transportation	542	57	-	-	
Professional Services	172,973	94,574	225,758	185,000	-18%
Communications	12,754	4,146	272	6,125	2148%
Contractual Services	4,289	18,727	7,762	82,500	963%
Materials & Supplies	341	1,869	8,047	5,750	-29%
Capital	-	-	1,043	-	
Utilities					
Other	618,342	654,322	642,020	402,700	-37%
Reserve Balance	226,759	367,505	304,380	-	-100%
Debt Service					
Transfer or Advance	4,216,000	2,688,548	2,436,938	1,207,921	-50%
Total	5,449,930	4,031,805	3,753,843	2,046,496	-45%

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.

2017 Accomplishments

- Upgrade of the Public Safety computer-aided dispatch and records management systems begun and set to conclude August 2018 (Safe and Secure City, Sound Governance)
- Lakewood Park facilities web-based reservation software (Sound Governance)
- VEAMM backup system implemented (Sound Governance)

2018 & Beyond Strategic Plan

- Cloud-based document management system
- Office 365 including cloud-based Exchange and SharePoint
- Enterprise Software Upgrade/Replacement Analysis-Naviline
- Replacement of WebQA

Division of Information Technology

Division Budget

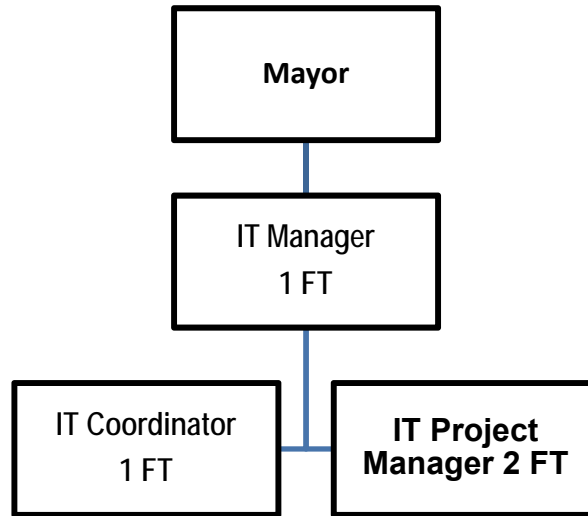
DIVISION OF INFORMATION TECHNOLOGY					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	302,176	296,483	304,190	321,348	6%
Fringe Benefits	80,925	83,188	101,062	109,736	9%
Travel and Transportation	-	-	-	-	
Professional Services	319,977	333,180	502,193	569,225	13%
Communications	7,708	17,752	9,156	9,850	8%
Contractual Services	46,460	27,192	27,256	30,000	10%
Materials & Supplies	85,842	86,499	89,683	103,525	15%
Capital	179,318	356,000	606,912	-	-100%
Utilities					
Other	92	-	-	-	
Debt Service					
Transfer or Advance					
Total	1,022,498	1,200,294	1,640,451	1,143,684	-30%

Budget Trends

- Increase the number of police surveillance cameras and recording technology.
- Increase cloud-based storage of digital evidence for ease of sharing: body cameras, dash cameras, interview rooms.
- IT infrastructure purchases needed: VMWare host server, Network Attached Storage and a new firewall.
- Replacement of WebQA software with a more capable system called CitizenServe.
- Multi-year maintenance contracts for dispatch's Max Dispatch and Streets and Forestry Davey Tree software expired in 2017 and are due for renewal in 2018.
- Acquisition of new cloud-based document management system for H.R. called ComDoc.

Division of Information Technology

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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
Total Full Time Employees	4	4	4	4	4

Divisions of Planning & Development and Building & Housing

Divisions 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

2017 Accomplishments

- Groundbreaking for Family Health Center.
- Issued Occupancy for Phase 1 of Lakewood Center North conversion.
- Completed sweep in Ward 4 of properties identified as “3” in Housing Survey.
- Economic development support for key projects including Roundstone Insurance, Western Reserve Distillery, and University Tees.
- Executed a thorough and open process to find a development team to redevelop the former hospital site.

2018 & Beyond Strategic Plan

- Complete inspection and citation of remaining properties identified as “3” in Housing Survey
- Partnering with other communities in First Suburbs Coalition to implement new case management software with better customer interface, streamlined workflow and links to county and other data sources.

Division of Planning & Development and Building & Housing

- Provide guidance to hospital site redevelopment team in order to achieve high quality spaces and buildings that achieve development objectives.
- Build out most of the improvements in the proposed plan for Cove Park, and begin budget planning for improvements at Wagar Park.

Division Budget

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	195,503	147,162	180,025	282,751	57%
Fringe Benefits	64,353	60,201	81,980	104,176	27%
Travel and Transportation	207	316	32	350	994%
Professional Services	11,403	7,115	9,207	19,030	107%
Communications	3,688	2,336	2,105	4,200	100%
Contractual Services	59	39,963	37,754	40,000	6%
Materials & Supplies	982	384	1,560	1,375	-12%
Capital	4,531	-	3,223	1,500	
Utilities					
Other	1,082	1,559	1,017	975	-4%
Economic Development Programs	31,415	302,878	51,649	-	-100%
Debt Service					
Transfer or Advance					
Total	313,223	561,915	368,550	454,357	23%

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	126,165	109,715	137,073	143,000	4%
Fringe Benefits	4,834	4,729	5,089	81,742	1506%
Travel and Transportation	423	40	13	-	
Professional Services	12,101	7,453	7,901	8,100	3%
Communications	931	624	1,052	1,350	28%
Contractual Services	26,918	25,779	126,690	-	-100%
Materials & Supplies	177	104	153	300	96%
Capital	-	-	-	-	
Utilities					
Other	30,212	25,172	22,715	49,532	118%
Debt Service					
Transfer or Advance	215,000	130,000	40,000	-	-100%
Total	416,762	303,615	340,686	284,024	-17%

Divisions of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	84	-	
Contractual Services	187,698	5,284	-	-	
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
Total	187,698	5,284	84	-	-100%
DIVISION OF PLANNING AND DEVELOPMENT					
Lakewood Hospital Fund (Fund 260)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services		162,208	212,148	225,000	6%
Communications					
Contractual Services		2,189	55,942	25,000	-55%
Materials & Supplies					
Capital					
Utilities					
Other		26,822	40,015	45,000	12%
Debt Service					
Transfer or Advance		-	-	-	
Total	-	191,220	308,105	295,000	-4%

Division of Planning & Development and Building & Housing

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	-	223,212			
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	-	223,212	-		
TOTAL	917,684	1,285,247	1,017,425	1,033,381	2%

Division of Building & Housing					
General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	697,246	652,626	690,459	832,338	21%
Fringe Benefits	237,871	233,130	311,823	356,711	14%
Travel and Transportation	17,660	15,600	12,665	16,500	30%
Professional Services	56,414	30,642	85,109	72,100	-15%
Communications	11,941	9,242	10,611	15,800	49%
Contractual Services	10,374	82,200	143,025	50,000	
Materials & Supplies	4,861	4,414	4,611	7,150	55%
Capital	-	-	-	-	
Utilities					
Other	4,450	3,525	14,836	15,500	4%
Debt Service					
Transfer or Advance					
Total	1,040,818	1,031,379	1,273,139	1,366,099	7%

Divisions of Planning & Development and Building & Housing

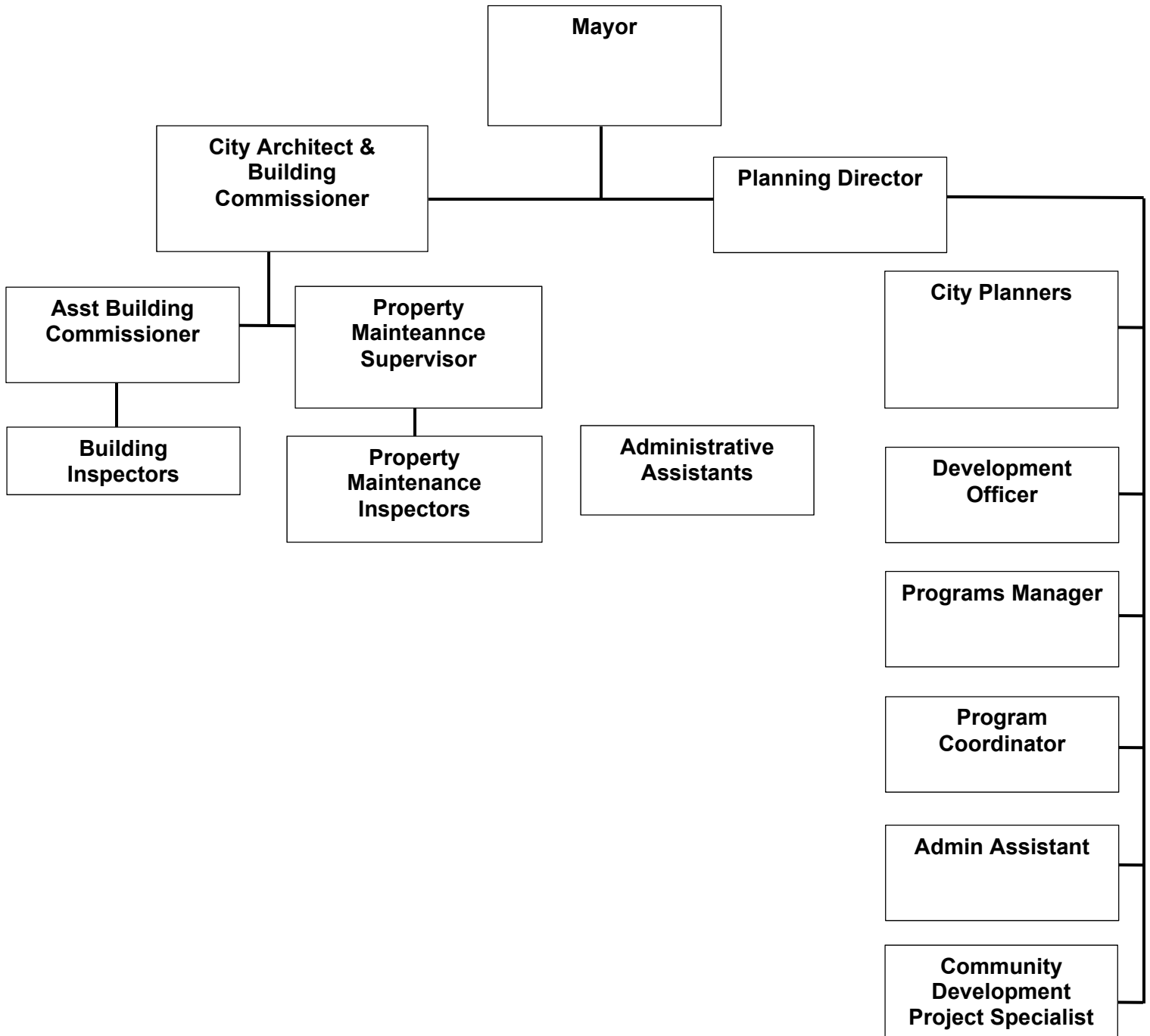
Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	92,912	73,895	84,231	86,040	2%
Fringe Benefits	14,776	11,665	13,181	13,884	5%
Travel and Transportation	2,076	1,671	1,354	2,000	48%
Professional Services	237	-	-	-	
Communications	214	-	-	-	
Contractual Services					
Materials & Supplies	47	-	-	-	
Capital	-	-	-	-	
Utilities					
Other	26	-	-	-	
Debt Service					
Transfer or Advance					
Total	110,289	87,230	98,765	101,924	3%
TOTAL EXPENDITURES	1,151,107	1,118,610	1,371,904	1,468,023	7%

Budgeting Trends

- Continuing low interest rates and steady increases in property values have fueled a large amount of construction activity in owner occupied and rental income property.
- Landlords are succeeding in rehabbing multi-unit apartment buildings citywide, and particularly in buildings that have not been updated in decades. Also, sales of rental properties continues at a brisk pace.
- Year over year permit activity continues to increase, with the number of permits issued in the first 3 quarters of 2017 higher than the same period last year.
- Staff retention continues to be an issue for building department. A tight labor market for certified inspectors limits staffing flexibility. Contracting services for atypical projects and long term planning are keys to maintaining adequate staffing levels.
- CDBG funding for 2018 is likely to be reduced between 0%-10% based on the current budget actions by the Senate and House

Division of Planning & Development and Building & Housing

Organizational Chart



Divisions of Planning & Development and Building & Housing

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Planning & Development					
<u>Full Time Employees</u>					
Director of Planning & Development	1	0	1	1	1
City Planner I	2	0	1	1	1
Senior City Planner	0	1	0	0	1
City Planner II	0	2	1	1	1
Administrative Asst. II	1	1	1	1	1
Total Full Time Employees	4	4	4	4	5
	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Divison of Building & Housing					
City Architect	1	1	1	1	1
Assistant Building Commissioner	1	1	1	1	1
Building Inspector I	5	4	5	4	4
Building Inspector II	0	0	0	1	1
Code Compliance Supervisor	1	1	1	1	1
Property Maintenance Inspector I	4	4	4	4	4
Staff Assistant I	2	3	3	3	3
Administrative Assistant II	1	0	0	0	0
Total Full Time Employees	14	13	14	14	14
<u>Part Time Employees</u>					
Plans Examiner	0	0	0	0	1
Customer Service Representative	2	1	1	0	0

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

2017 Accomplishments

- Substantial support was provided through the Nuisance Demolition Program to help fund the demolition of the Hilliard Theater.
- Construction of two single family affordable homes using HOME funds was completed.
- With the assistance of Storefront Renovation Grants totaling \$393,000, local businesses were able invest an additional \$600,000 into their storefronts on Madison and Detroit Avenues.

