

# Annual Budget Fiscal Year 2023



**City of Lakeland, Florida**

# City of Lakeland, Florida

## Annual Budget

### Fiscal Year 2023

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## Distinguished Budget Presentation Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Lakeland, Florida for the Annual Budget beginning October 1, 2021. To receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION  
*Distinguished  
Budget Presentation Award*

**PRESENTED TO**

**City of Lakeland  
Florida**

For the Fiscal Year Beginning

**October 1, 2021**

*Christopher P. Morill*

Executive Director

Figure 1: GFOA Distinguished Budget Presentation Award

# Using the Annual Budget

## Organization of This Book

The Annual Budget is divided into seven sections:

**Introduction:** Contains the Table of Contents, the City Manager’s Letter of Transmittal, the City’s Vision, Mission, and Values and the community profile

**Budget Overview:** A discussion of the Budget Highlights for the new fiscal year, financial policies, and the Budget Process Overview

**Long-Range Planning:** The analysis and data that went into the development of the budget, specifically our planning and forecasting activities

**Departments:** Provides information on each City Department including a description, table of organization, budget summary, and performance measures

**Line-Item Budget:** Detailed accounting of each fund

**Capital Improvement Plan (CIP):** Provides the City’s 10-year CIP and projected funding along with a comprehensive look at projects and their operating impact

**Supplementary Information:** A useful list of abbreviations and acronyms used in the book and a Figure Index, as well as a Glossary of the terminology used that is either technical in nature or unique to the City of Lakeland.

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## City Manager's Letter

**CITY MANAGER'S OFFICE**  
228 S Massachusetts Ave  
Lakeland, FL 33801-5086



**SHAWN SHERROUSE**  
**City Manager**  
863-834-6006

September 22, 2022

Honorable Mayor and City Commissioners:

The Fiscal Year (FY) 2023 budget development process continued to bring about significant changes from past practices. City Commissioners are engaged early in the budget cycle and provide direction from the onset through Strategic Planning. Following Strategic Planning, target areas are identified and prioritized in additional workshops, allowing for efficient and focused Business Planning to implement strategic initiatives. The Business Planning outcomes, based on input from City Commission and City Leadership, drive the funding decisions that shape the annual budget.

### **FY 2023 Strategic Initiatives**

The FY 2023 Budget includes funding for City Commission initiatives linked to Strategic Objectives established in the 2020 – 2024 Strategic Plan. Each Strategic Objective is related to specific Strategic Target Areas, established as:

1. Infrastructure
2. Economic Development
3. Affordable Housing
4. City Hall Communication
5. Parks and Recreation
6. Resiliency Plans
7. Public Safety

Strategic Initiative funding for FY 2023 totals \$20.1M. This total spending has been committed from various funding sources, including the Community Redevelopment Agency (CRA), General Fund, Transportation Fund, and others. Additionally, the City Commission increased General Fund expenditures for the following initiatives:

- \$236,000 Chamber/BBIC/Prospera
- \$100,000 to increase Cultural Arts Funding (from \$275K to \$375K)



## City Manager's Letter

### FY 2023 Budgeted Expenses

In addition to the budgeted Strategic Initiative expenditures, the FY 2023 Budget includes other increased General Fund expenses. Added to recurring operating expenses, the following General Fund increases are included in the FY 2023 budget:

- \$1.6M to fund 12 new personnel and debt service for an additional Lakeland Fire Department fire station for North Rd 98.
- \$5.6M to add 13 Police Officers, 12 Officers and 1 Lieutenant, to support the Lakeland Police Department. Using National Law Enforcement models, based upon population growth, calls for service and response time data, an increase in LPD staffing was approved.
- \$188K increase in legal fees.
- \$150K increase in the employee tuition reimbursement program.
- \$46K increase in fuel costs.

#### Citywide

- Across the board increase of 5% for all general employees, collective bargaining employees to be compensated based on their collective bargaining agreement.
- Merit increases are 2.5% for qualified employees, collective bargaining employees to be compensated based on their collective bargaining agreement.
- 5% increase in health insurance rates for calendar year 2023.

# City Manager's Letter

## FY 2022 Expenses by Account

Account	Expenses
Fuel and Purchased Power	\$204,075,709
Personnel	181,542,612
Capital Outlay	112,116,317
Debt Service	67,266,290
All Other Operations and Maintenance	29,686,005
Internal Service Charges	61,114,356
Professional and Contractual	50,389,035
Utilities	13,500,179
Insurance and Fixed Charges	10,377,445
<b>Total Expenditures</b>	<b><u>\$730,067,948</u></b>

Figure 2: Expenses by Account

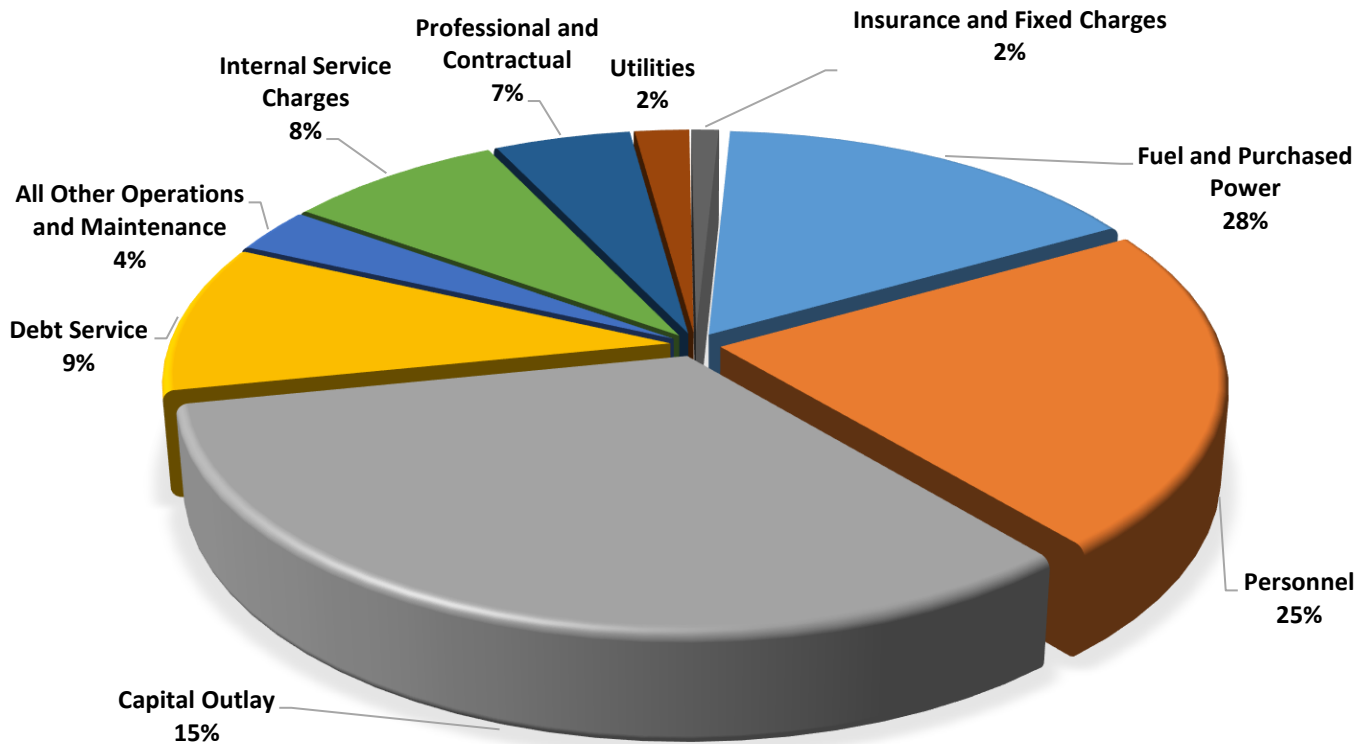


Figure 3: Expenses by Account Pie Chart

## City Manager's Letter

### FY 2023 Budgeted Revenues

- Despite a 14.66% increase in taxable values and 23% increase in charges for services, total budgeted revenues (net of prior year surplus) decreased by \$24.7m from FY 2022. The decrease in revenues is attributed to the \$140m in one-time revenues budgeted in FY 2022 not budgeted in FY 2023; \$88.1m in Lakeland Electric Bond proceeds, \$43m in Stormwater grant revenues, \$8.9m in American Rescue Plan Act (ARPA) funds (net of the increase in charges for services and tax revenues).
- Various utility rate increases, along with an increase in the number of utility service accounts, resulted in a \$99m increase in charges for services. Although the FY 2023 millage rate remained unchanged, the increase in property values resulted in a \$6.2m increase in property tax revenues. In addition, the budget for other tax revenues (Communications, Utility, and Gas taxes) increased \$10.1m over FY 2022.

Fiscal Year	Millage
2014	4.6644
2015	4.6644
2016	5.5644
2017	5.5644
2018	5.5644
2019	5.4644
2020	5.4644
2021	5.4644
2022	5.4323
2023	5.4323

Figure 4: List of Millage Rates for the Last 10 Years

# City Manager's Letter

## FY 2023 Revenues by Source

Sources	Revenues
Charges for Services	\$528,168,919
All Other Revenue	30,101,573
Public Service, Communication, and Gasoline Taxes	35,139,370
Intergovernmental	31,119,723
Property Taxes	48,978,325
Licenses and Permits	4,916,008
Prior Year Surplus	51,644,030
<b>Total Revenues</b>	<b><u>\$730,067,948</u></b>

Figure 5: Revenue Sources List

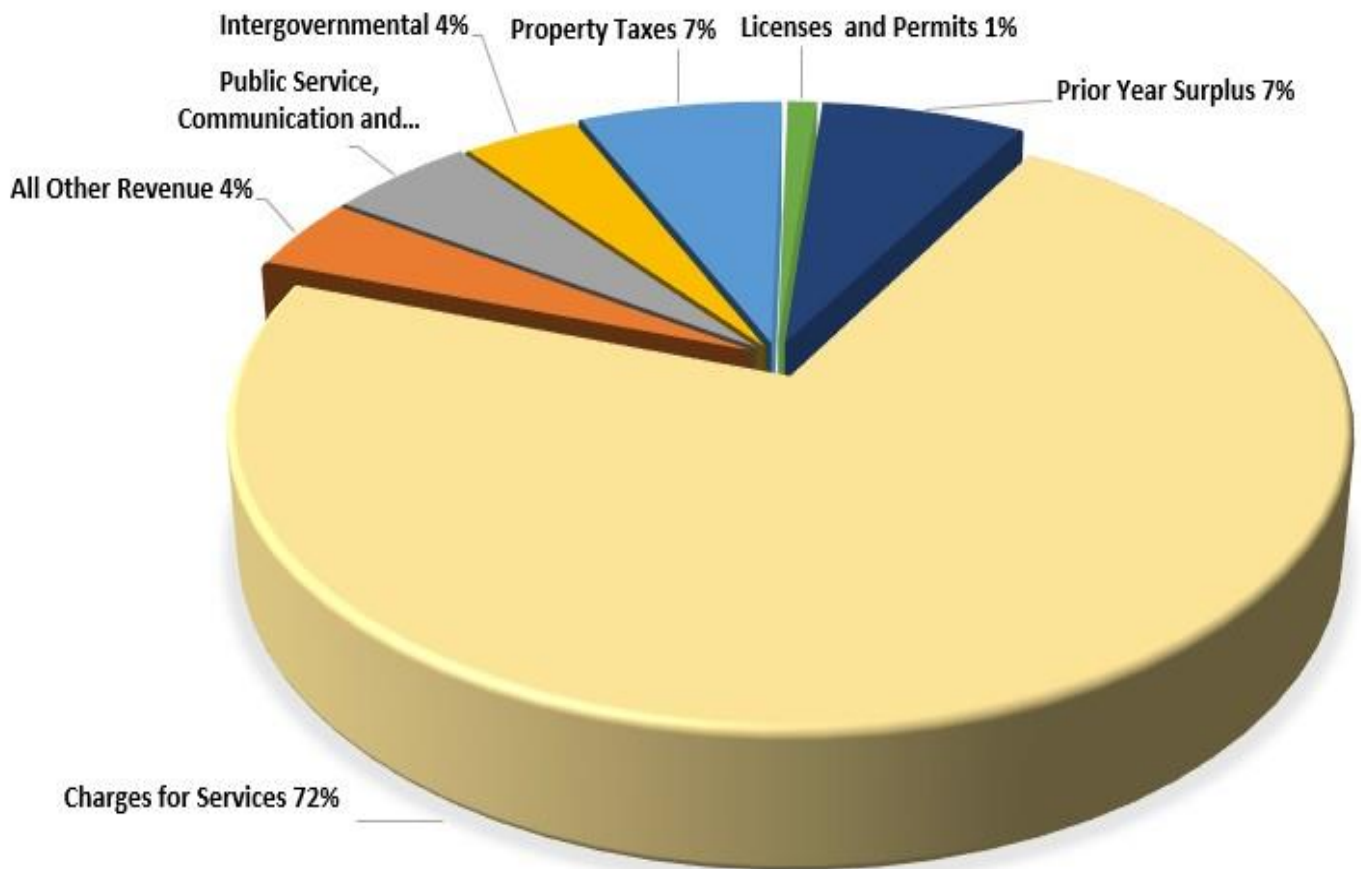


Figure 6: Revenues by Source Pie Chart

## City Manager's Letter

### FY 2023 Budget

The budgeted property value growth for FY 2023 is programmed at 14.66%. The millage rate is maintained at a rate of 5.4323 mills. The FY 2023 Budget total is \$730m, including \$157.6m in balanced General Fund revenues and expenses. General Fund revenues and surplus reserves are maintained at a minimum of 45 to 60 days cash-on-hand by FY 2025.

### Transmittal

The transmittal of this FY 2023 Budget is the culmination of collaborative efforts from our citizens, City Staff, Administration, and the City Commission. The process allowed staff to identify funding options for operations, capital projects and City Commission initiatives. The process included seven (7) public meetings, concluding with a Budget Adoption Public Hearing on September 22<sup>nd</sup>. I would like to thank the City Commission and our highly talented City team of public servants for their dedication to this process and this resulting annual budget. Submitted, herewith, is the City of Lakeland FY 2023 Annual Budget, including the 2023-2032 Capital Improvement Program Budgets.

Respectfully Submitted,



M. Shawn Sherrouse  
City Manager

# Organizational Chart

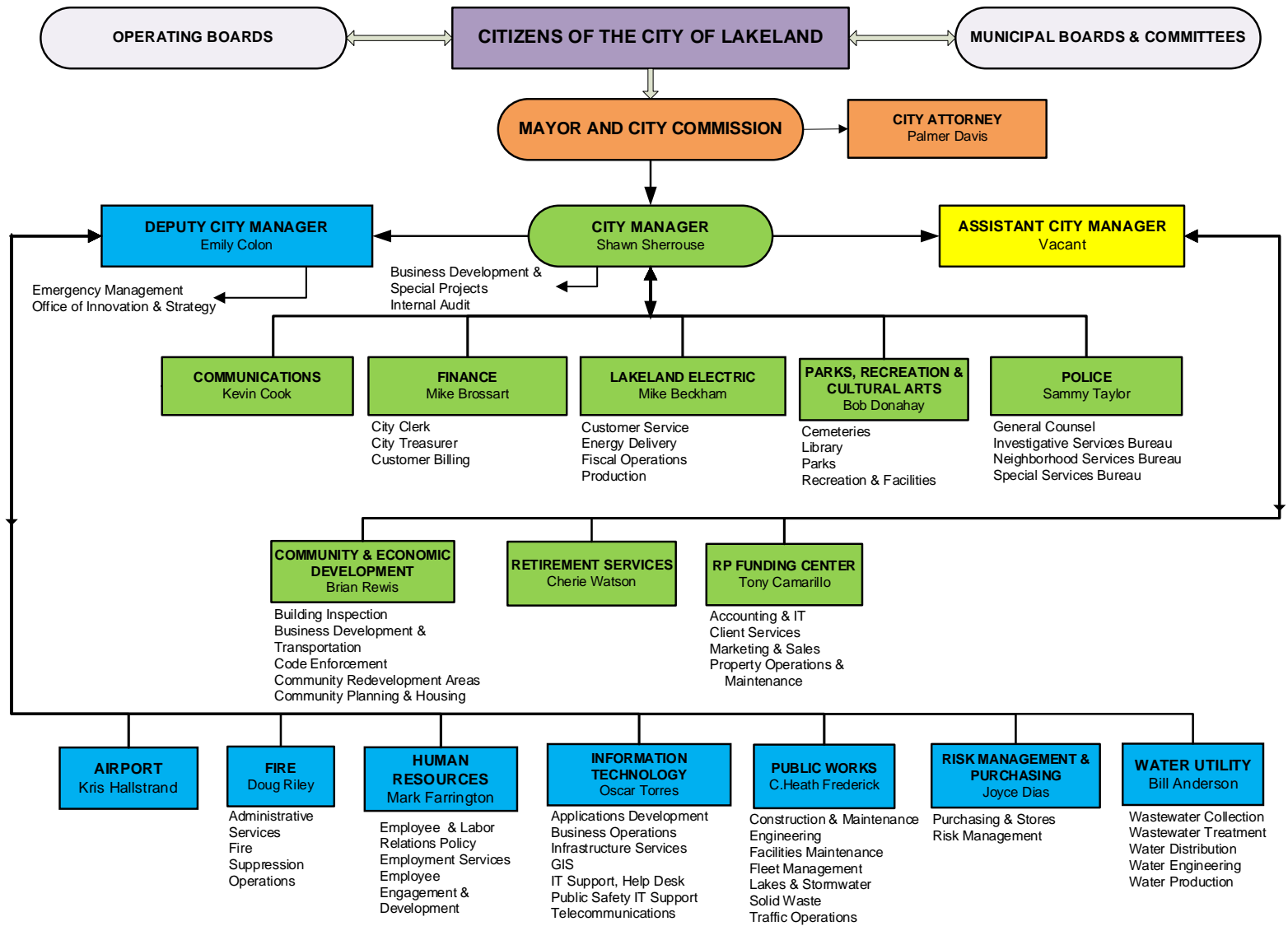


Figure 7: Organizational Chart  
Fiscal Year 2023 Annual Budget

## Vision, Mission, Values

### Vision

Lakeland - a vibrant, innovative, culturally inclusive world-class community.

### Mission

A community working together to achieve an exceptional quality of life.

### Values\*

#### Social Responsibility

We will enhance the quality of life for all our citizens through partnerships and programs that embrace cultural diversity, safety, and community involvement.

#### Leadership

We will lead by example, learn from the past, provide direction for the present, and plan for the future.

#### Integrity

We will conduct ourselves in an honest and ethical manner to earn the trust of employees and citizens.

#### Commitment to Excellence

We will achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability, and high expectations for quality.

#### Empowered Workforce

We will cultivate a work environment which offers employees the authority to act through supportive leadership, mutual respect, trust, personal responsibility, and open communication.

#### Diversity

We will utilize our ethnic, cultural, gender, and experiential differences to encourage participation, opportunity, equality, respect, and responsiveness to our community.



\*Each feather of the swan in the multicolor logo represents a City of Lakeland value.

## Goals and Strategies



### **Quality of Life Goal**

Provide quality public spaces, deliver superior municipal services, and support arts, education, recreation, and wellness.

#### **Strategies:**

##### **Provide outstanding public safety response and prevention services**

Prevent crime through environmental design, safe neighborhoods, safe places for kids, and pedestrian safety. Provide fire services with rapid response times for emergency services.

##### **Enhance mobility options throughout the City**

Include traffic controls congruent with new developments and transportation for seniors.

##### **Provide outstanding (safe and reliable, clean, and green) utility and environmental services**

Includes utility and environmental services that residents expect the City to provide in exchange for the taxes they pay. Basic utility services include Solid Waste, Water, Wastewater, Stormwater, and Electric. Being clean and green refers to the way we provide these services. Clean and green includes being environmentally friendly and ensuring our methods preserve human health and environmental quality.

##### **Promote arts, culture, life-long learning, and active, healthy lifestyles**

Partner with art/cultural organizations in support of public art, arts in public schools, historic and new architecture promotion, and in celebrating diverse cultural activities.

Support Lakeland Vision and Polk Vision in their efforts to elevate our school system, involve parents in education, provide educational opportunities at varying levels, career training, and the continuation of city/school board projects.

Continue to work with major medical service providers and encourage city and business wellness programs and incentives. Continue to address homelessness through the HUD plan and support affordable housing in safe neighborhoods, accessible/affordable mental healthcare, and assistance to struggling families.

Include affordable recreation aimed at cultivating quality events which bring people together and downtown activities which cultivate a vibrant nightlife. Focus on a place where people can “work, live, and play” in one community.



## Goals and Strategies



### **Communication Goal**

Develop an informed and engaged community.

#### **Strategies:**

**Respond to all customer inquiries in a responsive, efficient, professional, and courteous manner**

Provide an easy access government, which involves and engages citizens by pushing communications to all segments of our community as we provide more open forums for dialogue.

**Provide accurate and timely information**

Be accountable to the public by sharing our performance goals and progress.

**Maximize use of social media to increase real-time communications to inform and engage citizens**

Include online surveys for public opinion, embrace new forms of technology to communicate with the public, become a one-stop-shop for information (website) for citizens and residents, provide updated Lakeland Government Network (LGN) programming, improve/upgrade our websites, and utilize all available media means to inform the community.

## Goals and Strategies



### **Economic Opportunity Goal**

Create and encourage inclusive, lasting environments that grow, attract, and retain a creative, talented, educated, and technically qualified workforce.

#### **Strategies:**

##### **Attract and support high-skill, high-wage, and high-technology jobs**

Draw new companies to the area. Bridge workforce loss in the current economy to meet aging workforce challenge, develop stronger relationships and understanding with workforce resources, and maintain employment opportunities for all educational levels. Increase the level of understanding of our economic opportunities to our hard to reach and under-served community sectors and continue to provide access to City employment. Provide programs to tap into semi-retired individuals who still want to contribute.

##### **Promote Lakeland as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options**

Continue to focus on the core downtown by acquiring property. Develop land by the RP Funding Center. Encourage mixed-use developments and establish green zones downtown. Focus on downtown residential area, encourage interesting retail and more mixed-use space to support downtown retail and office employment.

##### **Participate with economic partners, creating business opportunities and aligning regional interests**

Continue our strong partnership with the Lakeland Economic Development Council, building partnerships regionally and strengthening our Tampa Bay partnerships. Develop partnerships among educational institutions and promote joint projects with Polk County. Focus on public/private partnerships and support global networking partnerships within aligned regions.

##### **Collaborate with business and tourism partners to grow and sustain the economic environment**

Promote area economic development initiatives by improving the connection between education, training, and business recruitment. Establish business development initiatives to improve our processes focused on providing more targeted service.

##### **Foster an inclusive and diverse environment that encourages entrepreneurial ventures**

Promote expansion of healthcare/community options for the growing population. Establish strong arts support and related creative class amenities such as the availability of diverse housing, education, and lifestyle opportunities.

## Goals and Strategies



### **Fiscal Management Goal**

Develop and effectively manage financial resources.

#### **Strategies:**

#### **Continually monitor and evaluate business practices for cost effectiveness and efficiency**

Create core business enhancements with good environment of internal controls and best management practices while meeting or exceeding customer expectations.

#### **Maintain financial stability by aligning resources to both municipal services and regulatory requirements**

Align financial resource allocations with priorities, effectively redirect financial resources from ineffective uses to more effective and appropriate ones, maintain a conservative, responsible long-term financial plan, and invest in the critical services of City government.

#### **Maintain transparency in financial and operational reporting**

Collect and charge true cost of services, improve productivity per employee, and apply technology.

## Goals and Strategies



### **Growth Management Goal**

Ensure planning and infrastructure results in quality development and safe, attractive neighborhoods.

#### **Strategies:**

##### **Maintain diverse, safe, attractive neighborhoods throughout the City**

Set adequate construction codes and equitable enforcement. Encourage a variety of housing types, including affordable housing. Ensure that community gathering places are safe and there is safe access to schools and parks for our children.

##### **Plan and direct investment in infrastructure necessary for growth and redevelopment**

Establish balance in the controlled mix of land use, bring neighbors and the City together as partners, use competitive utility service pricing, promote cross jurisdictional cooperation, and encourage infill. Plan smart so that growth does not consume reserve capacity or degrade service levels.

##### **Effectively align resources to changing environments including green initiatives**

Continue to enhance the identity and character of all neighborhoods, supporting a high quality of life in Lakeland. Coordinate services with public/private partnerships and other governments that consider citizens' desires and supports sustainable communities.

##### **Provide reliable and sustainable infrastructure**

Support broader collaboration with community stakeholders, conduct a cost benefit analysis on all proposed regulation, treat cost as a prime factor for all new infrastructure, and continue to support both short-term and long-term maintenance.

## Goals and Strategies



### **Governance Goal**

Provide for responsive and responsible governmental service.

#### **Strategies:**

**Provide services required by Federal, State, and Local laws or policies, or which meet an accreditation or industry standard**

Focus on utilizing policy review processes to ensure consistency of services, and occupational safety.

**Provide desired internal services based on customer's priority and availability of funding**

Be open to new ideas and proactive in looking for those ideas. Provide oversight, and support of performance management systems and cost-effective business practices. Ensure that overhead costs are efficiently managed and are effective in providing support and eliminating service duplications.

**Foster a work environment that includes City Core Values and enriches, informs, encourages, and engages all employees to achieve their individual and collective potential**

Ensure that procedures are in place in each department to keep all employees properly informed. Provide engagement activities which motivate and encourage employee involvement. Make the best use of technology and make expectations for all associates clear. Practice responsible, citizen-focused, values driven accountability and specify decision-making authority.

**Utilize best practices for timely decisions, transparency, and fiscally accountable governance**

Focus on internal processes to support citizen-facing goals that are in-touch with the needs of the public, utilizing strategic and long-term planning and clear communication of roles and responsibilities.

# Community Profile



What began as a small town driven by the railroad industry and agriculture has blossomed into a city. Today more than 112,000 people of varying cultures, professions, and interests call Lakeland home. Known for its convenient location, vibrant business community, and beautiful parks, Lakeland remains an oasis for those who desire to be close to everything and away from it all.

## Fast Facts



**137 Years Old**

Incorporated January 1, 1885



**2,358 Employees**

City of Lakeland Workforce



**112,641 Citizens**

Approximate Population



**\$730,067,948  
Million**

Adopted Budget for FY 2023



**74.85 Square Miles**

Land Size inside City Limits



**5.4323**

FY 2023 Millage Rate

## Demographics

### Population

2017	104,185
2018	105,586
2019	107,552
2020 (US Census Bureau Est.)	110,494
2021 (US Decennial Census)	112,641

Median Age 41.1  
(U.S. Census Bureau, 2019)

Median Household Income \$48,687  
(2021 Lakeland Demographic Guide)

### Population by Race

White or Caucasian	72.5%
Black or African American	20.6%
Hispanic or Latino*	14.7%
Asian	2.4%
Two or more races	2.1%
Native American	0.2%

\* Embedded within total population  
(2021 Lakeland Demographic Guide)

## Community Profile

### Government

Lakeland utilizes a council-manager form of government. The public elects the City Commission which is composed of six commissioners and one mayor. The City Commission decides policies, creates ordinances, and appoints and oversees the City Manager. The City Manager oversees the day-to-day running of the organization including preparing the budget, making recommendations to the commissioners, and hiring department heads. The Deputy City Manager and Assistant City Manager (currently vacant) report to the City Manager and assist in the organization's administration.

Commission members are elected in odd years for four-year staggered terms. The City Commission meets on the first and third Monday of each month at 9:00 a.m. in the City Commission Chambers located in City Hall.



Seated left to right: Commissioner Stephanie Madden, Mayor Bill Mutz, Commissioner Sara Roberts McCarley. Standing left to right: Commissioner Phillip Walker, Commissioner Bill Read, Commissioner Chad McLeod, Commissioner Mike Musick.



Shawn Sherrouse  
*City Manager*



Emily Colón  
*Deputy City Manager*

# Community Profile

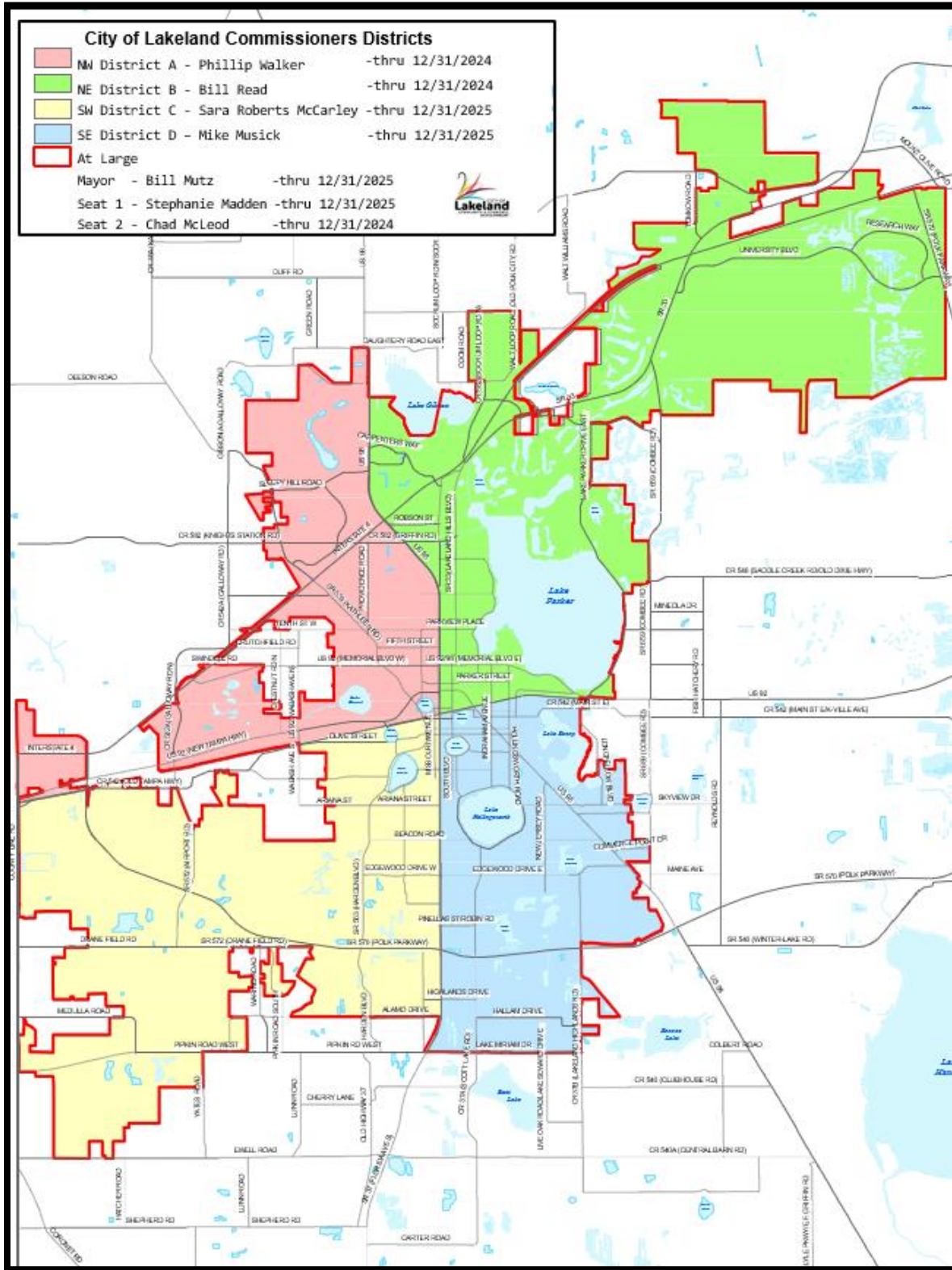


Figure 8: Map of City Commission Districts inside Lakeland City Limits

For more information on the Mayor and City Commission please visit our website at:

<https://www.lakelandgov.net/government/mayor-city-commission/>



## Community Profile

### Economy

Ideally located along Interstate 4 between Tampa and Orlando, Lakeland has a diverse and robust economy. Home to startups and large corporations alike, Lakeland's top industries are manufacturing, distribution, health care, and tourism.

#### Permitted Space (Square Feet)

Warehouse/Industrial Space 2,708,490

Retail Space 122,883

Commercial/Office Space 17,864

(2021 Lakeland Demographic Guide)

#### Principal Taxpayers

Taxpayer Name	Type of Business	2020 Taxable Assessed Value	Percentage of Total Taxable
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	\$ 367,990,730	5.33%
RTG Furniture Corp.	Retail/Distribution-Furniture	97,534,843	1.41%
Amazon	Retail/Distribution	91,079,049	1.32%
Watson Clinic	Medical Facility	62,264,426	0.90%
Breit MF Preserve at Lakeland LLC	Real Estate	55,494,291	0.80%
Victoria Landing Property Holdings LLC	Real Estate-Apt. Complex	55,486,576	0.80%
Pepperidge Farm Inc. – Lakeland Plant	Retail/Distribution-Bakery	54,718,800	0.79%
Lakeland Multifamily Partners LLC	Real Estate-Apt. Complex	51,495,497	0.75%
Lakeland Property Partners LLC	Real Estate	48,095,588	0.70%
		\$ 930,033,172	13.47%

Source: Polk County Property Appraiser  
Figure 9: Principal Taxpayers

## Community Profile

### Principal Employers

Employer	Type of Business	Employees	% of Total
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	8,008	30.08%
Lakeland Regional Health	Hospital	5,500	20.66%
Government Employees Insurance Co. (GEICO)	Insurance	3,700	13.90%
City of Lakeland	Government	2,743	10.30%
Watson Clinic	Medical Clinic	1,857	6.98%
Southeastern University	Education	1,072	4.03%
Saddle Creek Logistics	Trucking & Logistics	1,042	3.91%
GC Services	Telemarketing	1,000	3.76%
Amazon	Retail/Distribution	900	3.38%
Rooms To Go Furniture	Retail/Distribution-Furniture	800	3.00%
<b>Total</b>		<b>26,714</b>	<b>100.00%</b>

Source: Polk County Property Appraiser  
Figure 10: Principal Employers

## Community Profile

### Education

The Polk County Public School System serves students in Lakeland. There are fifty-seven public schools in Lakeland offering elementary, middle, high school, and adult options. Students seeking a private school education may be served by one of the more than twenty private schools in the community.

Lakeland is also home to nine higher learning institutions. Florida Polytechnic University is the state's only public polytechnic university and is the newest school in the State University System of Florida. Other campuses found in Lakeland include Florida Southern College, Southeastern University, and Polk State College.



### Transportation

Residents and visitors have access to a variety of transportation modes in Lakeland. Travel by train is available through Amtrak and the Lakeland Linder International Airport allows for private flights.

Citrus Connection provides local bus service. Through this county system riders can travel throughout Lakeland, Winter Haven, and other communities in the area.



Figure 11: Citrus Connection Bus

## Community Profile

### Interesting Facts About Our City

- Two royal swans from Queen Elizabeth II were donated to the City of Lakeland in 1957. Today around 75 swans reside on Lake Morton and the swan is incorporated into City of Lakeland branding.
- Since 1934, the Detroit Tigers have called Lakeland their Spring Training home and have the longest relationship in history between a Town and a Team. The Minor League baseball team, Lakeland Flying Tigers, have been affiliated with the Detroit Tigers since 1967.
- The City of Lakeland is designated a Bronze Level Bicycle Friendly Community by the League of American Bicyclists for its commitment to cycling as a means of recreation and as a mode of transportation.
- During the annual Sun n' Fun Aerospace Expo, the Lakeland Linder International Airport becomes the busiest airport in the world.
- Florida Southern College is home to the largest single collection of Frank Lloyd Wright structures in the world and is on the National Register of Historic Places.
- Lakeland was recognized by Kaboom! as a Playful City USA Community in recognition of its efforts to promote play in the community.
- Lakeland is designated as a Bronze-level Walk Friendly community due to its vibrant system of trails and parks, education, and enforcement efforts focused on pedestrian safety.
- The Arbor Day Foundation named Lakeland a 2021 Tree City USA for our commitment to effective urban forest management.





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# Budget Overview

## Introduction

The FY 2023 Annual Budget was adopted on September 22, 2022. The following sections provide details on how this task was accomplished.

## Public Involvement

The annual community survey is the first step in the City's Strategic Planning and Budget Development Process. It provides City leaders insight into citizen concerns and priorities. In addition to the annual survey, residents may provide their input via departmental customer surveys, by contacting City Commissioners, and participation in the budget hearings.

## Building the Foundation

The Commission's Annual Retreat held in February 2022 focused on:

- Results of the Lakeland View Community Survey
- Key Issues Facing the Community
- Strategic Plan Target Areas and Initiatives

The Strategic Planning Retreat included citizen feedback from the Community Survey as well as interview sessions held before the retreat by the Facilitator with each City Commissioner, which resulted in Eight Key Target Areas the City will focus on in the short and long term. During the retreat, the City Commission established strategic objectives and Prioritized Initiatives for each Target Area. From these objectives and initiatives, City Staff developed an action plan for each Target Area. The action plans were presented to the City Commission during the Budget Workshop held in July 2022.

The Strategic Operating Plan links the City's vision, mission, and goals with the key target areas. Additionally, our performance management links our Goals to our Services through measurement, allowing us to benchmark against other communities and proactively approach process improvement.

## How the Budget Is Created

With the Strategies set, the operations of the city are reviewed and redirected to bring the Strategic Plan to life. Departments analyze existing services and potential services, keeping in mind the Strategic Plan Outcomes. They reflect not only on the Strategies as set by the City Commission, but also incorporate feedback from customer surveys and policy initiatives that contribute to the long-term financial health of the City. Specific services, capital purchases, staffing requirements, and funding levels are developed in response to the needs identified in the Strategic Plan.

## Financial Forecasting

One of the most effective tools to manage future financial risk is the Financial Forecasting Model. Revenues are projected at conservative levels and compared to estimated cost increases in payroll, operating expenditures, and capital outlay. The purpose of this model is to adequately prepare for future challenges, so it is always conservative in outlook. Using this tool helps keep us focused on long-term solutions, rather than short-term fixes, which could lead to negative financial impacts in future years. It is important to note that the City's budget has always been balanced.

## Budget Overview

### Approval Process

Starting in June and ending in August recommended operating and capital improvement program budget documents are prepared by the departments. These documents are presented to the City Manager's Office and the Finance Department for review. Ultimately the City Commission either approves or makes changes in the recommended budgets and returns to City staff for further study. Public hearings and final adoption of the budget occur in September.

### Monitoring Process

The Finance Chief Accountants are authorized to transfer budget amounts within individual departments. Actual expenditures and operating-transfers-out may not exceed the adopted budget at the individual fund level. The City Manager has the authority to transfer budgeted amounts within their respective funds. Appropriations, which are neither expended, encumbered, nor specifically designated to be carried over, lapse at the end of the fiscal year.

### Amending the Budget

If during the fiscal year, it becomes evident that a particular fund is unable to provide the required level of services to the community, the budget may be amended.

The Director of Finance, through the City Manager, submits to the City Commission a budget amendment request. This request contains explanations written by the Director of the department needing additional funds. The request also includes a proposal for financing the additional expenditures, usually either by appropriating from the fund balance or by submitting evidence of expected surplus current year revenues. City Commission approval is required for budget amendments that alter the budget or workforce increases in any fund.

### Operating Expenses

The target budget contains operating expenses based on projections of the current year's expenditures. The actual users of the supplies and services review their practices and habits involving daily expenditures for possible efficiencies or improvements. Departments review the line-item account codes for accuracy of description and determine if they reflect the actual types of expenditures.

Lastly, they provide justification for any changes from the target budget with the use of information from current year expenditures or information obtained from other sources, such as trends in next year's contracts, service costs provided by the Purchasing Division, or further explanation of budget impacts.

### Capital Expenses

Certain capital funds maintain a ten-year Capital Improvement Plan (CIP) for required capital, R&R, Equipment, and Maintenance needs. Departments evaluate all existing equipment, facilities, and other capital items to determine if the useful life has been exceeded, or will be exceeded, in the coming budget year.

Each fiscal year, those funds that maintain 10-year CIPs are updated for additional project requirements or changes in future capital needs.

# Budget Calendar

## Fiscal Year 2023 Strategic Planning and Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
January 2022	Lakeland View (LKLDVIEW.com) Survey	OIS
Jan 1– Feb 7, 2022	Mid-Year PMFs Submitted to OMB	Depts, OIS
Jan 1 – Feb 7, 2022	LKLDVIEW Survey Data Analysis	OIS
Feb 23 & 24	City Commission Strategic Planning Workshop	Commission, Staff
March 1-15	Complete ALL FY 2022 Personnel Request Forms (PMFs) and submit to OMB	Depts, OIS
March 1- April 15	HR Completes necessary Personnel PMF Review and Documentation. Output provided to OMB.	HR, Depts, OIS
March 11	Internal Services Line-Item Budgets Available for Input	Finance, Depts
TBD	City Commission Budget Planning Retreat	CC, Depts
April 22	Line Item and CIPs Available for Entry	Finance, Depts.
May 2	Line-Item Budgets Completed/Finance Begins Review	Finance, Depts.
May 10	Complete CIP Forms and notify Finance	Departments
May 11	Begin review of CIP Forms	Finance
May-June	PMF Review Team Meetings	DCM, ACM, OIS, HR, Finance
One-week prior mtg. w/ CMO	1. Return Electronic Meeting Deliverables to OMB 2. Budget Development Forms	Departments
June 13-23	Department Budget Meetings - Review Proposed Budgets, PMFs & Accomplishments	Depts., CMO, OIS, Finance
June-July	Finalize Budget Development Items: 1. Hyperion System: • Workforce Forms • Central Budget Forms • CIP Forms 2. Table of Organization (TO) Process (N: Drive)	OIS, Finance, Departments
End of June- Early July	O&M, Workforce, Core Services and TO Reconciliation to approved Budgets	Finance, OIS
July 1, 2022	Tax Assessment delivered to the city	Property Appraiser
July 22, 2022	Publish notice of Public Hearing on Mayor & City Commission Salary	City Clerk

Figure 12: Strategic Planning and Budget Development Calendar - Part 1



**Fiscal Year 2023**  
**Strategic Planning and Budget Development Calendar**

<b>DATE</b>	<b>ACTION REQUIRED</b>	<b>RESPONSIBILITIES</b>
July	City Commission Budget Workshop	CC, CMO, Depts., OIS, Finance
July 29, 2022	Commission Agenda Study – City Commission to provide City Manager/Finance Director with proposed Maximum Tax Millage, Establish time and dates for Public Hearings	Commission, CMO, Finance
Aug 1, 2022	Deliver to Property Appraiser the proposed Tax Millage Rate, Roll-Back Rate and Public Hearing Schedule	Finance
Aug 14, 2022	Publish TRIM Notice for 1st Public Hearing	Property Appraiser
August 31	Complete all Performance Budget Allocations in Hyperion	Depts., OIS
Before Sept 8, 2022	Provide City Commission FY 2023 Proposed Budget (Line Item & CIP) prior to Budget Hearings	Finance
Sept 8, 2022	1st Public Hearing on tentative budget, Proposed Millage Rate, adopt Proposed Millage Rate	City Commission
Sept 18, 2022	Publish both the Notice of Proposed Tax Increase/Decrease or Notice of Budget Hearing and adjacent Budget Summary	City Clerk
Sept 22, 2022	2nd Public Hearing to adopt final budget and Millage Rate	City Commission
Oct 2022	Distribute FY 2023 Budget Document	OIS

Figure 13: Strategic Planning and Budget Development Calendar - Part 2

# Budget Summary

## Revenue Sources

Sources	Revenues
Charges for Services	\$528,168,919
All Other Revenue	30,101,573
Public Service, Communication, and Gasoline Taxes	35,139,370
Intergovernmental	31,119,723
Property Taxes	48,978,325
Licenses and Permits	4,916,008
Prior Year Surplus	51,644,030
<b>Total Revenues</b>	<b><u>\$730,067,948</u></b>

Figure 14: Revenue Sources List

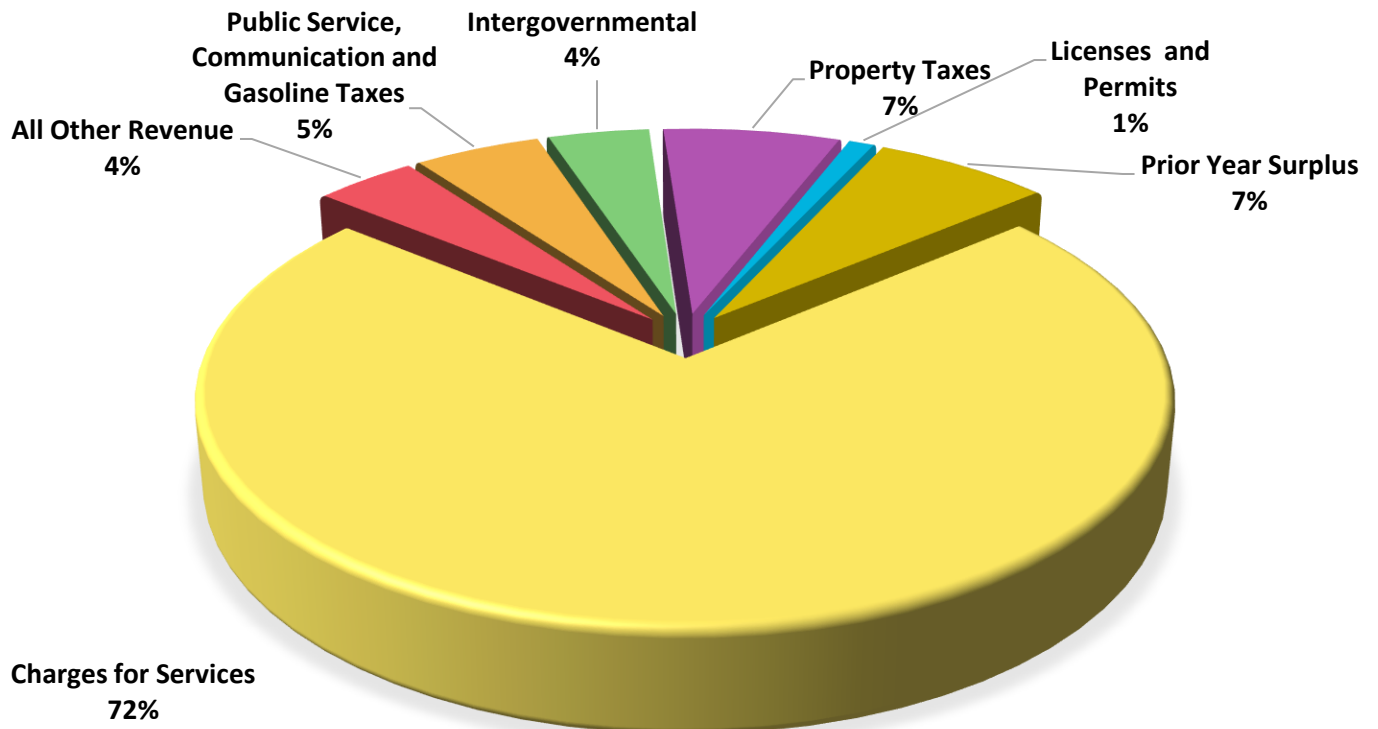


Figure 15: Revenue Sources Pie Chart

# Budget Summary

## Expenses by Account

<b>Account</b>	<b>Expenses</b>
Fuel and Purchased Power	\$204,075,709
Personnel	181,542,612
Capital Outlay	112,116,317
Debt Service	67,266,290
All Other Operations and Maintenance	29,686,005
Internal Service Charges	61,114,356
Professional and Contractual	50,389,035
Utilities	13,500,179
Insurance and Fixed Charges	10,377,445
<b>Total Expenditures</b>	<b><u>\$730,067,948</u></b>

