

**City of Lakewood**

**2020 Estimate of Expense  
Comprehensive Budget Document**

**November 15, 2019**

City of Lakewood, Ohio  
**PROPOSED BUDGET**  
For The Fiscal Year  
January 1 – December 31, 2020

**CITY COUNCIL (as of Nov. 15, 2019)**

Sam O’Leary (Ward 2), Council President  
David Anderson (Ward 1), Council Vice President  
John Litten (Ward 3)  
Dan O’Malley (Ward 4)  
Thomas Bullock (At-Large)  
Meghan George (At-Large)  
Tristan Rader (At-Large)

Maureen Bach, Clerk of Council

**MUNICIPAL COURT**

Judge Patrick Carroll, Presiding Judge  
Christina Gill McCallum, Clerk of Court

**MAYOR (as of Nov. 15, 2019)**

Michael Summers

**DEPARTMENT DIRECTORS (as of Nov. 15, 2019)**

Joseph Beno, Public Works  
Kevin Butler, Law  
Timothy P. Dunphy, Fire Chief  
Antoinette Gelsomino, Human Services  
Timothy Malley, Police Chief  
Jennifer Pae, Finance  
Bryce Sylvester, Planning & Development  
Jean Yousefi, Human Resources

The budget is the City's organizational master plan for the fiscal year. It is a policy document, a financial plan, an operations guide and a communications tool.

This section is designed to acquaint the reader with the document's organization in order to get the most out of the information presented.

The Estimate of Expense is a preliminary budget document required by the City of Lakewood Charter which states:

On or before the second city council meeting in November in each year, the director of finance shall prepare an estimate of the expense of conducting the affairs of the city for the following fiscal year.

This estimate shall be compiled from detailed information obtained from the various departments and shall set forth at a minimum:

- (a) an itemized estimate of the expense of operating each department;
- (b) comparisons of proposed current estimates with the corresponding items of expenditures for the last two completed fiscal years and with an estimate of expenditures necessary to complete the current fiscal year;
- (c) reasons for proposed increases or decreases in expenditures compared with the current fiscal year;
- (d) a schedule for each department listing required operations of the department for the next fiscal year and any additional activities desired to be undertaken;
- (e) compensation increases as either additional pay to current employees, or for additional employees;

(f) an itemization of all anticipated revenue from taxes and other sources;

(g) the amounts required to pay 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; and

(i) any other information as may be required by council.

Upon receipt of the estimate, council shall begin the appropriations process. Council shall hold public hearings upon any proposed appropriation legislation before a committee or the entirety of council.

After the public hearings, council, taking the estimate into consideration, shall by temporary or permanent appropriation legislation provide for the funding of the city as provided by general law or except as general law may be limited by council.

The following document is to comply with Article 5, Section 5 of the City of Lakewood Charter, and to aid in the 2020 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 the upcoming 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 2019 projected totals, and the 2020 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** are also provided.

**Departmental Expenditures** are grouped by division. Each section includes:

- Narratives describing the department or division
- 2019 accomplishments
- 2020 & 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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# Executive Summary

## Introduction

The City of Lakewood's proposed \$124.652 million budget for all funds in 2020 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 its 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 2020 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 2020 and beyond, and if it is a new objective or a continuation of prior year efforts. As part of the 2020 budget deliberations, City Council undertook a budget prioritization process that considered the following projects or policies, which are either included in the appropriations or will be studied beginning in 2020:

- Traffic Calming & Speed
- Youth Council
- Zero Emissions Lakewood
- Part-time Community Organizer
- Public Art
- Bike Plan Implementation
- Parks Micro-Improvements
- Trees Budget
- Clean Vehicles Infrastructure
- Streetscape Investments & Development Matching Fund
- Redesign & Upgrade City Center Park
- Install Automatic locks on Park Bathrooms
- Add Capacity for Property Inspections

## Executive Summary

- Upgrade Clifton Prado Pocket Park
- Upgrade Certain Ward 4 Traffic Signals

<b>2020 Strategic Objectives and Priorities</b>										
Objective	Actions	Council Priority	Owner / Champion(s)	Sound Government	Vibrant Neighborhoods	Safe & Secure City	Economic Development	New Objective?	Continuation of a Prior Year Objective	
<b>Housing Forward Strategy</b>	<ul style="list-style-type: none"> <li>• CitizenServe IT platform operational</li> <li>• Add capacity for property inspections</li> </ul>	✓	<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Building &amp; Housing</li> <li>• Planning</li> <li>• IT</li> </ul>	✓	✓	✓	✓	✓	✓	
<b>Healthiest Community Initiative</b>	<ul style="list-style-type: none"> <li>• Leadership created</li> <li>• Convene, communicate, collaborate</li> <li>• Data collection, analysis and sharing, recommendations</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Human Services</li> </ul>		✓		✓	✓	✓	
<b>Continued Economic Development</b>	<ul style="list-style-type: none"> <li>• Barry Buick Site</li> <li>• One Lakewood Site</li> <li>• Spitzer Site</li> <li>• Trinity Lutheran Site</li> <li>• Cove Church Site</li> <li>• Marathon Gas Station</li> <li>• Lakewood Park Skate House</li> </ul>		<ul style="list-style-type: none"> <li>• City Council</li> <li>• Mayor's Office</li> <li>• Law</li> <li>• Planning</li> <li>• Finance</li> </ul>	✓	✓	✓	✓		✓	
<b>Resiliency and Sustainability Strategies Developed</b>	<ul style="list-style-type: none"> <li>• Impanel new Resiliency Task Force Phase II</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Planning</li> <li>• Finance</li> </ul>	✓	✓	✓	✓	✓	✓	
	<ul style="list-style-type: none"> <li>• Clean Power-increase amount of energy purchased from Clean and Renewable sources, County solar program</li> </ul>	✓	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Public Works</li> </ul>	✓				✓	✓	
	<ul style="list-style-type: none"> <li>• Continue Bike Promotion</li> </ul>	✓	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Planning</li> </ul>			✓		✓		✓
	<ul style="list-style-type: none"> <li>• Electric Vehicle infrastructure</li> </ul>	✓	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Public Works</li> <li>• Planning</li> </ul>			✓		✓	✓	✓
<b>Integrated Wet Weather Plan Finalized- EPA Clean Water Act/ NPDES Permit Application</b>	<ul style="list-style-type: none"> <li>• Regulator presentation/discussion (EPA &amp;DOJ)</li> <li>• Community Discussion</li> <li>• Financial implication discussions</li> <li>• Clean Water Act compliance</li> </ul>		<ul style="list-style-type: none"> <li>• City Council</li> <li>• Mayor's Office</li> <li>• Public Works</li> <li>• Planning</li> <li>• Law</li> <li>• Finance</li> </ul>	✓	✓	✓	✓		✓	
<b>Human Service Investments</b>	<ul style="list-style-type: none"> <li>• Human Service consolidation and optimization under one roof, new services</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Human Services</li> <li>• Planning</li> </ul>	✓	✓	✓			✓	
	<ul style="list-style-type: none"> <li>• Community Paramedic program firmly established</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Human Services</li> <li>• Fire Dept</li> </ul>		✓	✓		✓		
	<ul style="list-style-type: none"> <li>• Lead Safe Lakewood Strategy in targeted areas</li> </ul>		<ul style="list-style-type: none"> <li>• Mayor's Office</li> <li>• Human Services</li> </ul>			✓		✓		
	<ul style="list-style-type: none"> <li>• Provide funding for Youth Council</li> </ul>	✓	<ul style="list-style-type: none"> <li>• City Council</li> <li>• Mayor's Office</li> <li>• Community Relations</li> </ul>			✓			✓	

# Executive Summary

2020 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
Census 2020	<ul style="list-style-type: none"> <li>Team built for follow up</li> <li>Data Accuracy</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Human Services</li> <li>Planning</li> </ul>	✓					✓
Quality of Life Initiatives	<ul style="list-style-type: none"> <li>Parks improvement initiative –Wagar, St. Charles Green, Kauffman Park, Clifton Prado Pocket Park, City Center Park,</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor's Office</li> <li>Public Works</li> <li>Planning</li> </ul>		✓	✓		✓	✓
	<ul style="list-style-type: none"> <li>Public Art Investments</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor's Office</li> <li>Planning</li> </ul>		✓		✓	✓	✓
	<ul style="list-style-type: none"> <li>Expand Traffic Calming to an additional street(s), evaluate existing installations</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Mayor's Office</li> <li>Public Works</li> </ul>		✓	✓		✓	✓
	<ul style="list-style-type: none"> <li>Continue year 8 sidewalk improvement</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Public Works</li> </ul>		✓	✓			✓
	<ul style="list-style-type: none"> <li>Install automatic locks on park bathrooms</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Public Works</li> <li>IT</li> </ul>		✓	✓		✓	
	<ul style="list-style-type: none"> <li>Streetscape Investments &amp; Development Matching Fund</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Planning</li> <li>Public Works</li> </ul>	✓	✓		✓	✓	
	<ul style="list-style-type: none"> <li>Upgrade Certain Ward 4 traffic signals</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Public Works</li> </ul>		✓	✓		✓	
	<ul style="list-style-type: none"> <li>Develop and begin implementation of 50-year swimming pool strategy</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Public Works</li> </ul>		✓			✓	
Core Service Excellence Improvements	<ul style="list-style-type: none"> <li>Continue Human Capital Investment with Cohort 8</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Human Resources</li> </ul>	✓					✓
	<ul style="list-style-type: none"> <li>Information Technology                             <ul style="list-style-type: none"> <li>SharePoint</li> <li>Police platform</li> <li>Public Works asset management</li> <li>Public records management</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>IT</li> <li>Human Resources</li> <li>Police</li> </ul>	✓				✓	✓
	<ul style="list-style-type: none"> <li>Part-time Community Organizer</li> </ul>	✓	<ul style="list-style-type: none"> <li>City Council</li> <li>Community Relations</li> <li>Human Resources</li> </ul>		✓	✓		✓	
	<ul style="list-style-type: none"> <li>Financial strategy-Master Agreement \$10+ Million strategically defined</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Finance</li> </ul>	✓					✓
	<ul style="list-style-type: none"> <li>Successful contractual bargaining beginning 4<sup>th</sup> Qtr.</li> </ul>		<ul style="list-style-type: none"> <li>Mayor's Office</li> <li>Law</li> <li>Human Resources</li> </ul>	✓		✓			

### 2020 and Beyond City of Lakewood Budget Discussion

#### **Lakewood Hospital Fund**

- Per the terms of the Master Agreement from the transition of the Lakewood Hospital properties, the annual lease payments in excess \$1 million ceased with the opening of the Cleveland Clinic's Lakewood Family Health Center. These lease payments primarily supported the City's payments to the Cuyahoga County Board of Health, the Division of Vital Statistics, as well as operations related to EMS services. Therefore, beginning in 2020 the General Fund will absorb the over \$1.4 million in expenditures related to the Board of Health, Vital Statistics and EMS operations. These expenditures will be offset by approximately \$1.2 million in revenues associated with EMS transports, as well as birth and death certificate fees, that will be deposited in the General Fund. The General Fund will have to absorb the approximately \$200,000 in additional revenues beginning in 2020.

#### **Pending Developments**

- The remaining proceeds from the Master Agreement after the costs of the demolition and site preparation of the former Lakewood Hospital site is approximately \$12 million in Fund 260. This is in addition to the over \$3.4 million remaining in Land Acquisition (Fund 404). These funds should be used, rather than issuing debt to ensure the completion of the following projects:
  - One Lakewood Place  
At the time of publication, the site preparation is still underway. Once it is complete, Carnegie Management will begin construction of One Lakewood Place as negotiated for the estimated \$72 million development One Lakewood Place based on the term sheet approved by City Council on May 9, 2018. It is currently not determined if any additional city funds are needed to go towards the completion of this project.
  - Cove Church  
The Cove Church property was purchased by the City in 2019 to assist in developing solutions for stormwater management to follow the federal Clean Water Act, as well as a new home for the Department of Human Services. On November 5, 2019 a Request for Qualifications was released for design-build services.
  - Fire Station #2 Expansion  
The city is in the process of purchasing land adjacent to Fire Station #2 located at Detroit and Kenilworth Avenues. Expansion will allow for the construction of a bay for an EMS squad.
  - Swimming Pool Improvements  
Both Foster Pool at Lakewood Park and Becks Pool at Madison Park are in need of updating.

## Personnel and Benefits

- The City's full-time headcount is budgeted to be 411 positions in 2020, which is an increase of two positions within Fire/EMS: Administrative Captain and Community Paramedic. Staffing information can be found on page 9.
- The seven collective bargaining contracts between unionized employees and the City expire at the end of 2019. Negotiations are currently underway.

## 2020 General Fund Revenue Highlights

- **Municipal Income Taxes:** Represent the largest revenue source to the City and are 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 (57%), the amount of financial resources available to provide city services is directly related to the health of the local economy. Estimated collections for 2020 are anticipated to be \$24.9 million and reflect a 2% increase from final 2019 projected revenues.
- **Property Taxes:** Estimated revenues for 2020 are projected to be \$9,525,000 which equals an increase of 1.0%. Actual collections for 2019 represent 2.4% more than estimated amounts from the County Fiscal Officer. Final estimated amounts for 2020 will be available in December.

Total delinquent property taxes and special assessments owed to the City decreased by four hundred thousand dollars to \$1.13 million.

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

The projected 2020 revenue from the Local Government Fund is \$1.97 million, an increase of \$77,702 from 2019 estimated receipts, and \$1,367,000 less than 2011 actual receipts representing the last year before a 50 percent reduction was implemented by the Ohio General Assembly.

- **Interest Earnings:** The City anticipates interest earnings of \$1,000,000 in 2020 from our investable portfolio of \$80 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.

## Projected Reserves

The City is committed to setting aside funds for future potential liabilities and creating 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 2019 projected General Fund reserve is nearly 58 days.

## Executive Summary

The anticipated financial position at year-end 2019 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 27<sup>th</sup> pay anticipated in 2026.
- Increase the General Fund Budget Stabilization account line to 5% of the prior year's revenues.

City of Lakewood Financial Reserves 2007 - 2019							
	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)	27th Pay Period (Year-end Funds Encumbered)	Budget Stabilization Account (Year-end Funds)
Minimum Goal ->			60 Days	\$1,000,000	\$450,000	\$1M accumulated over 11 years	5% of Prior Year Revenues
2007	\$ 37,078,299	\$ 339,518	3.3	\$ -	\$ -	\$ -	\$ -
2008	\$ 36,383,736	\$ 950,574	9.5	\$ -	\$ -	\$ -	\$ -
2009	\$ 36,461,145	\$ 1,456,918	14.6	\$ 148,800	\$ 1,005,000		\$ -
2010	\$ 35,877,730	\$ 3,297,908	33.6	\$ 213,255	\$ 736,353		\$ -
2011	\$ 36,389,448	\$ 4,325,078	43.4	\$ 645,255	\$ 298,159		\$ -
2012	\$ 36,019,060	\$ 4,992,651	50.6	\$ 800,700	\$ 482,000	\$ 250,000	\$ -
2013	\$ 35,809,407	\$ 5,670,409	57.8	\$ 929,873	\$ 852,487	\$ 500,000	\$ -
2014*	\$ 43,574,649	\$ 6,965,231	58.3	\$ 953,068	\$ 697,116	\$ -	\$ 1,790,470
2015	\$ 37,422,487	\$ 5,885,034	57.4	\$ 1,111,189	\$ 470,356	\$ 100,000	\$ 1,790,470
2016	\$ 40,010,121	\$ 6,359,466	58.0	\$ 1,600,862	\$ 680,440	\$ 300,000	\$ 1,871,124
2017	\$ 39,873,294	\$ 6,437,697	58.9	\$ 1,000,550	\$ 451,277	\$ 300,000	\$ 1,946,124
2018	\$ 41,383,793	\$ 6,761,406	59.6	\$ 1,103,934	\$ 444,805	\$ 400,000	\$ 1,996,124
2019 Projected	\$ 43,522,968	\$ 6,900,000	57.9	\$ 1,000,000	\$ 450,000	\$ 500,000	\$ 1,996,124

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

# Executive Summary

## **2020 Capital Plan and Anticipated Debt Issuances**

The City anticipates approximately \$19.3 million in capital projects to begin in 2020 that include:

- Water, Sewer & Wastewater Treatment Plant = \$ 8,949,500
- Vehicles, Equipment and Systems = \$ 2,941,000
- Street Improvements, Traffic Signals and Sidewalks = \$ 3,388,000
- Park Improvements = \$ 1,785,000
- Building & Public Facility Improvements = \$ 2,270,000

These amounts include projects that began prior to 2018, but are still underway.

The City's 2020 to 2024 Capital Improvement Plan can be found on page 157 of this document with further detail of the projects.

In March 2020, the City will be issuing over \$28.4 million in bond anticipation notes (BANS) that include BANS that have been issued since 2019 for the City's capital improvement program, as well as nearly \$2.6 million in capital lease financing for vehicles and equipment. More information regarding the City's debt position can be found on page 17.

<b>2020 Bond Anticipation Notes ("New Money")</b>	
<b>Project</b>	<b>Amount</b>
Refuse/Recycling facility assessments and repairs	\$ 610,000
Jail Improvements	\$ 250,000
Vista Bridge demo	\$ 200,000
City facility roof repairs/replacements	\$ 250,000
Streets Improvement Program	\$ 1,500,000
Sidewalk Program	\$ 650,000
Outfall Repairs Construction (Summit)	\$ 1,300,000
2020 Watermain construction	\$ 950,000

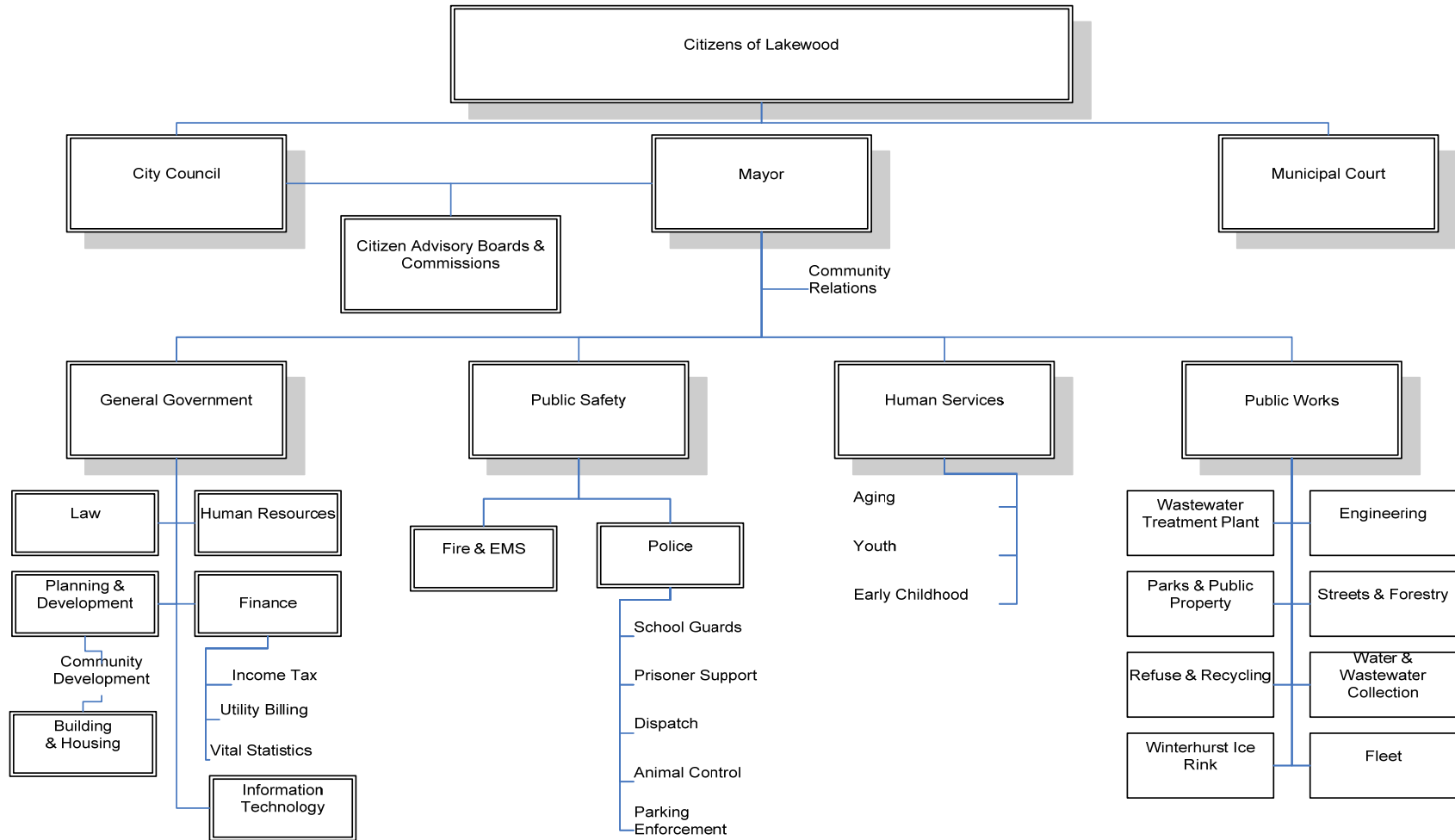
## Executive Summary

<b>2020 Projects to be Financed using Municipal Capital Leases</b>	<b>Amount</b>
<b>Total =</b>	<b>\$ 2,597,000</b>
Fire - Medical Squad	\$ 260,000
Diesel Exhaust Fluid dispensers & Installation	\$ 120,000
City Hall generator	\$ 120,000
Police Vehicles 4-5 cars each year	\$ 337,000
Citywide Surveillance Camera Program	\$ 150,000
Rear load packer trucks	\$ 295,000
Automated sideloader truck	\$ 320,000
Dual Pack refuse truck	\$ 320,000
Streets salt truck #107	\$ 225,000
PLC and SCADA System Upgrade	\$ 450,000

In addition to these new projects and equipment, there are multiple projects that began in prior years that will continue into 2020 that have already been paid for, grants received or financed and include:

- Lakewood Park Skate House
- Wagar Park Improvements
- 2019 Watermain Replacement
- High Rate Treatment Construction
- Digester Upgrades

# Organization & Staffing Summary

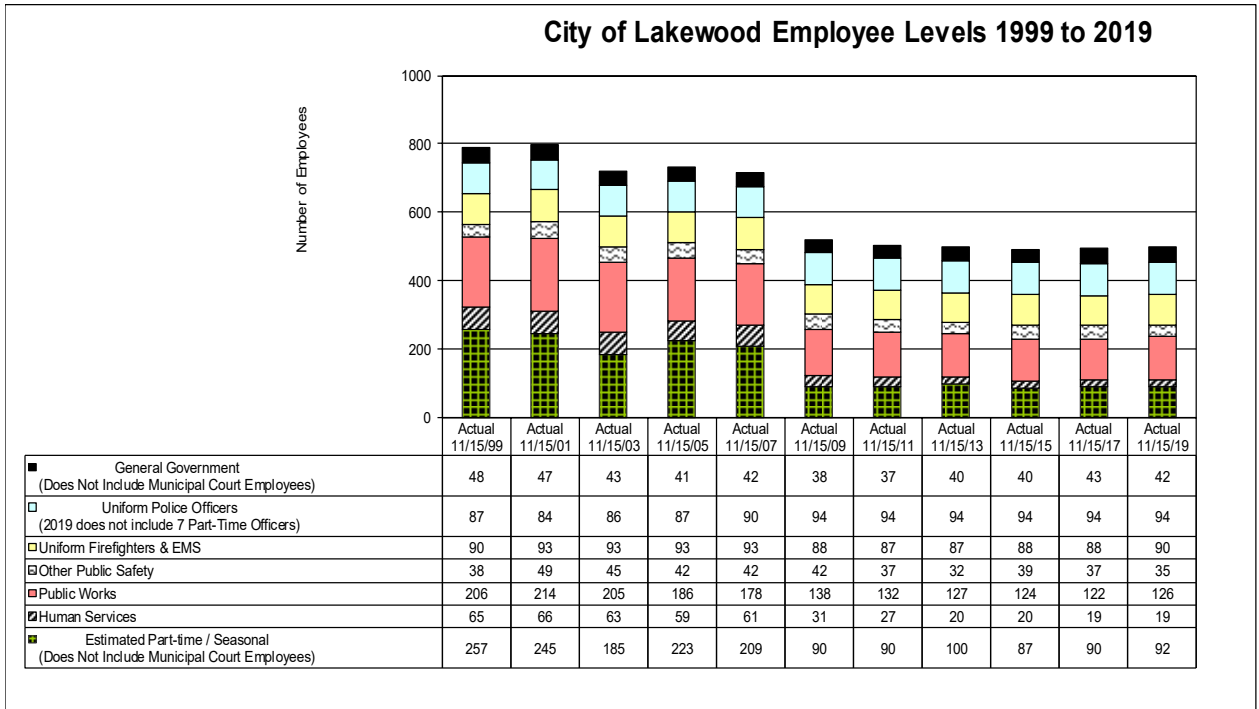


## Organization & Staffing Summary

Department Name	11/15/17 Full-Time Employees*	11/15/18 Full-Time Employees*	2019 Requested Employee Levels	11/15/19 Full-Time Employees*	2020 Requested Employee Levels
<b>General Government</b>					
Council	1	1	1	1	1
Mayor's Office	3	3	3	3	3
Civil Service	1	1	1	1	1
Human Resources	3	3	3	3	3
Law	4	4	4	4	4
Finance	7	7	7	7	7
Income Tax	6	6	6	6	6
Information Technology	4	4	4	3	4
General Admin	0	0	0	0	0
Vital Stats	2	1	1	1	1
Utility Billing	3	3	3	3	3
Planning & Development / Building & Housing	22	21	23	21	23
Community Relations	2	1	2	1	2
<b>Total General Government</b>	<b>58</b>	<b>55</b>	<b>58</b>	<b>54</b>	<b>58</b>
<b>Public Safety</b>					
Police	99	98	99	99	99
Dispatch	11	10	11	11	11
Support of Prisoners	1	2	2	2	2
Parking	2	2	2	2	2
Animal Control	3	3	3	3	3
Fire / EMS	88	88	88	90	90
<b>Total Public Safety</b>	<b>204</b>	<b>203</b>	<b>205</b>	<b>207</b>	<b>207</b>
<b>Public Works</b>					
Public Works Administration	3	3	3	3	3
Parks	18	18	18	18	18
Streets	15	16	16	16	16
Forestry	4	4	4	4	4
Refuse	27	27	27	27	27
Fleet	10	10	10	10	10
Water Distribution	4	5	5	5	5
Water Metering	5	5	5	5	5
Wastewater Collections	12	13	13	13	13
Wastewater Treatment	21	23	23	22	23
Engineering	3	3	3	3	3
<b>Total Public Works</b>	<b>122</b>	<b>127</b>	<b>127</b>	<b>126</b>	<b>127</b>
<b>Human Services</b>					
Human Services Administration	2	2	3	3	3
Aging	10	10	9	9	9
Early Childhood	1	1	1	1	1
Youth	6	6	6	6	6
<b>Total Human Services</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>
<b>TOTAL FULL-TIME EMPLOYEES</b>	<b>403</b>	<b>404</b>	<b>409</b>	<b>406</b>	<b>411</b>

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

# Organization & Staffing Summary



***Organization & Staffing Summary***

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## Summary of All Funds

Comparative Summary of Revenues & Expenditures					% change 2019 - 2020 Projected
	Actual 2017	Actual 2018	Projected 2019	Estimated 2020	
Balance of January 1	84,531,577	89,437,584	103,479,360	93,930,634	
<b>Revenues By Type</b>					
Property Taxes	16,386,520	16,982,733	20,254,570	20,444,274	1%
Municipal Income Taxes	23,436,422	23,882,048	24,406,146	24,894,269	2%
Charges for Services	30,866,951	39,631,365	34,772,692	35,290,615	1%
Licenses, Permits, and Fees	3,454,642	3,129,469	3,108,819	3,089,426	-1%
Fines and Forfeitures	910,689	871,342	758,957	758,957	0%
Intergovernmental	7,400,880	6,715,600	14,645,274	11,326,050	-23%
Special Assessments	701,810	771,256	564,038	564,038	0%
Contribution and Donations	269,199	523,597	102,682	102,682	0%
Interest	755,584	1,512,073	1,795,334	1,296,328	-28%
Miscellaneous	3,698,954	3,956,324	3,630,192	3,588,221	-1%
Debt Proceeds	28,164,283	32,540,130	40,827,926	31,390,297	-23%
Transfers & Advances In	4,990,134	4,041,242	4,106,336	4,075,421	-1%
<b>Total Revenue</b>	<b>121,036,068</b>	<b>134,557,180</b>	<b>148,972,966</b>	<b>136,820,579</b>	<b>-8%</b>
<b>Expenditures by Function</b>					
General Government	12,122,435	11,938,030	17,079,113	14,610,732	-14%
Public Safety	24,323,605	25,114,739	25,635,977	27,375,875	7%
Public Works	18,583,511	19,921,498	21,224,805	20,937,710	-1%
Human Services	1,869,273	1,937,318	2,035,558	2,271,178	12%
Purchased Water	5,754,191	5,466,742	5,638,453	6,000,000	6%
Capital	13,151,357	11,558,888	36,101,290	20,105,715	-44%
Debt Service	27,049,239	32,969,510	38,045,393	21,488,135	-44%
CDBG, ESG, HOME, NSP Pass-Through	421,255	475,050	575,393	442,084	-23%
Transfer or Advance Out	4,964,787	4,096,242	4,328,406	3,775,423	-13%
Hospitalization & Workers Compensation	7,890,409	7,037,387	7,857,306	7,644,750	-3%
<b>Total Expenditures</b>	<b>116,130,061</b>	<b>120,515,403</b>	<b>158,521,691</b>	<b>124,651,602</b>	<b>-21%</b>
Balance December 31	89,437,584	103,479,360	93,930,634	106,099,612	