2018 & Beyond Strategic Plan

- Community Development will assist with the interdepartmental transition from WebQA to CitizenServe.
- Launch online applications for Community Development commercial and residential renovation programs.
- Continue to help homeowners address improperly connected storm water lines through DCD Programs.
- Seek out new ways to creatively invest CDBG and HOME funds

Division of Community Development

Division Budget

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	95,163	79,760	79,545	89,200	0%
Fringe Benefits	14,861	12,172	12,392	13,140	2%
Travel and Transportation	179	-	8	-	
Professional Services	6,733	6,441	7,215	5,000	12%
Communications	366	337	258	300	-23%
Contractual Services	833,284	660,430	1,007,163	726,600	53%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	28,924	24,084	24,018	-	0%
Debt Service	44,397	42,708	44,961	-	5%
Transfer or Advance					
Total	1,023,905	825,932	1,175,560	834,240	42%
DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications					
Contractual Services	284,391	326,376	360,041	252,000	-30%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
Total	284,391	326,376	360,041	252,000	-30%

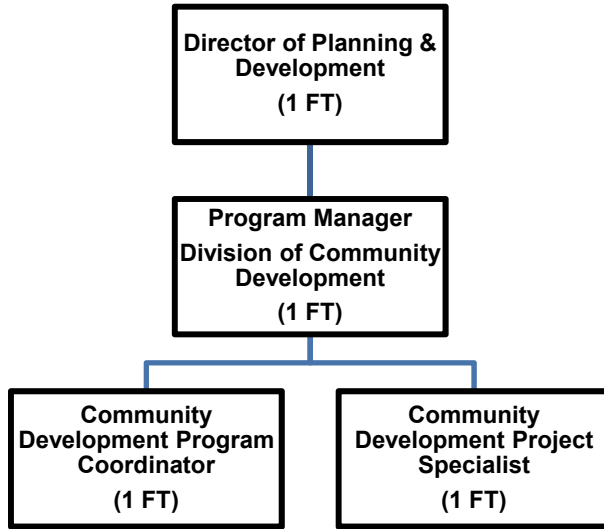
Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-2018
Expenditures by Category					
Salaries	4,997	4,484	3,595	6,000	67%
Fringe Benefits	782	690	553	927	68%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	3,860	-	-	-	
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	6,000	6,000	7,000	50,000	614%
Total	15,639	11,175	11,148	56,927	411%
TOTAL	1,323,935	1,163,483	1,546,749	1,143,167	33%

Budget Trends

- Competition in Lakewood’s residential housing market remained competitive in 2017 with low inventory. The median home value increased from 139,900 in 2016 to \$158,800 in September 2017.
- The City’s Storefront Renovation Program had record participation for the third year in a row.
- The 2017 median monthly rent for residential units is \$1,375.

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Community Development					
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
Total Full Time Employees	3	3	3	3	3

Budget Overview of Public Safety

Total Expenditures by Division All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Police Division	11,257,532	11,298,857	11,927,340	12,620,877	6%
Dispatch Division	757,655	765,576	882,350	978,256	11%
Prisoner Support Division	288,384	234,126	284,458	331,829	17%
School Guards Division	194,368	180,291	176,138	217,633	24%
Animal Control Division	197,992	204,849	211,903	227,331	7%
Parking Enforcement Division	372,360	394,200	542,977	366,952	-32%
Fire & EMS Department	10,133,634	10,669,934	11,034,683	11,966,574	8%
Total Expenditures	23,201,925	23,747,835	25,059,849	26,709,452	7%

Total Expenditures by Category All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Salaries	16,257,082	16,123,215	16,281,683	17,414,613	7%
Fringe Benefits	5,414,100	5,549,750	6,475,802	7,036,319	9%
Travel and Transportation	21,333	14,774	11,872	23,300	96%
Professional Services	294,107	272,004	273,831	371,050	36%
Communications	83,239	97,601	85,631	135,236	58%
Contractual Services	232,653	193,132	252,549	289,000	14%
Materials & Supplies	427,289	474,342	475,526	523,400	10%
Capital	88,251	585,812	590,823	413,200	-30%
Utilities	92,786	85,462	91,554	102,000	11%
Other	156,286	180,673	185,877	206,834	11%
Debt Service	130,300	166,571	330,200	190,000	-42%
Transfer or Advance	4,500	4,500	4,500	4,500	0%
Total	23,201,925	23,747,835	25,059,849	26,709,452	7%

Total Expenditures by Category General Fund	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017- 18
Salaries	14,972,018	15,321,857	15,495,134	16,603,902	1%
Fringe Benefits	2,111,733	2,368,519	3,207,612	3,539,234	35%
Travel and Transportation	6,927	3,262	3,706	4,300	14%
Professional Services	142,704	153,847	136,689	171,150	-11%
Communications	79,301	91,767	78,341	123,986	-15%
Contractual Services	212,936	186,545	248,047	275,500	33%
Materials & Supplies	304,078	318,929	356,116	380,900	12%
Capital	37,126	55,110	91,922	50,200	67%
Utilities	65,874	59,208	65,709	75,000	11%
Other	21,701	44,196	24,246	28,650	-45%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	17,954,398	18,603,240	19,707,522	21,252,822	6%

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, Training Unit, and the Neighborhood Police Officers. This Division is also responsible for the parking meter department and school guards.
- 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 six 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.

2017 Accomplishments

- Property and Evidence room redesigned and updated to provide increased storage and retrieval capacity.
- Work has begun on complete upgrade of Computer Aided Dispatch (CAD) and Records Management System.
- Design work has been approved and begun on replacement of police firing range.
- Sworn personnel were issued larger doses of Narcan to administer to opioid overdose cases.

2018 & Beyond Strategic Plan

- Complete total audit of property and evidence being held by the Department.
- Begin and complete training of all personnel in Surviving Verbal Conflict (de-escalation) training and Mental Health First Aid.
- Complete City Camera Surveillance project on Detroit and Madison Avenues.

Division of Police & Law Enforcement

Division Budgets

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	8,122,379	8,032,221	8,125,716	8,521,101	5%
Fringe Benefits	1,079,272	1,165,926	1,590,006	1,730,913	9%
Travel and Transportation	13	51	81	200	146%
Professional Services	65,699	73,413	53,122	79,000	49%
Communications	52,525	64,126	54,343	98,825	82%
Contractual Services	137,716	130,018	122,544	145,000	18%
Materials & Supplies	150,484	156,125	164,311	176,500	7%
Capital	34,457	47,660	88,326	46,200	-48%
Utilities					
Other	11,643	30,474	9,014	13,125	46%
Debt Service					
Transfer or Advance					
Total	9,654,188	9,700,014	10,207,463	10,810,864	6%

Police Pension Fund (Fund 220)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits	1,500,025	1,486,019	1,491,733	1,540,620	3%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	1,500,025	1,486,019	1,491,733	1,540,620	3%

Division of Police & Law Enforcement

Law Enforcement Trust Fund (Fund 222)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	-	-	-	15,000	
Fringe Benefits	-	-	-	3,143	
Travel and Transportation	14,328	11,512	7,044	15,750	124%
Professional Services	39,323	30,959	40,202	88,500	120%
Communications	29	-	1,230	500	100%
Contractual Services	-	520	260	500	
Materials & Supplies	23,869	26,873	29,754	30,000	1%
Capital	7,175	25,000	65,480	-	100%
Utilities					
Other	7,099	3,554	42,615	60,000	41%
Debt Service					
Transfer or Advance					
Total	91,823	98,418	186,584	213,393	14%

Federal Forfeiture Fund (Fund 225)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	1,208	9,618	32,625	35,000	7%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	1,208	9,618	32,625	35,000	7%

Division of Police & Law Enforcement

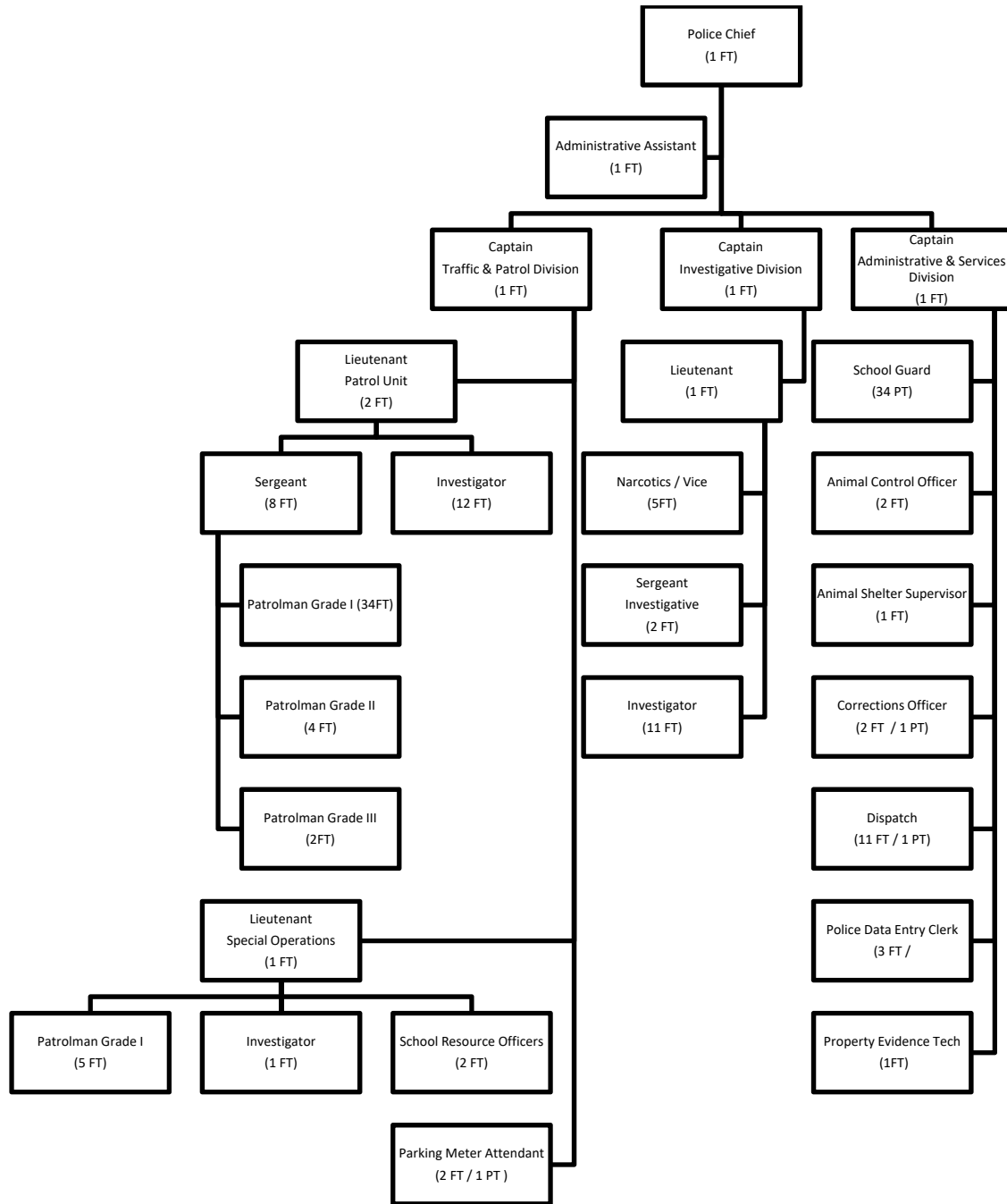
Enforcement & Education Fund (Fund 231)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	5,500	-	-	6,000	100%
Materials & Supplies	4,788	4,788	8,934	15,000	68%
Capital	-	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	10,288	4,788	8,934	21,000	135%
TOTAL EXPENDITURES	11,257,532	11,298,857	11,927,340	12,620,877	6%

Budget Trends

- Communications increases are due to issuance of cell phones to sworn personnel in conjunction with the CAD and RMS upgrades.

Division of Police & Law Enforcement

Organizational Chart



Division of Police & Law Enforcement

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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	25	23	23	24	24
Patrolman Assigned to Detective Bureau	0	4	4	5	5
Special Operations	0	0	0	1	1
Safety Education Officers - 22 years	0	0	0	3	3
Patrolman grade I	35	36	36	33	33
Patrolman grade II	4	7	7	3	3
Patrolman grade III	7	1	1	3	3
Patrol Officer - S.E.	1	1	1	0	0
Police Data Entry Clerk	3	3	3	3	3
Neighborhood Police Officer	4	4	4	4	4
Property Evidence Tech.	0	1	1	1	1
Total Full Time Employees	98	99	99	99	99
<u>Part Time Employees</u>					
Patrol Officers	5	6	6	6	6
Property Evidence Tech.	1	1	0	0	0
Total Part Time Employees	6	7	6	6	6

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.

2017 Accomplishments

- Began revising and issuing entire Jail Manual for facility.
- Installed new equipment in the cell blocks to comply with State Jail Standards

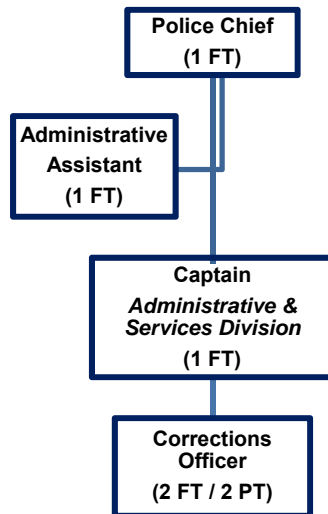
2018 & Beyond Strategic Plan

- Issue completely revised and updated Jail Manual and institute Daily Training Bulletins for all responsible personnel.
- Explore consolidation designs with other providers.

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	113,455	85,363	86,139	123,792	44%
Fringe Benefits	35,094	33,401	40,619	52,037	28%
Travel and Transportation					
Professional Services	43,634	34,620	38,291	40,000	4%
Communications					
Contractual Services	48,846	38,430	67,500	67,500	0%
Materials & Supplies	47,355	42,312	48,312	44,500	-8%
Capital	-	-	3,596	4,000	11%
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	288,384	234,126	284,458	331,829	17%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Prisoner Support Division					
<u>Full Time Employees</u>					
Corrections Officer	2	2	2	1	2
Total Full Time Employee	2	2	2	1	2
<u>Part-Time Employees</u>					
Corrections Officer	1	1	2	0	2
Total Part Time Employee	1	1	2	0	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.

2017 Accomplishments

- Began complete upgrade for Computer Aided Dispatch and Records Management System.
- Achieved full staffing of Dispatch center.