Figure 16: Expenses by Account

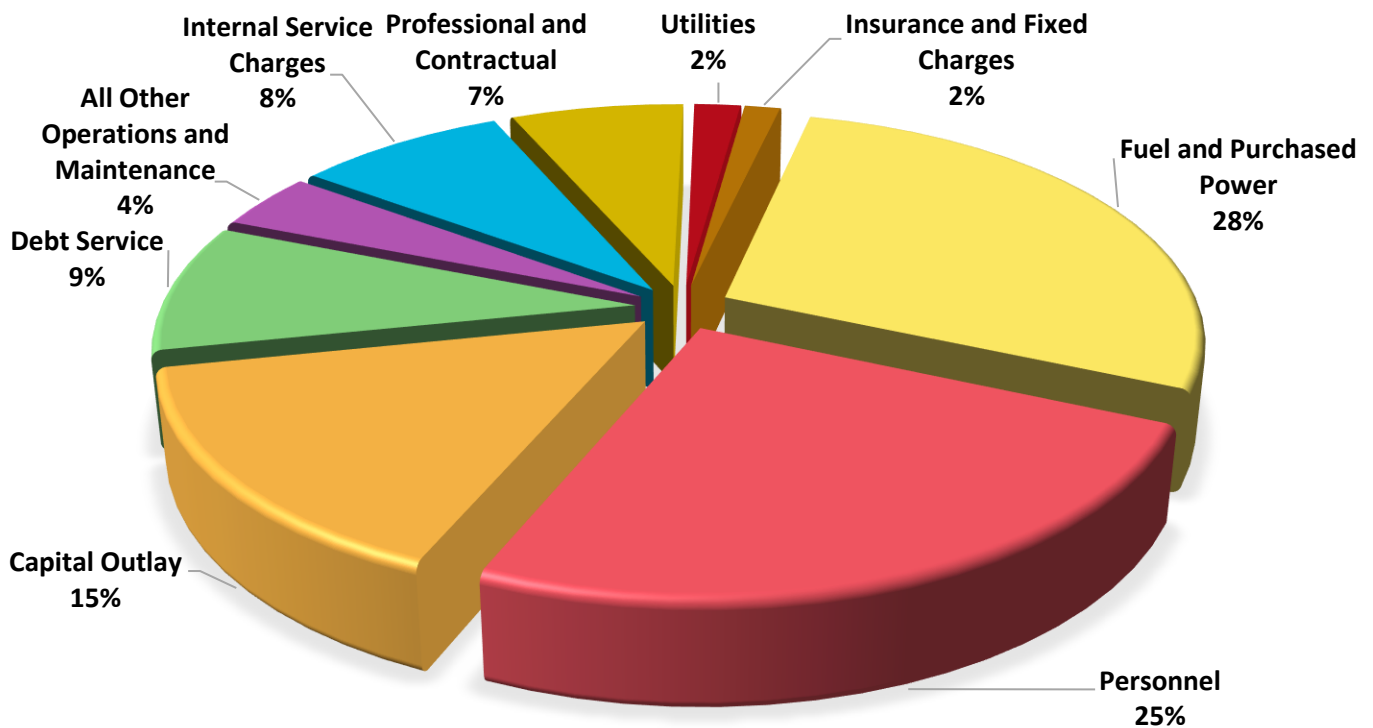


Figure 17: Expenses by Account Pie Chart

# Budget Summary

## Summary of All Funds – Revenues

	Proposed Budget	Less Intracity Transactions	Net Budget
<b>Revenues</b>			
General	\$157,626,399	\$51,509,974	\$106,116,425
Transportation	8,877,494	25,000	8,852,494
Stormwater Utility	9,208,957		9,208,957
Public Improvement	30,507,276	13,160,007	17,347,269
Community Redevelopment Agency	10,676,207		10,676,207
Community and Economic Development	1,340,279		1,340,279
Building Inspection Fund	4,593,397		4,593,397
Debt Service	3,534,005	3,534,005	
Fleet Management	24,402,480	24,402,480	
Purchasing and Stores	3,098,597	3,098,597	
Facilities Maintenance	8,155,368	8,155,368	
Information Technology	24,325,307	24,325,307	
Wastewater System	68,397,792	16,264,385	52,133,407
Water Utilities	57,220,236	12,909,890	44,310,346
Parking System	1,040,458	39,000	1,001,458
Lakeland Linder International Airport	26,121,272	2,975,616	23,145,656
Solid Waste Management	18,790,603		18,790,603
Lakeland Electric Utilities	477,115,848	44,564,398	432,551,450
<b>Total Revenues</b>	<b>\$935,031,975</b>	<b>\$204,964,027</b>	<b>\$730,067,948</b>

Figure 18: List of Revenues by Funds

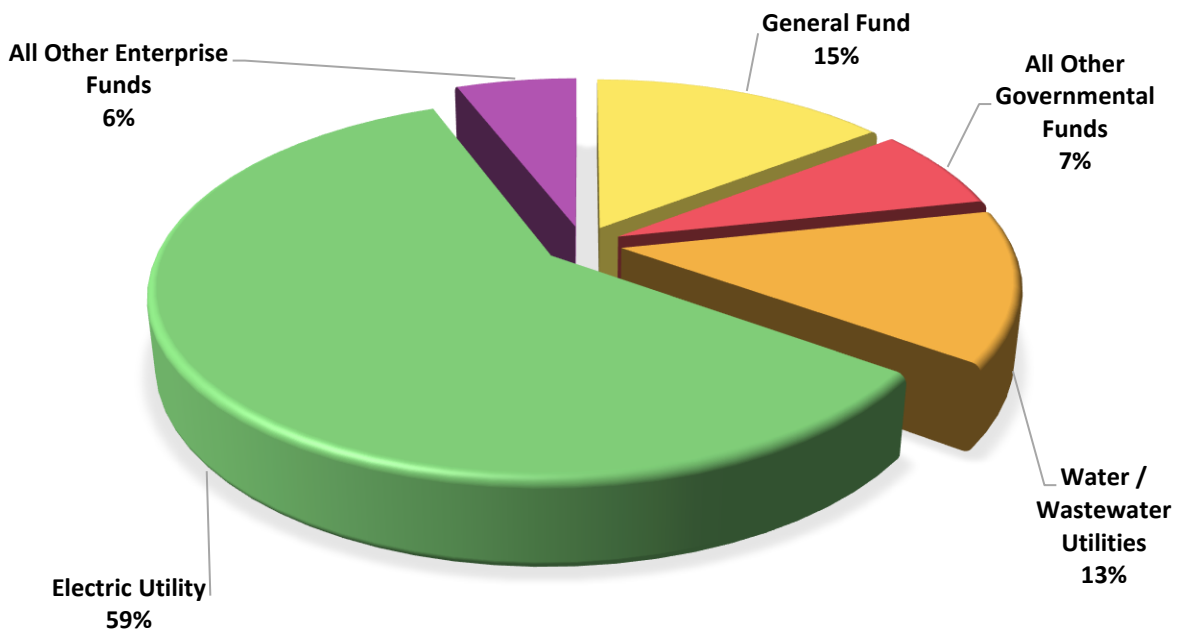


Figure 19: Revenues by Funds Pie Chart

# Budget Summary

## Summary of All Funds – Expenditures

	Proposed Budget	Less Intracity Transactions	Net Budget
<b>Expenditures</b>			
General	\$157,626,399	\$5,526,697	\$152,099,702
Transportation	8,877,494	39,000	8,838,494
Stormwater Utility	9,208,957	29,961	9,178,996
Public Improvement	30,507,276	17,260,007	13,247,269
Community Redevelopment Agency	10,676,207	528,874	10,147,333
Community and Economic Development	1,340,279	12,307	1,327,972
Building Inspection Fund	4,593,397	44,890	4,548,507
Debt Service	3,534,005		3,534,005
Fleet Management	24,402,480	24,402,480	
Purchasing and Stores	3,098,597	3,098,597	
Facilities Maintenance	8,155,368	8,155,368	
Information Technology	24,325,307	24,325,307	
Wastewater System	68,397,792	21,214,621	47,183,171
Water Utilities	57,220,236	17,862,964	39,357,272
Parking System	1,040,458	90,112	950,346
Lakeland Linder International Airport	26,121,272	3,475,616	22,645,656
Solid Waste Management	18,790,603	1,664,640	17,125,963
Lakeland Electric Utilities	477,115,848	77,232,586	399,883,262
<b>Total Revenues</b>	<b>\$935,031,975</b>	<b>\$204,964,027</b>	<b>\$730,067,948</b>

Figure 20: Expenditures by Funds List

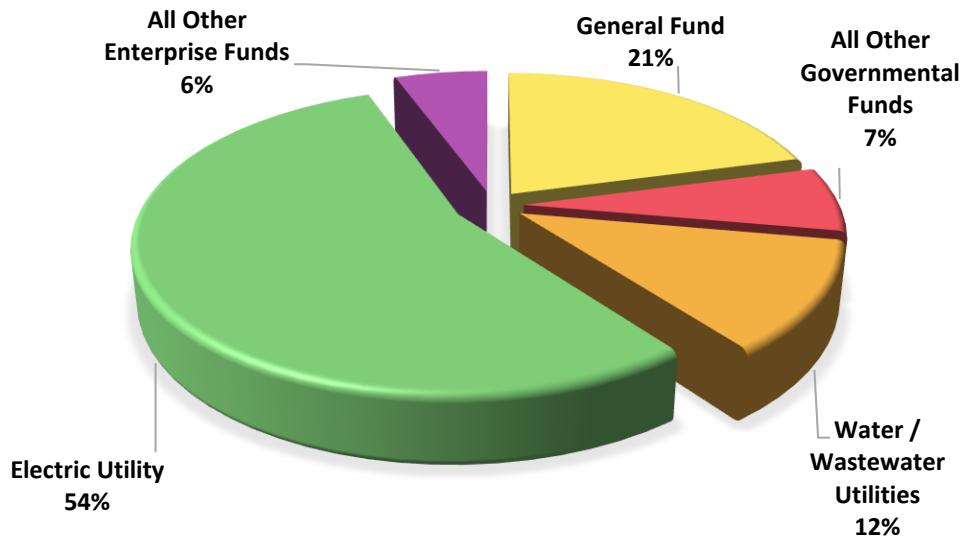


Figure 21: Expenditures by Funds Pie Chart

# Budget Summary

## General Governmental Funds\* - Revenues

Source	Revenues
Property Taxes	\$48,978,325
Utility Dividend	44,036,138
LRH Lease	14,215,434
Charges for Services	20,376,794
Grants	7,396,540
Gas Taxes	6,679,686
Sales & Utility Taxes	15,948,150
CRA Tax Increment	10,499,262
Debt Proceeds	2,226,371
All Other	38,057,376
Prior Year Reserves	17,949,938
<b>Total Revenues</b>	<b><u>\$226,364,014</u></b>

\*Non-Enterprise Funds

Figure 22: General Government Funds Revenues List

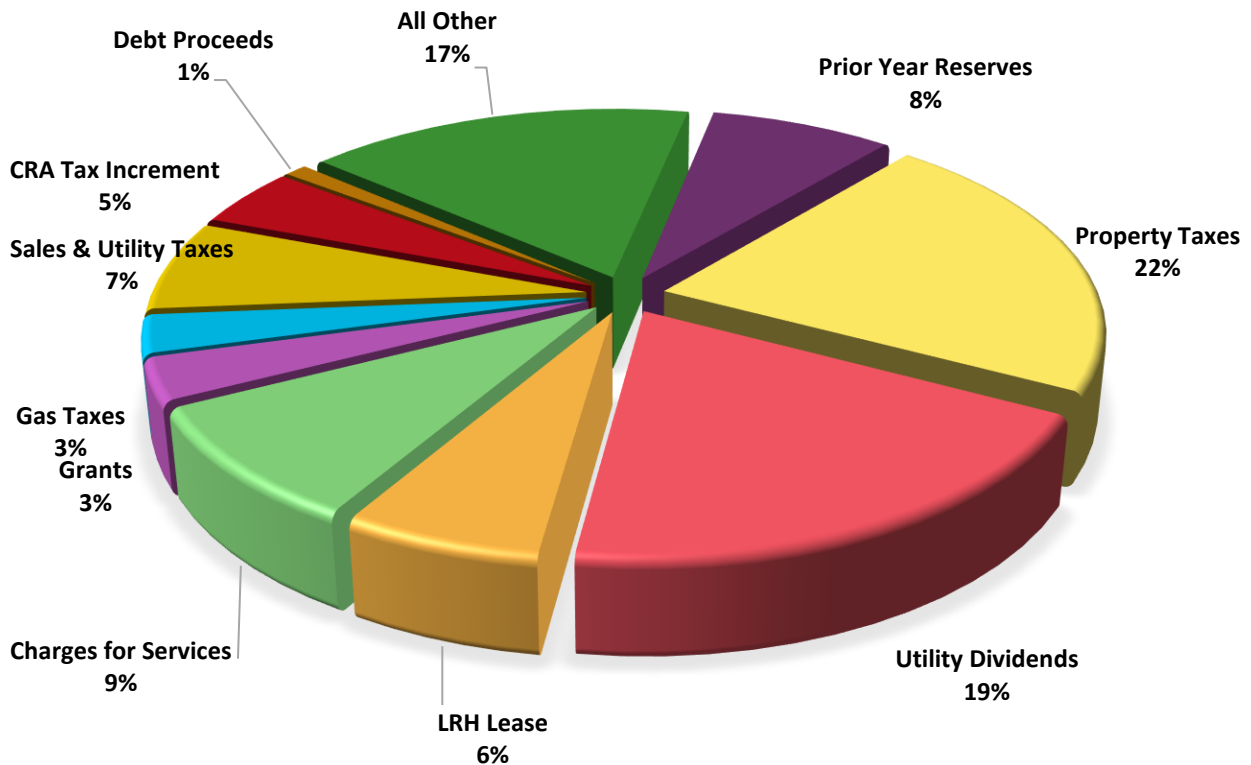


Figure 23: General Governmental Funds Revenues Pie Chart

# Budget Summary

## General Governmental Funds\* - Expenditures

Department	Expenses
Police	\$52,231,243
Fire	25,931,259
Public Works	7,298,765
Parks and Recreation	28,672,618
RP Funding Center	7,013,739
Debt Service	11,569,775
Capital Outlay	22,277,539
Community and Economic Development	10,525,711
General Government	8,442,899
Street Lighting	4,362,066
All Other	48,038,400
<b>Total Expenditures</b>	<b><u>\$226,364,014</u></b>

\*Non-Enterprise Funds

Figure 24: General Government Funds Expenditures List

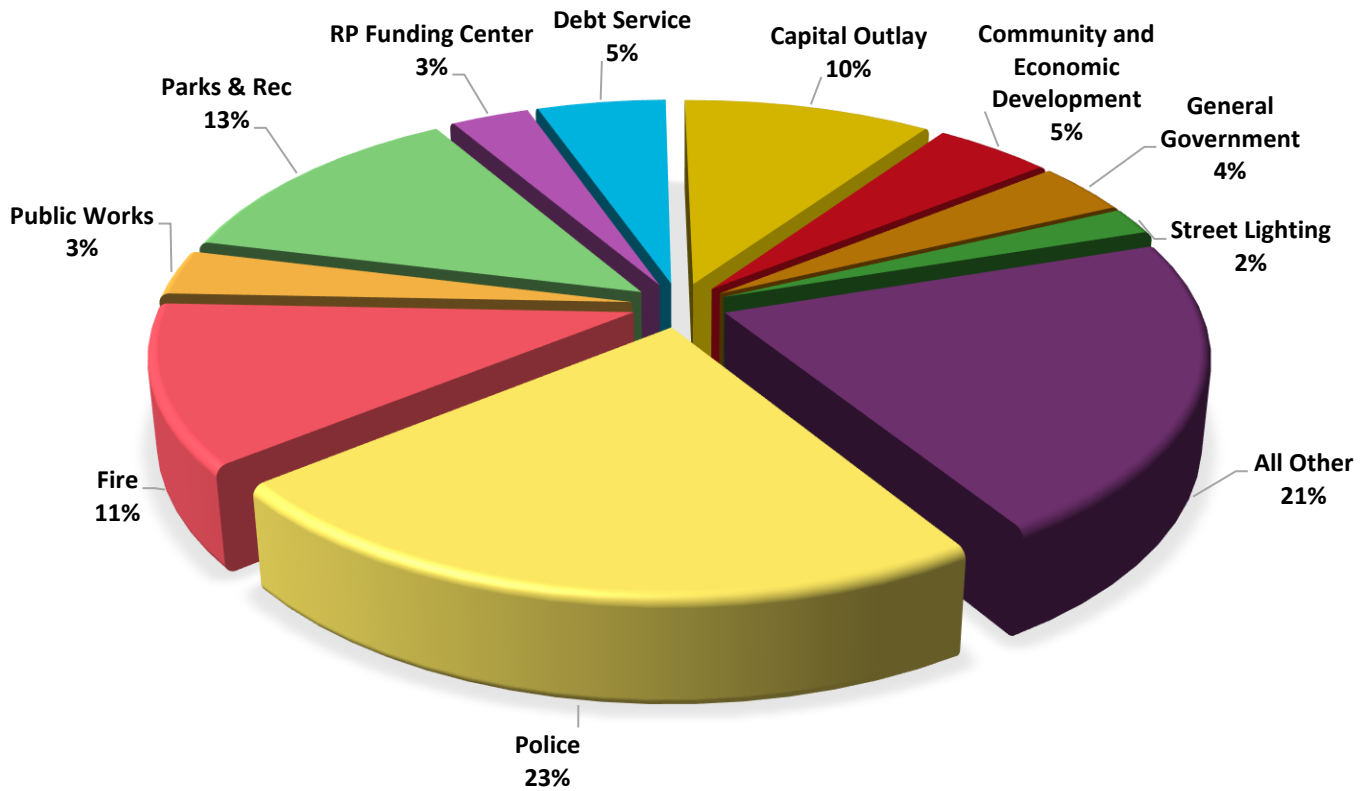


Figure 25: General Governmental Funds Expenditures Pie Chart

# Budget Summary

## General Fund - Revenues

Source	Revenues
Property Taxes	\$48,978,325
Utility Dividend	44,036,138
Charges for Services	12,022,836
Grants	1,996,653
Utility Taxes and Franchise Fees	15,948,150
State Shared Revenues	12,511,534
Licenses and Permits	1,666,095
Fines and Forfeits	1,867,877
All Other	10,959,061
Prior Year Reserves	7,639,730
<b>Total Revenues</b>	<b><u>\$157,626,399</u></b>

Figure 26: General Fund Revenues List

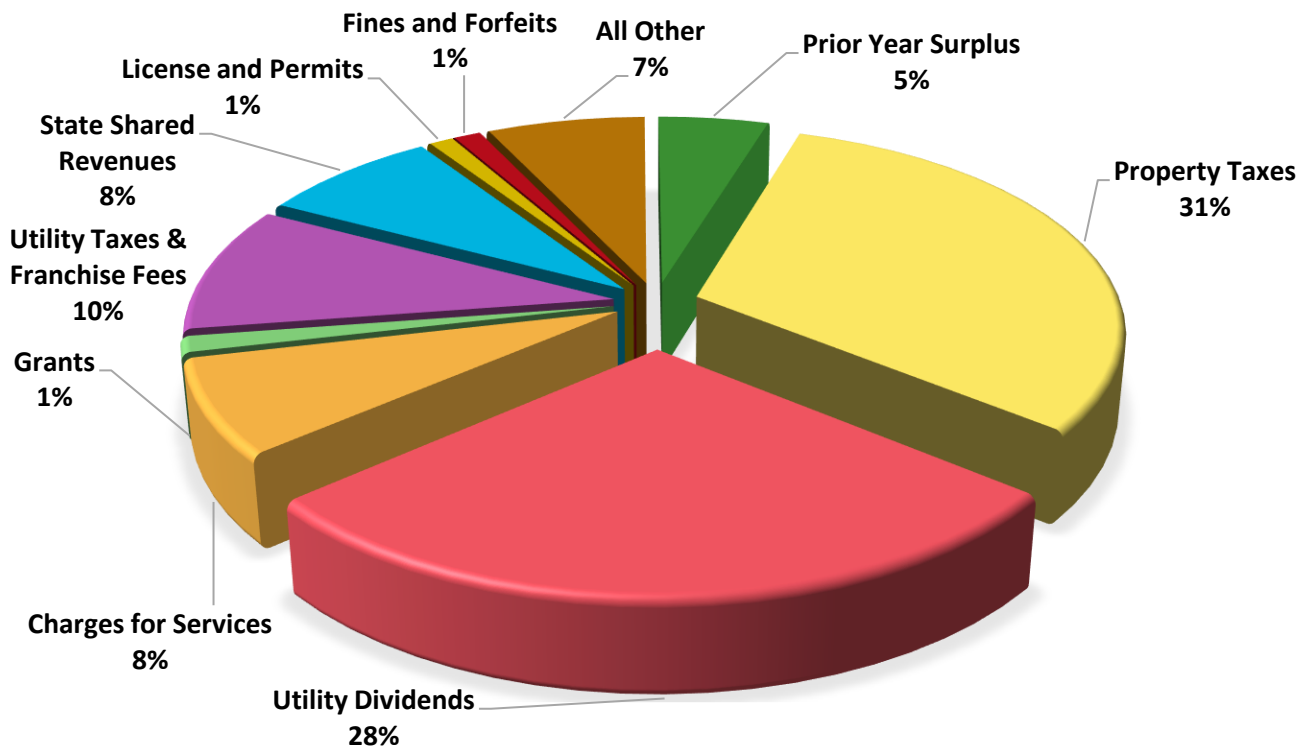


Figure 27: General Fund Revenues Pie Chart



# Budget Summary

## General Fund - Expenditures

Department	Expenses
Police	\$52,231,243
Fire	25,931,259
Public Works	7,298,765
Parks and Recreation	28,672,618
Debt Service	575,142
Capital Outlay	1,265,636
Community and Economic Development	4,592,035
General Government	15,456,638
Street Lighting	4,036,069
All Other	17,566,994
<b>Total Revenues</b>	<b><u>\$157,626,399</u></b>

Figure 28: General Fund Expenditures List

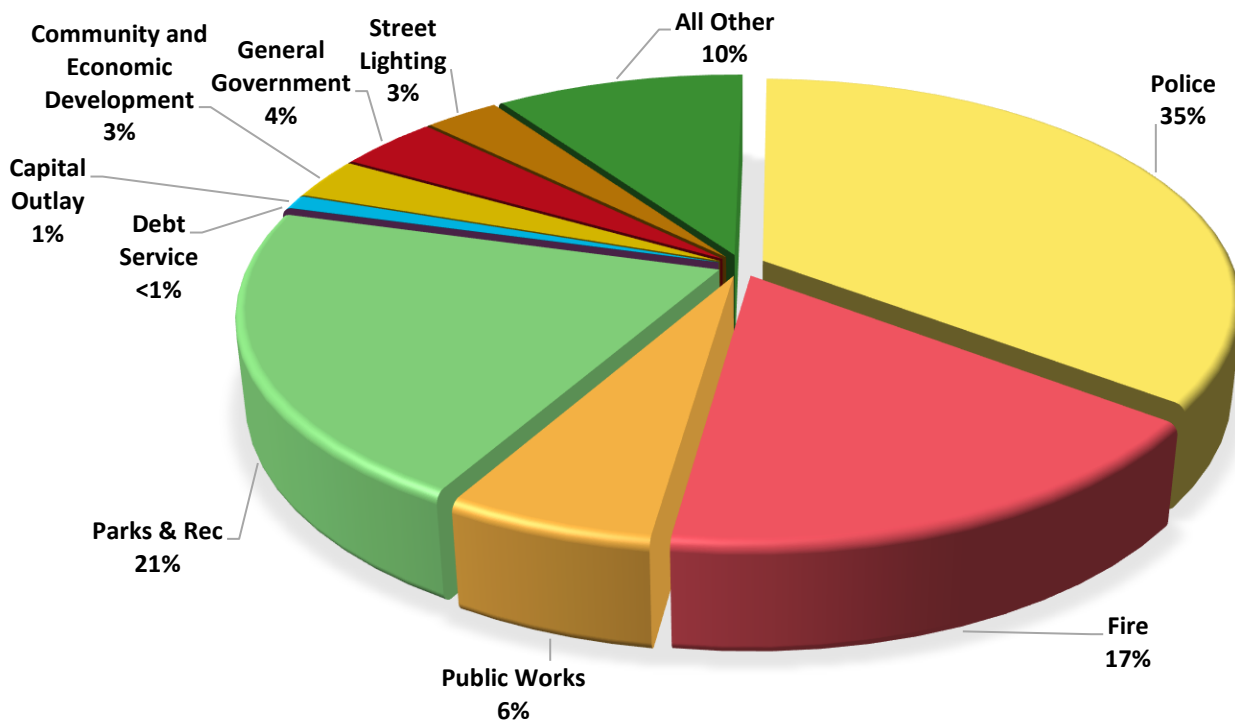


Figure 29: General Fund Expenditures Pie Chart

# Ad Valorem Taxes

## Millage Rate

An ad valorem tax is a tax based on the value of real estate or personal property. One mill is the equivalent of \$1 per \$1,000 of value. During Fiscal Year 2020, the millage rate was 5.4644. The rate for Fiscal Year 2022 was lowered to 5.4323.

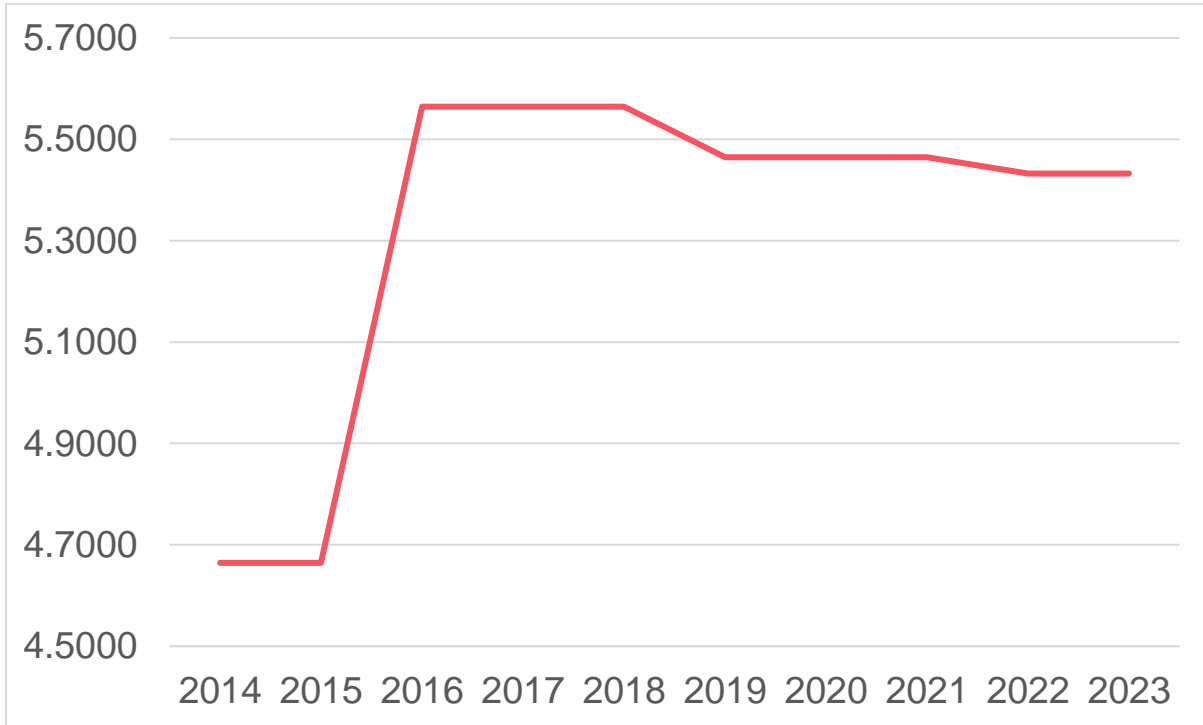


Figure 30: Historic Millage Rates Graph

Fiscal Year	Millage
2014	4.6644
2015	4.6644
2016	5.5644
2017	5.5644
2018	5.5644
2019	5.4644
2020	5.4644
2021	5.4644
2022	5.4323
2023	5.4323

Figure 31: List of Millage Rates by Year

## Position Changes by Fund and Department

	FY2021		FY2022		FY2023		FY22-23 Net Change	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Commission	1	7	1	7	1	7	0	0
City Manager	15	0	15	0	11	0	-4	0
Communications	7	0	7	0	7	0	0	0
Legal	6	0	6	0	6	0	0	0
Retirement	4	0	4	0	4	0	0	0
Human Resources	25	1	25	1	26	0	1	-1
Internal Audit	2	0	2	0	2	0	0	0
Risk Management	16	0	16	0	16	0	0	0
Finance	44	1	43	1	43	1	0	0
Community Development	64	8	64	8	66	8	2	0
Fire	178	1	182	1	212	1	30	0
Police	373	11	373	11	392	9	19	-2
Public Works	117	0	117	0	105	0	-12	0
Parks & Recreation	240	176	240	173	241	172	1	-1
	<b>1092</b>	<b>205</b>	<b>1095</b>	<b>202</b>	<b>1132</b>	<b>198</b>	<b>37</b>	<b>-4</b>
Comm Development/Housing Program	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>
Fleet Management	28	0	28	0	28	0	0	0
Purchasing & Stores	16	0	16	0	16	0	0	0
Facilities Maintenance	64	0	64	0	64	0	0	0
Information Technology	80	0	82	0	84	0	2	0
	<b>188</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>192</b>	<b>0</b>	<b>2</b>	<b>0</b>
RP Funding Center	51	305	45	305	43	305	-2	0
Lakeland Linder International Airport	20	1	21	1	23	1	2	0
Parking System	5	0	5	0	5	0	0	0
Stormwater	12	0	12	0	28	0	16	0
Solid Waste	66	0	66	0	66	0	0	0
Water	133	2	136	2	140	2	4	0
Wastewater	98	2	101	1	102	1	1	0
Lakeland Electric	519	27	413	27	412	27	-1	0
	<b>904</b>	<b>337</b>	<b>799</b>	<b>336</b>	<b>819</b>	<b>336</b>	<b>20</b>	<b>0</b>
<b>Grand Total</b>	<b>2189</b>	<b>542</b>	<b>2089</b>	<b>538</b>	<b>2148</b>	<b>534</b>	<b>59</b>	<b>-4</b>

Figure 32: Position Changes by Fund and Department

## Historical FT and PT Changes

The graph below represents a historical perspective of the number of positions on the city organizational charts. With changes in population, service areas, and the economy, among other factors, the city adjusts the organizational structure to maintain service levels and remain responsive to the needs of its citizens and customers.

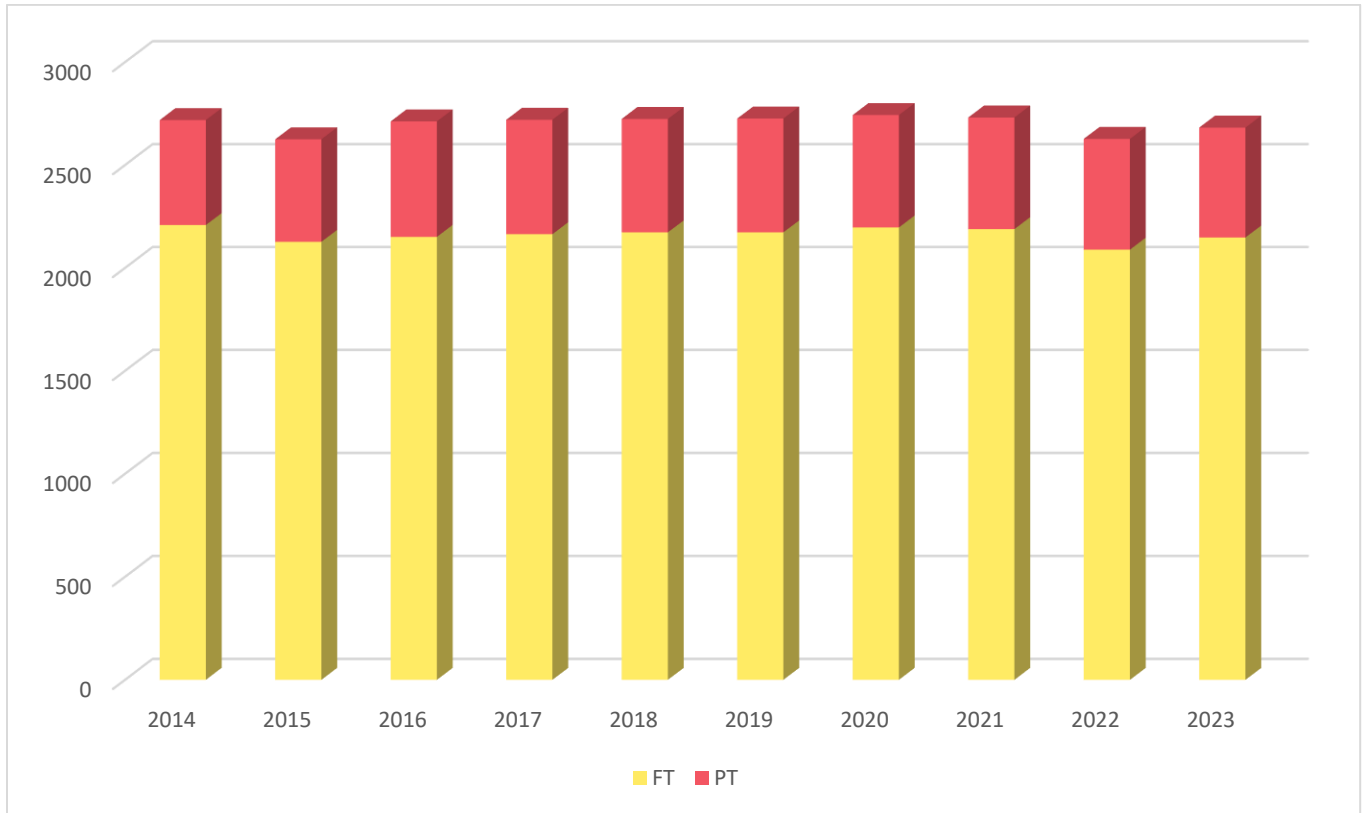


Figure 33: Historical Full-time and Part-time Position Changes Graph

Position Changes		
Fiscal Year	Full-Time	Part-Time
2014	-81.5	-12
2015	24	63
2016	13	-5
2017	9	-5
2018	0	2
2019	19	-2
2020	5	-5
2021	-8	-4
2022	-100	-4
2023	59	-4

Figure 34: Full-time and Part-time Position Changes by Year

## Residents Per Employee

The number of residents per employee, when considered with other factors, can reflect changes in productivity. Labor is one of the largest expenditures of the operating budget and changes in this indicator can reveal strengths or deficiencies in operations. An upward trend in residents per employee coupled with a consistent level of service can reflect increased productivity.

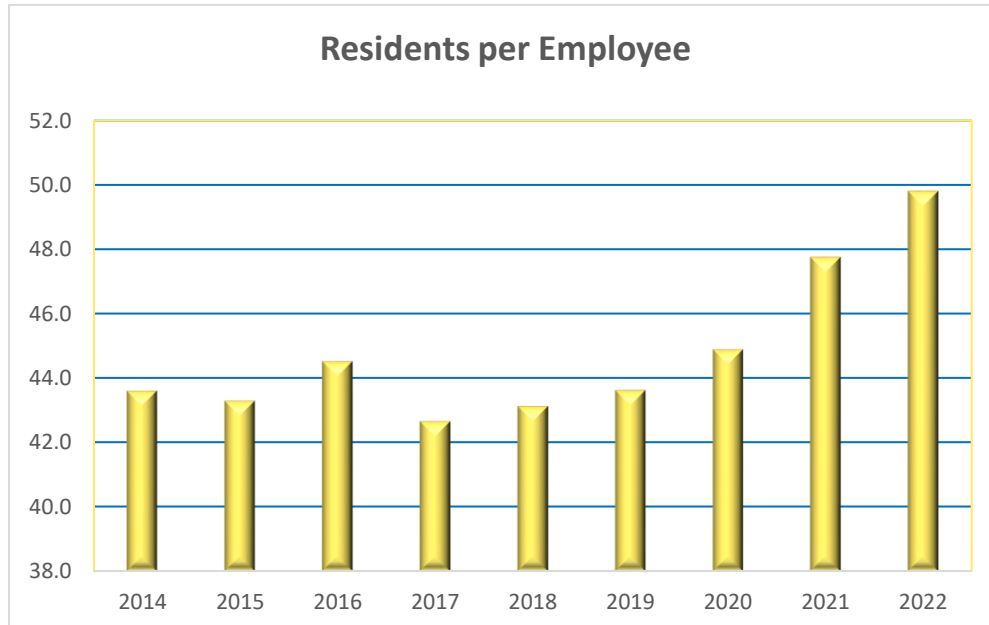


Figure 35: Residents Per Employee Graph

Year	Lakeland Population*	Lakeland FTE's	Residents per Employee
2014	100,728	2,310.00	43.6
2015	100,728	2,326.67	43.3
2016	101,517	2,280.39	44.5
2017	104,185	2,442.00	42.7
2018	105,586	2,448.00	43.1
2019	107,552	2,465.50	43.6
2020	110,494	2,461.50	44.9
2021	112,641	2,358.50	47.8
2022	120,279	2,415.00	49.8

\*BEBR estimates unless a Census year (latest 2010).

Figure 36: Population, Full-Time Equivalents and Residents per Employee by Year

# Financial Policies

## Operating Budget Policies

- The Budget shall be balanced by fund. Balanced by fund is defined as revenues plus Fund Balance being equal to or greater than expenditures. Fund Balance is normally reserved for capital projects/outlay or one-time expenditures and is generally not to be used for operational expenditures.
- The Budget will provide for adequate maintenance of capital plans and equipment and for their orderly replacement.
- The city will maintain a budgetary control system to ensure it adheres to the Budget.
- Appropriation requests will be made by departments (i.e., City Manager, Police, etc.) in the General Fund and by all other funds. These requests are approved by the City Commission.
- Fund balance is the difference between assets and liabilities in a governmental fund. Resources in a fund other than the General Fund are either (1) required to be used for the purpose of the fund or (2) intended by the government to be used for that purpose. The governmental funds account for typically tax-supported activities of a government (as opposed to the proprietary funds, which account for self-financing or business-like activities) and include:
  - The General Fund where a government accounts for everything not reported in another fund.
  - Special Revenue Funds for reporting specific revenue sources that are limited to being used for a particular purpose.
  - Debt Service Funds which account for the repayment of debt.
  - Capital Project Funds that track the accumulation and use of resources for constructing, acquiring, and rehabilitating capital assets, such as buildings and roads.
  - Permanent Funds where a government reports principal amounts that are restricted to being invested to produce income but cannot be spent.
- Unreserved Fund Balance should be approximately 45-60 days of the operating revenues of the General Fund to account for unforeseen items and events that occur during a fiscal year. The Fund Balance will act as a cushion or “budget stabilization fund” for the expenditures financed within that fund.
- The City will protect itself against catastrophic losses through a combination of good risk management, traditional insurance, and, where prudent, actuarially funded self-insurance programs.
- Recovery of the specific costs of municipal services will be allocated to the appropriate users, wherever possible and practical, and shall be accounted for within enterprise funds maintained by the City on a full accrual basis.

## Financial Policies

### Operating Budget Policies Continued

- Internal Service Funds shall be self-supporting and shall recover the cost of the services they provide based on a rational allocation of costs to the benefiting City Departments.
- The City will strive to have all Enterprise Funds be self-supporting to the extent practical, including debt service and capital improvements. All costs associated with these operations shall be fully accounted for within the Enterprise Fund and any subsidies required for these operations shall be documented as Interfund Transfers.
- Although not required by State Law, Internal Service Funds (except for the internal loan and self-insurance funds) and Enterprise Funds will be governed by legally adopted annual budgets for cost control and administrative purposes.
- In no case will any fund operate in a manner that results in a continuing annual deficit that could result in a negative unappropriated surplus (defined as current assets excluding inventories less current liabilities including the long-term portion of accrued payroll liabilities).
- Operating budgets are prepared on a modified accrual basis, ensuring that budgeted expenditures within an annual planning period can be financed from available, spendable resources.
- In the Audited Financial Statements, the Government-Wide and Proprietary Funds are reported using the Full Accrual Basis of Accounting.

### Revenue Policies

- As much as possible, subject to State Law and voter approval, the City will seek to maintain a diversified and stable mix of revenue sources.
- The city will pursue the collection of revenues levied against the users of public services.
- User fees and charges will be established with consideration of the recovery of the full cost of providing the related service, to the extent practical.
- In preparing the Budget, the City Manager will estimate revenues using a conservative, objective, and analytical process.
- Non-recurring revenues and one-time revenues will not be relied upon to finance the cost of recurring expenditures. Non-recurring revenues and one-time revenues should be used for non-recurring expenditures.
- All grant applications will be prepared with full consideration of matching costs and on-going recurring costs to be financed from local revenue sources. All grant applications shall be authorized by the City Commission.

## Financial Policies

### Capital Improvement Policies

- The city develops a ten-year Capital Improvement Plan (CIP).
- Capital project budgets will be adopted on a project basis at the inception of the project.
- The city will coordinate the development of the Capital Improvement/Replacement Budget with the development of the Annual Operating Budget. Each capital project is reviewed for its ongoing future impact on the operating budget.
- The city will use the following criteria to evaluate the relative merit of each capital project being considered for funding within its CIP:
  - Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
  - Capital Projects that will reduce recurring operating costs will receive priority consideration.



## Funds Overview

The financial transactions of the City are reported in individual funds within the City's accounting system. Each fund is accounted for by providing a separate, self-balancing set of accounts comprised of the assets, liabilities, reserves, fund equity, revenues, and expenditures/expenses of each fund.

GASB 34 sets forth the minimum criteria used to determine whether the individual funds are considered major versus non-major. The criteria are based on the value of assets, liabilities, revenues, and expenditures/expenses of each fund in relation to all funds taken as a whole. Detailed information on these funds is provided in the basic financial statements.

Within the fund financial statements, funds are also classified into fund types. Certain funds, as denoted, are included for information purposes only and are not budgeted on an annual basis.

### General Fund

Used to account for day-to-day operations that are NOT financed and operated in a manner like private business enterprises because of the impracticality of recovering costs based on a per usage charge. Examples include the costs of providing public safety, community planning and zoning, governance of the general government and most costs associated with parks and recreation facilities and programs.

### Enterprise Funds

Used to account for operations that are financed and operated in a manner like private business enterprises. The primary customer of enterprise funds is the public, and the intent is that the costs relating to providing certain goods or services are primarily recovered through user fees and charges.

#### Electric Utility

Accounts for operating and maintaining generation, distribution and customer support functions associated with the city-owned electric utility.

#### Water Utility

Accounts for operating and maintaining the treatment and distribution functions associated with the city-owned water utility.

#### Wastewater Utilities Fund

Accounts for operating and maintaining the treatment and collection functions associated with the city-owned wastewater water utility.

#### The Parking System Fund

Accounts for operating and maintaining parking facilities throughout the city, including three municipal parking garages.

## Funds Overview

### **Lakeland Linder International Airport Fund**

Accounts for revenues and leases of buildings and land, commissions on the sale of gasoline, related operating expenses, and capital outlays necessary for maintaining a general aviation facility and an industrial park.

### **Solid Waste Management Fund**

Accounts for all activities necessary to provide refuse collection, disposal services and recycling to residents of the city.

### **Internal Service Funds**

Used to account for the financing of goods or services provided by one department to other departments of the city on a cost reimbursement basis.

#### **Purchasing and Stores Fund**

Accounts for the cost of purchasing and maintaining custody of supplies and materials. Services provided are billed based on an estimate of actual cost, including operating expenses and overhead.

#### **Fleet Management Fund**

Accounts for renting and maintaining automotive equipment used by other City departments. User charges are assessed to cover actual costs, including operating expenses, overhead and depreciation.

#### **Internal Loan Fund<sup>†</sup>**

Accounts for internal loans that are made to other funds of the City for the purpose of financing capital acquisition costs of a relatively short-term nature.

#### **Self-Insurance Fund<sup>†</sup>**

Accounts for the cost of claims and management fees incurred in providing employee health insurance, workers' compensation, general liability, public officials' liability, airport general liability, automobile liability and trustee and fiduciary liability for the City.

#### **Information Technology Fund**

Accounts for the cost of information services incurred in providing network services, telephone, radio communications and general computer services and supplies. User charges are assessed to cover actual costs including operating expenses, overhead and depreciation.

#### **Facilities Maintenance Fund**

Accounts for the cost of maintenance and janitorial services for all City-owned buildings. User charges are assessed to cover the actual costs, including operating expenses and overhead.

*<sup>†</sup>Included for information purposes.*

## Funds Overview

### Fiduciary Funds

Used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs. Fiduciary funds include both pension trust funds and agency funds. Fiduciary Funds are measured by the Finance Department but are included in the budgeting process only to the extent that related transactions affect other budgeted funds.

#### **Employees' Pension and Retirement Fund<sup>†</sup>**

Accounts for the accumulation of resources used for retirement payments for City employees.

#### **Police Officers' Supplemental Pension and Retirement System Fund<sup>†</sup>**

Accounts for the accumulation of resources used for retirement annuity payments to police officers. Resources are contributed by police officers at a rate of 1% of their salary and by the State of Florida from the proceeds of an excise tax imposed by the City on casualty insurance companies.

#### **Firefighters' Supplemental Pension Plan Fund<sup>†</sup>**

Accounts for the accumulation of resources used for retirement annuity and death benefit payments for firefighters. Resources are contributed by firefighters at a rate of 3% of their salary and by the State of Florida from proceeds of an excise tax imposed by the City on fire insurance companies. The tax is collected by the State of Florida and remitted to the fund.

#### **Alternate Employee Pension Plan Fund<sup>†</sup>**

Accounts for the accumulation of assets designated for providing post-employment benefits for certain eligible employees enrolled in the plan. The assets of the City's Alternate Pension Plan were transferred to a third-party administrator in the name of the participants. The city no longer has any fiduciary responsibilities concerning the plan. The City's involvement in the plan is limited to remitting the amounts paid by the participants to the third-party.

#### **Death Benefit Fund<sup>†</sup>**

Accounts for the accumulation of resources used to provide continued life insurance to certain City employees after retirement. The maximum liability at year-end is completely funded.

#### **Survivor's Benefit Trust Fund<sup>†</sup>**

Accounts for the accumulation of resources used for payment of a death benefit to the surviving spouses of certain retired employees.

*<sup>†</sup>Included for information purposes.*

## Funds Overview

### Special Revenue Funds

Used to account for proceeds from certain specific revenue sources. These funds are recorded separately as directed by legal requirements, regulatory provisions, or administrative action. As with the General Fund, the primary accounting focus is on the sources of available funds and the financial activity is reported using the modified accrual basis accounting.

#### **Transportation Fund**

Major sources of revenues include taxes levied on motor fuels and impact fees. These revenues are used for projects approved by the City Commission, such as street improvements.

#### **Public Improvement Fund**

Consists of revenues primarily received from an agreement to lease city-owned land to a not-for-profit hospital. The revenues are used to finance a variety of capital improvement projects not assignable to an enterprise operation and to pay debt service on long-term debt issued for the same purpose.

#### **Community and Economic Development and Affordable Housing Fund**

Accounts for the various federal and state grant programs for improvement projects and economic development assistance in low to moderate-income areas.

#### **Stormwater Fund**

Accounts for revenues received primarily through the collection of residential and commercial fees as well as transfers from the Transportation Fund for drainage and lake projects and are used for projects approved by the City Commission for stormwater capital activities.

#### **Lakeland Community Redevelopment Agency**

Accounts for revenues received primarily from the tax increment of the special taxing district established for the purpose of revitalizing the downtown Lakeland area.

#### **Impact Fee Fund<sup>†</sup>**

Accounts for impact fees collected for transportation, law enforcement, fire protection and parks and recreation.

### **Debt Service Fund**

Accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

### **Permanent Funds<sup>†</sup>**

Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the reporting government's programs. Cash flows in and out of the Permanent Funds are measured by the Finance Department but are not included in the budgeting process except to the extent those cash flows affect other budgeted funds. The Permanent Funds include: The Oak Hill Burial Park Fund, the Cemetery Perpetual Care Fund, the Scott Morris Mausoleum Fund, the Webster Book Fund, and the Baldwin Book Fund.