**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 2020 Budget with 2019 Projected Totals							
	General Fund	Street Construction, Repair & Maintenance Funds	Police & Fire Pension Funds	Community Development Block Grant Fund	Office on Aging Fund	Lakewood Hospital Fund	Other Special Revenue Funds
<b>Revenues By Type</b>							
Property Taxes	\$ 8,439,924		\$ 3,611,659				
Municipal Income Taxes	\$ 24,894,269						
Charges for Services	\$ 3,487,733				\$ 153,773		
Licenses, Permits, and Fees	\$ 1,567,363	\$ 2,876,389					
Fines and Forfeitures	\$ 1,089,987						
Intergovernmental	\$ 3,403,646			\$ 3,009,218	\$ 55,777		\$ 1,714,137
Special Assessments	\$ 16,700						
Payment in Lieu of Taxes							
Contribution and Donations					\$ 72,000		\$ 4,000
Interest	\$ 1,000,000						
Miscellaneous	\$ 408,071						
Debt Proceeds							
Transfers & Advances In	\$ 390,000				\$ 690,000		
<b>Total Revenue</b>	<b>\$ 44,697,693</b>	<b>\$ 2,876,389</b>	<b>\$ 3,611,659</b>	<b>\$ 3,009,218</b>	<b>\$ 971,550</b>	<b>\$ -</b>	<b>\$ 1,718,137</b>
<b>Expenditures by Function</b>							
Salaries	\$ 27,600,328	\$ 1,073,931		\$ 403,365	\$ 568,899		\$ 419,775
Fringe Benefits	\$ 7,343,727	\$ 406,484	\$ 3,443,576	\$ 122,164	\$ 228,964		\$ 66,969
Travel and Transportation	\$ 55,982			\$ 2,450	\$ 2,820		\$ 19,925
Professional Services	\$ 1,958,082	\$ 32,300		\$ 17,910	\$ 1,675	\$ 35,000	\$ 171,419
Communications	\$ 366,899	\$ 5,225		\$ 1,450	\$ 6,700		\$ 5,370
Contractual Services	\$ 2,064,244	\$ 233,500		\$ 1,139,023	\$ 100,000	\$ 810,000	\$ 900,500
Road Salt		\$ 258,000					
Materials & Supplies	\$ 1,743,240	\$ 291,575		\$ 300	\$ 35,625		\$ 87,943
Capital	\$ 120,715	\$ 670,000		\$ 785,000			\$ 35,000
Utilities	\$ 942,350	\$ 51,600			\$ 30,200		\$ 1,500
Purchased Water							
Other	\$ 593,635	\$ 600		\$ 56,774	\$ 3,425	\$ 60,000	\$ 27,000
Reserve Balance							
Economic Development Programs							
Debt Service							
Transfer or Advance	\$ 1,385,423						\$ 350,000
CDBG, ESG, HOME, NSP Pass-Through				\$ 442,084			
Income Tax Refunds	\$ 500,000						
<b>Total Expenditures</b>	<b>\$ 44,674,625</b>	<b>\$ 3,023,215</b>	<b>\$ 3,443,576</b>	<b>\$ 2,970,520</b>	<b>\$ 978,308</b>	<b>\$ 905,000</b>	<b>\$ 2,085,401</b>
<b>Revenue over Expenditures</b>	<b>\$ 23,068</b>	<b>\$ (146,826)</b>	<b>\$ 168,083</b>	<b>\$ 38,698</b>	<b>\$ (6,758)</b>	<b>\$ (905,000)</b>	<b>\$ (367,264)</b>

## Summary of All Funds

Comparative Summary of Revenues & Expenditures - All Funds 2020 Budget with 2019 Projected Totals								
	Debt Service Funds	Capital Improvement Funds	Water Fund	WWC & WWTP Funds	Parking & Winterhurst Funds	Hospitalization & Workers Comp Internal Service Funds	Estimated 2020	Projected 2019
<b>Revenues By Type</b>								
Property Taxes	\$ 5,693,616			\$ 2,202,293			\$ 19,947,492	\$ 20,254,570
Municipal Income Taxes							\$ 24,894,269	\$ 24,406,146
Charges for Services			\$ 11,663,667	\$ 12,681,186	\$ 484,665		\$ 28,471,025	\$ 34,772,692
Licenses, Permits, and Fees							\$ 4,443,753	\$ 3,108,819
Fines and Forfeitures							\$ 1,089,987	\$ 758,957
Intergovernmental						\$ 7,577,421	\$ 15,760,199	\$ 14,645,274
Special Assessments			\$ 47,967				\$ 64,667	\$ 564,038
Payment in Lieu of Taxes							\$ -	\$ -
Contribution and Donations							\$ 76,000	\$ 102,682
Interest			\$ 213,262				\$ 1,213,262	\$ 1,795,334
Miscellaneous		\$ 5,519	\$ 793		\$ 501,871		\$ 916,253	\$ 3,630,192
Debt Proceeds	\$ 12,168,748	\$ 4,138,125	\$ 4,664,796	\$ 15,892,003			\$ 36,863,672	\$ 40,827,926
Transfers & Advances In	\$ 2,000,000						\$ 3,080,000	\$ 4,106,336
<b>Total Revenue</b>	<b>\$ 19,862,364</b>	<b>\$ 4,143,644</b>	<b>\$ 16,590,485</b>	<b>\$ 30,775,483</b>	<b>\$ 986,536</b>	<b>\$ 7,577,421</b>	<b>\$ 136,820,579</b>	<b>\$ 148,972,966</b>
<b>Expenditures by Function</b>								
Salaries			\$ 980,504	\$ 2,451,959	\$ 144,176		\$ 33,642,937	\$ 31,678,686
Fringe Benefits			\$ 356,284	\$ 954,963	\$ 55,675	\$ 7,644,750	\$ 20,623,556	\$ 19,797,111
Travel and Transportation			\$ 1,250	\$ 2,300			\$ 84,727	\$ 77,164
Professional Services			\$ 387,300	\$ 459,750	\$ 850		\$ 3,064,286	\$ 4,177,167
Communications			\$ 136,050	\$ 7,050	\$ 3,280		\$ 532,024	\$ 474,665
Contractual Services			\$ 55,900	\$ 1,309,500	\$ 104,800		\$ 6,717,467	\$ 8,680,244
Road Salt							\$ 258,000	\$ 256,137
Materials & Supplies			\$ 338,800	\$ 449,075	\$ 32,250		\$ 2,978,808	\$ 2,865,970
Capital		\$ 5,907,436	\$ 1,415,000	\$ 11,342,000			\$ 20,275,151	\$ 36,101,290
Utilities			\$ 51,075	\$ 243,700	\$ 321,000		\$ 1,641,425	\$ 1,584,260
Purchased Water			\$ 6,000,000				\$ 6,000,000	\$ 5,638,453
Other			\$ 606,598	\$ 1,114,413	\$ 165,134		\$ 2,627,579	\$ 2,889,355
Reserve Balance							\$ -	\$ 470,000
Economic Development Programs							\$ -	\$ 150,000
Debt Service	\$ 8,883,889		\$ 4,866,190	\$ 7,705,656	\$ 32,400		\$ 21,488,135	\$ 38,045,900
Transfer or Advance				\$ 2,000,000	\$ 40,000		\$ 3,775,423	\$ 4,328,406
CDBG, ESG, HOME, NSP Pass-Through							\$ 442,084	\$ 574,886
Income Tax Refunds							\$ 500,000	\$ 732,000
<b>Total Expenditures</b>	<b>\$ 8,883,889</b>	<b>\$ 5,907,436</b>	<b>\$ 15,194,951</b>	<b>\$ 28,040,366</b>	<b>\$ 899,565</b>	<b>\$ 7,644,750</b>	<b>\$ 124,651,602</b>	<b>\$ 158,521,691</b>
<b>Revenue over Expenditures</b>	<b>\$ 10,978,475</b>	<b>\$ (1,763,792)</b>	<b>\$ 1,395,534</b>	<b>\$ 2,735,117</b>	<b>\$ 86,971</b>	<b>\$ (67,329)</b>	<b>\$ 12,168,977</b>	<b>\$ (9,548,725)</b>

## Summary of All Funds

2020 Scheduled Fund Balances	2020 Projected Beginning Balance	2020 Projected Revenue	2020 Projected Expenditures	2020 Projected Ending Balance
<b>General (101) Fund</b>	\$ 6,434,151	\$ 44,697,693	\$ 44,674,625	\$ 6,457,219
<b>Special Revenue Funds</b>				
State Highway (201) & SCMR (211) Funds	\$ 700,376	\$ 2,876,389	\$ 3,023,215	\$ 553,551
Litter Control Grant (212) Fund	\$ 5,708	\$ -	\$ 2,500	\$ 3,208
Community Festival (213) Fund	\$ 1,314	\$ 4,000	\$ 4,058	\$ 1,256
Police Pension (220) Fund	\$ 104,814	\$ 1,761,721	\$ 1,647,598	\$ 218,938
Fireman Pension (221) Fund	\$ 703,728	\$ 1,849,937	\$ 1,795,978	\$ 757,687
Law Enforcement Trust (222) Fund	\$ 125,461	\$ 100,025	\$ 156,843	\$ 68,643
Drug Enforcement Trust (223) Fund	\$ 7,129	\$ 5,301	\$ -	\$ 12,430
Federal Forfeiture (225) Fund	\$ 46,801	\$ 3,288	\$ 35,000	\$ 15,088
Indigent Driver's Alcohol Treatment (230) Fund	\$ 149,060	\$ 10,204	\$ 120,000	\$ 39,264
Enforcement and Education (231) Fund	\$ 29,159	\$ 2,435	\$ 7,000	\$ 24,594
Political Subdivision (232) Fund	\$ 19,365	\$ 127	\$ 18,000	\$ 1,492
Computer Maintenance (234) Fund	\$ 3,697	\$ 36,442	\$ 25,000	\$ 15,139
Court Special Projects (235) Fund	\$ 449,571	\$ 50,628	\$ 148,863	\$ 351,337
Court Probation Services (236) Fund	\$ 116,434	\$ 19,471	\$ 25,291	\$ 110,614
IDIAM (237) Fund	\$ 138,919	\$ 9,984	\$ 15,000	\$ 133,903
Community Development Block Grant (240) Fund	\$ 13,972	\$ 3,009,218	\$ 2,970,520	\$ 52,670
Emergency Shelter Grant (241) Fund	\$ 75,903	\$ 314,000	\$ 295,000	\$ 94,903
HOME Investment Program (242) Fund	\$ 524,690	\$ 439,158	\$ 675,000	\$ 288,847
Neighborhood Stabilization Program (245) Fund	\$ 307,410	\$ -	\$ -	\$ 307,410
Aging (250) Fund	\$ 101,671	\$ 971,550	\$ 978,308	\$ 94,913
Lakewood Hospital (260) Fund	\$ 13,848,409	\$ -	\$ 905,000	\$ 12,943,409
Help to Others (277) Fund	\$ 15,708	\$ 39,607	\$ 39,469	\$ 15,846
Juvenile Diversion (278) Fund	\$ 10,346	\$ 16,200	\$ 21,936	\$ 4,610
FEMA (280) Fund	\$ 2,781	\$ -	\$ -	\$ 2,781
Family to Family (281) Fund	\$ 5,031	\$ 667,268	\$ 665,877	\$ 6,422
<b>Total Special Revenue Funds</b>	<b>\$ 17,507,457</b>	<b>\$ 12,186,953</b>	<b>\$ 13,575,456</b>	<b>\$ 16,118,954</b>
<b>Debt Service Funds</b>				
Bond Retirement (301) Fund	\$ 3,413,874	\$ 18,578,178	\$ 7,878,382	\$ 14,113,670
TIF Bond Retirement (302) Fund	\$ 596,336	\$ 1,284,187	\$ 1,005,509	\$ 875,014
<b>Total Debt Service Funds</b>	<b>\$ 4,010,210</b>	<b>\$ 19,862,364</b>	<b>\$ 8,883,891</b>	<b>\$ 14,988,684</b>
<b>Capital Projects Funds</b>				
Capital Improvement (401) Fund	\$ 1,718,530	\$ 4,138,134	\$ 5,728,000	\$ 128,664
Land Acquisition (404) Fund	\$ 4,386,659	\$ -	\$ -	\$ 4,386,659
City Park (405) Improvement Fund	\$ 24,364	\$ 5,519	\$ 10,000	\$ 19,883
TIF Capital Improvement (406) Fund	\$ -	\$ -	\$ -	\$ -
<b>Total Capital Projects Funds</b>	<b>\$ 6,129,553</b>	<b>\$ 4,143,653</b>	<b>\$ 5,738,000</b>	<b>\$ 4,535,206</b>
<b>Enterprise Funds</b>				
Water Operating (501) Fund	\$ 8,662,086	\$ 16,590,485	\$ 15,194,949	\$ 10,057,621
Wastewater Collection (510) Fund	\$ 9,705,200	\$ 9,236,125	\$ 12,533,725	\$ 6,407,599
Wastewater Treatment (511) Fund	\$ 972,006	\$ 19,337,065	\$ 13,506,641	\$ 6,802,430
Wastewater Improvement (512) Fund	\$ 1,898,647	\$ 2,202,293	\$ 2,000,000	\$ 2,100,941
Parking Facilities (520) Fund	\$ 782,919	\$ 484,656	\$ 395,565	\$ 872,009
Winterhurst Ice Rink (530) Fund	\$ 4,059	\$ 501,871	\$ 504,000	\$ 1,930
<b>Total Enterprise Funds</b>	<b>\$ 22,024,917</b>	<b>\$ 48,352,494</b>	<b>\$ 44,134,880</b>	<b>\$ 26,242,531</b>
<b>Internal Service Funds</b>				
Hospitalization (600) Fund	\$ 1,174,400	\$ 7,231,097	\$ 7,249,000	\$ 1,156,497
Worker's Compensation (601) Fund	\$ 637,236	\$ 346,324	\$ 395,750	\$ 587,810
<b>Total Internal Service Funds</b>	<b>\$ 1,811,636</b>	<b>\$ 7,577,421</b>	<b>\$ 7,644,750</b>	<b>\$ 1,744,307</b>
<b>TOTALS</b>	<b>\$ 57,917,925</b>	<b>\$ 136,820,579</b>	<b>\$ 124,651,602</b>	<b>\$ 70,086,901</b>

## Debt Overview

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 Section 5.10 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, 2019, 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 February 2019.

The following tables show the City's Long-Term and Short-term Obligations.

### City of Lakewood, Ohio

<b>LONG-TERM DEBT OUTSTANDING - BONDS</b>					
	Original Amount	Principal Outstanding as of Dec. 31, 2019	Call Date	Security	2020 Debt Service Payments
<b>2019</b>	\$ 16,215,000	\$ 15,915,000	12/1/2029	GO	\$ 1,134,963
<b>2017</b>	\$ 5,890,000	\$ 4,255,000	Not Callable - Matures in 2026	Private Placement Refunding of 2007 GO Bonds	\$ 981,375
<b>2016</b>	\$ 39,460,000	\$ 34,245,000	12/1/2026	GO (includes refunded series 2005, 2004 (Rockport TIF), and 2006 water and sewer revenue bonds)	\$ 3,582,735
<b>2012</b>	\$ 5,445,000	\$ 3,110,000	Not Callable - Matures in 2023	GO (includes refunded 2003 Bonds)	\$ 662,200
<b>2011</b>	\$ 12,320,000	\$ 7,160,000	12/1/2020 - 2028	GO (includes refunded 1998 Bonds)	\$ 911,550
<b>Total</b>	<b>\$ 79,330,000</b>	<b>\$ 64,685,000</b>		<b>Total</b>	<b>\$ 7,272,823</b>
<b>Total GO</b>	<b>\$ 79,330,000</b>	<b>\$ 64,685,000</b>			
<b>Total Revenue</b>	<b>\$ -</b>	<b>\$ -</b>			

## Debt Overview

<b>SHORT -TERM DEBT OUTSTANDING - NOTES</b>				
	Original Amount	Maturity Date	Coupon Rate	2020 Debt Service Payments
2019	\$ 22,705,000	3/26/2020	3.00%	\$ 23,384,258
<b>Total</b>	<b>\$ 22,705,000</b>		<b>Total</b>	<b>\$ 23,384,258</b>

<b>MUNICIPAL CAPITAL LEASES</b>				
	Original Amount	Amount Outstanding as of Dec. 31, 2019	Final Maturity Year	2020 Debt Service Payments
2019	\$ 2,422,000	\$2,208,001	2029	\$ 325,758
2018	\$ 1,411,497	\$1,165,081	2028	\$ 204,177
2017	\$ 1,657,000	\$997,255	2027	\$ 214,138
2016	\$ 1,617,000	\$803,462	2026	\$ 273,774
2015	\$ 3,740,000	\$2,369,037	2030	\$ 327,575
2014	\$ 4,881,595	\$0	2019	\$ -
2013	\$ 1,792,646	\$728,158	2023	\$ 170,775
2012	\$ 1,137,080	\$217,961	2022	\$ 68,500
2011	\$ 3,402,570	\$812,336	2021	\$ 350,619
<b>Total</b>	<b>\$ 22,061,388</b>	<b>\$ 9,301,291</b>		<b>\$ 1,935,316</b>

<b>LOANS &amp; SPECIAL ASSESMENTS</b>			
	Amount Outstanding as of Dec. 31, 2019	Final Maturity Year	2020 Debt Service Payments
<b>OPWC</b>	\$4,433,013	2039	\$ 469,310
<b>Special Assesments</b>	\$95,000	2026	\$ 13,970
<b>Total</b>	<b>\$4,528,013</b>	<b>Total</b>	<b>\$ 483,280</b>

## Debt Overview

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

<b>DEBT POSITION</b>	
Assessed Valuation (2019)	\$ 1,093,060,780
2010 Census Population	52,131
<b>Total Outstanding General Obligation Debt</b>	
Long-Term Debt	\$ 64,685,000
Short-Term Debt, Loans & Leases	\$ 36,534,304
<b>Total Outstanding Debt</b>	<b>\$ 101,219,304</b>
<b>LESS</b>	
Water Backed Bonds	\$ (9,128,761)
TIF Bonds	\$ (1,841,631)
Municipal Capital Leases	\$ (9,301,291)
Sewer Backed Bonds	\$ (17,482,898)
Special Assessment Bonds & Loans	\$ (4,528,013)
<b>Exempt Debt</b>	<b>\$ (42,282,594)</b>
<b>5.5% Unvoted Debt Limit</b>	<b>\$ 60,118,343</b>
<b>Debt Leeway</b>	<b>\$ 41,100,961</b>
<b>Debt Ratios</b>	
Net Debt to Full Value	3.24%
Total Debt per Capita	\$1,941.63
Notes as a % of Total Debt	22.43%

Therefore, per the Ohio Revised Code, the City has the legal capacity to borrow upwards of \$41.0 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) and the Enterprise Funds.



## Budget Overview of General Government

Total Expenditures by Division	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
Office of City Council	192,685	200,378	218,933	270,306	23%
Municipal Court	1,241,628	1,312,456	1,293,462	1,632,553	26%
Office of Mayor	290,228	302,816	312,073	308,233	-1%
Office of Civil Service	83,154	119,973	99,412	103,106	4%
Human Resources	275,883	277,622	303,285	314,751	4%
Law	581,322	585,143	589,765	629,667	7%
Finance	659,757	665,337	692,147	797,716	15%
Income Tax	785,137	886,891	918,066	1,004,348	9%
Utility Billing	4,947,191	6,087,279	9,759,152	5,970,613	-39%
Vital Statistics & Nuisance Abatement	366,995	352,673	375,303	404,092	8%
General Administration	3,742,744	2,858,746	3,718,943	1,979,528	-47%
Information Technology	1,160,635	1,518,157	1,681,285	1,343,281	-20%
Planning and Development	1,304,233	1,305,681	5,169,470	2,110,449	-59%
Building & Housing	1,298,640	1,454,070	1,530,276	1,652,501	8%
Community Development	1,387,140	726,251	666,557	1,803,998	171%
Community Relations	144,218	145,853	136,121	187,918	38%
CDBG, ESG, HOME, NSP Pass-Through	\$ 421,255	\$ 475,050	\$ 574,886	\$ 442,084	-23%
Income Tax Refunds	561,223	495,300	732,000	500,000	-32%
<b>Total Expenditures</b>	<b>19,444,068</b>	<b>19,769,679</b>	<b>28,771,138</b>	<b>21,455,144</b>	<b>-25%</b>
Total Expenditures by Category	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
Salaries	4,626,633	4,772,835	5,045,574	5,323,490	6%
Fringe Benefits	1,498,995	1,626,299	1,577,777	1,738,037	10%
Travel and Transportation	25,032	39,648	43,693	47,000	8%
Professional Services	1,391,107	1,799,294	2,263,813	1,963,249	-13%
Communications	187,806	271,925	304,129	340,550	12%
Contractual Services	1,780,751	1,272,752	4,988,676	3,370,437	-32%
Materials & Supplies	138,686	164,611	165,710	186,087	12%
Capital	160,811	445,705	295,625	715	-100%
Utilities	9,955	8,428	9,123	9,375	3%
Other	1,213,126	1,227,589	1,328,618	1,132,507	-15%
Reserve Balance	304,163	311,470	470,000	-	-100%
Economic Development Programs	384,957	(52,120)	150,000	-	-100%
Debt Service	4,147,480	5,198,726	8,717,108	4,866,190	-44%
Transfer or Advance	2,592,087	1,712,167	2,104,406	1,535,423	-27%
CDBG, ESG, HOME, NSP Pass-Through	421,255	475,050	574,886	442,084	-23%
Income Tax Refunds	561,223	495,300	732,000	500,000	-32%
<b>Total Expenditures</b>	<b>19,444,068</b>	<b>19,769,679</b>	<b>28,771,138</b>	<b>21,455,144</b>	<b>-25%</b>

## Budget Overview of General Government

General Fund Total Expenditures by Category	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
Salaries	4,044,327	4,186,481	4,443,548	4,788,833	8%
Fringe Benefits	1,303,035	1,399,013	1,373,482	1,548,706	13%
Travel and Transportation	23,692	37,994	37,930	44,550	17%
Professional Services	1,062,829	1,294,119	1,828,717	1,551,320	-15%
Communications	116,485	190,965	206,603	213,250	3%
Contractual Services	158,062	97,375	87,174	374,614	330%
Materials & Supplies	131,497	152,397	156,054	164,565	5%
Capital	150,328	445,705	295,625	715	-100%
Utilities	3,333	2,854	2,984	7,300	145%
Other	745,427	742,314	784,701	554,135	-29%
Reserve Balance	304,163	311,470	470,000	-	-100%
Economic Development Programs	384,957	(52,120)	150,000	-	-100%
Debt Service	-	-	-	-	
Transfer or Advance	2,528,635	1,516,428	1,964,247	1,385,423	-29%
Income Tax Refunds	561,223	495,300	732,000	500,000	-32%
<b>Total Expenditures</b>	<b>11,517,993</b>	<b>10,820,296</b>	<b>12,533,065</b>	<b>11,133,411</b>	<b>-11%</b>

### **Office of City Council**

#### **Description**

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

#### **2019 Accomplishments**

- Utilized new technology and LEAN/Six Sigma strategies to create efficiencies in the docket-assembly process and improve the look, navigability, and accessibility of general meeting and committee dockets.
- Created unprecedented access to Council records by hosting 100 years of legislation on a public-facing website.
- Made public meetings more accessible by significantly enhancing the quality of recorded and live-streamed Council meeting videos.
- Improved coordination of workflows and information sharing between Council and staff and Council and the rest of City Hall by utilizing new Sharepoint technology.
- Improved Council outreach to residents through website enhancements, new literature, press releases, and promotional materials.

#### **2020 & Beyond Strategic Plan**

- Establish a fall internship program.
- Engage with outside professionals and the Records Commission to develop a strategy for preserving the City's oldest records.
- Smoothly on-board and orient multiple new councilmembers.
- Continue to enhance outreach and communication efforts.

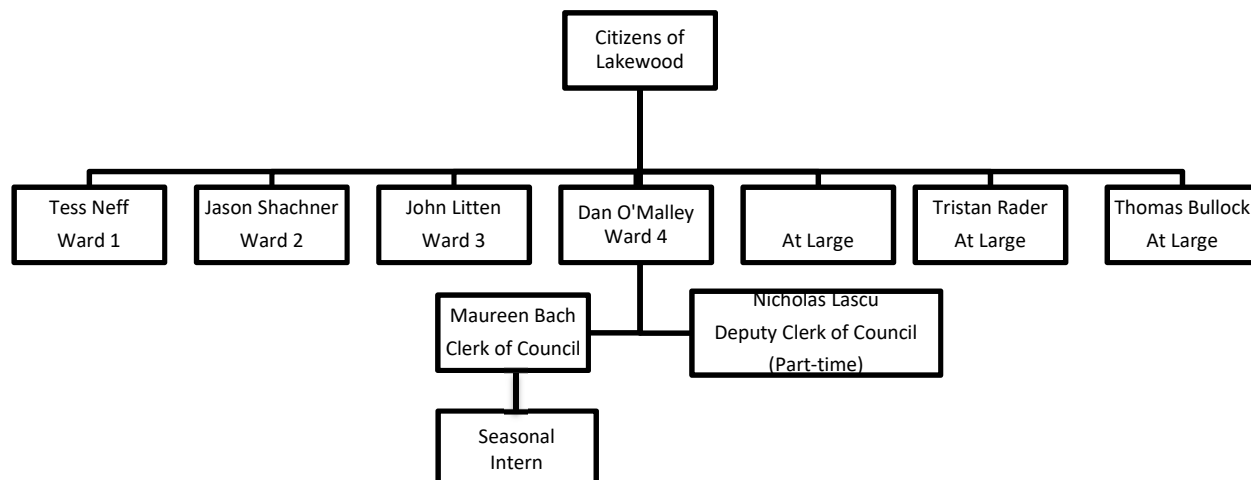
## Office of City Council

- Focus on Council's agreed upon budget priorities.

### Division Budget

OFFICE OF CITY COUNCIL					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	147,086	145,381	161,063	178,838	11%
Fringe Benefits	35,852	36,758	38,223	42,339	11%
Travel and Transportation	-	-	603	10,625	1662%
Professional Services	5,985	14,238	12,075	24,350	102%
Communications	169	143	533	925	74%
Contractual Services					
Materials & Supplies	41	93	2,208	2,500	13%
Capital	-	-	-	715	
Utilities					
Other	3,552	3,764	4,229	5,750	36%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>192,685</b>	<b>200,378</b>	<b>218,933</b>	<b>266,042</b>	<b>22%</b>

### Organizational Chart



## Office of City Council

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### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Council</b>					
<u>Full Time Employees</u>					
Clerk of Council	1	1	1	1	1
<i>Total Full Time Employees</i>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Part Time Employees</u>					
Legislative Liaison	1	0	0	0	0
Deputy Clerk of Council	0	0	1	1	1
Council Members	7	7	7	7	7
Seasonal Intern	0	0	0	0	1
<i>Total Part Time Employees</i>	<b>8</b>	<b>7</b>	<b>8</b>	<b>8</b>	<b>9</b>



## Municipal Court

The following table represents the actual General Fund 2017 and 2018 expenditures of the Lakewood Municipal Court, and the 2019 and 2020 Budgets submitted by the Court.