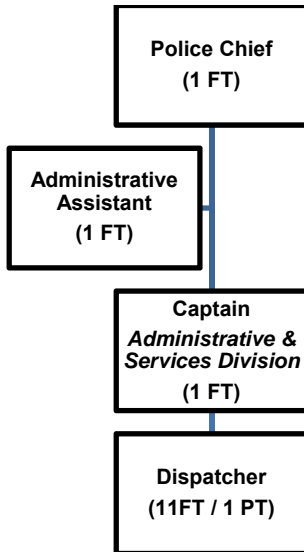
2018 & Beyond Strategic Plan

- Complete and implement CAD and RMS systems updates

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	561,387	557,728	617,991	669,936	8%
Fringe Benefits	186,384	194,511	249,949	289,570	16%
Travel and Transportation					
Professional Services	-	-	-	750	
Communications					
Contractual Services					
Materials & Supplies	1,874	1,571	1,440	5,000	247%
Capital					
Utilities					
Other	8,010	11,765	12,970	13,000	0%
Debt Service					
Transfer or Advance					
Total	757,655	765,576	882,350	978,256	11%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Dispatch Division					
<u>Full Time Employees</u>					
Dispatcher	11	11	11	11	11
Total Full Time Employees	11	11	11	11	11
<u>Part Time Employees</u>					
Dispatcher	1	0	1	0	1
Total Part Time Employees	1	0	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.

2017 Accomplishments

- Repaved and completed improvements to Lot at W117th and Detroit.

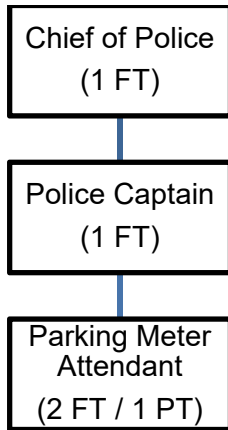
2018 & Beyond Strategic Plan

- Complete further upgrades in equipment and surfaces at other lots.

Division Budget

Parking Facilities Fund (Fund 520)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	124,956	122,657	125,830	145,815	16%
Fringe Benefits	37,684	38,796	46,763	54,003	15%
Travel and Transportation					
Professional Services	720	725	725	750	3%
Communications	1,278	3,838	3,466	4,200	21%
Contractual Services	8,202	6,067	4,242	7,000	65%
Materials & Supplies	11,564	20,506	10,208	16,500	62%
Capital	13,625	28,484	35,216	-	-100%
Utilities	26,912	26,253	25,845	27,000	4%
Other	108,305	108,760	109,133	107,184	-2%
Debt Service	34,615	33,615	177,049	-	-100%
Transfer or Advance	4,500	4,500	4,500	4,500	0%
Total	372,360	394,200	542,977	366,952	-32%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Parking Enforcement Division					
<u>Full Time Employees</u>					
Parking meter attendant	2	2	2	2	2
Total Full-Time Employees	2	2	2	2	2
<u>Part-Time Employees</u>					
Parking meter attendant	1	1	1	1	1
Total Part-Time Employees	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.

2017 Accomplishments

- 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.

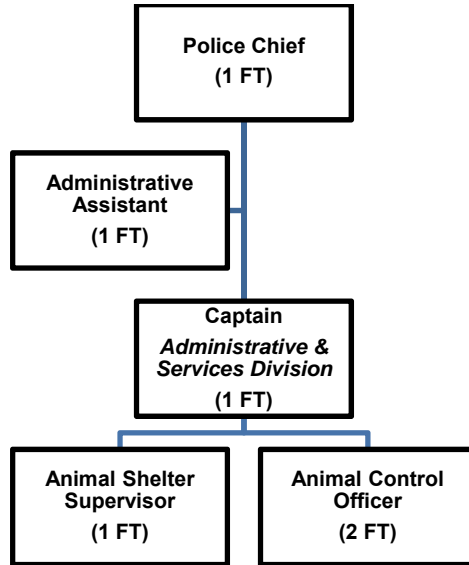
2018 & Beyond Strategic Plan

- Increase use of social media to inform public of Animal Control efforts and services.

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	136,265	135,166	135,780	144,552	6%
Fringe Benefits	47,392	49,436	61,938	67,754	9%
Travel and Transportation					
Professional Services	-	-	3	-	
Communications	1,005	1,008	910	975	7%
Contractual Services	1,569	1,927	2,136	1,900	-11%
Materials & Supplies	3,405	3,020	3,217	3,650	13%
Capital	-	7,450	-	-	
Utilities	8,253	6,843	7,439	8,000	8%
Other	104	-	480	500	4%
Debt Service					
Transfer or Advance					
Total	197,992	204,849	211,903	227,331	7%

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Animal Control Division					
<u>Full Time Employees</u>					
Animal Control Officer	2	2	2	2	2
Animal Shelter Supervisor	1	1	1	1	1
Total Full Time Employees	3	3	3	3	3

Division of Crossing Guards

Division of Crossing Guards

Description

The school guards provide protection to children as they walk to and from public and private schools. The guards provide protection at the morning and afternoon school crossings.

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	165,988	153,481	152,040	185,000	22%
Fringe Benefits	27,724	26,261	23,509	32,083	36%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	656	550	590	550	-7%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	194,368	180,291	176,138	217,633	24%

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Crossing Guards Division					
<u>Part Time Employees</u>					
Crossing Guards	35	33	35	31	35
Total Part Time Employees	35	33	35	31	35

Division of Fire & EMS

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.

2017 Accomplishments

- New Medic Unit for station 3 was placed in service; all self-contained breathing apparatus were replaced, and breathing air compressor and fill stations upgraded. Also, ordered new ambulance to upgrade unit at Station 1.
- Updated all fire department General Orders to reflect the changes in administrative procedures and the new collective bargaining agreement. Implemented new pre-hospital paramedic protocols and entered into an agreement with the Cleveland Clinic for the Mobile Stroke Unit to respond with LFD on stroke calls. Conducted hands only CPR training during Lakewood High School football games this past fall.
- Completed emergency operations planning for possible large scale medical incidents and participated in Rescue Task Force drills with the LPD, FBI, Westshore Enforcement Bureau and Cleveland SWAT teams.
- Continued work with Fairview Park and Rocky River fire departments toward 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.
- Hired seven replacement Fire Fighters and promoted a new Captain.

2018 & 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.
- Expand the use of technology to identify building hazards and special features that may impact emergency operations. This project will provide important safety information to first responders through the new CAD System and through the use of our Firehouse Cloud Reporting and Pre Plan system.
- Work on developing and implementing procedures to reduce the risk of exposure to firefighters operating at fire incidents. Program would include updated decontamination and cleaning procedures of protective equipment (PPE) and new policies for use of PPE.
- 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 and continued investment in our personnel.

Division Budgets

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	5,872,544	6,357,897	6,377,467	6,959,521	9%
Fringe Benefits	735,867	898,984	1,241,593	1,366,877	10%
Travel and Transportation	6,914	3,211	3,624	4,100	13%
Professional Services	33,371	45,814	45,273	51,400	14%
Communications	25,771	26,633	23,088	24,186	5%
Contractual Services	24,805	16,170	55,867	61,100	9%
Materials & Supplies	100,305	115,351	138,246	150,700	9%
Capital	2,668	-	-	-	
Utilities	57,622	52,366	58,270	67,000	15%
Other	1,944	1,958	1,782	2,025	14%
Debt Service					
Transfer or Advance					
Total	6,861,811	7,518,383	7,945,210	8,686,909	9%

Division of Fire & EMS

Firemen's Pension Fund (Fund 221)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits	1,483,809	1,458,139	1,497,559	1,670,285	12%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	1,483,809	1,458,139	1,497,559	1,670,285	0%

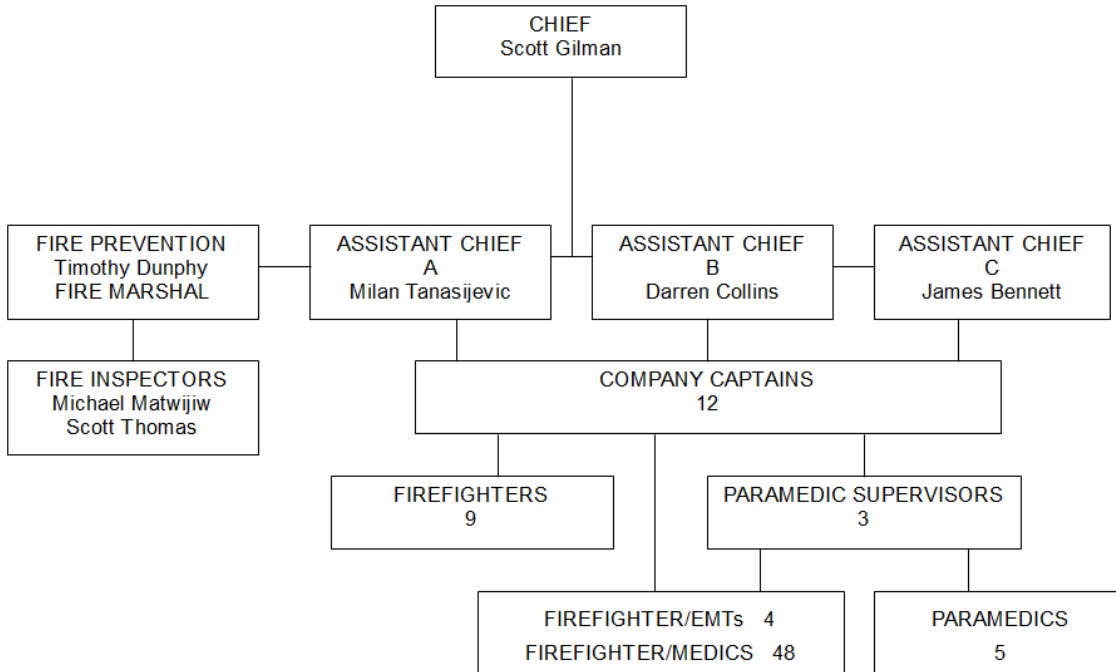
Lakewood Hospital Special Revenue Fund (Fund 260)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	1,160,108	678,701	660,719	649,896	-2%
Fringe Benefits	280,848	198,278	232,134	229,034	-1%
Travel and Transportation	77	-	1,122	3,250	
Professional Services	111,360	86,473	96,215	110,650	15%
Communications	2,631	1,997	2,594	6,550	152%
Contractual Services	6,015	-	-	-	
Materials & Supplies	82,990	103,246	70,515	81,000	15%
Capital	29,118	467,600	365,580	328,000	-10%
Utilities					
Other	19,181	24,163	9,883	11,000	11%
Debt Service	95,685	132,956	153,151	190,000	24%
Transfer or Advance					
Total	1,788,013	1,693,412	1,591,913	1,609,380	1%
TOTAL EXPENDITURES	10,133,634	10,669,934	11,034,683	11,966,574	8%

Budget Trends

- 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.
- The risk of cancer to firefighters was acknowledged by the State of Ohio with new laws impacting first responders. This risk has grown over the years due to the increased use of synthetics in building materials and household furnishings. While the number of fires nationwide has dropped there has been an increase in the incidences of cancer cases among firefighters. Without updating policies and procedures this risk will continue.

- Accidents on I 90 continue to be an issue. In the past year two Public Safety Officers were killed in the stretch between Warren Road and Rocky River. Procedures to make responses to this area need to be standardized.

Organizational Chart.



Personnel Staffing

- Chief
- 3 – Assistant Chiefs
- 12 – Captains
- 1 – Fire Marshal
- 3 – EMS Supervisors
- 2 – Fire Inspectors
- 9 – Firefighters
- 4 – Firefighter/EMT's
- 48 – Firefighter/Paramedics
- 5 – Paramedics
- 88 – Total Personnel

Apparatus Assignments

- 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

Fire & EMS Division	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
<u>Full Time Employees</u>					
Fire Chief	1	1	1	1	1
Assistant Chief	2	3	3	3	3
Fire Captain	12	12	12	12	12
Fire Marshall	1	1	1	1	1
Firefighter I	43	41	41	46	46
Firefighter II	4	7	7	5	5
Firefighter III	11	5	9	7	7
Fire Electrician/Mechanic	3	2	2	2	2
Assistant Mechanic	0	1	1	1	1
Fire Inspector	1	2	2	2	2
Paramedic Supervisor	3	3	3	3	3
Paramedic	6	6	6	5	5
Total Full Time Employees	87	84	88	88	88

Budget Overview of Public Works

Total Expenditures by Division All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Public Works Admin	56,044	105,395	100,722	118,176	17%
Street Lighting	638,487	627,943	632,422	615,000	-3%
Parks & Public Property	2,266,944	2,396,680	2,489,635	3,131,948	26%
Streets & Forestry	2,798,209	2,689,121	2,574,384	3,086,206	20%
Refuse & Recycling	3,021,742	2,896,029	3,228,554	3,398,373	5%
Fleet	1,341,081	1,341,571	1,561,048	1,584,785	2%
Engineering	623,538	683,048	654,983	658,003	0%
Water & Wastewater Collection	19,802,229	33,984,423	23,947,167	27,054,293	13%
Wastewater Treatment Plant	5,554,149	8,734,081	11,689,152	15,872,420	36%
Winterhurst	491,766	572,598	630,444	639,000	1%
Total Expenditures	36,594,190	54,030,888	47,508,510	56,158,204	18%
Total Expenditures by Category All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Salaries	7,405,018	7,173,110	7,458,932	7,968,169	7%
Fringe Benefits	2,316,327	2,371,087	2,948,039	3,195,957	8%
Travel and Transportation	4,261	4,572	4,602	5,850	27%
Professional Services	1,267,290	1,549,616	1,987,232	1,961,666	-1%
Communications	97,703	130,114	45,590	120,220	164%
Contractual Services	1,822,017	2,507,591	4,815,049	4,292,350	-11%
Road Salt	324,837	231,041	153,468	215,000	40%
Materials & Supplies	1,519,528	1,669,662	1,980,276	2,103,875	6%
Capital	7,008,416	9,289,926	10,347,656	13,216,843	28%
Utilities	1,506,396	1,455,566	1,535,521	1,520,850	-1%
Purchased Water	6,127,515	5,740,297	5,864,437	6,000,000	2%
Other	1,057,925	1,028,057	1,070,346	1,274,585	19%
Debt Service	4,303,756	18,962,049	7,090,520	12,081,239	70%
Transfer or Advance	1,833,200	1,918,200	2,206,841	2,201,600	0%
Total Expenditures	36,594,190	54,030,888	47,508,510	56,158,204	18%

Total Expenditures by Category General Fund	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Salaries	3,672,478	3,546,159	3,683,898	3,935,039	7%
Fringe Benefits	1,164,767	1,192,766	1,501,222	1,610,000	7%
Travel and Transportation	1,920	1,853	1,687	1,550	-8%
Professional Services	138,822	148,610	130,554	155,800	19%
Communications	23,361	30,212	28,908	30,945	7%
Contractual Services	895,624	977,306	1,193,715	1,079,500	-10%
Materials & Supplies	774,041	856,299	951,456	1,033,450	9%
Capital	363,595	425,395	280,302	365,000	30%
Utilities	873,817	847,532	878,249	853,850	-3%
Other	7,909	5,965	6,339	7,000	10%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total Expenditures	7,916,333	8,032,098	8,656,330	9,072,134	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.