*†Included for information purposes.*

## Budgeted Funds by Department

DEPARTMENT	FUND TYPE				
	General	Special Revenue	Debt Service	Enterprise	Internal Service
Airport				X	
City Attorney	X				
City Manager's Office	X				
Communications	X				
Community and Economic Development	X	X			
Electric				X	
Finance	X				
Fire	X				
Human Resources	X				
Information Technology					X
Internal Audit	X				
Parks, Recreation, and Cultural Arts	X				
Police	X				
Public Works	X	X		X	X
Purchasing and Risk Management	X				X
Retirement Services	X				
RP Funding Center	X				
Water Utilities				X	

Figure 37: Budgeted Funds Relationship by Department

**Modified Accrual  
Basis of Budgeting**

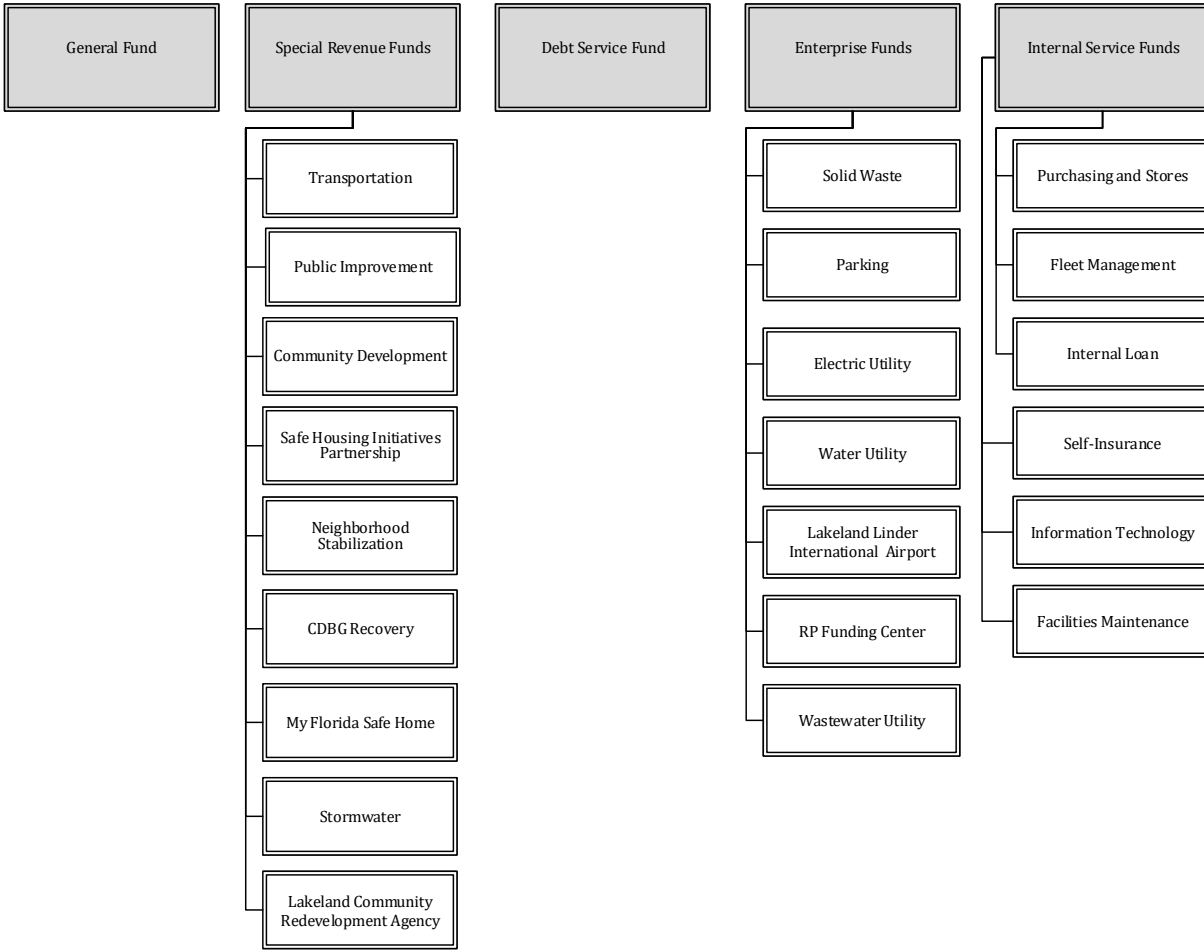


Figure 38: Modified Accrual Basis of Accounting by Fund



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## Long-Range Planning Overview

This section outlines the elements of the long-range financial planning process.

First, a new Strategic Plan for the City, beginning with Fiscal Year 2021, was developed. The Strategic Plan is the outcome of the City Commission Retreat and contains the seven Target Areas the City will focus on in the long and short-term. The Strategic Plan also ties the Vision, Mission, and Core Values of the City to the Strategic Objectives and Prioritized Initiatives of each Target Area.

The Environmental Scan, which follows the Strategic Plan, is an overview of the economic and developmental forces at work in the community, as well as information regarding changes in the demographic, technological, legislative, and service demand areas. During the Environmental Scan, departments also look outside our organization at other cities and private sector competitors to evaluate levels of service and operational strategies. The city believes in utilizing standard best practices to model our systems.

A Debt Management Overview is provided with brief explanations of debt purposes and debt trends. Based on our Strategic Plan, Environmental Scan, and Financial Forecasts, we have created a financial strategy for the short-term, that positions us to be in the best position for long-term trends and conditions.

All the tools noted are used in the development of the Financial Health summary. This section attempts to anticipate the impacts of a changing environment as well as plan for future operational and capital expenditures.





## Environmental Scan – Demographic Trends

### Demographic Trends

In 2021, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated the City of Lakeland’s population to be 116,421, moving Lakeland up two spots as the 19<sup>th</sup> most populated city in Florida. This estimate depicts a steady 19% increase from the 2010 U.S. Census population estimate of 97,422. Looking back 20 years to the 2000 decennial Census, the City’s population was estimated to be 78,452. Since that estimate, Lakeland’s population has expanded by just over 48%, as the city added 37,969 new residents. Supporting an outstanding quality of life along with a healthy job and housing market, Lakeland’s population grew at an average annualized rate of 2.74% over the previous 5-years, from 2016-2021.

### **Households and Families**

The U.S. Census Bureau for 2020 estimated that there were 45,636 occupied housing units in Lakeland, of which, 55.6% were owner-occupied and 44.4% renter occupied. Of these, 5,223 units were unoccupied, with a homeowner vacancy rate of 4.2% and a rental vacancy rate of 7.7%. The average Lakeland owner-occupied household size during this period was 2.5 people per household while the average family size was 3.21. Also, for 2020, the percentage of families that have occupied the same house for more than 1 year was just below 80%.

### **Income**

In 2020, economic data estimates prepared by the Federal Reserve showed the Lakeland MSA median household income to be \$54,591 while the personal per capita income for the Lakeland MSA was estimated at \$39,760 by the US Bureau of Economic Analysis. The Lakeland MSA experienced a 6.6% year-over-year increase in per capita personal income from 2019 to 2020, which was 1.8% greater than that of the state. Florida recorded a 4.8% increase in per capita personal income from 2019 to 2020 according to the US Bureau of Economic Analysis.

### **Per Capita Personal Income**

<b>Year</b>	<b>Lakeland MSA</b>	<b>Florida</b>
2011	\$32,239	\$40,442
2012	\$32,190	\$41,475
2013	\$31,997	\$41,069
2014	\$32,947	\$43,388
2015	\$33,814	\$45,493
2016	\$33,774	\$46,253
2017	\$35,236	\$48,774
2018	\$36,048	\$51,150
2019	\$37,183	\$53,034
2020	\$39,760	\$55,675

Figure 39: Per Capita Income

# Environmental Scan – Demographic Trends

## Demographic Trends Continued

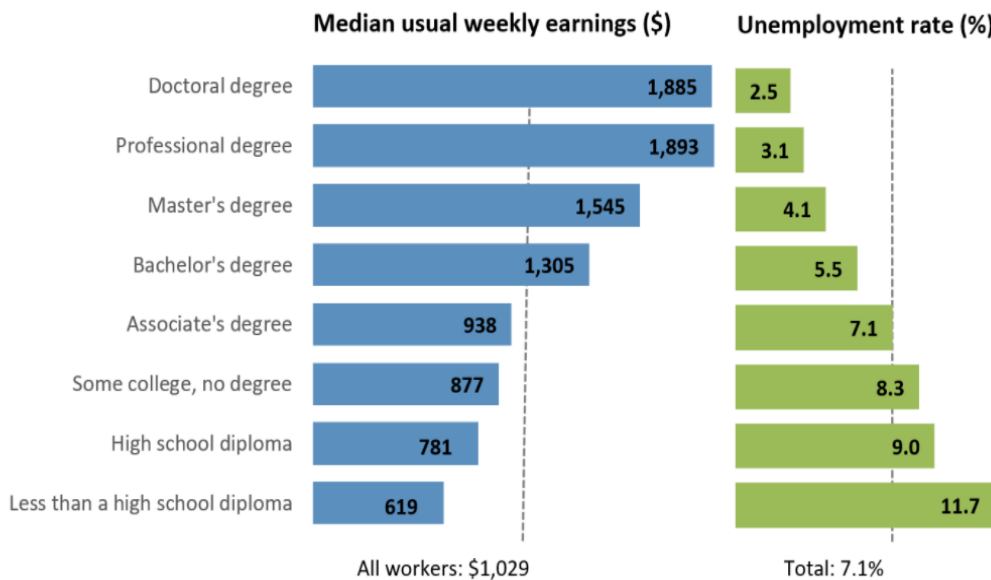
### Cultural Factors

As Lakeland’s population surpasses 115,000, the city continues to see a shift in diversity. The 2020 QuickFacts data from the U.S. Census shows, 95.5% of Lakeland’s residents reported themselves as being of one race. Within this single race category, 72.3% were white, 20.5% were African American, 0.4% were American Indian or Alaska Native, 0.1% Native Hawaiian or Pacific Islander, 2.2% were Asian, and 1.8% reported two or more races. As part of the City’s total population, the 2020 Census estimates there to be 19,093 Hispanics or Latinos of any race embedded within the total figure. This number represents 16.4% of the City’s total population, which is a 56% increase in Lakeland’s Hispanic population registered in the 2010 U.S. Census.

### Educational Attainment

With several colleges and universities located within the Lakeland Electric Service Area and the accessibility and growth of online learning, Lakeland has seen a marked increase in the educational attainment of its residents. The 2020 Census shows that 88.9% of Lakeland residents over the age of 25 had graduated from high school, which marked an 8% increase from the 2000 Census estimate. The 2020 survey also reported that 25.8% of Lakelands residents over age 25 had a bachelor’s degree or higher.

**Earnings and unemployment rates by educational attainment, 2020**



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers. Source: U.S. Bureau of Labor Statistics, Current Population Survey.

Figure 40: Unemployment by Education

# Environmental Scan – Land Development

## Land Development Trends

### Single-Family Residential Construction

Residential construction activity in Lakeland continues to accelerate to keep up with demand. Lakeland issued 749 new single-family permits and 337 multi-family permits in 2021. Individually, single-family activity recorded just a slight year-over-year increase of 1.9% from 2020, but overall demonstrated an 87% increase from the previous 12-year high which was established in 2018. Multi-family permitting remained strong with 337 permits issued in 2021. This was a slight decrease from the peaks established in the prior 2-years, but overall, this market is still considered to be a very active. From 2019-2021, Lakeland issued 1,584 multi-family permits for projects to be constructed within the City limits. This short-term annual average far outpaces the longer term 20-year average of 215 annual multi-family permits and demonstrates the current need for more multi-family products in Lakeland.

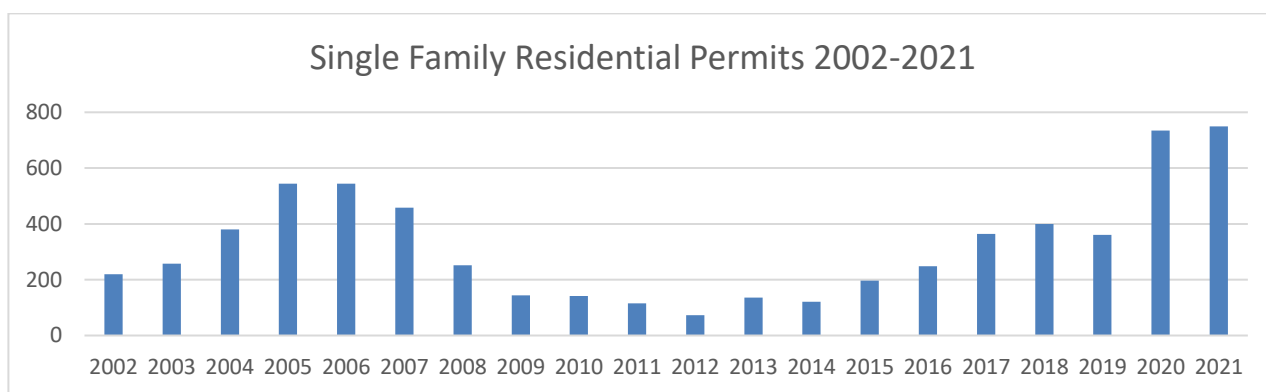


Figure 41: Chart of Single-Family Residential Permits Issued

Lakeland continues to demonstrate a great deal of core strength as the real estate market signals an expanding pattern for residential development. The right balance of a growing population, new buyers and shifting demographics have Lakeland positioned well for growth. Lingering low interest rates will continue to push single-family activity with great purchasing power, while an abundance of new multi-family units in the City's core and lower density areas will help balance demand. Understanding that normalization of the economy may be prolonged post pandemic, many economists recognize that the biggest concerns for new residential construction in 2022 will be an under abundance of qualified labor, the increasing costs of building supplies and materials and project delays associated with supply chain issues.

### Single-Family Residential Resale

Running parallel with new single-family construction, the residential resale market in Lakeland was extremely busy in 2021, marking one of the most active years for single-family resale real estate on record. Year-over-year totals for 2021 show that there were 4,877 residential units sold last year. Balancing this growth, the total units sold in 2021 marked a 101% increase from the post-recession mark established in 2010. This increase in the number of homes sold also impacted the price of existing homes. In Lakeland, the average purchase price for a home in 2021 was \$286,112, which was a 21% year-over-year increase from the prior year and a dramatic net increase of 148% since 2010 when the average sales price was \$115,075.

## Environmental Scan – Land Development

The Lakeland Association of Realtors (LAR) reported that Lakeland’s local real estate market closed out 2021 with an average of just 0.5 months of inventory available, which equates to just 220 units. Compare that number to 1,250 units for sale representing 4.3 months of available inventory in Lakeland at the start of 2017 and the markets competitiveness is evident. With a steadily increasing amount of new buyers, and a defined number of homes for sale, Lakeland’s residential resale market today can be categorized as a very strong seller’s market. With this continued momentum, most economists agree that Lakeland’s residential real estate market has not peaked and will continue to grow in 2022. Key statistics outlining real estate valuations, sales transactions and new construction starts all point to continued local and regional growth in the single-family and multi-family residential market.

Price Range	Sold Units	Market Share	Average List Price	Average Sale Price	% List to Sell	Avg DOM	Inventory on Market	Months Supply
\$ 1 - 49,999	12	0.25%	71,767	36,188	50.00%	36	1	1.0
\$ 50,000 - 59,999	16	0.33%	63,175	54,219	86.00%	25	0	0.0
\$ 60,000 - 69,999	18	0.37%	68,131	63,948	94.00%	60	1	0.7
\$ 70,000 - 79,999	28	0.57%	83,089	73,903	89.00%	33	2	0.9
\$ 80,000 - 89,999	42	0.86%	89,086	84,495	95.00%	31	0	0.0
\$ 90,000 - 99,999	46	0.94%	99,583	94,425	95.00%	43	5	1.3
\$ 100,000 - 119,999	102	2.09%	115,344	109,272	95.00%	46	5	0.6
\$ 120,000 - 139,999	148	3.03%	131,469	128,489	98.00%	35	4	0.3
\$ 140,000 - 159,999	204	4.18%	151,518	149,626	99.00%	32	6	0.4
\$ 160,000 - 179,999	246	5.04%	171,813	169,762	99.00%	30	12	0.6
\$ 180,000 - 199,999	322	6.60%	188,829	189,044	100.00%	20	6	0.2
\$ 200,000 - 249,999	1,021	20.94%	225,326	225,836	100.00%	23	21	0.3
\$ 250,000 - 299,999	983	20.16%	271,971	272,878	100.00%	24	24	0.3
\$ 300,000 - 349,999	638	13.08%	320,335	321,357	100.00%	26	21	0.4
\$ 350,000 - 399,999	406	8.32%	370,884	370,852	100.00%	29	28	0.8
\$ 400,000 - 499,999	339	6.95%	439,518	438,527	100.00%	25	30	1.1
\$ 500,000 - 599,999	125	2.56%	550,015	545,073	99.00%	26	17	1.6
\$ 600,000 - 699,999	93	1.91%	653,354	640,709	98.00%	44	7	0.9
\$ 700,000 - 799,999	38	0.78%	760,000	737,962	97.00%	105	5	1.6
\$ 800,000 - 899,999	18	0.37%	867,817	855,133	99.00%	77	3	2.0
\$ 900,000 - 999,999	7	0.14%	1,042,557	932,857	89.00%	58	6	10.3
\$ 1,000,000 - and over	25	0.51%	1,613,360	1,555,152	96.00%	120	16	7.7
<b>Totals</b>	<b>4,877</b>	<b>100.00%</b>	<b>287,461</b>	<b>286,112</b>	<b>100.00%</b>	<b>28</b>	<b>220</b>	<b>0.5</b>

Figure 42: Average Home Prices and Units Sold

### Commercial and Industrial Properties

Lakeland’s industrial real estate market is heavily reliant on demand. Leasing activity in Lakeland’s industrial market was blistering in 2020, despite the widespread impacts of the COVID pandemic. Ecommerce activities accelerated over the past year as demand outpaced the supply of inventory. With that, Lakeland has added nearly 10 million square feet on new industrial space over the past five years, of which, three quarters has been built as speculative space. That spike in inventory has caused vacancy rates to surge to 9.8%, which is 10-year high. Despite that, analysts project that Lakeland’s industrial market is positioned well, demonstrating strengths in both relative affordability and absorption. Last year, users leased 963,00 square feet of new space, which was a sharp decline from the historic levels reached in 2020. With many new industrial projects under construction and planned, 2022 will be another very active year. Strong demand balanced with the influx of new space should help drop vacancy rates as new inventory is constructed and leased. With new inventory being added, I-4, SR 33 and County Line Road, continue to be a primary attractor for tenants locating to and expanding within the region.

## Environmental Scan – Land Development

### ***Commercial and Industrial Properties Continued***

In 2021, industrial vacancy rates in Lakeland rose above 9% for the first time in a decade. This increase follows a recent trend which previously marked the end of an extended period which identified Lakeland as an area that was consistently regarded as the geography with the lowest overall vacancy rates in the U.S. primary market. Despite the year-over-year increase in vacancy from 9.1% in 2020 to 9.8% in 2021, Lakeland's industrial market is still very healthy as this rate is tied to the net volume in new industrial space being permitted and constructed. By the start of the fourth quarter of 2021, Lakeland saw 2 million square feet of new industrial space completed and another 820,000 square feet permitted.

Lakeland's consistent demand can be partially attributed to its attractive lease rates. However, after several years of steady activity, lease rates are increasing with 2021 seeing an average asking rate of \$5.42 per square foot, which is the highest rate ever recorded in the market. This rate is driven by the market demand which correlates with the delivery of new space. Industrial developers continue to have a defined interest in Lakeland and have several large speculative projects currently under construction and planned for in 2022.

### ***Downtown Activity***

Lakeland's downtown is growing. After a long period without any significant new construction projects in the downtown, Lakeland is seeing new projects that support residential, office, retail and entertainment which will add value for the citizens and downtown. In the Garden District, the Garden Apartments completed and leased 90 one-bedroom units at the corner of Lake Avenue and Lime Street, just south of Lake Mirror. Demand for multi-family products will bring a number of new projects that will offer benefits in varying parts of Downtown, stretching its geographic boundaries. On Orange Street, across the street from Barnett Park, plans are approved for 32 new apartments within four separate 3-story buildings. On Lake Wire, plans for a multi-phase mixed use development which will initially include 300+ new apartments are being reviewed on the previous Florida Tile site, which is adjacent to Bonnet Springs Park. Finally, in the core of downtown on Oak Street, a proposal to construct 153 apartment units and a 400-car parking garage on a 1.49-acre property that is owned by the Lakeland CRA has been approved and should move towards construction by the end of 2022. Multi-family interests in downtown continue to expand as developers explore options for more residential units to accommodate demand.

Functioning as a successful urban area, Lakeland's downtown growth is hitting every major economic segment with office, commercial, retail and redevelopment projects all creating opportunities. The most visible of these projects is 9-story 135,000 square foot Summit Consulting office building which will be completed in April of 2022 and will bring 450 new jobs to downtown. Also nearing completion in the upcoming months is Bonnet Springs Park which will activate the western edge of downtown with a 180-acre private park that will welcome the public with 9 unique buildings complimented by a variety of trails, paths, water amenities and open space. Supporting redevelopment, a number of recognizable landmark buildings have recently changed ownership

## Environmental Scan – Land Development

thus prompting an influx of new users and business uses within the downtown core. The Nathan’s building at the corner of Main Street and Kentucky Avenue was purchased and renovated to accommodate three new uses. On the west side of Massachusetts Avenue at the corner of Bay Street, the 100-year-old Eli Whitt Building has been purchased and is being renovated to accommodate multiple uses that will also add value to downtown. Along with other buildings that

Lakeland’s downtown is set up to offer a variety of mixed-use options utilizing the city’s various shopping, dining, and cultural amenities. For years, multi-story buildings were utilized as retail and office components, standing as a crucial measure of the city’s economic health. With both residential and office growth occurring downtown and several historic buildings entering the market it is anticipated that this growth will reveal a new wave of development and redevelopment opportunities that will continue to inspire Lakeland’s growing urban core. Recognizing the community’s interest in redevelopment activities and the resurgence of neighborhoods, Lakeland continues to do well within a number of specifically targeted areas. Property acquisitions throughout the city’s central core have begun to bring a pattern of change. Residential demolition and infill opportunities have brought new businesses, owners, and families into previously established neighborhoods while commercial, office, and retail activities are bringing about new jobs and industry. This rise and success of redevelopment activities is a trend that will endure. With well-designed neighborhoods and geographically significant areas with character and charm, redevelopment offers a number of opportunities that are certain to preserve and enhance certain targeted commercial corridors and residential neighborhoods by providing additional economic stability from within.

### Population

The City of Lakeland’s population is growing at a very rapid pace despite global conditions. In 2021, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated Lakeland’s population at 116,421 and Polk County’s at 748,365. By all accounts, Florida’s population is growing by nearly 1,000 residents per day. BEBR estimates that Florida’s 2021 population of 21,898,345, grew by 302,277 from 2020, ranking the state as the 3rd most populated in the US. Though Lakeland’s growth is not as rapid as the state, the city has been growing at an annual pace of approximately 1.48% annually since 2010. With regards to Lakeland Electric’s service territory, for FY2022, its population is estimated at 300,258 which represents a 1.3% annual increase from last year’s estimate of 296,398. The increase is in line with expectations and demonstrates that residential growth inside the City limits is on pace with new construction starts in unincorporated areas which are located within the Lakeland Electric service territory.

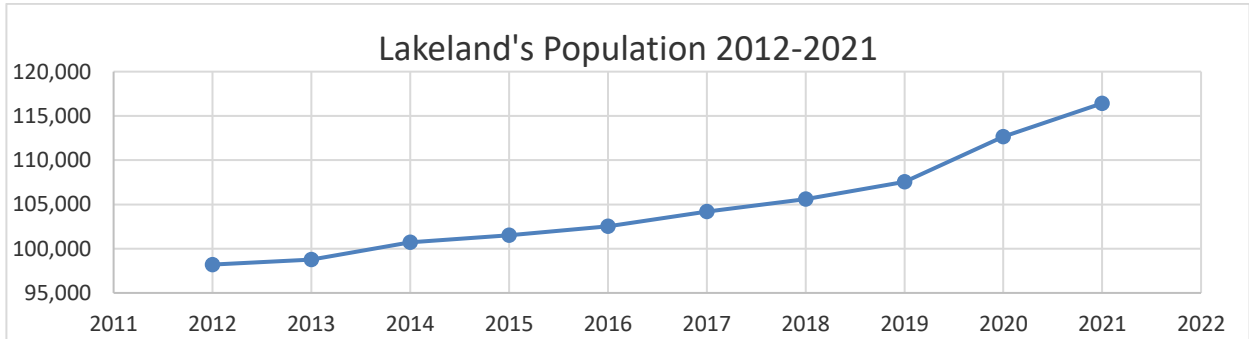


Figure 43: Lakeland’s Population Growth

# Environmental Scan – Population and Employment

## Local Employment

Existing and new companies in Lakeland are helping to fuel the City’s growing population which has a direct correlation with employment opportunities and the local unemployment rate. The impacts of the global pandemic have caused unemployment rates to continue to fluctuate mildly throughout 2021. In Lakeland, monthly unemployment rates began the year at 5.2% in January spiked to 6.6% in June before gradually descending to 4.1% in December. The relative consistency seen in local unemployment figures also mirrors the state and national economy as it is tied to responses and impacts of the ongoing pandemic. Closing out 2021, Lakeland’s unemployment rate achieved month-over-month decreases for 6 consecutive months, closing with a 12-month average of 5.3%. This decrease, despite the ongoing concern of COVID variants, sends a secure message of stabilization.

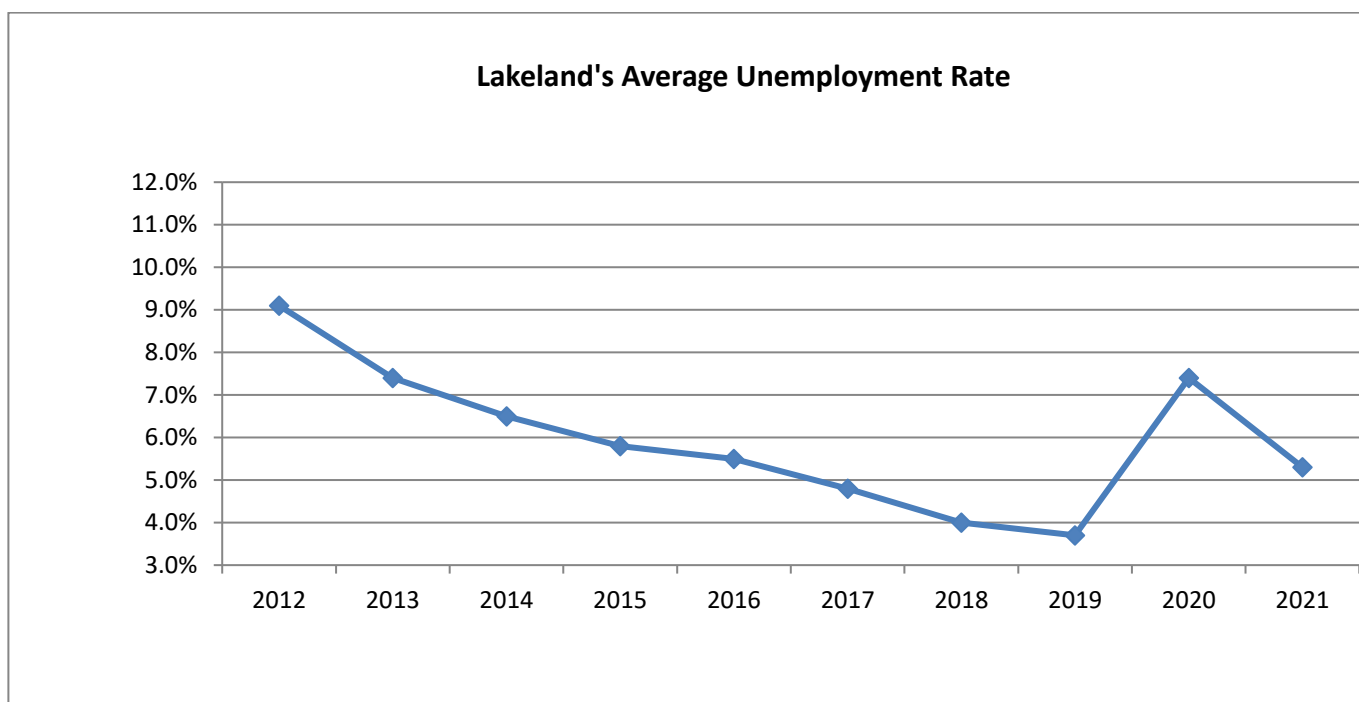


Figure 44: Unemployment Rate Lakeland 2012-2021

Complimenting Lakeland’s expanding population, the City’s month-over-month labor force for 2021 experienced a noticeable expansion, starting the year at to 48,384 and ending at 50,772. This is better illustrated by tracking the actual number of unemployed persons within the workforce. In 2021, Lakeland began the year with a January 5.2% monthly unemployment rate and 2,526 individuals within the local workforce seeking work. The year closed with a monthly December unemployment rate of 4.1% and just 2,092 individuals unemployed and actively seeking work. This decrease illustrates Lakeland’s economic health as determined by job growth. As new companies locate and existing ones expand and grow their workforces, new jobs are required. These new jobs help balance available opportunities for residents, thus allowing the City’s overall unemployment rate to remain stable and low. For 2022, Lakeland’s unemployment will continue to decrease with a strong economic performance that will continue to drop annual unemployment rates below the 4% range.

## Environmental Scan – Population and Employment

### *The National Economy*

After an unpredictable 2020 and a sharp comeback in 2021, the US economy will grow in 2022, but at a much slower pace than the previous year. The most essential measurement for this is the gross domestic product (GDP), which is the broadest of all economic indicators and is the standard for the Federal Reserve's interest rate policy. After registering a declining 4.5% GDP in the final quarter of 2020, GDP then grew substantially in 1st and 2nd quarters of 2021, before dropping to 4.4 points to a 2.3% in the 3rd quarter. Closing out 2021, the 4th quarter saw a sharp rebounding to 6.9% which put the annualized GDP for 2021 at 5.6%, which was the highest annual rate since 1984.

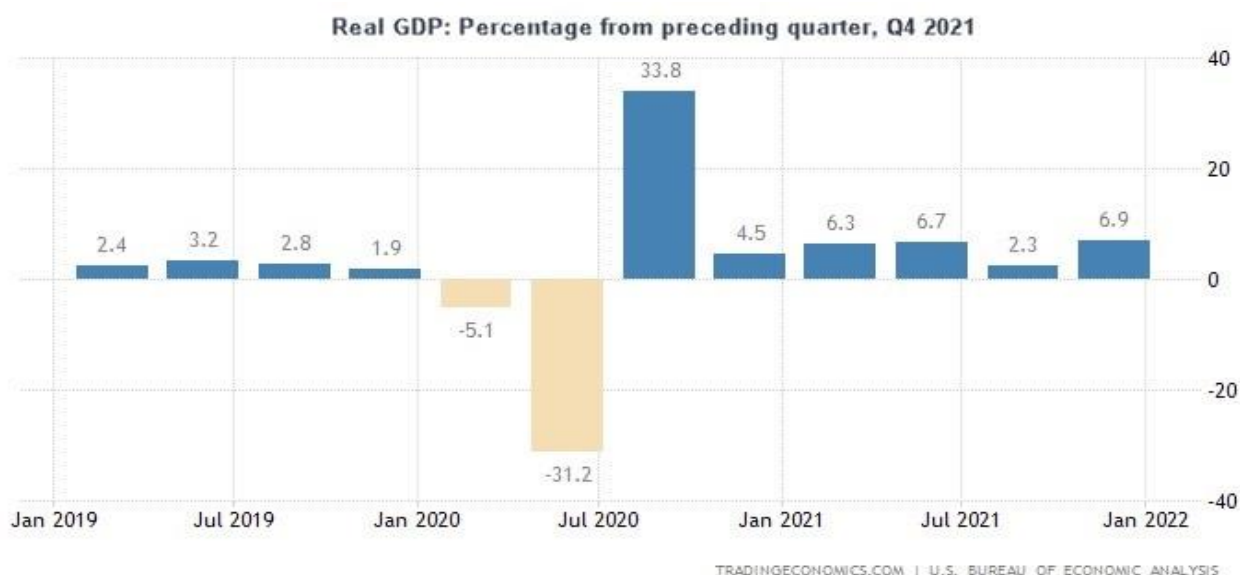


Figure 45: Real GDP, Quarter 4, 2021

A percentage of the national market remains skittish about the lasting effects of the COVID pandemic which was felt most recently with the fast-spreading Omicron variant. Despite the unknown risks of future variants, forecasters still see positive growth in 2022, though at a gentler pace than the rate seen in 2021. As demonstrated in most recent GDP report, several positives exist in the 2022 economic forecast. Businesses have reopened, employment gains are increasing, product inventories are expanding, and housing activity continues to accelerate to support the growing population. There are however many real concerns that place this year's anticipated GDP nearly 2% points lower than the annual average established for 2021. As a nation, we are facing a demographic shift, the baby boomer generation is entering retirement and general participation in the labor force has shifted which could relax growth. The slowdown of Federal spending and the uncertainty of the fiscal impacts associate with the proposed infrastructure spending packages in Washington will also weigh heavy on growth as it could restrict the creation of new jobs and technological process associated with intended projects. Finally, monetary policies implemented by the Federal Reserve will be in motion as multiple modest interest rate hikes may be pursued in an attempt to slow inflation as it hurried beyond 7% to close out 2021.



## Environmental Scan – Population and Employment

Consumer spending, which accounts for two-thirds of economic activity remained steady in 2021. Echoing the concerns of inflation, Consumer spending dipped to just 0.5% for December of 2021. Despite this drop, the US still posted a 5.8% annual increase as consumers increased outlays on both goods and services for 2021, with the largest index increases coming from the categories of food, electricity and shelter. December’s dip may reinforce consumer’s perception on inflation which could further tighten spending and cause additional concerns over income and savings.

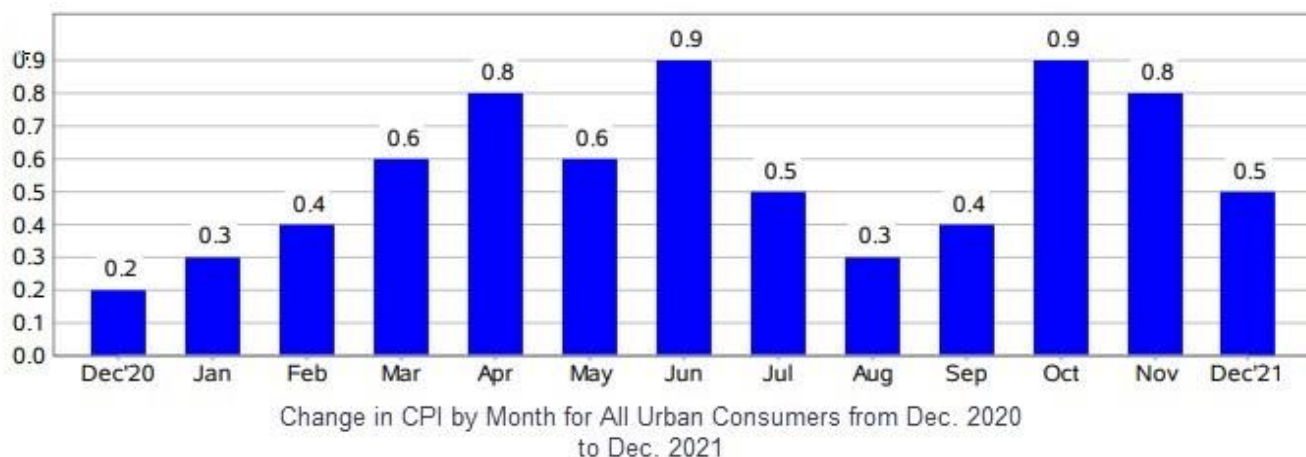


Figure 46: Change in CPI by Month

### **National Employment**

After the dramatic spike in unemployment associated with the sudden eruption of the COVID pandemic in 2020, employment numbers began to recover quickly in 2021. The US unemployment rate ended 2021 on a decline after starting the year on an upward tick. In January of 2021, the monthly rate peaked for the year at 6.4% and then consistently dropped month-over-month until closing out the year at 3.9% in December. Strong gains were evident as workers continued to re-enter the workforce which helped to drop the annual unemployment rate for 2021 to 4.9%. Payroll numbers continued to rise in January of 2022 with the addition of 467,000 jobs. These gains have helped to equalize the overall employment level which is now just 2.9 million jobs away from matching the pre-pandemic level. Throughout 2022, unemployment rates will continue to decrease as new jobs are added, but the market is fickle. Involuntary job losses are slowing with the belief of a labor market shortage. With that, employers seem not as likely to let employees go which has a converse effect on the job market. The scarcity of workforce talent has caused many employees to leave their jobs for other options, a move that is pushing up the overall cost of labor. Forecasters see increased job growth for 2022 which will strengthen the labor market and aid in a continued decline in annual unemployment rates.

## Environmental Scan - Economy

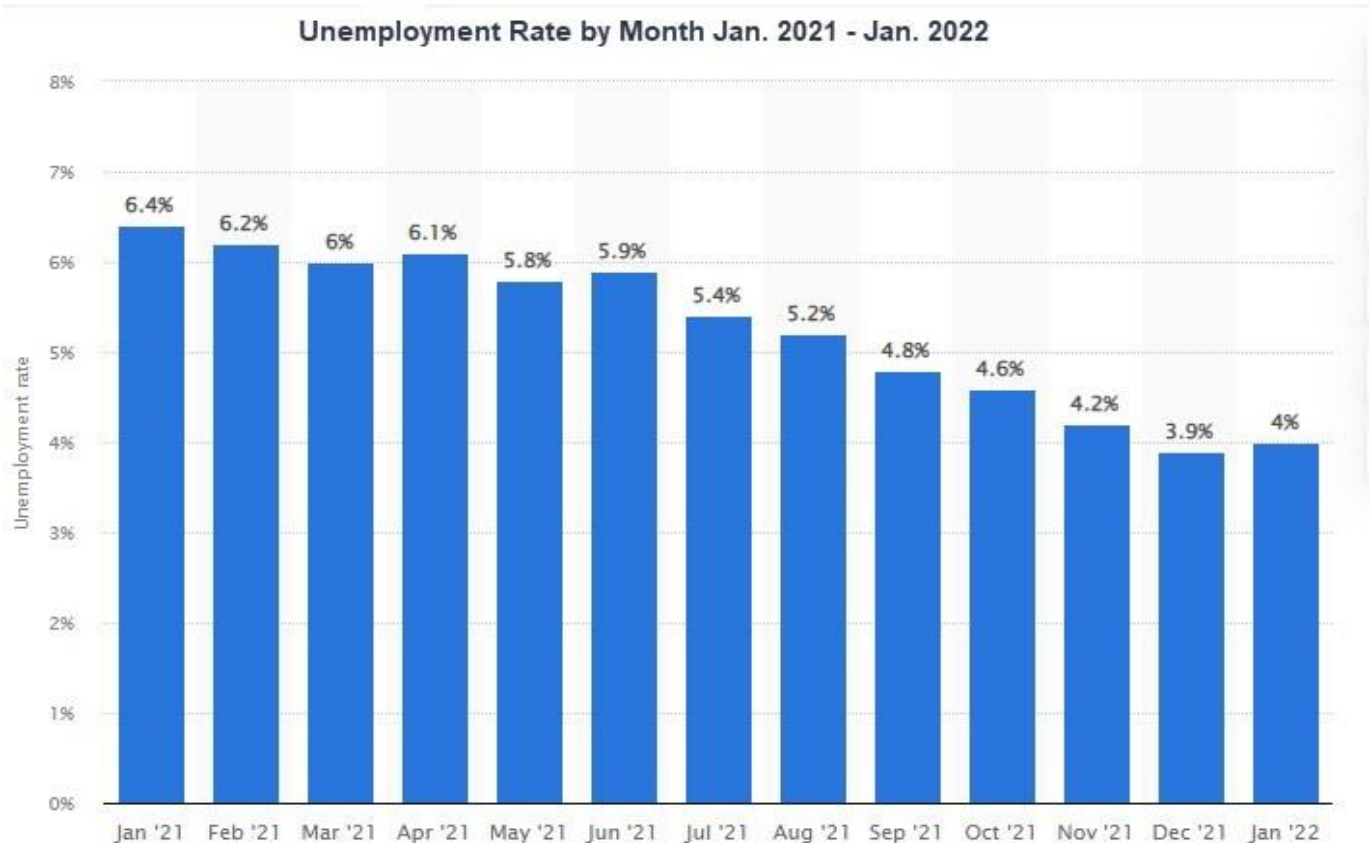


Figure 47: National Unemployment Rate by Month

### Summary

The US economy rebounded in 2021 with a number of positive economic indicators after being overtaken by COVID in 2020. As the economy continues to improve, forecasters are optimistic that healthy conditions will continue to expand. It is believed that US GDP will pullback from the 5.6% peak reached in 2021 but will remain strong for 2022 growing at 4%. Despite these conditions, many external factors will play a role in the progress that is anticipated. Supply chain issues have impacted construction starts and have fueled food and product scarcities. Long-term, these delays have the ability to further drive up the costs of goods, labor and delivery. Inflation has reached its highest annual rate since 1981, growing at 7% for 2021. Economists say that inflation will begin to decrease throughout 2022, though there are concerns of lasting effects as businesses will continue to raise prices and workers will expect wages to increase. Hiring will continue to pick up in 2022 with much of the labor force available for work. Unemployment rates should drop to 3.5% for the year, with retail, general and merchandise stores seeing the greatest demand. With positive job growth, the Federal Reserve will look to begin raising interest rates in 2022 in an attempt to fight off inflation. This activity could start in March and may take several rounds of increases before consumers begin to see inflation rates begin to waiver near the 3% annual goal that has been outlined. With this realization and the predicted positive GDP, the economy will look to focus on stabilized moderate growth in 2022.

# Environmental Scan - Technology

## Technology

The Department of Information Technology (IT) stands ready to serve as a technology leader, expert and trusted partner with strategic objectives that align with business and departmental goals, resulting in world-class municipal services in support of our Citizens. The City of Lakeland IT staff are among the finest technology professionals in the industry, with the skills, knowledge and experience to successfully accomplish our mission.

The Information Technology guiding principles for 2023 are as follows: 1) Internet is the network 2) Cloud is the data center 3) Any device is a work device 4) Identity is the perimeter. Our guiding principles will help us align to the 2023 trend landscape listed below. Therefore, allowing IT to stand poised and postured to meet current and future demands to ensure we keep pace with the evolution and progression of technology, innovation and cyber security landscapes.

### **2023 Trends:**

- Cybersecurity and Risk Management
  - Preparation and compliance with HB 7055
  - Governance
  - Security frameworks
  - Training and awareness
  - Cyber risk
  - Zero trust
  
- Modernization
  - Legacy platform renovation
  - Process improvement
  - Service delivery
  - Digital services
  
- Cloud Services
  - Cloud smart
  - Scalability and elasticity
  - Service model options
  
- Identity and Access Management
  - Access control
  - Authentication
  - Credentialing

## Environmental Scan - Legislation

### **Municipal Electric Utilities**

Municipal utilities in the State of Florida collectively serve more than 3 million Floridians, the third largest source of electric power in the State. As community-owned and locally managed organizations, these utilities focus on serving local needs and profits are reinvested into the local community to fund the needs of the community, such as police and fire protection.

In recent years, legislation has been filed which would prohibit municipal electric utilities from returning profits to the local government to pay for city services. On an annual basis, Lakeland Electric returns approximately \$30 million to the City to fund governmental services. If these funds were to be removed, the millage rate would need to be increased substantially to replace the funds.

SB 182 relating to renewable energy, was filed in 2022, but did not pass. We could see a similar bill filed in 2023. The bill would authorize third parties to sell electricity generated from a renewable energy device to other businesses, regardless of whether the device is located within a utility's service territory. Currently, private entities are not allowed to put power on the grid to directly service other businesses.

**Position:** Oppose legislation which prohibits municipal electric utilities from returning profits to their local government for city services.

Monitor legislation relating to renewable energy and oppose provision relating to third party electricity generation and sales.

### **Sovereign Immunity**

Legislation has been introduced the past several years to significantly increase sovereign immunity limits for both State and local governments. The bills would have eliminated the \$200,000 per person limit and increased the limit on per incident claims from \$300,000 to \$1,000,000. The bills would have further allowed governmental entities to settle claims in any amount, without a Claims Bill approved by the Legislature. Increases of this magnitude would result in a dramatic increase in costs for cities and counties.

**Position:** Oppose legislation significantly increasing sovereign immunity limits on state and local governments.

## Environmental Scan - Legislation

### Traffic and Pedestrian Safety

F.S. 316.130(7)(b) requires motorists to come to a complete stop for a pedestrian in a crosswalk. Marked crosswalks at mid-block locations are accompanied by signs, both in advance of and at the crosswalk location, to further emphasize the presence of the crosswalk to the driver. Unfortunately, too many drivers ignore both the markings and signs, endangering the pedestrians attempting to use the crosswalk. The Rectangular Rapid Flashing Beacon (RRFB) was intended to increase the visibility of the existing crosswalk markings and signs. Pedestrians activating the RRFBs alert the driver to their presence in the crosswalk. RRFBs were never intended to serve as a traffic control device by itself.

In the past couple of years, legislation has been introduced that would require the removal of RRFBs from pedestrian crosswalks. The RRFBs would either be replaced by red, rectangular rapid flashing beacon traffic control devices, at a much greater cost, or removed entirely. By eliminating the availability of the RRFB as a crosswalk enhancing tool, the concern is that many crosswalks will need to be removed, thus having a negative effect on pedestrian safety.

**Position:** Oppose legislation that would eliminate the ability to use Rectangular Rapid Flashing Beacons (RRFB) at midblock pedestrian crossings.

### Regional/Intercity Transit Management & Funding

Due to the explosive population, employment and tourism growth in the Interstate 4 corridor, there is a distinct need for alternative transit modes in the region to ensure economic success and sustainability. Regularly scheduled intercity commuter bus transportation relies on coordination among independent transit operators. Commuter rail transportation (such as SunRail) requires the turnover of operations and maintenance funding to local governments several years after service is initiated. This patchwork of managing entities and funding is not a viable strategy to provide long-term mobility options to commuters and visitors.

FDOT is currently preparing a Transit Concept & Alternatives Review for the extension of SunRail to Polk County, beginning with Haines City and, ultimately, terminating in Lakeland. In anticipation of favorable recommendations supporting the extension of SunRail to Lakeland, the City supports an evaluation of long-term funding and management strategies that could result in the establishment of entity, similar to Florida Turnpike Enterprise, to finance, construct and operate bona fide interregional transit systems throughout Florida.

**Position:** Support legislation to evaluate long-term funding and management strategies for intercity transit in the central Florida region.

## Environmental Scan - Legislation

### Local Ordinances

Legislation introduced in 2022 would have required a city or county to prepare a business impact statement for every ordinance introduced at the local level. The bills also allowed anyone to file a legal challenge to the proposed ordinance, whether they have standing or not, and would have awarded attorney fees to the complainant instead of to the “prevailing party”. SB 280, relating to the business impact statements, did not pass the Legislature and SB 620, relating to business damages, was vetoed by the Governor.

**Position:** Oppose legislation requiring a business impact statement for every local ordinance introduced by cities and counties, permitting unfettered legal challenges and awarding attorney fees to claimants.

### I-4/State Rd. 33 Interchange Funding

A top priority in the Polk Transportation Planning Organization’s (TPO) 2045 Long-Range Transportation Plan is the reconstruction of the I-4 / S.R. 33 interchange (Exit 38). The interchange is functionally obsolete and requires a full reconstruction. For the past decade, FDOT has been funding and performing the PD&E Study, Design, Right-of-Way and Utility Relocation phases of this project, but only recently programmed construction funding. Exit 38 is the only interchange in FDOT District One (inclusive of I-4 and I-75) to not have been improved, or received funding to be significantly improved, in 50 years. The City of Lakeland has committed \$2,000,000 to FDOT to expedite improvements.

The SR 33 interchange is a critical component for freight movement for existing and future providers in central Florida. During the COVID pandemic, e-commerce activity has increased around the U.S. and new logistics complexes are under development in the vicinity of this interchange in Lakeland, Polk City and unincorporated Polk County. A new modern interchange, built with current design standards and capacity to accommodate this growth, is critical to the short and long-term economic viability of this area and the nearby Innovation District adjacent to Florida Polytechnic University.

**Position:** Request the Florida Department of Transportation to advance to an earlier year the more than \$140 million for construction funding in FY2028 of the Draft Tentative Work Program.

### Polk Regional Water Cooperative Funding

In 2017, the Heartland Headwaters Protection & Sustainability Act was enacted to provide for the protection and sustainability of water resources in Polk County; recognize the Green Swamp Area as a critical state concern; and recognize the area is the headwaters of six major river systems in the State, including the Alafia, Hillsborough, Kissimmee, Ocklawaha, Peace & Withlacoochee. The act also recognizes the importance of partnering with the Polk Regional Water Cooperative (PRWC) and local governments to protect water resources.

**Position:** Support continued funding for PRWC priorities and local projects that protect water resources.

## Environmental Scan - Legislation

### **Lakeland Se7en Wetlands**

The City of Lakeland's Se7en Wetlands is an existing wastewater treatment facility consisting of 1,640 acres. Se7en Wetlands is a regional facility impacting the surface waters of Polk, Hardee, Highlands, Hillsborough and Manatee counties, both the Alafia River and Peace River watersheds, and ultimately, the Tampa Bay and Charlotte Harbor Estuaries. In operation since 1987, Lakeland opened the property to the public in 2018 for educational and recreational opportunities, with over 22 miles of pedestrian trails. The facility also connects three existing Polk County parks – Lakeland Highland Scrub, Loyce Harpe Park and Mulberry Park. Se7en Wetlands secured State funding in 2019 for the design of an Education Center. Funding in succeeding years has not been approved.

**Position:** Support \$950,000 funding request for the City of Lakeland's Water Education Center in the 2023-24 Budget.

### **Historic Preservation Grant Funding**

The City of Lakeland is applying for funding from the Department of State's Historic Preservation Grant Program for small matching grants in 2023-24 and 2024-25 for Phases 2 and 3 of the City's Historic District Resurvey Program.

**Position:** Support full funding for the 2023-24 Historic Preservation Grant List.

### **Lakeland Linder Airport Job Growth Grant Application**

Lakeland Linder International Airport submitted a funding request through the Florida Department of Economic Opportunity's (DEO) Job Growth Grant Fund for development of a new Maintenance, Repair and Overhaul (MRO) facility. Funding secured through the Grant would allow the airport to develop the infrastructure required for the project, including a taxiway extension, aircraft ramp and stormwater systems. This project would add approximately 150 high skill / high wage jobs at the airport and see a \$30 million private investment for the construction of a new hangar facility. Lakeland Linder International Airport was awarded a Job Growth Grant in 2019 which was associated with the Amazon Air Regional Air Cargo Hub that brought more than 800 new jobs to the City.

**Position:** Support Lakeland Linder International Airport's funding request of \$6 million through DEO's Job Growth Grant Fund for improvements needed to establish a new MRO facility at the airport.