General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Budgeted	2020 Budgeted
<b>Expenditures by Category</b>				
Salaries	903,125	917,519	898,979	972,236
Fringe Benefits	135,371	140,036	138,286	150,713
Travel and Transportation	6,722	10,450	12,698	8,350
Professional Services	37,479	40,505	61,411	68,900
Communications	35,190	38,617	43,550	46,750
Contractual Services				
Materials & Supplies	15,340	16,694	15,912	21,950
Capital	-	-	-	-
Utilities				
Other	9,487	9,383	7,647	11,500
Debt Service				
Transfer or Advance				
<b>Total</b>	<b>1,142,712</b>	<b>1,173,204</b>	<b>1,178,482</b>	<b>1,280,399</b>

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)	2017 Actual	2018 Actual	2019 Budgeted	2020 Budgeted
<b>Expenditures by Category</b>				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	11,165	13,965	12,500	15,000
Communications				
Contractual Services	-	-	-	100,000
Materials & Supplies	2,600	4,400	4,475	5,000
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
<b>Total</b>	<b>13,764</b>	<b>18,365</b>	<b>16,975</b>	<b>120,000</b>

## Municipal Court

Political Subdivision (Fund 232)	2017 Actual	2018 Actual	2019 Budgeted	2020 Budgeted
<b>Expenditures by Category</b>				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	-	-	18,000
Communications				
Contractual Services				
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
<b>Total</b>	-	-	-	<b>18,000</b>

Computer Maint (Fund 234)	2017 Actual	2018 Actual	2019 Budgeted	2020 Budgeted
<b>Expenditures by Category</b>				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services				
Communications				
Contractual Services	23,512	65,920	28,263	25,000
Materials & Supplies				
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
<b>Total</b>	<b>23,512</b>	<b>65,920</b>	<b>28,263</b>	<b>25,000</b>

## Municipal Court

<b>Court Special Projects (Fund 235)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2020 Budgeted</b>
<b>Expenditures by Category</b>				
Salaries	4,762	20,854	23,612	25,000
Fringe Benefits	736	3,222	3,648	3,863
Travel and Transportation				
Professional Services	788	-	-	5,000
Communications				
Contractual Services	38,119	20,245	30,015	100,000
Materials & Supplies	1,214	3,233	1,000	15,000
Capital	10,483	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance	-	-	-	-
<b>Total</b>	<b>56,102</b>	<b>47,553</b>	<b>58,275</b>	<b>148,863</b>

<b>Court Probation (Fund 236)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Budgeted</b>	<b>2020 Budgeted</b>
<b>Expenditures by Category</b>				
Salaries	-	-	-	-
Fringe Benefits	-	-	-	-
Travel and Transportation	-	-	-	-
Professional Services	5,537	5,970	6,069	25,069
Communications				
Contractual Services				
Materials & Supplies	-	444	222	222
Capital	-	-	-	-
Utilities				
Other				
Debt Service				
Transfer or Advance				
<b>Total</b>	<b>5,537</b>	<b>6,414</b>	<b>6,291</b>	<b>25,291</b>

## Municipal Court

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IDIAM (Fund 237)	2017 Actual	2018 Actual	2019 Budgeted	2020 Budgeted
<b>Expenditures by Category</b>				
Salaries				
Fringe Benefits				
Travel and Transportation				
Professional Services	-	1,000	-	15,000
Communications				
Contractual Services				
Materials & Supplies	-	-	-	-
Capital				
Utilities				
Other				
Debt Service				
Transfer or Advance				
<b>Total</b>	-	1,000	-	15,000
<b>TOTAL</b>	<b>1,241,628</b>	<b>1,312,456</b>	<b>1,293,462</b>	<b>1,632,553</b>

## Mayor's Office

### Division of the Mayor's Office

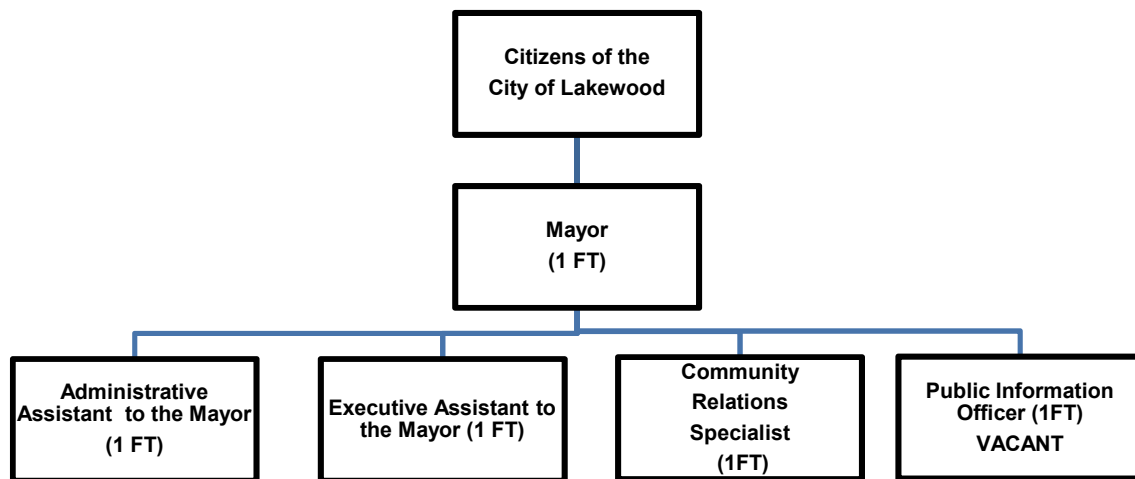
#### Description

The Mayor's Office serves as the principal 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)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	203,701	205,810	220,859	213,290	-3%
Fringe Benefits	71,499	76,415	75,273	78,828	5%
Travel and Transportation	-	4,703	2,539	2,600	2%
Professional Services	12,191	13,416	9,797	9,840	0%
Communications	945	394	1,945	1,960	1%
Contractual Services	-	-	-	-	
Materials & Supplies	1,335	1,464	964	1,000	4%
Capital					
Utilities					
Other	556	615	696	715	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>290,228</b>	<b>302,816</b>	<b>312,073</b>	<b>308,233</b>	<b>-1%</b>

#### Organizational Chart



**Personnel Staffing**

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Mayor's Office</b>					
<u>Full Time Employees</u>					
Mayor	1	1	1	1	1
Administrative Assistant to Mayor	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# **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.

## **2019 Accomplishments**

- Successful community events coordination including eight Band Concerts, five 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.
- Significantly increased information sharing through social media and web presence. Added City Departments web pages to assist with the ease of finding information on the website. We have continued our strong social media communication and that has resulted in more people following us and receiving information through social media. Our Facebook fans have grown to 11,653. Our Twitter followers have increased to 7,264. And we have increased the followers on our Instagram page by 44% with a total number of followers reaching 2,016 to date.

## Division of Community Relations

- Continued to increase the number of residents we communicate with on a regular basis. We sent out a printed newsletter three times this year to all Lakewood residents and businesses. As mentioned before, social media communications have increased significantly this year. We are also sending out regular e-newsletters to landlords and block club captains. We have continued our promotion of the CodeRed Program so we can communicate with residents in the event of an emergency.

### 2020 & Beyond Strategic Plan

- Continued enhancements to city website to make it even more customer oriented including improving the search function of our website and adding more FAQs.
- Continue to build a wider audience for City Hall messages by continuing to increase our social media presence, adding a monthly city e-newsletter to residents, continued improvement of the city's website, and joint coordination with community groups.
- Continue to improve quality and attendance of city events and programming.

### Division Budget

DIVISION OF COMMUNITY RELATIONS					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	88,474	66,477	60,686	103,842	71%
Fringe Benefits	40,781	40,318	23,273	31,736	36%
Travel and Transportation	-	-	-	-	
Professional Services	5,956	8,190	7,208	7,250	1%
Communications	3,272	17,719	24,408	24,430	0%
Contractual Services	5,000	5,000	5,000	5,000	0%
Materials & Supplies	316	530	596	610	2%
Capital					
Utilities					
Other	419	7,619	14,951	15,050	1%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>144,218</b>	<b>145,853</b>	<b>136,121</b>	<b>187,918</b>	<b>38%</b>

### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Community Relations</b>					
Full Time Employees					
Community Relations Specialist	1	1	1	1	1
Public Information Officer	0	0	1	0	1
<b>Total Full Time Employees</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>

# **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 year in which a presidential general election is held, the commission reviews and makes a written report setting forth recommendations of salaries and other compensation for the Mayor and City Council members.

### **2019 Accomplishments**

- The Commission conducted the Fire Chief Promotional Examination in April of 2019, with three candidates tested.
- The Commission completed promotional testing for the position of Fire Marshal in September of 2019. There was a total of 6 candidates that took the written examination and 5 that went on to the assessment portion of the exam.
- The Commission has approved and conducted non-competitive examinations for the positions of Project Manager in the Department of Public Works, Urban Designer and City Planner II in the Department of Planning & Development, Assistant Building Commissioner for the Division of Housing & Building, Community Center Manager/Senior Services in the Department of Human Services, and IT Project Manager in the Division of Information Technology.
- The Commission, in conjunction with Human Resources, has amended job descriptions for various positions in the Department of Planning & Development, Division of Information Technology, Community Center Manager/Senior Services Department of Human Services, City Engineer and Public Works Project Manager/Water/Waste Water Collection.

### **2020 & 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. We anticipate the need to conduct an entry level examination for Police Officer in 2020 and Firefighter/Paramedic in 2020.
- Conduct promotional examinations as needed. In 2020 we anticipate a promotional examination for Fire Captain.
- Continue to review and update job descriptions and non-competitive examinations as needed.

- Conduct a salary survey for salaries of the Mayor and Council members in accordance with the City of Lakewood Third Amended Charter.

**Division Budget**

<b>OFFICE OF CIVIL SERVICE</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-2020</b>
<b>Expenditures by Category</b>					
Salaries	58,379	58,725	61,400	62,930	2%
Fringe Benefits	22,414	23,914	23,141	25,006	8%
Travel and Transportation					
Professional Services	1,922	36,848	13,738	14,000	2%
Communications	418	347	462	485	5%
Contractual Services					
Materials & Supplies	22	139	671	685	2%
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>83,154</b>	<b>119,973</b>	<b>99,412</b>	<b>103,106</b>	<b>4%</b>

**Personnel Staffing**

	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Civil Service</b>					
<u>Full Time Employees</u>					
Civil Service/ Med. Prog. Coordinator/Parking Violations Appeals Clerk	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Part Time Employees</u>					
Civil Service Commissioner	3	3	3	3	3
<b>Total Part Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# **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 eight (8) 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.

## **2019 Accomplishments**

- Planned and implemented an on-site employee health center through Upshot Health Care.
- Through the Healthcare Committee, began offering a High Deductible Health Plan with Health Savings Account in order to increase the options employees have for their health insurance.
- Began re-publishing of the LakeWord, an employee monthly newsletter. The LakeWord had been discontinued several years ago and employees frequently requested its publication again.

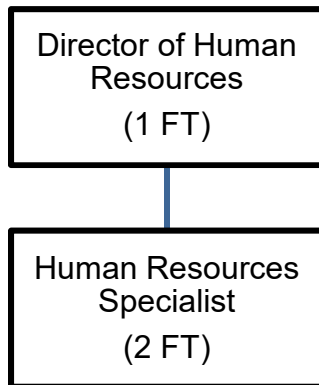
**2020 & Beyond Strategic Plan**

- Completion of all 8 union contracts with no disruption of city services.
- Complete the Job Description project, updating all city job descriptions.
- Build upon the Wellness program to offer additional educational opportunities to city employees.

**Division Budget**

<b>DIVISION OF HUMAN RESOURCES</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-2020</b>
<b>Expenditures by Category</b>					
Salaries	185,786	184,883	201,947	208,219	3%
Fringe Benefits	69,241	73,478	72,248	77,312	7%
Travel and Transportation	631	241	26	30	13%
Professional Services	17,556	15,643	25,598	25,675	0%
Communications	504	530	842	865	3%
Contractual Services					
Materials & Supplies	1,287	1,908	1,585	1,600	1%
Capital		-	-		
Utilities					
Other	879	938	1,038	1,050	1%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>275,883</b>	<b>277,622</b>	<b>303,285</b>	<b>314,751</b>	<b>4%</b>

**Organizational Chart**



## Division of Human Resources

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### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Human Resources</b>					
<u>Full Time Employees</u>					
Director of Human Resources	1	1	1	1	1
Human Resources Specialist	1	1	2	2	2
Human Resources Associate	1	1	0	0	0
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



# **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.

## **2019 Accomplishments**

- 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.
- Resolved four substantive lawsuits, including those related to civil rights, small claims, and all remaining hospital litigation, without financial detriment to the city.
- Advised and negotiated all necessary agreements for the purchase of the former Cove Church and Trinity Lutheran Church properties.
- Coordinated the vetting and purchase of the City's soon-to-be live public records request and response portal.

## **2020 & Beyond Strategic Plan**

- Continue to assist the Department of Planning and Development, the Mayor and City Council with the redevelopment of the former hospital site.
- Continue to protect the city's home-rule authority in court challenges and administrative proceedings regarding income tax and regulation of public rights of way.

- 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, including assistance with the preparation of the city’s Phase 2 IWWIP and negotiation with the regulators and the Department of Justice.
  
- Implement and oversee the successful usage of the new online records request and response portal.

**Division Budget**

<b>DIVISION OF LAW</b>					
<b>General Fund Budget (Fund 101)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-2020</b>
<b>Expenditures by Category</b>					
Salaries	365,397	385,619	393,725	414,865	5%
Fringe Benefits	110,351	118,964	122,390	140,517	15%
Travel and Transportation	793	227	113	125	11%
Professional Services	90,640	67,154	58,673	59,075	1%
Communications	1,570	1,286	1,377	1,435	4%
Contractual Services					
Materials & Supplies	11,419	10,743	12,034	12,150	1%
Capital	-	-	-	-	
Utilities					
Other	1,152	1,152	1,452	1,500	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>581,322</b>	<b>585,143</b>	<b>589,765</b>	<b>629,667</b>	<b>7%</b>

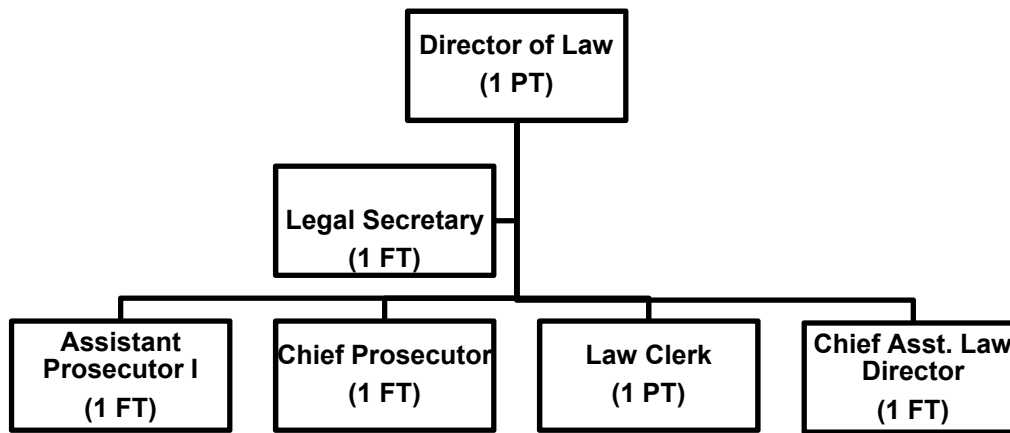
**Budget Trends**

There are no statistically significant civil litigation trends to report. As of this writing the City is a party to just one civil lawsuit that is not foreclosure-related; that suit is part of the litigation consolidated in the U.S. District Court for the Northern District of Ohio against manufacturers, distributors and prescribers of prescription opioids. At just five, new foreclosure cases in which the city was a named defendant (because of a judgment lien or other interest in the property at issue) remained steadily low, as in recent years. Other than those foreclosure cases, only four new civil matters were filed against the city in the past year and all have been resolved.

# Law Department

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## Organizational Chart



## Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Law</b>					
<u>Full Time Employees</u>					
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
<b>Total Full Time Employees</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<u>Part Time Employees</u>					
Director of Law	1	1	1	1	1
Law Clerk	1	1	1	1	1
<b>Total Part Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>



## ***Division of Finance***

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### **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

#### **2019 Accomplishments**

- The 2018 Financial Audit was completed on time and received no citations. The financial audit was the recipient of the “Auditor of State Award” from 2018.
- The department continues to invest the City’s long term portfolio in accordance with the investment policy in excess of eighty million dollars.
- The City is participating in the Ohio State Treasurer’s transparency project, “Ohio Checkbook” by furnishing details of all expenditures from 2010-2019.

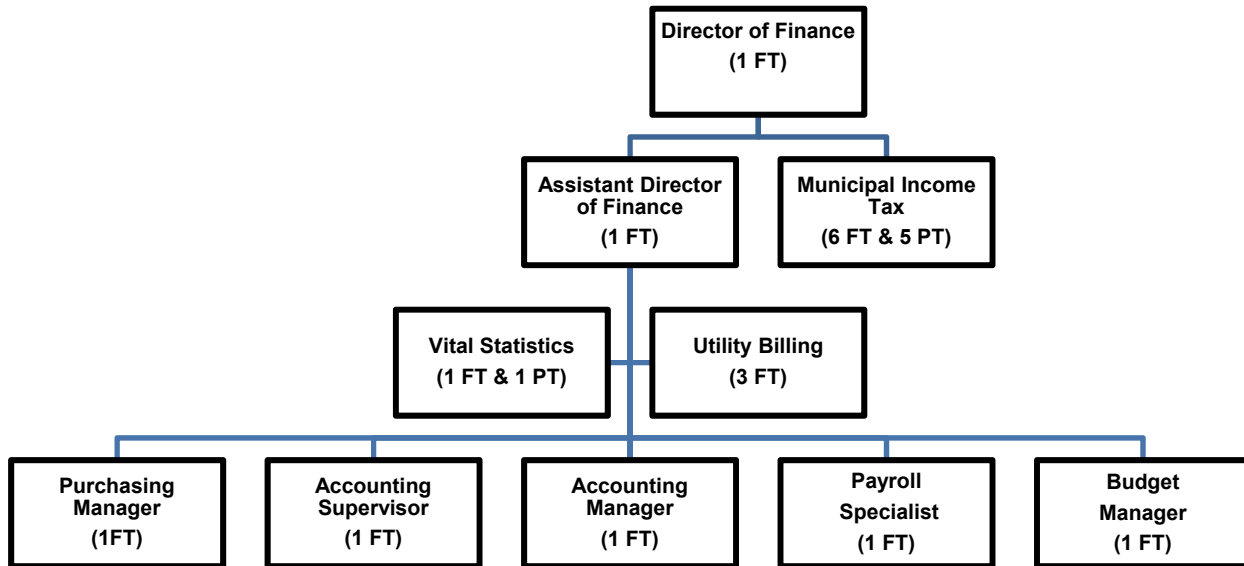
#### **2020 & Beyond Strategic Plan**

- 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 15<sup>th</sup> which enables Council to hold budget hearings and approve the budget before December 31st.

Division Budget

DIVISION OF FINANCE					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	420,306	415,049	444,669	519,790	17%
Fringe Benefits	160,332	169,804	165,488	188,961	14%
Travel and Transportation	531	191	1,177	1,250	6%
Professional Services	68,601	70,124	70,036	76,665	9%
Communications	4,472	5,186	4,546	4,650	2%
Contractual Services					
Materials & Supplies	2,378	3,169	2,490	2,600	4%
Capital	-	-	-	-	
Utilities					
Other	3,137	1,814	3,742	3,800	2%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>659,757</b>	<b>665,337</b>	<b>692,147</b>	<b>797,716</b>	<b>15%</b>

Organizational Chart



## Division of Finance

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### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Finance</b>					
<u>Full Time Employees</u>					
Director of Finance	1	1	1	1	1
Assistant Finance Director II	1	1	1	1	1
Purchasing Manager	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Accounting Supervisor	1	1	1	1	1
Payroll Specialist	1	1	1	1	1
Budget Manager	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>



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

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### **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.

#### **2019 Accomplishments**

- Effectively complied with State mandates related to the Ohio Department of Taxation (ODT) Opt In program for business net profit returns.
- The City's Assistant Director Finance I continued to attend tax-related meetings in Columbus, thus keeping Lakewood part of the municipal tax conversation at the State level.
- Took an advisory role in guiding the understanding and application of new tax laws mandated by HB 5, HB 49, and ORC 718 by drafting statements (posted by the Ohio Municipal League) and building/presenting PowerPoint Presentations to act as statewide educational tools.

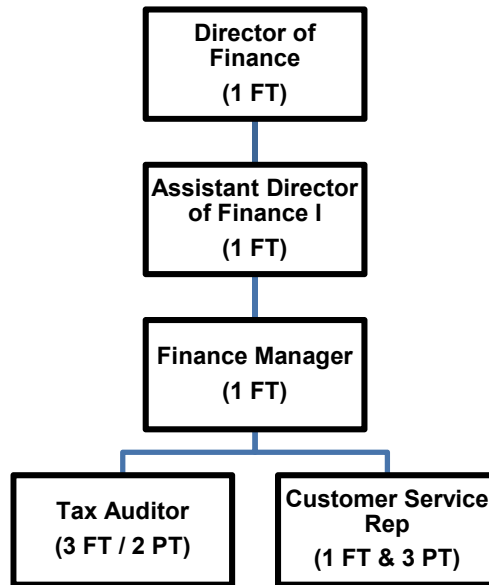
#### **2020 & Beyond Strategic Plan**

- Remain aware of any new ODT Opt In business accounts, and monitor current ODT Opt In business accounts to ensure that they are submitting their returns and payments through the proper State-mandated channels.
- Continue to implement changes centered on the Net Operating Loss Carryforward provision (as mandated by HB 5) that took effect January 2019.
- Stay up-to-date on changes to municipal tax law mandated by the State of Ohio, as started with the passage of HB 5 in 2014 and continuing without fail to the present day.

**Division Budget**

DIVISION OF INCOME TAX					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	388,171	392,230	426,549	491,661	15%
Fringe Benefits	141,689	151,246	149,204	168,077	13%
Travel and Transportation	1,939	4,294	3,907	3,945	1%
Professional Services	128,389	161,069	151,912	152,640	0%
Communications	44,018	91,668	80,872	81,800	1%
Contractual Services	1,767	1,750	1,770	1,800	2%
Materials & Supplies	4,109	2,891	3,268	3,425	5%
Capital					
Utilities	3,333	2,854	2,984	3,000	1%
Other	71,722	78,889	97,600	98,000	0%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>785,137</b>	<b>886,891</b>	<b>918,066</b>	<b>1,004,348</b>	<b>9%</b>

**Organizational Chart**



## Division of Income Tax

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### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Income Tax</b>					
<u>Full Time Employees</u>					
Assistant Finance Director I	1	1	1	1	1
Finance Manager	1	1	1	1	1
Tax Auditor	3	3	3	3	3
Customer Service Rep	1	1	1	1	1
<b>Total Full Time Employee</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<u>Part Time Employees</u>					
Tax Auditor	3	3	2	1	2
Customer Service Rep	2	2	3	3	3
<b>Total Part Time Employee</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>



## ***Division of Utility Billing***

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### **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.

#### **2019 Accomplishments**

- Entered engineering-planning stage of upgrading requisite sewer lines in Lakewood to bring the City in compliance with the Clean Water Act of 1972.
- Facilitated over 42,000 transactions (an increase of 11% over 2018) and collected \$5.7 million (an increase of 15% over 2018) via Online Bill Pay.
- Continued use of SharePoint Calendar in optimizing organization and communication of times, dates, and locations of customer appointments and utility disconnections.

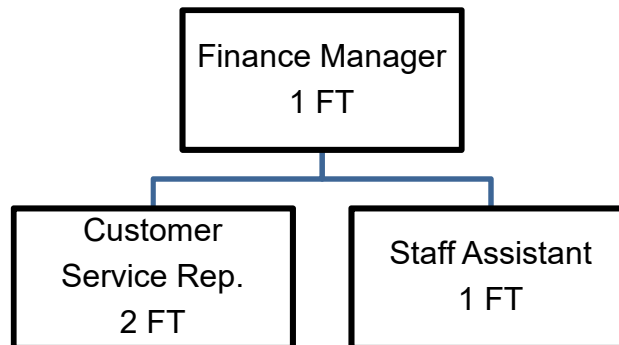
#### **2020 & Beyond Strategic Plan**

- Continue to make necessary preparations for renovations/upgrades to sewer lines, bringing Lakewood in compliance with the Clean Water project.
- Continue monitoring trends for necessary rate increases by reviewing water/sewer rate structure's ability to cover future capital expenditures and bond coverage.
- Continue to promote Online Bill Pay and automatic withdrawal as convenient solutions to bill payment.
- Continue to utilize Fixed Base to provide customers with timely water usage information, thereby helping to promptly identify leaks and promote greater customer satisfaction.

**Division Budget**

<b>DIVISION OF UTILITY BILLING</b>					
<b>Water Fund Budget (Fund 501)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-2020</b>
<b>Expenditures by Category</b>					
Salaries	170,626	169,954	165,102	159,442	-3%
Fringe Benefits	67,588	72,170	67,693	71,708	6%
Travel and Transportation					
Professional Services	136,886	174,009	273,006	280,950	3%
Communications	68,999	78,435	95,200	125,850	32%
Contractual Services	1,767	1,750	1,770	1,800	2%
Materials & Supplies	1,509	1,255	654	1,000	53%
Capital	-	-	-	-	
Utilities	2,248	1,844	1,882	2,075	10%
Other	379,797	377,697	436,737	461,598	6%
Debt Service	4,102,520	5,198,726	8,717,108	4,866,190	-44%
Transfer or Advance	15,252	11,439	-	-	
<b>Total</b>	<b>4,947,191</b>	<b>6,087,279</b>	<b>9,759,152</b>	<b>5,970,613</b>	<b>-39%</b>

**Organizational Chart**



**Personnel Staffing**

	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Utility Billing</b>					
<b>Full Time Employees</b>					
Finance Manager (20% of time)	1	1	1	1	1
Staff Assistant	1	1	1	1	1
Customer Service Rep	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

# **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

## **2019 Accomplishments**

- As a result of the division's access to statewide birth certificates and permission to print said certificates on demand, requests for birth certificates have increased by approximately 31%. This is due to new mandates requiring a birth certificate in order to obtain a new driver's license, and to other agencies telling non-residents that they can get copies of birth certificates at the Division.
- Effectively utilized the Integrated Perinatal Health Information System (IPHIS) as mandated by the State of Ohio to print copies of birth certificates upon request.
- Due to the current affidavit system, the Division can now make changes to all clerical information (excepting names and medical opinions) on birth and death certificates.

## **2020 & Beyond Strategic Plan**

- Continue to meet the increased demand for printed birth certificates by residents of Northeastern Ohio.
- Continue to use the Integrated Perinatal Health Information System (IPHIS) to print copies of birth certificates upon request, as mandated by the State of Ohio.
- Continue to use the affidavit system to provide the best possible service for customers requesting clerical changes to birth and death certificates.

Division Budget

DIVISION OF VITAL STATISTICS					
Lakewood Hospital (Fund 260) / General Fund (Fund 101) beginning in 2020	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	97,437	78,278	88,137	79,030	-10%
Fringe Benefits	42,127	42,257	27,216	27,903	3%
Travel and Transportation	-	-	-	-	
Professional Services	1,494	6,265	1,459	1,500	3%
Communications	1,041	932	986	990	0%
Contractual Services	216,547	216,530	248,871	285,914	15%
Materials & Supplies	1,688	2,661	3,016	3,085	2%
Capital	-	-	-	-	
Utilities	4,374	3,730	4,257	4,300	1%
Other	1,088	1,119	1,361	1,370	1%
Debt Service					
Transfer or Advance	1,200	900	-	-	
<b>Total</b>	<b>366,995</b>	<b>352,673</b>	<b>375,303</b>	<b>404,092</b>	<b>8%</b>

Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Finance/Vital Statistics</b>					
<u>Full Time Employees</u>					
Administrative Assistant 1	1	1	1	1	1
Staff Assistant	1	1	0	0	0
<b>Total Full Time Employees</b>	<b>2</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>
<u>Part Time Employees</u>					
Customer Service Representative	0	0	1	1	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

## 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)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	99,964	94,650	125,000	-	-100%
Fringe Benefits	18,849	16,253	35,763	20,550	-43%
Travel and Transportation	-	-	-	-	
Professional Services	138,403	257,377	454,411	143,750	-68%
Communications	5,509	13,510	6,891	7,000	2%
Contractual Services	8,242	7,335	9,483	9,600	1%
Materials & Supplies	8	7,223	8,980	7,105	-21%
Capital	1,043	5,584	-	-	
Utilities					
Other	637,927	628,918	644,168	406,100	-37%
Reserve Balance	304,163	311,470	470,000	-	-100%
Debt Service					
Transfer or Advance	2,528,635	1,516,428	1,964,247	1,385,423	-29%
<b>Total</b>	<b>3,742,744</b>	<b>2,858,746</b>	<b>3,718,943</b>	<b>1,979,528</b>	<b>-47%</b>



# **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.

## **2019 Accomplishments**

- Upgraded Police body cameras and charging units.
- Finished 3-year citywide PC replacement project.
- Implemented Office 365 throughout the city government to improve reliability of and accessibility to files and email.
- Added 12 surveillance cameras along Madison Ave. for use by the Division of Police .
- Upgraded the Naviline Financials system to the new HTML 5 user interface which makes this system easier to use.

## **2020 & Beyond Strategic Plan**

- Transition to more cloud computing platforms to improve reliability, provide better access to systems from offsite locations and mobile devices, as well as lessen staff time on maintaining infrastructure.
- Improve technology to facilitate more efficient public records requests.
- Expand surveillance camera technology for Division of Police.