2017 Accomplishments

- Continue to coordinate and prioritize between all divisions to provide the most effective services for residents in an efficient manner.
- Minor restructuring of Public Works Project Managers. Additional employee in this division was subtracted from another division. No increase overall.

Division Budgets

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	36,687	76,327	46,273	56,089	21%
Fringe Benefits	11,329	22,531	47,769	53,404	12%
Travel and Transportation	410	-	228	500	
Professional Services	1,555	786	958	1,750	83%
Communications	820	852	499	1,025	105%
Contractual Services	-	-	-	-	
Materials & Supplies	659	515	483	900	86%
Capital					
Utilities					
Other	452	419	419	450	7%
Debt Service					
Transfer or Advance					
Total	51,913	101,430	96,630	114,118	18%

Division of Public Works Administration

Community Festival (Fund 212)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	3,581	3,436	3,551	3,500	-1%
Fringe Benefits	550	530	541	558	3%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	4,131	3,966	4,092	4,058	-1%
TOTAL EXPENDITURES					
	56,044	105,395	100,722	118,176	17%

Division of Street Lighting Budget

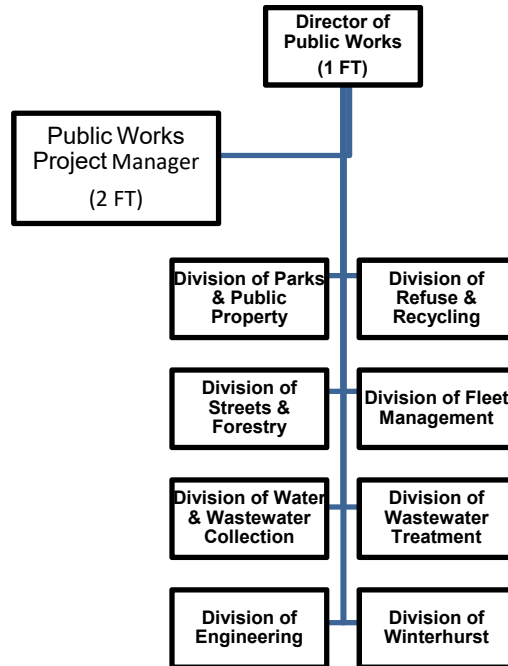
General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Utilities	638,487	627,943	632,422	615,000	0%
Total	638,487	627,943	632,422	615,000	0%

Budget Trends

- Overlap of divisions' responsibilities is becoming more critical within Public Works. Removing silo walls and using the most effective people to do the job is a key aspect to providing more efficient services.

Division of Public Works Administration

Organizational Chart



Personnel Staffing

Public Works Administration	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Director of Public Works	1	1	1	1	1
Project Manager	1	1	2	2	2
Total Full Time Employees	2	2	3	3	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

2017 Accomplishments

- Replacement and beatification of Lakewood Park Kids Cove playground and surrounding area. Also, Lakefront baseball field grading and fence replacement with dugouts.
- Continued improvement and support to outside organizations for their events.
- Installation of 173 LED fixtures and lamps in our Park's and Facilities through First Energy's rebate program.
- Continued upgrades to our Pool facilities as follows: shade umbrellas, chaise lounge chairs, fence replacement, entrance and closet doors, new lockers, counter tops, bathroom and shower stalls
- Tennis courts repaired and re-purposed at Madison Park (Futsal) and Merl Park (Tennis/Pickleball) based on community feedback and recreational needs

2018 & Beyond Strategic Plan

- Implement Park's Master Plan with successful completion of multiple parks improvements.
- Develop training programs and work plans for groundkeepers to become stronger stewards of our city's parks and public spaces

Division of Parks & Public Property

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Program					
Parks	1,956,147	2,112,813	2,212,571	2,379,442	8%
Security	132,930	130,310	139,633	132,768	-5%
Band Concerts	9,981	10,428	10,550	11,000	4%
Museums	4,952	7,698	8,010	8,000	0%
Fourth of July Festival	50,390	52,837	51,255	62,145	21%
Tennis Courts	4,570	5,595	6,019	6,750	12%
Total	2,158,971	2,319,681	2,428,038	2,600,105	7%

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	1,121,655	1,101,490	1,151,667	1,188,534	3%
Fringe Benefits	340,661	351,135	433,255	470,601	9%
Travel and Transportation	-	-	-	-	
Professional Services	117,452	127,566	113,919	132,550	16%
Communications	10,134	11,714	4,486	5,070	13%
Contractual Services	109,589	138,745	143,724	165,000	15%
Materials & Supplies	173,445	220,797	171,898	249,500	45%
Capital	75,483	162,941	185,302	180,000	-3%
Utilities	206,569	201,255	219,883	204,750	-7%
Other	3,983	4,039	3,902	4,100	5%
Debt Service					
Transfer or Advance					
Total	2,158,971	2,319,681	2,428,038	2,600,105	7%

City Park Improvement (Fund 405)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Capital	7,623	24,009	42,610	28,500	-33%
Total	7,623	24,009	42,610	28,500	-33%

CDBG (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Capital	100,350	52,989	18,987	503,343	2551%
Total	100,350	52,989	18,987	503,343	2551%
TOTAL	2,266,944	2,396,680	2,489,635	3,131,948	26%

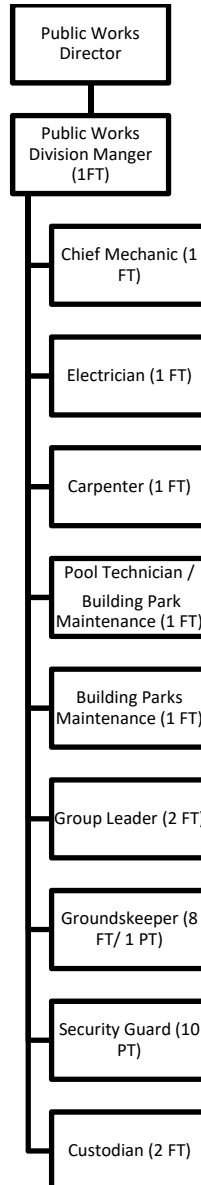
Budget Trends

- Citizens utilizing our Park's and walking trails for their health and wellness.

Division of Parks & Public Property

- Becoming energy efficient in any way that is financially responsible

Organizational Chart



Division of Parks & Public Property

Personnel Staffing

Parks and Public Properties	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Security					
Part-Time Employees					
Security Guard	10	10	10	10	10
Total Part-Time Employees	10	10	10	10	10
Parks					
Full Time Employees					
Public Works Division Manager	0	1	1	1	1
Public Works Unit Manager	1	0	0	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	1	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	0	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	0	1
Total Part-Time Employees	1	1	1	0	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.

The Forestry Unit maintains an inventory of over 13,000 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.

2017 Accomplishments

- 88% of utility repair work orders completed within the calendar year; 100% of all in street utility repair work complete within the calendar year. 138 utility repairs and other work orders/repairs completed as of October 6, 2017. 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 June 15, 2017 to fill all pot holes created by winter conditions and to address roadway wear and tear. As of October 6, 2017, 31 streets have been crack sealed to prolong the life of the pavement surfaces. Included within that total is ALL of Detroit Avenue and applied crack seal to 58 street utility repair cuts to smooth the street surface and prolong the life of the asphalt repair.
- At the conclusion of the fall 2017 planting season, the City of Lakewood public tree inventory will consist of over 13,000 – our highest number to date - with improved species diversity. The top ten tree species comprise 50% 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 four 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 many 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 465 trees in 2017 that consisted of 18 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.

2018 & Beyond Strategic Plan

Stay ahead of the storm – Proactive winter snow and ice control strategies.

- Embrace technology and continue with the expansion of our liquid roadway pre-treatment applications and equipment strategies.
- Train all operators how to maximize the benefits of our newer equipment and anti-icing strategies. Continue to calibrate all new and old equipment to establish the optimum uniform standards of both salt and deicing product applications.
- Pre-treat (pre-wet) all salt when loaded on salt trucks with a liquid anti-icing application that lowers the freeze point of our road salt to work at lower temperatures and also increase the melting capacity of that salt – thereby reducing the amount of salt applications applied to road surfaces. Pre-wetting the salt also allows for more controlled application and better sticking power.
- Pre-treat main roads via a tanker truck application with a liquid anti-icing material before a storm will likely arrive to help prevent and break the ice to road bond – thereby requiring less salt needed to get to bare pavement on main roads.

Manage our Urban Forest

- 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.
- The city will not plant
 - large trees under power lines or other sites too small for the mature tree size
 - trees in sites in which they will not survive and thrive
 - small trees in sites appropriate for larger tree species
- 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.

Reduce the duration of utility repairs spent in temporary fill/surface status and continue street sign replacement for improved reflectivity, navigation and safety.

- Examine and track all city street signage and incorporate compliance to Federal Standards into workflow.

Division of Streets & Forestry

- Continue to reduce duration of street openings and sidewalk openings for utility repairs by coordinating work with other city departments and combining asphalt and concrete crews when necessary to complete larger projects sooner.
- Beginning in 2018, all sign replacement work will be done in-house to better update, eliminate, customize and meet Lakewood specific needs more readily and efficiently.

Division Budget

DIVISION OF STREETS AND FORESTRY	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Program					
Streets, Traffic Signs & Signals	2,282,201	2,153,614	2,050,581	2,519,456	23%
Forestry	516,008	535,507	523,803	566,750	8%
Total	2,798,209	2,689,121	2,574,384	3,086,206	20%

General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	228,574	236,840	232,180	259,156	12%
Fringe Benefits	73,058	77,234	93,085	104,544	12%
Travel and Transportation					
Professional Services	566	1,763	625	500	-20%
Communications	65	92	279	500	79%
Contractual Services	48,830	17,204	76,487	65,000	-15%
Materials & Supplies	16,140	16,529	25,680	21,500	-16%
Capital	148,648	185,845	95,000	115,000	21%
Utilities					
Other	126	-	468	550	
Debt Service					
Transfer or Advance					
Total	516,008	535,507	523,803	566,750	8%

State Highway Fund Budget (Fund 201)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Road Salt	322,938	211,987	140,000	140,000	0%
Total Expenditures	322,938	211,987	140,000	140,000	0%

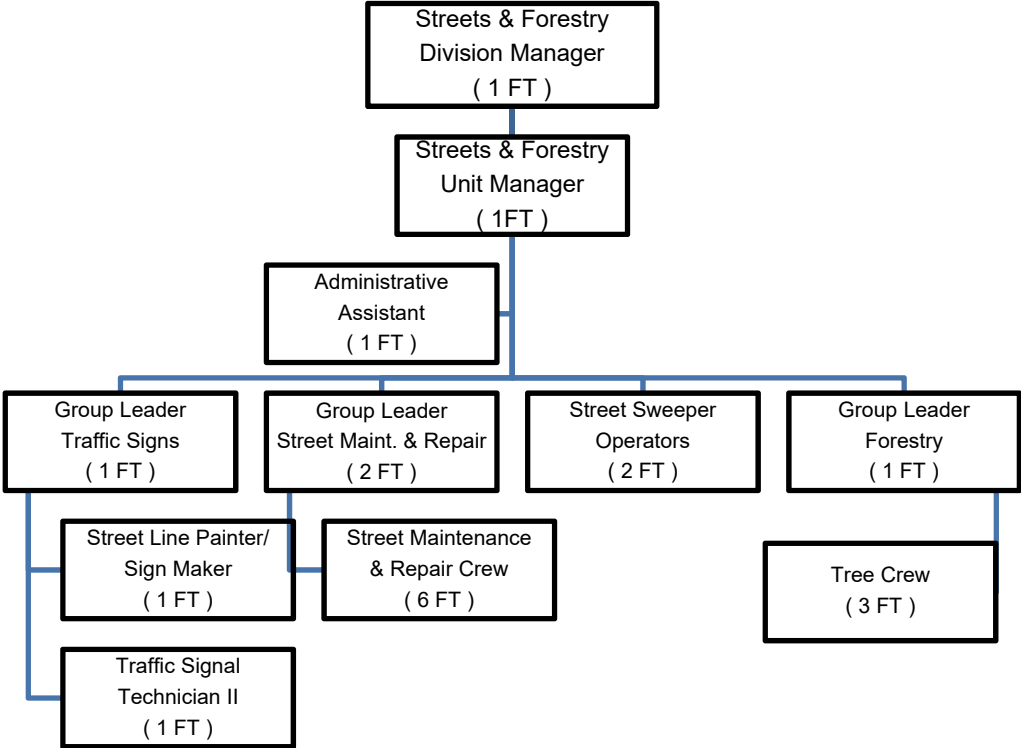
Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	997,074	968,791	934,725	1,023,100	9%
Fringe Benefits	302,474	309,409	356,909	403,181	13%
Travel and Transportation	-	-	-	-	
Professional Services	2,379	1,669	1,214	52,400	4216%
Communications	12,972	12,670	5,924	7,000	18%
Contractual Services	164,258	196,979	267,409	262,500	-2%
Road Salt	1,899	19,054	13,468	75,000	457%
Materials & Supplies	210,364	225,456	261,063	306,175	17%
Capital	202,093	138,364	710	180,000	25252%
Utilities	40,284	43,733	43,705	44,500	2%
Other	467	501	454	600	32%
Debt Service					
Transfer or Advance	25,000	25,000	25,000	25,000	0%
Total	1,959,264	1,941,627	1,910,581	2,379,456	25%

Budget 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.
- During fall leaf collection season, we now collect ALL leaves on all streets with vacuum equipment. This effort allows us to not only collect loose leaf material more efficiently but has also reduced the amount of leaf material that ends up in the city's storm sewers and has significantly limited damage to tree lawns and street surfaces in comparison to past collection methods.
- 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.
- Hazard Tree Assessment program through regular tree inventory inspection:
 - Identify trees with structural defects that need to be removed.
 - 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 2017, as of October 6, 2017, only one city tree has failed this year.