## Financial Health

### A Snapshot of Lakeland's Budget

The City of Lakeland provides a wide variety of services to the citizens of Lakeland. In many cases, the nature of these services accommodates recovery of the operating and capital costs associated with those services, in the form of a user charge levied against the users based on actual consumption. Examples of these are electric, water, wastewater, and solid waste management services, stormwater management, a parking system, and a public golf course. These are referred to as “enterprise” services. The revenues and expenditures associated with providing each of these services, including any capital costs associated with constructing the facilities needed to support those services, are budgeted in separate “funds” – one Enterprise Fund for each type of service.

Other services, such as the provision of public safety, transportation systems, and leisure activities do not lend themselves to the recovery of the underlying costs directly from the users of those services. Accordingly, the day-to-day operating costs associated with these services are generally financed from generic revenue sources such as property and sales taxes. These are referred to as “general governmental” services.

The day-to-day operating costs and the revenue sources that finance all those general governmental services are budgeted in the General Fund. Any costs associated with capital improvements related to general governmental services, such as the construction of parks, building facilities, roadways, and major equipment purchases are budgeted separately from the day-to-day operating costs in two funds, the Transportation Fund and the Public Improvement Fund. Also, separately budgeted are the revenues and expenses associated with services that are provided by City departments for the exclusive benefit of other departments. This includes certain “centralized” services such as Fleet Management, Purchasing and Warehousing, Facilities Maintenance, and Information Technology. These individual services are budgeted in what is referred to as “Internal Service Funds”.

As with any enterprise, a major concern is cost control. The City of Lakeland is committed to providing quality services at a reasonable cost. One of the best measures of whether that goal is being attained is a comparison of fees charged by Lakeland, in the form of utility rates and tax rates, compared to other similar municipalities.

To obtain a “snapshot” of Lakeland's budget, the table on the following page is prepared each year. It represents a compilation of the total annual amount of taxes and fees that are collected from a typical residential homeowner in Lakeland, in exchange for the services provided. This table combines the cost of all the services provided by the City, across all the individual Funds, into one column of data. Included in this chart is a comparison of those same taxes and fees collected by other similar city governments in the State of Florida.

For each city in the chart, the category of “Utilities” represents the cost of electric, water, wastewater, and solid waste services, based on consumption volumes typical for the average residential customer of Lakeland. In cases where the electric utility in a compared municipality is not owned by the local government, the rates charged by the private company that serves that municipality are used.



## Financial Health

Overall, Lakeland compares favorably to the other cities in this survey. At a property tax millage rate of 5.4323 mills, Lakeland’s property tax burden is among the lowest in the State of Florida.

In addition, Lakeland’s relative cost of electric power has us positioned as one of the lower-cost utilities in the state, which has been aided by the significant decrease in the cost of natural gas. For the municipalities in this sample, the combined annual cost of services in Lakeland is lower than the average for the group.

### Comparative Annual Cost of Services

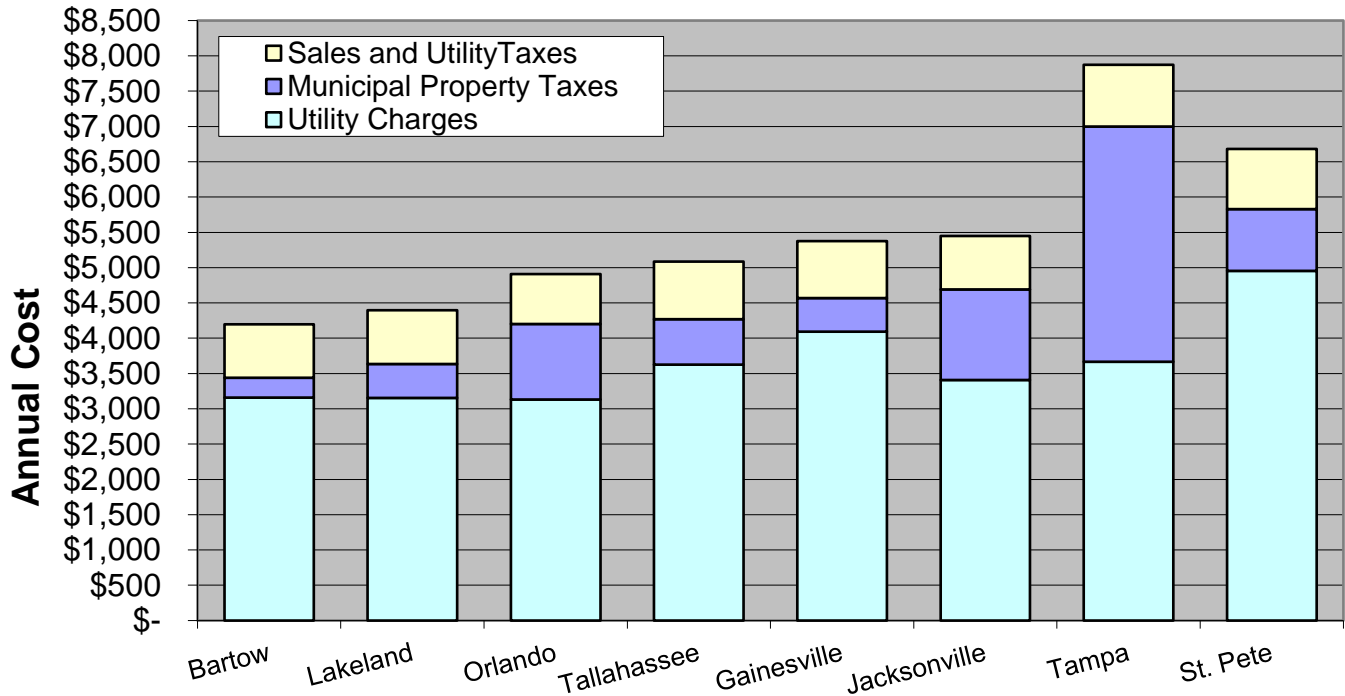


Figure 48: Comparative Cost of Services

### Three-Year Financial Forecast

A Three-Year Financial Forecast tool is used to determine what level of risk we face over the next few years, in our ability to pay for the services we provide, if we take no positive action to increase revenues or decrease cost. Revenues are projected at conservative levels over the period and are compared to estimated cost increases in payroll, operating expenditures, and capital outlay. Since many of our expenditure increases are fixed and predictable, the main variables are the rate of increase in existing revenues and new programs, or projects planned over the forecast period. Typically, future years show a deficit of revenues over expenditures.

The purpose of this financial exercise is to adequately prepare for future challenges, so it is always conservative in outlook. As we map out our financial and operating strategies, we will use the model to determine the potential impact of decisions. Using this tool will help keep us focused on long-term solutions, rather than short-term “fixes” which could lead to negative financial impacts in future years.

## Revenue Sources

The City of Lakeland relies on a variety of revenue sources to finance the cost of services provided to its citizens. Some of these revenues can be directly associated with the cost of specific services. Examples include the user fees charged for electricity, water, wastewater, and solid waste collection services, use of parking facilities and certain fees for recreational facilities including the City-owned golf course. The amount charged increases or decreases based on the volume of services provided, for example electric revenues are based on an amount per kilowatt-hour (kWh). For these services, the intent is that 100% of the cost of providing that service is recovered through the imposition of this user fee.

Other governmental revenue sources cannot be related directly to underlying services, primarily because the services do not lend themselves to cost recovery using a direct user charge. Examples are police and fire services, maintenance of roadways and parks, libraries, etc. These public services are financed through a variety of “generic” revenue sources including property, sales, and utility taxes, and state and local grants. The City of Lakeland also relies on the profits earned by the Electric, Water, Wastewater, and Solid Waste utility operations as a source of revenue to finance these same general governmental functions.

Because of the relatively large annual percentage increases in taxable values, the significance of this revenue source as a percentage of the General Fund budget had been growing. The impact of property tax reform starting in FY2008 and the subsequent reduction in property values, resulting from the economic conditions, has reversed that trend somewhat. The proposed millage rate for FY2023 is 5.4323, remaining stable from FY2022.

### **Public Service Taxes, Franchise Fees, and Communications Services Tax**

The City levies:

- A 10% Public Services Tax on the purchase of electricity, metered natural gas, liquefied petroleum gas (metered or bottled), manufactured gas (metered or bottled), and water service within the municipality.
- A tax on fossil fuel oil in the amount of 4 cents per gallon.
- A Communications Services Tax applies to telecommunications, video, direct-to-home satellite, and related services. Communication services, except direct-to-home satellite services, are subject to a combined rate of 7.44%. Direct-to-home satellite service is subject to a combined rate of 11.44%.
- The city has extended a franchise agreement to Peoples Gas System (a division of Tampa Electric Company) to distribute metered gas within the city limits. The franchise agreement calls for a payment to the city equal to 6% of monthly gross revenues.

### **Half-Cent Sales Tax Revenues**

County and municipal governments in Florida are entitled to a distribution equal to 9.653% of total sales tax proceeds attributable to sales within each county. Those revenues are shared between the county government and each of the municipal governments within the county. Effective July 1, 2004, this revenue source decreased based on the State of Florida’s change in funding procedures related to the state-run court system. This decrease was intended to be offset by increases in the amount of State Revenue Sharing funds disbursed to cities and counties.

## Revenue Sources

### State Revenue Sharing Revenues

The State of Florida distributes revenues to each county and municipal government based on a Revenue Sharing act adopted in 1972. At one time, this distribution was based on the dollar value of cigarette taxes collected within each county, however, the methodology was changed in FY2000 to remove the cigarette taxes as the basis for the distribution, and now the basis for this distribution consists of a stated percentage of the general state-wide sales, use, and other taxes. This calculation is performed by the State Department of Revenue, based on population data provided by each county. This revenue source has been relatively flat over the past ten years.

### Business Tax Revenues

The City issues receipts to all commercial business enterprises located within the city limits. A fee is assessed to each user, based on a predefined fee schedule that considers the type of business conducted and the volume of business conducted. By state law, the rates charged per the adopted fee schedule may be increased every other year, in an amount that does not exceed 5% per receipt.

### Building Permit and Inspection Fees

Permit fees are issued for construction/renovation occurring within the city limits. Separate permit fees are levied for landscaping, building, plumbing, electrical, and other mechanical improvements. This fee is intended to cover the cost of inspections performed by building inspectors employed by the City.

### Federal, State, and Local Grant Revenues

The City applies for grants from various federal, state, and local agencies to help finance specific operating costs. In recent history, most of these grants have been to hire additional police officers. These grant programs typically reimburse the City for a stated percentage of specific program costs. This revenue source has been declining rapidly as the federal government scales back its funding for law enforcement.

### Charges for Service Revenues

Charges for services represent user fees assessed directly against the users of municipal services. The most significant of these are parks and recreation fees. These revenues consist of facility rental fees, recreational class/program fees, tennis and swimming fees, and parking and expense recovery fees related to the Detroit Tigers major and minor league activities at Joker Marchant Stadium. This category of revenues also includes a variety of other fees as follows:

- Lot clearing and cleaning
- Building demolition
- Sale of fire inspection permits
- False alarm fees
- Reimbursement for overtime services provided by the Lakeland Police Department, established in conjunction with the collective bargaining agreement with the police union
- Wrecker service permitting fees
- Public records copying
- Zoning fees
- Cemetery fees

## Revenue Sources

### Fines and Forfeits Revenues

This category consists primarily of the proceeds from fines issued for motor vehicle traffic infractions. Also included in this category:

- Revenues that pass through the city and are paid to police officers who have achieved certain levels of higher education as supplemental compensation
- Proceeds from confiscated cash and property seized by law enforcement agencies
- Collection of fines levied by the City's Code Enforcement Board

### Miscellaneous Revenues

Most of the revenue included in this category represents investment income earned on working capital held by the General Fund and the various restricted sub-funds maintained within the General Fund:

- Hollis Gardens Maintenance Trust Fund
- Law Enforcement Trust Fund (confiscated property)
- Recreation Facilities
- Cultural Activities Reserve

This category also includes:

- Proceeds from the sale of cemetery lots
- Contributions and donations from private entities
- Cost reimbursements collected from other City funds/departments

### Gasoline Tax (1 Cent Municipal Fuel Tax) Revenues

The amount of this tax is equal to 1 cent per gallon of gasoline sold within the municipal limits, less an administrative fee (retained by the state) not exceeding 2% of the gross proceeds of the tax. The proceeds of this tax shall be used for the purchase of transportation facilities, roads and street rights-of-way, construction, reconstruction and maintenance of roads, streets, bicycle paths and pedestrian pathways, adjustment of City-owned utilities as required by road and street construction, reconstruction, transportation-related public safety activities, maintenance, and operation of transportation facilities. Municipalities are authorized to expend the funds received under this section in conjunction with other cities, counties, the state, or federal government in joint projects.

### Gasoline Tax (9th Cent Fuel Tax) Revenues

This is an optional tax, levied by the county and shared with municipalities within the county, based on an inter-local agreement. Per the inter-local agreement, the distribution formula is weighted 50% towards the ratio of each municipality's population to total county population and 50% towards the ratio of each municipality's lane miles to total county lane miles.

### 6 Cents Local Option Fuel Tax Revenues

This is an optional tax, levied by the county and shared with municipalities within the county, based on an inter-local agreement. The distribution formula is identical to that used for the 9th cent fuel tax. The eligible uses of these funds are also identical to those of the 9th cent fuel tax.

## Revenue Sources

### **5 Cents Additional Local Option Fuel Tax Revenues**

This is an optional tax, levied by the county and shared with municipalities within the county, based on an inter-local agreement. The distribution formula is identical to that used for the 9th cent fuel tax. The proceeds of this tax shall be used for “transportation expenditures” needed to meet the requirements of the capital improvements element of an adopted comprehensive plan or for expenditures needed to meet immediate local transportation problems and for other transportation-related expenditures that are critical for building comprehensive roadway networks by local governments. Expenditures for the construction of new roads, the reconstruction or resurfacing of existing paved roads, or the paving of existing graded roads shall be deemed to increase capacity and such projects shall be included in the capital improvements element of an adopted comprehensive plan. Expenditures of this revenue source shall not include routine maintenance of roads.

## Historical Revenues

### Historical Revenues

A historical look at the Governmental Activities Tax Revenues by Source is included in the chart below.

#### CITY OF LAKELAND, FLORIDA

#### GOVERNMENTAL ACTIVITIES TAX REVENUES BY SOURCE (UNAUDITED) LAST TEN FISCAL YEARS (Accrual basis)

Fiscal Year	Property Tax	Utility & Communication Service Tax	Motor Fuel Tax	Franchise Tax	Half Cent Sales Tax	State Shared Revenues				Total
						State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax	FF Comp Tax*	
2021	\$46,338,892	\$16,080,526	\$6,112,157	\$296,954	\$8,110,355	\$3,358,557	\$273,521	\$117,189	\$65,512	\$80,753,663
2020	43,066,426	15,814,492	5,802,331	221,492	6,894,873	2,764,644	267,367	\$111,735	74,119	75,017,479
2019	40,355,438	15,436,866	6,060,873	265,961	6,997,382	2,943,228	260,395	92,373	70,124	72,482,640
2018	37,045,511	14,758,072	5,828,014	247,128	6,586,865	2,805,371	246,617	88,162	64,346	67,670,086
2017	33,362,591	14,735,018	5,584,212	234,659	6,292,201	2,699,611	232,445	93,563	69,520	63,303,820
2016	30,912,106	14,831,215	5,436,168	242,656	6,202,015	2,550,919	217,330	86,116	36,740	60,515,265
2015	23,935,374	14,644,431	5,214,687	225,994	5,656,163	2,443,691	208,150	89,776	58,355	52,476,621
2014	22,577,691	14,534,094	4,903,358	239,500	5,395,592	2,248,500	197,654	80,487	32,895	50,209,771
2013	21,784,397	14,523,106	4,879,101	234,959	5,098,715	2,078,795	188,449	76,919	39,182	48,903,623
2012	20,909,045	14,761,856	4,910,650	233,641	4,817,062	2,060,351	184,560	79,897	44,441	48,001,503

\*Firefighters' Compensation Tax

Figure 49: Governmental Activities Tax Revenues by Source

## Debt Management Overview

### Debt Management Overview

For the purpose of funding capital improvements to City facilities and infrastructure, the City of Lakeland (the “City”) incurs long-term debt either in the form of bonds or notes issued directly in the name of the City, direct loans from banks, or other loans obtained from pooled debt programs managed by third parties. The City also funds a significant amount of capital improvements through “pay-as-you-go” cash financing. Pay-as-you-go financing comes from cash outlays of various revenues including state and federal grants, impact fees, certain lease payments, and other operating revenues, particularly those of the City’s utilities. As of September 30, 2021, the City had outstanding long-term debt of \$652.8 million.

### Purpose of Debt

Debt issued by the City is incurred to fund capital improvements to three major categories of assets: the electric system, the water and wastewater system, and all other projects. Some 56% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 16%, while all other uses account for the remaining 28% of outstanding debt.

Electric system improvements include construction, purchase and conversion of generating assets, environmental projects, renewal, replacement and expansion of the transmission and distribution network, and numerous other projects. Water and wastewater improvements include construction and improvements to water and wastewater treatment systems and replacement and expansion of distribution and collection networks. All other projects encompass a variety of governmental and development projects, including improvements to and/or expansion of the City-owned baseball Spring Training complex, Lakeland Linder International Airport, the RP Funding Center, local roads, public safety facilities, and parks and recreation facilities.

As shown, some 72% of the debt incurred by the City is for the provision of basic utilities, e.g., electricity, water, and wastewater. The City operates a municipally owned electric system, including power generation as well as transmission and distribution. In many communities, these services are provided through private investor-owned utility companies. In those communities, the debt used to finance electric utilities would appear in the financial statements of the private corporations, not those of the city. Because the City of Lakeland owns and operates the electric utility, it incurs a much larger amount of debt than most other cities of comparable size.

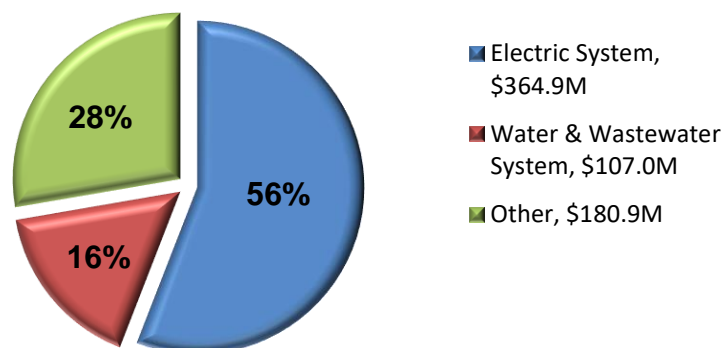


Figure 50: Outstanding Debt by Use  
Fiscal Year 2023 Annual Budget

## Debt Management Overview

### Types of Debt

The City's long-term debt consists primarily of revenue debt. Revenue debt is issued under trust indentures that specify the security for and specific source of repayment for the debt. City debt is issued in one of two forms, bonds, or loans. Bonds are formal borrowings issued publicly through Wall Street to investors. The City's loans consist of certain bank loans which are negotiated directly with lenders and monies borrowed through the State Revolving Loan program. As of September 30, 2021, the City had \$392.9 million of bonds outstanding (60%) along with \$259.9 million of loans or leases (40%).

The City of Lakeland has three distinct revenue debt programs which are summarized in the table below. Revenue debt consists of a promise to repay bonds from a specified revenue stream. As shown, the overwhelming portion of the City's revenue debt (\$446.1 million or 68%) is utility system related. It is user-based debt, issued for utility system improvements and repaid from the fees charged to the users of those utilities. These forms of debt are not subject to specific legal debt limits but are instead limited by the competitiveness of the rates and charges which must be imposed to repay the debt and rating agency criteria related to such systems.

In contrast, general obligation debt entails a promise of the "full faith and credit" of a governmental entity and a requirement to repay any such debt from all available revenues, including the use of the entity's taxing power. In Florida, local general obligation debt requires voter approval through a referendum. Florida Statute does not provide any limits on the amount of general obligation debt a city may issue. The City's Charter does provide for a limit on the issuance of general obligation debt equal to 17% of the assessed value of the taxable real estate in the city. For FY2021, that limit would have been approximately \$1.262 billion. However, the city has not had any general obligation debt outstanding since 1971.

City of Lakeland Revenue Bond Programs 9/30/2021				
Type	Source of Repayment	Amount Outstanding	Outstanding Through	Interest Rate [b]
Energy System [a]	Rates, fees, charges and other operating revenues of the electric system – primarily payments from electricity customers	\$345.8M	2037	2.00% to 5.25%
Water and Wastewater System [c]	Rates, fees, charges (including impact fees) and other operating revenues of the electric system – primarily payments from water and wastewater users	100.2M	2041	0.00% to 5.00%
Capital Improvement [d]	Non-ad valorem revenues from any source legally available (not including ad valorem taxes on real and personal property), subject to availability and appropriation	206.8M	2040	1.75% to 6.03%
<p>[a] Does not include \$19.1M allocable share of pension related debt.            [b] Coupon rates; effective yields differ due to original issue price and/or federal subsidies.            [c] Does not include \$6.7M allocable share of pension related debt.            [d] Includes \$75.9M of pension related debt, including shares allocable to the Electric and Water &amp; Wastewater systems.</p>				

Figure 51: Revenue Bond Programs



## Debt Management Overview

### Debt Trends

Overall Debt: The City's outstanding debt has dropped, declining by 8% (\$62 million) since FY2008. The most significant increase in the City's outstanding debt (\$144 million) occurred in FY2001 when the City issued bonds to fund the conversion of one of the Electric Department's major generating assets. Similarly, the City issued \$60 million of new debt in FY2008, which was used to fund environmental remediation improvements to the City's coal-fired electric generation plant. City debt peaked in FY2008 at \$733 million.

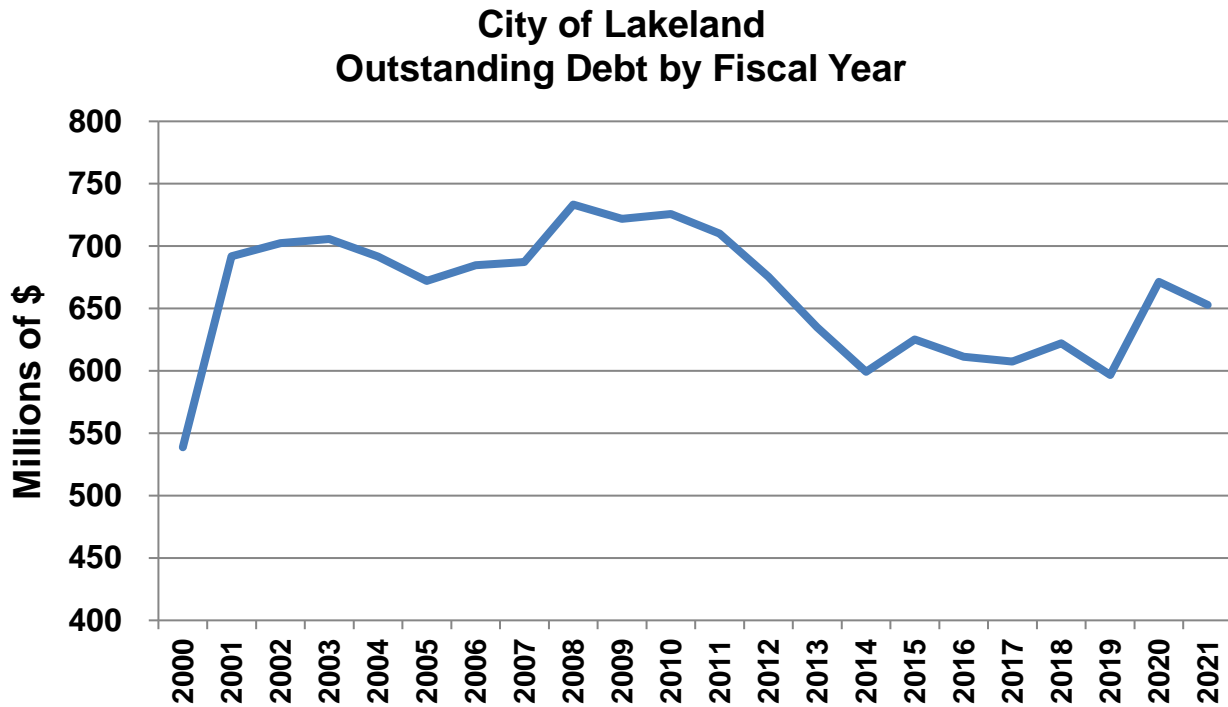


Figure 52: Outstanding Debt by Fiscal Year

During FY2020, overall debt increased by approximately \$62 million, primarily due to the issuance of \$81 million of Pension Liability Reduction Notes. During FY2021, outstanding debt decreased by \$18.5 million, notwithstanding the issuance of \$46.2 million in new debt, primarily related to projects at the City's airport.

Other Measures of Debt: Over the last decade, the Lakeland area has experienced substantial development and population growth. Although the dollar volume of debt outstanding is important, other normative measures, such as debt per capita (per person) and debt as a percentage of personal income, provide a more accurate gauge of an area's debt burden. Debt per capita measures debt against the size and growth of the population served. Debt as a percentage of personal income measures outstanding debt against an area's ability to pay for projects. As shown on the following page, Lakeland's debt per capita has declined by 31% since peaking in 2002, reaching an estimated \$5,662 per person in 2021. Debt as a percentage of the area's annual personal income declined by 59% over the same period, dropping to an estimated 13.0% as of 2021. Both measures experienced a significant increase during FY2020 as the result of the City issuing Pension Liability Reduction Notes (See "Recent Debt Management Activities") but declined in FY2021.

# Debt Management Overview

## Debt Trends (continued)

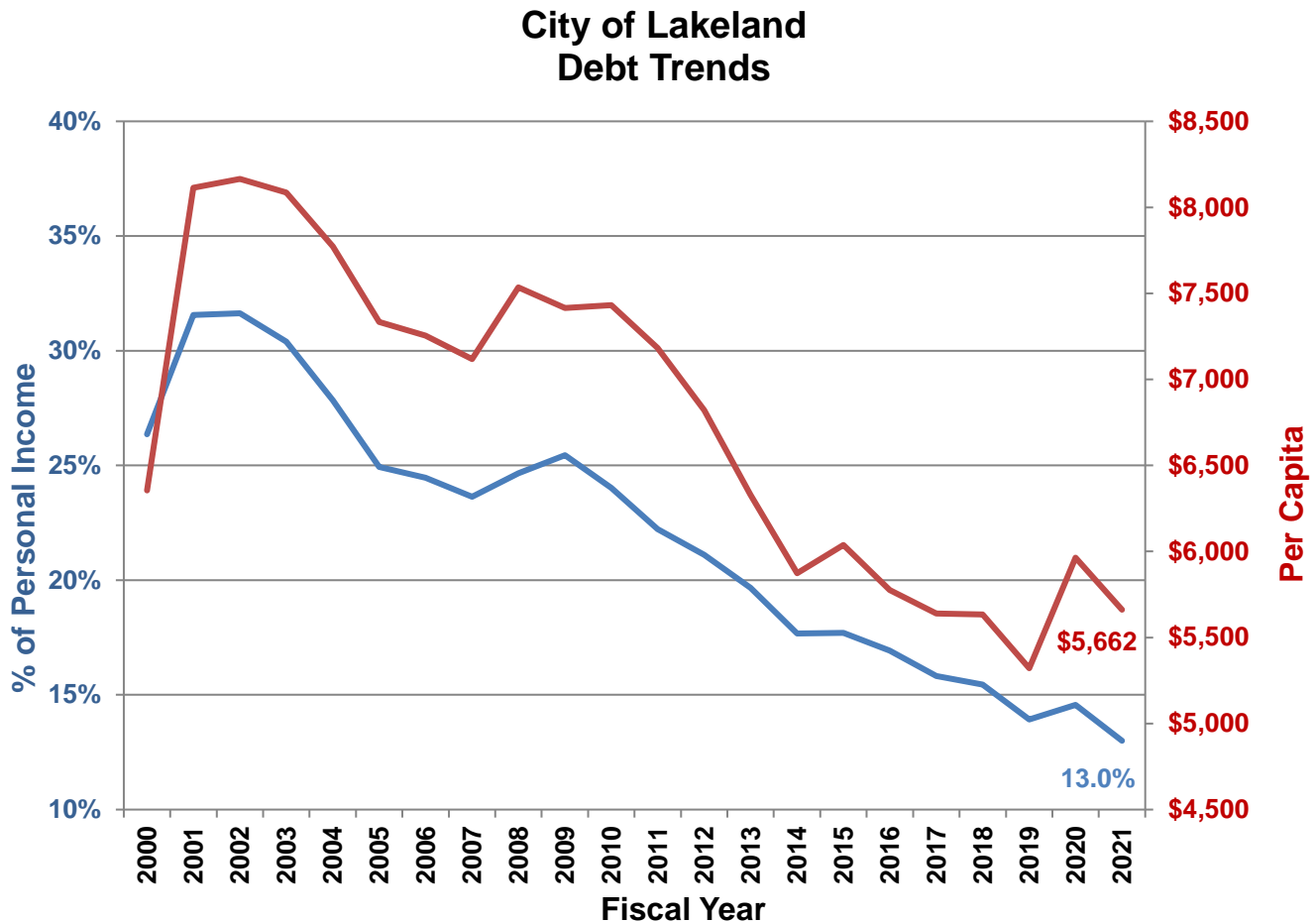


Figure 53: Debt Trends Graph

As noted, most of the City’s debt has been incurred to finance electric system improvements. In other communities, these types of projects are financed through investor-owned utility companies. As such, any debt incurred to finance projects would not appear on that city’s books. Similarly, few communities have issued notes to reduce their unfunded pension liability. Instead they carry that obligation as a liability but not as formal debt. If Lakeland’s electric system debt and the City’s pension notes are excluded from the calculations, debt per capita would drop to \$2,005 and debt as a percentage of personal income would be about 4.6%.

### Recent Debt Management Activities

During FY2020, the City executed three significant debt transactions.

In October 2019, The City of Lakeland entered into a forward delivery agreement with a bank for the issuance and delivery of the Water and Wastewater Refunding Bond, Series 2021 in the amount of \$28.2 million. The bond, which will take the form of a fixed rate loan, will be issued to refund the outstanding Water and Wastewater Revenue Refunding and Improvement Bonds, Series 2012A maturing on and after October 1, 2022. The bonds were issued on October 1, 2021.

## Debt Management Overview

In November 2019, the City of Lakeland issued a Florida Revenue Note, Series 2019. The Note takes the form of a line of credit loan from a bank in an amount not to exceed \$32 million. Proceeds of the line were used to temporarily finance certain improvements at the Lakeland Linder International Airport. The Notes paid a variable rate of interest based on the utilization of the line of credit. The city subsequently permanently financed the aforementioned projects and retired the line of credit.

In March 2020, the City issued its Taxable Pension Liability Reduction Note, Series 2020 in the amount of \$81,000,000. The Note, which was issued in the form of a bank loan from Toronto Dominion Bank, N.A, is a fixed rate obligation which amortizes over a period of 20 years. Proceeds of the Note are being used to reduce the unfunded liabilities in the City's three pension plans. Issuance of the note will result in net savings in that required contributions to the various pension plans were reduced by amounts exceeding the allocable debt service on the bonds.

During FY2021, the City issued \$45.5 million of Capital Improvement Revenue and Refunding Bonds, in three series. The proceeds of the issuance were used to permanently finance a number of development and rehabilitation projects at the Lakeland Linder International Airport, as well as several other smaller projects in the city. The issue also refunded certain bonds and loans for savings.

In December of 2021 (FY2022), the City issued \$123.3 million in electric system debt to fund the construction and installation of approximately 120MW of new generating capacity.

### Debt Service Requirements

The debt service requirements for all the City's outstanding long-term debt, including both bonds and loans, are shown on the table below.

#### City of Lakeland Debt Service Requirements (FY2021 ACFR)

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2022	37,146,247	20,854,478	58,000,725
2023	40,310,268	20,094,561	60,404,829
2024	37,932,189	18,667,857	56,600,046
2025	39,104,032	17,189,076	56,293,108
2026	43,772,628	15,634,444	59,407,072
2027-2031	192,339,863	55,591,689	247,931,552
2032-2036	179,569,741	24,174,565	203,744,306
2037-2041	76,537,888	3,232,593	79,770,481
2042-2046	<u>3,163,680</u>	<u>39,941</u>	<u>3,203,621</u>
	<u>649,876,536</u>	<u>175,479,204</u>	<u>825,355,740</u>

Figure 54: Debt Service Requirements

## Debt Management Overview

### Ratings & Coverage

As noted, the debt of the city is almost exclusively revenue bond debt, the repayment of which is guaranteed by pledges of specific revenues, as detailed in the previous table. Before such debt can be issued in the capital markets, the creditworthiness of each revenue bond program is typically reviewed by one or more of the three major credit rating agencies - Moody's Investors Service, Standard & Poor's, and Fitch Ratings.

In performing credit assessments of revenue bond programs, rating agencies consider several factors, including the:

- Strength of the legal pledge involved
- Level of rates and charges relative to peers and to the economic base of the service territory
- Overall level of debt outstanding compared to the size of the operation involved
- Size of the entity's capital plan and the likelihood it will have to issue additional debt
- Ratio of net revenues (after paying operational costs) to debt service requirements ("coverage")
- Amount of cash reserves on hand.

After review, the rating agencies assign a letter grade which represents their assessment of the relative creditworthiness of the bond program. For investment grade credits, the scale runs from a low of **BBB** to **A** to **AA** to a high of **AAA**, with either a **+** or **-** added to indicate gradations within each category. As shown below, all the City's revenue bond programs are rated in AA categories, which is very high. These ratings are an independent assessment of the financial health of the business operations involved. Higher ratings also mean that the City will obtain lower interest rates when it issues debt to fund capital projects.

### City of Lakeland Revenue Bond Ratings

Type	Moody's	Standard & Poor's	Fitch
Electric	Aa3	AA	AA
Water & Wastewater	Aa2	AA	AA+
Covenant to Budget & Appropriate	Aa3	NA	AA-

Figure 55: Revenue Bond Ratings



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## Airport

Lakeland Linder International Airport (LLIA) provides Airport Operations and Airport Property Leasing services to the Lakeland Community. The LLIA Airport Operations maintain the Airport Operating Area (AOA) in support of over 260 based Aircraft, including 42 jets and turbo prop aircraft. Airport Properties Leasing services lease and maintain over one million square feet of facilities and land parcels for both aviation and non-aviation development.

The AOA includes the airfield pavement, runways, taxiways, ramps, turf areas, drainage systems, airfield lighting, guidance signage systems, navigational aids, internal service roads, air traffic control services, access gates and security fencing. Airport Operations is also responsible for airport compliance with all federal and state aviation regulations including Federal Aviation Regulation (FAR) Part 139 certification. Airport Operations also ensures security and safety compliance as the liaison for special events including the annual Sun 'n Fun Fly-In and the newly expanded Commercial Passenger Activities.

Airport leasing opportunities for Airside/Landside properties consist of aviation hangars, office buildings and facility rentals. Facility rental with hourly/daily availability includes a large conference/meeting room at the airport terminal building.

Joint ventures with airport planning and economic development consultants have poised LLIA for new and fiscally healthy tenants that will broaden the airport revenue base and create new employment opportunities for Lakeland. The promotion of aviation business partnerships with both high school and community colleges to help foster student interest in aviation related fields will attract new aviation business to our area.

# Airport – Table of Organization

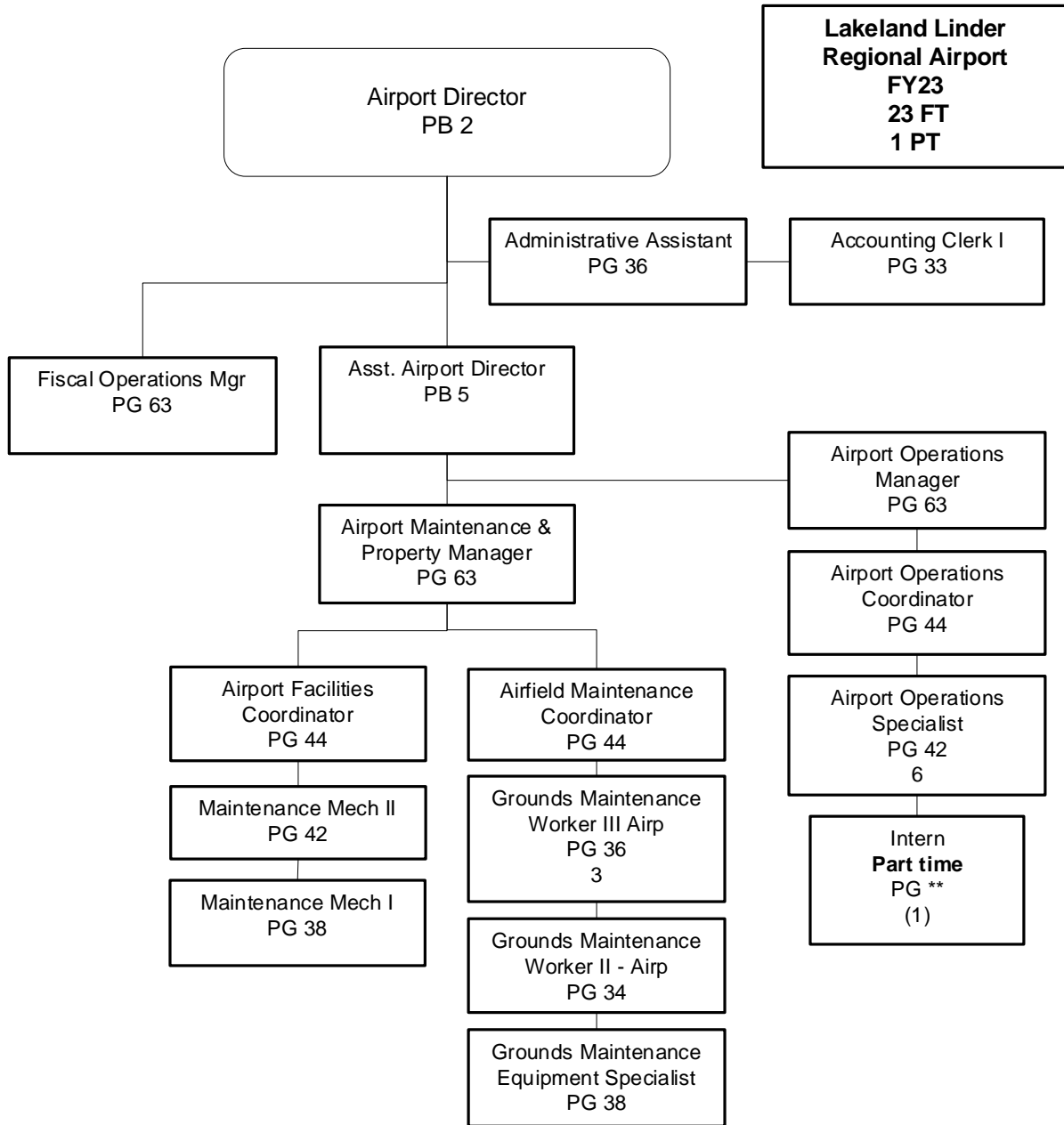


Figure 55: Airport Table of Organization

## Airport – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Airport Director	1	1	PB2	\$99,875.14 - \$185,517.91
Assistant Airport Director	1	1	PB5	\$73,322.91 - \$136,164.02
Airport Operations Manager	1	1	63	\$73,823.18 - \$114,523.99
Fiscal Operations Manager	1	1	63	\$73,823.18 - \$114,523.99
Airport Maintenance & Property Manager	1	1	63	\$73,823.18 - \$114,523.99
Airport Construction Coordinator	1	0	44	\$46,440.23 - \$72,044.05
Airport Facilities Coordinator	1	1	44	\$46,440.23 - \$72,044.05
Airfield Maintenance Coordinator	1	1	44	\$46,440.23 - \$72,044.05
Airport Operations Coordinator	1	1	44	\$46,440.23 - \$72,044.05
Airport Operations Specialist	4	6	42	\$44,228.80 - \$68,613.39
Maintenance Mechanic II	1	1	42	\$44,228.80 - \$68,613.39
Grounds Maintenance Equip Specialist	1	1	38	\$40,116.83 - \$62,234.37
Maintenance Mechanic I	1	1	38	\$40,116.83 - \$62,234.37
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Grounds Maintenance Worker III Airport	2	3	36	\$38,206.50 - \$59,270.81
Grounds Maintenance Worker II	1	1	34	\$36,387.14 - \$56,448.41
Accounting Clerk I - Airport	1	1	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>21</b>	<b>23</b>		
College Intern	1	1	*	\$22,880.00 - \$165,126.30
<b>TOTAL PART TIME EMPLOYEES</b>	<b>1</b>	<b>1</b>		
<b>TOTAL FT</b>	<b>21</b>	<b>23</b>		
<b>TOTAL PT</b>	<b>1</b>	<b>1</b>		

Figure 56: Airport Positions



## Airport – Budget Summary

### Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>LLIA</i>	\$ 21,811,783.00	\$ 13,420,628.00	\$ 12,595,018.00	\$ 9,921,735.00

Figure 57: Airport Budget Summary – Expenses

### Revenues

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>LLIA</i>	\$ 21,811,783.00	\$ 13,420,628.00	\$ 12,595,018.00	\$ 9,921,735.00

Figure 58: Airport Budget Summary – Revenues

## Airport – Performance Management

### Airport Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal - Strategy Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	Chart	CY2023 Target
Economic Impact from Airport Operations	EO-4	FY Annually	\$1,500,000,000	\$1,500,000,000	Not Available	<a href="#">Chart 1</a>	Increase
Jobs Increased on Airport Property	EO-1, 3, 4	FY Annually	2,200	40	Not Available	<a href="#">Chart 2</a>	Increase
Private capital investment at Lakeland Linder International Airport	GM-2	FY Annually	\$200,000,000	\$7,000,000	Not Available	<a href="#">Chart 3</a>	Monitor Only
Grant dollars awarded by FAA/FDOT in economic development and expansion projects	GM-3	FY Annually	\$37,000,000	Not Available	Not Available	<a href="#">Chart 4</a>	Monitor Only

Figure 59: Lakeland Linder International Airport – Key Success Indicators

### Department Objectives – Airport

1. Provide airport funding sources for both operational and capital needs through leasing, maintaining aviation and non-aviation facilities increasing fuel flowage and landing fees and securing capital grants.
2. Provide the Lakeland community with a safe, secure, self-sustaining, and convenient airport that promotes compatible economic growth within a dynamic aviation market for both General Aviation and Commercial Passenger Travel.

### Airport Performance Measures

Performance Measure	Department Objective Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	CY2023 Proposed
<b>Airport Properties Leasing</b>						
Gross Revenues	1	Annually	\$6,200,000	\$10,000,000	\$11,104,000	\$11,512,000
Square Footage Leased (Aviation Tenants)	1	Annually	722,600	729,000	730,000	730,000
Square Footage Leased (Non-Aviation Tenants)	1	Annually	294,000	294,000	299,000	299,000
Square Footage Vacant (Airport)	1	Annually	25,000	26,000	21,000	21,000
Number of Aviation Leases-T Hangars	1	Annually	75	75	75	75
Number of Aviation Leases-Other	1	Annually	42	44	45	46
Number of Non-Aviation Leases	1	Annually	18	18	19	19
<b>Airport Operations</b>						
Air Traffic Itinerant Operations (takeoffs and landings annually)	2	Annually	62,089	71,263	78,076	79,000
Air Traffic Local Operations (takeoffs and landings annually)	2	Annually	44,428	52,225	63,101	64,000
Based Aircraft (Total)	2	Annually	243	304	309	312
Based Aircraft (Jet)	2	Annually	71	73	61	65
Aircraft Fuel Flowage (gallons delivered to the Airport)	1	Annually	1,900,000	12,300,000	15,460,085	16,191,000
Dollar Amount of Grants Received	1	Annually	\$5,800,000	\$6,600,000	\$9,164,327	\$5,685,535

Figure 60: Lakeland Linder International Airport – Performance Measures

## Airport – Performance Management

### Changes, Accomplishments and Efficiencies – Airport

- Successfully commissioned the airport's CAT III ILS (4th in the State of Florida, 68th in the Nation).
- Successfully completed construction of the airport's North Airfield Lighting Vault, providing enhanced airfield lighting controls and monitoring for the new runway lighting system.
- Successfully completed construction of the airport's new runway lighting system on Runway 10/28 swapping out old incandescent lighting for LEDs while also installing runway in-pavement centerline lighting and touchdown zone lighting.
- Successfully completed reconstruction of Taxiway E and construction of Taxiway S restoring failed pavement and adding a new connecting taxiway that opens additional areas in the southwest quadrant of the airport for development and sets up future parallel runway development consistent with the airport's approved master plan.
- Successfully commissioned the airport's CAT III ILS (4th in the State of Florida, 68th in the Nation).
- Successfully completed construction of the airport's North Airfield Lighting Vault, providing enhanced airfield lighting controls and monitoring for the new runway lighting system.
- Successfully completed construction of the airport's new runway lighting system on Runway 10/28 swapping out old incandescent lighting for LEDs while also installing runway in-pavement centerline lighting and touchdown zone lighting.
- Successfully completed reconstruction of Taxiway E and construction of Taxiway S restoring failed pavement and adding a new connecting taxiway that opens additional areas in the southwest quadrant of the airport for development and sets up future parallel runway development consistent with the airport's approved master plan.
- New restaurant, WACO Kitchen, opened August 8, 2022.
- Raised \$16,517 during the annual SUN 'n RUN 5K which contributed to sponsorships for the Lakeland Aero Club, Women in Aviation, Air Race Classic, and the CFAA parents' group.
- Sponsored and hosted Polk County Public Schools Flying Classroom engaging students in STEM activities and encouraging careers in aviation.
- Airfield maintenance conducted rubber removal activities for first time in airport history using biodegradable chemical remover. This work effort prevented the airport from having to hydro blast and repaint runway and taxiway centerlines due to the build-up of rubber from landing aircraft. This ensures friction is maintained on the runway pavements and results in no damage to the asphaltic pavement.
- An aircraft dolly was purchased and is being used to quickly remove disabled aircraft from the runway and taxiway environment, preventing potential diversions by aircraft due to prolonged airport closures.
- Developed a grand master key system for the airport that allows us to restrict access to certain areas of the airport improving security and key accountability.

## City Attorney's Office

The Office of the City Attorney oversees all legal activities of the City, serving as legal counsel for the City Commission and administrative staff, City Departments, and Boards, Committees, and Authorities, and representing and promoting the interest of the City before State committees and elected representatives. The Office drafts and reviews all City Ordinances, Resolutions, deeds, easements, conveyances, and all other legal documents for city business.

## City Attorney – Table of Organization

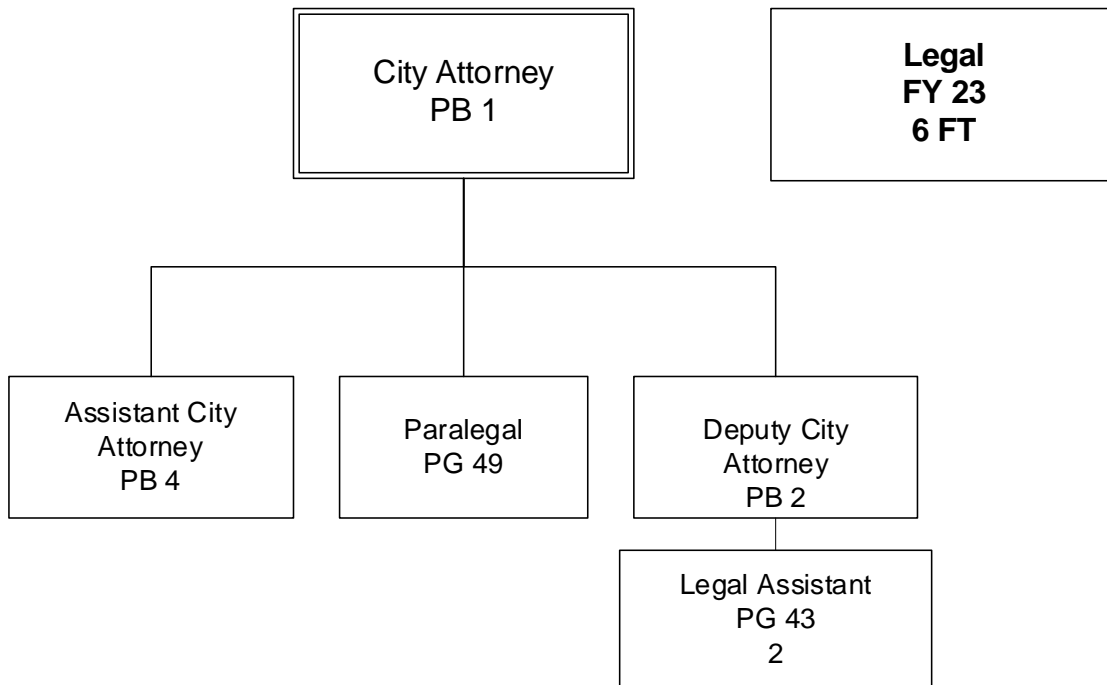


Figure 61: City Attorney Table of Organization

## City Attorney– Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
City Attorney	1	1	PB1	\$135,220.18 - \$251,116.07
Deputy City Attorney	0	1	PB2	\$99,875.14 - \$185,517.91
Assistant City Attorney	2	1	PB4	\$81,320.87 - \$151,042.23
Paralegal	0	1	49	\$52,464.76 - \$81,390.06
Legal Assistant	3	2	43	\$45,321.03 - \$70,307.79
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>6</b>	<b>6</b>		

Figure 62: City Attorney Positions

## City Attorney’s Office – Budget Summary

Expenses				
<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 562,221.00	\$ 487,269.00	\$ 661,855.00	\$ 470,224.00

Figure 63: City Attorney’s Office Budget Summary - Expenses

## City Commission & City Manager's Office

The City Manager's Office and City Commission work together to ensure the efficient and effective operation of the City of Lakeland government. The City Manager's Office oversees the Strategic Planning and budgeting process, city planning and management of city staff, conducts Strategic Planning in concert with the City Commission, stakeholders, and residents of the City. The Strategic Planning process lays out the long-term vision for the City and its operations. It is the responsibility of the City Manager's Office to transform the adopted vision into a reality through appropriate allocation of resources.