## Division of Information Technology

### Division Budget

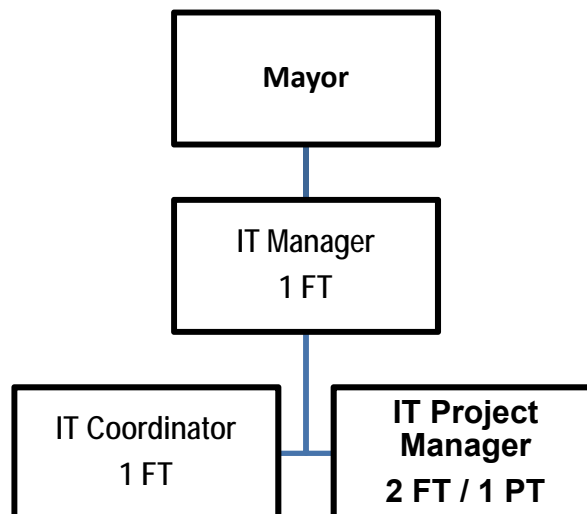
DIVISION OF INFORMATION TECHNOLOGY					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	304,455	325,434	370,764	321,079	-13%
Fringe Benefits	101,249	110,144	112,344	111,162	-1%
Travel and Transportation	-	-	-	-	
Professional Services	485,551	522,545	757,298	760,000	0%
Communications	8,387	7,263	22,078	22,260	1%
Contractual Services	27,256	12,541	29,441	30,000	2%
Materials & Supplies	87,258	100,110	98,676	98,780	0%
Capital	146,063	440,121	290,684	-	-100%
Utilities					
Other	416	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,160,635</b>	<b>1,518,157</b>	<b>1,681,285</b>	<b>1,343,281</b>	<b>-20%</b>

### Budget Trends

The transition from WebQA to CitizenServe has not proceeded as quickly as was originally anticipated. While Housing and Building has totally moved to CitizenServe, the implementation of other divisions' processes is still in progress. Therefore, an additional year of WebQA subscription at a cost of about \$17,000 will be necessary.

The addition of a cloud-based and subscription-based Public Works asset management software system in 2019 will introduce a \$63,500 expenditure in 2020, \$18,500 of which will need to be funded by the IT budget (remainder to be paid by water/sewer funds).

### Organizational Chart



## ***Division of Information Technology***

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### **Personnel Staffing**

	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Information Technology</b>					
<u>Full Time Employees</u>					
I.T. Manager	1	1	1	1	1
I.T. Project Manager	2	2	2	1	2
I.T. Coordinator	1	1	1	1	1
<b><i>Total Full Time Employees</i></b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>4</b>
<u>Part Time Employees</u>					
I.T. Project Manager	0	0	1	1	1
<b><i>Total Part Time Employees</i></b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>



## ***Division of Planning & Development***

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### **Division of Planning & Development**

#### **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.

#### **Core Functions:**

- Planning and Zoning Administration
- Economic Development
- Administration of Federal Grant Programs

#### **2019 Accomplishments**

- Completed the Planned Development Rezoning process for One Lakewood Place at the former Lakewood Hospital site. The project received unanimous approval by Architectural Board of Review, Planning Commission, and City Council.
- Oversaw and supported the demolition and abatement work at the former Lakewood Hospital site, preparing the site for construction.
- Led the purchase and due diligence of Cove Church in preparation for the creation of Lakewood's intergenerational community center.
- Issued a request for proposals for Trinity Church, after it was purchased by the city. Led a citizen panel in narrowing down development teams.
- Worked with WXZ to work through the approval of four new first-floor master homes on the site of the former Marathon gas station on Lake Avenue.
- Major Development Projects approved, started, or completed in 2019: St. Edwards Commons, Raising Canes, Lakewood Truck Park, Lake Avenue Homes, One Lakewood Place.
- Supported the creation and delivery of Lakewood's Phase 2 Integrated Wet Weather Improvement Plan to the Ohio EPA.
- Continue to work with the Resiliency Task Force on recommendations for the Planning Commission to adopt.
- Collaborated with public works on the construction documents for Wagar Park and received a grant for \$381,113 from Ohio Department of Natural Resources to support the project.
- Worked on traffic calming and bike and pedestrian safety projects through NOACA's "Street Supplies" program, continued work on the 2017 TLCI planning grant along Lake

Avenue, planning for signage and striping for the city's bike network and the 2019 TLCI planning grant "Community Confluence".

- Designed the Lakewood Park Skatehouse in collaboration with Public Works.
- Worked with NOPEC on the installation and management of EV charging stations and LED lighting.
- Began implementation of CitizenServe in the Planning Department.

### 2020 & Beyond Strategic Plan

- Implement the City's bike plan including expanded bike parking, bike route signage, bike education, and supporting the bike lane striping on Lake Avenue. *Anticipated \$75,000 from the Economic Development Fund (approximately \$125,000 additional in the CIP to support Lake Avenue bike lane striping).*
- Strategically invest in public art via the Art in the Parks and Spectacular Vernacular programs. *Anticipated \$50,000 from the Economic Development Fund.*
- Invest in streetscape improvements through projects such as the Detroit/Sloane Pedestrian improvement project and around development sites. This could include more street trees, benches, trash receptacles, curb bump outs, widened sidewalks for better pedestrian access and safety, EV chargers, etc. *Anticipated \$100,000 from the Economic Development Fund.*
- Partner with LakewoodAlive to continue housing outreach and support supporting our Housing Forward strategy and focus on small business support citywide. *Anticipated \$50,000 from the Economic Development Fund.*
- Partner with Public Works on the continued implementation of our Park System Strategic Plan and begin organizing for updated or new plan for 2021 and beyond.
- Continue to support the One Lakewood Place development in the tenant attraction and construction.
- Expand the traffic calming pilot project to other parts of the City and refine the process to implement the pilot projects to permanent features. *Anticipated \$25,000 from the Economic Development Fund or other non-city funds, such as NOACA.*

## Division of Planning & Development

### Division Budgets

DIVISION OF PLANNING AND DEVELOPMENT					
General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	176,350	191,771	241,083	311,723	29%
Fringe Benefits	81,445	90,119	92,964	111,930	20%
Travel and Transportation	133	353	358	425	19%
Professional Services	10,000	10,454	32,357	33,100	2%
Communications	2,394	3,726	4,753	4,900	3%
Contractual Services	37,773	-	2,230	2,300	3%
Materials & Supplies	1,902	841	2,136	2,300	8%
Capital	3,223	-	1,560	-	-100%
Utilities					
Other	1,201	893	1,545	1,600	4%
Economic Development Programs	384,957	(52,120)	150,000	-	-100%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>699,378</b>	<b>246,035</b>	<b>528,986</b>	<b>468,278</b>	<b>-11%</b>

DIVISION OF PLANNING AND DEVELOPMENT					
CDBG Fund Budget (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	137,002	139,371	147,210	147,800	0%
Fringe Benefits	58,664	81,357	78,028	84,112	8%
Travel and Transportation	26	14	889	650	-27%
Professional Services	8,051	7,499	10,622	11,410	7%
Communications	964	1,388	1,082	1,125	4%
Contractual Services	107,084	31,159	23,350	435,000	1763%
Materials & Supplies	178	222	289	300	4%
Capital	-	-	-	-	
Utilities					
Other	22,715	49,201	58,839	56,774	-4%
Debt Service					
Transfer or Advance	40,000	172,200	128,000	-	-100%
<b>Total</b>	<b>374,685</b>	<b>482,411</b>	<b>448,309</b>	<b>737,171</b>	<b>64%</b>

## Division of Planning & Development

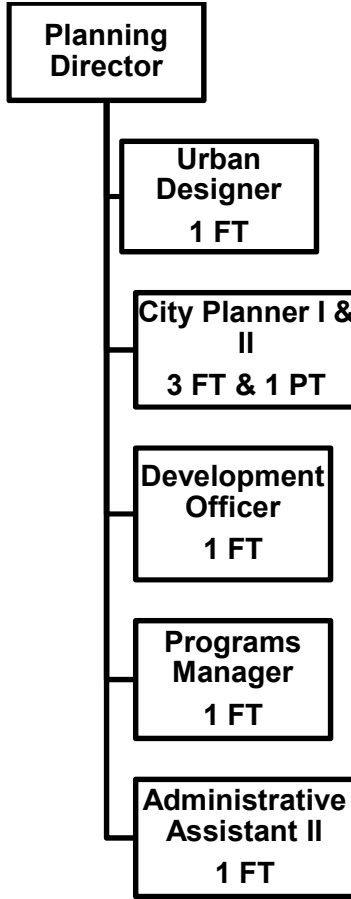
DIVISION OF PLANNING AND DEVELOPMENT					
Neighborhood Stabilization Program (Fund 245)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	84	-	-	-	
Contractual Services	-	-	56	-	
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>84</b>	<b>-</b>	<b>56</b>	<b>-</b>	

DIVISION OF PLANNING AND DEVELOPMENT					
Lakewood Hospital Fund (Fund 260)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services	157,834	290,726	125,091	35,000	-72%
Communications					
Contractual Services	32,238	229,251	4,019,388	810,000	-80%
Materials & Supplies					
Capital					
Utilities					
Other	40,015	57,258	46,981	60,000	28%
Debt Service					
Transfer or Advance	-	-	659	-	-100%
<b>Total</b>	<b>230,086</b>	<b>577,235</b>	<b>4,192,119</b>	<b>905,000</b>	<b>-78%</b>

## Division of Planning & Development

DIVISION OF PLANNING AND DEVELOPMENT					
TIF Capital Improvement Fund (Fund 406)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	-	-		-	
<b>TOTAL</b>	<b>1,304,233</b>	<b>1,305,681</b>	<b>5,169,470</b>	<b>2,110,449</b>	<b>-59%</b>

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Planning &amp; Development</b>					
Full Time Employees					
Director of Planning & Development	1	1	1	1	1
Urban Designer	0	0	1	1	1
City Planner I	1	1	2	1	1
Senior City Planner	0	1	0	0	0
City Planner II	1	1	1	2	2
Administrative Asst. II	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
Part Time Employees					
City Planner I	0	0	1	1	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

### **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
- Rental Restoration
- Purchase and Revitalization

#### **2019 Accomplishments**

- Developed an Affordable Housing Strategy that includes a new Rental Restoration Loan Program, increased outreach and communication to HUD and CMHA, and engages key stakeholders including landlords in regular dialogue around the topic of affordable housing.
- Three single family homes (2 new construction and 1 renovation of a formerly foreclosed property) were completed and sold to low and moderate income homebuyers.
- Cove Park improvements were completed in 2019. CDBG funds (\$537,000) helped finance the project which benefited a low/mod census tract.

#### **2020 & Beyond Strategic Plan**

- Begin construction on two new single family homes on Plover Street and Shaw Avenue using HOME funds. Both will be sold to low and moderate income households.
- Build awareness of federally funded home improvement programs using a multi-pronged marketing strategy (social media, direct communication to homeowners who have been cited or pulled building permits, and seasonal program information in water bill messages.) Identify new ways to communicate with property owners about housing programs and resources.
- Continue the affordable housing conversation with landlords, non-profits, CMHA, City Council and the Administration to ensure a steady supply of affordable housing options in the City.

## Division of Community Development

### Division Budget

DIVISION OF COMMUNITY DEVELOPMENT					
CDBG (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	83,681	80,665	83,176	108,025	30%
Fringe Benefits	13,040	12,747	12,741	15,125	19%
Travel and Transportation	-	-	3,125	-	
Professional Services	6,525	5,742	6,349	6,500	2%
Communications	234	205	257	325	27%
Contractual Services	896,459	502,579	303,971	849,023	179%
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other	24,084	-	-	-	
Debt Service	44,961	-	-	-	
Transfer or Advance					
<b>Total</b>	<b>1,068,984</b>	<b>601,938</b>	<b>409,619</b>	<b>978,998</b>	<b>139%</b>

DIVISION OF COMMUNITY DEVELOPMENT					
Home Investment Program (Fund 242)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	-	-	-	-	
Fringe Benefits	-	-	-	-	
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications					
Contractual Services	306,963	107,941	240,164	675,000	181%
Materials & Supplies					
Capital					
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>306,963</b>	<b>107,941</b>	<b>240,164</b>	<b>675,000</b>	<b>181%</b>

## Division of Community Development

DIVISION OF COMMUNITY DEVELOPMENT					
ESG (Fund 241)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	3,634	4,482	4,571	-	-100%
Fringe Benefits	559	689	703	-	-100%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	7,000	11,200	11,500	150,000	1204%
<b>Total</b>	<b>11,193</b>	<b>16,372</b>	<b>16,774</b>	<b>150,000</b>	<b>794%</b>
<b>TOTAL</b>	<b>1,387,140</b>	<b>726,251</b>	<b>666,557</b>	<b>1,803,998</b>	<b>171%</b>

### Budget Trends

Community Development continues to seek out innovative ways to invest federal funds into Lakewood's residential areas and commercial corridors. Brisk turnover in the housing market has resulted in greater than normal repayment of HOME funds from past First Time Homebuyer Program participants. These funds are being used to complete larger renovation projects and fund the Rental Restoration Loan Program.

### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Community Development</b>					
C. D. Programs Manager	1	1	1	1	1
C. D. Program Coordinator	1	1	1	0	0
C. D. Development Officer	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>2</b>



## ***Division of Building & Housing***

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### **Division of Building & Housing**

#### **Description**

The Division of Housing and Building enforces local Property Maintenance and Safety Codes, Flood Water Maintenance codes and zoning codes. It assures compliance with the Ohio Building Code and the Residential Code of Ohio for new construction projects through plan review and approval, and on-site construction inspections. It conducts property maintenance inspections, complaint inspections, fire damage inspections, zoning inspections and permit inspections. The Division manages the rental housing license program, contractor registrations, and tax abatement applications. It issues building and zoning permits for new construction, repairs and alterations. It also accepts applications for the Board of Zoning Appeals, Board of Building Standards and Architectural Review Board and Planning Commission.

#### **Core Functions:**

- Construction Plan Review and Approval
- Code Enforcement
- Housing Safety, Preservation and Improvement

#### **2019 Accomplishments**

- Through September 2019 the Housing and Building Division:
  - Processed 432 residential and 136 commercial plan reviews, up slightly from 2018.
  - Issued 239 commercial permits with a valuation of \$21 million and 1,563 residential permits with a valuation of \$18 million.
  - Began implementation of the CitizenServe case management system.
  - Implemented changes to the Housing License Program and Point of Sale inspection program initiated by legislative action.
  - Conducted 1360 property maintenance inspections, including 215 related to the Housing Forward program.

#### **2020 & Beyond Strategic Plan**

- Retool and reimplement the rental housing inspection program.
- Implement an exterior maintenance pilot program for commercial buildings in response to Council priorities and public input.
- Develop and rollout the food truck licensing program in conjunction with LFD.
- Nurture relationship with LFD to provide excellent public service.

## Division of Building & Housing

- Continue to provide excellent customer service and inspection times anticipating staff retirements by developing staff and promoting from within wherever possible.

### Division Budgets

Division of Building & Housing					
General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	703,131	802,934	836,824	907,129	8%
Fringe Benefits	313,962	351,564	324,883	373,609	15%
Travel and Transportation	12,944	17,534	16,509	17,200	4%
Professional Services	60,158	76,555	174,204	174,575	0%
Communications	9,637	10,576	14,346	14,800	3%
Contractual Services	78,025	70,750	39,250	40,000	2%
Materials & Supplies	6,082	6,592	6,536	6,775	4%
Capital	-	-	3,382	-	-100%
Utilities					
Other	14,978	8,331	7,634	7,700	1%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,198,917</b>	<b>1,344,838</b>	<b>1,423,567</b>	<b>1,541,788</b>	<b>8%</b>

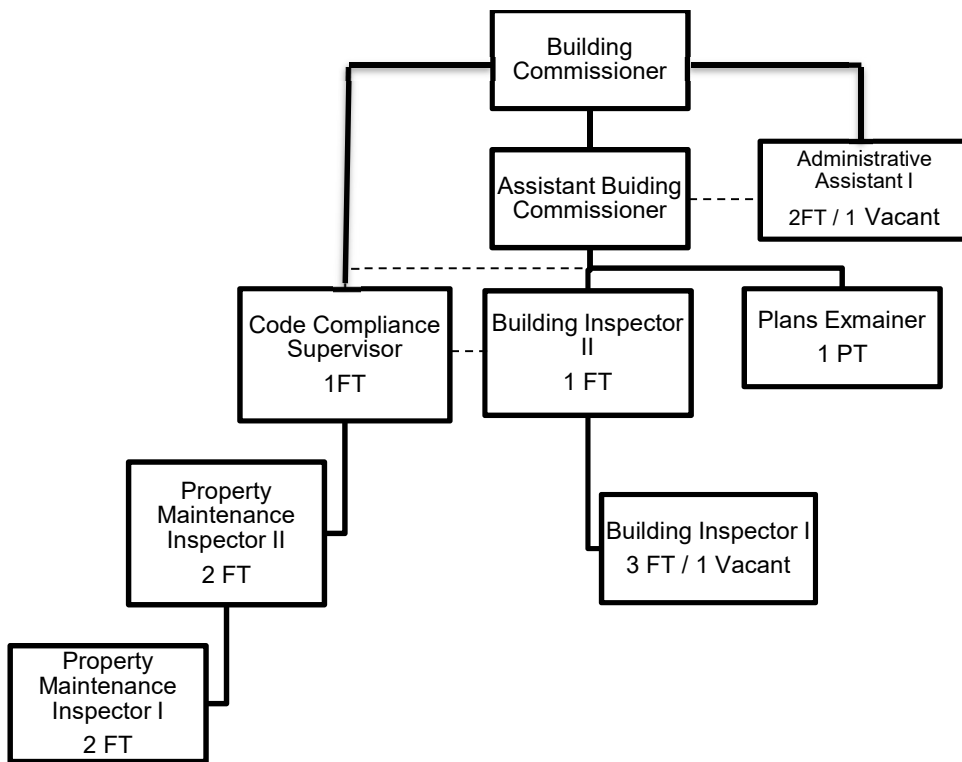
Division of Building & Housing					
Community Development Block Grant Fund (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-2020
<b>Expenditures by Category</b>					
Salaries	85,164	92,750	90,630	94,390	4%
Fringe Benefits	13,246	14,842	14,330	14,523	1%
Travel and Transportation	1,314	1,640	1,749	1,800	3%
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital	-	-	-	-	
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>99,723</b>	<b>109,232</b>	<b>106,709</b>	<b>110,713</b>	<b>4%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,298,640</b>	<b>1,454,070</b>	<b>1,530,276</b>	<b>1,652,501</b>	<b>8%</b>

# Division of Building & Housing

## Budget Trends

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. Plans examination services will continue to be outsourced due to state regulations.

## Organizational Chart



## Division of Building & Housing

### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Division of Building &amp; Housing</b>					
City Architect	1	1	0	0	0
Building Commissioner	0	0	1	1	1
Assistant Building Commissioner	1	1	1	1	1
Building Inspector I	4	4	4	3	4
Building Inspector II	1	1	1	1	1
Code Compliance Supervisor	1	1	1	1	1
Property Maintenance Inspector I	4	4	4	2	2
Property Maintenance Inspector II	0	0	0	2	2
Staff Assistant I	3	1	1	0	0
Administrative Assistant II	0	1	1	0	0
Administrative Assistant I	0	1	1	2	3
<b>Total Full Time Employees</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>13</b>	<b>15</b>
<b>Part Time Employees</b>					
Plans Examiner	0	1	1	1	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Budget Overview of Public Safety

Total Expenditures by Division All Funds	2017 Actual	2018 Projected	2019 Projected	2020 Proposed	Percent Change 2019-20
Police Division	12,154,156	12,318,954	12,697,562	13,335,691	5%
Dispatch Division	895,727	933,469	893,316	960,083	7%
Prisoner Support Division	217,574	268,052	297,321	314,164	6%
School Guards Division	178,875	179,128	182,458	214,042	17%
Animal Control Division	212,557	225,027	223,858	240,728	8%
Parking Enforcement Division	541,073	363,429	483,183	395,565	-18%
Fire & EMS Department	11,066,528	11,382,949	11,867,869	11,983,002	1%
<b>Total Expenditures</b>	<b>25,266,489</b>	<b>25,671,007</b>	<b>26,645,566</b>	<b>27,443,275</b>	<b>3%</b>
Total Expenditures by Category All Funds	2017 Actual	2018 Projected	2019 Projected	2020 Proposed	Percent Change 2019-20
Salaries	16,574,438	16,889,833	17,307,473	18,389,760	6%
Fringe Benefits	6,515,439	6,879,756	6,785,712	7,377,056	9%
Travel and Transportation	12,578	13,346	17,140	17,450	2%
Professional Services	237,677	321,497	331,333	356,150	7%
Communications	78,095	103,318	125,358	126,475	1%
Contractual Services	171,711	182,400	310,883	318,500	2%
Materials & Supplies	463,544	484,470	528,057	545,250	3%
Capital	608,184	352,912	687,554	35,000	-95%
Utilities	88,688	96,637	95,072	97,500	3%
Other	181,436	143,483	134,949	147,734	9%
Debt Service	330,200	199,982	269,720	32,400	-88%
Transfer or Advance	4,500	3,375	55,000	-	-100%
<b>Total</b>	<b>25,266,489</b>	<b>25,671,007</b>	<b>26,648,252</b>	<b>27,443,275</b>	<b>3%</b>

## Budget Overview of Public Safety

Total Expenditures by Category General Fund	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Salaries	15,797,951	16,141,944	16,512,297	18,230,584	10%
Fringe Benefits	3,215,311	3,507,003	3,297,059	3,874,662	18%
Travel and Transportation	3,823	3,463	7,817	9,650	23%
Professional Services	136,246	166,641	188,963	282,700	50%
Communications	72,516	98,231	120,708	123,195	2%
Contractual Services	166,285	168,670	305,111	313,200	3%
Materials & Supplies	339,191	380,390	395,322	473,200	20%
Capital	91,922	38,679	60,206	-	-100%
Utilities	63,050	72,093	70,168	71,500	2%
Other	28,850	26,371	25,710	26,600	3%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total Expenditures</b>	<b>19,915,145</b>	<b>20,603,483</b>	<b>20,983,360</b>	<b>23,405,291</b>	<b>12%</b>

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

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### **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.

#### **2019 Accomplishments**

- Maintained full uniform officer strength by hiring six full time police officers to replace vacant positions created by retirements.
- Completed total reconstruction of police firing range and improvements to womens locker room.
- Completed public safety camera project along Madison Ave.
- Trained four additional officers on police patrol bikes.
- Implemented Field Training Officer software improving accountability and effectiveness.

#### **2020 & Beyond Strategic Plan**

- Continue planning and training staff for advancement in 2021 due to pending retirements.
- Implement electronic ticket writing system to improve efficiency and effectiveness.
- Continue exploring options and best practices to reduce jail population.

## Division of Police & Law Enforcement

### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	8,307,489	8,428,010	8,640,276	9,093,066	5%
Fringe Benefits	1,591,227	1,722,954	1,614,981	1,778,364	10%
Travel and Transportation	88	82	118	125	6%
Professional Services	54,306	52,942	65,747	66,250	1%
Communications	50,503	75,245	96,411	96,870	0%
Contractual Services	131,407	124,746	249,687	251,000	1%
Materials & Supplies	156,184	188,545	189,835	192,225	1%
Capital	88,326	38,679	60,206	-	-100%
Utilities					
Other	13,571	12,819	11,052	11,350	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>10,393,102</b>	<b>10,644,021</b>	<b>10,928,314</b>	<b>11,489,250</b>	<b>5%</b>

Police Pension Fund (Fund 220)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits	1,524,995	1,559,801	1,603,632	1,647,598	3%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	55,000	-	
<b>Total</b>	<b>1,524,995</b>	<b>1,559,801</b>	<b>1,658,632</b>	<b>1,647,598</b>	<b>-1%</b>

## Division of Police & Law Enforcement

Law Enforcement Trust Fund (Fund 222)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	-	-	-	15,000	
Fringe Benefits	-	-	-	3,143	
Travel and Transportation	7,633	9,472	7,763	7,800	0%
Professional Services	13,187	67,128	47,725	72,600	52%
Communications	-	-	-	-	
Contractual Services	260	75	450	500	11%
Materials & Supplies	33,405	20,921	48,980	42,800	-13%
Capital	104,503	5,612	-	-	
Utilities					
Other	35,512	7,246	5,697	15,000	163%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>194,500</b>	<b>110,453</b>	<b>110,616</b>	<b>156,843</b>	<b>42%</b>

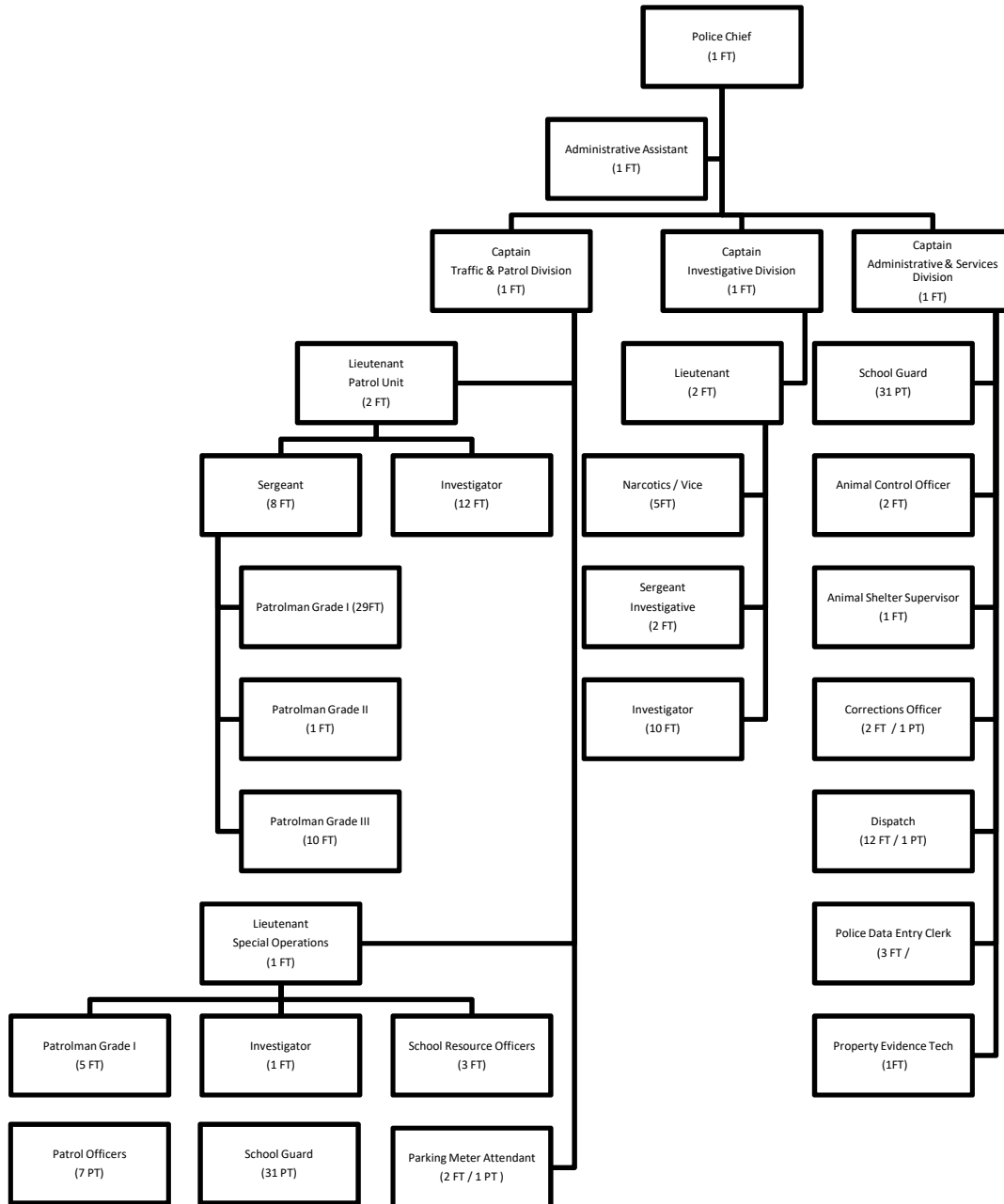
Federal Forfeiture Fund (Fund 225)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital	32,625	-	2,686	35,000	1203%
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>32,625</b>	<b>-</b>		<b>35,000</b>	

## Division of Police & Law Enforcement

Enforcement & Education Fund (Fund 231)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	-	-	-	
Materials & Supplies	8,934	4,678	-	7,000	
Capital	-	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>8,934</b>	<b>4,678</b>	<b>-</b>	<b>7,000</b>	<b>#DIV/0!</b>
<b>TOTAL EXPENDITURES</b>	<b>12,154,156</b>	<b>12,318,954</b>	<b>12,697,562</b>	<b>13,335,691</b>	<b>5%</b>

# Division of Police & Law Enforcement

## Organizational Chart



## Division of Police & Law Enforcement

### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Police Division</b>					
<u>Full Time Employees</u>					
Police Chief	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Captain	3	3	3	3	3
Lieutenant	4	4	4	4	4
Sergeant	10	10	10	10	10
Investigator	24	24	24	24	24
Patrolman Assigned to Detective Bureau	5	5	5	5	5
Special Operations	1	1	1	1	1
Safety Education Officers - 22 years	3	3	3	3	3
Patrolman grade I	33	34	32	29	29
Patrolman grade II	3	1	1	1	1
Patrolman grade III	3	4	6	10	10
Patrol Officer - S.E.	0	0	0	0	0
Police Data Entry Clerk	3	2	3	2	3
Neighborhood Police Officer	4	4	4	4	4
Property Evidence Tech.	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>99</b>	<b>98</b>	<b>99</b>	<b>99</b>	<b>100</b>
<u>Part Time Employees</u>					
Patrol Officers	6	7	6	7	7
<b>Total Part Time Employees</b>	<b>6</b>	<b>7</b>	<b>6</b>	<b>7</b>	<b>7</b>

## ***Division of Prisoner Support***

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### **Division of Prisoner Support**

#### **Description**

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

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.