Division of Streets & Forestry

Organizational Chart



Personnel Staffing

Division of Streets & Forestry	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Streets & Traffic					
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
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	15	15	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.

2017 Accomplishments

- Cuyahoga County Solid Waste District Certified City of Lakewood diverted over 50% out of Landfill for 4th straight year.
- In 2017 Refuse Department has received more calls and emails for early set outs continue keep Lakewood clean. It has been challenging process with all construction work going on.

2018 & Beyond Strategic Plan

- Continue to work with Fleet help out with vehicle maintenance plan.
- Continue Educate Residents new updated Recycling Rules and regulations.

Division of Refuse & Recycling

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	1,598,511	1,420,652	1,550,007	1,698,618	10%
Fringe Benefits	520,676	503,871	637,973	709,880	11%
Travel and Transportation	-	-	-	-	
Professional Services	2,469	1,656	2,313	3,200	38%
Communications	8,692	12,100	18,471	18,875	2%
Contractual Services	686,030	765,414	864,121	688,500	-20%
Materials & Supplies	140,902	125,056	132,189	173,600	31%
Capital	36,371	50,504	-	70,000	
Utilities	25,602	15,792	22,496	29,500	31%
Other	2,488	982	984	1,200	22%
Debt Service					
Transfer or Advance					
Total	3,021,742	2,896,029	3,228,554	3,393,373	5%

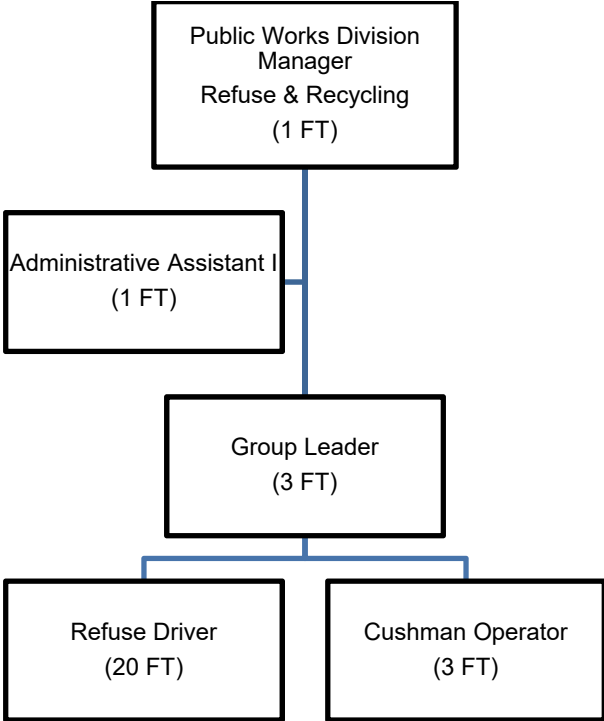
Litter Control (Fund 212)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	-	-	-	2,500	
Capital	-	-	-	-	
Utilities					
Other	-	-	-	2,500	
Debt Service					
Transfer or Advance					
Total	-	-	-	5,000	
TOTAL EXPENDITURES	3,021,742	2,896,029	3,228,554	3,398,373	5%

Budget Trends

- Continued to promote Drop off Facility we had over 20,000 residents come through facility to bring in recyclable materials able to separate it out helps City get paid more for Cardboard and Paper and Electronic devices.

Division of Refuse & Recycling

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Unit Manager	0	0	0	0	0
Group Leader	3	3	3	3	3
Refuse Driver	19	16	19	19	20
Cushman Operator	4	4	4	3	3
Administrative Assistant 1	1	1	1	1	1
Total Full Time Employees	28	25	28	27	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 thirteen emergency standby generators.

2017 Accomplishments

- Two technicians attended a combined total of 240 hours of specialized welding training through Lincoln Electric's welding school .
- Refurbished two additional automated refuse trucks to prevent early replacement of vehicles. Four have been completed, with a fifth unit currently in progress to be completed by year end. This will complete the refurbishing on all five original automated trucks from 2009.
- Implemented a new preventive maintenance inspection procedure to improve quality and efficiency of vehicle inspections.

2018 & Beyond Strategic Plan

Encourage and Promote a Culture of Continuous Improvement.

- Maintain and Support an Educated and Trained Workforce.
- Keep mechanics engaged by offering study guides, online training, time to study, and reimburse for ASE certifications acquired.

Improve Stewardship of Assets.

- Reduce parts inventory by 5%.

Division Budget

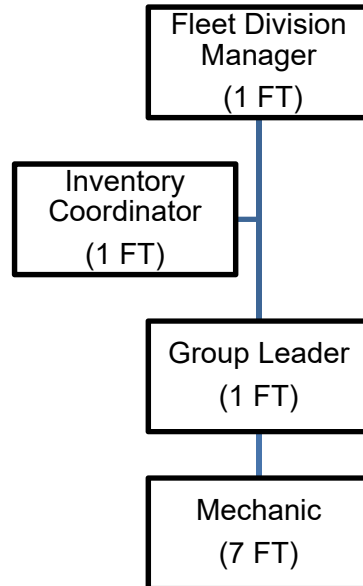
General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	560,008	592,273	623,158	677,762	9%
Fringe Benefits	177,854	190,050	236,015	218,348	-7%
Travel and Transportation	-	-	-	-	
Professional Services	13,986	14,066	11,297	14,850	31%
Communications	1,289	3,119	2,174	2,325	7%
Contractual Services	40,051	47,979	65,611	81,000	23%
Materials & Supplies	441,609	491,541	619,344	585,900	-5%
Capital	103,093	-	-	-	
Utilities	3,159	2,541	3,448	4,600	33%
Other	31	-	-	-	
Debt Service					
Transfer or Advance					
Total	1,341,081	1,341,571	1,561,048	1,584,785	2%

Budget 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 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 of Fleet Management

Organizational Chart



Personnel Staffing

Fleet Management	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Inventory Coordinator	1	1	1	1	1
Group Leader	1	1	1	1	1
Mechanic - Fleet Management	6	7	7	7	7
Total Full Time Employees	9	10	10	10	10

Division of Engineering

Description

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

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

2017 Accomplishments

Construction Projects

- Asphalt Resurfacing of twelve (12) local streets equating to 4.2 centerline miles of roadway.
- Bicycle lane striping on West Clifton and various City-wide striping
- Woodward Ave Chicanes
- I-90 36" diameter Aerial Sewer Pipe Wrap
- 2017 Watermain Replacement on four streets equating to 8,026 feet of watermain replaced along with new copper service connections and 22 manhole separations
- WWTP Concrete Replacement of Final Tank Clarifiers 1, 2, 3, & 4

EPA

- Eliminated all dry weather storm sewer illicit discharges
- High Rate Treatment design underway
- 22 manhole sewer separations in public ROW and 2 as a part of private development

GIS

- City of Lakewood received 2017 OGRIP Best Practices Award for Municipal GIS

Grants and Funding

- WPCLF loan funding secured for HRT
 - \$2.4 million in OPWC grants and loans obtained for 2018 Watermain Replacement
 - \$400,000 from ODOT for construction and inspection for I-90 Aerial Sewer Wrap

2018 & Beyond Strategic Plan

Reduce storm water runoff, increase water quality, reduce CSOs, improve WWTP efficiency, rehabilitate streets to maintain an acceptable PCR average, replace aging watermains, and continued compliance with Ohio EPA NPDES permits. We will seek grants, funding and utilize CDBG funds to make infrastructure improvements City-wide. This strategic plan is carried forward by the following:

Advance EPA Integrated Planning

- Complete the following:
 - HRT design and submittal of Ohio EPA Permit-To-Install by March 1, 2018;
 - Continue WWTP digesters and energy generation design-build project;
 - Design 2019 Lake Ave (Belle to Webb) watermain, green infrastructure pilot and separation of combined sewer;
 - Design/construct removal of City-wide sewer overflows; and,
 - Continuation of Clean Water Pilot Phase 2 work

Infrastructure Improvements

- 2018 Construction projects:
 - Webb Road Outfall Revetment Project;
 - 2018 Lake Ave (Belle to West 117th) Resurfacing and Sewer Improvements project;
 - 2018 Watermains replacement and manhole sewer separations on Athens, Atkins, Hathaway, Lewis, Sylvan, and Waterbury;
 - Parking lot improvements Annex building and Sign and Signal shop;
 - Cove Park improvements;
 - CDBG Resurfacing Winchester, Lewis, and Garfield; and,
 - Manhole and sewer rehabilitation at Madison and Riverside.
- City-wide PCR ranking of streets and watermain asset assessment, design of Summit Outfall Rehabilitation Project, and design Riverside Resurfacing project CUY-SR237-12.66.
-

City-Wide Development

- Work with developers to install BMPs for redevelopment sites and new construction.

GIS Advancement

- 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. The Public Works team is continuing to develop individual apps for use by City wide departments.

Division of Engineering

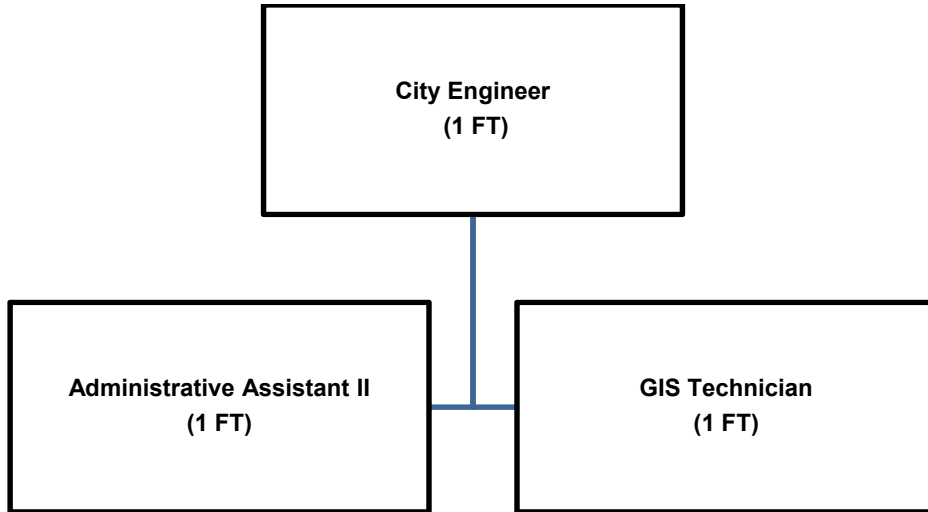
Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	127,042	118,577	80,612	54,880	-32%
Fringe Benefits	41,188	47,945	53,125	53,223	0%
Travel and Transportation	1,509	1,853	1,459	1,050	-28%
Professional Services	2,793	2,773	1,442	2,950	105%
Communications	2,362	2,334	2,999	3,150	5%
Contractual Services	11,123	7,963	43,771	80,000	83%
Materials & Supplies	1,285	1,861	1,862	2,050	10%
Capital	-	26,105	-	-	
Utilities					
Other	828	526	565	700	24%
Debt Service					
Transfer or Advance					
Total	188,131	209,938	185,835	198,003	7%
CDBG (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Capital	435,406	473,110	469,148	460,000	-2%
Total	435,406	473,110	469,148	460,000	-2%
TOTAL	623,538	683,048	654,983	658,003	0%

Budget 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.

Organizational Chart



Personnel Staffing

Engineering	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
City Engineer	1	1	1	1	1
Project Manager (Water/WWC)	1	1	1	1	1
GIS Technician	1	0	1	1	1
Administrative Assistant II	1	1	1	1	1
Total Full Time Employees	4	3	4	4	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.

2017 Accomplishments

- Lakewood Park Improvements – Installed new water service to drinking stations for the upgraded playground complex. Also, installed new drain lines for low lying areas around the Kiwanis Pavilion
- Lakewood Municipal Parking Lot A Improvements – Installed new underground sewer laterals to carry roof and parking lot rainwater away from businesses, reducing the chance for basement flooding.
- Brown Avenue sewer cross-connection investigation – City crews performed extensive dye testing and utilized the mainline and hand cameras to determine which properties sanitary lines were improperly connected to the storm sewer in the street, this information was gathered in a quick fashion to facilitate immediate corrective work by our sub-contractor who was already working on Brown.

2018 & Beyond Strategic Plan

- In conjunction with our Integrated Wet Weather Improvement Plan we seek to continue clean water initiatives in order maintain the safe, healthy and secure community the citizens of Lakewood have come to know and trust.