## City Commission & City Manager's Office – Table of Organization

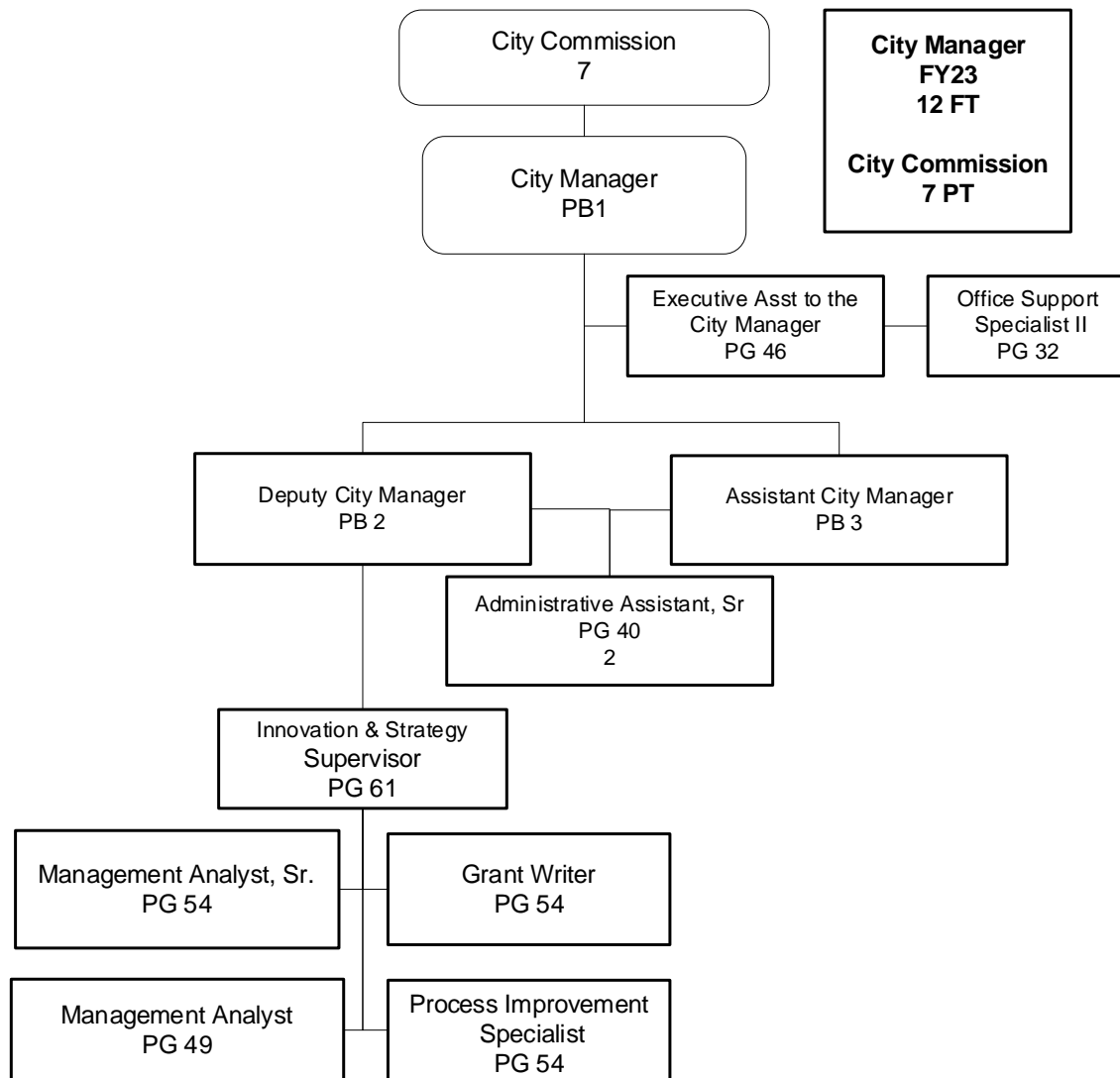


Figure 64: City Manager Table of Organization

## City Commission & City Manager's Office – Positions

<b>City Commission</b>		<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>	
Administrative Assistant, Sr	1	1	40	\$42,122.67 - \$65,340.81	
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>1</b>	<b>1</b>			
Mayor	1	1	*P	\$22,880.00 - \$165,126.30	
City Commissioner	6	6	*P	\$22,880.00 - \$165,126.30	
<b>TOTAL PART TIME EMPLOYEES</b>	<b>7</b>	<b>7</b>			
<b>City Manager's Office</b>		<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>	
City Manager	1	1	PB1	\$135,220.18 - \$251,116.07	
Deputy City Manager	1	1	PB2	\$99,875.14 - \$185,517.91	
Assistant City Manager	1	1	PB3	\$92,349.13 - \$171,509.06	
Manager of Strategic Projects	1	0	70	\$87,570.00 - \$135,849.82	
Executive Assistant to the City Manager	1	1	46	\$48,762.26 - \$75,646.25	
Administrative Assistant, Sr.	1	1	40	\$42,122.67 - \$65,340.81	
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39	
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>7</b>	<b>6</b>			
<b>Office of Management &amp; Budget</b>		<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>	
Innovation & Strategy Supervisor	1	1	61	\$70,307.79 - \$109,070.47	
Management Analyst, Sr.	1	1	54	\$59,270.81 - \$91,948.50	
Process Improvement Specialist	1	1	54	\$59,270.81 - \$91,948.50	
Grant Writer	1	1	54	\$59,270.81 - \$91,948.50	
Management Analyst	1	1	49	\$52,464.76 - \$81,390.06	
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>5</b>	<b>5</b>			
<b>Information Security Office</b>		<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>	
Manager of Info/Data Security	1	0	73	\$94,219.18 - \$146,164.86	
Information Security Analyst	2	0	64	\$75,646.25 - \$117,352.17	
	3	0			
<b>TOTAL FT</b>	<b>16</b>	<b>12</b>			
<b>TOTAL PT</b>	<b>7</b>	<b>7</b>			

Figure 65: City Manager Positions

## City Commission & City Manager’s Office – Budget Summary

### City Commission Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 124,649.00	\$ 211,634.00	\$ 199,401.00	\$ 201,269.00

Figure 66: City Commission Budget Summary - Expenses

### City Manager Expenses

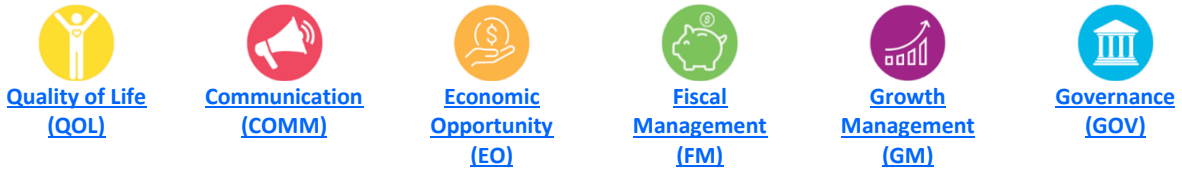
<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 292,003.00	\$ 1,609,559.00	\$ 1,186,289.00	\$ 802,436.00

Figure 67: City Manager’s Office Budget Summary - Expenses



# City Commission & City Manager’s Office – Performance Management

## City Commission and City Manager’s Office Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
City of Lakeland Government being transparent in communication <sup>1</sup>	COMM-2	FY Annually	56.50%	55.26%	54.01	<a href="#">Chart 5</a>	Increase
Citizen perceived value for taxes paid <sup>2</sup>	GOV-2	FY Annually	62.20%	61.27%	58.32	<a href="#">Chart 6</a>	Increase

Figure 68: City Manager’s Office – Key Success Indicators

## Department Objectives – City Manager’s Office

1. Works in collaboration with the City Commission, and with the support of departments to develop the annual Budget and five-year Strategic Plan.
2. Provides organizational leadership and guidance to City staff in the delivery of City services, and in achieving the City’s Mission, Vision, Values and Goals.
3. Directs and supervises the administration of all departments to ensure City services are provided to Lakeland’s citizens in an effective and efficient manner.

## City Manager’s Office Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Government Finance Officers Association (GFOA) Award	1	Annually	Awarded with Special Recognition for CIP	Awarded	Awarded	Applied

Figure 69: City Manager’s Performance Measure

<sup>1</sup> Data collected via City survey conducted in January 2021 (FY22). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “The City of Lakeland being transparent in its communication with Citizens.” The number of survey respondents for 2021 (FY22) was 3,412.

<sup>2</sup> Data collected via City survey conducted in January 2021 (FY22). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “Value for the taxes you pay to the City of Lakeland.” The number of survey respondents for 2021 (FY22) was 3,412.

## Communications

The Communications Department oversees the City's public relations, marketing, and advertising related functions, as well as the distribution of public information, internal and external communications, media relations, crisis management, digital media, video/television production, branding, design, public record processing and audio/visual support. The Department creates and distributes news releases, produces print materials, manages the City's government access television station, oversees the City's switchboard operations, administers the maintenance and updates to the City's web and social media sites and participates in special event planning. Working directly with the City Commission, City Manager's Office and City Departments, the Communications staff delivers timely and accurate information about services, projects, and initiatives to keep Residents, businesses, and visitors informed through open and transparent communications.

The Department develops and produces government access television programming on Lakeland Government Network (LGN), broadcasting throughout the County on Frontier Communications Channel 43, Spectrum channel 643, and streaming on the web at [www.Lakelandgov.net](http://www.Lakelandgov.net). Live broadcasts include: City Commission, Utility Committee, Planning and Zoning, Code Enforcement Board, Zoning Board of Adjustments and other specially called meetings. Meetings and City of Lakeland videos can also be viewed on-demand at [www.Lakelandgov.net](http://www.Lakelandgov.net). Communications creates and distributes marketing materials used to support the City of Lakeland's initiatives and on-going public education efforts, including digital media content designed for web and social media consumption. Digital media is distributed through [www.Lakelandgov.net](http://www.Lakelandgov.net), the City's intranet and the City's social media channels. The Department also fields all public record requests and provides reception and switchboard operations at City Hall, which is managed through the Public Work's Director's Office.

## Communications – Table of Organization

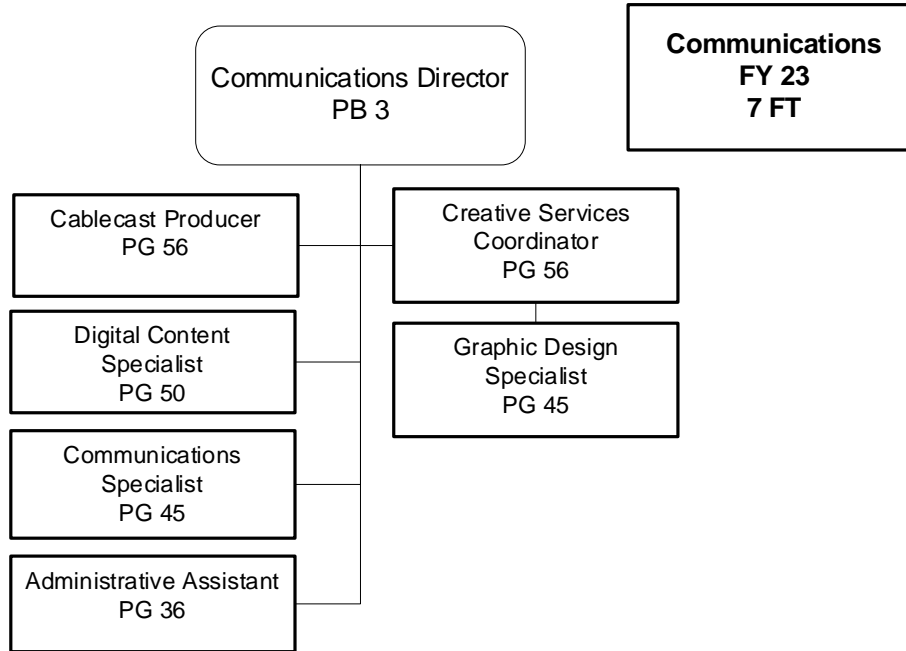


Figure 70: Communications Table of Organization

## Communications – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Communications Director	1	1	PB3	\$92,349.13 - \$171,509.06
Cablecast Producer	1	1	56	\$62,234.37 - \$96,545.93
Creative Services Coordinator	1	1	56	\$62,234.37 - \$96,545.93
Digital Content Specialist	1	1	50	\$53,760.39 - \$85,200.00
Communications Specialist	1	1	45	\$47,587.09 - \$73,823.18
Graphic Design Specialist	1	1	45	\$47,587.09 - \$73,823.18
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>7</b>	<b>7</b>		
<b>TOTAL FT</b>	<b>7</b>	<b>7</b>		

Figure 71: Communications Positions

## Communications – Budget Summary

### Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 539,934.00	\$ 704,252.00	\$ 629,290.00	\$ 691,512.00

Figure 72: Communications Budget Summary - Expenses

## Communications – Performance Management

### Communications Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic  
Opportunity  
(EO)



Fiscal  
Management  
(FM)



Growth  
Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Percent of change in unique page views to Lakelandgov.net	COMM-2	FY Annually	↑ 11.28%	↑ 18.72%	↑ 7.55%	<a href="#">Chart 7</a>	Increase
Citywide social media fans/followers	COMM-2, 3	FY Annually	Facebook: ↑ 7.65% Instagram: ↑ 64.27% Twitter: ↑ 9.43% Next Door: ↓ -72.35%	Facebook: ↑ 1.61% Instagram: ↑ 15.16% Twitter: ↑ 0.89% Next Door: No change	Facebook: ↑ 7.96% Instagram: ↑ 10.28% Twitter: ↑ 7.24% Next Door: ↑ 41.57%	<a href="#">Chart 8</a>	Increase
Citywide social media engagement	COMM-2, 3	FY Annually	Facebook: ↑ 23.62% Instagram: ↑ 28.61% Twitter: ↑ 2841%	Facebook: ↓ -30.64% Instagram: ↑ 6.89% Twitter: ↑ 14.38%	Facebook: ↑ -48.97% Instagram: ↑ 15.67% Twitter: ↑ 1.83%	<a href="#">Chart 9</a>	Increase
Citywide social media impressions <sup>3</sup>	COMM-2, 3	FY Annually	Facebook: ↓ 9.37% Instagram: ↑ 37.54% Twitter: ↑ 98.43% Next Door: ↑ 74.33%	Facebook: ↓ 4.72% Instagram: ↑ 21.46% Twitter: ↓ 19.80% Next Door: No change	Facebook: ↑ 11.36% Instagram: ↑ 5.05% Twitter: ↑ 5.96% Next Door: No change	<a href="#">Chart 10</a>	Increase

Figure 73: Communications – Key Success Indicators

### Department Objective – Communications

1. Enhance internal and external communications, making sure that accurate information is shared, in appropriate formats, in a consistent, timely and cost-effective manner. Ensure that key messages, or themes, are incorporated into those communications.

### Communications Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Live Meetings	1	Annually	139	175	147	150

Figure 74: Communications Performance Measures

<sup>3</sup> Impression is defined as the number of times City of Lakeland content is displayed.

## Communications – Performance Management

### Changes, Accomplishments and Efficiencies – Communications

- Added a messenger feature on the City's website that allows visitors to send a message directly to the City.
- Launched a newly improved mobile app in 2021 to better communicate with customers on services, initiatives, and events.
- Produced 142 live meetings on two government access stations, and live streamed on [www.lakelandgov.net](http://www.lakelandgov.net), YouTube and Facebook Live.
- Produced 257 hours of video content over the past year.
- Produced 175 stand-alone video projects.
- Created a monthly digital newsletter that is distributed to 109,000 email addresses.
- Created 176 graphic design projects.
- Attained over 2.5 million page views, and over 2 million unique page views.
- Worked with other Departments on a long-term ADA compliancy goal for all web pages.
- Created several dedicated micro-sites, designed to inform the public on initiatives and events including: the SR 37 and South Florida Avenue Road Diet, Downtown Parking, the partnership with Summit Broadband and Red, White & Kaboom.
- Increased our Social Media audience by 3.4% over the previous year.
- Received 22,785 direct messages over Facebook, Instagram, and Twitter.
- Utilized Vimeo as a file share for programming, saving the City approximately \$5,000 per year in hosting fees and reducing the need for an in-house video server that costs thousands of dollars.
- Processed over 871 public records.
- Hosted the 22nd Lakeland Citizens Academy, where community members learn about City of Lakeland operations. This year we graduated 27 new ambassadors with a degree in Governmentology 101.
- Launched an updated mobile app as another way to connect with citizens, available in the Apple iTunes app store and the Android Google Play store.
- Surveyed City of Lakeland employees regarding Internal Communications. The survey was live for three weeks from March 14th – April 1st, and 421 employees responded. Information from the survey will help the Communications Department better communicate with employees.
- Secured \$20,000 in sponsorship for Red, White & Kaboom the City's official Independence Day Celebration. The sponsorship helps pay for the event that includes, band, sound, and fireworks. This great community event is now entering the 22nd year.
- Created coloring books used to educate children on swan safety, fire safety, and how to grow Florida Friendly plants.
- Created new way-finding signage designed to help visitors find their way to places of interest, City facilities and destinations around Lakeland.
- Launched the Submit an Idea program so citizens can submit their idea on ways to improve City services.
- Started the Canned Tuna Concert series that became the Friday Night Live series. The quarterly music series was initiated to get families in Munn Park on Friday evenings. Those attending were asked to bring a can of tuna or non-perishable food item to benefit Volunteers in Service to the Elderly (VISTE). In conjunction with the LDDA, the program was expanded to include live music in the park every Friday night.



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## Community and Economic Development

The department of Community & Economic Development (CED) collaborates with businesses and neighborhoods to improve the standard of living for all citizens in Lakeland. Within the business community, CED works to attract jobs to Lakeland, provides services in support of local businesses and encourages entrepreneurship. CED also partners with neighborhoods to address issues such as affordable housing and rehabilitation, and in revitalization as well as preserving historical elements. CED is also responsible for code enforcement that keeps our city clean and free of nuisances that threaten the health and safety of residents.

### Community Development services include:

- **Planning:** includes long-range and current planning, administration of the Land Development Code and related proposed amendments, and development and application of City of Lakeland Comprehensive Plan: Our Community 2030, which incorporates Goals, Objectives and Policies and the Future Land Use Map to guide growth and development within incorporated Lakeland.
- **Transportation Planning:** encompasses a wide range of activities ranging from site-specific traffic analysis to participation in the County-wide Transportation Planning Organization (TPO) that looks at long-range transportation needs and sets related funding priorities for the next 20+ years.
- **Housing:** administers the City's federally funded Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Neighborhood Stabilization Program (NSP), and State Housing Initiatives Partnership Program (SHIP). The Housing Office delivers a variety of services aimed at increasing the supply of income-based affordable units, both single and multi-family for ownership and rent, and preserving existing affordable units occupied by income qualified households.
- **Code Enforcement:** assures physical conditions related to health, safety and general welfare are maintained throughout the City. Includes the enforcement of the housing code, codes prohibiting nuisances (overgrowth, trash, open storage, and abandoned vehicles), and various zoning and land development regulations.

### Economic Development services include:

- **Building Inspection and Permitting:** reviews permit applications and plans for adherence to applicable Federal, State and local building codes during and after the construction of residential and commercial structures. Design safety is evaluated by Certified Plans Examiners to ensure adherence to minimum building design performance and structural standards.
- **Community Redevelopment Agency (CRA) Districts:** uses tax increment financing to improve the economic vitality and aesthetic appearance of Downtown, Dixieland and Midtown CRA districts. The CRA promotes and facilitates the implementation of the three redevelopment plans which were created to eliminate blight. CRA works to establish long-term partnerships with various agencies to improve public infrastructure, enhance communication with business and property owners and leverage CRA resources to maximize impacts within the districts.
- **Business Development:** focuses on assisting Lakeland business owners by providing collaborative support to Lakeland businesses, connecting them with available resources, and expanding and diversifying Lakeland's economy.



# Community and Economic Development – Table of Organization

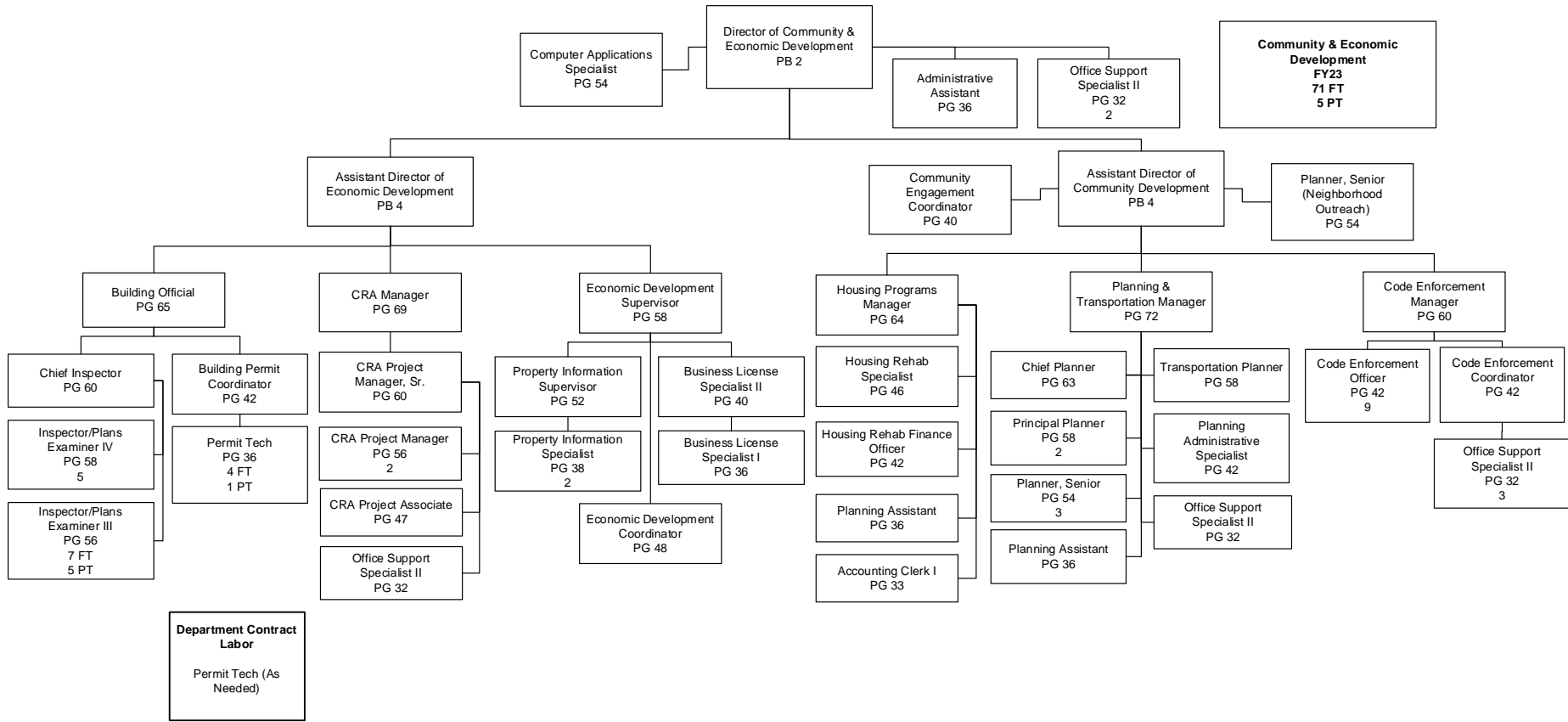


Figure 75: Community and Economic Development Table of Organization

## Community and Economic Development – Positions

<i>Planning</i>	<b>Personnel</b>	<b>FY22</b>	<b>FY23</b>	<b>PG</b>	<b>Salary Range</b>
		<b>Current</b>	<b>Proposed</b>		
	Director of Community & Economic Development	1	1	PB2	\$99,875.14 - \$185,517.91
	Assistant Director of Community Development	1	1	PB4	\$81,320.87 - \$151,042.23
	Assistant Director of Economic Development	0	1	PB4	\$81,320.87 - \$151,042.23
	Community Planning & Housing Manager	1	0	72	\$91,948.50 - \$142,642.30
	Planning & Transportation Manager	0	1	72	\$91,948.50 - \$142,642.30
	Business Development & Transportation Manager	1	0	72	\$91,948.50 - \$142,642.30
	Chief Planner	1	1	63	\$73,823.18 - \$114,523.99
	Transportation Planner	0	1	58	\$65,346.08 - \$101,373.23
	Principal Planner	2	2	58	\$65,346.08 - \$101,373.23
	Computer Application Specialist	1	1	54	\$59,270.81 - \$91,948.50
	Planner, Sr.	4	4	54	\$59,270.81 - \$91,948.50
	Property Information Supervisor	1	1	52	\$56,448.41 - \$87,570.00
	Economic Development Coordinator	1	1	48	\$51,200.36 - \$79,428.56
	Planning Administrative Specialist	1	1	42	\$44,228.80 - \$68,613.39
	Community Engagement Coordinator	1	1	40	\$42,122.67 - \$65,340.81
	Property Information Specialist	2	2	38	\$40,116.83 - \$62,234.37
	Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
	Planning Assistant	1	1	36	\$38,206.50 - \$59,270.81
	Office Support Specialist II	3	3	32	\$34,654.43 - \$53,760.39
	<b>TOTAL FULL TIME EMPLOYEES</b>	<b>23</b>	<b>24</b>		
<i>Code Enforcement</i>	<b>Personnel</b>	<b>FY22</b>	<b>FY23</b>	<b>PG</b>	<b>Salary Range</b>
		<b>Current</b>	<b>Proposed</b>		
	Code Enforcement Manager	1	1	60	\$68,613.39 - \$106,441.88
	Code Enforcement Coordinator	1	1	42	\$44,228.80 - \$68,613.39
	Code Enforcement Officer	9	9	42	\$44,228.80 - \$68,613.39
	Office Support Specialist II	3	3	32	\$34,654.43 - \$53,760.39
	<b>TOTAL FULL TIME EMPLOYEES</b>	<b>14</b>	<b>14</b>		
<i>Community Redevelopment Agency</i>	<b>Personnel</b>	<b>FY22</b>	<b>FY23</b>	<b>PG</b>	<b>Salary Range</b>
		<b>Current</b>	<b>Proposed</b>		
	CRA Manager	1	1	69	\$85,459.57 - \$132,575.84
	CRA Project Manager, Sr.	1	1	60	\$68,613.39 - \$106,441.88
	CRA Project Manager	2	2	56	\$62,234.37 - \$96,545.93
	CRA Project Associate	1	1	47	\$49,966.45 - \$77,514.34
	Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
	<b>TOTAL FULL TIME EMPLOYEES</b>	<b>6</b>	<b>6</b>		

Figure 76: Community and Economic Development Positions – Part 1

## Community and Economic Development – Positions

<b>Affordable Housing</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Housing Programs Manager	0	1	64	\$75,646.25 - \$117,352.17
Housing Programs Supervisor	1	0	54	\$59,270.81 - \$91,948.50
Housing Rehabilitation Specialist	1	1	46	\$48,762.26 - \$75,646.25
Housing Rehabilitation Finance Officer	1	1	42	\$44,228.80 - \$68,613.39
Planning Assistant	1	1	36	\$38,206.50 - \$59,270.81
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>5</b>	<b>5</b>		

<b>Building Inspection</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Building Official	1	1	65	\$77,514.34 - \$120,250.20
Chief Building Inspector	1	1	60	\$68,613.39 - \$106,441.88
Economic Development Supervisor	0	1	58	\$65,346.08 - \$101,373.23
Building Inspector/Plans Examiner IV	5	5	58	\$65,346.08 - \$101,373.23
Building Inspector/Plans Examiner III	7	7	56	\$62,234.37 - \$96,545.93
Building Permit Coordinator	1	1	42	\$44,228.80 - \$68,613.39
Business License Specialist II	1	1	40	\$42,122.67 - \$65,340.81
Business License Specialist I	2	1	36	\$38,206.50 - \$59,270.81
Permit Tech	3	4	36	\$38,206.50 - \$59,270.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>21</b>	<b>22</b>		

<i>Building Inspector/Plans Examiner III</i>	4	4	56	\$62,234.37 - \$96,545.93
<i>Building Inspector/Plans Examiner I</i>	3	3	52	\$56,448.41 - \$87,570.00
<i>Permit Tech</i>	1	1	36	\$38,206.50 - \$59,270.81
<b>TOTAL PART TIME TEMP EMPLOYEES</b>	<b>8</b>	<b>8</b>		

<b>TOTAL FT</b>	<b>69</b>	<b>71</b>
<b>TOTAL PT</b>	<b>8</b>	<b>8</b>

Figure 77: Community and Economic Development Positions – Part 2

## Community and Economic Development – Budget Summary

### Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 3,872,327.00	\$ 4,689,107.00	\$ 4,647,692.00	\$ 4,592,035.00
<i>Affordable Housing</i>	\$ 2,655,959.00	\$ 6,367,508.00	\$ 6,376,214.00	\$ 1,340,279.00
<i>Lakeland CRA</i>	\$ 6,425,095.00	\$ 15,899,339.00	\$ 15,195,164.00	\$ 10,676,207.00
<i>Building Inspection</i>	\$ 2,879,600.00	\$ 3,735,002.00	\$ 3,162,251.00	\$ 4,593,937.00

Figure 78: Community and Economic Development Budget Summary – Expenses

### Revenues

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Affordable Housing</i>	\$ 2,655,959.00	\$ 6,367,508.00	\$ 6,376,214.00	\$ 1,340,279.00
<i>Lakeland CRA</i>	\$ 6,425,095.00	\$ 15,899,339.00	\$ 15,195,164.00	\$ 10,676,207.00
<i>Building Inspection</i>	\$ 2,879,600.00	\$ 3,735,002.00	\$ 3,162,251.00	\$ 4,593,937.00

Figure 79: Community and Economic Development Budget Summary – Revenues

# Community and Economic Development – Performance Management

## Community & Economic Development Key Success Indicators (KSIs) Linked to City Goals



**Quality of Life**  
(QOL)



**Communication**  
(COMM)



**Economic Opportunity**  
(EO)



**Fiscal Management**  
(FM)



**Growth Management**  
(GM)



**Governance**  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Zoning applications approved within 45 days	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 42.86% (68.18% Average)	Q4 = 42.86% (64.50% Average)	Q4 = 66.67% (82.29% Average)	<a href="#">Chart 119</a>	95%
Residential permit reviews completed within 7 calendar days	COMM-1, 2 EO-2	FY Quarterly	Q4 = 88.27% (88.09% Average)	Q4 = 89.25% (85.58% Average)	Q4 = 84.33% (87.18% Average)	<a href="#">Chart 12</a>	90%
Civil engineered site plans approved within 2 submittals	COMM-1, 2 EO-2,4	FY Quarterly	Q4 = 50% (42.98% Average)	Q4 = 22.22% (29.72% Average)	Q4 = 33.33% (46.20% Average)	<a href="#">Chart 13</a>	95%
Commercial building plans approved within 2 submittals	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 67% (63.90% Average)	Q4 = 65.6% (70.33% Average)	Q4 = 65.14% (59.53% Average)	<a href="#">Chart 14</a>	80%
Building permit applications approved within 30 days	COMM-1, 2 EO-2, 4	FY Quarterly	Q4 = 93.3% (92.19% Average)	Q4 = 88.78% (90.42% Average)	Q4 = 87.14% (87.62% Average)	<a href="#">Chart 15</a>	100%
Commercial permit reviews completed within 7 calendar days	COMM-1 EO-2, 4	FY Quarterly	Q4 = 96.37% (90.26% Average)	Q4 = 69.32% (86.25% Average)	Q4 = 68.53% (77.44% Average)	<a href="#">Chart 16</a>	90%
Per Capita Income in Lakeland/MSA (Polk County) as a percent of Florida	EO-1, 4	CY Annually	71.70%	69.90%	71.4%	<a href="#">Chart 17</a>	Monitor Only
Lakeland business tax renewals	EO-3, 5	FY Annually	88.22%	92.86%	94.1%	<a href="#">Chart 18</a>	90%
Number of new businesses in Lakeland	EO-3, 4 GM-2	FY Annually	597	766	618	<a href="#">Chart 19</a>	750
Building Inspection Customer Experience <sup>4</sup>	COMM-1, 2 EO-4	FY Quarterly	Q4 = 93.22% (90.13% Average)	Q4 = 89.57% (93.66% Average)	Q4 = 93.2% (90.89% Average)	<a href="#">Chart 20</a>	90%
Code Enforcement cases brought into compliance	GM-1	FY Annually	77.95%	85.12%	86.75%	<a href="#">Chart 21</a>	Increase
Code Enforcement cases resolved within 60 days	GM-1	FY Annually	57.30%	58.50%	68.51%	<a href="#">Chart 22</a>	Increase
Home Purchase – Number of units and clients assisted	GM-1	CY Annually	Units 11 Clients 32	Units 14 Clients 25	Units 8 Clients 20	<a href="#">Chart 23</a>	Increase
Rehabilitation – Number of units and clients assisted	GM-1	CY Annually	Units 28 Clients 53	Units 18 Clients 30	Units 13 Clients 26	<a href="#">Chart 24</a>	Increase

Figure 80: Community and Economic Development – Key Success Indicators

<sup>4</sup> Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

# Community and Economic Development – Performance Management

## Department Objectives – Community & Economic Development

1. Provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment.
2. Ensure proposed development adheres to all requirements and conditions including zoning, concurrency, and engineering standards.
3. To plan for and support the revitalization of Lakeland neighborhoods by developing partnerships which align citizen and government action designed to strengthen these fundamental building blocks of a quality City.
4. Maintain safe, attractive neighborhoods and commercial/industrial districts by ensuring compliance with the City’s codes and ordinances.
5. Ensure the health, safety and welfare of the community is maintained within the construction or use of every public and private building by adhering to requirements established by law.
6. Collect revenue through a Local Business Tax in the form of a yearly receipt which certifies an individual or business to engage in commercial activities in conformance with applicable zoning, building and development codes.
7. Provide adequate, safe, and affordable housing to very low and low to moderate income homeowners while supporting the City’s redevelopment efforts and promoting self-sufficiency. Also, while planning for and supporting the revitalization of Lakeland neighborhoods, which are recognized as the fundamental building blocks of a quality city.
8. Create self-sustaining environments to grow, attract and retain a creative, talented, educated and technically qualified workforce.
9. Improve the economic vitality and enhance the visual image of Downtown Lakeland, Midtown, and Dixieland districts by creating and implementing a redevelopment plan, promoting economic growth, and encouraging the preservation of the area’s historic character.

## Community & Economic Development Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Affordable Housing Programs</b>						
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	7, 9	Annually	\$9.98	\$7.48	\$10.84	\$9.43
<b>Local Business Taxes</b>						
Number of Business Tax Receipts Issued	6	Annually	6,079	6,281	5,882	6,200
Total Business Tax Receipt Revenue	6	Annually	\$1,632,357	\$1,750,096	\$1,762,231	\$1,770,000

Figure 81: Community & Economic Development Performance Measures, Part 1

## Community and Economic Development – Performance Management

### Community & Economic Development Performance Measures, continued

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Building Inspection and Permitting</b>						
Average Days for Commercial Building Permit Approval	2, 5	Annually	2.45	5.39	4.67	5.25
Percent of Commercial Building Plans resubmitted more than once	2, 5	Annually	69.62%	63.50%	68.42%	60%
Average Days for Residential Building Permit Approval	2, 5	Annually	1.86	3.58	2.76	2.5
Percent of Residential Building Plans resubmitted more than once	2, 5	Annually	18.93%	22.02%	46%	40%
Number and Value of Commercial Building Permits issued	2	Annually	2,332 \$626,373,478	2,037 \$379,564,967	1954 \$327,473,164	2000 \$325,000,000
Number and Value of Residential Building Permits issued	2	Annually	6,464 \$179,365,613	7,259 \$244,594,506	7814 \$204,050,933	7000 \$225,000,000
<b>Code Enforcement</b>						
Average Calendar Days from Complaint to First Inspection/Site Visit	3, 4	Quarterly	0.6 <sup>5</sup>	0.6	0.6	0.7
Median Calendar Days to Achieve Compliance	3, 4	Quarterly	24	23	23	24
Percent of Cases Brought into Compliance After More than 6 Months	3, 4	Quarterly	6.38% <sup>6</sup>	14.21% <sup>7</sup>	5.23%	5.00%
<b>CRA Districts: Downtown</b>						
Percent Increase/Decrease in Downtown CRA Taxable Property Value	9	Annually	4%	10%	38%	5%
Value of Building Permits Issued Within Downtown CRA	9	Annually	\$97,513,963	\$20,777,971	\$6,984,938	\$10,000,000
<b>CRA Districts: Midtown</b>						
Percent Increase/Decrease in Midtown CRA Taxable Property Value	9	Annually	6%	8% Estimated	16%	5%
Value of Building Permits Issued Within Midtown CRA	9	Annually	\$103,608,458	\$75,074,731	\$62,414,523	\$25,000,000
Amount of Midtown CRA Investment in Public Enhancements	9	Annually	\$1,301,160	\$477,790	\$1,298,126	\$750,000
Amount of Economic Development Incentives Awarded	9	Annually	\$1,062,629	\$1,149,952	\$1,009,398	\$750,000
<b>CRA Districts: Dixieland</b>						
Percent Increase/Decrease in Downtown CRA Taxable Property Value	9	Annually	4%	1%	10%	3%
Value of Building Permits Issued Within Downtown CRA	9	Annually	\$478,878	\$445,358	\$556,920	\$200,000
Number of Design Assistance Grants Awarded in Dixieland CRA	9	Annually	2	2	3	2

Figure 82: Community & Economic Development Performance Measures, Part 2

<sup>5</sup> Due to COVID-19, Code Enforcement Office was closed for April and only open for complaints with minimal staffing in May and June 2020.

<sup>6</sup> COVID-19 prevented Code Enforcement hearings from March through September 2020.

<sup>7</sup> COVID-19 affected violations cited, total cases were down, and impacted compliance inspection response.

## Community and Economic Development – Performance Management

### Community & Economic Development Performance Measures, continued

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>CRA Districts: Dixieland, continued</b>						
Amount of Dixieland Façade Improvement Matching Grant Funds Awarded	9	Annually	2	1	5	2
Amount of Dixieland Food Service Matching Grant Funds Awarded	9	Annually	0 <sup>8</sup>	1	3	1
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	9	Annually	\$1.75	\$2.90	\$2.81	\$1.75
<b>Development Review</b>						
Number of Site Plans Reviewed	2	Annually	48	42	55	40
Average Number of Days for Site Plan Approval	2	Annually	139	148	132	140
Total Residential Units Permitted	2	Annually	1,473	1,287	858	500
Total Square Feet Permitted: Industrial	2	Annually	2,137,435	1,039,843	728,892	900,000
Total Square Feet Permitted: Office	2	Annually	211,064	5,400	4,210	5,400
Total Square Feet Permitted: Retail	2	Annually	117,452	23,505	10,080	15,000
Total Square Feet Permitted: Institutional	2	Annually	191,347	125,183	141,356	100,000
Percent of Permits that Required a Variance	2	Annually	0.39%	0.39%	0.39%	0.38%
Number of Subdivision Plats/Parcels Reviewed	2	Annually	15	7	14	10
Number of Historic Preservation Reviews Completed	2	Annually	223	259	145	250
Number of Site Plans reviewed by both the DRT & SRT	2	Annually	139	155	140	150
Percent of Reviews Completed: Administrative/Historic Preservation Board	2	Annually	87%/13%	79%/21%	83% / 17%	90% / 10%
Average Days for Review: Administrative/Historic Preservation Board	2	Annually	2.2 / 19	2.61 / 33.23	1.05 / 24.45	2 / 30
<b>Economic Development</b>						
Private Investment Generated for Each Public Incentive Dollar Awarded	8	Annually	\$86.27	\$395	\$220	\$150
Number of Incentivized Jobs Created	8	Annually	891	331	1,050	750
Public Investment per Job Created	8	Annually	\$2,367	\$970	\$650	\$1,500
Number of High Skill/High Wage Jobs Created	8	Annually	400	400	845	350
Public Investment per High Skill/High Wage Job Created	8	Annually	\$5,274	\$892	\$807	\$1,500
<b>Neighborhood Programs</b>						
Number of Registered Neighborhood Associations	3	Annually	25	27	31	34
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	3	Annually	455	400	800	1,000
Value of Volunteer Service and In-Kind	3	Annually	15 grants, 1 Neighborhood Preservation Project and 7 Sponsorships	15 grants, 5 Neighborhood Preservation Projects, and 7 Sponsorships	15 grants, 4 Neighborhood Preservation Projects, and 2 community sponsorships	18 grants, 6 Neighborhood Preservation Projects, and 5 community sponsorships

Figure 83: Community & Economic Development Performance Measures, Part 3

<sup>8</sup> None requested.



## Community and Economic Development – Performance Management

### Community & Economic Development Performance Measures, continued

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Planning Services</b>						
Percent Increase in City Limits Through Annexation	1	Annually	0.165	0	0.0174	0.015
Number of Future Land Use Map Amendments	1	Annually	5	3	8	5
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	1	Annually	7.7 miles of sidewalk/ 0.66 miles of new road with bike lanes 21 transit stops improvements	10.1 miles 3 transit stop improvements	6.56 miles 2 transit stop improvements	5 miles 3 transit stop improvements
Number of Multi-Modal Facilities Approved on Private Development Sites	1	Annually	28 site plans/ 2 subdivision plats- construction plans/ 16 zoning conditions	15 site plans/13 subdivisions/15 zoning conditions	32 site plans/ 16 zoning conditions/ 1 subdivision	30 site plans/ 10 zoning conditions/ 5 subdivisions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	1	Annually	\$3,414,596	\$1,010,000	\$4,080,641	\$1.5 million
Number of Rezoning Applications, including Planned Unit Developments	1	Annually	92	80	97	80
Number of Conditional Use Applications	1	Annually	15	9	10	15
Average Number of Calendar Days for Approval of Conditional Use	1	Annually	85	107.8	94.57	90

Figure 84: Community & Economic Development Performance Measures, Part 4

### Changes, Accomplishments & Efficiencies – Community & Economic Development

#### **Building Inspection**

- From October 1, 2021 through September 30, 2022, issued 9,937 permits for construction valued at \$501.8 million, and 55.8% were approved the same day.
- Completed 57,301 inspections since October 1, 2021, 98.4% of which were completed the day they were requested by the customer.
- Express Permitting: Since October 1, 2021, 4,266 express permits were processed in an average of 33.5 minutes, with 91% processed in 30 minutes or less.
- ePlan: ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2021, 99.9% of plans for new construction were submitted and reviewed electronically through ePlan, up from 99.8% over the same period last year.
- Permit Approval: 49.6% of permits for new construction issued between October 1, 2021 and September 30, 2022, were approved in a single round of reviews, 29.5% were approved in two rounds, and 20.9% were approved in three or more review cycles.

## Community and Economic Development – Performance Management

### Changes, Accomplishments & Efficiencies – Community & Economic Development, continued

#### **Business Development**

- The Office of Real Estate and Property (OREPI) processed and successfully completed 12 applications to request the vacation of public utility easements, collecting \$2,100.00 in revenues from fees.
- OREPI also processed and completed four applications to request the vacation of public right-of-way, collecting \$28,546.11.
- OREPI verified 1,932 New Location Addresses for Lakeland Electric Accounts and assigned 3,122 new addresses for Residential/Commercial subdivisions. OREPI also completed 12 individual address changes for E9-1-1 and utility billing purposes.
- The City of Lakeland participates in the Florida Department of Revenue Point Match Program, which involves OREPI submitting an updated Address Database to the FDOR twice a year. Accurate address records are vital to cities collecting the appropriate revenue from communications services tax. The revenues collected are used to support the Lakeland Police and Fire Pension Funds. In 2021, the Distribution Amount for LPD was \$1,047,223.43 and the Distribution Amount for LFD was \$899,459.95.
- Business Tax Office received 634 new business applications and collected \$1,759,847.36 in business tax receipts for new and renewal applications.
- In addition to managing and facilitating development projects from concept to Certificate of Occupancy (CO), the Business Development Coordinator reviewed and approved 42 Alcoholic Beverage Licenses, seven Site Work Permits, and five Site Alteration Permits.

#### **Code Enforcement**

- Between October 1, 2021 and May 25, 2022, opened 7,967 cases for code violations and investigated 1,110 citizen complaints, with an average initial response of 0.81 calendar days.
- Realized a compliance rate of 84.19% with average calendar days for compliance of 61.42.
- Contracted for the cutting and cleaning of 488 private properties.
- Executed four injunctions in response to extreme cases impacting public health and safety.
- Demolished one structure with extensive fire damage.
- Removed 5,757 illegally placed signs from the City's public rights-of-way.
- Scheduled and completed hearings for 608 red light camera violations, either contested, or for which payment extensions were requested.
- Identified and confirmed 53 illegal dumping violations witnessed by citizens.
- Revised work process relative to input of complainant information in response to Legislative action through Senate Bill 60 requiring a name and address from persons reporting an alleged violation of a code or ordinance.
- Revised work process to remove zoning use violation related to home-based businesses in response to CS/HB 403 prohibiting local governments from taking certain actions relating to the licensure and regulation of such businesses.
- Developed and implemented a formalized officer training program that includes: Information Guide to Code Enforcement, Field Training Checklist, TRAKiT Code Case Workflow, and Affidavit Chronology Quick Guide.

## Community and Economic Development – Performance Management

### Changes, Accomplishments & Efficiencies – Community & Economic Development. continued

#### Community Redevelopment Agency

- In Fiscal Year 2022 to-date, CRA generated revenue exceeding \$7.6 million and expended \$6.2 million on programs and projects over its three districts.
- Major projects initiated include:
  - The Well (completed)
  - Mary’s Bagel (initiated)
  - Gore Building Renovation (initiated)
  - Dixieland Mural Art Infusion (initiated)
- Provided \$169,039.10 in Tax Increment Financing (TIF) resulting in the construction of two infill multi-family developments within the Garden District and the South Lake Morton Historic District:
  - Orange Street Apartments
  - Royal Oak Apartments
- Initiated three consultant led action plans:
  - Dixieland
  - East Main Street
  - Downtown West
- Issued RFQ for redevelopment of the Oak Street parking lot and entered into a contract with the Onicx Group to construct a multi-family and retail complex.

#### Planning

- Prepared round of Land Development Code Text Amendments to allow shipping containers as accessory structures for certain commercial uses and as dwelling units; allow for the use of “tiny homes” in recreational vehicle parks and mobile home parks; allow greater density in new mobile home parks; adopt standards for splitting and combining existing lots and parcels; formalize the City’s traffic study requirements; and expand the parking exempt area within downtown Lakeland.
- Reviewed applications for 604 historic preservation projects; 66 zoning cases; 63 variances; 20 administrative adjustments; 222 concept plan reviews totaling 15,321,267 million sq. ft.; and 94 site plans totaling 2,688,726 sq. ft.; and nine plats. Notable projects include the Lakeland Regional Medical Office Building on Kathleen Road; Swan Landing Apartments; Lakeland Christian High School; Publix at Oakbridge; and Amazon Air Gateway Phase 1.5.
- Established five new Neighborhood Associations: Fox Run, West Kathleen, Historic Beacon Hill (reorganized), Robson Street, and Sandpiper.
- Submitted a \$1.78 Million funding request to the Polk Transportation Planning Organization for the construction phase of West Lake Hunter Trail Phases 5 & 6. Prepared City Commission Resolution #5739 in support of the West Lake Hunter Trail, which was approved on January 18, 2022.
- Prepared City Commission Resolution #5732 in support of the New York Avenue Bicycle/Pedestrian Overpass and the Lake Beulah-Chase Street Trail Underpass, which was approved on December 6, 2021.
- Prepared Hawthorne Mill Development Agreement (1,231 single-family lots), which was approved by the City Commission on February 22, 2022.