#### **2019 Accomplishments**

- Implemented Jail Management Software.
- Continued updating and utilizing new Lexipol Jail Manual.
- Made improvements to the prisoner receiving area.

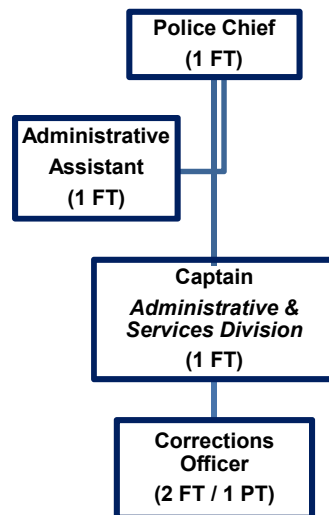
#### **2020 & Beyond Strategic Plan**

- Major structural improvements to facility required by Ohio Department of Corrections.
- Explore options to continue to reduce the jail population to reduce costs.

Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	82,348	92,491	120,752	126,118	4%
Fringe Benefits	40,100	45,155	46,436	51,046	10%
Travel and Transportation					
Professional Services	35,709	72,661	67,999	68,000	0%
Communications					
Contractual Services	20,948	27,117	34,107	40,000	17%
Materials & Supplies	34,872	30,629	28,027	29,000	3%
Capital	3,596	-	-	-	
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>217,574</b>	<b>268,052</b>	<b>297,321</b>	<b>314,164</b>	<b>6%</b>

Organizational Chart



Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Prisoner Support Division</b>					
<u>Full Time Employees</u>					
Corrections Officer	1	2	2	2	2
<b>Total Full Time Employees</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Part-Time Employees</u>					
Corrections Officer	0	0	1	0	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>

## 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.

#### 2019 Accomplishments

- First dispatcher to receive Crisis Intervention Team training.
- Reduced overtime due to maintaining full staffing.

#### 2020 & Beyond Strategic Plan

- Continue to maintain full staffing.
- Expand professional development for Dispatchers.

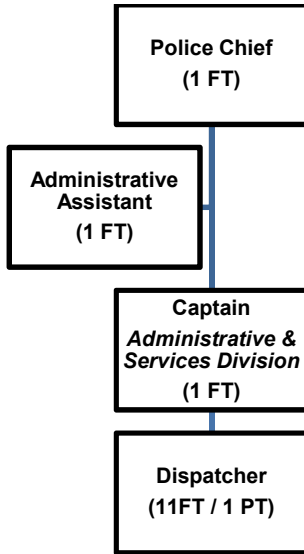
#### Division Budget

	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	628,719	633,377	613,191	665,177	8%
Fringe Benefits	252,336	281,963	264,243	277,256	5%
Travel and Transportation					
Professional Services	-	-	-	-	
Communications					
Contractual Services					
Materials & Supplies	1,703	5,094	1,382	2,650	92%
Capital					
Utilities					
Other	12,970	13,035	14,500	15,000	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>895,727</b>	<b>933,469</b>	<b>893,316</b>	<b>960,083</b>	<b>7%</b>

#### Budget Trends

The fully staffed department resulted in less overtime expense.

**Organizational Chart**



**Personnel Staffing**

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Dispatch Division</b>					
<u>Full Time Employees</u>					
Dispatcher	11	11	11	11	11
<b>Total Full Time Employees</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
<u>Part Time Employees</u>					
Dispatcher	0	1	1	0	1
<b>Total Part Time Employees</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>

## 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.

#### 2019 Accomplishments

- Upgraded electronic ticket writers.
- Funds from account used to pave two city parking lots.

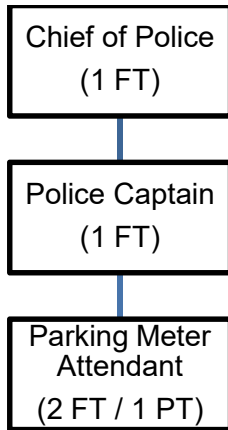
#### 2020 & Beyond Strategic Plan

- Continue to explore options to increase usage of parking kiosks in city parking lots.
- Relocate Parking Enforcement Division work space within the Police Department.

#### Division Budget

Parking Facilities (Fund 520)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	126,313	131,414	133,435	144,176	8%
Fringe Benefits	46,959	43,800	54,730	55,675	2%
Travel and Transportation					
Professional Services	725	747	2,439	850	-65%
Communications	3,182	2,995	3,193	3,280	3%
Contractual Services	5,166	5,423	4,631	4,800	4%
Materials & Supplies	10,536	15,144	21,930	22,250	1%
Capital	32,168	-	104,884	-	-100%
Utilities	25,637	24,544	24,904	26,000	4%
Other	108,838	103,121	100,645	106,134	5%
Debt Service	177,049	32,866	32,393	32,400	0%
Transfer or Advance	4,500	3,375	-	-	
<b>Total</b>	<b>541,073</b>	<b>363,429</b>	<b>483,183</b>	<b>395,565</b>	<b>-18%</b>

**Organizational Chart**



**Personnel Staffing**

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Parking Enforcement Division</b>					
<u>Full Time Employees</u>					
Parking meter attendant	2	2	2	2	2
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<u>Part-Time Employees</u>					
Parking meter attendant	1	1	1	1	1
<b>Total Part-Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Division of Animal Control

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### 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.

#### 2019 Accomplishments

- Began utilizing Central Square Records Management System.
- Community outreach on updated animal safety law including foot patrols, information handouts, distributing leashes.
- Started dog safety presentations to elementary schools.

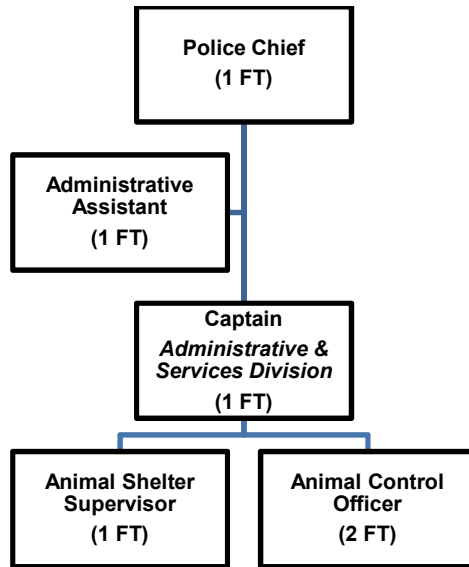
#### 2020 & Beyond Strategic Plan

- Begin planning for new facility.

#### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	136,355	141,445	144,656	149,932	4%
Fringe Benefits	62,241	67,717	64,386	70,046	9%
Travel and Transportation					
Professional Services	3	-	74	100	36%
Communications	808	734	494	550	11%
Contractual Services	2,566	2,738	2,976	3,000	1%
Materials & Supplies	2,955	3,866	2,692	8,100	201%
Capital	-	-	-	-	
Utilities	7,101	8,526	8,580	9,000	5%
Other	527	-	-	-	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>212,557</b>	<b>225,027</b>	<b>223,858</b>	<b>240,728</b>	<b>8%</b>

**Organizational Chart**



**Personnel Staffing**

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Animal Control Division</b>					
<b>Full Time Employees</b>					
Animal Control Officer	2	2	2	2	2
Animal Shelter Supervisor	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Division of 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)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	152,557	150,874	157,387	181,500	15%
Fringe Benefits	25,728	25,749	24,314	31,542	30%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	590	2,506	758	1,000	32%
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>178,875</b>	<b>179,128</b>	<b>182,458</b>	<b>214,042</b>	<b>17%</b>

#### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2019
<b>Crossing Guards Division</b>					
<u>Part Time Employees</u>					
Crossing Guards	31	35	33	30	30
<b>Total Part Time Employees</b>	<b>31</b>	<b>35</b>	<b>33</b>	<b>30</b>	<b>30</b>



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

#### **Description**

The Division of Fire is tasked with fire prevention, fire safety education, fire, emergency medical response, rescue operations, and hazard abatement. There are 90 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, Community Paramedic Program 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.

#### **2019 Accomplishments**

- Expanded the department's Officer development program by adding an Administrative Captain.
- Established and initiated the Community Paramedic Program.
- Placed in service new Truck 1 Ariel Ladder.

#### **2020 & Beyond Strategic Plan**

- Station #2 Expansion. This project will facilitate the future purchases and utilization of all apparatus. We will be able to have our reserve truck be a Ladder Truck. In addition, all the City's future ambulance purchases will be able to be a standard chassis and purchased at a reduced cost. Currently we have to special order ambulances to accommodate the small garage space. The current firefighting gear is stored in the apparatus bay where it is exposed to diesel exhaust and UV Rays. A new addition will provide proper storage and maintenance of the gear in accordance with National Fire Protection Agency and Bureau of Workers Compensation. The capability to remove our firefighting gear from the apparatus bay is paramount. It is a National Fire Protection Agency requirement and proven to be a cancer reduction benefit to our members. Lastly, this will increase the safety of pedestrians as we will no longer have to exit the building via the side street (Kenilworth Ave) when responding to emergencies.
- We will continue to work on our officer development plan for replacement of Assistant Chiefs and Captains.
- Expand the role of the Community Paramedic. This will include training, grant applications and protocol development.

## Division of Fire & EMS

- Implement the “Stop the Bleed” program for school district staff. The program will be in conjunction with training offered by the Lakewood Fire Department, the Lakewood Police Department and Cleveland Clinic Foundation.

### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	6,490,483	6,695,748	6,836,034	8,014,791	17%
Fringe Benefits	1,243,680	1,363,465	1,282,699	1,666,408	30%
Travel and Transportation	3,734	3,381	7,699	9,525	24%
Professional Services	46,227	41,038	55,143	148,350	169%
Communications	21,205	22,251	23,802	25,775	8%
Contractual Services	11,363	14,069	18,342	19,200	5%
Materials & Supplies	142,887	149,750	172,628	240,225	39%
Capital	-	-	-	-	
Utilities	55,949	63,567	61,589	62,500	1%
Other	1,782	517	157	250	59%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>8,017,311</b>	<b>8,353,786</b>	<b>8,458,093</b>	<b>10,187,024</b>	<b>20%</b>

Firemen’s Pension Fund (Fund 221)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits	1,496,977	1,546,706	1,610,296	1,795,978	12%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>1,496,977</b>	<b>1,546,706</b>	<b>1,610,296</b>	<b>1,795,978</b>	<b>12%</b>

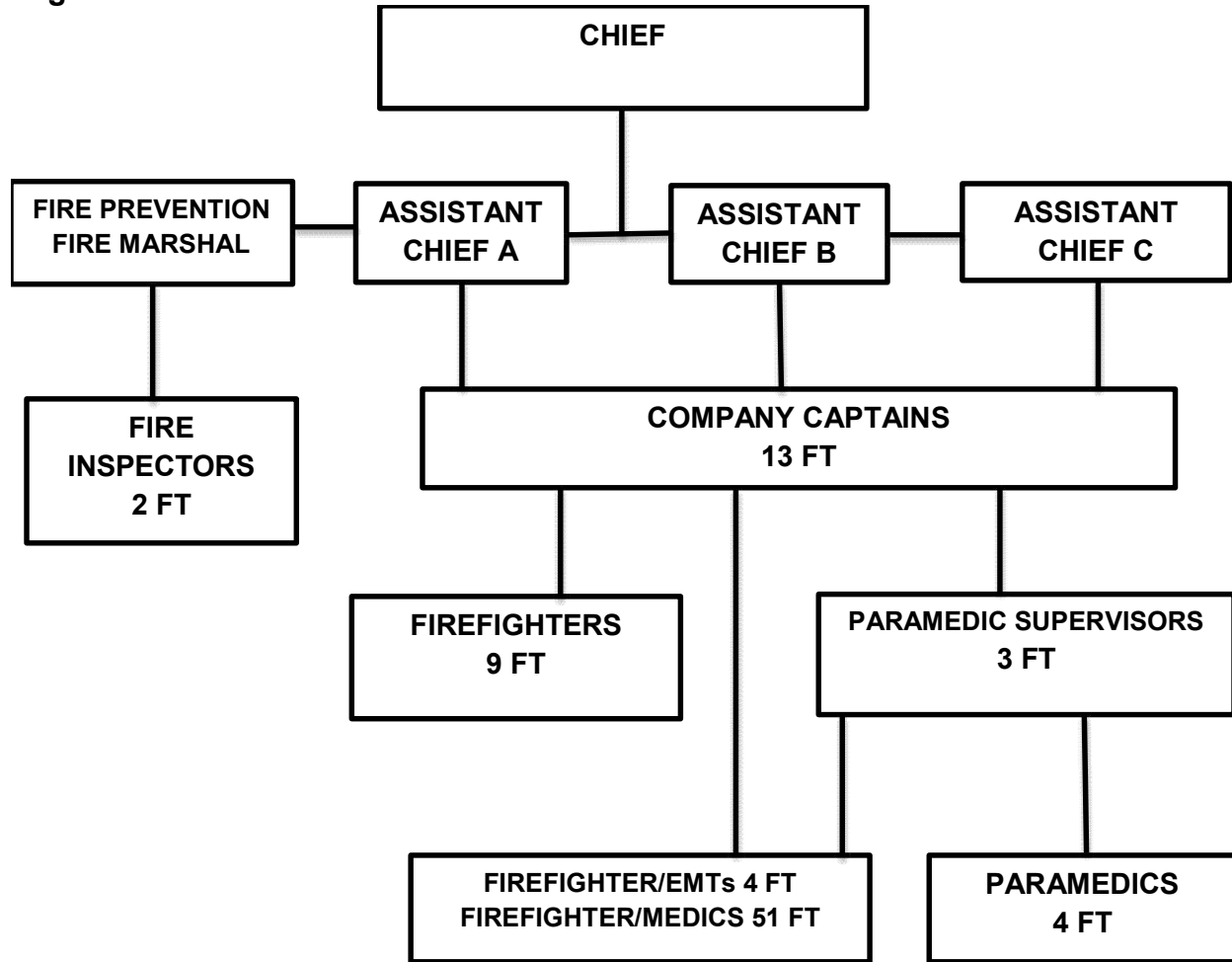
## Division of Fire & EMS

Lakewood Hospital Special Revenue Fund (Fund 260)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	650,174	616,474	661,742	-	-100%
Fringe Benefits	231,196	222,446	219,995	-	-100%
Travel and Transportation	1,122	412	1,560	-	-100%
Professional Services	87,519	86,981	92,207	-	-100%
Communications	2,397	2,092	1,457	-	-100%
Contractual Services	-	8,232	691	-	-100%
Materials & Supplies	71,479	63,337	61,824	-	-100%
Capital	346,966	308,621	519,779	-	-100%
Utilities					
Other	8,235	6,746	2,897	-	-100%
Debt Service	153,151	167,116	237,327	-	-100%
Transfer or Advance					
<b>Total</b>	<b>1,552,239</b>	<b>1,482,457</b>	<b>1,799,479</b>	<b>-</b>	<b>-100%</b>
<b>TOTAL EXPENDITURES</b>	<b>11,066,528</b>	<b>11,382,949</b>	<b>11,867,869</b>	<b>11,983,002</b>	<b>1%</b>

### Budget Trends

With the addition of the Community Paramedic and Administrative Captain, the staffing for the Fire Department has increased by two members. Beginning in 2020, the revenues and expenditures of the EMS Department in Fund 260 will be absorbed into the General Fund.

**Organizational Chart**



**Personnel Staffing**

- Chief
- 3 – Assistant Chiefs
- 13 – Captains
- 1 – Fire Marshal
- 3 – Paramedic Supervisors
- 2 – Fire Inspectors
- 9 – Firefighters
- 4 – Firefighter/EMT's
- 51 – Firefighter/Paramedics
- 4 – Paramedics
- 90 – 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

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### Personnel Staffing

Fire & EMS Division	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<u>Full Time Employees</u>					
Fire Chief	1	1	1	1	1
Assistant Chief	3	3	3	3	3
Fire Captain	12	12	12	13	13
Fire Marshall	1	1	1	0	1
Firefighter I	46	46	45	44	44
Firefighter II	5	5	9	11	11
Firefighter III	7	7	4	6	5
Fire Electrician/Mechanic	2	2	2	3	3
Assistant Mechanic	1	1	1	0	0
Fire Inspector	2	2	2	2	2
Paramedic Supervisor	3	3	3	3	3
Paramedic	5	5	5	4	4
<b>Total Full Time Employees</b>	<b>88</b>	<b>88</b>	<b>88</b>	<b>90</b>	<b>90</b>



## Budget Overview of Public Works

Total Expenditures by Division All Funds	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Public Works Admin	100,534	118,893	149,270	156,213	5%
Street Lighting	621,933	607,353	565,874	600,000	6%
Parks & Public Property	2,458,702	3,024,061	2,715,984	2,891,263	6%
Streets & Forestry	2,498,146	2,750,973	3,076,130	3,629,105	18%
Refuse & Recycling	3,274,654	3,410,415	3,469,786	3,638,388	5%
Fleet	1,459,982	1,559,185	1,684,645	1,721,207	2%
Engineering	568,118	825,222	1,044,514	620,486	-41%
Water & Wastewater Collection	20,092,919	21,451,635	29,471,490	21,758,063	-26%
Wastewater Treatment Plant	9,591,107	13,008,026	25,855,963	15,506,641	-40%
Winterhurst	703,081	747,042	390,447	504,000	29%
<b>Total Expenditures</b>	<b>41,369,176</b>	<b>47,502,806</b>	<b>68,424,103</b>	<b>51,025,366</b>	<b>-25%</b>
Total Expenditures by Category All Funds	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Salaries	7,442,798	7,823,599	8,010,017	8,429,743	5%
Fringe Benefits	2,955,028	3,178,978	3,109,753	3,341,089	7%
Travel and Transportation	4,781	4,126	3,807	4,775	25%
Professional Services	1,073,316	1,397,988	1,557,372	772,885	-50%
Communications	43,038	31,490	29,613	33,900	14%
Contractual Services	2,598,366	2,660,326	3,280,396	3,073,230	-6%
Road Salt	153,468	254,544	256,137	258,000	1%
Materials & Supplies	1,769,905	1,845,831	2,120,882	2,192,000	3%
Capital	7,657,753	7,677,787	29,861,092	14,342,000	-52%
Utilities	1,504,415	1,465,620	1,445,656	1,498,500	4%
Purchased Water	5,754,191	5,466,742	5,638,453	6,000,000	6%
Other	1,038,397	1,258,996	1,411,171	1,333,588	-5%
Debt Service	7,090,520	12,149,378	9,656,754	7,705,656	-20%
Transfer or Advance	2,283,200	2,287,400	2,043,000	2,040,000	0%
<b>Total Expenditures</b>	<b>41,369,176</b>	<b>47,502,806</b>	<b>68,424,103</b>	<b>51,025,366</b>	<b>-25%</b>

## Budget Overview of Public Works

Total Expenditures by Category General Fund	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Salaries	3,675,657	3,736,572	3,822,554	4,079,291	7%
Fringe Benefits	1,504,666	1,577,611	1,539,513	1,694,508	10%
Travel and Transportation	1,582	1,836	1,185	1,225	3%
Professional Services	121,912	117,445	170,906	174,485	2%
Communications	26,584	15,529	10,062	11,425	14%
Contractual Services	1,172,294	1,204,930	1,546,779	1,376,130	-11%
Materials & Supplies	885,763	958,832	1,093,849	1,103,550	1%
Capital	275,531	270,232	698,353	120,000	-83%
Utilities	868,815	846,430	821,219	859,200	5%
Other	6,326	5,454	10,605	12,075	14%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total Expenditures</b>	<b>8,539,129</b>	<b>8,734,869</b>	<b>9,715,025</b>	<b>9,431,889</b>	<b>-3%</b>

## Division of Public Works Administration

### Division of Public Works Administration

#### Description

Public Works Department is responsible for the administrative control and supervision of eight divisions – Parks & Public Property, Streets & Forestry, Fleet Management, Water & Wastewater Collection, Wastewater Treatment, Refuse & Recycling, Engineering and Winterhurst.

#### 2019 Accomplishments

- Continue to coordinate and prioritize between all divisions to provide the most effective services for residents in an efficient manner.

#### 2020 & Beyond Strategic Plan

- Continue to coordinate public works services and operations with other city departments on projects within the city.

#### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	46,064	56,927	88,024	89,668	2%
Fringe Benefits	47,737	53,482	54,466	59,512	9%
Travel and Transportation	123	1,067	-	-	
Professional Services	986	856	813	850	5%
Communications	456	430	550	650	18%
Contractual Services	-	-	-	-	
Materials & Supplies	657	564	660	750	14%
Capital					
Utilities					
Other	419	543	699	725	4%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>96,441</b>	<b>113,869</b>	<b>145,212</b>	<b>152,155</b>	<b>5%</b>

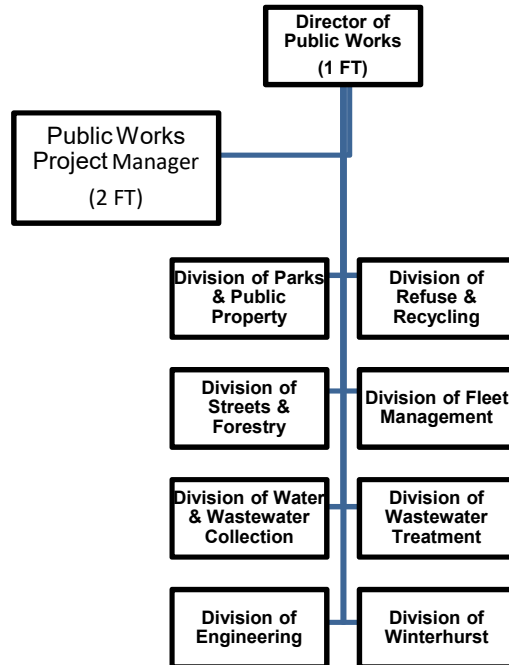
## Division of Public Works Administration

Community Festival (Fund 212)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	3,551	4,352	3,500	3,500	0%
Fringe Benefits	541	673	558	558	0%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>4,092</b>	<b>5,024</b>	<b>4,058</b>	<b>4,058</b>	<b>0%</b>

### Division of Street Lighting Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Utilities	621,933	607,353	565,874	600,000	6%
<b>Total</b>	<b>621,933</b>	<b>607,353</b>	<b>565,874</b>	<b>600,000</b>	<b>6%</b>

### Organizational Chart



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

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### **Personnel Staffing**

<b>Public Works Administration</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Full Time Employees</b>					
Director of Public Works	1	1	1	1	1
Project Manager	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>



### **Division of Parks and Public Property**

#### **Description**

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

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

#### **2019 Accomplishments**

- Remodeled both wings of the Detective Bureau.
- Completed Edwards Park playground, fence and infield improvements.
- Installed artificial turf on the third landing of the Solstice Steps.
- Continued landscape improvements at the City Hall Annex Building, Lakewood Park Gazebo and Celeste Park.
- Installed car charging stations at Winterhurst Ice Rink and City Center.

#### **2020 & Beyond Strategic Plan**

- Continue to implement Parks Master Plan.
- Implement training programs and work plans for groundskeepers to become better stewards of our parks.
- Explore proactive and cost effective improvements to our parks, facilities and outdoor pools.

## Division of Parks & Public Property

### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Program</b>					
Parks	2,192,458	2,185,425	2,508,229	2,369,618	-6%
Security	131,827	114,656	131,716	132,768	1%
Band Concerts	10,550	10,950	12,900	13,500	5%
Museums	4,878	3,020	6,303	6,500	3%
Fourth of July Festival	51,255	53,668	53,501	62,277	16%
Tennis Courts	6,137	9,756	11,244	11,600	3%
<b>Total</b>	<b>2,397,105</b>	<b>2,377,476</b>	<b>2,723,894</b>	<b>2,596,263</b>	<b>-5%</b>

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	1,139,336	1,162,702	1,200,285	1,243,348	4%
Fringe Benefits	432,293	466,923	450,560	486,985	8%
Travel and Transportation	-	-	-	-	
Professional Services	103,612	103,865	151,069	153,550	2%
Communications	4,076	3,628	3,525	4,050	15%
Contractual Services	138,729	125,651	211,444	214,030	1%
Materials & Supplies	171,615	159,588	254,648	260,000	2%
Capital	180,302	138,365	221,942	-	-100%
Utilities	223,239	213,616	227,485	230,100	1%
Other	3,902	3,138	2,936	4,200	43%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>2,397,105</b>	<b>2,377,476</b>	<b>2,723,894</b>	<b>2,596,263</b>	<b>-5%</b>

City Park Improvement (Fund 405)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Capital	42,610	2,440	9,875	10,000	1%
<b>Total</b>	<b>42,610</b>	<b>2,440</b>	<b>9,875</b>	<b>10,000</b>	<b>1%</b>

CDBG (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Capital	18,987	644,146	(17,785)	285,000	1702%
<b>Total</b>	<b>18,987</b>	<b>644,146</b>	<b>(17,785)</b>	<b>285,000</b>	<b>1702%</b>
<b>TOTAL</b>	<b>2,458,702</b>	<b>3,024,061</b>	<b>2,715,984</b>	<b>2,891,263</b>	<b>6%</b>

### Budget Trends

Use of parks/playgrounds by outside organizations and non-residents has added costs from broken and worn equipment, increase in pavilion rentals, more litter and trash, more frequent calls to Police due to parking violations and unruly behavior.

Special events have increased in number and attendance causing additional staff for setup and cleanup.

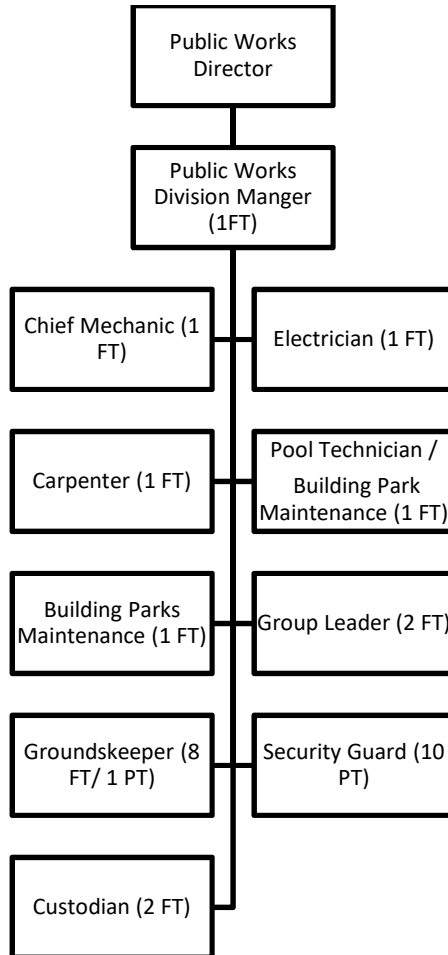
## Division of Parks & Public Property

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The loss of a consistent Community Service Program has put a strain on the department to pick up loose ends which has increased overtime work.

Acquisition of City owned properties have added additional work load to the department.

### Organizational Chart



**Division of Parks & Public Property**

**Personnel Staffing**

<b>Parks and Public Properties</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Security</b>					
<b>Part-Time Employees</b>					
Security Guard	10	10	10	8	10
<b>Total Part-Time Employees</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>8</b>	<b>10</b>
<b>Parks</b>					
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Groundskeeper	8	8	8	8	8
Pool Tech/Bldg. Park Maintenance	1	1	1	1	1
Group Leader	2	2	2	2	2
Chief Mechanic	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
Custodian	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>18</b>
<b>Part-Time Employees</b>					
Groundskeeper	0	1	1	1	1
<b>Total Part-Time Employees</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

### **Division of Streets & Forestry**

#### **Description**

The Streets Maintenance and Repair Unit is responsible for street pavement maintenance operations 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 13,400 trees located on public property, including those on tree lawns and within parks.

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

The Forestry Unit Operational Principles:

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

#### **2019 Accomplishments**

- 84% of utility repair work orders completed within the calendar year; 98% of all street openings for utility repair work complete within the calendar year. 131 utility repairs and other work orders/repairs completed as of October 10, 2019.
- All streets within the City of Lakewood were patched by June 20, 2019 to fill all pot holes created by winter conditions and to address roadway wear and tear. As of October 10, 2019, 30 streets have been crack sealed to prolong the life of the pavement surfaces. Included within that total is ALL of Madison Ave. and Bunts Rd. and we applied crack seal

to 76 street utility repair cuts to smooth the street surface and prolong the life of those asphalt repairs.

- At the conclusion of the fall 2019 planting season, the City of Lakewood public tree inventory will consist of 13,406 trees – our highest number to date - with improved species diversity. The top ten tree species comprise 45% 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 six 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 for the life of the tree). EAB treatments have proven to be approximately 80% effective in stopping or slowing the pest infestation within our remaining ash tree inventory. This approach will help preserve the ecological services of the larger trees longer while we replace those removed to grow and establish canopy replacement.
- At the conclusion of the fall planting season, we will have planted 544 trees in 2019 that consisted of 19 different species/cultivars 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 15% 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.
- All street name and traffic signs along Detroit Avenue have been replaced in 2019 to be in compliance with Federal Standards for reflectivity.