Division of Water & Wastewater Collection

Division Budget

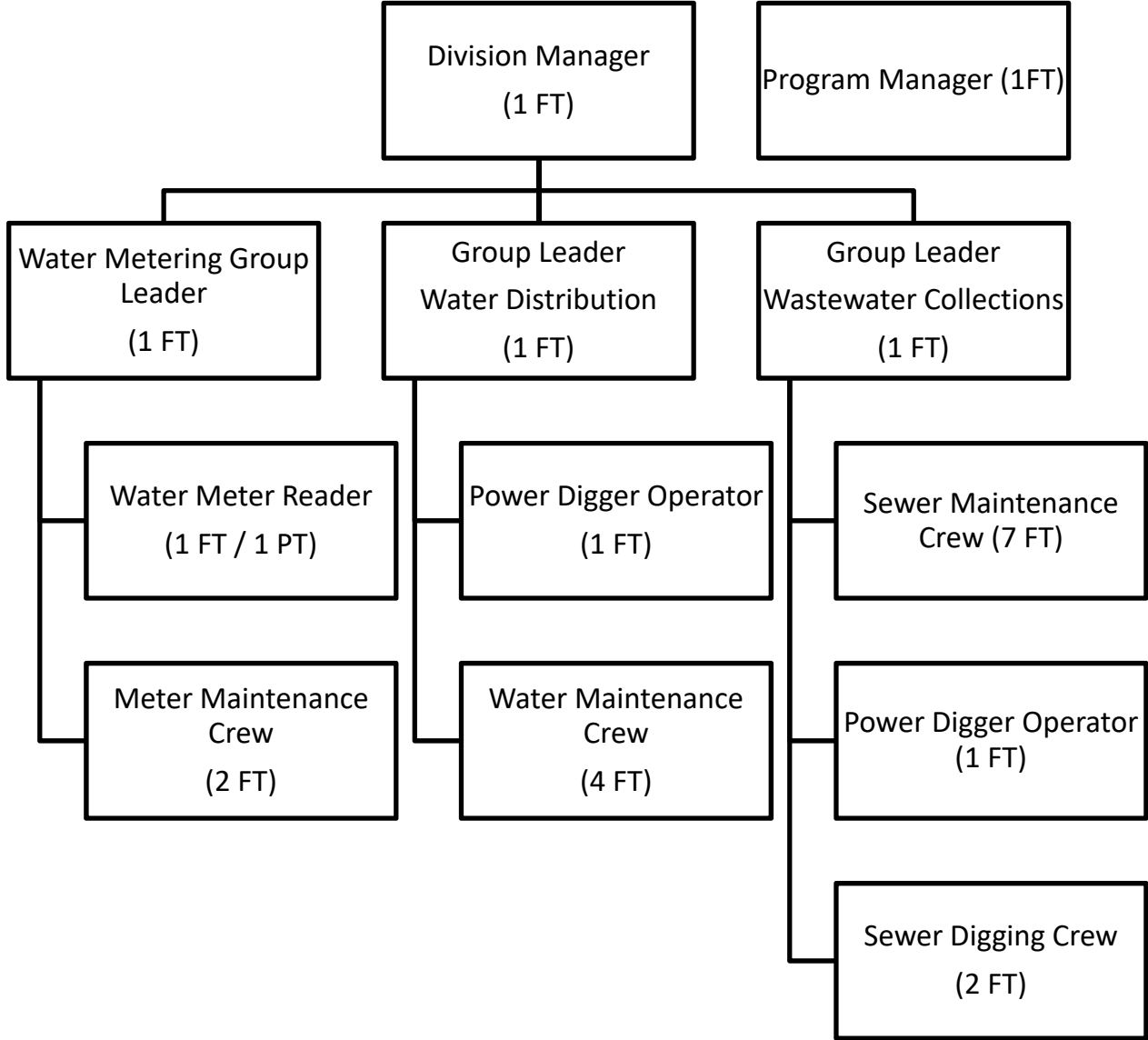
Water Fund (Fund 501)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	726,440	676,991	718,864	743,280	3%
Fringe Benefits	205,072	204,105	253,396	269,759	6%
Travel and Transportation	575	1,903	978	1,000	2%
Professional Services	117,552	213,221	148,719	664,200	347%
Communications	45,667	74,427	5,947	76,625	1188%
Contractual Services	8,668	1,258	192,235	204,150	6%
Materials & Supplies	208,960	248,683	350,665	354,500	1%
Capital	2,592,048	2,740,116	5,338,799	2,835,000	-47%
Utilities	44,022	36,210	47,721	43,500	-9%
Purchased Water	6,127,515	5,740,297	5,864,437	6,000,000	2%
Other	222,400	207,018	71,047	190,000	167%
Debt Service					
Transfer or Advance					
Total	10,298,920	10,144,228	12,992,808	11,382,014	-12%
Wastewater Fund (Fund 510)					
	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	750,231	740,619	867,851	841,624	-3%
Fringe Benefits	236,963	244,327	318,251	336,459	6%
Travel and Transportation	255	85	997	1,050	5%
Professional Services	727,658	956,175	357,062	151,750	-58%
Communications	2,951	2,976	2,062	2,150	4%
Contractual Services	531,153	1,144,418	2,986,004	2,550,200	-15%
Materials & Supplies	79,174	92,736	118,324	107,600	-9%
Capital	2,974,974	5,158,168	1,266,084	4,345,000	243%
Utilities	9,303	7,668	8,481	11,000	30%
Other	445,528	406,538	568,459	582,756	3%
Debt Service	3,741,919	15,083,286	4,458,386	6,741,090	51%
Transfer or Advance	3,200	3,200	2,400	1,600	-33%
Total	9,503,310	23,840,195	10,954,359	15,672,279	43%
TOTAL	19,802,229	33,984,423	23,947,167	27,054,293	13%

Budget Trends

- Continue working with our outside consultants to monitor and meet the demands and requirements of governing local, state, and federal agencies with respect to stormwater runoff quality.
- Continue upgrading of current water distribution system by replacing water mains and appurtenances on approximately five streets per year.

Division of Water & Wastewater Collection

Organizational Chart



Division of Water & Wastewater Collection

Personnel Staffing

Water and Wastewater Collection	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Water Distribution Unit					
Full Time Employees					
Group Leader	1	1	1	1	1
Power Digger Operator	1	1	1	1	1
Water Maintenance Crew	3	3	3	2	3
Total Full Time Employees	5	5	5	4	5
Water Metering Unit					
Full Time Employees					
Public Works Division Manager	0	1	1	1	1
Public Works Unit Manager	1	0	0	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	0	0	0	0
Total Part Time Employees	1	0	0	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	7	8	8	8	8
Power Digger Operator	1	1	1	0	1
Total Full Time Employees	11	12	12	11	12

Division of Wastewater Treatment

Division of Wastewater Treatment

Description

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

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater treated sewage sludge (bio-solids) and deliver to EPA-approved disposal sites. Monitor the land application of bio-solids to insure that it meets all regulatory requirements.
- Laboratory analysis - Analyze daily process samples to insure regulatory compliance as required by NPDES permit. Formulate process adjustments based on analysis results to insure optimal and cost effective treatment.

2017 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 three (3) new dewatering pumps at the WWTP and two (2) new sewage pumps in the Clifton Lagoon pump station.
- Worked with engineering and Kokosing on the Digester Design Build project.
- Worked with engineering and CT Consultants on the design of the High Rate Treatment process.
- Co-ordinated and oversaw the optimal operation of the treatment processes during the final clarifier concrete restoration project.

2018 & Beyond Strategic Plan

- Insure the use of energy efficient equipment and operational processes along with a comprehensive preventive maintenance program to efficiently use energy while maintaining treatment efficiency.

Division of Wastewater Treatment

- Coordination with the division of Engineering and consultants to evaluate that treatment processes are capable of meeting current and future EPA discharge requirements.

Division Budget

Wastewater Treatment Fund (Fund 511)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	1,255,214	1,237,114	1,250,044	1,421,626	14%
Fringe Benefits	406,501	419,950	517,720	576,000	11%
Travel and Transportation	1,511	731	939	2,250	140%
Professional Services	280,880	229,941	1,349,684	937,516	-31%
Communications	12,752	9,829	2,750	3,500	27%
Contractual Services	222,315	174,696	175,687	196,000	12%
Materials & Supplies	246,989	220,660	298,769	299,650	0%
Capital	332,325	277,773	2,931,017	4,500,000	54%
Utilities	234,815	260,625	290,389	290,000	0%
Other	324,010	348,999	365,019	430,729	18%
Debt Service	561,837	3,878,763	2,632,134	5,340,149	103%
Transfer or Advance	75,000	75,000	75,000	75,000	0%
Total	3,954,149	7,134,081	9,889,152	14,072,420	42%
Wastewater Improvement Fund (Fund 512)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Transfer or Advance	1,600,000	1,600,000	1,800,000	1,800,000	0%
Total	1,600,000	1,600,000	1,800,000	1,800,000	0%
TOTAL	5,554,149	8,734,081	11,689,152	15,872,420	36%

Budget 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.

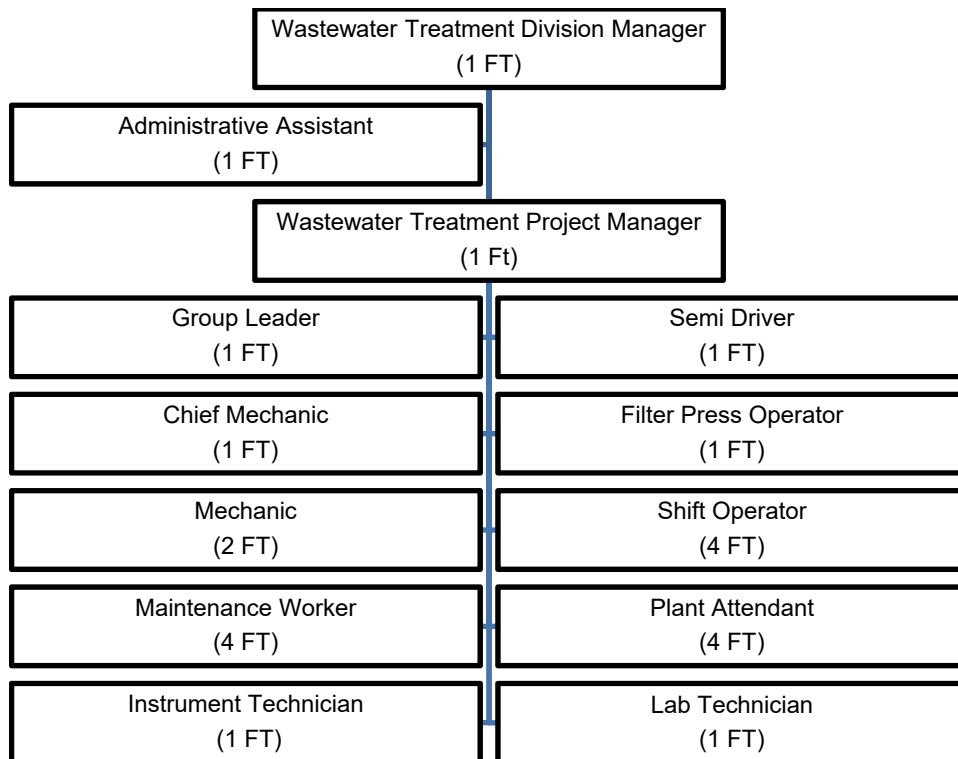
- Combined Sewer Overflow – The requirement for the WWTP to make modifications to existing processes and process expansions to accept and treat increased quantities of flow during wet weather has been included in the current NPDES permit.
- Sewage Sludge Disposal – The ability to treat and dispose of sewage sludge (bio-solids) year round, by means of an approved Ohio EPA disposal method (land application, surface application or land fill). Disposal by land application is currently the most reasonable method but has restrictions as to the time of year that it can be utilized. Ohio EPA is currently reviewing the regulations regarding the disposal of bio-solids. One of

Division of Wastewater Treatment

the changes being considered may allow disposal by the more cost effective land application method during the December 15th thru March 14th time period if weather conditions are conducive.

- Phosphorus Discharge Limits – Algae blooms on Lake Erie have prompted the EPA to modify the quantity of Phosphorus being discharged into Lake Erie. The quantity allowed to be discharged from April 1st thru September 30th of each year has been drastically reduced in the NPDES permit starting in 2017. Modifications had to be made to WWTP processes in 2017 so that the reduced discharge limits could be met.

Organizational Chart



Personnel Staffing

Wastewater Treatment Plant	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Public Works Division Manager	1	1	1	1	1
Public Works Project Manager	0	1	1	1	1
Public Work Unit Manager	1	0	0	0	0
Group Leader	0	0	0	1	1
Filter Press Operator	1	0	1	1	1
Chief Mechanic	0	1	1	0	1
Semi-Truck Driver	1	1	1	1	1
Instrument Technician	1	1	1	1	1
Lab Technician	1	1	1	1	1
Maintenance Worker	5	3	4	3	4
Mechanic	1	2	3	2	2
Plant Attendant	4	4	4	4	4
Administrative Assistant	1	1	1	1	1
Shift Operator	4	4	4	4	4
Total Full Time Employees	21	20	23	21	23

Winterhurst Ice Rink

Winterhurst Ice Rink

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

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

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

Division Budget

Winterhurst Ice Rink Fund (Fund 530)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	12,935	-	-	
Materials & Supplies	-	25,829	-	-	
Capital					
Utilities	304,154	259,798	266,974	278,000	4%
Other	57,612	59,035	59,028	61,000	3%
Debt Service	-	-	-	-	
Transfer or Advance	130,000	215,000	304,441	300,000	-1%
Total	491,766	572,598	630,444	639,000	1%

Budget Overview of Human Services

Total Expenditures by Division All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Human Services Admin	186,337	184,943	198,324	216,954	9%
Division of Early Childhood	71,230	72,625	77,445	80,972	5%
Division of Youth	619,760	621,473	698,619	661,320	-5%
Division of Aging	895,886	918,011	1,018,923	1,047,438	3%
Total Expenditures	1,773,213	1,797,052	1,993,310	2,006,684	1%

Total Expenditures by Category All Funds	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Salaries	1,186,029	1,203,144	1,203,216	1,273,803	6%
Fringe Benefits	356,045	373,789	456,608	483,022	6%
Travel and Transportation	12,243	10,734	12,599	14,395	14%
Professional Services	19,563	18,350	20,917	20,750	-1%
Communications	19,670	21,498	32,678	29,425	-10%
Contractual Services	22,443	28,413	63,008	60,000	-5%
Materials & Supplies	55,056	55,301	67,894	55,700	-18%
Capital	54,239	-	5,744	18,089	
Utilities	37,001	34,025	36,363	36,100	-1%
Other	8,926	11,797	9,283	15,400	66%
Debt Service	-	-	-	-	
Transfer or Advance	2,000	40,000	85,000	-	
Total	1,773,213	1,797,052	1,993,310	2,006,684	1%

Total Expenditures by Category General Fund	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Salaries	295,747	294,346	302,162	314,862	4%
Fringe Benefits	123,033	129,749	167,596	183,020	9%
Travel and Transportation	112	104	108	375	248%
Professional Services	1,368	1,403	2,463	1,725	-30%
Communications	3,840	3,915	3,184	3,125	-2%
Contractual Services	-	-	-	-	
Materials & Supplies	1,802	2,729	3,822	3,250	-15%
Capital	-	-	-	-	
Utilities	4,587	3,665	4,284	5,000	17%
Other	1,467	1,411	1,646	1,750	6%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
Total	431,956	437,323	485,264	513,107	6%

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, nonprofit organizations, and community volunteers that offer key services and programs from which Lakewood residents can benefit and supportive services can be leveraged.