## **Community and Economic Development – Performance Management**

### **Changes, Accomplishments & Efficiencies – Community & Economic Development. continued**

#### **Planning, continued**

- Facilitated the execution of the Lakeland VA Funding Agreement for Transit Services by LAMTD and the clinic's developer on January 25, 2022.
- Assisted LAMTD/Citrus Connection with annexation petitions for the Culver's North Lakeland, Steripak, Gibson Oaks Apartments and Lakeland Regional Health Medical Office Building sites that were ratified by the City Commission on December 20, 2021 and May 16, 2022. Annexation petitions for the Morgan Creek/Medulla Road area, and two sites within Parkway Corporate Center were approved by the LAMTD Board of Directors on June 8, 2022 and are scheduled for City Commission ratification in July 2022.
- Configured Neighborly software for administration of Neighborhood Matching Grants Program. Platform will be used for the current application cycle.
- Recognized by Florida Planning and Zoning Association with the Outstanding Community Plan and Infrastructure Award for the City of Lakeland Comprehensive Plan: Our Community 2030.

#### **Housing**

- During fiscal year 2022, processed 624 applications through the Coronavirus Aid for Residential Expenses (CARE) program and disbursed \$60,357 in mortgage, rent, and utility payments for income-eligible households.
- Completed rehabilitation of 13 homes (two reconstruction, five major rehabilitation and six emergency repair) and assisted 26 persons.
- Provided down payment and closing costs in the amount of \$163,000 for the purchase of eight homes and assisted 20 persons.
- Issued two RFPs for funds totaling \$450,000 for new affordable homes and selected three builders who will use the funds to finance six new single-family units.
- Closed with affordable housing builders on 17 land bank properties for new construction of affordable housing units. Four homes have been completed and sold to low to moderate income home buyers; three homes are nearing completion; and ten more homes are under construction.
- Created construction ready set of plans for two unit "townhome" model.
- Increased down payment assistance within the MidTown CRA by \$10,000 and increased closing costs city-wide by \$3,000.
- Issued RFP and awarded contract for administration of Home Purchase Assistance and Community Housing Development Organization (CHODO) to Housing and Neighborhood Development Services of Central Florida, Inc. (HANDS).
- Issued RFA for \$1,250,000 of HOME-ARP Funds for new rental construction.
- Published Home Maintenance Guide to be issued to all rehabilitation and new home construction clients.
- Configured Neighborly software to provide a consolidated platform for application intake, processing, and scoring of public service grant applications. This eliminates the need for paper applications allowing the review committee to easily access and navigate each application. The system also includes a scoring module that makes ranking the applications more efficient.
- Recognized by the Florida Redevelopment Association with the Creative Organization Development and Funding Award for the Infill Land Bank Program.



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## Finance

The Finance Department strives to manage, control, and accurately report on the financial matters of the City of Lakeland efficiently and effectively. The department operates under the direction and management of the City Commission and the City Manager's Office through which the needs, concerns, and desires of the citizens are ultimately expressed.

As a support function, the Finance Department works in partnership with other City departments to develop budgets, implement control measures, and establish policies and procedures aimed at accurately accounting for, safeguarding, and maximizing the value of the City's assets.

The department is responsible for the day-to-day management of the City's investment instruments and cash reserves. The management of these assets is governed by adopted policies of the City based on risk and dollar amounts. Finance prepares the funding plans for the annual and multi-year proposed budget, the establishment of operating expense targets and associated revenue requirements, the revenue forecast, and ten-year spending plans for all capital improvement programs. Finance also conducts year-round monitoring of workforce levels, and the biweekly processing of the payroll for all full-time and part-time employees, and retirees of the general pension plan.

Finance also administers municipal elections, including the election of the Mayor and Commissioners, the Lakeland Downtown Development Authority election, the Employee Pension Board and Employee Civil Service Board, and maintains the written records of Municipal Board minutes and all legislative action taken by the Commission.

# Finance – Table of Organization

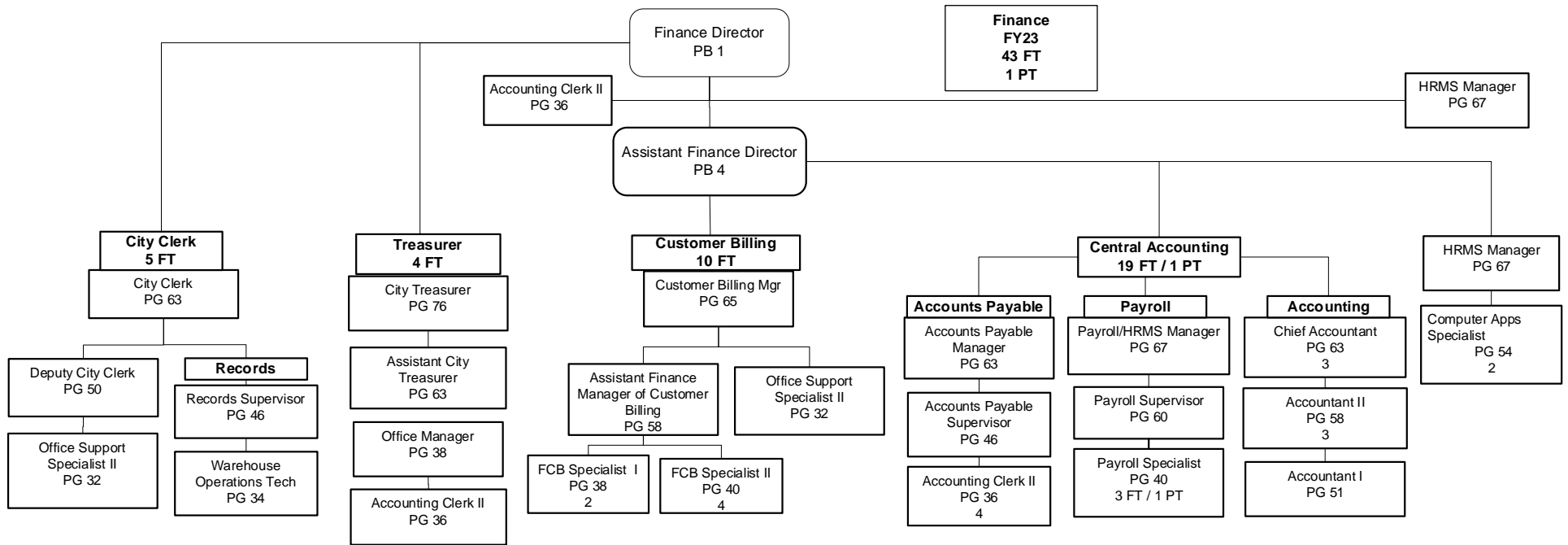


Figure 85: Finance Table of Organization

## Finance – Positions

<b>Central Accounting</b>	<b>FY22</b>		<b>FY23</b>			
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>		
Finance Director	1	1	PB1	\$135,220.18 - \$251,116.07		
Assistant Finance Director - General	1	1	PB4	\$81,320.87 - \$151,042.23		
HRMS Manager	2	2	67	\$81,390.06 - \$126,262.71		
Payroll/HRMS Manager	1	1	67	\$81,390.06 - \$126,262.71		
Accounts Payable Manager	1	1	63	\$73,823.18 - \$114,523.99		
Chief Accountant	3	3	63	\$73,823.18 - \$114,523.99		
Payroll Supervisor	1	1	60	\$68,613.39 - \$106,441.88		
Accountant II	3	3	58	\$65,346.08 - \$101,373.23		
Computer Applications Specialist	2	2	54	\$59,270.81 - \$91,948.50		
Accountant I	1	1	51	\$55,088.00 - \$85,459.57		
Accounts Payable Supervisor	1	1	46	\$48,762.26 - \$75,646.25		
Payroll Specialist	3	3	40	\$42,122.67 - \$65,340.81		
Accounting Clerk II	5	5	36	\$38,206.50 - \$59,270.81		
<b>TOTAL FULL TIME EMPLOYEES</b>	25	25				
Payroll Specialist - regular part time	1	1	40	\$42,122.67 - \$65,340.81		
<b>TOTAL PART TIME EMPLOYEES</b>	1	1				

<b>City Clerk</b>	<b>FY22</b>		<b>FY23</b>			
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>		
City Clerk	1	1	63	\$73,823.18 - \$114,523.99		
Deputy City Clerk	1	1	50	\$53,760.39 - \$85,200.00		
Records Supervisor	1	1	46	\$48,762.26 - \$75,646.25		
Warehouse Operations Technician	1	1	34	\$36,387.14 - \$56,448.41		
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39		
<b>TOTAL FULL TIME EMPLOYEES</b>	5	5				

Figure 86: Finance Positions – Part 1



## Finance – Positions

Treasurer		FY22	FY23		
	Personnel	Current	Proposed	PG	Salary Range
City Treasurer		1	1	76	\$101,373.23 - \$157,263.13
Assistant City Treasurer		1	1	63	\$73,823.18 - \$114,523.99
Office Manager		1	1	38	\$40,116.83 - \$62,234.37
Accounting Clerk II		0	1	36	\$38,206.50 - \$59,270.81
Accounting Clerk I		1	0	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>		<b>4</b>	<b>4</b>		

Customer Billing		FY22	FY23		
	Personnel	Current	Proposed	PG	Salary Range
Finance Customer Billing Manager		1	1	65	\$77,514.34 - \$120,250.20
Finance Customer Billing Assistant Manager		1	1	58	\$65,346.08 - \$101,373.23
FCB Specialist II		4	4	40	\$42,122.67 - \$65,340.81
FCB Specialist I		2	2	38	\$40,116.83 - \$62,234.37
Office Support Specialist II		1	1	32	\$34,654.43 - \$53,760.39
<b>TOTAL FULL TIME EMPLOYEES</b>		<b>9</b>	<b>9</b>		

<b>TOTAL FT</b>		<b>43</b>	<b>43</b>		
<b>TOTAL PT</b>		<b>1</b>	<b>1</b>		

Figure 87: Finance Positions – Part 2

## Finance – Budget Summary

Expenses				
Fund	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
General	\$ 1,690,658.00	\$ 2,249,488.00	\$ 1,717,926.00	\$ 2,312,393.00

Figure 88: Finance Budget Summary – Expenses

# Finance – Performance Management

## Finance Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Costs for municipal services (comparison of nine cities)	FM-1	FY Annually	3 <sup>rd</sup> Lowest (of 9)	3 <sup>rd</sup> Lowest (of 9)	2 <sup>nd</sup> Lowest (of 8)	<a href="#">Chart 30</a>	Monitor Only
Number of Days Cash on Hand (General Fund)	FM-2	FY Annually	79	79	76	<a href="#">Chart 31</a>	45-60 Days
Bond Ratings: General City <sup>9</sup>	FM-2	FY Annually	Standard & Poor's: NR Fitch: AA – Moody's: Aa3	Standard & Poor's: NR Fitch: AA – Moody's: Aa3	Standard & Poor's: NR Fitch: AA – Moody's: Aa3	<a href="#">Chart 32</a>	Monitor Only
Bond Ratings: Electric <sup>10</sup>	FM-2	FY Annually	Standard & Poor's: AA Fitch: AA Moody's: Aa3	Standard & Poor's: AA Fitch: AA Moody's: Aa3	Standard & Poor's: AA Fitch: AA Moody's: Aa3	<a href="#">Chart 33</a>	Monitor Only
Bond Ratings: Water/Waste water <sup>11</sup>	FM-2	FY Annually	Standard & Poor's: AA Fitch: AA + Moody's: Aa2	Standard & Poor's: AA Fitch: AA + Moody's: Aa2	Standard & Poor's: AA Fitch: AA + Moody's: Aa2	<a href="#">Chart 34</a>	Monitor Only
Comprehensive Annual Financial Reporting (CAFR) audit findings	GOV-1	FY Annually	0	0	Not Available	<a href="#">Chart 35</a>	0

Figure 89: Finance – Key Success Indicators

## Department Objectives – Finance

1. Develop and effectively manage financial resources.
2. Achieve measurable success and continuous improvement through investment of resources, a focus on efficiency and accountability, and high expectations for quality.
3. Support an informed and engaged citizenry and staff by maintaining a timely and complete legislative history record of the City Commission's activities and those related documents and make those related documents accessible to staff and the public.

<sup>9</sup> All years: Fiscal Year End data. Covenant to Budget and Appropriate Revenue Debt.

<sup>10</sup> All years: Fiscal Year End data.

<sup>11</sup> All years: Fiscal Year End data.

## Finance – Performance Management

### Finance Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act.	1	Annually	No findings	No findings	No findings	No findings
Clean Audit Opinion	2	Annually	No Findings	No Findings	No Findings	No Findings
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	<1% of total customers	0.10%	<1% of total customers
Meeting Budgeted Revenues - Solid Waste	2	Annually	100%	100.6%	105.7%	100%
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	<1% of total customers	0.06%	<1% of total customers
Meeting Budgeted Revenues - Stormwater	2	Annually	101.6%	104.7%	104.53%	100%
Accuracy of Billings (number of Customer Complaints & errors)	1	Annually	<1% of total customers	<1% of total customers	0.10%	<1% of total customers
Meeting Budgeted Revenues – Waste water	2	Annually	<113.7%	131.5%	124.0%	100%
Percent of Code Enforcement fines processed	2	Annually	100%	100%	132.3%	100%
Timely payments of Principal and Interest payments	1	Quarterly	Yes	Yes	Yes	Yes
Number of Audit Findings concerning Grants Administration	1	Quarterly	No Findings	No Findings	No Findings	No Findings
Compliance with Investment Policies	1	Annually	Yes	Yes	Yes	Yes
Investment Earnings - Meet or exceed investment earnings benchmark	2	Annually	Yes	Yes	Yes	Yes
Government Finance Officers Association (GFOA) Award	2	Annually	Awarded with Special Recognition for CIP	Awarded	Awarded	Applied
Operational Audits: Implementation of at least 75% of suggested recommendations for changes to processes	2	Annually	90%	90%	90%	90%
Investigative Audits: Commencement of investigation in a timely manner (within one business day of notification)	1	Annually	100%	100%	100%	100%
Number of candidate handbooks issued & reviewed	3	Quarterly	0	18	0	NA
Number of campaign reports received, reviewed, and published to the web	3	Biannually	40	31	30	45
Number of absentee ballot signatures verified	3	Biannually	11,104	15,798	9,767	20,000
Number of Boards and Committees Applications received and processed and appointments	3	Annually	53	61	96	80

Figure 90: Finance Performance Measures, Part 1

## Finance – Performance Management

### Finance Performance Measures, continued

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Number of legal ads published each year	3	Annually	47	62	37	50
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	3	Quarterly	144	170	113	115
Number of boxes (Records) placed in storage	3	Annually	479	674	445	500
Number of boxes (Records) destroyed	3	Annually	870	686	549	600
Records Administration — Number of Department Records Requests Processed	3	Quarterly	1,150	495	984	400

Figure 91: Finance Performance Measures, Part 2

### Changes, Accomplishments & Efficiencies – Finance

- In December 2021, the City issued \$123 million of Energy System Revenue Bonds at an all-in interest rate of 2.09%. The bonds, which were sold at a premium, generated \$165 million in proceeds for Lakeland Electric to fund the purchase and installation of 120 MW of new generating capacity and certain other capital projects.
- During FY2021, the City's Pooled investment Fund:
  - Earned 3.26%, 1.81 percentage points higher than the fund's target earnings index of 1.45%. The higher return accounted for an extra \$10.4 million in earnings.
  - Yielded 5.83% on a mark-to-market basis, 6.21 percentage points higher than the comparable Bloomberg bond index, ranking in the top 3% of all similar bond fund managers.
- During FY2022, Finance worked with the City's General and Police pension plans to further reduce pension contribution rates. As a result of achieving full-funding at the end of FY2021 and restructuring the City's existing credit balance:
  - The General employees' pension system was able to reduce employee contribution rates 2.35 percentage points, and
  - The Police pension system was able to lower officers' contribution rates by 1.54 percentage points.
  - In addition, both systems were able to reduce their expected rates of return to a more conservative 6.75%.
- In September 2021, the City received a one-time \$215 million payment from Lakeland Regional Health Systems as a result of the renegotiation of its lease with the City. During FY2022, the Public Improvement Endowment Fund Board, which has met 15 times, implemented a new investment scheme for the funds, selecting an investment advisor, approving a new investment policy and selecting new investment managers.
- The FY 22 Budget was \$763 million, largest budget ever adopted.
- UMS Billing System Upgrade – First upgrade performed while in the hosted solution.
- Awarded the Certificate of Achievement for Excellence in Financial Reporting by GFOA.
- To improve customer service, Customer Billing transferred missed pickup calls to Solid Waste for a more expedited solution for the customer.
- Reallocated Water invoicing to the Water Department for streamlining.
- To improve accuracy and efficiency, Customer Billing implemented tax roll payment automation in the system empowering the end user to run reporting and processes.



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## Fire

Established in 1916, the Lakeland Fire Department has seven stations serving approximately 100,000+ people in its 84 square-mile response area, which includes the city limits as well as portions of unincorporated Lakeland. The department offers a wide range of services which includes heavy rescue, technical rescue, fire prevention, fire code enforcement, fire investigation, aircraft rescue and firefighting, and in-house fleet maintenance; all in addition to the high-quality level of fire suppression and emergency medical response that the department is known for. The Lakeland Fire Department is also passionate about being an active participant in its community and consistently giving back through philanthropic efforts and through non-emergency services such as community outreach and preventative public education.

The Lakeland Fire Department (LFD) responds to calls for service through the Emergency-911 Central Dispatch System as well as calls in the greater Lakeland area through a county-wide contractual agreement. LFD provides firefighting response, and mitigates threats including building collapse, high angle rescue, confined space rescue, trench rescue, vehicle and/or machinery extraction, hazardous materials response, and water rescue. LFD also provides rescue services on a county-wide basis, through an agreement with the Polk County Fire Department, who in turn provides county-wide hazardous materials response. Firefighters trained to the level of emergency medical technician (EMT) provide basic life support techniques, and/or firefighters trained to the level of paramedic provide advanced life support techniques. LFD aircraft rescue and firefighting (ARFF) operations respond to any potential aircraft emergency or rescue event at the Lakeland Linder International Airport. Fire investigation conducts analysis of all fires in determining the cause and origin of an event where there was a loss of life and/or property damage from fire. LFD also reviews building construction plans for compliance with local and state ordinances, and on-site building inspections for fire safety and life safety compliance.

LFD promotes public fire safety education through a community-wide outreach program that teaches children and adults about hazards of fire, how to protect themselves from potential fire loss, and provides them with a safety plan in case a fire occurs in their home. Fire safety educational classes are also provided to local businesses and institutions on the proper use and maintenance of fire extinguishers and fire alarms.

# Fire – Table of Organization

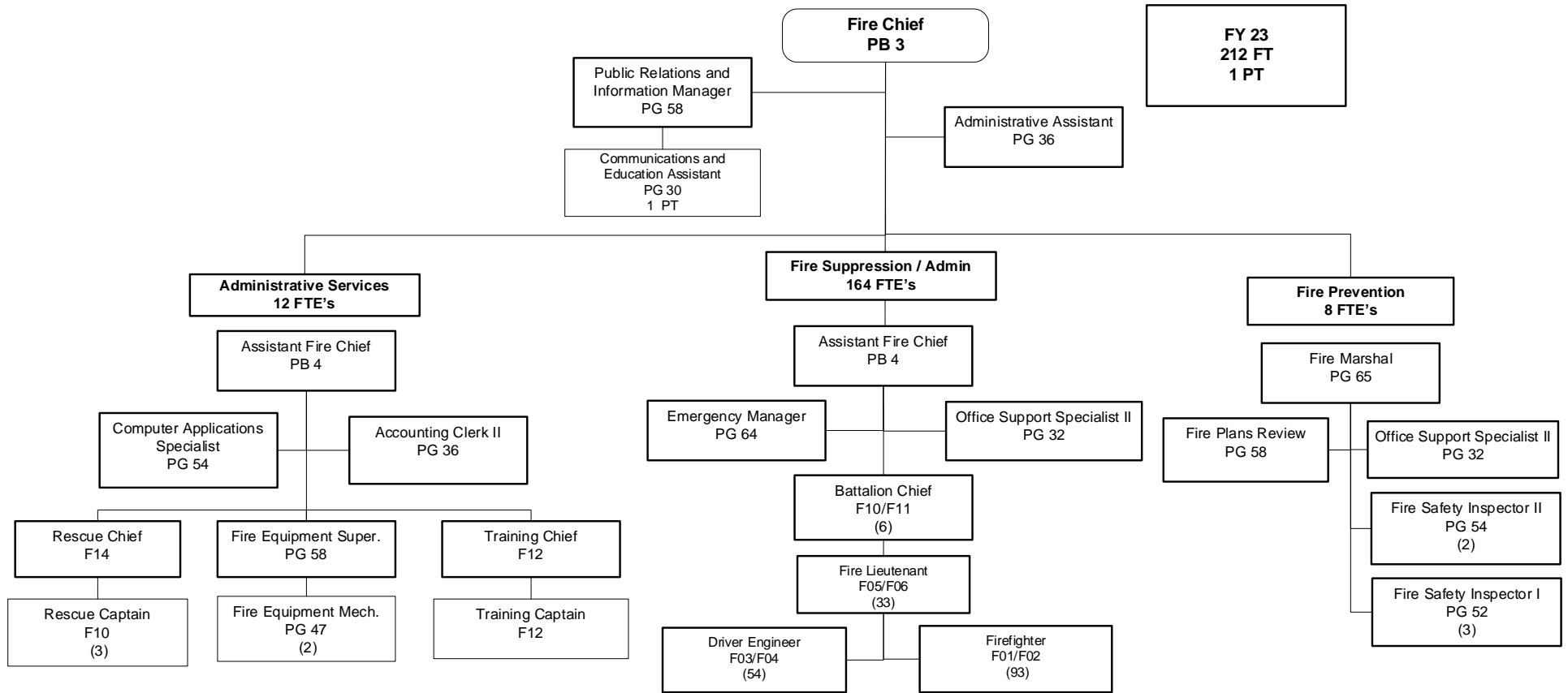


Figure 92: Fire Table of Organization

## Fire – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Fire Chief	1	1	PB3	\$92,349.13 - \$171,509.06
Assistant Fire Chief	2	2	PB4	\$81,320.87 - \$151,042.23
Fire Marshal	1	1	65	\$77,514.34 - \$120,250.20
Emergency Manager	1	1	64	\$75,646.25 - \$117,352.17
Fire Equipment Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Fire Plans Examiner	1	1	58	\$65,346.08 - \$101,373.23
Public Relations & Information Manager	1	1	58	\$65,346.08 - \$101,373.23
Computer Application Specialist	1	1	54	\$59,270.81 - \$91,948.50
Fire Safety Inspector II	2	2	54	\$59,270.81 - \$91,948.50
Fire Safety Inspector I	3	3	52	\$56,448.41 - \$87,570.00
Fire Equipment Mechanic	2	2	47	\$49,966.45 - \$77,514.34
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	2	2	32	\$34,654.43 - \$53,760.39
Rescue Chief - Paramedic	1	1	F14	\$90,956.69 - \$141,103.70
Training Chief -Paramedic	1	1	F14	\$90,956.69 - \$141,103.70
Training Captain - Paramedic	1	1	F12	\$82,500.16 - \$127,984.83
Battalion Chief - Paramedic	1	3	F11	\$90,956.69 - \$141,103.70
Battalion Chief - EMT	5	3	F10	\$82,500.16 - \$127,984.84
Rescue Captain - Paramedic	3	3	F10	\$82,500.16 - \$127,984.84
Fire Lieutenant Paramedic	18	24	F06	\$79,297.98 - \$112,045.99
Fire Lieutenant EMT	12	9	F05	\$67,957.30 - \$96,021.85
Driver Engineer Paramedic	30	33	F04	\$68,060.37 - \$96,167.50
Driver Engineer EMT	21	21	F03	\$58,326.82 - \$82,414.25
Firefighter Paramedic	19	23	F02	\$58,862.14 - \$85,249.95
Firefighter EMT	50	70	F01	\$50,444.07 - \$73,058.05
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>182</b>	<b>212</b>		
Communication & Education Assistant	1	1	30	\$33,004.21 - \$51,200.36
<b>TOTAL PART TIME EMPLOYEES</b>	<b>1</b>	<b>1</b>		
<b>TOTAL FT</b>	<b>182</b>	<b>212</b>		
<b>TOTAL PT</b>	<b>1</b>	<b>1</b>		

Figure 93: Fire Positions



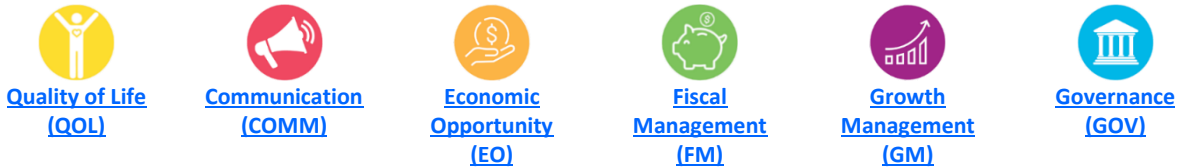
## Fire – Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 21,436,205.00	\$ 22,929,734.00	\$ 22,053,422.00	\$ 26,427,197.00

Figure 94: Fire Budget Summary – Expenses

# Fire – Performance Management

## Fire Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	Chart	CY2023 Target
Percent of fires kept to room of origin	QOL-1 GM-1	CY Annually	75%	85%	Not Available	<a href="#">Chart 36</a>	75% or >
Percent of Fire inspection violations brought into compliance	GM-1 GOV-1	CY Annually	66.12%	85%	Not Available	<a href="#">Chart 37</a>	Increase
Total number of emergency responses (LFD)	QOL-1 GM-1 GOV-1	CY Annually	26,640	29,530	Not Available	<a href="#">Chart 38</a>	Monitor Only
Percent of building and Fire Department permits reviewed by due date	GOV-1	FY Quarterly	98.57% (Average)	96.33% (Average)	Not Available	<a href="#">Chart 39</a>	95%

Figure 95: Fire – Key Success Indicators

## Department Objectives – Fire

1. Provide services to prevent and extinguish fires within the City and the greater Lakeland area by administering inspections and safety programs while providing the highest service standards of safety, suppression, and disaster response.
2. Provide the most efficient and highest-level emergency medical and rescue services to the citizens of Lakeland.

## Fire Performance Measures

Performance Measure	Department Objectives Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	CY2023 Proposed
<b>Firefighting</b>						
Number of Fires requiring a Fire Investigator to determine cause and origin	1	Annually	64	79	Not Available	25
Number of Commercial Buildings Inspected	1	Annually	486	1469	Not Available	2,500
Number of Construction Plans Reviewed	1	Annually	1,825	1,829	Not Available	1,500
Structure Fire Calls (100 series NFIRS)	2	Annually	160	191	Not Available	150
Non-structure Fire Calls (100 series NFIRS)	2	Annually	312	347	Not Available	325

Figure 96: Fire Performance Measures, Part 1

## Fire – Performance Management

### Fire Performance Measures, continued

Performance Measure	Department Objectives Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	CY2023 Proposed
<b>Firefighting</b>						
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of first unit to building fire within 5 minutes 20 seconds, 90% of time)	2	Annually	42%	33%	Not Available	70%
NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of full complement to building fire within 9 minutes 20 seconds, 90% of time)	2	Annually	70%	70%	Not Available	70%
Percent of NFPA Mandated Training Hours Accomplished	2	Annually	100%	100%	Not Available	100%
FAR 139 Training Requirements (Percent of monthly training competencies completed)	2	Annually	100%	100%	Not Available	100%
<b>Rescue</b>						
Number of Emergency Medical Responses	2	Annually	26,640	29,516	Not Available	22,000
Percent of Mandated Medical training hours accomplished	2	Annually	100%	100%	Not Available	100%

Figure 97: Fire Performance Measures, Part 2

### Changes, Accomplishments & Efficiencies – Fire

#### Fire Administration

- Completed integration and implementation of new Computer Aided Dispatch system (CAD) for emergency services/911.
- Purchased, designed, and implemented new WebEOC software to manage disasters within City of Lakeland.
- Managed Hurricane Ian using WebEOC, increasing coordination of City Departments.
- Obtained 2 new FTE positions for firefighters to reduce workload and overtime requirements on personnel.
- Chief Riley served as President of Florida Fire Chiefs' Association, driving policy focused on increasing the safety of first responders and our citizens.
- Maintained service delivery through continued COVID challenges.

#### Fire Maintenance

- Designed and ordered a new fire engine with 55' ladder, affording the community reliable and safe fire apparatus well into the future.
- Placed new Prevention pick-up truck into service. This offers increased versatility with carrying capacity for tools and equipment.

## **Fire – Performance Management**

### **Changes, Accomplishments & Efficiencies – Fire, continued**

#### **Fire Prevention**

- Increased safety during fire investigations through purchase of portable lighting, atmospheric gas monitors, and battery powered ventilation fan.
- On-going effort maintained to scan all historical paper-based plans into a digital format within OnBase.
- Fire permits tracker application added to Fire Department webpage, allowing customers to view permit status.
- Provided all Fire Prevention members (1) set of structural firefighting gear.

#### **Fire Operations**

- Lakeland Fire Department received a perfect evaluation from the Federal Aviation Authority, continuing to maintain airport ARFF index.
- Annual Sun N Fun Fly In was successfully planned, managed, and executed without any significant incidents.

#### **Fire Rescue/Training**

- Structural firefighting gear maintained at (2) sets per employee with amortization schedule developed and implemented.
- Managed and maintained departmental COVID-19 policy, providing support to employees exposed or diagnosed to the virus.
- Recruitment and training of 26 new personnel to fill current vacancies.
- Conducted promotional assessment for Fire Lieutenant.

#### **Aircraft Rescue and Firefighting (ARFF)**

- Completed all required annual training to include a live fire scenario for all 45 members.
- Assisted with planning for purchase of an ARFF replacement apparatus.
- Annual assessment of ARFF by Federal Aviation Authority received a 100% score.
- Conducted triennial disaster exercise that included all internal and external stakeholders.

#### **Urban Search and Rescue**

- Procured new confined space communication system to replace current system.
- Developed disaster kits in coordination with City Warehouse to provide for the rapid deployment of urban search and rescue tools.



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## Human Resources

Human Resources (HR) supports all departments City-wide by performing the services necessary to maintain an adequate and qualified workforce for the City of Lakeland. HR serves departments and employees in personnel matters throughout all stages of employment. HR services include analyzing and validating job classification and compensation, administering testing and assessment of employees, providing workforce development and training, managing labor relations, performing succession management, conducting investigative audits, and interpreting civil service rules and City policy regarding employees. HR also maintains systems for FMLA administration, ensures FLSA compliance (regarding exempt and non-exempt job classification), and EEOC compliance. HR is responsible for the collection and maintenance of all employee records.

# Human Resources – Table of Organization

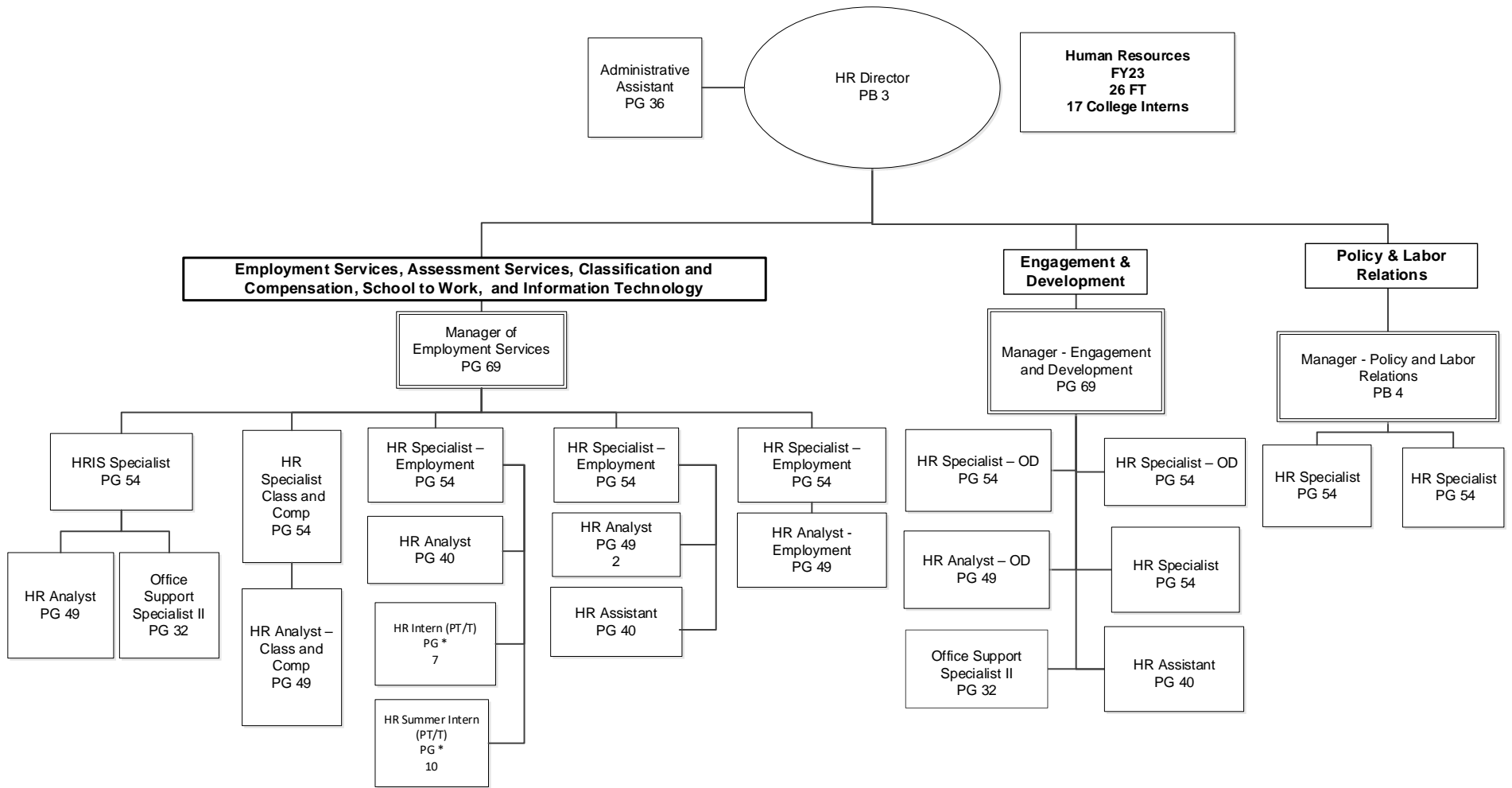


Figure 98: Human Resources Table of Organization

## Human Resources – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
HR Director	1	1	PB3	\$92,349.13 - \$171,509.06
Manager Policy and Labor Relations	1	1	PB4	\$81,320.87 - \$151,042.23
HR Manager - Employment Services	1	1	69	\$85,459.57 - \$132,575.84
HR Manager - Engagement & Dev	1	1	69	\$85,459.57 - \$132,575.84
HR Specialist	10	10	54	\$59,270.81 - \$91,948.50
HR Analyst	6	7	49	\$52,464.76 - \$81,390.06
HR Assistant	2	2	40	\$42,122.67 - \$65,340.81
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	2	2	32	\$34,654.43 - \$53,760.39
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>25</b>	<b>26</b>		
HR Assistant	1	0	40	\$42,122.67 - \$65,340.81
<b>TOTAL PART TIME EMPLOYEES</b>	<b>1</b>	<b>0</b>		
	<b>TOTAL FT</b>	<b>25</b>	<b>26</b>	
	<b>TOTAL PT</b>	<b>1</b>	<b>0</b>	
College Intern	17	17	*	\$22,880.00 - \$165,126.30

Figure 99: Human Resources Positions

## Human Resources – Budget Summary

Fund	Expenses			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
General	\$ 1,148,073.00	\$ 2,058,612.00	\$ 1,496,298.00	\$ 2,514,068.00

Figure 100: Human Resources Budget Summary – Expenses



# Human Resources – Performance Management

## Human Resources Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Total number of Human Resource policies reviewed and/or revised	GOV-1	FY Annually	10	11	12	<a href="#">Chart 40</a>	Monitor Only
New hires completing compliance training	GOV-3	FY Annually	100%	100%	100%	<a href="#">Chart 41</a>	95%
Leadership and development training content retained	GOV-3	FY Annually	96%	97%	98%	<a href="#">Chart 42</a>	75%
Percent of employees utilizing tuition reimbursement benefit	GOV-3	FY Annually	5.71%	5.55%	4.04%	<a href="#">Chart 43</a>	6.2%
Time to fill position vacancies	GOV-3	FY Annually	Average Number of Days: 94 Requisitions: 240	Average Number of Days: 82 Requisitions: 432	Average Number of Days: 87 Requisitions: 590	<a href="#">Chart 44A</a> <a href="#">Chart 44B</a>	Average Days – Decrease Number of Requisitions - Increase

Figure 101: Human Resources – Key Success Indicators

### Department Objectives – Human Resources

1. Provide fair and impartial consideration of employee concerns and work to resolve them without third-party intervention.
2. Provide clear, consistent, and current standards and performance expectations to an everchanging workforce.
3. Provide a Means to acknowledge and recognize employees living the values.
4. Hire and onboard a motivated, qualified workforce while recognizing the contributions and achievements of tenured talent while supplementing with outside hires.
5. Provide a forum for employees to challenge perceived interpretations and applications of policies and collective bargaining agreements.

## Human Resources – Performance Management

### Human Resources Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Number of Public Employers Relations Commission (PERC) Hearings	1	Annually	2	2	2	2
Number of Arbitration & Mediation Hearings	1	Annually	2	4	7	4
Number of Policy Developments / Revisions (Labor Relations)	2	Annually	22	22	12	10
VIP Awards (Total Number of VIP Awards)	3	Quarterly	530	283	208	Increase
Number of positions filled with existing employees (promotions from within ranks)	4	Quarterly	104	238	300	209
Number of external new hires	4	Quarterly	218	205	436	300
Average number of minimally qualified applicants per requisition	4	Annually	16	10	17	20
Number of Grievances Filed	5	Quarterly	45	43	25	30
Number of Grievances Resolved	5	Quarterly	3	32	12	20

Figure 102: HR Performance Measures

### Changes, Accomplishments & Efficiencies – Human Resources

- Conceived, marketed the concept of LPD going to metro New York to recruit sworn law enforcement officers based on the private sector practices. In addition, Mark Farrington partnered with the COL Chamber of Commerce and a local branch of a national realtor to provide support materials. This effort has led to the hiring of 20 experienced officers.
- Co-sponsored the COL Distributed Hybrid Work Team Project which will lead to the City's First designed non-Covid related telecommuting arrangements since Lakeland Electric began in 2009. Project Team was unique because it was led by graduates of the "48 Hours, Invest in You" class. It was a very strong cohesive effort which will be replicated.
- Launched, distributed new and revised COL Employee Handbook that reflects current employment practices. Hard copies and electronic versions of the handbook have been made available to staff.
- Cycle Hiring Calendar – Co-led and partnered with Peer Directors in the establishment of an annual hiring calendar for 2022 to ensure new hire benefits are set up and can begin in a timely manner. This required addressing operational issues and the support departments limited resource pool.
- Civil Service Rules Modification implemented in October 2021 to remove language that was a vestige from yester year where everyone was in the same class. Eliminating this section enables the Civil Service Board to create rules more in keeping with modern employment law.
- Provided process, contextual and development support to the City Attorney's Office Reorganization.
- Initiated Skillsbridge Partnership trial to hire terminating military service personnel as Interns at Department of Defense expense is being explored. HR and the Water Utility have completed the necessary steps for consideration into this Partnership. This is being viewed as a viable way to; screen qualified, experienced staff and possibly hire them without incurring relocation expenses.
- HR Employment Services / Staffing Team Workshop was held on 5/2/22 to establish common understanding of the rationale for consistency related to staffing processes. All Employment Services Staff who conduct the staffing functions were all in attendance.



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## Information Technology

The Department of Information Technology (DOIT) is responsible for the planning, implementation, support, and management of all City IT technology. Services include - application design, selection, development, maintenance and support including enterprise and departmental applications; Database administration and support including Oracle and SQL technologies; Program and project management; Network administration and support including LAN, WAN and Wireless technologies; Server administration and support including UNIX and Windows technologies; Storage administration and support including SAN technologies; Help Desk problem determination and resolution; Desktop administration, maintenance and support including workstation, laptop, display, wireless, smartphone and printer technologies; Telecommunications administration and support including switch, phone, fiber and radio technologies; Geographic Information Systems (GIS) services, maintenance and support; Backup and Recovery; Business Continuity and Security administration; Business operations including billing, vendor management, asset management, personnel administration and DOIT finance.

# Information Technology – Table of Organization

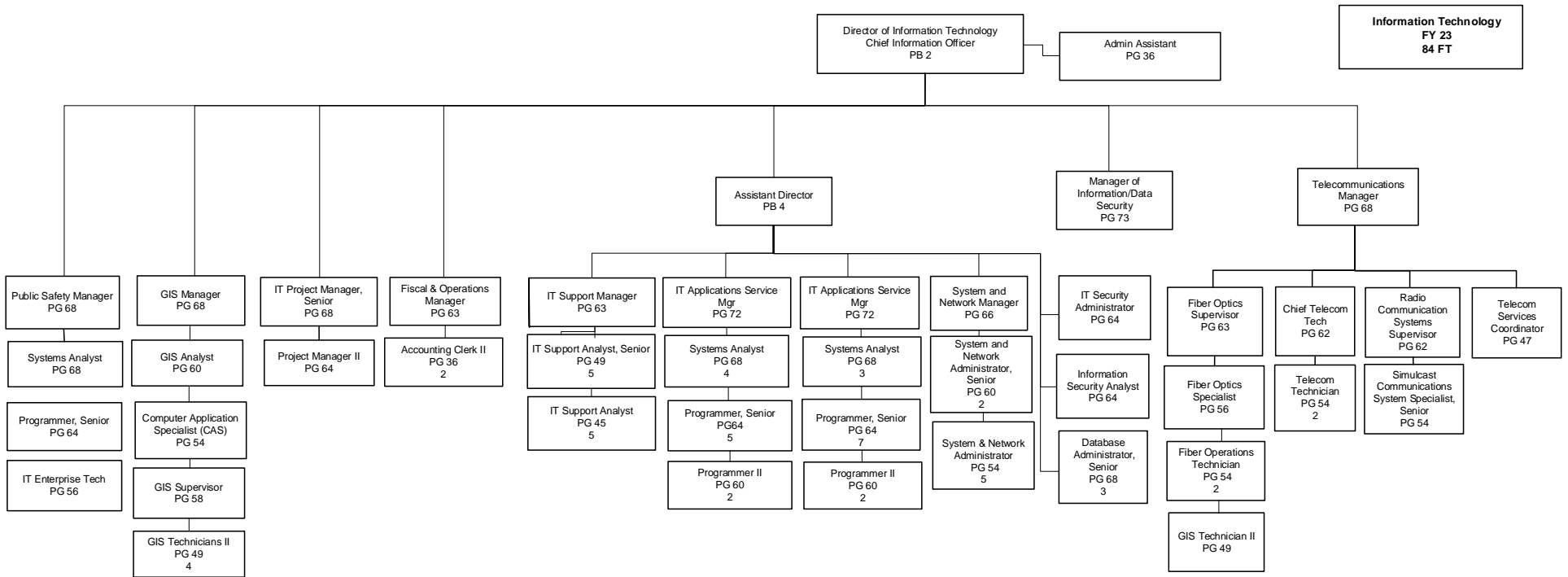


Figure 103: Information Technology Table of Organization

## Information Technology – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
CIO & Director of Information Technology	1	1	PB2	\$99,875.14 - \$185,517.91
Assistant IT Director	1	1	PB4	\$81,320.87 - \$151,042.23
Cyber Security Manager	0	1	73	\$94,219.18 - \$146,164.86
IT Applications Service Manager	2	2	72	\$91,948.50 - \$142,642.30
Database Administrator Sr.	3	3	68	\$83,400.00 - \$129,380.77
GIS Manager	1	1	68	\$83,400.00 - \$129,380.77
IT Project Manager Sr.	1	1	68	\$83,400.00 - \$129,380.77
Public Safety IT Manager	1	1	68	\$83,400.00 - \$129,380.77
Systems Analyst	8	8	68	\$83,400.00 - \$129,380.77
Telecommunications Manager	1	1	68	\$83,400.00 - \$129,380.77
System & Network Manager	1	1	66	\$79,428.56 - \$123,219.79
IT Security Administrator	1	3	64	\$75,646.25 - \$117,352.17
Programmer Sr.	12	11	64	\$75,646.25 - \$117,352.17
Project Manager II	1	1	64	\$75,646.25 - \$117,352.17
Fiber Optics Supervisor	1	1	63	\$73,823.18 - \$114,523.99
Fiscal Operations Manager	1	1	63	\$73,823.18 - \$114,523.99
IT Support Manager	1	1	63	\$73,823.18 - \$114,523.99
Chief Telecommunications Technician	1	1	62	\$72,044.05 - \$111,763.97
Radio Communications System Supervisor	1	1	62	\$72,044.05 - \$111,763.97
GIS Analyst	0	1	60	\$68,613.39 - \$106,441.88
Programmer II	7	5	60	\$68,613.39 - \$106,441.88
Project Manager I	0	1	60	\$68,613.39 - \$106,441.88
System & Network Administrator, Sr.	2	2	60	\$68,613.39 - \$106,441.88
GIS Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Enterprise Applications Technician	1	1	56	\$62,234.37 - \$96,545.93
Fiber Optics Specialist	1	1	56	\$62,234.37 - \$96,545.93
Computer Application Specialist	1	1	54	\$59,270.81 - \$91,948.50
Fiber Operations Technician	2	2	54	\$59,270.81 - \$91,948.50
Simulcast System Spec, Sr.	1	1	54	\$59,270.81 - \$91,948.50
Systems & Network Administrators	5	5	54	\$59,270.81 - \$91,948.50
Telecommunications Technician	2	2	54	\$59,270.81 - \$91,948.50
GIS Technician II	4	5	49	\$52,464.76 - \$81,390.06
IT Support Analyst Sr.	5	5	49	\$52,464.76 - \$81,390.06
Telecommunications Service Coordinator	1	1	47	\$49,966.45 - \$77,514.34
IT Support Analyst	5	5	45	\$47,587.09 - \$73,823.18
Accounting Clerk II	2	2	36	\$38,206.50 - \$59,270.81
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
IT Inventory Specialist	1	1	36	\$38,206.50 - \$59,270.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>81</b>	<b>84</b>		

Figure 104: Information Technology Positions – Part 1

## Information Technology – Budget Summary

<i>Fund</i>	FY21	<b>Expenses</b>		
		FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Information Technology</i>	\$ 22,221,119.00	\$ 29,400,279.00	\$ 27,257,844.00	\$ 24,325,307.00

Figure 105: Information Technology Budget Summary – Expenses

<i>Fund</i>	FY21	<b>Revenues</b>		
		FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Information Technology</i>	\$ 22,221,119.00	\$ 29,400,279.00	\$ 27,257,844.00	\$ 24,325,307.00

Figure 106: Information Technology Budget Summary - Revenues

# Information Technology – Performance Management

## Information Technology Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life \(QOL\)](#)



[Communication \(COMM\)](#)



[Economic Opportunity \(EO\)](#)



[Fiscal Management \(FM\)](#)



[Growth Management \(GM\)](#)



[Governance \(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Technology Incident Response Time (Percent Resolved within Timeframe) Urgent calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	100%	98.78%	100.00%	<a href="#">Chart 45A</a> <a href="#">Chart 45B</a>	90%
Technology Incident Response Time (Percent Resolved within Timeframe) High Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	95.25%	91.78%	98.57%	<a href="#">Chart 46</a>	90%
Technology Incident Response Time (Percent Resolved within Timeframe) Medium Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	99.40%	99.45%	94.24%	<a href="#">Chart 47</a>	90%
Technology Incident Response Time (Percent Resolved within Timeframe) Low Priority calls (Internal to City of Lakeland Departments)	GOV-2	FY Quarterly	95.59%	88.70%	99.30%	<a href="#">Chart 48</a>	90%

Figure 107: Information Technology – Key Success Indicators

### Department Objective – Information Technology

- Promote an enterprise approach to ensuring IT projects meet the defined requirements including timeliness, budget, and minimize project scope creep.

### Information Technology Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Planned Projects Requested vs. Completed Projects	1	Quarterly	65% <sup>12</sup>	54% <sup>13</sup>	54%	Increase

Figure 108: Information Technology Performance Measure

<sup>12</sup> Due to COVID-19 many Departments put projects on hold.