### **2020 & Beyond Strategic Plan**

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

- Continue to train all operators on how to maximize the benefits of our newer snow and ice control equipment and anti-icing strategies.
- 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.

## Division of Streets & Forestry

Manage our Urban Forest.

- Follow the objectives and actions in our Tree Action Plan to reach the goals and benchmarks set forth within the plan.
- 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
- 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. Regular maintenance pruning cycle on every street - every 5-6 years

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

- Continue to examine and track all city street signage and incorporate compliance to Federal Standards into workflow.
- 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.
- Continue to have all sign replacement work done in-house to better update, eliminate, customize and meet Lakewood specific needs more readily and efficiently.

### Division Budget

DIVISION OF STREETS AND FORESTRY	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Program</b>					
Streets, Traffic Signs & Signals	1,991,520	2,200,245	2,238,022	3,023,215	35%
Forestry	506,626	550,728	838,108	605,890	-28%
<b>Total</b>	<b>2,498,146</b>	<b>2,750,973</b>	<b>3,076,130</b>	<b>3,629,105</b>	<b>18%</b>

## Division of Streets & Forestry

General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	228,897	238,391	249,396	272,059	9%
Fringe Benefits	93,060	100,654	97,708	108,031	11%
Travel and Transportation					
Professional Services	625	1,515	1,775	2,400	35%
Communications	235	-	-	-	
Contractual Services	66,237	72,958	76,787	78,000	2%
Materials & Supplies	21,876	19,819	24,415	24,900	2%
Capital	95,229	117,391	387,542	120,000	-69%
Utilities					
Other	468	-	486	500	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>506,626</b>	<b>550,728</b>	<b>838,108</b>	<b>605,890</b>	<b>-28%</b>

State Highway Fund Budget (Fund 201)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Road Salt	140,000	158,272	139,995	140,000	0%
<b>Total Expenditures</b>	<b>140,000</b>	<b>158,272</b>	<b>139,995</b>	<b>140,000</b>	<b>0%</b>

Street Construction, Maintenance and Repair Budget (SCMR) (Fund 211)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	938,488	1,104,225	1,142,117	1,073,931	-6%
Fringe Benefits	358,975	409,293	410,571	406,484	-1%
Travel and Transportation	-	-	41	-	
Professional Services	1,019	48,032	31,428	32,300	3%
Communications	5,168	4,067	4,941	5,225	6%
Contractual Services	235,996	62,815	32,854	233,500	611%
Road Salt	13,468	96,272	116,143	118,000	2%
Materials & Supplies	228,892	214,856	283,207	291,575	3%
Capital	710	36,230	25,486	670,000	2529%
Utilities	43,366	46,959	50,669	51,600	2%
Other	440	473	572	600	5%
Debt Service					
Transfer or Advance	25,000	18,750	-	-	
<b>Total</b>	<b>1,851,520</b>	<b>2,041,973</b>	<b>2,098,027</b>	<b>2,883,215</b>	<b>37%</b>

### Budget Trends

- With the cost of road salt having nearly doubled within the past five years, we will continue to refine and adhere to our road salt reduction plan and explore other cost saving alternatives to both enhance public safety during winter storm events and control costs,

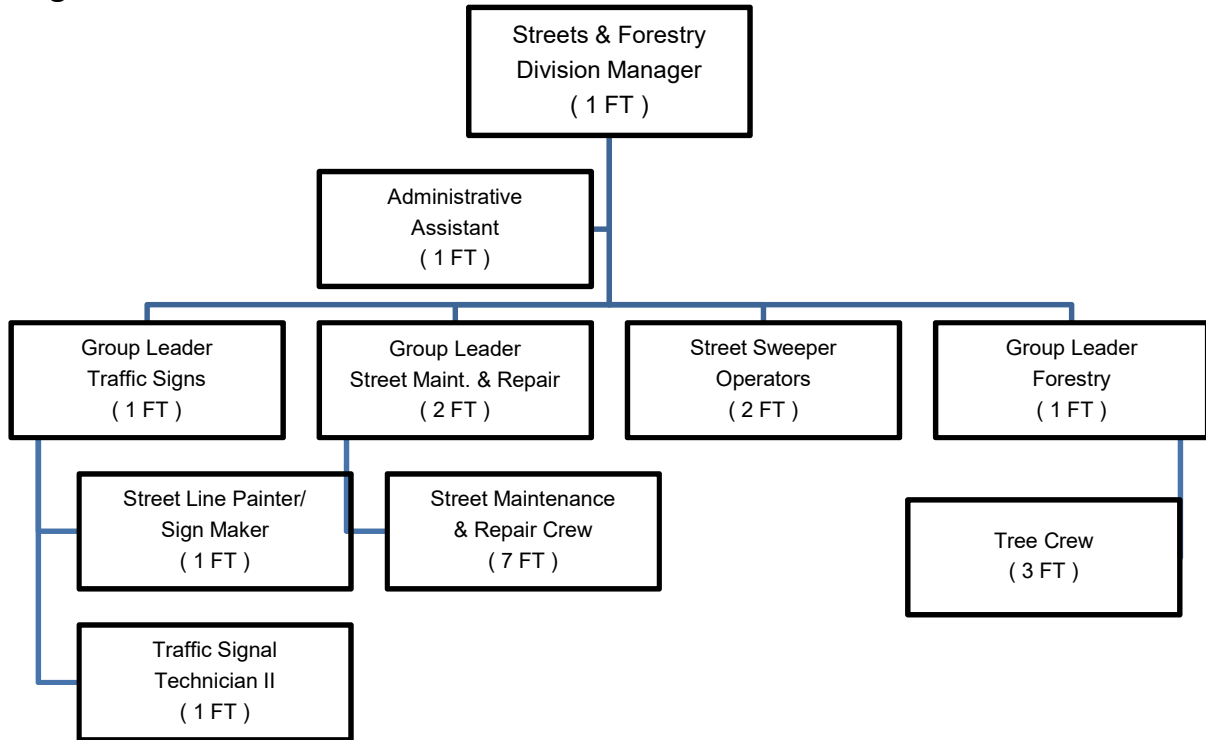
## ***Division of Streets & Forestry***

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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 citywide 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. Also, fewer public works personnel is required from other divisions with the advanced collection system.
- 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, repairs and larger projects.
- 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.
- Private Property Tree Planting Program – Front yard plantings for those streets that have little to no tree lawn space. Lakewood City Council unanimously approved an ordinance allowing the city - with the homeowner's consent - to plant a free tree within the front yard of private property on streets in which the tree lawn is too narrow.
  - The new ordinance is tied to the city's 20-year strategic tree action plan to grow, preserve and manage Lakewood's urban forest. Specifically, the idea is to increase the tree canopy cover by more than 5 percent, from 28.5% as measured in 2013 to 33.5% by 2035.
  - In locations where tree lawns are too small to support a tree – mutual benefits can be delivered to city and resident. The city will be able to plant a greater number of larger tree species and plant with better tree species diversity since species selections are very limited when trying to plant within narrow tree lawn sites. The potential increase to the overall planting scope will deliver an increase in ecological benefits and services that trees bring to all Lakewood residents.
- Hazard Tree Assessment program through regular tree inventory inspection:
  - Identify trees with structural defects that need to be removed and rank them accordingly.
  - Each year, remove a minimum of 0.01% of total tree inventory for optimum long-term public safety (13,406 trees x 0.01 = 134 trees). In an urban forest environment, removals must be done for safety and to mimic what would take place in a natural forest setting with big tree demise, but we can't just let the trees fall or fail within a highly populated setting.
  - We have seen a significant reduction in total tree failures and large limbs or sections breaking away 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 and in 2014 – 14 city trees failed. As of October 10, 2019, no large city tree failed this year and only a couple trees had limbs that broke away in storm events.

Organizational Chart



Personnel Staffing

Division of Streets & Forestry	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Streets &amp; Traffic</b>					
Public Works Division Manager	1	1	1	1	1
Group Leader	3	3	3	3	3
Administrative Asst. I	1	1	1	1	1
SCMR Crew	6	6	7	7	7
Street Sweeper Operator	2	2	2	2	2
Traffic Signal Technician II	1	1	1	1	1
Street Line Painter/Sign Maker	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>
<b>Forestry</b>					
<b>Full Time Employees</b>					
Group Leader	1	1	1	1	1
Tree Crew	3	3	3	3	3
<b>Total Full Time Employees</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

### **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.

#### **2019 Accomplishments**

- Certified by Cuyahoga County Solid Waste District for diversion of 50% of waste out of landfills for 6<sup>th</sup> year.
- Received recycling grant to send out postcards to help educate residents with updated recycling rules & regulations.
- Department collected household refuse, recycling, & yardwaste on a weekly basis from over 60,000 residences.
- On pace to have over 20,000 Lakewood residents use our drop-off facility on Berea Road.

#### **2020 & Beyond Strategic Plan**

- Continue to educate residents with current recycling guidelines in order to reduce contamination of recycleables.
- Work with City Council to help pass an Ordinance requiring all mattresses be wrapped prior to collection.
- Continue our efforts with the Fleet Department to train our employees help maintain city vehicles.

## Division of Refuse & Recycling

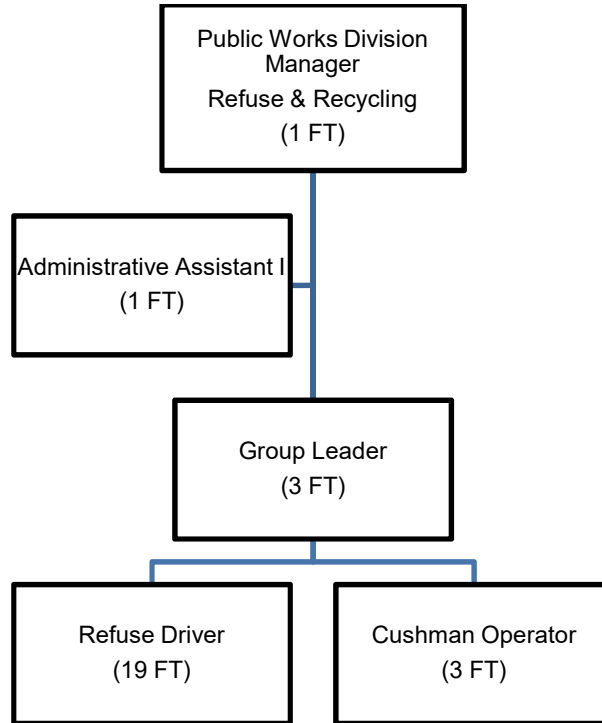
### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	1,546,263	1,587,213	1,565,429	1,721,641	10%
Fringe Benefits	640,036	691,572	638,748	715,247	12%
Travel and Transportation	-	-	-	-	
Professional Services	2,313	2,560	3,561	3,825	7%
Communications	17,057	7,859	1,860	1,950	5%
Contractual Services	877,679	907,753	989,670	993,000	0%
Materials & Supplies	169,727	171,537	170,156	171,525	1%
Capital	-	14,476	72,453	-	-100%
Utilities	20,594	22,088	23,373	24,100	3%
Other	984	358	4,536	4,600	1%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>3,274,654</b>	<b>3,405,415</b>	<b>3,469,786</b>	<b>3,635,888</b>	<b>5%</b>

Litter Control (Fund 212)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation	-	-	-	-	
Professional Services	-	-	-	-	
Communications	-	-	-	-	
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital	-	-	-	-	
Utilities					
Other	-	5,000	-	2,500	
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>-</b>	<b>5,000</b>	<b>-</b>	<b>2,500</b>	
<b>TOTAL EXPENDITURES</b>	<b>3,274,654</b>	<b>3,410,415</b>	<b>3,469,786</b>	<b>3,638,388</b>	<b>5%</b>

## Division of Refuse & Recycling

### Organizational Chart



### Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Full Time Employees</b>					
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	20	19	19	19
Cushman Operator	3	3	3	3	3
Administrative Assistant 1	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>27</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>27</b>



# **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.

## **2019 Accomplishments**

- Currently working on installing printers in 36 police vehicles.
- Technicians attended a combined total of 80 hours of specialized welding training through Lincoln Electric's welding school.

## **2020 & Beyond Strategic Plan**

- Remain focused on core service delivery excellence and improvement.
- Encourage and promote a culture of continuous improvement.
- Explore anti-idling technology to reduce fuel consumption.
- Maintain and support an educated and trained workforce.
- Right size the Fleet Department by continuously evaluating equipment needs.
- Reduce parts inventory to an adequate level.

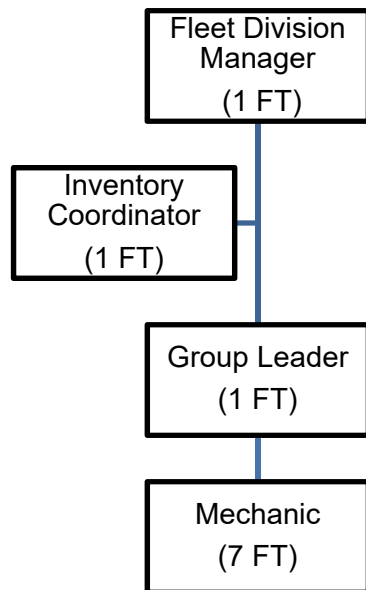
**Division Budget**

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	627,389	643,043	676,622	696,708	3%
Fringe Benefits	237,135	212,305	249,772	269,499	8%
Travel and Transportation	-	-	36	-	
Professional Services	11,185	6,564	12,048	12,150	1%
Communications	2,106	899	877	975	11%
Contractual Services	59,400	85,949	90,147	91,100	1%
Materials & Supplies	519,720	606,157	642,474	644,575	0%
Capital	-	-	7,010	-	-100%
Utilities	3,048	3,373	4,487	5,000	11%
Other	-	896	1,173	1,200	2%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>1,459,982</b>	<b>1,559,185</b>	<b>1,684,645</b>	<b>1,721,207</b>	<b>2%</b>

**Budget Trends**

Parts, Materials, and supplies continue to be a major portion of the Division’s expenditures. The advancement of technology will 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.

**Organizational Chart**



## ***Division of Fleet Management***

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### **Personnel Staffing**

<b>Fleet Management</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Inventory Coordinator	1	1	1	1	1
Group Leader	1	1	1	1	1
Mechanic - Fleet Management	7	7	7	7	7
<b>Total Full Time Employees</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>



# **Division of Engineering**

## **Description**

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

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

## **2019 Accomplishments**

### EPA Integrated Planning

- Begin Construction of HRT and water service connection;
- Begin construction of WWTP digesters and energy generation design-build project;
- Design completion, bid and began construction of 2019 Lake Ave (Belle to Webb) watermain and separation of combined sewer;
- Design completion, bid, and construct improvements to regulators City-wide to limit sewer overflows;
- Submission of the required Ohio EPA Phase 2 IWWIP in March 2019;
- Overflow monitoring and reporting to Ohio EPA; and,
- Completion of Clean Water Pilot Study.

### Infrastructure Improvements

- Bid, Award, Construct – Two (2) ODOT LPA Resurfacing projects Lakewood Heights Boulevard and Riverside Resurfacing project CUY-SR237-12.66;
- Design, Bid, and Construct - Deep grind overlay of City wide streets and 2019 CDBG streets Plover, Winchester, Newman, and Riverside;
- Lakewood Hospital Demolition and Site ready development pad
- Design - Summit Road Outfall Revetment Project;
- Right of Way inspection of multiple Dominion East Ohio replacement projects; and,
- Design - 2020 Watermains replacement and manhole sewer separations on Idlewood, Lakeland and Morrison.

### City-Wide Development

- Plan review and preparing One Lakewood Place Development Site. Working with Carnegie design team to redevelop site.
- Continued plan review, post construction BMP agreements, and inspection of all active development sites for compliance with Lakewood Codified Ordinances.

### GIS Advancement/Asset Assessment

- Beginning advancement of asset management program.

## **2020 & Beyond Strategic Plan**

### Advance EPA Integrated Planning

- Continued IWWIP advancement and negotiations with EPA.

### Infrastructure Improvements

- Prepare plans for US 6 Detroit Ave Pedestrian Improvements Project for construction in 2021;
- Design, Bid, and Construct - Deep grind overlay of City wide streets and 2020 CDBG streets Ridgewood, Athens and Bayes;
- Design, Bid, and Construct – Lave Avenue Striping with bicycle lanes;
- Design, Bid, and Demo – Vista Pedestrian bridge;
- Complete Design, Bid and Construct - Summit Road Outfall Revetment Project;
- Right of Way inspection of multiple Dominion East Ohio replacement projects;

## Division of Engineering

- Planning for Refuse Structure up grades,
- Study and plan for nremaining signal improvements, and,
- Design - 2021 Watermains replacement on Elbur, Lauderdale and Leedale.

### City-Wide Development

- Finalize plan review and begin construction inspection for One Lakewood Place Development Site. Working with Carnegie design team to redevelop site.
- Finalize plan review and begin construction inspection for Solove two development sites; and,
- Continued plan review, post construction BMP agreements, and inspection of all active development sites for compliance with Lakewood Codified Ordinances.

### GIS Advancement/Asset Assessment

- Complete advancement of asset management program.

## Division Budget

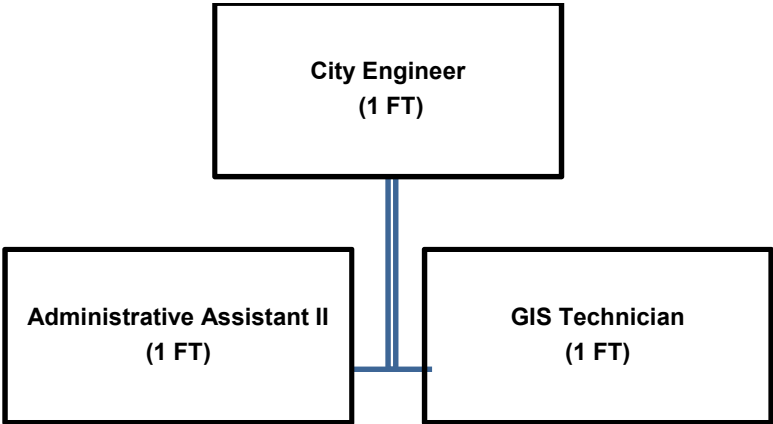
General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	87,708	48,296	42,799	55,867	31%
Fringe Benefits	54,405	52,675	48,260	55,234	14%
Travel and Transportation	1,459	769	1,149	1,225	7%
Professional Services	3,192	2,085	1,639	1,710	4%
Communications	2,654	2,713	3,250	3,800	17%
Contractual Services	30,250	12,619	178,731	-	-100%
Materials & Supplies	2,168	1,167	1,497	1,800	20%
Capital	-	-	9,405	-	-100%
Utilities					
Other	552	519	776	850	10%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>182,388</b>	<b>120,844</b>	<b>287,505</b>	<b>120,486</b>	<b>-58%</b>

CDBG (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Capital	385,730	704,378	757,008	500,000	-34%
<b>Total</b>	<b>385,730</b>	<b>704,378</b>	<b>757,008</b>	<b>500,000</b>	<b>-34%</b>
<b>TOTAL</b>	<b>568,118</b>	<b>825,222</b>	<b>1,044,514</b>	<b>620,486</b>	<b>-41%</b>

**Budget Trends**

The City 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 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**

<b>Engineering</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Full Time Employees</b>					
City Engineer	1	1	1	1	1
GIS Technician	1	1	1	1	1
Administrative Assistant II	1	1	1	1	1
<b>Total Full Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

# **Division of Water 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.

## **2019 Accomplishments**

- Lakewood Hospital Site – Working with the City’s Engineering Department, our personnel performed an extensive investigation to better identify an unknown 30” storm sewer entering the hospital site from the south. We assisted in bulkheading the sewer within the project demolition limits and then exposed the sewer just to the south of the site where we installed a dewatering system so any accumulated flows will be diverted into a nearby catch basin.
- City stewardship with respect to environmental concerns – The Sewer Department identified and repaired a leak in an existing sanitary sewer main that extends across the Rocky River. Also, the Water Department began a new city initiative where our crews replaced existing water service lead lines on private property with a new copper service line, this work is done in conjunction with our water main replacement projects.

## **2020& Beyond Strategic Plan**

- Plan to initiate a new data and asset management system where we will be better able to identify our needs (projects, man power, equipment, materials, etc...) and any deficiencies within the department. Also, continue to interact and work with the Building Department by switching over from the discontinued Web-QA system to their new Citizens-Serve database.
- As the regulatory world evolves in both water and wastewater, we will be diligent in our duties to meet whatever new standards are mandated by these federal, state, and local agencies.

## Division of Water & Wastewater Collection

### Division Budget

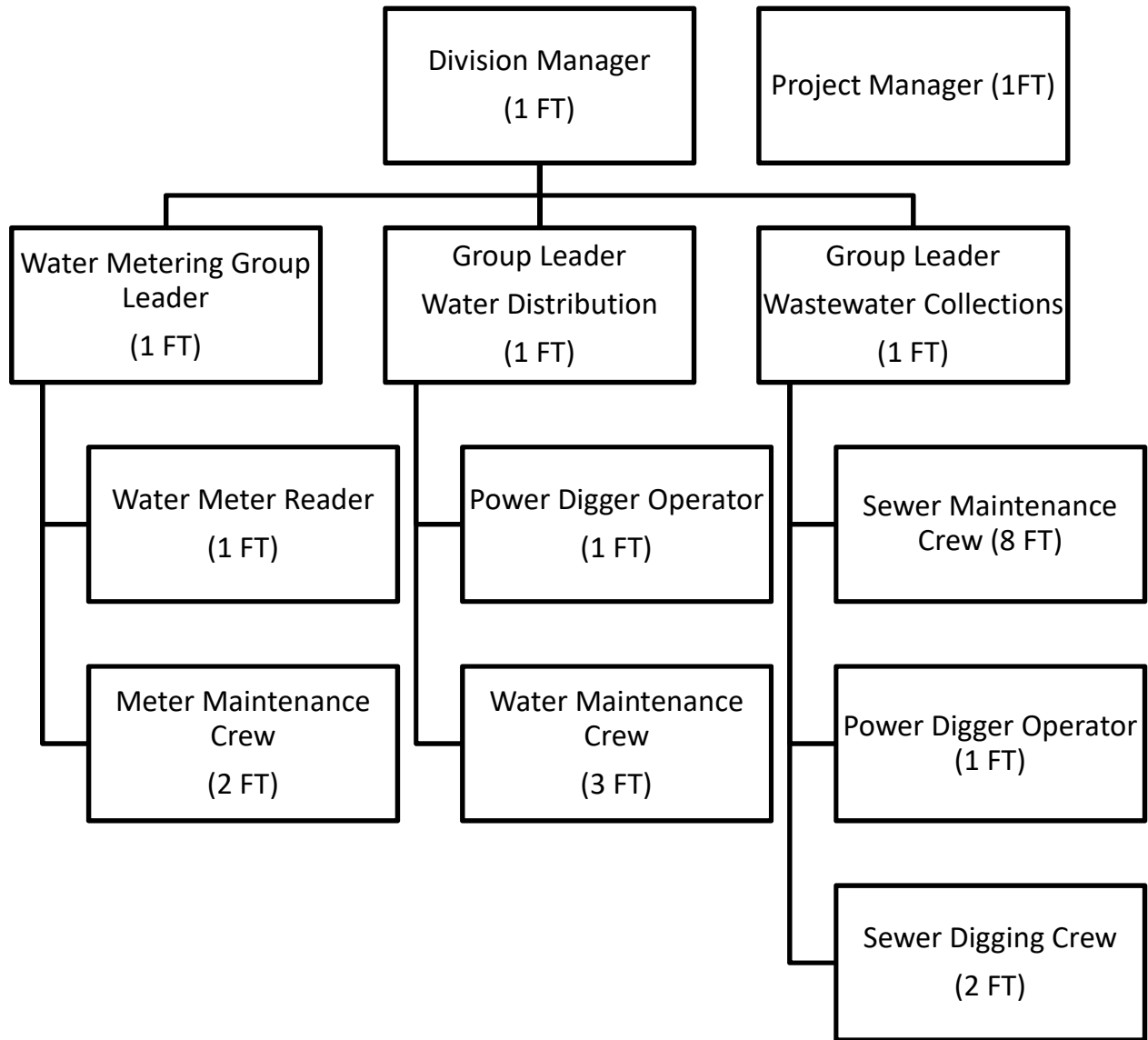
Water Fund (Fund 501)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Program</b>					
Water Distribution	10,950,427	8,404,689	15,780,284	8,654,224	-45%
Water Metering	454,287	534,709	522,963	570,114	9%
<b>Total</b>	<b>11,404,715</b>	<b>8,939,398</b>	<b>16,303,247</b>	<b>9,224,338</b>	<b>-43%</b>

Water Fund (Fund 501)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	714,164	759,303	784,942	821,062	5%
Fringe Benefits	253,453	277,637	268,650	284,576	6%
Travel and Transportation	1,019	961	718	1,250	74%
Professional Services	140,732	240,023	474,547	106,350	-78%
Communications	6,917	7,886	8,450	10,200	21%
Contractual Services	127,772	80,510	51,595	54,100	5%
Materials & Supplies	290,023	310,267	326,531	337,800	3%
Capital	4,034,833	1,589,997	8,573,976	1,415,000	-83%
Utilities	42,485	44,170	46,642	49,000	5%
Purchased Water	5,754,191	5,466,742	5,638,453	6,000,000	6%
Other	39,125	161,903	128,743	145,000	13%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>11,404,715</b>	<b>8,939,398</b>	<b>16,303,247</b>	<b>9,224,338</b>	<b>-43%</b>

Wastewater Fund (Fund 510)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	852,506	821,182	854,412	904,173	6%
Fringe Benefits	317,042	333,240	322,821	350,999	9%
Travel and Transportation	997	245	37	500	1244%
Professional Services	353,138	104,865	725,489	313,100	-57%
Communications	1,892	1,993	2,053	2,500	22%
Contractual Services	944,985	1,167,934	1,388,767	1,028,500	-26%
Materials & Supplies	86,365	109,890	148,509	156,050	5%
Capital	1,093,126	2,877,066	354,839	2,080,000	486%
Utilities	8,109	9,000	8,380	8,700	4%
Other	568,459	596,843	556,595	515,027	-7%
Debt Service	4,458,386	6,487,580	8,806,339	7,174,176	-19%
Transfer or Advance	3,200	2,400	-	-	
<b>Total</b>	<b>8,688,204</b>	<b>12,512,237</b>	<b>13,168,243</b>	<b>12,533,725</b>	<b>-5%</b>
<b>TOTAL</b>	<b>20,092,919</b>	<b>21,451,635</b>	<b>29,471,490</b>	<b>21,758,063</b>	<b>-26%</b>

# Division of Water & Wastewater Collection

## Organizational Chart



## Division of Water & Wastewater Collection

### Personnel Staffing

Water and Wastewater Collection	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Water Distribution Unit</b>					
<b>Full Time Employees</b>					
Group Leader	1	1	1	1	1
Power Digger Operator	1	1	1	1	1
Water Maintenance Crew	2	3	3	3	3
<b>Total Full Time Employees</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Water Metering Unit</b>					
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Water Meter Reader	1	1	1	1	1
Meter Maintenance Crew	2	2	2	2	2
<b>Total Full Time Employees</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Wastewater Collection Unit</b>					
<b>Full Time Employees</b>					
Project Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Sewer Digging Crew	2	2	2	2	2
Sewer Maintenance Crew	8	8	8	8	8
Power Digger Operator	0	1	1	1	1
<b>Total Full Time Employees</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>13</b>

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

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### **Division of Wastewater Treatment**

#### **Description**

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

- Process operation & facility esthetics – Operate and adjust process equipment to insure optimal treatment and regulatory compliance. Maintain the esthetics of the facility processes, buildings and grounds.
- Maintenance - Perform proactive and reactive maintenance on process equipment/instrumentation, building maintenance, and installation of new and updated process equipment and instrumentation.
- Bio-solids treatment & disposal - Dewater 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.

#### **2019 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.
- Worked with Engineering and Kokosing/AECOM on implementation of the Digester Design Build project. This included keeping the existing digestion system operational during the construction of the new system.
- Worked with Engineering and CT Consultants on finalizing the design portion of the High Rate Treatment (HRT) project.
- Working with Kokosing during the construction phase of the High Rate Treatment (HRT) project.

#### **2020 & Beyond Strategic Plan**

- Ensure the use of energy efficient equipment and operational procedures along with maintaining a comprehensive preventative maintenance program to efficiently use energy while maintaining treatment efficiency.

## Division of Wastewater Treatment

- Coordination with the City's Engineering division along with consultants in evaluating treatment processes to ensure that they are capable of meeting current and future EPA discharge requirements.
- Continued process automation along with installation of an updated SCADA system so that present day staffing levels can keep up with the increasing operational demands.