2017 Accomplishments

- Partnered with the Alcohol, Drug Addiction and Mental Health Services (ADAMHS) Board of Cuyahoga County, Cleveland Clinic Lakewood Emergency Department and the Woodrow Project to create a rapid overdose response pilot program called Project SOAR (Supporting Opioid Addiction Recovery) launching fall 2017.
- Sponsored the Heroin to Hope event in May 2017, an event that brought together over 250 people who had access to a panel discussion, a community resource room and Project DAWN naloxone training.
- Completed a LEAN process to improve medical transportation for older residents and ensure a smooth transition to a new service delivery model.

2018 & Beyond Strategic Plan

Sound Governance:

- Undertake a comprehensive analysis of current programming and related outcomes to evaluate community impact as Human Services prepares to bring all Divisions together into one physical location.

Division of Human Services Administration

- Design a new framework for DOHS based on internal and external assessment of needs and services and implement restructuring accordingly.

Division Budget

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	146,503	143,758	148,091	161,253	9%
Fringe Benefits	38,787	39,872	48,863	54,126	11%
Travel and Transportation	49	44	8	50	100%
Professional Services	353	409	340	325	-4%
Communications	338	339	234	250	7%
Contractual Services	-	-	-	-	
Materials & Supplies	307	391	787	850	8%
Capital	-	-	-	-	
Utilities					
Other	-	130	-	100	100%
Debt Service					
Transfer or Advance					
Total	186,337	184,943	198,324	216,954	9%

Budget Trends

- Funding remains a critical concern. With the current political climate and the instability of the Affordable Care Act (ACA), aging and mental health services are at risk. Changes to the ACA have the potential of stretching the resources of the Department of Human Services as local and nonlocal community referral resources are negatively impacted.

Personnel

Division of Human Services Administration	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
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

2017 Accomplishments

- Entered into a contractual relationship with Senior Transportation Connection (STC) for all senior medical transports in and out of Lakewood
- DOA social worker became a certified OSHIP Counselor and is now able to provide direct support and assistance for health insurance related questions for seniors

2018 & Beyond Strategic Plan

- Engage in a regional partnership with Westshore Senior Centers Collaborative to implement a website that will serve as a central information resource for all activities, programs and services available to senior residents in Lakewood, Bay Village, Fairview Park, North Olmsted, Rocky River, Westlake, North Ridgeville and Avon.
- Identify innovative nutrition service delivery to assure sustainability and prepare for the consolidation of all Human Service Divisions into one physical space.
- Implement senior friendly software with the capacity to collect and upload data into mandated grant reporting systems.

Division Budgets

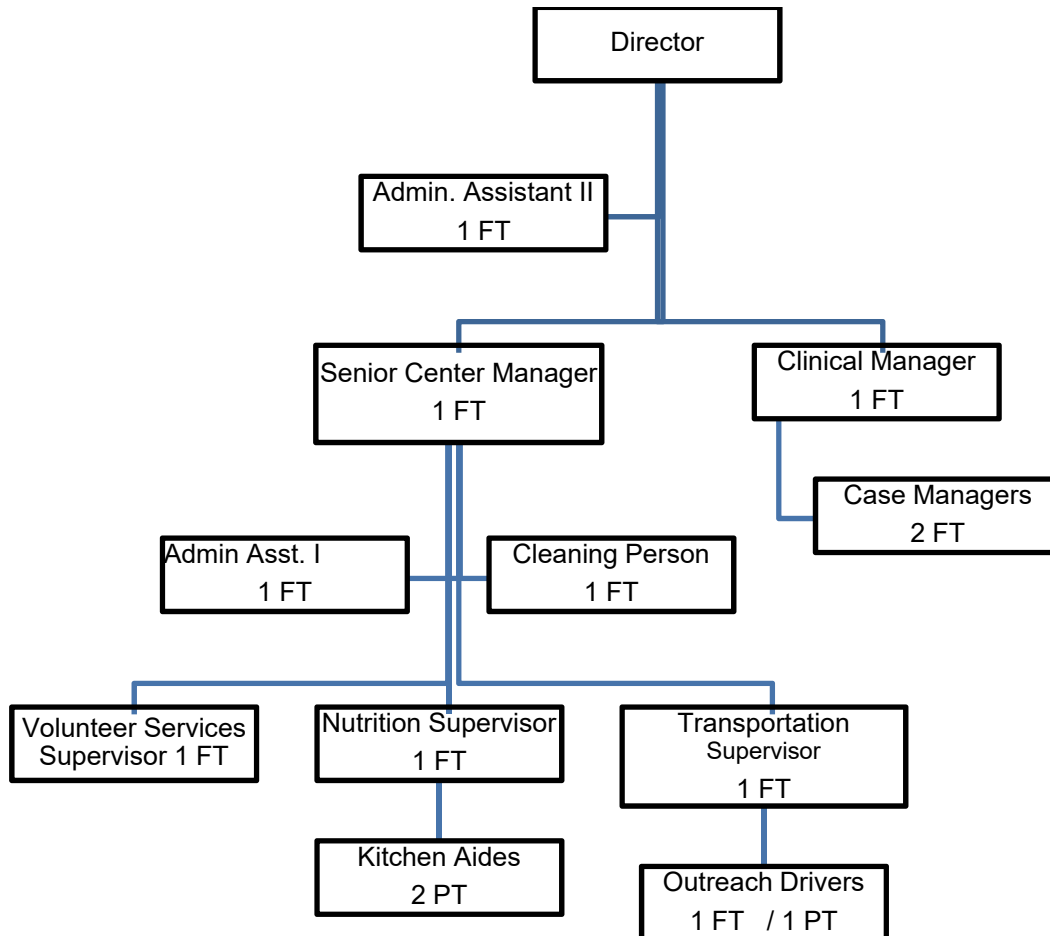
Aging Fund Budget (Fund 250)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	552,794	571,454	568,161	600,861	6%
Fringe Benefits	181,298	191,913	236,871	245,625	4%
Travel and Transportation	2,155	2,794	2,741	2,870	5%
Professional Services	1,475	1,806	1,929	1,950	1%
Communications	13,881	15,394	24,919	21,300	-15%
Contractual Services	22,006	28,413	62,753	60,000	-4%
Materials & Supplies	43,446	38,037	46,235	38,150	-17%
Capital	30,950	-	2,656	15,000	
Utilities	32,320	29,040	29,862	28,500	-5%
Other	3,307	6,982	2,668	6,800	155%
Debt Service					
Transfer or Advance					
Total	883,632	885,834	978,795	1,021,056	4%

CDBG (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	10,606	27,850	34,727	20,530	-41%
Fringe Benefits	1,648	4,328	5,400	5,852	8%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	12,254	32,178	40,127	26,382	-34%
TOTAL EXPENDITURES	895,886	918,011	1,018,923	1,047,438	3%

Budget Trends

- Aging submitted an RFP for Title 3 in October 2017 for the funding years 2018-19. There has been concern expressed by the Western Reserve Area on Aging which distributes Title3 contracts, that because of growing need and flat funding, existing programs may experience a reduction in their allocation. That reduction could be in the number of meals, which are free to DOA, or in the actual dollar support to implement these programs. Final awards should be available before the end of the year.

Organizational Chart



Personnel Staffing

Division of Aging	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	1	1	1	1	1
Human Services Case Manager	1	2	2	2	2
Community Resource Specialist	1	0	0	0	0
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	2	2	2	1	1
Senior Center Manager	1	1	1	1	1
Transportation Supervisor	1	1	1	1	1
Volunteer Services Supervisor	1	1	1	1	1
Cleaning Person	1	1	1	1	1
Total Full-Time Employees	11	11	11	10	10
Part Time Employees					
Outreach Driver	0	0	0	1	1
Kitchen Aide	2	2	2	2	2
Total Part Time Employees	2	2	2	3	3

Division of Youth

Description

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

Current programming includes:

- Outreach services;
- Consultation services;
- Wrap Around services;
- Community and interdepartmental collaboration;
- H2O; and
- Juvenile Diversion

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.

2017 Accomplishments

- Identified 3 major indicators that measure impact of Family to Family program:
 - 73.5% of families were successfully engaged at initial county meeting
 - 76.87% of families were successfully engaged through DCFS paper referrals
 - 92% of DCFS cases (families) engaged and served by F2F staff did not reopen with County
- H2O staff advocated for and received dedicated space in a prime location for student accessibility in the newly renovated high school.
- One F2F staff member with over 32 years of experience retired and one F2F staff member with over 19 years of experience accepted a position in a neighboring community. Both positions were filled by individuals with masters degrees and experience in community based social work.

2018 & Beyond Strategic Plan

- Develop and implement a sustainability plan for H2O as demand for program participation grows.

Division Budgets

General Fund (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	107,246	109,803	114,276	112,863	-1%
Fringe Benefits	69,206	74,263	99,060	107,657	9%
Travel and Transportation	63	61	84	225	169%
Professional Services	1,015	994	2,072	1,300	-37%
Communications	3,243	3,417	2,816	2,650	-6%
Contractual Services	-	-	-	-	
Materials & Supplies	1,215	2,338	2,569	1,800	-30%
Capital	-	-	-	-	
Utilities	4,587	3,665	4,284	5,000	17%
Other	1,467	1,281	1,346	1,350	0%
Debt Service					
Transfer or Advance					
Total	188,042	195,823	226,506	232,845	3%

Help to Others Fund (Fund 277)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	26,260	31,622	30,116	32,000	6%
Fringe Benefits	4,057	4,886	4,636	4,944	7%
Travel and Transportation	323	-	7	50	608%
Professional Services	-	65	65	75	-100%
Communications	94	211	135	200	48%
Contractual Services					
Materials & Supplies	3,476	2,790	2,170	3,000	38%
Capital	23,289	-	-	-	
Utilities					
Other	-	34	38	50	33%
Debt Service					
Transfer or Advance	-	-	-	-	
Total	57,499	39,607	37,166	40,319	8%

Division of Youth

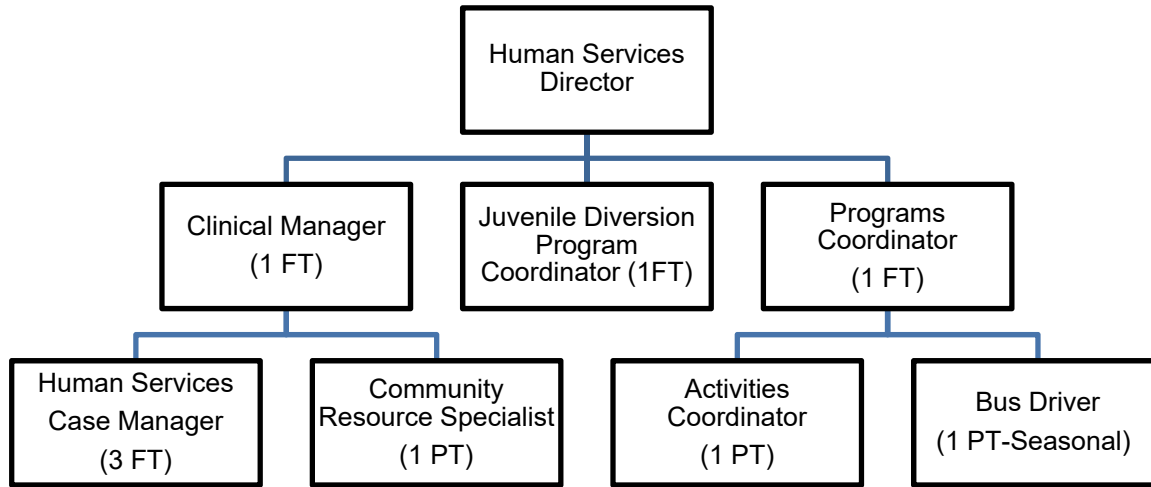
Juvenile Diversion Program Fund Budget (Fund 279)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	16,177	10,539	16,964	16,000	-6%
Fringe Benefits	2,526	1,671	2,636	2,472	-6%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	557	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
Total	19,260	12,210	19,599	18,472	-6%

Family to Family Program Fund Budget (Fund 281)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	272,607	253,409	236,343	274,250	16%
Fringe Benefits	41,667	39,099	37,202	38,745	4%
Travel and Transportation	9,653	7,836	9,743	11,100	14%
Professional Services	16,719	15,076	16,460	17,000	3%
Communications	1,855	1,978	4,441	4,800	8%
Contractual Services	437	-	255	-	
Materials & Supplies	5,775	11,746	15,667	11,300	-28%
Capital	-	-	3,088	3,089	
Utilities	94	1,320	2,217	2,600	17%
Other	4,151	3,370	4,932	6,800	38%
Debt Service					
Transfer or Advance	2,000	40,000	85,000	-	-100%
Total	354,958	373,833	415,347	369,684	-11%
TOTAL EXPENDITURES	619,760	621,473	698,619	661,320	-5%

Budget Trends

- The DOHS/ Division of Youth submitted an RFP for Community-based Services for At-Risk Children and Families to Cuyahoga County Division of Children and Families Services (DCFS) in October 2017. The County DCFS has funded the Family to Family services offered through the Division of Youth for the past 10 years. Award information should be available before the end of 2017. Without this funding, services to families and children at risk for county involvement would be drastically affected.

