

RESOLUTION NO: 8167-07

BY: Antonio, Butler, Demro, Dever,
FitzGerald, Madigan, Seelie.

A RESOLUTION to take effect immediately provided it receives the affirmative vote of at least five (5) members elected to Council, or otherwise to take effect and be in force after the earliest period allowed by law requesting the Council and the Mayor to take proactive and cooperative leadership to achieve a structural balance of General Fund revenues higher than expenditures during 2007, to create a structurally sound budget for 2008, and to create financial strength and flexibility for 2009 and beyond, hereby:

- committing to a core services exercise, as suggested by Council and recommended by the Grow Lakewood Structural Balance Task Force (formerly known as the Citizens Financial Advisory Group) on March 8, 2007, to commence in April of 2007, to be completed by September 1, 2007;
- continuing to develop and act upon the fiscal strength strategies as presented by the Director of Finance and others that will be updated and reported on a monthly basis;
- agreeing to work with and use the expertise of community leaders and volunteers, such as, but not limited to, the Grow Lakewood Structural Balance Task Force, to employ strategies to (i) increase municipal revenues, (ii) reduce operating costs of City government, (iii) create and promote efficiencies within City departments and divisions, and (iv) reallocate existing resources, if necessary, to build and maintain a reliable infrastructure, both physical and technological, and ensure a standard of excellence for essential City services; and,
- requesting the Task Force submit a report of its recommendations to Council and the Mayor no later than October 1, 2007 in order for these recommendations, to be considered as an addendum to the other accomplishments towards fiscal strength and flexibility that may be incorporated into the Estimated Revenues and Expenditures document submitted to Council by the 15th of November per Article III, Section 14 of the Second Amended Charter of the City of Lakewood.

WHEREAS, Council and the Mayor recognize that the City faces significant financial challenges, particularly as evident in a projected General Fund deficit beginning in Fiscal Year 2008; and

WHEREAS, Council and the Mayor must work together to confront the City's current financial challenges with the objective of creating sufficient financial strength, both short and long term, to invest in programs and infrastructure that will accelerate economic development, ensure a strong municipal bond rating, and provide resources for essential City services; and

WHEREAS, as soon as the 2007 appropriation ordinances are passed, Council and the Mayor must commit to a core services exercise, as suggested by Council and recommended by the Task Force, to cooperatively continue to develop and act upon the fiscal strength strategies as presented by the Director of Finance; and

WHEREAS, this exercise will utilize the civic and financial expertise of community leaders, including, but not limited to the members of the Task Force, to advise Council and the Mayor; and

WHEREAS, Council and the Mayor have the responsibility to enact a fiscally sound and responsible annual budget to advance the public health, safety and welfare of Lakewood; and

WHEREAS, Council and the Mayor must continue to exercise proactive and cooperative leadership to create a structurally sound budget for 2008, and to create financial strength and flexibility for 2009 and beyond; now, therefore:

BE IT RESOLVED BY THE CITY OF LAKEWOOD, STATE OF OHIO:

Section 1. That Council and the Mayor will work together to achieve financial structural balance for the Fiscal Year 2008 General Fund Budget, hereby:

- committing to a core services exercise, as suggested by Council and recommended by the Grow Lakewood Structural Balance Task Force (formerly known as the Citizens Financial Advisory Group) on March 8, 2007, to commence in April of 2007, to be completed no later than September 1, 2007;
- continuing to develop and act upon the fiscal strength strategies as presented by the Director of Finance and others that will be updated and reported on a monthly basis;
- agreeing to work with and use the expertise of community leaders and volunteers, such as, but not limited to, the Grow Lakewood Structural Balance Task Force, to employ strategies to (i) increase municipal revenues, (ii) reduce operating costs of City government, (iii) create and promote efficiencies within City departments and divisions, and (iv) reallocate existing resources, if necessary, to build and maintain a reliable infrastructure, both physical and technological, and ensure a standard of excellence for essential City services; and,
- requesting the Task Force submit a report of its recommendations to Council and the Mayor prior to October 1, 2007 in order for these recommendations to be considered as an addendum to the other accomplishments towards fiscal strength and flexibility that may be incorporated into the Estimated Revenues and Expenditures document submitted to Council by the 15th of November per Article III, Section 14 of the Second Amended Charter of the City of Lakewood.

Section 2. It is found and determined that all formal actions of this Council concerning and relating to the passage of this resolution were adopted in an open meeting of this Council, and that all such deliberations of this Council and any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements.

Section 3. That this Resolution is hereby declared to be an emergency measure necessary for the usual daily operation of City for the reasons set forth in the preamble to this Resolution, and provided it receives the affirmative vote of at least five of its members elected to Council, this Resolution shall take effect and be in force immediately upon its adoption by the Council and approval by the Mayor otherwise, it shall take effect and be in force after the earliest period allowed by law.

Adopted: March 26, 2007 Rolf M. Seelie
President

May 7, Hagan
Clerk

Approved: March 27, 2007 Sherry J. Senge
Mayor

RESOLUTION NO. 8292-08

BY: Antonio, Bullock, Butler, Dever,
Madigan, Powers, Summers.

A RESOLUTION providing structural guidelines for the City's 2009 Budget Process.

Whereas: The 2009 Budget Process remains a critical strategic process towards 'right sizing' city expenses in line with diminished revenues.

Whereas: The 2008 budget 's impact on city employment levels required all departments to reduce personnel.

Whereas: The re-organization and cultural change of Lakewood City Government remains a "work- in -process", now therefore,

Be it Resolved by the City of Lakewood, State of Ohio:

That the 2009 budget process and subsequent budget reflect the following issues, trends, and objectives:

1. The 2009 Budget should foster focus, alignment, and action toward Mayor Fitzgerald's strategic initiatives: Safety, Housing, Technology, and Economic Development.
2. 2009 department budgets should carefully consider the impact of the following cost drivers:
 - a. Fuel costs
 - i. Vehicle Fuel
 - ii. Heating and Air conditioning energy
 - b. Self Insured Insurance claims beyond the norm
 - i. Health care costs
 - ii. Workers Compensation Costs
 - c. Supply costs
 - i. Weather Related costs
 - ii. Raw material impacted by petroleum and other high cost materials

- d. Payouts resulting from retirements and any other unfunded liabilities
3. 2009 Budget discussions should focus on the following questions:
- a. How are expenditures aligned with the Initiatives: Safety, Housing, Technology, and Economic Development?
 - b. What services would be reduced or lost if further reductions are required?
 - c. What services could be gained as a result of further reengineering of processes?
 - i. What investments might be required to implement these new processes?
 - d. Who and how many citizens might be affected by further services reductions or gains?
4. We ask each department to prepare a profit and loss statement of existing services identifying the sources of revenues and expenses and the degree of variability of each.
5. The 2009 Budget is viewed as critical "stepping stone" towards achieving financial strength sufficient to create a capacity for strategic investment in infrastructure, services, and tools that create and support the quality of life desired by Lakewood's citizens.
6. It is found and determined that all formal actions of this Council concerning and relating to the passage of this resolution were adopted in an open meeting of this Council, and that all such deliberation of Council and of any of its committees that resulted in such formal action were in meetings open to the public in compliance with all legal requirements.

Adopted: Oct 6, 2008

Approved: 10/9/08

Michael W. Dunn

PRESIDENT

Mari Z. Hagan

CLERK

Ed [Signature]

MAYOR