### Division Budget

Wastewater Treatment Fund (Fund 511)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	1,258,432	1,397,966	1,402,492	1,547,786	10%
Fringe Benefits	520,351	580,524	567,639	603,964	6%
Travel and Transportation	1,183	1,084	1,827	1,800	-1%
Professional Services	456,516	887,623	155,003	146,650	-5%
Communications	2,477	2,015	4,108	4,550	11%
Contractual Services	117,319	141,048	254,401	281,000	10%
Materials & Supplies	278,861	251,987	268,785	293,025	9%
Capital	1,806,227	1,553,299	19,459,339	9,262,000	-52%
Utilities	277,588	243,977	234,663	235,000	0%
Other	365,019	430,455	657,292	599,386	-9%
Debt Service	2,632,134	5,661,798	850,414	531,480	-38%
Transfer or Advance	75,000	56,250	-	-	
<b>Total</b>	<b>7,791,107</b>	<b>11,208,026</b>	<b>23,855,963</b>	<b>13,506,641</b>	<b>-43%</b>

Wastewater Improvement Fund (Fund 512)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Transfer or Advance	1,800,000	1,800,000	2,000,000	2,000,000	0%
<b>Total</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>2,000,000</b>	<b>2,000,000</b>	<b>0%</b>
<b>TOTAL</b>	<b>9,591,107</b>	<b>13,008,026</b>	<b>25,855,963</b>	<b>15,506,641</b>	<b>-40%</b>

### Budget Trends

Trends in wastewater treatment are usually defined by regulatory changes. The City's National Pollutant Discharge Elimination System (NPDES) permit expired August 31, 2019. The Ohio EPA has yet to issue a new permit. When issued the new permit will be for a five (5) year period and any regulatory changes will not be known until then. It is known that the changes will mostly impact wastewater collections because of the City's Combined Sewer Overflows. Changes to the collection system typically result in more influent flow to the WWTP. In addition regulations governing Sewage Sludge Disposal and Phosphorus Discharge Limits also have the greatest impact on wastewater treatment operations.

- Combined Sewer Overflow – The requirement for the WWTP to modify and expand processes to accept and treat increased quantities of flow during wet weather poses one of the biggest expenses, both capital and operational to the WWTP. During wet weather

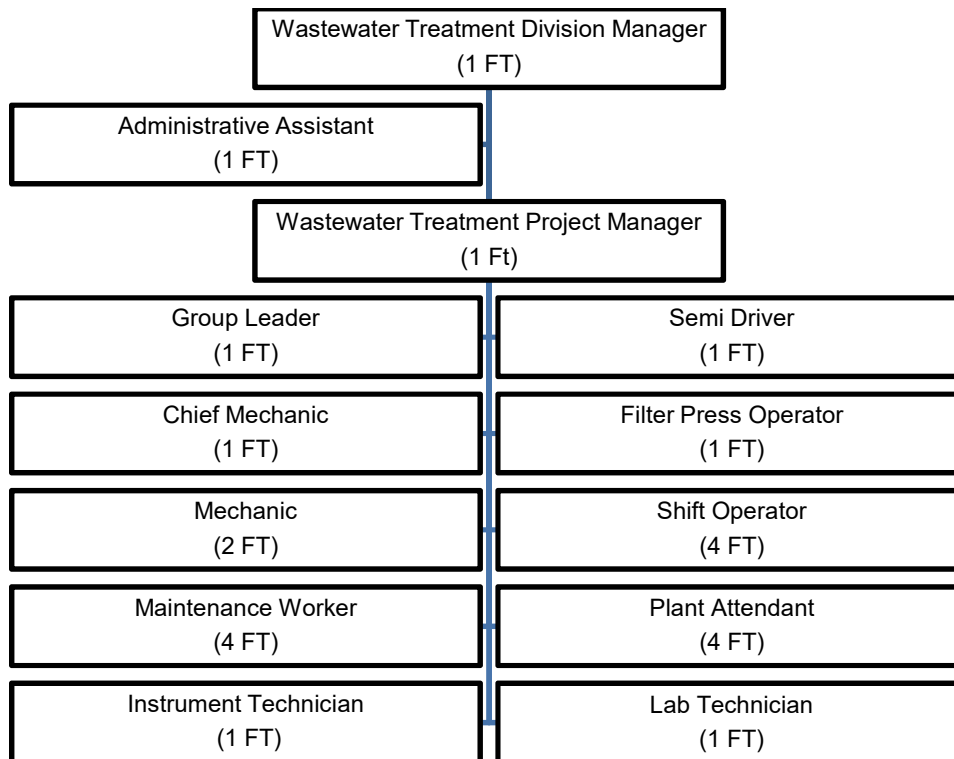
## Division of Wastewater Treatment

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the influent flow that the WWTP treats is more than 90% rain water that enters the collection system.

- Sewage Sludge Disposal – The ability to treat and dispose of sewage sludge (bio-solids) year round, by means of an approved Ohio EPA method (land application, land fill or transfer to another permit holder). Disposal by land application is currently the most cost effective method but has restrictions as to the time of year that it can be utilized. From December 15<sup>th</sup> – March 14<sup>th</sup> a disposal method other than land application must be utilized.
- Phosphorus Discharge Limits – Algae blooms on Lake Erie have prompted the EPA to reduce the quantity of phosphorus being discharged into Lake Erie. Reductions in discharged phosphorus quantities require modifications to existing processes and additional chemical usage both of which increase process cost.

### Organizational Chart



**Personnel Staffing**

<b>Wastewater Treatment Plant</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Full Time Employees</b>					
Public Works Division Manager	1	1	1	1	1
Public Works Project Manager	1	1	1	1	1
Group Leader	1	1	1	1	1
Filter Press Operator	1	1	1	1	1
Chief Mechanic	0	1	1	1	1
Semi-Truck Driver	1	1	1	1	1
Instrument Technician	1	1	1	1	1
Lab Technician	1	1	1	1	1
Maintenance Worker	3	4	4	3	4
Mechanic	2	2	2	2	2
Plant Attendant	4	4	4	4	4
Administrative Assistant	1	1	1	1	1
Shift Operator	4	4	4	4	4
<b>Total Full Time Employees</b>	<b>21</b>	<b>23</b>	<b>23</b>	<b>22</b>	<b>23</b>

## Winterhurst Ice Rink

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### Winterhurst Ice Rink

#### Description

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.

#### Division Budget

Winterhurst Ice Rink Fund (Fund 530)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries					
Fringe Benefits					
Travel and Transportation					
Professional Services					
Communications					
Contractual Services	-	3,089	6,000	100,000	1567%
Materials & Supplies	-	-	-	10,000	
Capital					
Utilities	264,053	275,084	284,082	295,000	4%
Other	59,028	58,868	57,364	59,000	3%
Debt Service	-	-	-	-	
Transfer or Advance	380,000	410,000	43,000	40,000	-7%
<b>Total</b>	<b>703,081</b>	<b>747,042</b>	<b>390,447</b>	<b>504,000</b>	<b>29%</b>



## Budget Overview of Human Services

Total Expenditures by Division All Funds	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Human Services Admin	198,478	212,065	312,987	324,638	4%
Division of Early Childhood	77,617	80,408	80,191	86,182	7%
Division of Youth	695,543	756,278	830,733	1,037,814	25%
Division of Aging	988,379	981,867	939,610	1,022,544	9%
<b>Total Expenditures</b>	<b>1,960,017</b>	<b>2,030,618</b>	<b>2,163,521</b>	<b>2,471,178</b>	<b>14%</b>

Total Expenditures by Category All Funds	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
Salaries	1,200,758	1,243,303	1,315,622	1,481,887	13%
Fringe Benefits	458,239	478,961	466,563	525,560	13%
Travel and Transportation	12,110	9,034	12,523	15,145	21%
Professional Services	21,622	16,662	24,649	24,575	0%
Communications	29,850	19,863	15,564	15,940	2%
Contractual Services	50,169	84,374	100,289	100,300	0%
Materials & Supplies	52,511	41,693	51,321	55,471	8%
Capital	5,744	-	1,963	-	-100%
Utilities	35,124	35,200	34,409	36,050	5%
Other	8,890	8,227	14,617	16,250	11%
Debt Service	-	-	-	-	
Transfer or Advance	85,000	93,300	126,000	200,000	59%
<b>Total</b>	<b>1,960,017</b>	<b>2,030,618</b>	<b>2,163,521</b>	<b>2,471,178</b>	<b>14%</b>

## **Budget Overview of Human Services**

<b>Total Expenditures by Category General Fund</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-20</b>
Salaries	295,293	311,733	405,846	464,563	14%
Fringe Benefits	167,842	183,162	199,391	225,851	13%
Travel and Transportation	160	63	179	200	12%
Professional Services	2,389	2,439	2,078	2,150	3%
Communications	2,863	3,321	3,764	3,870	3%
Contractual Services	-	-	289	300	
Materials & Supplies	3,822	1,925	1,777	1,925	8%
Capital	-	-	-	-	
Utilities	4,080	4,643	4,168	4,350	4%
Other	1,605	1,281	776	825	6%
Debt Service	-	-	-	-	
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>478,054</b>	<b>508,568</b>	<b>618,267</b>	<b>704,034</b>	<b>14%</b>

# **Division of Human Services Administration**

## **Description**

The City of Lakewood Department of Human Services was established in April of 1992. The Department was comprised of the Divisions of Aging, Health, Youth and Early Childhood. In May 2008, the City contracted with the Cuyahoga County Board of Health to provide essential public health services for Lakewood.

Generating revenue to supplement city funding is integral to the Department's ongoing provision of programs and services. 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 Outdoor Basketball Committee, Lakewood Urban Bird Fund, Lakewood Veteran's Committee, Kauffman Park Friends, My Best Friend's Bowl, among others by acting as the fiscal agent for their organization.

The primary role of the Department is to:

- **monitor** and understand human service trends/issues affecting Lakewood,
- **convene/connect** by bringing stakeholders together to create strategies that will build and strengthen collaborative relationships and improve efficiency and effectiveness of human service delivery,
- **advocate** for human service needs, and
- **provide** identified core services that support the well-being of Lakewood residents

## **2019 Accomplishments**

- The Department restructured to create a stronger administrative team with the addition of an Assistant Director of Human Services. This position provides oversight of all Divisions with special focus on Aging, social work supervision (which had previously been provided by a clinical case manager in the Aging budget) evaluation and implementation of system changes and new projects.
- The Community Based Services contract with Cuyahoga County Department of Children and Family Services was increased to \$474,469 for 2019-2020, which supports 100% of 1 FT Clinical Manager, 3 FT Licensed social workers, 1 PT licensed social worker and 2 PT Community Resource Specialists.
- Project SOAR achieved an 84.4% success rate of assisting individuals to enter treatment. 64 persons were seen and 54 initiated services. (Funding cycle is from May 2018 through April 2019.) Lakewood Cleveland Clinic Emergency Department overdoses dropped from 104 (2017) to 67 (2018). From January through July 2019, a total of 80 individuals were seen at the Emergency Department, Home Visit and Safe

## Division of Human Services Administration

Station and 67 initiated treatment services. Project SOAR has secured funding for an additional 2 years to continue to offer peer support and a quick response in our ED.

- In collaboration with City Administration, Cove church has been identified as the future location for the Department of Human Services and the Divisions of Aging, Early Childhood, and Youth. This process assured that the provision of current human services and future program development will be housed in Lakewood's Intergenerational Community Center.

### 2020 & Beyond Strategic Plan

- Assure the successful merger of the Divisions of Aging, Early Childhood and Youth into a single location at Cove church:
  - Begin community conversations to capture resident input for the Intergenerational Community Center program development.
  - Complete a review of all program areas and funding streams to evaluate outcomes and community impact.
  - Identify and create concrete partnerships for future delivery of nutrition services for participants.
- Create a diversified transportation delivery system based on results of 2019 Lyft services pilot project and opportunities that continue to arise with new and accessible technology.
- Compile a comprehensive inventory of human service needs and assets, collaborating with community partners to gather existing asset information and capture those areas/ populations not yet included. The last Human Services Summit took place in 2012 and it may be the time, as the Community Center evolves, to revisit that process for gathering partners and their relevant data and service information.

### Division Budget

General Fund (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	148,087	157,699	235,220	240,804	2%
Fringe Benefits	49,010	53,288	76,430	82,349	8%
Travel and Transportation	49	19	31	50	59%
Professional Services	340	515	500	550	10%
Communications	205	200	252	285	13%
Contractual Services	-	-	-	-	
Materials & Supplies	787	345	526	550	4%
Capital	-	-	-	-	
Utilities					
Other	-	-	28	50	79%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>198,478</b>	<b>212,065</b>	<b>312,987</b>	<b>324,638</b>	<b>4%</b>

## ***Division of Human Services Administration***

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### **Personnel Staffing**

<b>Division of Human Services Administration</b>	<b>As of Nov. 15, 2017</b>	<b>As of Nov. 15, 2018</b>	<b>Budgeted 2019</b>	<b>As of Nov. 15, 2019</b>	<b>Proposed 2020</b>
<b>Full Time Employees</b>					
Director of Human Services	1	1	1	1	1
Assist. Director of Human Services	0	0	0	1	1
Administrative Assistant II	1	1	1	1	1
<b>Total Full-Time Employees</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>



### **Division of Aging**

#### **Description**

The Division of Aging (LDOA) 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

#### **2019 Accomplishments**

- LDOA purchased and implemented the MySeniorCenter program that provides an easy to use, secure, cloud-based, customizable solution that allows our seniors to easily access programming at the LDOA. Through a client facing kiosk, seniors are able to sign-in at events, view a full calendar of activities, select their meal preferences for the congregate meal program, and record their volunteer hours. LDOA staff can utilize the system to generate flexible reports that have fewer errors, record client information and services provided, and manage all services offered. Since implementation, this information has been used to make key changes in our transportation and congregate meal program by virtue of being able to more easily identify areas of inefficiency and waste and make needed improvements for our participants.
- In support of requests from seniors and the Commission on Aging, LDOA sought funding from Sisters of Charity Foundation's Good Samaritan Grant and were awarded \$5,000 to provide seniors with a nutritious breakfast three times per week.
- LDOA evaluated transportation, congregate and home delivered meals, and activities to ensure services provide the highest level of service to participants. Changes include: one morning pickup for transportation to either Lawther Center or Fedor Manor to improve efficiency and reduce fuel costs and vehicle wear and tear; implementation of electronic sign in and pre-registration for meals and events via MySeniorCenter leading to improved ease of use for participants and a robust and easily manageable system for

staff; complete overhaul of Home Delivered Meal volunteer delivery routing and meal order management via MySeniorCenter that is planned for implementation prior to end of 2019; and a move toward providing more frequent high quality activities driven by the interests of all of Lakewood's senior population both on-site and off.

- LDOA has begun the process of submitting a proposal for the community-wide arts initiative Spectacular Vernacular by submitting to receive up to \$5,000 to create a community art project with local artist Roni Callahan which will include workshops that seniors and community members will be able to participate in. This commitment to the expansion of our arts programs is in direct response to their substantial positive impact on the health and wellbeing of seniors when considering the 8 dimensions of wellness.

### **2020 & Beyond Strategic Plan**

- Finalize complete transition to data collection and retention utilizing secure, cloud-based MySeniorCenter program.
- Expansion of capacity for intergenerational programming through strategic partnerships with H2O, Youth and Division of Early Childhood as well as other local entities in preparation for single site unification at Cove church.
- Evaluation of congregate meal program and research into program alternatives that offer new and innovative methods of providing balanced nutritious meals in preparation for relocation to the Intergenerational Community Center.
- Continual evaluation of local and non-emergency medical transportation while maintaining services to meet the complex needs of our riders providing the highest level of customer service.
- Evaluation of staffing necessary for LDOA (expanded hours, programs) to implement changes identified through resident/participant feedback.

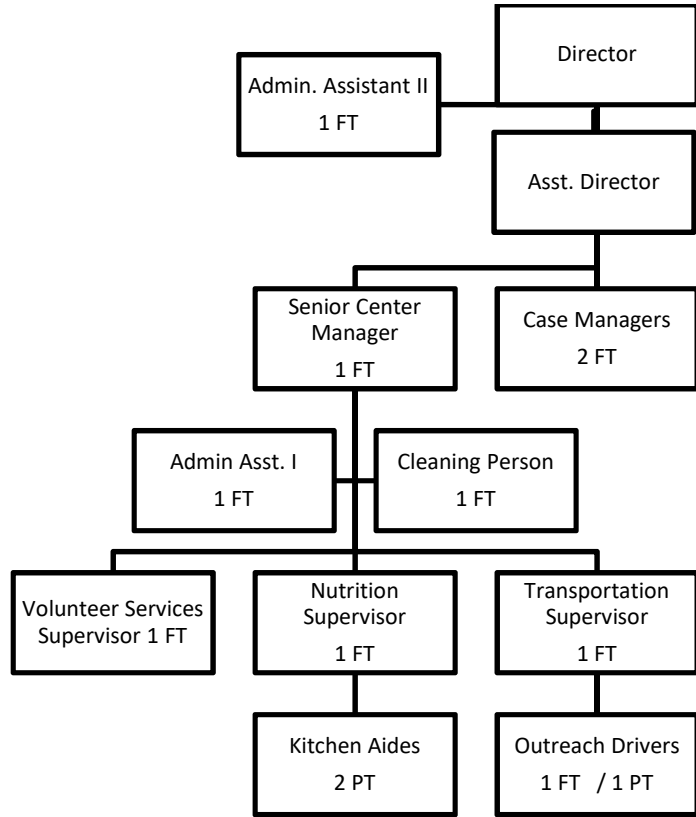
## Division of Aging

### Division Budget

Aging Fund Budget (Fund 250)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	567,963	552,448	525,310	568,899	8%
Fringe Benefits	237,528	236,481	206,131	228,964	11%
Travel and Transportation	2,586	2,076	2,637	2,820	7%
Professional Services	1,929	1,941	1,644	1,675	2%
Communications	22,670	12,689	6,586	6,700	2%
Contractual Services	49,914	84,374	100,000	100,000	0%
Materials & Supplies	31,292	29,519	34,883	35,625	2%
Capital	2,656	-	1,963	-	-100%
Utilities	29,188	30,319	29,945	30,200	1%
Other	3,022	2,583	3,315	3,425	3%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>948,749</b>	<b>952,430</b>	<b>912,414</b>	<b>978,308</b>	<b>7%</b>

CDBG (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	34,299	25,483	23,544	38,150	62%
Fringe Benefits	5,332	3,954	3,652	6,086	67%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>39,630</b>	<b>29,437</b>	<b>27,196</b>	<b>44,236</b>	<b>63%</b>
<b>TOTAL EXPENDITURES</b>	<b>988,379</b>	<b>981,867</b>	<b>939,610</b>	<b>1,022,544</b>	<b>9%</b>

Organizational Chart



Personnel Staffing

Division of Aging	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Full Time Employees</b>					
Administrative Assistant I	1	1	1	1	1
Clinical Manager	1	1	0	0	0
Human Services Case Manager	2	2	2	2	2
Nutrition Supervisor	1	1	1	1	1
Outreach Driver	1	1	1	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
<b>Total Full-Time Employees</b>	<b>10</b>	<b>10</b>	<b>9</b>	<b>9</b>	<b>9</b>
<b>Part Time Employees</b>					
Outreach Driver	1	1	1	1	1
Kitchen Aide	2	2	2	2	2
<b>Total Part Time Employees</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>

### **Division of Youth**

#### **Description**

Drawing on evidence-based models, the Division of Youth delivers a continuum of care 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;
- Help to Others (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, staff builds 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.

#### **2019 Accomplishments**

- H<sub>2</sub>O applied for and was awarded a grant in the amount of \$35,000.00 for youth leadership development. These funds are specifically for the formation of a group of youth researchers to meet with and interview experts on a variety of safety topics. They will work together to create HOME ALONE presentations for younger peers and their parents/caregiver, designed to increase knowledge and build confidence in the younger students in a fun, engaging way. The H<sub>2</sub>O HOME ALONE program also received a \$1,342.00 seed grant from the Lakewood/Rocky River Rotary Foundation.
- Community Based Services completed the first year of updated deliverables meeting benchmarks established for family engagement, safe and stable housing and satisfaction. The addition of iPads significantly improved efficiency of record keeping.
- After working with school leadership Juvenile Diversion has begun meeting students at their home school for regular follow up while the student is on probation through the Diversion program. Year to date, 57 juveniles have completed 768 hours of community service, 0 have returned to Juvenile Court for failing to complete sanctions, 100% of juveniles that needed help improved grades and 100% of juveniles that were referred for an Alcohol and Drug assessment completed and followed through with sanctions.

**2020 & Beyond Strategic Plan**

- Cuyahoga County has informed DOHS that the current Community Based Services Contract (previously Family to Family) will be opened for amendment in November to fund services through March 2021.
- Expansion of capacity for intergenerational programming through strategic partnerships with the Divisions of Aging and Early Childhood as well as other local entities in preparation for single site unification at Cove church.

**Division Budget**

<b>General Fund (Fund 101)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-20</b>
<b>Expenditures by Category</b>					
Salaries	107,707	111,718	126,229	178,193	41%
Fringe Benefits	99,203	108,443	102,407	121,164	18%
Travel and Transportation	98	24	147	150	2%
Professional Services	1,999	1,875	1,578	1,600	1%
Communications	2,542	2,391	2,678	2,725	2%
Contractual Services	-	-	289	300	4%
Materials & Supplies	2,426	1,185	1,208	1,325	10%
Capital	-	-	-	-	
Utilities	4,080	4,643	4,168	4,350	4%
Other	1,281	1,281	720	725	1%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>219,337</b>	<b>231,560</b>	<b>239,425</b>	<b>310,532</b>	<b>30%</b>

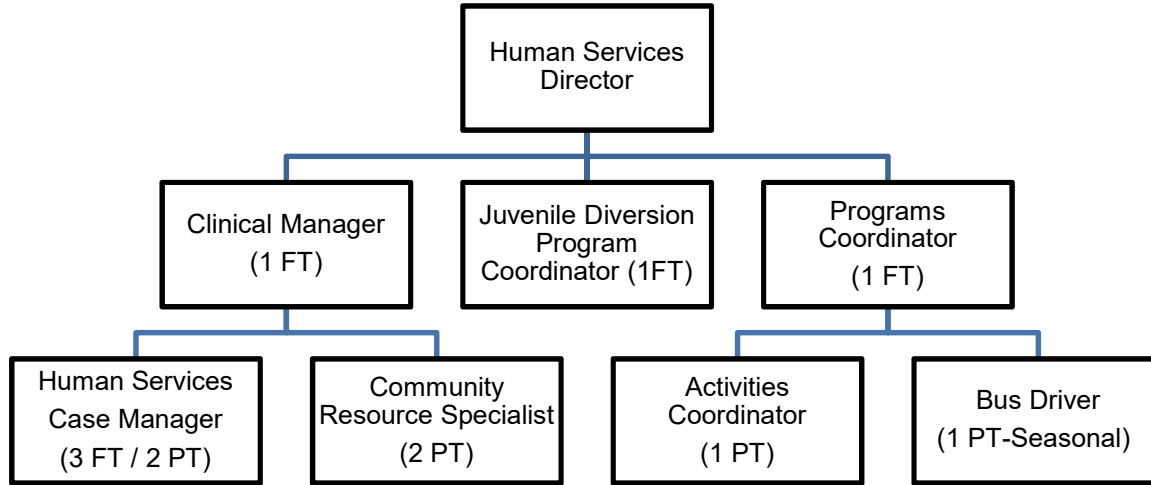
<b>Help to Others Fund (Fund 277)</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Projected</b>	<b>2020 Proposed</b>	<b>Percent Change 2019-20</b>
<b>Expenditures by Category</b>					
Salaries	30,003	31,193	28,777	32,000	11%
Fringe Benefits	4,636	4,819	4,944	4,944	0%
Travel and Transportation	7	43	-	50	
Professional Services	65	-	-	-	
Communications	135	52	100	100	0%
Contractual Services					
Materials & Supplies	2,219	2,273	1,648	2,375	44%
Capital	-	-	-	-	
Utilities					
Other	-	-	-	-	
Debt Service					
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>37,065</b>	<b>38,381</b>	<b>35,468</b>	<b>39,469</b>	<b>11%</b>

## Division of Youth

Juvenile Diversion Program Fund Budget (Fund 279)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	17,265	17,403	15,411	19,000	23%
Fringe Benefits	2,676	2,731	2,403	2,936	22%
Travel and Transportation	-	-	-	-	
Professional Services					
Communications					
Contractual Services					
Materials & Supplies	-	-	-	-	
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance	-	-	-	-	
<b>Total</b>	<b>19,941</b>	<b>20,134</b>	<b>17,815</b>	<b>21,936</b>	<b>23%</b>

Family to Family Program Fund Budget (Fund 281)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	240,874	291,636	304,304	344,275	13%
Fringe Benefits	37,909	45,755	48,137	54,461	13%
Travel and Transportation	9,357	6,852	9,707	12,075	24%
Professional Services	17,238	12,282	20,927	20,750	-1%
Communications	4,182	3,801	5,115	5,270	3%
Contractual Services	255	-	-	-	
Materials & Supplies	15,179	7,976	13,014	15,546	19%
Capital	3,088	-	-	-	
Utilities	1,856	238	295	1,500	408%
Other	4,263	4,363	10,526	12,000	14%
Debt Service					
Transfer or Advance	85,000	93,300	126,000	200,000	59%
<b>Total</b>	<b>419,201</b>	<b>466,203</b>	<b>538,025</b>	<b>665,877</b>	<b>24%</b>
<b>TOTAL EXPENDITURES</b>	<b>695,543</b>	<b>756,278</b>	<b>830,733</b>	<b>1,037,814</b>	<b>25%</b>

Organizational Chart



Personnel Staffing

Division of Youth	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Full Time Employees</b>					
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
<b>Total Full-Time Employees</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Part Time Employees</b>					
Bus Driver	0	1	1	1	1
Activities Coordinator	1	1	1	1	1
HS Case Manager	0	0	2	2	2
Community Resource Specialist	1	1	2	2	2
<b>Total Part Time Employees</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>6</b>	<b>6</b>

### **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 was relocated to the lower level of Lakewood United Methodist Church and the Division of Early Childhood administrative office was relocated to Fedor Manor due to closure of St. James Church.

Programs administered by the Division of Early Childhood include:

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

#### **2019 Accomplishments**

- Due to lack of air conditioning and major repair construction at Lakewood United Methodist Church, the Lakewood Family Room relocated programs to Cove and Kaufman parks for the summer and early fall. With the use of social media outreach to families, participation averaged 50 parents/caregivers and children, several days reaching 70-80 family members, far surpassing previous summer's attendees.
- Staff researched Lead education and remediation programs, attended City of Cleveland LEAD forum, worked with Council and the Mayor's office to identify information and referral sources for the City's website and distribution material. This information was distributed through the Mayor's office and community partners in the form of a "door hanger" used for targeted neighborhood outreach; the City of Lakewood newsletter distributed to residents; and delivered to local community agencies, organizations, and all Lakewood Early Care and Education programs.
- Initiated a collaboration with Connecting for Kids and the H2O program to assemble and distribute 700 sensory kits to all children enrolled in Lakewood preschool/child care centers and programs supporting early care and education. The kits included a fidget toy and information for parents about characteristics of sensory processing disorders.

Parents also had the opportunity to schedule a free consultation with an occupational therapist.

**2020 & Beyond Strategic Plan**

- The Lakewood Family Room has been limited by space since it relocated from St James convent to Lakewood United Methodist Church. This year will be a time of planning and solidifying partnerships in preparation to provide services in a new location that will allow more flexible and creative scheduling of universal supportive services for families raising or caring for young children.
- Create a sustainable plan to assure all parents/caregivers living in Lakewood are educated about the impact lead may have on their children and resources to remedy the situation.
- Expansion of capacity for intergenerational programming through strategic partnerships with H20, Youth and Division of Aging as well as other local entities in preparation for single site unification at Cove church.