Organizational Chart



Personnel Staffing

Division of Youth	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Clinical Manager	1	1	1	1	1
HS Case Manager	3	3	3	3	3
Juvenile Diversion Program Coordinator	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Total Full-Time Employees	6	6	6	6	6
Part Time Employees					
Bus Driver	0	0	1	0	1
Activities Coordinator	1	1	1	1	1
Community Resource Specialist	1	1	1	1	1
Total Part Time Employees	2	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

2017 Accomplishments

- Provided support and technical assistance to Lakewood Early Childhood Professionals resulting in Step Up to Quality rating increases for three child care centers. 70% of Lakewood child care centers are rated as "high quality" by the State of Ohio.
- Partnered with outside agencies to provide free classes to Lakewood families:
 - Infant massage with the Achievement Centers for Children
 - Ongoing parent education groups with ASIA, Inc. for Burmese and Ka'ren speaking communities
 - Nutrition course with OSU Extension
- Coordinates all social media, membership information and monthly newsletter for the Lakewood Area Collaborative.

2018 & Beyond Strategic Plan

- All parents/caregivers have access to parent education and family support through partnerships with local and regional agencies.
- Establish regular opportunities for partner organizations to work collaboratively to design and implement programs that respond to interests and needs of Lakewood families,.
- Expand outreach efforts to families who are raising young children focusing on families new to Lakewood and those in underserved, targeted neighborhoods.

Budgets

General Fund Budget (Fund 101)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	41,997	40,784	39,795	40,746	2%
Fringe Benefits	15,040	15,614	19,673	21,237	8%
Travel and Transportation	-	-	16	100	100%
Professional Services	-	-	50	100	100%
Communications	259	159	134	225	68%
Contractual Services	-	-	-	-	
Materials & Supplies	281	-	466	600	29%
Capital	-	-	-	-	
Utilities					
Other	-	-	300	300	100%
Debt Service					
Transfer or Advance					
Total	57,576	56,558	60,435	63,308	5%

Community Development Block Grant Fund (Fund 240)	2015 Actual	2016 Actual	2017 Projected	2018 Proposed	Percent Change 2017-18
Expenditures by Category					
Salaries	11,838	13,924	14,743	15,300	4%
Fringe Benefits	1,815	2,143	2,267	2,364	4%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
Total	13,653	16,067	17,011	17,664	4%
TOTAL EXPENDITURES	71,230	72,625	77,445	80,972	5%

Budget Trends

- According to American Census Survey for 2015 the largest population of Lakewood residents is age 25-34. The third highest populations are age 35-44.
- Lakewood has 10 Child Care Centers. There are 130 spots (98% full) for infants and 230 spots for toddlers (80% full).
- “High Quality” centers (those who have received at least a 3 star rating from the State) have a combined infant/toddler capacity of 217 and are at 92% capacity.

Division of Early Childhood

Personnel Staffing

	As of Nov. 15, 2015	As of Nov. 15, 2016	Budgeted 2017	As of Nov. 15, 2017	Proposed 2018
Full Time Employees					
Programs Manager	1	1	1	1	1
Total Full-Time Employees	1	1	1	1	1

Five-Year Capital Improvement Plan

Category	2018	2019	2020	2021	2022
ALL PROJECT TOTAL	\$ 24,405,725	\$ 22,955,500	\$ 14,332,000	\$ 10,692,000	\$ 1,332,000
Building & Public Facility Improvements	\$ 945,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ -
Park and Pool Improvements	\$ 1,137,225	\$ 700,000	\$ -	\$ -	\$ -
Sidewalks, Streets & Traffic Signs and Signals	\$ 2,690,000	\$ 2,745,000	\$ 3,650,000	\$ 700,000	\$ -
Vehicles, Equipment & Computer Systems	\$ 2,915,000	\$ 2,760,500	\$ 1,382,000	\$ 1,092,000	\$ 1,307,000
Water, Sewer & Wastewater Treatment Plant Improvements	\$ 16,718,500	\$ 16,500,000	\$ 9,100,000	\$ 8,700,000	\$ 25,000

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
	\$24,405,725	\$ 22,955,500	\$ 14,332,000	\$ 10,692,000	\$ 1,332,000
Building & Public Facility Improvements	\$ 945,000	\$ 250,000	\$ 200,000	\$ 200,000	\$ -
Replace single garage doors with one double door at FS1	\$ 15,000				
Office on Aging Awnings	\$ 15,000				
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades - DESIGN	\$ 30,000				
Property/Evidence Room Improvements	\$ 35,000				
Renovation and upgrade of Police Firing Range/HVAC and Safety upgrades	\$ 375,000				
City facility roof repairs/replacements	\$ 475,000	\$ 250,000	\$ 200,000	\$ 200,000	
Park and Pool Improvements	\$ 1,137,225	\$ 700,000	\$ -	\$ -	\$ -
Shade Structures at Becks & Foster Pools	\$ 10,000				
Kauffman Ball Park Field Light Replacement	\$ 10,000				
Wagar Park Improvements	\$ 25,000	\$ 700,000			

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Webb Park Surface Improvements	\$ 35,000				
Foster pool lift	\$ 50,000				
Basketball Court at Madison Park	\$ 60,000				
Kauffman Bleacher Replacement	\$ 97,225				
Lakewood Park Improvements / Kid's Cove	\$ 150,000				
Cove Park Improvements	\$ 700,000				
Sidewalks, Streets & Traffic Signs and Signals	\$ 2,690,000	\$ 2,745,000	\$ 3,650,000	\$ 700,000	\$ -
2018 CDBG Streets	\$ 360,000				
Clifton Bridge Approach changes		\$ 50,000		\$ 200,000	
Detroit/Sloane intersection			\$ 1,000,000		
Lake Ave. Plan and Design (east end)	\$ 90,000				
Lake Avenue Resurfacing (Belle to W117th)	\$ 1,325,000				
Lakewood Hts. Blvd Resurfacing	\$ 5,000	\$ 420,000			

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Municipal Parking lot improvements (paving and fence)	\$ 160,000				
Replace balance of city traffic signals		\$ 25,000	\$ 500,000	\$ 500,000	
Sidewalk Program	\$ 700,000	\$ 650,000	\$ 650,000		
SR 237 / Riverside paving	\$ 50,000	\$ 100,000			
Streets Improvement Program (Streets to be determined)		\$ 1,500,000	\$ 1,500,000		
Vehicles, Equipment & Computer Systems	\$ 2,915,000	\$ 2,760,500	\$ 1,382,000	\$ 1,092,000	\$ 1,307,000
Building & Housing	\$ 90,000	\$ -	\$ -	\$ -	\$ -
CitizenServe Software	\$ 90,000				
Fire	\$ 290,000	\$ 302,500	\$ -	\$ -	\$ -
6 Ruggedized Mobile Computers For Fire Vehicles	\$ 37,000				
Fire - Car 2	\$ 50,000				

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Turn out gear washers for Stations 2 & 3	\$53,000				
New turnout gear for 70 members	\$150,000				
Replacement Ambulance Cots		\$ 30,000			
Fire - Medical Squad		\$ 272,500			
Fleet	\$ 30,000	\$ 55,000	\$ -	\$ -	\$ -
Pooled Public Works Car #900	\$ 30,000				
Fleet Vehicle # 1105 Welders Truck		\$ 55,000			
Forestry	\$ -	\$ 75,000	\$ 40,000	\$ 225,000	\$ -
Leaf collection truck #808		\$ 75,000			
Forestry Vehicle #190 Pickup Truck with plow			\$ 40,000		

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Forestry large bucket truck #606				\$ 225,000	
Human Resources	\$ 20,000	\$ -	\$ -	\$ -	\$ -
ComDoc Document Management System (for Human Resources)	\$ 20,000				
Information Technology	\$ 363,000	\$ 822,000	\$ -	\$ -	\$ -
Door Access Readers - Law, Police	\$ 22,000				
Replace P2000 NAS (Network Attached Storage) one of the 4 VMWare Hosts	\$ 46,000				
Upgrade to City Hall and Jail Camera Recording Systems	\$ 65,000				
Purchase 90 PC's	\$ 100,000	\$ 100,000			
Early Warning Siren Replacement	\$ 130,000				
Auditorium Camera and Production Workstation Upgrade		\$ 42,000			
Migration to Office 365		\$ 80,000			
Upgrade of Public Admin SunGard System		\$ 600,000			

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Parks	\$ 155,000	\$ 265,000	\$ 60,000	\$ 100,000	\$ 105,000
Mower & Equipment Upgrades	\$ 20,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000
Parks vehicle # 624 maintenance van(pools)	\$ 35,000				
Parks Vehicle #604 Pickup Truck w/Plow w/lift gate	\$ 40,000				
Parks #601 Bobcat utility vehicle	\$ 60,000				
Parks #3120 Golf cart at Lakewood Park		\$ 15,000			
Parks vehicle # 627 pickup truck with plow		\$ 40,000			
Parks #631 Dump truck, change to pickup truck		\$ 85,000			
Parks #620 bucket truck		\$ 115,000			
Parks Leaf collection machines			\$ 40,000		
Parks vehicle # 610 pickup truck				\$ 40,000	
Parks vehicle # 630 pickup truck with plow				\$ 40,000	
Parks vehicle # 640 pickup truck with plow					\$ 40,000

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Parks #633 van					\$ 45,000
Police	\$ 527,000	\$ 437,000	\$ 437,000	\$ 437,000	\$ 437,000
Axon Interview Room for 4 interview rooms and jail booking window	\$ 40,000				
Axon Fleet for 37 Patrol Cars	\$ 50,000				
Citywide Surveillance Camera Program	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Police Vehicles 4-5 cars each year	\$ 337,000	\$ 337,000	\$ 337,000	\$ 337,000	\$ 337,000
Refuse	\$ 645,000	\$ 285,000	\$ 290,000	\$ 300,000	\$ 360,000
Refuse Truck Washing System Improvements	\$15,000				
Utility vehicle	\$ 20,000				
Refuse forklift	\$ 35,000				
Two Refuse dual pack truck - rear load packer and automated side arm	\$ 575,000				
Automated sideloader refuse & recycling packer truck		\$ 285,000	\$ 290,000	\$ 300,000	\$ 310,000
Refuse Stake body with liftgate					\$ 50,000
Streets	\$ 310,000	\$ 405,000	\$ 115,000	\$ 30,000	\$ 405,000

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Streets vehicle # 125 Signs bucket truck	\$ 100,000				
Streets Vehicle #112 -5-Ton S/S Dump w/ Plow & S/S Spreader	\$ 210,000				
Signals Vehicle # 126 Crewcab with plow		\$ 40,000			
Line striping equipment		\$ 50,000			
Streets vehicle # 129 1ton dump truck with plow		\$ 90,000			
Streets salt truck #123		\$ 225,000			
Streets Hot box			\$ 25,000		
Street Vehicle #110 Pickup Truck w/ Plow			\$ 40,000		
Streets Vehicle # 172 Crewcab with plow			\$ 50,000		
Streets Air compressor				\$ 30,000	
Streets vehicle # 129 1ton dump truck with plow					\$ 90,000
Streets vehicle # 138 1ton dump truck with plow					\$ 90,000
Streets salt truck #107					\$ 225,000
Water & Sewer	\$ 485,000	\$ 189,000	\$ 480,000	\$ 225,000	\$ -
Water pavement saw	\$ 20,000				
Sewers #822, Group leader truck	\$ 50,000				

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Front Loader	\$ 190,000				
Street Sweeper to replace #133	\$ 225,000				
Water vehicle #311 Utility Body Truck		\$ 49,000			
Backhoe Replacement Equipment #629		\$ 140,000			
Sewer Vehicle #823 1-ton dump with plow			\$ 80,000		
Sewers #818 Camera truck			\$ 400,000		
Water #302 pickup truck				\$ 45,000	
Backhoe Replacement Equipment #136				\$ 140,000	
WWTP Vehicle #801 Pickup Truck w/ Plow				\$ 40,000	
Water, Sewer & Wastewater Treatment Plant Improvements	\$16,718,500	\$ 16,500,000	\$ 9,100,000	\$ 8,700,000	\$ 25,000
Electric Backup Generator Clifton Lagoon Pump Station	\$ 27,000				
Effluent Tunnel Repair	\$ 50,000				
Outfall Repairs Design (Summit)	\$ 100,000				
Outfall Repairs Construction (Summit)		\$ 900,000			
2018 CDBG Waterline	\$ 100,000				
Green Infrastructure Pilot Design	\$ 216,000				

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Clean Water Pilot Study Project - Private Property	\$400,000				
WWTP Concrete Restoration	\$ 425,000				
2019 Watermain Replacement Project	\$ 500,000	\$ 4,000,000			
Webb Rd Sewer Erosion Remediation	\$ 555,000				
Madison Drop Chamber	\$ 710,000				
High Rate Treatment <u>design and permitting</u> Sewer & Wastewater Treatment Plant Improvements	\$ 895,000				
High Rate Treatment Construction		\$ 8,000,000	\$ 8,000,000	\$ 8,000,000	
Early action sewer separations	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Lake Avenue Resurfacing (Belle to W117th)	\$ 1,375,000				
Integrated Wet Weather Improvement Plan Phase 2 Sewer & Wastewater Treatment Plant Improvement <u>Planning, Design & Professional Services</u>	\$ 1,500,000				
2017 Watermain Replacement Project	\$ 2,500,000				
2018 Watermain Replacement Project	\$ 2,540,500				

Five-Year Capital Improvement Plan

Project Name / Description	2018	2019	2020	2021	2022
Thermophilic Digestion Conversion and Primary Digester Mixing System Upgrade DESIGN/BUILD	\$ 3,825,000	\$ 2,500,000			
Traffic Calming Bioswale Chicances		\$ 100,000			
Outfall Repairs Design (Cliff Dr)			\$ 100,000		
Outfall Repairs Construction (Cliff Dr)				\$ 700,000	
Outfall Repairs Design (TBD)					\$ 25,000

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 12, 2017.

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.