<sup>13</sup> Due to COVID-19 many Departments put projects on hold



## Information Technology – Performance Management

### Changes, Accomplishments & Efficiencies – Information Technology

- Created Residential Growth Heat Maps for LPD: LPD presentation maps that shows where recent residential buildings have been constructed to calculate additional staffing needs.
- Created a tool for Lakeland Electric to track the upgrade of High-Pressure Sodium lighting to LED.
- GIS team created a Citizen engagement StoryMap, Survey and Dashboards with Analytics to be used by COL Communications and FDOT for Citizen feedback about the Tenoroc Trail Segment 1 project.
- Purged 300G from MDMPROD database: Efficient use of disk space
- Upgraded SOAPROD (SOA-General Govt production) database to 19C: Maintains current firmware versions and ensures supportability.
- Upgraded HRPROD (Peoplesoft production) database to 19C: Maintains current firmware versions and ensures supportability.
- Implemented new SaaS application for the Parks, Recreation & Cultural Arts Department, replacing several legacy in-house systems, including Class Registrations, Sports Leagues, Facility Rentals.
- Patched all Avaya phone system servers for the Log4j vulnerability.
- Patched the Peoplesoft application and applied tax bulletins to conform to new year's federal tax.
- Applied and tested EBS 2021 1099 patch, which assured that the 1099 being sent by finance met regulatory requirements.
- Developed and implemented airport features into City's GIS platform.
- Applied security changes for Log4j vulnerability in Peoplesoft.
- CAD and LPD RMS implementation.
- Worked with IT Support and LPD to deploy new CAD workstations in conjunction with Tyler CAD implementation.
- Moved Aventx to the new version and keep current with architecture requirements.
- Hyperion production upgrade to Oracle 19c.
- Exadata Database Machine patching updates which maintains current operating and database software versions and ensures supportability.
- Fiberbase, MDM Data Mart, Solarwinds, OSI, Breaker, and TEAR application migrations to Oracle 19c which ensures database stays current and supported.
- Upgraded SOA- General Government production database to 19c which ensures database stays current and supported.
- Analysis for LFD on OPA areas that the county wants LFD to respond in.
- Real-time Meter Alarm composite was moved SOA 12c environment, migrating the composites allowed us to discontinue the old version of SOA.
- SOA- Applied critical patches for April.

## Information Technology – Performance Management

### Changes, Accomplishments & Efficiencies – Information Technology, continued

- RecTrac implementation, new SaaS Parks and Rec application replacing several legacy in-house systems, including class registrations, sports leagues and facility rentals.
- Created a CRA dashboard for LPD, Assistant Chief as a visual way to analyze crime in CRA areas.
- Centralization of Adobe Pro licenses and ongoing implementation to update old adobe pro clients.
- DARTS modified for storm season; customer requested updates.
- Tiburon to Tyler data conversion, imported historical CAD and RMS data from legacy application to new system.
- Incorporated Boring hardware support for desktop printers which allowed users to get repairs without concern of budget planning as cost is wrapped into monthly supply charge.
- ISYNC and PrePay composites moved to SOA 12c environment. Migrating the composites allowed us to discontinue the old version of SOA.
- Fiber relocations and terminations in support of McIntosh Unit 3 demolition.
- Cutover of all phones to new Avaya communications manager.
- Pipkin road widening project fiber relocations.
- Modifications and updates to LFD training street maps.
- Completed the setup of the final pension plan in Pension Administration which allows for self-service and core application functionality.
- Summit Broadband customer connections, customers were connected to our network and spliced back to Co-Logix.
- Moved fiber and switches at MCI.
- Automated load of Health Stat compliancy data into Peoplesoft that allowed users to load new quarter compliancy information.
- LPD CEW DEM (Body Cam Project), completed network connectivity for docks and interview rooms, Wi-Fi site survey completed, and access points were ordered, evidence.com training was completed and taser end user training 40% completed.
- LE facility rating management system, infrastructure (DEV, TEST AND PROD) completed, initial users were given access and configuration is in progress.
- CU viewer 3.0, tree view functionality completed and still being tested, reporting achieved with testing to follow.
- LPD cell phone project, City provided cell phones for LPD, provided consistent configuration and access to apps utilizing MAAS 360.
- RecTrac reporting implementation, solution developed by IT wise team, leveraging .NET, Telerik and SSRS technologies to design and develop web-based
- Loaded PeopleSoft pay rates, used technology tools to load the new pay scales saving time for end users and increasing accuracy.
- Load truck bins for wire items, setup new bins in Maximo to control inventory and prevent discrepancies.



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## Internal Audit

The Internal Audit Department supports and promotes honest and transparent operations through independent and objective auditing services, ensuring accountability within all City of Lakeland governance activities.

## Internal Audit – Table of Organization

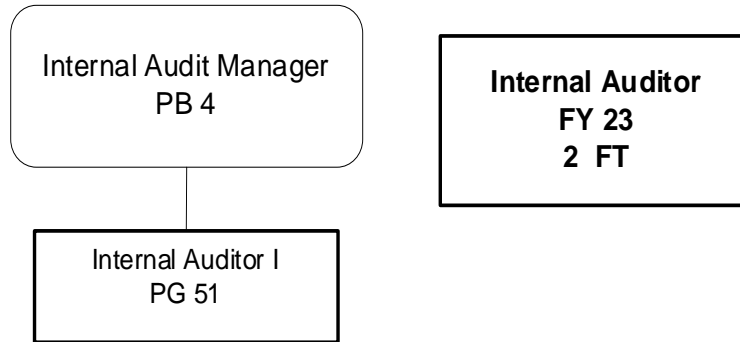


Figure 109: Internal Audit Table of Organization

## Internal Audit – Positions

Personnel	FY21 Current	FY22 Proposed	PG	Salary Range
Internal Audit Manager	1	1	PB4	\$81,320.87- \$151,042.23
Internal Auditor I	1	1	51	\$55,088.00 -\$85,459.57
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>2</b>	<b>2</b>		
<b>TOTAL FT</b>	<b>2</b>	<b>2</b>		

Figure 110: Internal Audit Positions

## Internal Audit – Budget Summary

Fund	Expenses			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
General	\$ 70,711.00	\$ 85,545.00	\$ 72,543.00	\$ 84,257.00

Figure 111: Internal Audit Budget Summary – Expenses



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## Electric

Lakeland Electric (LE) serves 137,000 customers, making it Florida's third-largest public power utility, and the 24<sup>th</sup> largest in the United States. To meet the electric needs of its customers, LE's power generation is fueled by natural gas, oil and solar power. The Mission of LE is: To safely provide our customers with affordable, dependable and sustainable electric services. LE strives to provide the lowest rates possible for all customers while being able to support operations, capital improvement, and customer service objectives. LE is a member of the Florida Municipal Power Pool (FMPP) with Orlando Utility Commission (OUC) and Florida Municipal Power Agency (FMPA).

### Divisions

- General Manager
- Customer Service
- Delivery
- Fiscal Operations
- Production

# Electric – General Manager – Table of Organization

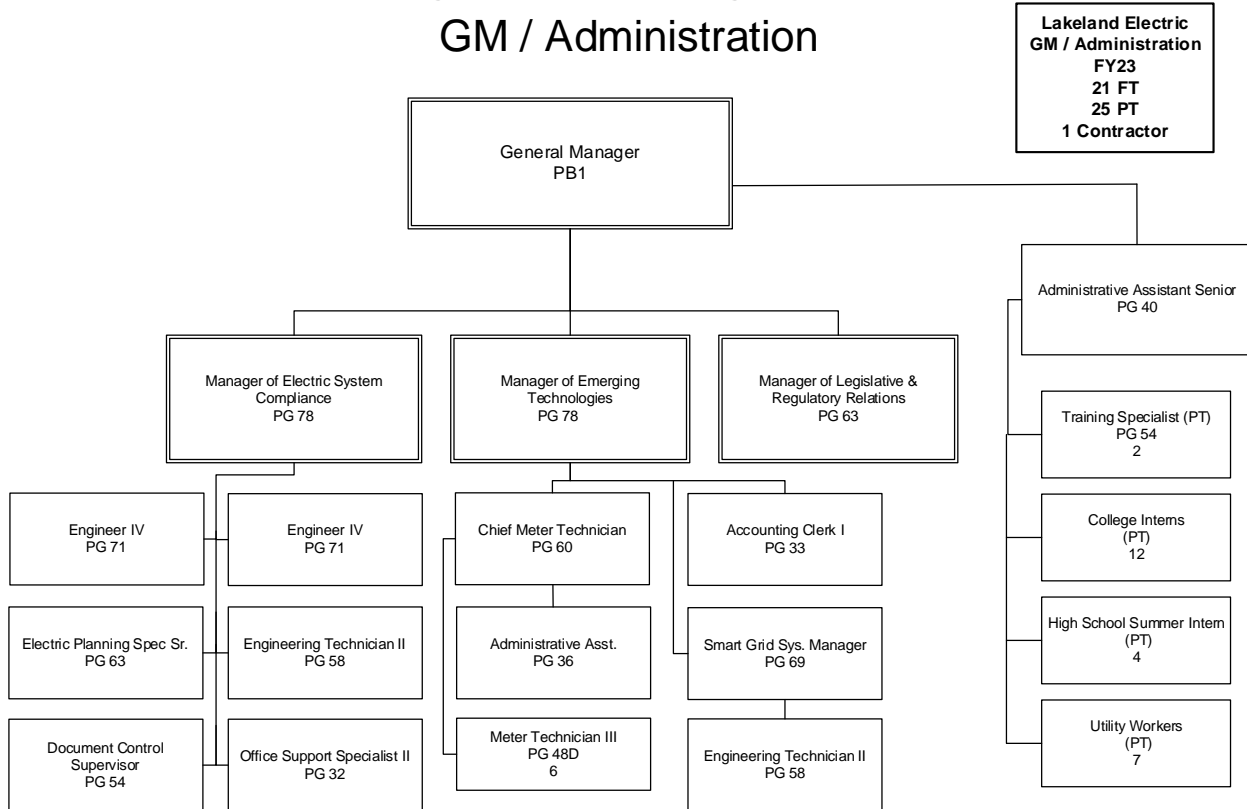


Figure 112: Electric General Manager Administration Table of Organization

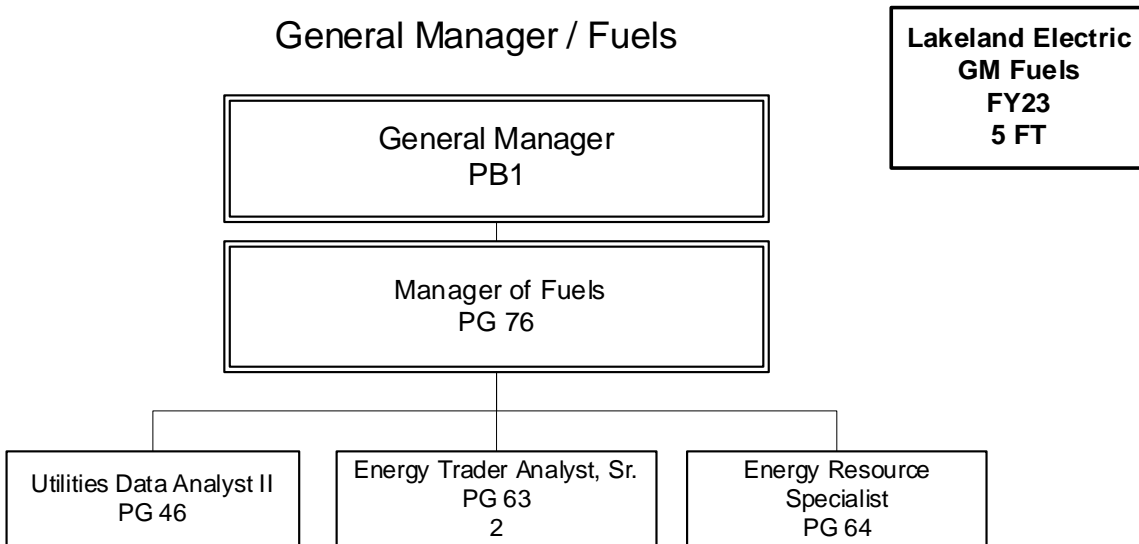


Figure 113: Electric General Manager Fuels Table of Organization

## Electric – General Manager – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
General Manager	1	1	PB1	\$135,220.18 - \$251,116.07
Manager of Legislative & Regulatory Relations	1	1	63	\$73,823.18 - \$114,523.99
Administrative Assistant, Sr.	1	1	40	\$42,122.67 - \$65,340.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>3</b>	<b>3</b>		
<b>General Manager / Electric System Compliance</b>			<b>PG</b>	<b>Salary Range</b>
Manager of Electric System Compliance	1	1	78	\$106,441.88 - \$165,126.30
Engineer IV	2	2	71	\$89,732.56 - \$139,204.64
Electric Planning Specialist Sr	1	1	63	\$73,823.18 - \$114,523.99
Engineering Tech II	1	1	58	\$65,346.08 - \$101,373.23
Document Control Supervisor	1	1	54	\$59,270.81 - \$91,948.50
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>7</b>	<b>7</b>		
<b>General Manager / Electric System Compliance</b>			<b>PG</b>	<b>Salary Range</b>
Manager of Emerging Technologies	1	1	78	\$106,441.88 - \$165,126.30
SmartGrid System Manager	1	1	69	\$85,459.57 - \$132,575.84
Chief Meter Technician	1	1	60	\$68,613.39 - \$106,441.88
Engineering Tech II - LE	1	1	58	\$65,346.08 - \$101,373.23
Meter Technician III	6	6	PB048d	\$79,474.71 - \$87,422.18
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>12</b>	<b>12</b>		
<b>General Manager/Production Fuels</b>			<b>PG</b>	<b>Salary Range</b>
Manager Fuels	1	1	76	\$101,373.23 - \$157,263.13
Energy Resource Specialist	1	1	64	\$75,646.25 - \$117,352.17
Energy Trader Analyst, Sr.	0	2	63	\$73,823.18 - \$114,523.99
Fuels Coordinator, Sr.	2	0	63	\$73,823.18 - \$114,523.99
Utility Data Analyst II	1	1	46	\$48,762.26 - \$75,646.25
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>5</b>	<b>5</b>		
<b>GM FT Sub-total</b>	<b>27</b>	<b>27</b>		
LE Training Specialist	2	2	54	\$59,270.81 - \$91,948.50
College Interns	12	12	*	\$22,880.00 - \$165,126.30
High School Summer Interns	4	4	4	\$17,804.80 - \$25,477.50
Utility Worker	7	7	*	\$22,880.00 - \$165,126.30
<b>GM PT Sub-total</b>	<b>25</b>	<b>25</b>		
<b>TOTAL FT</b>	<b>27</b>	<b>27</b>		
<b>TOTAL PT</b>	<b>25</b>	<b>25</b>		

Figure 114: Electric General Manager Positions



**Electric – Customer Service – Table of Organization**

## Customer Service Energy & Business Services

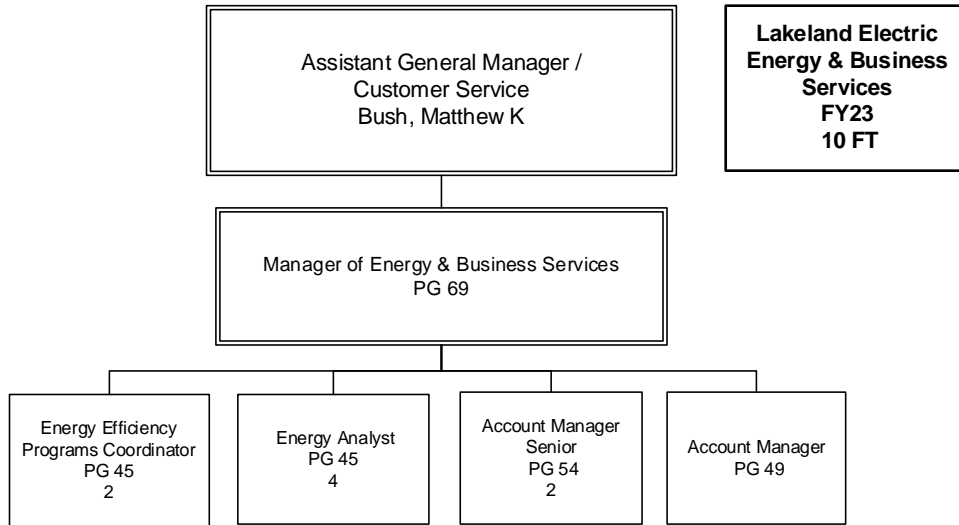


Figure 115: Electric Customer Service Energy & Business Serv. Table of Organization

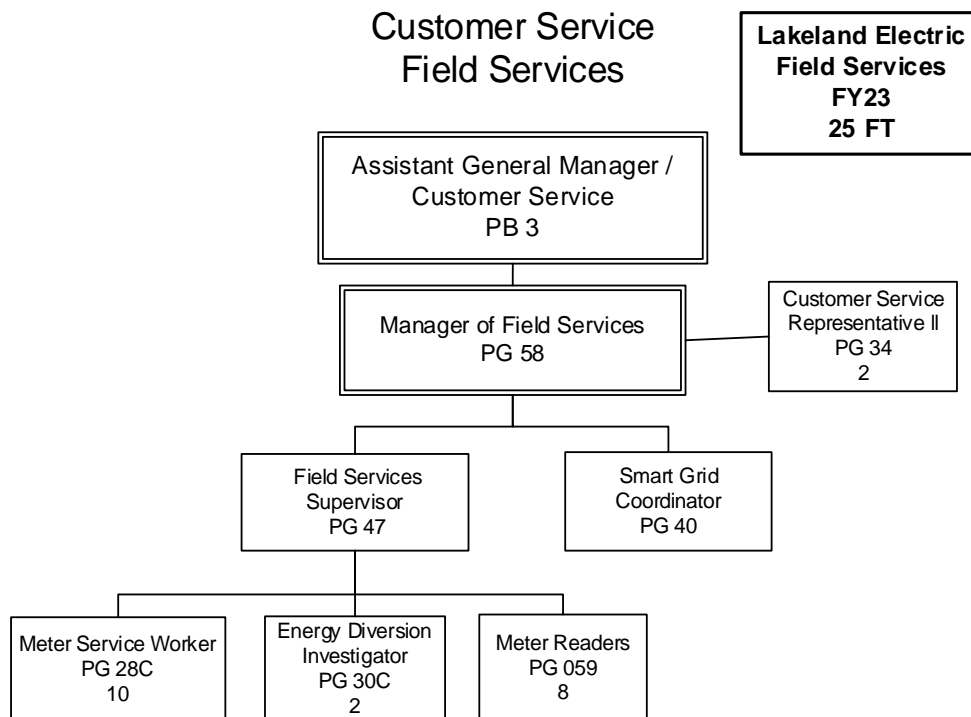


Figure 116: Customer Service Field Services Table of Organization

# Electric – Customer Service – Table of Organization

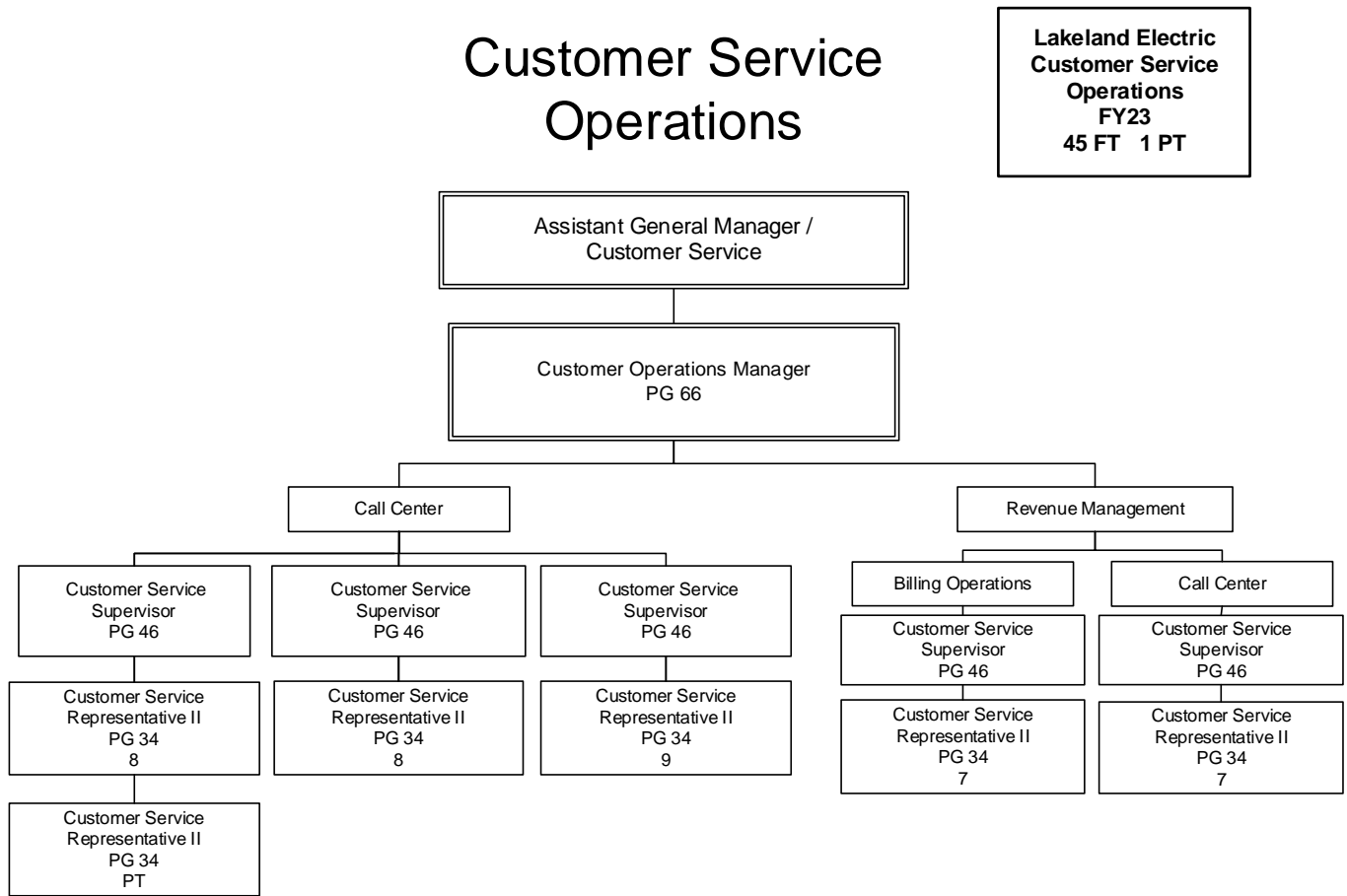


Figure 117: Electric Customer Service Operations Table of Organization

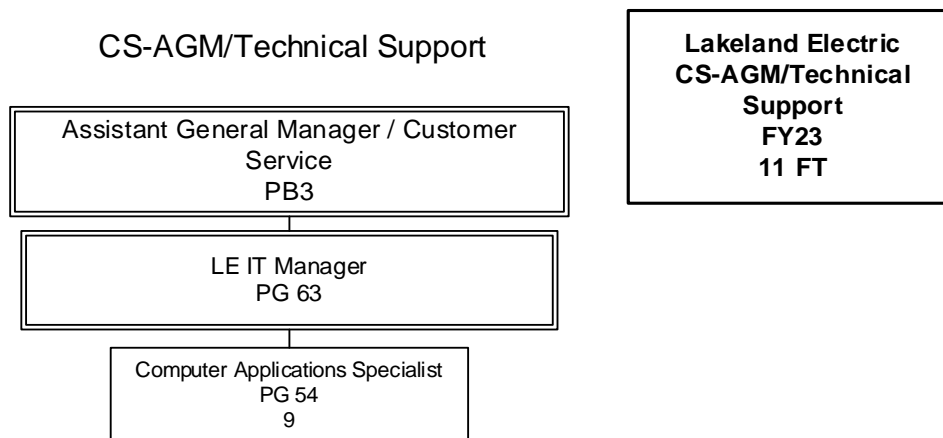


Figure 118: Electric Customer Service AGM/Technical Support Table of Organization

## Electric – Customer Service – Table of Organization

### Customer Service Utility Marketing

Lakeland Electric  
Utility Marketing  
FY23  
3 FT

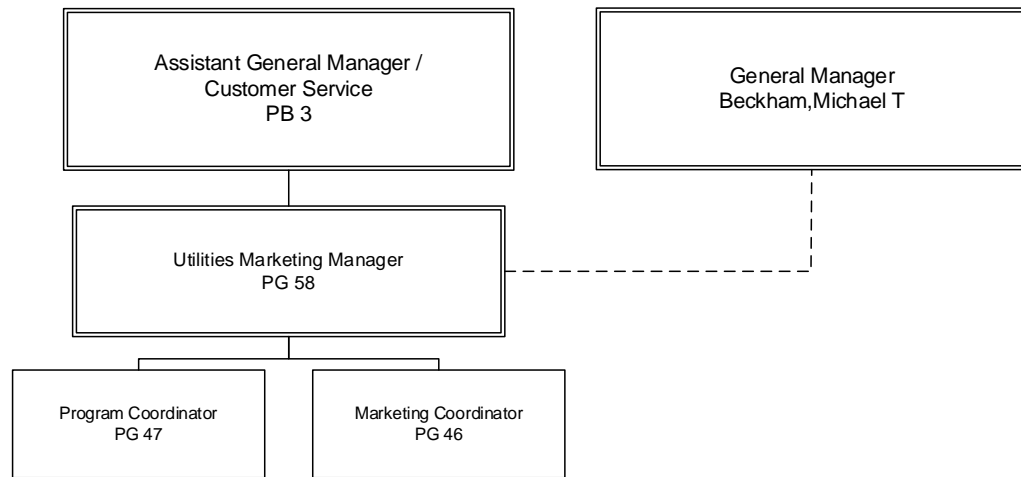


Figure 119: Electric Customer Service Utility Marketing Table of Organization

## Electric – Customer Service – Positions

<b>AGM Customer Service</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Assistant GM - Customer Service	1	1	PB3	\$92,349.13 - \$171,509.06
	1	1		
<b>Customer Services/Technical Support</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
LE/IT Manager	1	1	63	\$73,823.18 - \$114,523.99
Computer Applications Specialist	9	9	54	\$59,270.81 - \$91,948.50
<b>CS/Technical Support FT Employees</b>	10	10		
<b>Customer Service/Utility Marketing</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Utilities Marketing Manager	1	1	58	\$65,346.08 - \$101,373.23
Program Coordinator	1	1	47	\$49,966.45 - \$77,514.34
Marketing Coordinator	1	1	46	\$48,762.26 - \$75,646.25
<b>CS/Utility Marketing FT Employees</b>	3	3		
<b>Customer Service/Energy &amp; Business Services</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Manager of Energy & Business Services	1	1	69	\$85,459.57 - \$132,575.84
Account Manager, Sr.	2	2	54	\$59,270.81 - \$91,948.50
Account Manager	1	1	49	\$52,464.76 - \$81,390.06
Energy Analyst	4	4	45	\$47,587.09 - \$73,823.18
Energy Efficiency Programs Coordinator	2	2	45	\$47,587.09 - \$73,823.18
<b>CS/Energy &amp; Business Services FT Employees</b>	10	10		

Figure 120: Electric Customer Service Positions – Part 1

## Electric – Customer Service – Positions

<b>Customer Service/Field Services</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Manager of Field Services	1	1	58	\$65,346.08 - \$101,373.23
Field Service Supervisor	1	1	47	\$49,966.45 - \$77,514.34
Smart Grid Coordinator	1	1	40	\$42,122.67 - \$65,340.81
Customer Service Representative II	2	2	34	\$36,387.14 - \$56,448.41
Energy Diversion Investigator	2	2	PB030c	\$56,496.72 - \$62,146.40
Meter Service Worker	10	10	PB028c	\$53,806.40 - \$59,187.04
Meter Reader	8	8	PB059	\$47,631.90 - \$52,395.08
<b>CS/Field Services FULL TIME EMPLOYEES</b>	<b>25</b>	<b>25</b>		
<b>Customer Service/Operations</b>	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Customer Operations Manager	1	1	66	\$79,428.56 - \$123,219.79
Customer Service Supervisor	5	5	46	\$48,762.26 - \$75,646.25
Customer Service Representative II	39	39	34	\$36,387.14 - \$56,448.41
<b>CS/Operations FULL TIME EMPLOYEES</b>	<b>45</b>	<b>45</b>		
PT-Operations				
Customer Service Representative II	1	1	34	\$36,387.14 - \$56,448.41
<b>Customer Service PART TIME EMPLOYEES</b>	<b>1</b>	<b>1</b>		
<b>TOTAL FT</b>	<b>94</b>	<b>94</b>		
<b>TOTAL PT</b>	<b>1</b>	<b>1</b>		

Figure 121: Electric Customer Service Positions – Part 2

**Electric – Delivery – Table of Organization**

## Delivery AGM

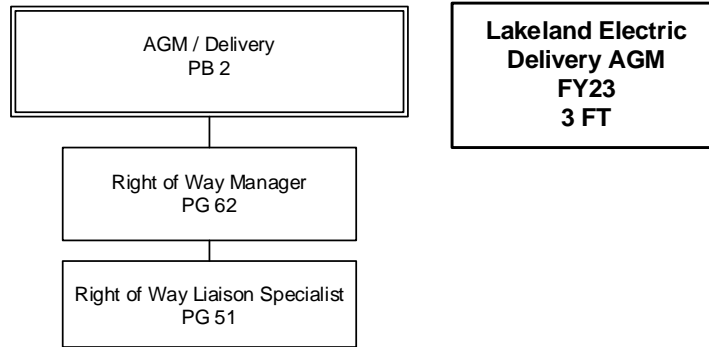


Figure 122: Electric Delivery AGM Table of Organization

## Delivery System Control

Lakeland Electric  
Delivery System  
Control  
FY23  
30 FT

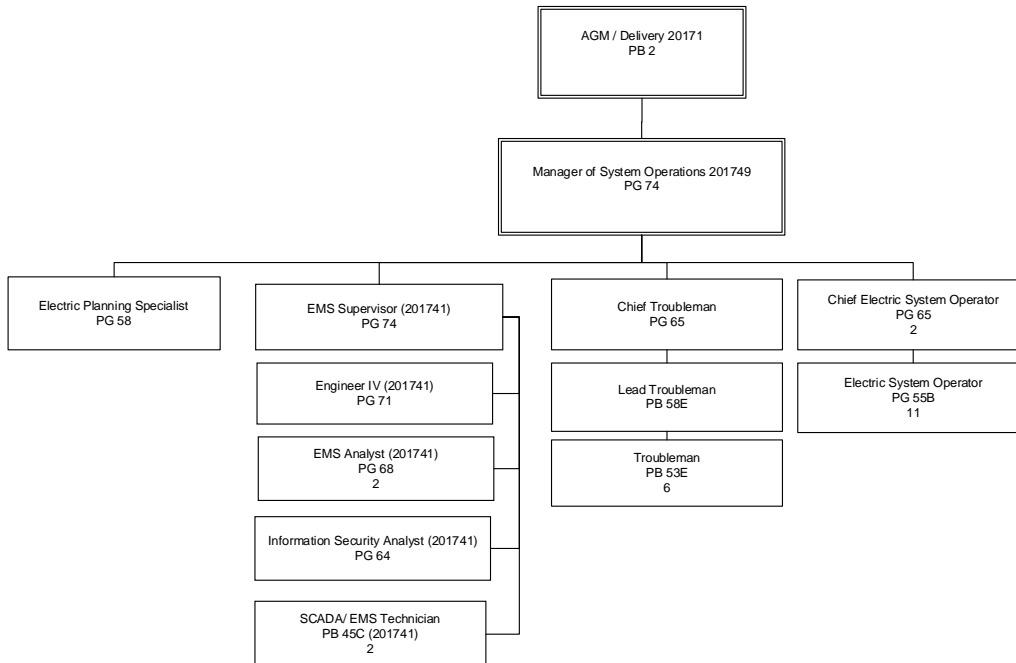


Figure 123: Electric Delivery System Control Table of Organization

## Delivery Substation Operations

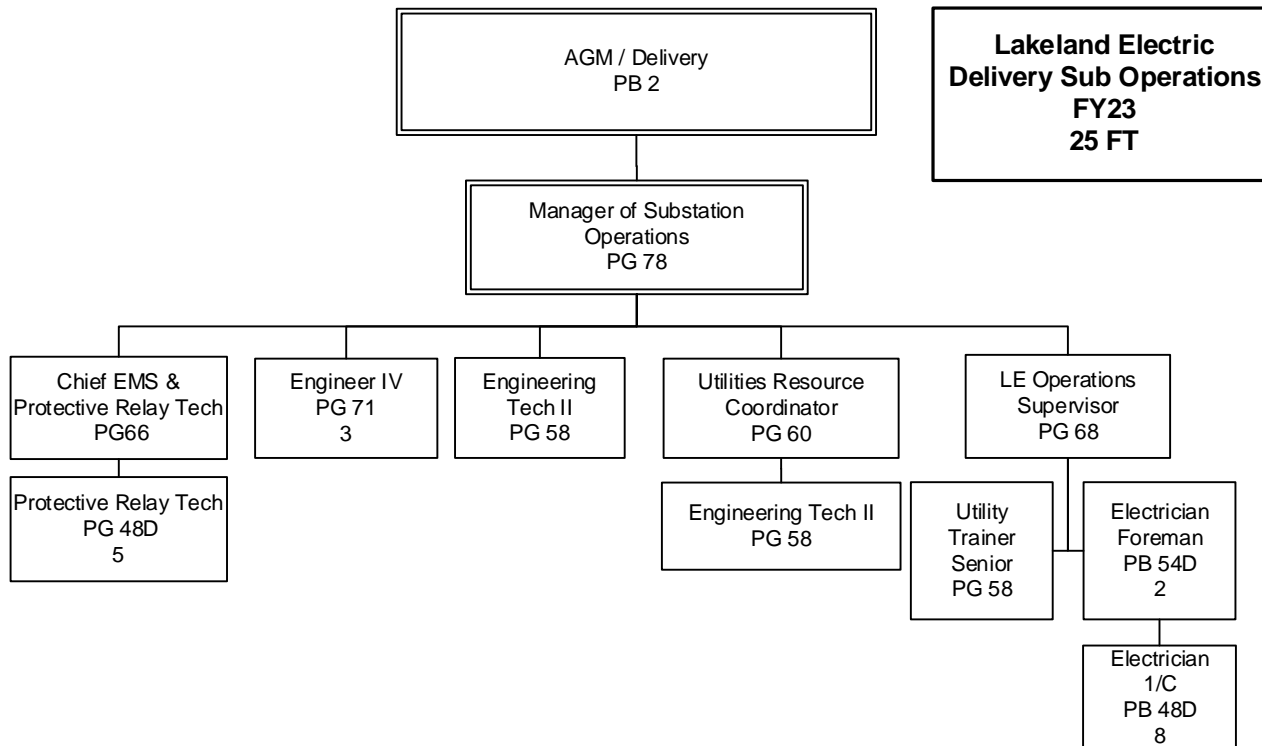


Figure 124: Electric Delivery Substation Operations Table of Organization

# Electric – Delivery – Table of Organization

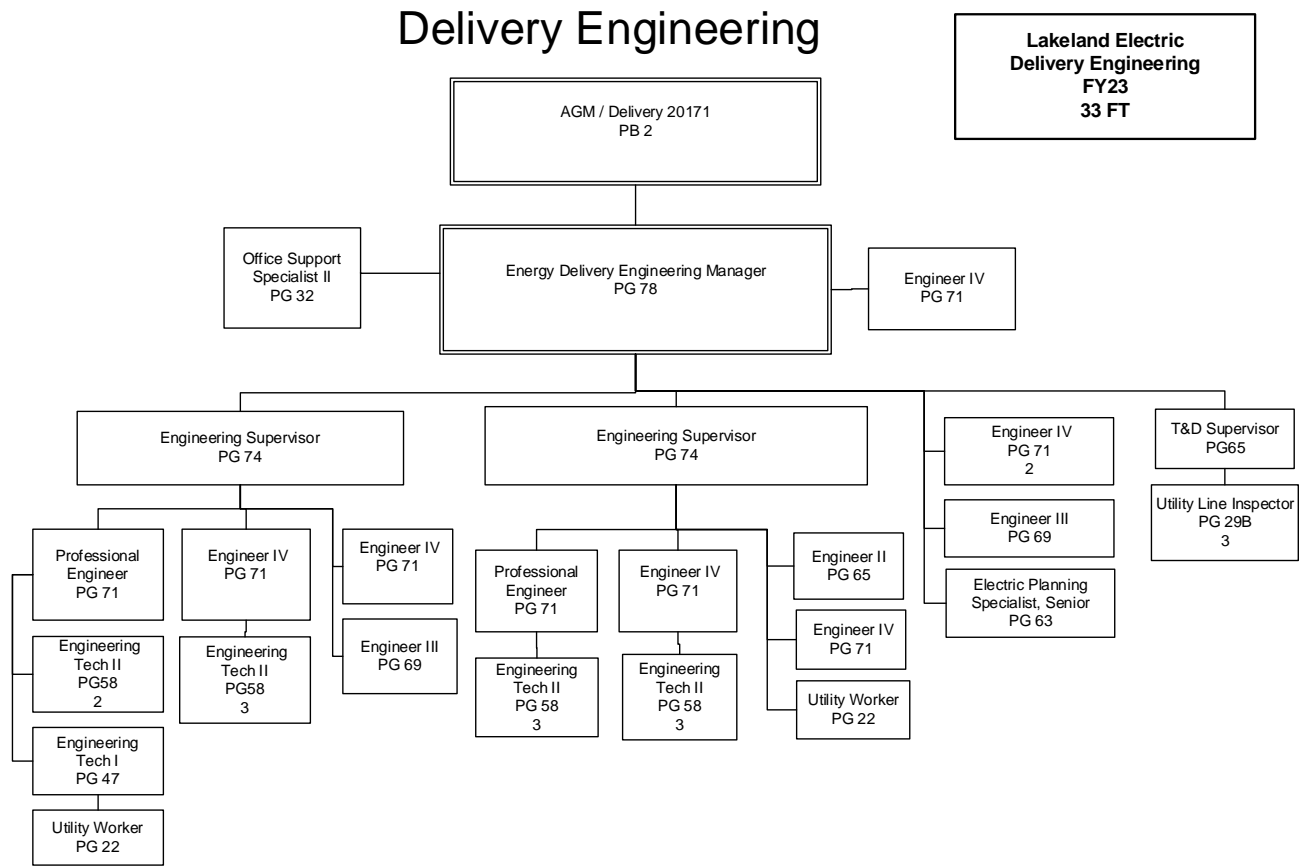


Figure 125: Electric Delivery Engineering Table of Organization



**Electric – Delivery – Table of Organization**

# Delivery T&D Operations

Lakeland Electric  
 Delivery Operations  
 FY23  
 83

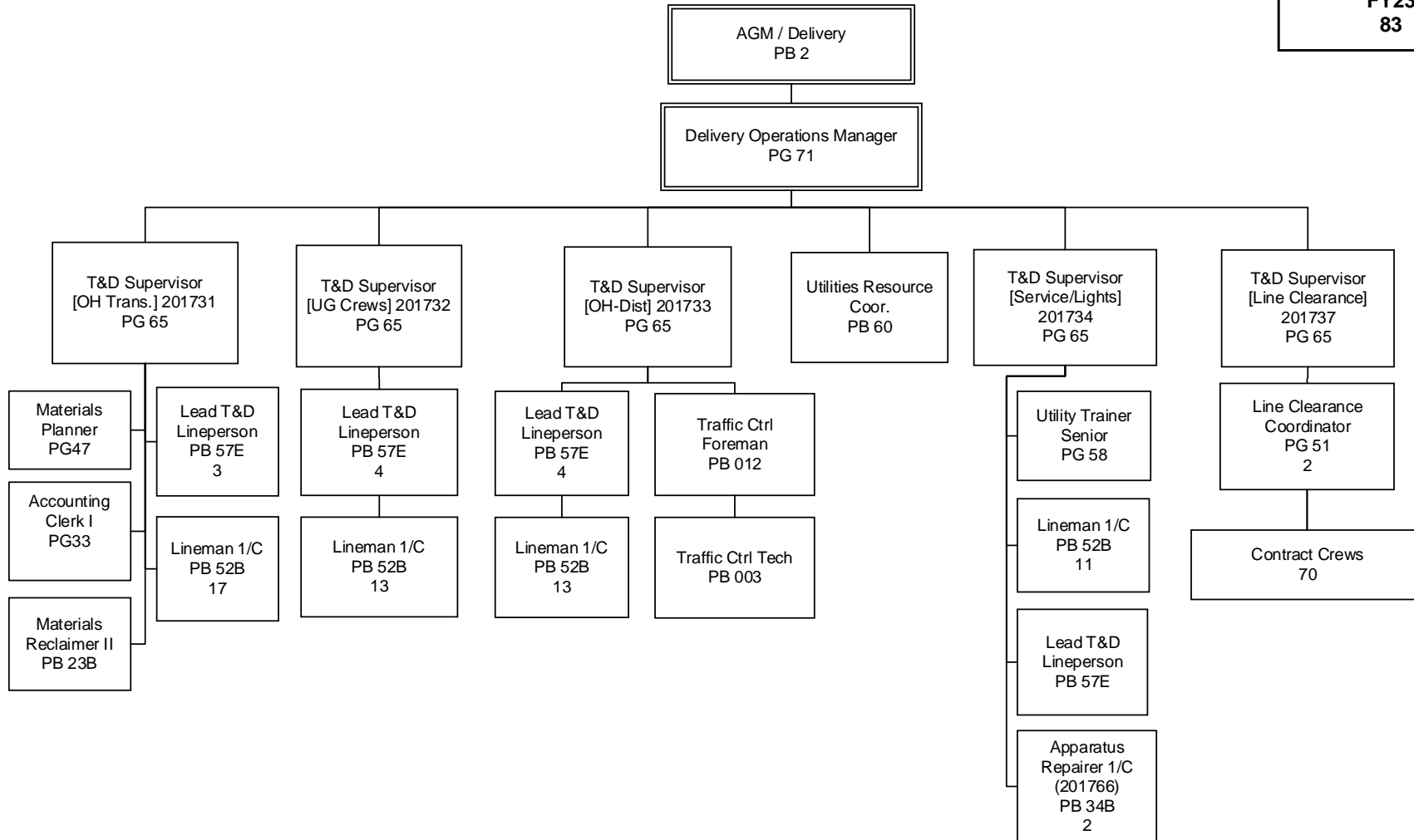


Figure 126: Electric T&D Operations Table of Organization

## Electric – Delivery – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Assistant GM-Delivery	1	1	PB2	\$99,875.14 - \$185,517.91
Right of Way Manager	1	1	62	\$72,044.05 - \$111,763.97
Right of Way Liaison Specialist	1	1	51	\$55,088.00 - \$85,459.57
<b>Delivery/ AGM / Right-of-Way</b>	<b>3</b>	<b>3</b>		

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Energy Delivery Operations Manager	1	1	71	\$89,732.56 - \$139,204.64
T&D Supervisor	5	5	65	\$77,514.34 - \$120,250.20
Utility Resource Coordinator	1	0	60	\$68,613.39 - \$106,441.88
Utility Trainer, Sr	1	1	58	\$65,346.08 - \$101,373.23
Line Clearance Coordinator	2	2	51	\$55,088.00 - \$85,459.57
Materials Planner	1	1	47	\$49,966.45 - \$77,514.34
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
Lead T&D Lineperson	12	12	PB057e	\$93,791.84 - \$103,171.02
Lineman 1/C	54	54	PB052b	\$87,084.11 - \$93,515.78
Apparatus Repairer 1/C	2	2	PB034b	\$67,015.43 - \$73,716.97
Materials Reclaimer II	1	1	PB023b	\$46,957.47 - \$56,348.97
Traffic Control Foreman	1	1	PB012	\$43,662.57 - \$52,395.08
Traffic Control Technician	1	1	PB003	\$35,051.33 - \$42,061.60
<b>Delivery/ Operations</b>	<b>83</b>	<b>82</b>		

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of System Operations	1	1	78	\$106,441.88 - \$165,126.30
Energy Management System (EMS) Supervisor	1	1	74	\$96,545.93 - \$149,774.43
Engineer IV	1	1	71	\$89,732.56 - \$139,204.64
EMS Analyst	2	2	68	\$83,400.00 - \$129,380.77
Chief Electric System Operator	2	2	65	\$77,514.34 - \$120,250.20
Chief Troubleshooter	1	1	65	\$77,514.34 - \$120,250.20
Information Security Analyst	0	1	64	\$75,646.25 - \$117,352.17
Electric Planning Specialist	1	1	58	\$65,346.08 - \$101,373.23
Lead Troubleshooter	1	1	PB058e	\$96,151.38 - \$105,766.52
Electric System Operator	11	11	PB055b	\$99,078.75 - \$108,986.63
Troubleshooter	6	6	PB053e	\$89,332.30 - \$98,265.53
SCADA/EMS Technician	2	2	PB045c	\$79,474.71 - \$87,422.18
Utility Worker	2	2	22	\$27,152.64 - \$42,122.67
<b>Del/ EMS / System Control Reliability</b>	<b>31</b>	<b>32</b>		

Figure 127: Electric Delivery Positions – Part 1

## Electric – Delivery – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Energy Delivery Engineering Manager	1	1	78	\$106,441.88 -\$165,126.30
Engineering Supervisor	1	2	74	\$96,545.93 -\$149,774.43
New Development Engineering Supervisor	1	0	71	\$89,732.56 -\$139,204.64
Professional Engineer	2	2	71	\$89,732.56 -\$139,204.64
Engineer IV	8	9	71	\$89,732.56 -\$139,204.64
Engineer III - Lakeland Electric	2	1	69	\$85,459.57 -\$132,575.84
T&D Supervisor	1	1	65	\$77,514.34 -\$120,250.20
Maint & Services Engineering Supervisor	1	0	64	\$75,646.25 -\$117,352.17
Electric Planning Specialist, Sr.	1	1	63	\$73,823.18 -\$114,523.99
Engineering Tech II - LE	11	11	58	\$65,346.08 -\$101,373.23
Engineering Technician I	1	1	47	\$49,966.45 -\$77,514.34
Administrative Assistant	1	0	36	\$38,206.50 -\$59,270.81
Office Support Specialist II	0	1	32	\$34,654.43 -\$53,760.39
Utility Line Inspector	3	3	PB029b	\$59,319.35 -\$65,251.30
<b>Delivery/ Engineering</b>	<b>34</b>	<b>33</b>		

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Substation Operations	1	1	78	\$106,441.88 -\$165,126.30
Engineer IV	3	3	71	\$89,732.56 -\$139,204.64
LE Operations Supervisor	1	1	68	\$83,400.00 -\$129,380.77
Chief EMS & Protective Relay	1	1	66	\$79,428.56 -\$123,219.79
Utilities Resource Coordinator	2	2	60	\$68,613.39 -\$106,441.88
Engineering Tech II	2	2	58	\$65,346.08 -\$101,373.23
Utility Trainer, Sr	1	1	58	\$65,346.08 -\$101,373.23
Electrician Foreman	2	2	PB054d	\$87,655.92 -\$96,421.52
Electrician 1/C	8	8	PB048d	\$79,474.71 -\$87,422.18
Protective Relay Technician	5	5	PB048d	\$79,474.71 -\$87,422.18
<b>Delivery/ Substation Operations</b>	<b>26</b>	<b>26</b>		