**Division Budget**

General Fund Budget (Fund 101)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	39,499	42,316	44,397	45,566	3%
Fringe Benefits	19,628	21,431	20,554	22,338	9%
Travel and Transportation	13	20	-	-	
Professional Services	50	50	-	-	
Communications	116	731	833	860	3%
Contractual Services	-	-	-	-	
Materials & Supplies	608	395	43	50	16%
Capital	-	-	-	-	
Utilities					
Other	324	-	28	50	79%
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>60,239</b>	<b>64,942</b>	<b>65,855</b>	<b>68,864</b>	<b>5%</b>

## Division of Early Childhood

Community Development Block Grant Fund (Fund 240)	2017 Actual	2018 Actual	2019 Projected	2020 Proposed	Percent Change 2019-20
<b>Expenditures by Category</b>					
Salaries	15,061	13,407	12,431	15,000	21%
Fringe Benefits	2,317	2,058	1,905	2,318	22%
Travel and Transportation					
Professional Services					
Communications					
Contractual Services					
Materials & Supplies					
Capital					
Utilities					
Other					
Debt Service					
Transfer or Advance					
<b>Total</b>	<b>17,378</b>	<b>15,465</b>	<b>14,336</b>	<b>17,318</b>	<b>21%</b>
<b>TOTAL EXPENDITURES</b>	<b>77,617</b>	<b>80,408</b>	<b>80,191</b>	<b>86,182</b>	<b>7%</b>

## Personnel Staffing

	As of Nov. 15, 2017	As of Nov. 15, 2018	Budgeted 2019	As of Nov. 15, 2019	Proposed 2020
<b>Full Time Employees</b>					
Programs Manager	1	1	1	1	1
<b>Total Full-Time Employees</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>



## Five-Year Capital Improvement Plan

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Category	2020	2021	2022	2023	2024
<b>ALL PROJECT TOTAL</b>	<b>\$19,670,142</b>	<b>\$18,556,021</b>	<b>\$13,833,022</b>	<b>\$9,056,023</b>	<b>\$5,786,024</b>
<b>Building &amp; Public Facility Improvements</b>	<b>\$2,270,000</b>	<b>\$5,795,000</b>	<b>\$2,250,000</b>	<b>\$250,000</b>	<b>\$0</b>
<b>Park and Pool Improvements</b>	<b>\$1,785,000</b>	<b>\$390,000</b>	<b>\$175,000</b>	<b>\$150,000</b>	<b>\$150,000</b>
<b>Sidewalks, Streets &amp; Traffic Signs and Signals</b>	<b>\$3,115,000</b>	<b>\$4,625,000</b>	<b>\$4,150,000</b>	<b>\$2,150,000</b>	<b>\$1,950,000</b>
<b>Vehicles, Equipment &amp; Computer Systems</b>	<b>\$2,793,020</b>	<b>\$3,711,021</b>	<b>\$2,448,022</b>	<b>\$3,096,023</b>	<b>\$2,151,024</b>
<b>Water, Sewer &amp; Wastewater Treatment Plant Improvements</b>	<b>\$9,707,122</b>	<b>\$4,035,000</b>	<b>\$4,810,000</b>	<b>\$3,410,000</b>	<b>\$1,535,000</b>

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
<b>Totals =</b>		\$ 19,668,122	\$ 18,554,000	\$ 13,831,000	\$ 9,054,000	\$ 5,784,000	
<b>Building &amp; Public Facility Improvements</b>		\$ 2,270,000	\$ 5,795,000	\$ 2,250,000	\$ 250,000	\$ -	
PW Admin	Winterhurst parking lot	\$ 25,000					
Fire	Fire Station #2 Addition	\$ 60,000	\$ 600,000				This project is in the planning and development stage. We have not put it out for quotes. Once the architect (in house) completes the specifications, we will put it out for quotes. This estimate assumes the purchase price for the parcel to have been completed in 2019. If we cannot complete the purchase of the parcel in 2019, the estimate would need to be increased by \$130,00.00
PW Admin	Winterhurst painting	\$ 75,000					
PW Admin	Vista Bridge demo	\$ 200,000					Remove unused and obsolete pedestrian bridge. Will bid in 2020, no design needed
PW Admin	City facility roof repairs/replacements	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000		City hall solar locations
Police	Jail Improvements	\$ 250,000					Make improvements to jail doors, booking window, and visitor room, to comply with jail standards as required by Ohio Department of Rehabilitation and Correction.
PW Admin	Fire alarm upgrades to MUG and WWTP	\$ 300,000					75% wwtp and 25% mug
P&D	Cove Community Center	\$ 500,000	\$ 4,000,000				
PW Admin	Refuse/Recycling facility assessments and repairs	\$ 610,000		\$ 2,000,000			2020 site planning and shore existing building, 2021 build new drop off, 2022 demo,
PW Admin	Replace single garage doors with one double door at FS1		\$ 45,000				PW Director has requested quotes in late 2019 and estimated the project to be completed in spring of 2020. Beno - Getting cost estimate currently from Regency
PW Admin	Police carport		\$ 300,000				
PW Admin	City hall boiler and air handler upgrades		\$ 600,000				Replacement of original steam boilers and air handlers

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Park and Pool Improvements</b>	<b>\$ 1,785,000</b>	<b>\$ 390,000</b>	<b>\$ 175,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	
Planning & Development	Wagar Park Design	\$ 10,000					BORROWED \$1M in Notes in 2019
Parks & Facilities	Prado Park	\$ 25,000					
Parks & Facilities	Foster Pool lift securement	\$ 40,000					Going to bid out securing the floor to be completed in 2021. this is a safety concern the longer we wait.
Parks & Facilities	Madison Park field light replacements	\$ 60,000					
Parks & Facilities	Kauffman Park Improvements	\$ 250,000	\$ 350,000				Design work in 2020and construction in 2022. CDBG for some construction in 2020'
PW Admin	Lakewood Park Skatehouse	\$ 300,000					Demo existing structure and replace with bathrooms and eletrical control room. BORROWED \$250K in Notes in 2019. Would like to demo in 2019. Demo would be under \$10k, probably need \$300k for the building next year.
Parks & Facilities	Wagar Park Improvements	\$ 1,100,000					BORROWED \$1M in notes in 2019. Awarded \$381,113 in ODNR Grant. \$900k for construction, \$100k for CM, \$50k CEI, \$50k contingency.
Parks & Facilities	Lakewood Park northwest fence		\$ 15,000				
Parks & Facilities	City Center Park		\$ 25,000				Council Priority
Parks & Facilities	Sloane park enhancements			\$ 25,000			
Parks & Facilities	Tennis court upgrades(Merl, Webb, Lakewood)			\$ 50,000	\$ 50,000	\$ 150,000	
Parks & Facilities	Merl/Bunts Park Improvements			\$ 100,000			
Parks & Facilities	Celeste park enhancements				\$ 25,000		
Parks & Facilities	Niagra Park Improvements				\$ 75,000		

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Sidewalks, Streets &amp; Traffic Signs and Signals</b>	\$ 3,115,000	\$ 4,625,000	\$ 4,150,000	\$ 2,150,000	\$ 1,950,000	
Parks & Facilities	Lakewood park parking enhancements	\$ 50,000					patch, sealcoat and restripe lot
Engineering	Replace balance of city traffic signals	\$ 100,000	\$ 600,000	\$ 600,000			investigate and design in 2020, begin replacements in 2021/2022
Engineering	Detroit/Sloane intersection	\$ 200,000	\$ 1,200,000				design in 2020 and build in 2021
Engineering	Lake Avenue striping	\$ 215,000					CT will have updated estimate next week
Engineering	CDBG Streets	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	Streets to be determined
Engineering	Sidewalk Program	\$ 650,000	\$ 650,000	\$ 400,000	\$ 200,000		
Engineering	Streets Improvement Program	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	Streets to be determined
Engineering	City parking lot paving		\$ 100,000	\$ 50,000	\$ 50,000	\$ 50,000	Make paving and other general improvements to city parking lots
Engineering	Hilliard (Madison to Riverside)		\$ 175,000	\$ 1,200,000			design in 2021 and build in 2022

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Vehicles, Equipment &amp; Computer Systems</b>	\$ 2,791,000	\$ 3,709,000	\$ 2,446,000	\$ 3,094,000	\$ 2,149,000	
	<b>Fire</b>	\$ 260,000	\$ 337,000	\$ 200,000	\$ 940,000	\$ 95,000	
Fire	Fire - Medical Squad	\$ 260,000			\$ 270,000		Replacement medical squad Medic 3 in 2020 Medic 1 in 2023. Estimated delivery time for a squad is 10 months
Fire	Community paramedic		\$ 42,000				Replace Chief's car then rotate remaining vehicles. Community paramedic will get oldest Fire vehicle.
Fire	Replacement Car 5		\$ 45,000				Replace 2000 Ford Explorer used by fire inspector
Fire	Replace Rescue 1		\$ 250,000				Replace 1997 vehicle
Fire	Rescue Boat			\$ 200,000			Replace 2012? Model
Fire	Car 3				\$ 45,000		Replace 2012 vehicle
Fire	Engine 4				\$ 625,000		Replace 2005 model
Fire	Car 5					\$ 45,000	Replace 2015 model
Fire	Car 4					\$ 50,000	Replace 2012 model
	<b>Fleet</b>	\$ 120,000	\$ 127,000	\$ 60,000	\$ -	\$ 50,000	
Fleet	Diesel Exhaust Fluid dispensers & Installation	\$ 120,000					Would like to install DEF dispensers at each diesel pump. All 2016 and newer diesel engines require using DEF. Currently we buy 55 gal. drums that are scattered across the city. Dispensers would provide more control and the ability to track usage.
Fleet	Hydraulic Hose Crimp machine		\$ 12,000				Current machine only has the ability up to 3/4 inch hose. We need the ability up to 1-1/2 inch.
Fleet	New 10 pass transit van Pool vehicle		\$ 30,000				Replace OOA unit 707 and community service van 709 with one new 10 pass. minivan to be shared with Youth, Aging, and Public Works.
Fleet	Grip Idle Reduction Technology		\$ 35,000				Idle reduction technology to install on approx. 10 vehicles.
Fleet	2-Pool cars		\$ 50,000				Replace old police school cars (units 241,242,243) with 2 new pool vehicles. Could be hybrid or electric. To be shared will all City departments.
Fleet	Fleet Vehicle # 1105 Welders Truck			\$ 60,000			Replace 2003 Vehicle
Fleet	Fleet Vehicle # 1103 Service Van					\$ 50,000	Replace 2005 Vehicle
	<b>Emergency Generators</b>	\$ 120,000	\$ 100,000	\$ 120,000	\$ 60,000	\$ -	
Fleet	City Hall generator	\$ 120,000					Unit's reliability is becoming questionable. Replace City Hall generator with clean burning diesel unit. New unit will also get continuous monitoring Omnimetrix.
Fleet	MUG generator		\$ 35,000				Replace 1998 Model with a quiet unit.
Fleet	Fire Station 1		\$ 65,000				Replace 1993 Model
Fleet	Fire Station 3			\$ 60,000			Replace 2001 Model
Fleet	Public Works Generator			\$ 60,000			Replace 2000 model
Fleet	Annex Generator				\$ 60,000		Replace 2002 Model
	<b>Forestry</b>	\$ -	\$ 292,000	\$ -	\$ -	\$ -	
Forestry	Forestry Vehicle #190 Pickup Truck with plow		\$ 42,000				Replace 2001 vehilce
Forestry	Forestry large bucket truck #606		\$ 250,000				Replace 2003 Vehicle

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Information Technology</b>	\$ -	\$ 458,000	\$ 154,000	\$ 100,000	\$ 100,000	
Information Technology	Server Migration to Microsoft Azure Cloud		\$ 27,000	\$ 54,000			
Information Technology	Upgrade of Public Admin CentralSquare Server		\$ 50,000				
Police	Zetron Max Dispatch Upgrade		\$ 71,000				
Housing and Building	Scanning and Indexing of Housing and Building Records		\$ 110,000				
Information Technology	Office 365 Compliance Services		\$ 200,000				Server hardware upgrade - for financials, utilities, payroll, and human resources;
Information Technology	Citywide PC Replacement (2022 - 2024)			\$ 100,000	\$ 100,000	\$ 100,000	
	<b>Office of Aging</b>	\$ 57,000	\$ 59,000	\$ 61,000	\$ -	\$ -	
Aging	OOA Vehicle #714 Transport bus	\$ 57,000					Grant funded. Replace 2004 vehicle.
Aging	OOA Vehicle #715 Transport bus		\$ 59,000				Replace 2006 vehicle.
Aging	OOA Vehicle #702 Transport bus			\$ 61,000			Replace 2007 vehicle.
	<b>Parks</b>	\$ 2,020	\$ 249,021	\$ 67,022	\$ 64,023	\$ 44,024	
Parks	Parks #3120 Golf cart at Lakewood Park		\$ 15,000				Replace 2000 vehicle with Kubota
Parks	Mower & Equipment Upgrades		\$ 20,000	\$ 20,000	\$ 20,000		Replacing riding mowers each year with zero turn model.
Parks	Parks vehicle # 610 pickup truck		\$ 40,000				Replace 2006 vehicle. Replace with Ranger with plow?
Parks	Parks vehicle # 640 pickup truck with plow		\$ 40,000				Replace 2008 vehicle.
Parks	Parks vehicle # 630 pickup truck with plow & liftgate		\$ 42,000				Replace 2003 vehicle.
Parks	Parks #631 Dump truck		\$ 90,000				Replace 2004 vehicle, may not need dump truck, may replace with pickup instead
Parks	Parks #633 van			\$ 45,000			Replace 2007 vehicle
Parks	Parks vehicle # 603 pickup truck				\$ 42,000		Replace 2008 vehicle. Replace with Ranger with plow?
Parks	Parks vehicle # 623 painter van					\$ 42,000	Replace 2009 vehicle

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Police</b>	<b>\$ 337,000</b>	<b>\$ 437,000</b>	<b>\$ 437,000</b>	<b>\$ 437,000</b>	<b>\$ 437,000</b>	
Police	Police Vehicles 4-5 cars each year	\$ 337,000	\$ 337,000	\$ 337,000	\$ 337,000	\$ 337,000	Replace 4 to 5 each year.
Police	Citywide Surveillance Camera Program		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	Add 20 additional cameras along W. 117, Berea, and Lakewood Hts. Includes cost of the cameras, and software licenses, mounting equipment, network switches, splicing the fiber, extending fiber.
	<b>Refuse</b>	<b>\$ 935,000</b>	<b>\$ 702,000</b>	<b>\$ 615,000</b>	<b>\$ 935,000</b>	<b>\$ 615,000</b>	
Refuse	Rear load packer trucks	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	\$ 295,000	Refuse division went 6 years without replacing rear loaders and are now behind on the replacement schedule.
Refuse	Automated sideloader truck	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	\$ 320,000	Continue cycling out the first generation arm trucks.
Refuse	Dual Pack refuse truck	\$ 320,000			\$ 320,000		Need three trucks every third year to keep replacement cycle correct
Refuse	Pickup truck #400		\$ 37,000				Replace 2006 model.
Refuse	Refuse Stake body with liftgate		\$ 50,000				Replace 2004 model.
	<b>Streets</b>	<b>\$ 425,000</b>	<b>\$ 435,000</b>	<b>\$ 307,000</b>	<b>\$ 315,000</b>	<b>\$ 225,000</b>	
Streets/Police	Radar speed signs	\$ 25,000					
Streets	Streets Hot box	\$ 40,000					Replace 1999 model.
Streets	Street Vehicle #110 Pickup Truck	\$ 40,000					Replace 2003 vehicle
Streets	Streets skid steer	\$ 45,000					Replace 2008 model
Streets	Streets Vehicle # 172 Crewcab with plow	\$ 50,000					Replace 2001 vehicle. May not need crew cab. Extended cab may be sufficient.
Streets	Streets salt truck #107	\$ 225,000					Replace 2006 vehicle with Arborist truck.
Streets	Streets Air compressor		\$ 30,000				Replace 2006 model
Streets	Streets Vehicle #102 Pickup Truck w/Plow		\$ 40,000				Replace 2006 Vehicle. May not need 4X4 or plow.
Streets	Line striping equipment		\$ 50,000				Replace with new striping system, may want to make major equipment investment here
Streets	Streets vehicle # 140 1ton dump truck with plow		\$ 90,000				Replace 2004 Vehicle.
Streets	Streets Vehicle #104		\$ 225,000				Replace 2007 model
Streets	Streets Vehicle #100			\$ 40,000			Replace 2008 model
Streets	Streets Vehicle #170			\$ 42,000			Replace 2008 model
Streets	Streets Vehicle #105			\$ 225,000			Replace 2008 model
Streets	Streets Vehicle #129				\$ 90,000		Replace 2004 model
Streets	Streets Vehicle #122				\$ 225,000		Replace 2009 model
Streets	Streets Vehicle #119					\$ 225,000	Replace 2009 model

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Water &amp; Sewer</b>	<b>\$ 537,000</b>	<b>\$ 515,000</b>	<b>\$ 427,000</b>	<b>\$ 245,000</b>	<b>\$ 585,000</b>	
Water & Sewer	Sewer #5110 Air Compressor	\$ 25,000					Replace 1990 model
Water & Sewer	Water #302 pickup truck	\$ 40,000					Replace 2006 vehicle.
Water & Sewer	WWTP Vehicle #801 Pickup Truck w/ Plow	\$ 42,000					Replace 2006 vehicle
Water & Sewer	Sewer Vehicle #823 1-ton dump with plow	\$ 90,000					Replace 2003 vehicle
Water & Sewer	Hook lift leaf collector body	\$ 105,000					Will only need the body. Chassis was purchased in 2019.
Water & Sewer	WWTP Sludge trailer	\$ 110,000		\$ 110,000		\$ 110,000	Replace 1982 models
Water & Sewer	New manhole inspection camera van	\$ 125,000					Replace 2006 vehicle
Water & Sewer	Sewer #313 Air Compressor		\$ 25,000				
Water & Sewer	Sewer Vehicle #805 1-ton dump 4X4		\$ 90,000				Replace 2008 model
Water & Sewer	Sewers #818 Camera truck		\$ 400,000				Replace 2008 vehicle
Water & Sewer	WWTP forklift #5200			\$ 42,000			Replace 2002 model
Water & Sewer	Sewers #5716 Walk behind concrete saw			\$ 45,000			Replace 2007 model
Water & Sewer	Water Vehicle #316 1-ton dump 4X4			\$ 90,000			Replace 2008 model
Water & Sewer	Backhoe Replacement Equipment #136			\$ 140,000			Purchase for WWC, and rotate existing WWC backhoe to Streets/Refuse/Parks use.
Water & Sewer	Sewer #806 dump truck				\$ 95,000		Replace 2008 model
Water & Sewer	WWTP #821 Semi tractor				\$ 150,000		Replace 2007 model
Water & Sewer	Sewer #824 Dump truck					\$ 225,000	Replace 2008 model
Water & Sewer	Sewer #810 dump truck					\$ 250,000	Replace 2008 model

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
	<b>Water, Sewer &amp; Wastewater Treatment Plant Improvements</b>	<b>\$ 9,707,122</b>	<b>\$ 4,035,000</b>	<b>\$ 4,810,000</b>	<b>\$ 3,410,000</b>	<b>\$ 1,535,000</b>	
Engineering	Backup generator & utility upgrades at Lagoon's pump station	\$ 35,000					2019 Capital budget indicated a budgetary amount of \$75,000. CT Consultants was paid \$26,000 for professional services. Generator purchase once approved by BOC should be \$18,744. The remaining funds need to be carried over into the 2020 budget year in order to pay for any installation costs that will be incurred.
WWTP	Thickener Tank Feedwell (Deflector Ring) Assembly	\$ 34,122					Installation will be done in-house. Some additional expenses that cannot be determined until the time of installation may be experienced. Any remaining funds should be carried over to the 2020 budget. Installation will be completed in 2020.
Engineering	Final Clarifier Deflector Rings and Sweep Arm Cleaning/Re-coating	\$ 45,000					Funds need to be carried over to 2020. Project could not go forward in 2019 due to conflict with Digester project.
Engineering	2020 Watermain Replacement Design	\$ 12,500					Design in 2019 for construction in 2020, OPWC funding expected. Need updated cost for remainder of design and construction
Engineering	Summit Outfall Design	\$ 80,500					construct in 2020
Engineering	2019 Watermain Replacement Project	\$ 550,000					Lakewood Hts. Blvd (Riverside to terminus) & Lake Ave. (Belle to Webb) also includes green infrastructure and sewer separation work per the IWWIP). Cash / City BANS = \$2M, OPWC Grant = \$2M, OPWC Loan = \$4M. hold 10% in 2020 plus retainage
Engineering	High Rate Treatment Construction	\$ 1,800,000					

## Five-Year Capital Improvement Plan

Primary Dept.	Project Name	2020	2021	2022	2023	2024	Current Year Comments / Project Description
Engineering	Digester upgrades and co-generation addition <b>DESIGN/BUILD</b>	\$ 3,800,000					
Water	Customer portal for water reading info	\$ 50,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	
WWTP	Truck Scale Replacement	\$ 50,000					Truck scale decking is deteriorated causing it to bind up on the scale pit walls. Scale measuring components have reached the end of their useful life cycle especially since replacing the deck requires the removal of all measuring components.
Engineering	2021 Watermain Design	\$ 250,000					
Sewers	Belle sewer laterals	\$ 300,000					
WWTP	PLC and SCADA System Upgrade	\$ 450,000					Support of and replacement components are no longer readily available for existing equipment. Upgrade will convert existing Allen Bradley PLC5 Family equipment over to the newest available. SCADA system will be converted over to software developed specifically by and for Allen Bradley PLCs. This will allow for the integration of old PLC system with new ones being installed as part of the Digester and HRT projects along with the UltraViolet (UV) upgrade.
Engineering	2020 Watermain construction	\$ 950,000					\$750k water, \$200k CDBG
Engineering	Outfall Repairs Construction (Summit)	\$ 1,300,000					
Engineering	Outfall Repairs Design (Cliff Dr)		\$ 100,000				design in 2021
Parks & Facilities	HVAC controls replacement(city hall)		\$ 150,000				get off Johnson Controls system
Engineering	2022 Watermain Design		\$ 250,000				
WWTP	Early action sewer separations		\$ 500,000				No separations with 2020 watermains, will be some with 2021
Engineering	2021 Watermain Construction		\$ 3,000,000				
Engineering	Outfall Repairs Design (TBD)			\$ 25,000			
Engineering	2023 Watermain Design			\$ 250,000			
Engineering	Outfall Repairs Construction (Cliff Dr)			\$ 1,500,000			
Engineering	2022 Watermain Construction			\$ 3,000,000			
Engineering	Outfall Design				\$ 125,000		
Engineering	2024 Watermain Design				\$ 250,000		
Engineering	2023 Watermain Construction				\$ 3,000,000		
Engineering	Outfall Construction					\$ 1,500,000	

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

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## **Introduction**

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

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

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

These policies have been established pursuant to the City's home-rule authority to regulate its financial affairs. See, for example, Section 4.4 of the Third Amended Charter.

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, 2019.

## **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.

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

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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 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

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

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accrual basis of accounting arise in the recognition of revenue, the recording of deferred revenue, and in the presentation of expenses versus expenditures.

### **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**

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

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

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 The following document is to comply with Article 5, Section 5 of the City of Lakewood Third Amended Charter, on or before the second city council meeting in November in each year, the director of finance shall prepare an estimate of the expense of conducting the affairs of the city for the following fiscal year.

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

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This estimate shall be compiled from detailed information obtained from the various departments and shall set forth at a minimum:

- (a) an itemized estimate of the expense of operating each department;
- (b) comparisons of proposed current estimates with the corresponding items of expenditures for the last two completed fiscal years and with an estimate of expenditures necessary to complete the current fiscal year;
- (c) reasons for proposed increases or decreases in expenditures compared with the current fiscal year;
- (d) a schedule for each department listing required operations of the department for the next fiscal year and any additional activities desired to be undertaken;
- (e) compensation increases as either additional pay to current employees, or for additional employees;
- (f) an itemization of all anticipated revenue from taxes and other sources;
- (g) the amounts required to pay 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; and
- (i) any other information as may be required by council.

Upon receipt of the estimate, council shall begin the appropriations process. Council shall hold public hearings upon any proposed appropriation legislation before a committee or the entirety of council.

After the public hearings, council, taking the estimate into consideration, shall by temporary or permanent appropriation legislation provide for the funding of the city as provided by general law or except as general law may be limited by council.

### ***Temporary Appropriations***

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

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

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

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## ***Annual Appropriations***

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

## ***Revised Appropriations***

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

## **Budget Policies and Guidelines**

### ***Balanced Budgets***

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

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

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

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

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

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

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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 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 27<sup>th</sup> 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.

## **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.

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

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

### **Revenue Policies and Guidelines**

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

#### ***Tax Policy***

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

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

#### ***User Fees and Charges***

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

#### ***Delinquent Payments and Collections***

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

The delinquency threshold is \$50.00 and 30 days past due for all City of Lakewood receivables with the exception of Municipal Court. Delinquencies \$49 and under will be monitored by the Division of Finance, and will be written off as bad debt if not collected within 365 days upon first becoming delinquent.

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.

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

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

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

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

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

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

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

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

### **Debt Policies and Guidelines**

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

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

Ensuring the availability of funds for current debt service payments is the primary and most important basis when forecasting these funds. No additional debt can be issued if the projected revenues to do not exceed the current obligations. The City will not issue debt for any infrastructure project, equipment or system for a term that exceeds the useful life of that improvement.

An objective of issuing debt is to raise capital at the lowest interest and debt issuance costs, consistent with the need to borrow based on the capital needs of the City. This will be accomplished by keeping a high credit rating, which is currently a Moody's Investor Service assigned rating of Aa2. It will also be accomplished by maintaining a good reputation in the credit markets by adjusting the capital program for regular entry to the bond market and by managing the annual appropriations responsibly.

The following are guidelines for financing capital projects:

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

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- Infrastructure improvements, equipment purchases, studies/ engineering/ architectural reviews related to capital projects, and the City's portion of project match totaling less than \$100,000 may be allocated from the current year appropriations of the respective fund and division, and will be considered "pay-go" or pay-as-you-go funding.
- Equipment with an estimated value of over \$100,000 with a useful life of 10 years or less may be financed via a Request for Proposal process for a municipal capital lease. Debt service payments will be appropriated within the Debt Service Fund (301) or the appropriate Enterprise Fund.
- Infrastructure improvements, studies, studies/engineering/architectural reviews related to capital projects, and the City's portion of project match totaling more than \$100,000 may be financed first through short-term bond anticipation notes or other appropriate debt instruments. Notes may be renewed and remain outstanding until the project(s) are complete and the final costs are known or can be reasonably estimated. At that time, bonds will be issue to retire the notes unless market conditions warrant that the debt remain in notes.

Revenue debt must take into account covenants including debt service coverage ratios and the user charges and rates necessary to support not only operations, but current and future debt service.

All professional service providers used in connection with the City's debt issuance will be selected annually according to the City's procurement policies.

Disclosure statements will be used to keep taxpayers and investors informed of the City's financial position, which includes, but is not limited to, copies of Comprehensive Annual Financial Reports, Official Statements, and Annual Disclosure Statements.

The City will dutifully comply with all statutory debt limitations imposed by the Ohio Revised Code and the City of Lakewood Charter and Ordinances, as well as comply with all arbitrage rebate requirements of the Internal Revenue Service.

The City will monitor its debt portfolio for refunding opportunities on a regular basis to determine if an advance refunding is cost-effective, that the threshold for savings in relation to the 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

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

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more than five years. The investment officer for the City is the Director of Finance, or his/her designee.

Except for cash in certain restricted and special funds as permitted by the Charter of the City of Lakewood, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the General Fund (101), with the exception of investment earnings of the Bond Retirement Fund (301), the TIF Capital Improvement Fund (406), the Water Fund (501), the Wastewater Collection Fund (510), and the Wastewater Treatment Fund (511).

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate interest rate risk and credit risk.

### ***Interest Rate Risk***

As a means of limiting exposure to fair value losses caused by rising interest rates, operating funds will be invested according to Ohio law in that investments will not exceed five years in duration.

The City's investment portfolio will be structured so that securities mature to meet cash requirements for ongoing operations and/or long-term debt payments, and will avoid the need to sell securities or terminate investments such as certificates of deposit prior to maturity.

### ***Credit Risk***

The City of Lakewood will minimize credit risk, which is the risk of loss due to the failure of the security, issuer or backer, by:

- Limiting investments to the types of securities as permitted by Ohio law
- Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City of Lakewood will do business
- Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

Interim monies are those monies which are not needed for immediate use, but will be needed before the end of the current period of designation for depositories. Interim 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;

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

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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 and Star Plus);
7. Time certificates of deposit or savings or deposit accounts including, but not limited to, passbook accounts;
8. Certain banker's acceptances and commercial paper notes for a period not to exceed one hundred eighty days in an amount not to exceed 25 percent of the interim monies available for the investment at any one time.

The City may also invest any monies not required to be used for a period of six months or more in the following:

1. Bonds of the State of Ohio;
2. Bonds or Bond Anticipation Notes of any municipal corporation, village, county, township, or other political subdivision of this State, to which there is no default of principal, interest, or coupons;
3. Obligations of the City.

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

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.

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

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- 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.

### **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 (1 year). 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

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

be part of an annual physical inventory. These items include furniture and equipment that fall below the established thresholds.

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

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

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

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

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

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

### **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***

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

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

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

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

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

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

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

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

The Bid/RFP and departmental recommendation are forwarded to the City's Board of Control for review and final approval. Board of Control is comprised of the Mayor, Finance Director, Law Director and Director of Public Works, and meets twice each 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.

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

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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.

### **Credit Card Policies and Guidelines**

The City of Lakewood uses commercial credit cards for the purchase of goods and services that comply with the Purchasing Policies and Guidelines. The cards are for City-approved purchases only, and personal charges are strictly forbidden. Cards are issued in an employee's name, and they will not allow any other person to use the card since they are responsible for any and all charges against the card.

Prior to receipt of commercial credit card, employees receive training and sign an "Agreement to Accept the Commercial Card" that identifies user's responsibilities. Improper use of a card is considered misappropriation of City funds, and may result in disciplinary action, up to and including termination of employment. If card is lost or stolen, employees will immediately notify the City's Program Administrator. After normal work hours, employees are to contact the credit card company directly

Employees are also required to produce receipts for all expenditures with the card, and attach receipts to the monthly statements that are forwarded to the Finance Department for reconciliation. As the card is City property, employees may be periodically required to comply with internal control procedures designed to protect City assets. This may include being asked to produce the card to validate its existence and card account number.

Commercial credit cards are not provided to all employees. Assignment is based on need to purchase materials for business, and credit limits are determined based on normal usage within a particular department. A card may be revoked based on change of assignment or location. The card is not an entitlement, nor reflective of title or position.

Employees agree to surrender card immediately upon termination of employment, whether for retirement, voluntary or involuntary reasons;

### **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

**City of Lakewood Financial Policies and Guidelines**

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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.