**ED TOTAL FT 177 176**

Figure 128: Electric Delivery Positions – Part 2

# Electric – Fiscal Operations – Table of Organization

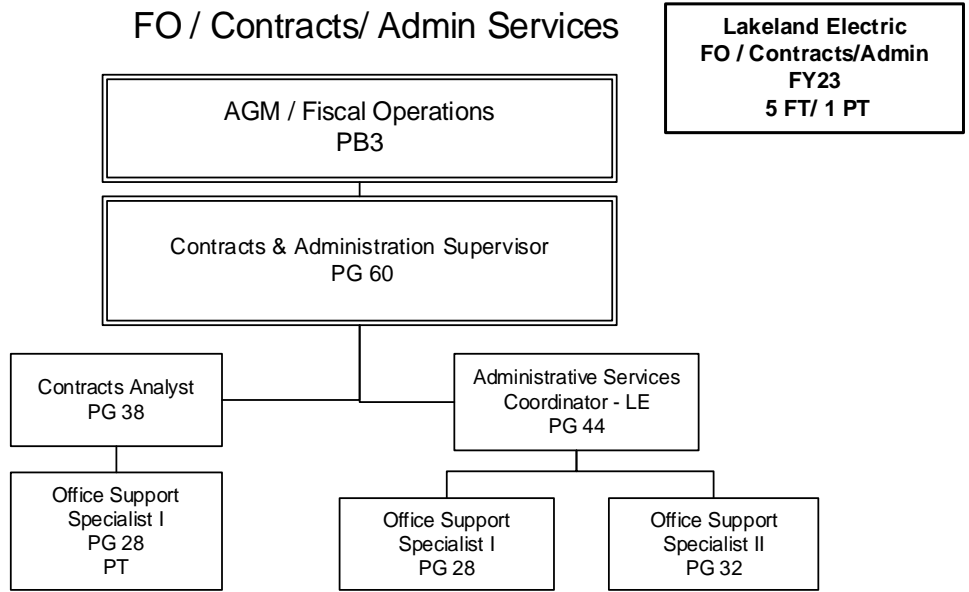


Figure 129: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization

## Fiscal Operations Delivery

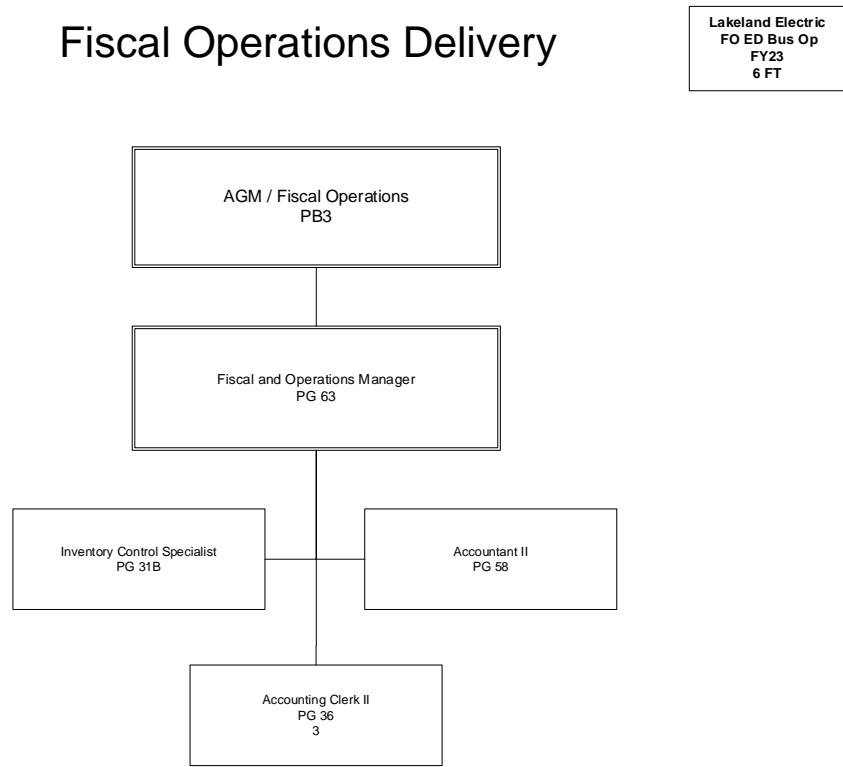


Figure 130: Electric Fiscal Operations Delivery Table of Organization

**Electric – Fiscal Operations – Table of Organization**

**Fiscal Operations Finance**

**Lakeland Electric  
FO Finance  
FY23  
6 FT**

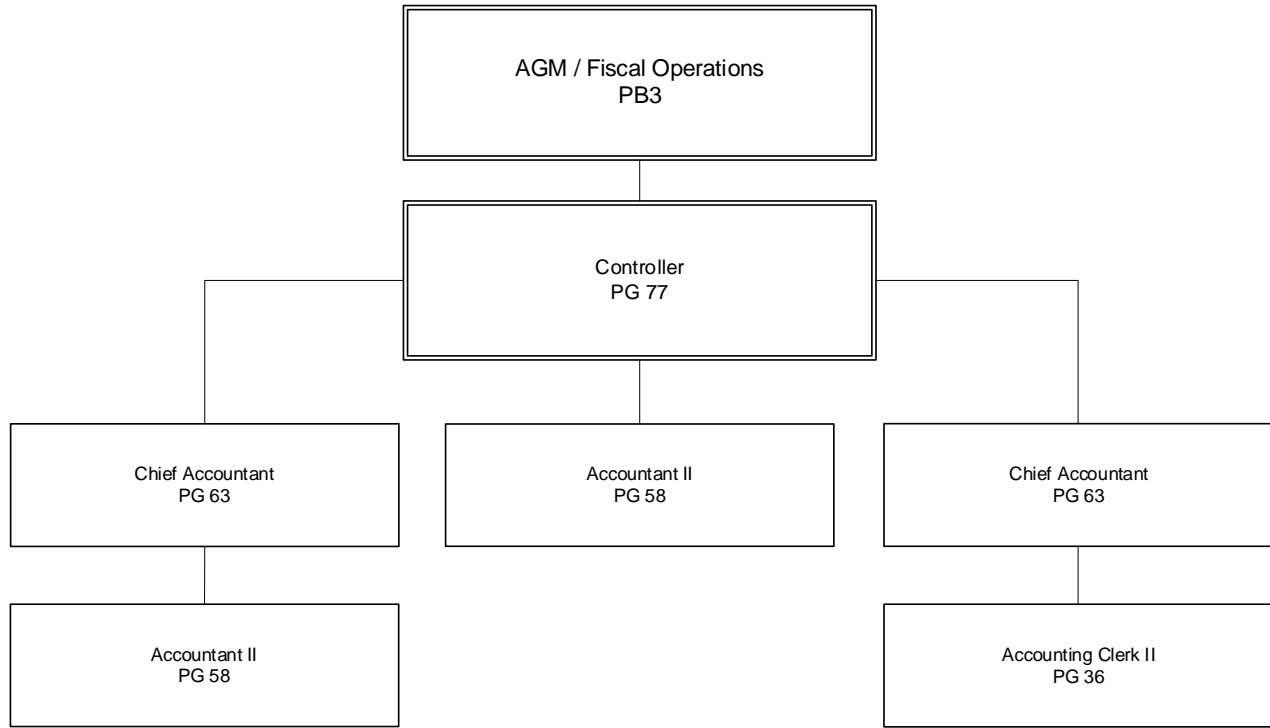


Figure 131: Electric Fiscal Operations Finance Table of Organization

**Fiscal Operations**

**Lakeland Electric  
Fiscal Operations  
FY23  
4 FT**

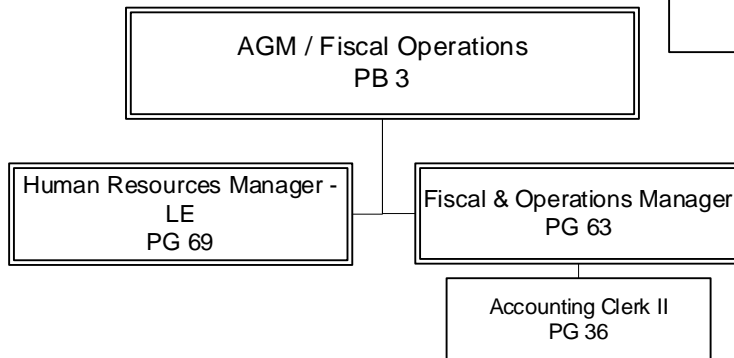


Figure 132: Electric Fiscal Operations AGM Table of Organization

**Electric – Fiscal Operations – Table of Organization**

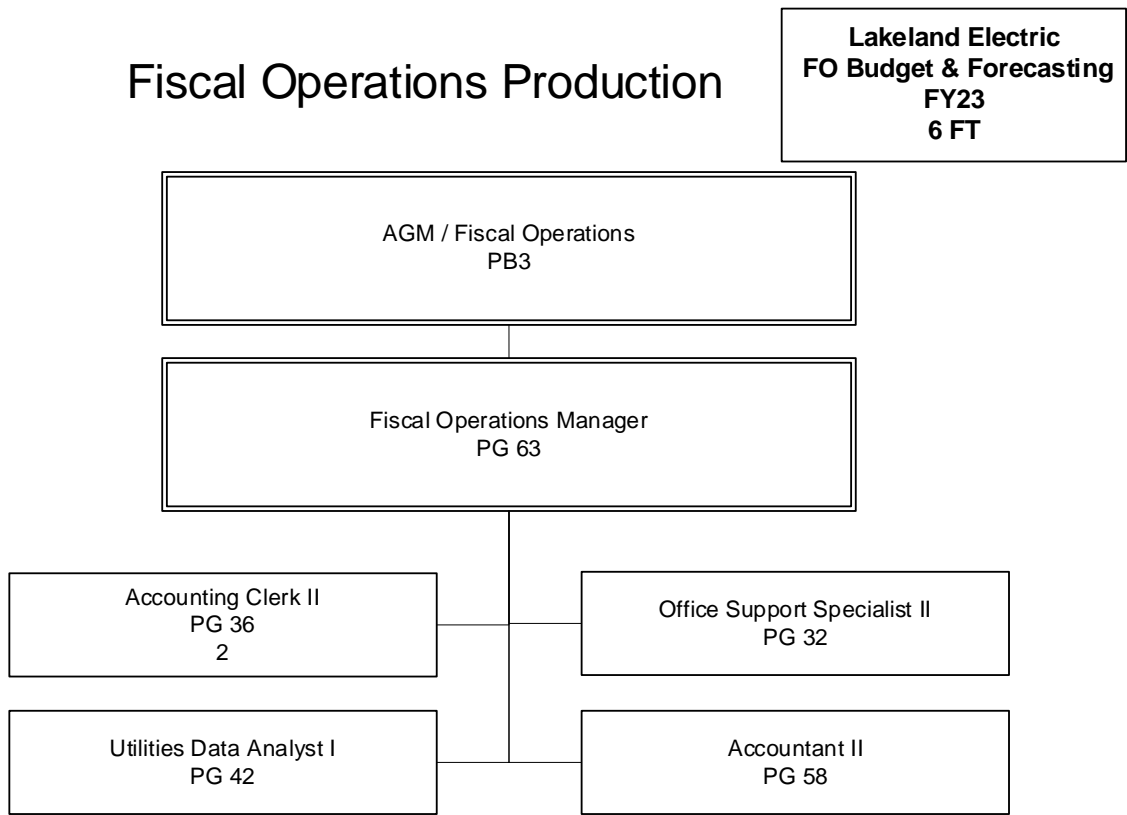


Figure 133: Electric Fiscal Operations Production Table of Organization

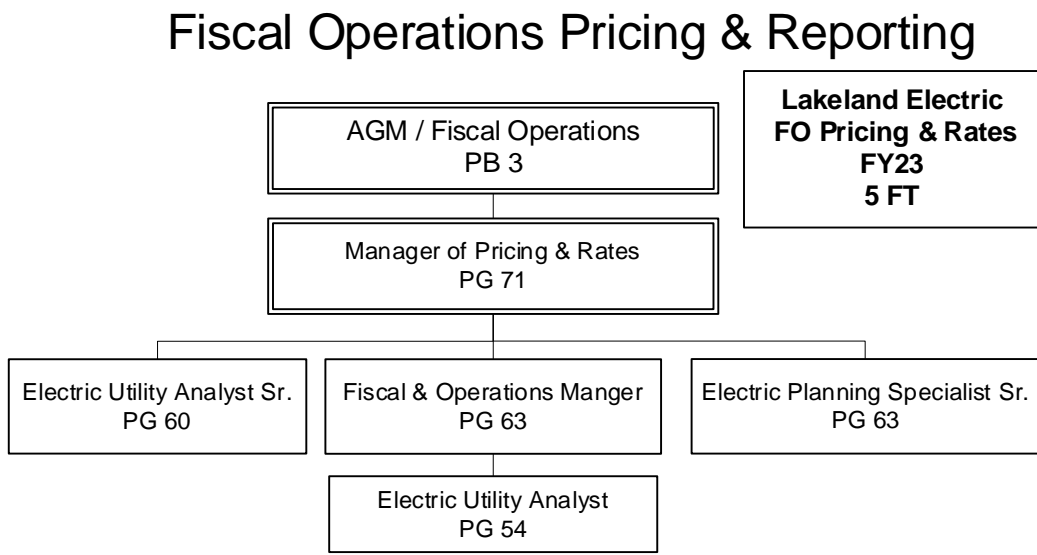


Figure 134: Electric Fiscal Operations Pricing & Reporting Table of Organization

## Electric – Fiscal Operations – Positions

Fiscal Operations	FY22	FY23		
Personnel	Current	Proposed		
AGM / Fiscal Operations	1	1	PB3	\$92,349.13 - \$171,509.06
Controller	1	1	77	\$103,876.64 - \$161,146.77
Manager of Forecasting & Rates	1	1	71	\$89,732.56 - \$139,204.64
HR Manager - Lakeland Electric	1	1	69	\$85,459.57 - \$132,575.84
Chief Accountant	2	2	63	\$73,823.18 - \$114,523.99
Electric Planning Specialist, Sr	1	1	63	\$73,823.18 - \$114,523.99
Fiscal Operations Manager	4	4	63	\$73,823.18 - \$114,523.99
Contracts & Administration Supervisor	1	1	60	\$68,613.39 - \$106,441.88
Utility Analyst, Senior	1	1	60	\$68,613.39 - \$106,441.88
Accountant II	4	4	58	\$65,346.08 - \$101,373.23
Electric Utility Analyst	1	1	54	\$59,270.81 - \$91,948.50
Administrative Services Coordinator	1	1	44	\$46,440.23 - \$72,044.05
Utility Data Analyst I	1	1	42	\$44,228.80 - \$68,613.39
Contracts Analyst	1	1	38	\$40,116.83 - \$62,234.37
Accounting Clerk II	6	7	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	3	2	32	\$34,654.43 - \$53,760.39
Inventory Control Specialist	1	1	PB031b	\$62,285.33 - \$68,513.86
Office Support Specialist I	1	1	28	\$31,432.58 - \$48,762.26
<b>FULL TIME EMPLOYEES</b>	32	32		
	<b>FY22</b>	<b>FY23</b>		
<b>Personnel</b>	<b>Current</b>	<b>Proposed</b>		
Office Support Specialist I	1	1	28	\$31,432.58 - \$48,762.26
<b>PART TIME EMPLOYEES</b>	1	1		
<b>Total FT</b>	<b>32</b>	<b>32</b>		
<b>Total PT</b>	<b>1</b>	<b>1</b>		

Figure 135: Electric Fiscal Operations Positions

# Electric – Production – Table of Organization

## AGM/Environmental Affairs

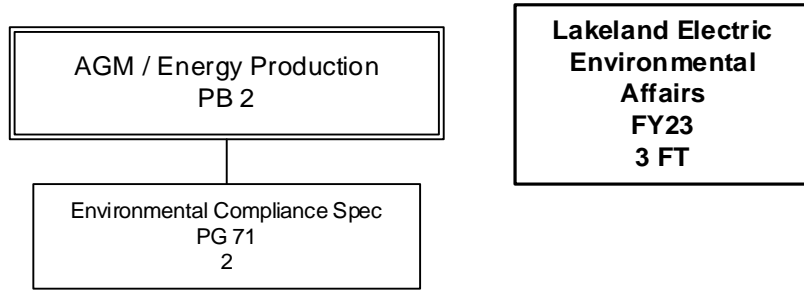


Figure 136: Electric Production Environmental Affairs Table of Organization

## Power Resources

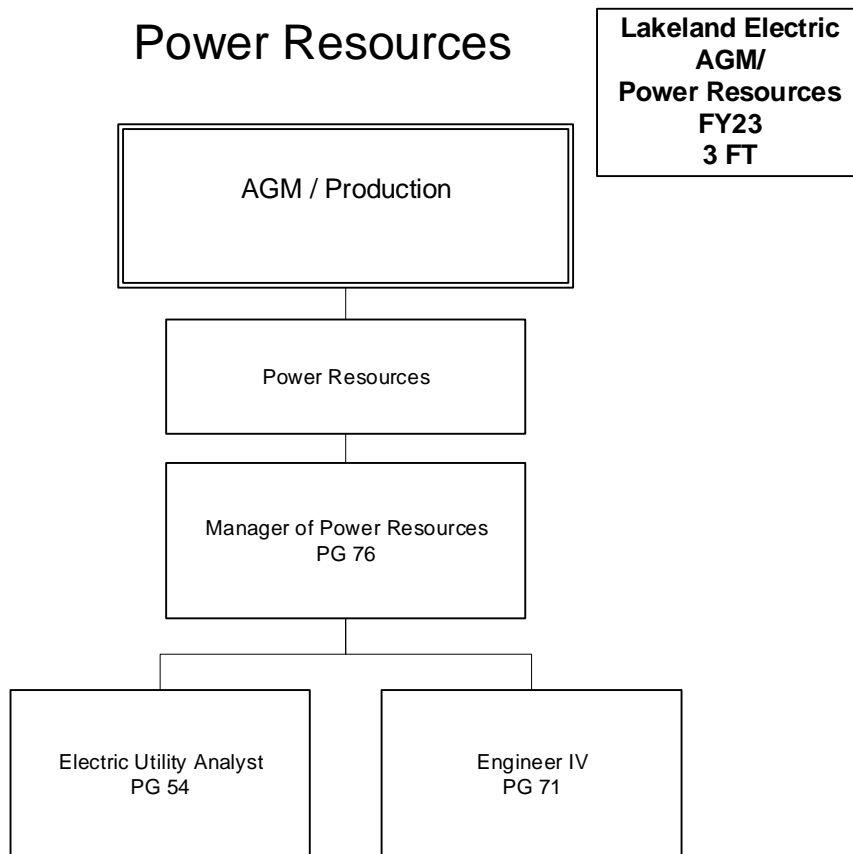


Figure 137: Electric Production Administration Table of Organization



# Production Administration/ WFM

Lakeland Electric  
EP Admin  
FY23  
10 FT

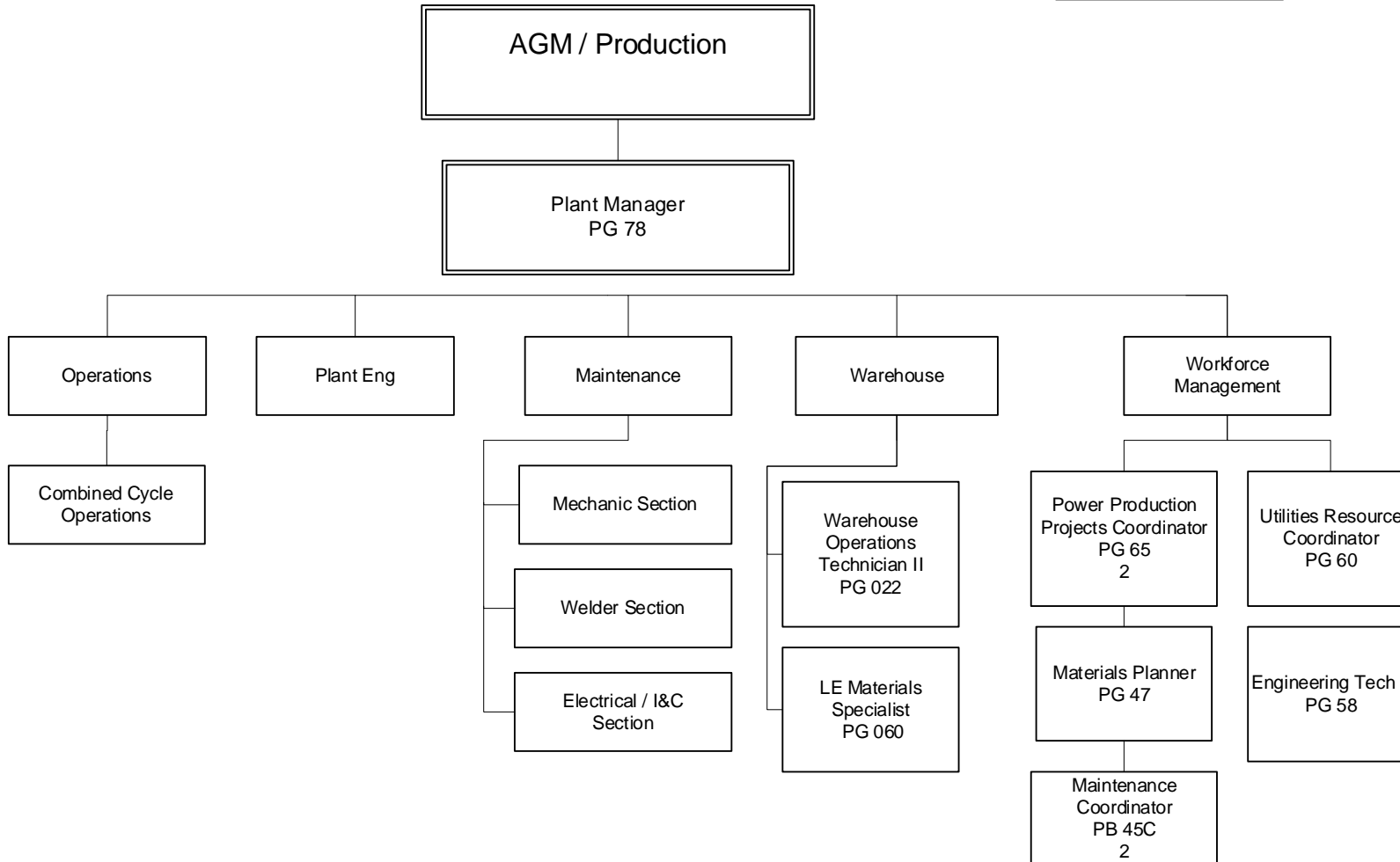


Figure 138: Electric Production Administration Table of Organization

# Production Operations

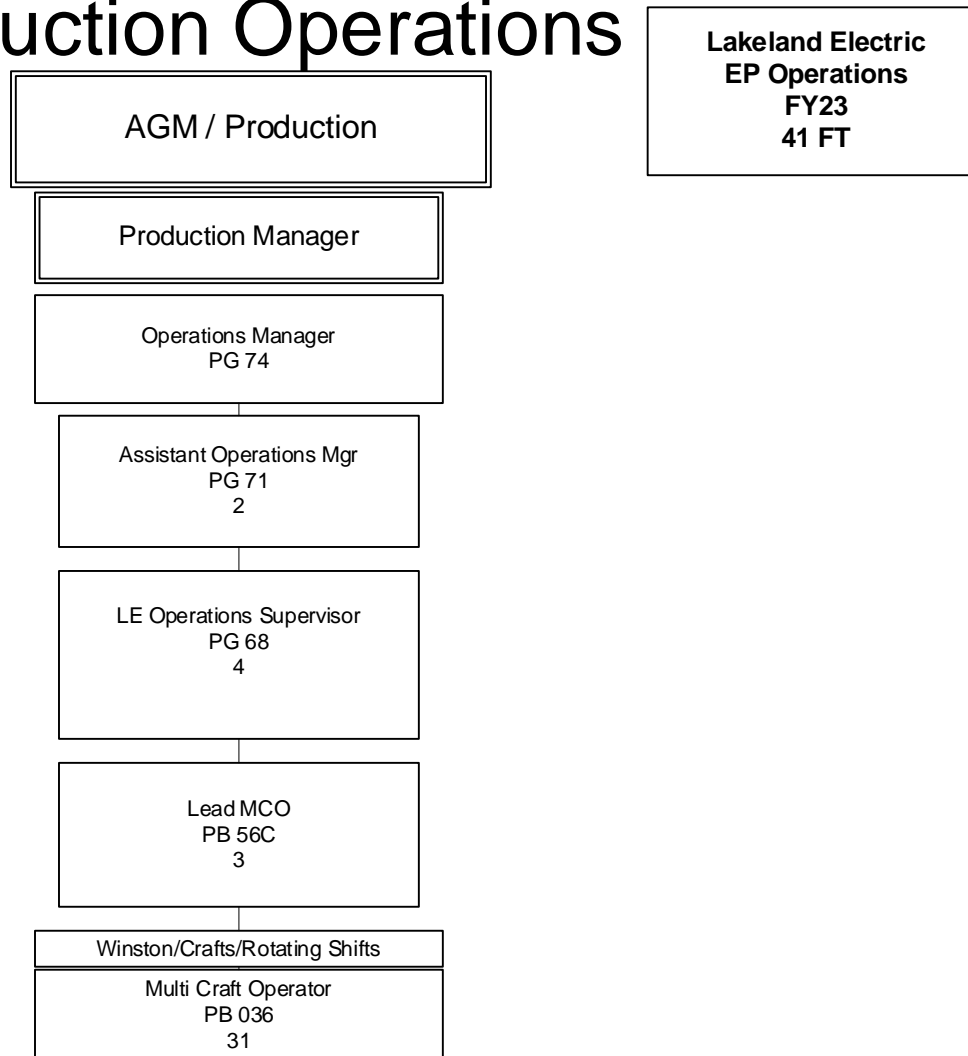
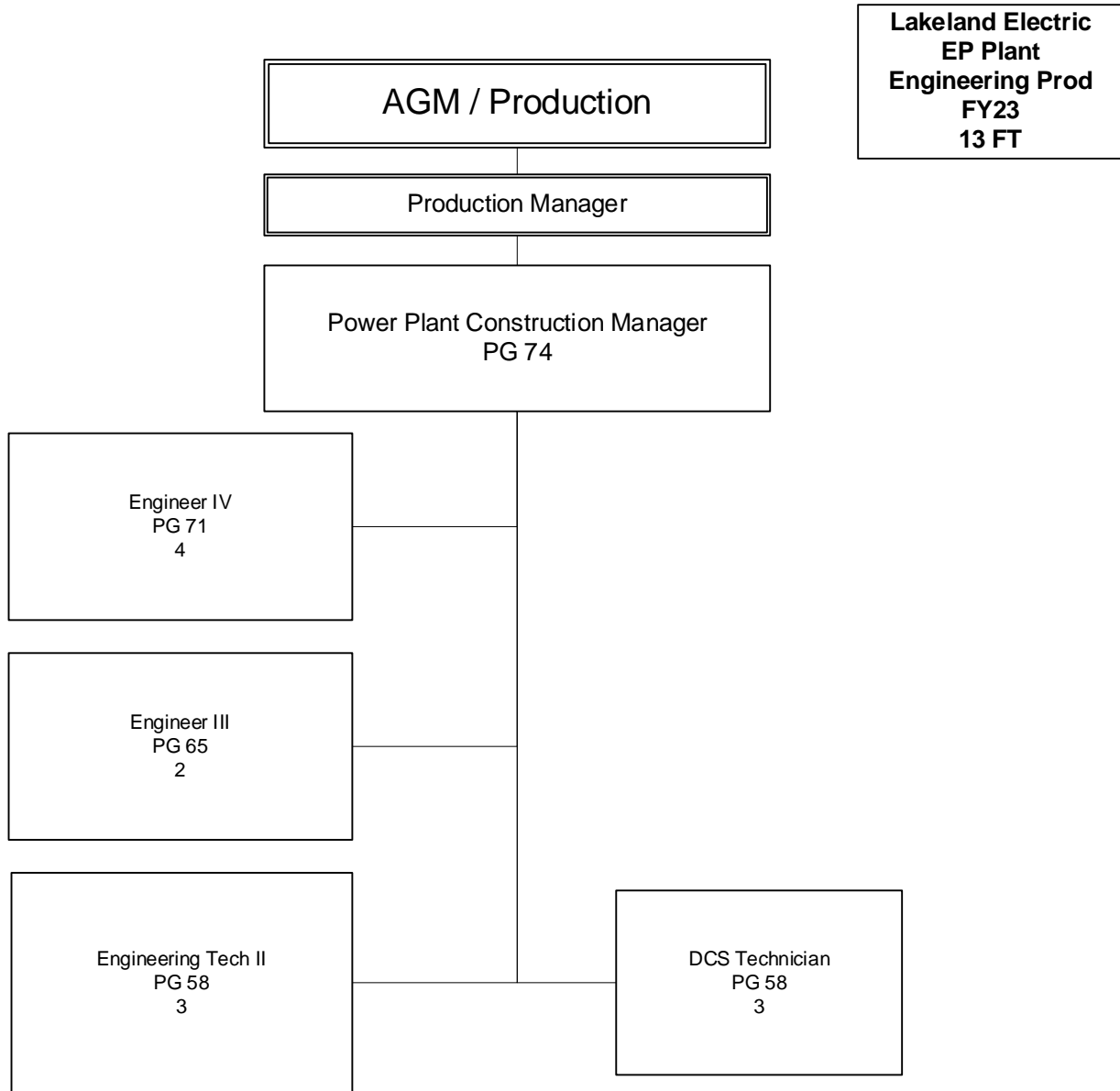


Figure 139: Electric Production Operations Table of Organization

# Production Plant Engineering



Lakeland Electric  
EP Plant  
Engineering Prod  
FY23  
13 FT

Figure 140: Electric Production Plant Engineering Table of Organization

# Production Maintenance

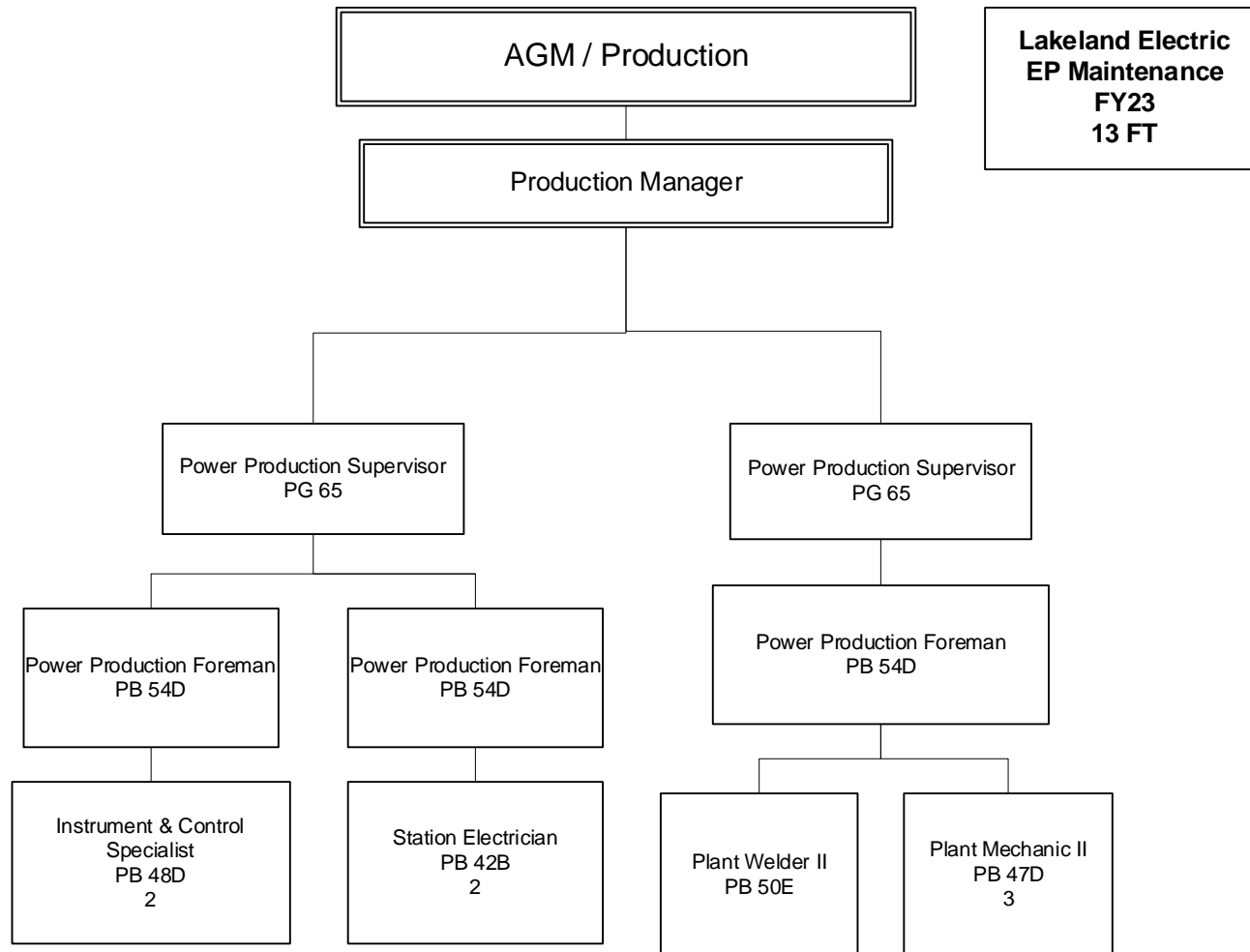


Figure 141: Electric Production Maintenance Table of Organization

## Electric – Production – Positions

Personnel	FY22	FY23		
Production AGM/Environmental Affairs	Current	Proposed	PG	Salary Range
Assistant General Manager Production	1	1	PB2	\$99,875.14 - \$185,517.91
Environmental Compliance Specialist	2	2	71	\$89,732.56 - \$139,204.64
<b>FULL TIME EMPLOYEES</b>	<b>3</b>	<b>3</b>		

Personnel	FY22	FY23		
Power Resources	Current	Proposed	PG	Salary Range
Manager Power Resources	1	1	76	\$101,373.23 - \$157,263.13
Engineer IV	1	1	71	\$89,732.56 - \$139,204.64
Electric Utility Analyst	1	1	54	\$59,270.81 - \$91,948.50
<b>FULL TIME EMPLOYEES</b>	<b>3</b>	<b>3</b>		

Personnel	FY22	FY23		
Production Administration/WFM	Current	Proposed	PG	Salary Range
Plant Manager	1	1	78	\$106,441.88 - \$165,126.30
Power Production Projects Coordinator	2	2	65	\$77,514.34 - \$120,250.20
Utilities Resource Coordinator	2	1	60	\$68,613.39 - \$106,441.88
Engineering Tech II	0	1	58	\$65,346.08 - \$101,373.23
Materials Planner	1	1	47	\$49,966.45 - \$77,514.34
Maintenance Coordinator	2	2	PB045c	\$79,474.71 - \$87,422.18
LE Materials Specialist	1	1	PB060	\$58,519.97 - \$70,223.96
Warehouse Operations Technician II	1	1	PB022b	\$45,845.71 - \$55,014.84
<b>FULL TIME EMPLOYEES</b>	<b>10</b>	<b>10</b>		

Personnel	FY22	FY23		
Production Operations	Current	Proposed	PG	Salary Range
LE Operations Manager	1	1	74	\$96,545.93 - \$149,774.43
Assistant Operations Manager	2	2	71	\$89,732.56 - \$139,204.64
LE Operations Supervisor	4	4	68	\$83,400.00 - \$129,380.77
Lead Multi-Craft Operator	3	3	PB056c	\$92,066.28 - \$101,272.90
Multi-Craft Operator	31	31	PB036	\$58,895.96 - \$91,836.94
<b>FULL TIME EMPLOYEES</b>	<b>41</b>	<b>41</b>		

Figure 142: Electric Production Positions – Part 1

## Electric – Production – Positions

Personnel	FY22	FY23		
Production Plant Engineering	Current	Proposed	PG	Salary Range
Engineering Supervisor	1	0	74	\$96,545.93 - \$149,774.43
Power Plant Construction Manager	0	1	74	\$96,545.93 - \$149,774.43
Engineer IV	4	2	71	\$89,732.56 - \$139,204.64
Engineer III	2	3	69	\$85,459.57 - \$132,575.84
Engineer II	0	1		
Engineering Tech II	3	3	58	\$65,346.08 - \$101,373.23
Distributed Control System Technician	3	3	58	\$65,346.08 - \$101,373.23
<b>FULL TIME EMPLOYEES</b>	<b>13</b>	<b>13</b>		
<b>Production Maintenance</b>	<b>Current</b>	<b>Proposed</b>	<b>PG</b>	<b>Salary Range</b>
Power Production Supervisor/Maintenance	2	2	65	\$77,514.34 - \$120,250.20
Power Production Foreman	3	3	PB054d	\$87,655.92 - \$96,421.52
Plant Welder II	1	1	PB050e	\$77,578.25 - \$85,336.08
Instrument & Control Specialist	2	2	PB048d	\$79,474.71 - \$87,422.18
Plant Mechanic II	3	3	PB047d	\$77,578.25 - \$85,336.08
Station Electrician	2	2	PB042b	\$79,474.71 - \$87,422.18
<b>FULL TIME EMPLOYEES</b>	<b>13</b>	<b>13</b>		
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>83</b>	<b>83</b>		

Figure 143: Electric Production Positions – Part 2

## Electric – Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Electric Utility</i>	\$ 296,362,638.00	\$ 312,278,353.00	\$ 316,803,113.00	\$ 403,349,851.00

Figure 144: Electric Budget Summary – Expenses

<i>Fund</i>	<b>Revenues</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Electric Utility</i>	\$ 340,114,881.00	\$ 327,104,938.00	\$ 348,614,314.00	\$ 414,725,508.00

Figure 145: Electric Budget Summary – Revenues

# Electric – Performance Management

## Electric Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Electric System Average Interruption Duration (minutes)	QOL-3 GM-4	FY Quarterly	64.66	52.2	68.01	<a href="#">Chart 25</a>	75.00 or <
Electric System Average Interruption Frequency	QOL-3 GM-4	FY Quarterly	1.15	0.86	1.13	<a href="#">Chart 26</a>	1.25 or <
Overall competitive ranking of Lakeland Electric rates	QOL-3 FM-3	FY Quarterly	Residential: 1 <sup>st</sup> Quartile Commercial: 1 <sup>st</sup> Quartile Commercial Demand: 1 <sup>st</sup> Quartile Industrial: 1 <sup>st</sup> Quartile	Residential: 1 <sup>st</sup> Quartile Commercial: 1 <sup>st</sup> Quartile Commercial Demand: 1 <sup>st</sup> Quartile Industrial: 1 <sup>st</sup> Quartile	Residential: 2 <sup>nd</sup> Quartile Commercial: 2 <sup>nd</sup> Quartile Commercial Demand: 2 <sup>nd</sup> Quartile Industrial: 2 <sup>nd</sup> Quartile	<a href="#">Chart 27</a>	1 <sup>st</sup> Quartile all rates
Lakeland Electric Customer Service percent of first contact resolution	COMM-1, 2	FY Annually	97%	98%	97%	<a href="#">Chart 28</a>	96%
Lakeland Electric spending on infrastructure as a percent of total revenues	GM-4	FY Annually	17.20%	20.50%	17.6%	<a href="#">Chart 29</a>	Monitor Only

Figure 146: Electric – Key Success Indicators

### Department Objectives – Lakeland Electric

1. Provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.
2. Safely, reliably and efficiently deliver electric power from Lakeland Electric's generation facilities and interconnections with other utilities to our customers throughout the 246 square mile utility service area.
3. Create and maintain quality utility billing and customer service in a customer focused and cost-efficient environment which meets or exceeds customers' needs and expectations while developing and managing resources vital to the City of Lakeland's success and pursuit of excellence.



## Electric – Performance Management

### Lakeland Electric Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Energy Production</b>						
Equivalent Availability Rate U5 - Power Production	1	Quarterly	98.03%	78%	84.00%	85.00%
Safety-Power Production	1	Quarterly	0 LTI <sup>14</sup>	1 LTI	1 LTI	0 LTI
<b>Safety Energy Delivery</b>						
Safety-Energy Delivery	2	Quarterly	0 LTI	0 LTI	0 LTI	0 LTI
Accounts Served-Systems Plan	2	Annually	133,571	136,403	139,096	138,912
GWhr Delivered-System Plan	2	Annually	3,187	3,236	2,880	3,174
<b>Billing and Customer Service</b>						
Average Time to Answer (in seconds)-Customer Service	3	Quarterly	36 <sup>15</sup>	26	58	27
Uncollected % of Revenue-Customer Service	3	Quarterly	0.15%	0.14%	0.13%	0.24%
Water Meter Reading Accuracy-Customer Service	3	Quarterly	99.97%	99.98%	99.97%	99.97%
Safety-Customer Service	3	Quarterly	0	2	2	0

Figure 147: Lakeland Electric Performance Measures

### Changes, Accomplishments & Efficiencies – Lakeland Electric

- Implementing Google/Apple Pay and Paypal/Venmo to provide customers with more options to pay their bill.
- Introduced the “Did Not Pay” Early Alert Text which has helped to reduce cutoffs.
- McIntosh Unit 5 – Improved its availability by 8% and its Forced Outage Rate by 96%.
- Completed Larsen Unit 8 generator major steam turbine outage.
- Continue to set reliability records with goal-exceeding reliability indices.
- Completed the Bridgewater substation with a 69kV transmission injection and three 12.47KV distribution circuits.
- Completed storm hardening of 8.9 miles of 69kV lines (pre-1972 vintage) by converting them from wood to steel poles.
- Moving residential solar permitting methods to OnBase to automate the process and improve customer satisfaction
- Moving Meter Data Management System (MDM) Smart grid from On-Premises servers to a Virtual Cloud based solution to increase resilience and reliability of meter data.
- Contributed to Bonnet Springs Park development.
- Winston Power Plant - 70% improvement in Forced Outage Rate (FOR).
- McIntosh Power Plant - Improved the process to recover boiler water for reuse.
- Optimized Energy Production outage schedules in collaboration with Florida Municipal Power Pool (FMPP) to improve capacity reserve margins while reducing energy costs.
- Developed necessary documents and processes to allow developer contractors to install underground cable, set equipment and make connections. This process helps address LE’s construction resource constraint concerns while meeting the developers’ tight timeline.
- Met or exceeded developer expectations despite a record high growth rate.

<sup>14</sup> LTI stands for Lost Time Injury

<sup>15</sup> Impacted by COVID-19.

## Parks, Recreation, and Cultural Arts (PRCA)

The Parks, Recreation, and Cultural Arts (PRCA) Department manages more than 70 spaces from libraries, recreation centers, swimming pools, to a Major League Spring Training Site, playgrounds, and a 27-hole golf course. With neighborhood parks, providing safe park space within a walking distance of homes, to larger community parks such as Publix Charities Park and Lake Parker Park, the Department maintains green spaces all over Lakeland that provide benefits for a thriving citizenry.

Divisions:

- Cemeteries
- Cleveland Heights Golf Course
- Library
- Parks
- Recreation

Each division provides outreach to the City in its own way. The Cemeteries Division has an online burial search providing families an opportunity for genealogy research. The Libraries provide access to technology across their locations in addition to tutoring and classes. The Recreation centers, swimming pools, and tennis complex have self-led and instructor led options for fitness and enrichment. The Cleveland Heights Golf Course facilitates more than 35 golf tournaments that cumulatively raise over \$300,000 for non-profits in our area. Partnerships with Junior Citrus and school golf programs make golf accessible to everyone in our community. The Parks Division not only maintains green spaces but also spends time at community events and working with community groups sharing plants and horticulture know how.

In 2022, the Parks & Recreation Department took on the moniker of Parks, Recreation, and Cultural Arts Department. The addition of cultural arts recognized the work done in our facilities providing access to arts through a variety of programming for many years. The Department has more than 40 pieces of art, from sculptures to murals, providing public access to art year-round. The Arts & Rec program launched in 2021 and created gallery spaces in our Rec Centers for Central Florida artists to display and sell their pieces. The department partners with numerous art organizations to provide venues for public events, practice spaces, and general support for their endeavors.

## PRCA – Director – Table of Organization

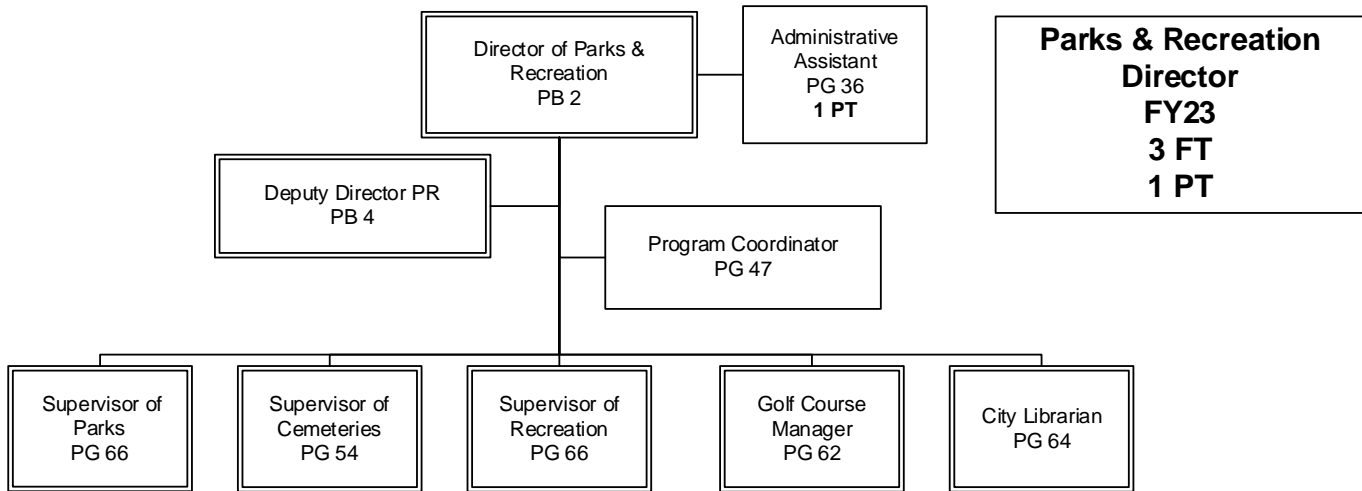


Figure 148: Parks, Recreation, & Cultural Arts Director Table of Organization

## PRCA – Director – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Parks & Rec. Director	1	1	PB2	\$99,875.14 - \$185,517.91
Deputy Director P & R	1	1	PB4	\$81,320.87 - \$151,042.23
Program Coordinator	1	1	47	\$49,966.45 - \$77,514.34
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>3</b>	<b>3</b>		
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
<b>TOTAL PART TIME TEMP EMPLOYEES</b>	<b>1</b>	<b>1</b>		
<b>TOTAL FT</b>	<b>3</b>	<b>3</b>		
<b>TOTAL PT</b>	<b>1</b>	<b>1</b>		

Figure 149: Parks, Recreation, & Cultural Arts Director Positions

## PRCA – Cemeteries – Table of Organization

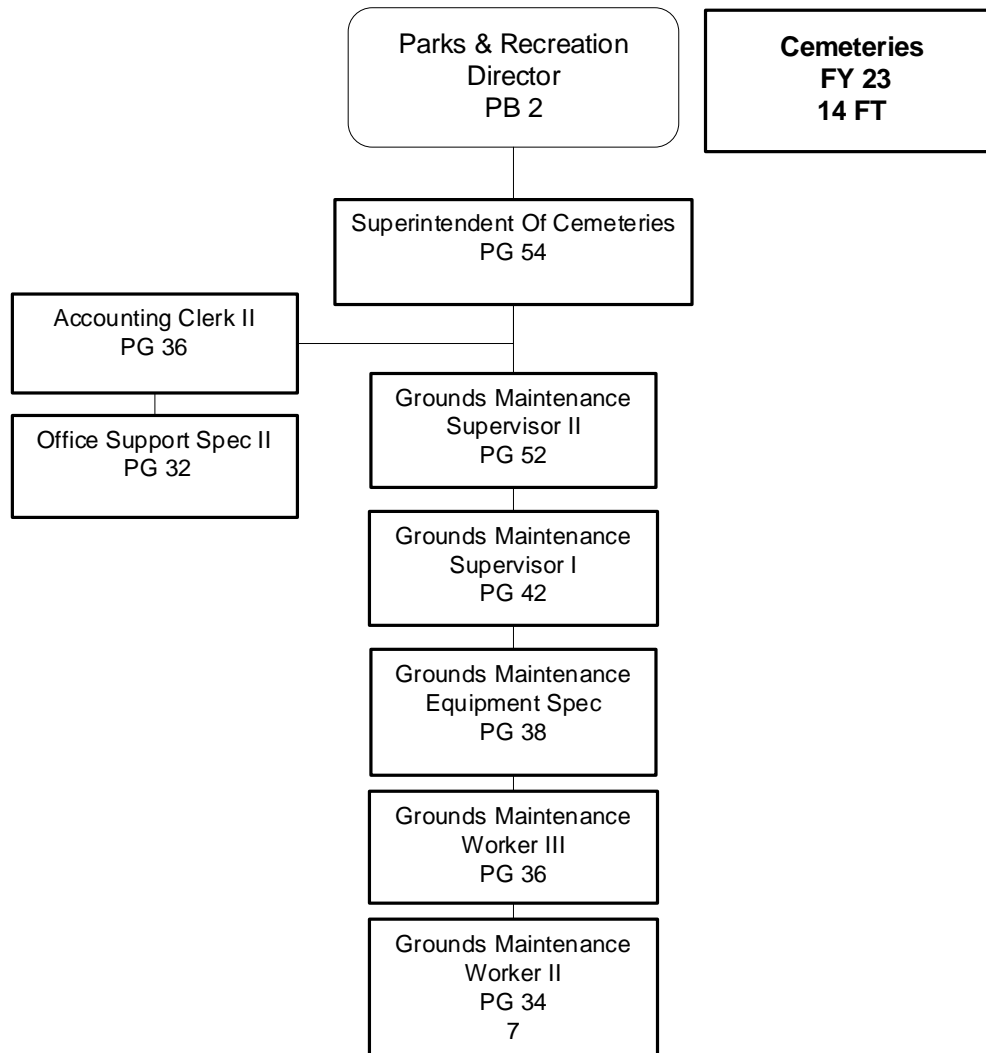


Figure 150: Parks, Recreation, & Cultural Arts Cemeteries Table of Organization

## PRCA – Cemeteries – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Superintendent of Cemeteries	1	1	54	\$59,270.81 - \$91,948.50
Grounds Maint Supervisor II	1	1	52	\$56,448.41 - \$87,570.00
Grounds Maint Supervisor I	1	1	42	\$44,228.80 - \$68,613.39
Grounds Maint Equipment Spec	1	1	38	\$40,116.83 - \$62,234.37
Grounds Maint Worker III	1	1	36	\$38,206.50 - \$59,270.81
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	0	1	32	\$34,654.43 - \$53,760.39
Grounds Maint Worker II	7	7	34	\$36,387.14 - \$56,448.41
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>13</b>	<b>14</b>		
Office Support Specialist I	1	0	28	\$31,432.58 - \$48,762.26
<b>TOTAL PART TIME EMPLOYEES</b>	<b>1</b>	<b>0</b>		
<b>TOTAL FT</b>	<b>13</b>	<b>14</b>		
<b>TOTAL PT</b>	<b>1</b>	<b>0</b>		

Figure 151: Parks, Recreation, & Cultural Arts Cemeteries Positions

## PRCA – Cleveland Heights – Table of Organization

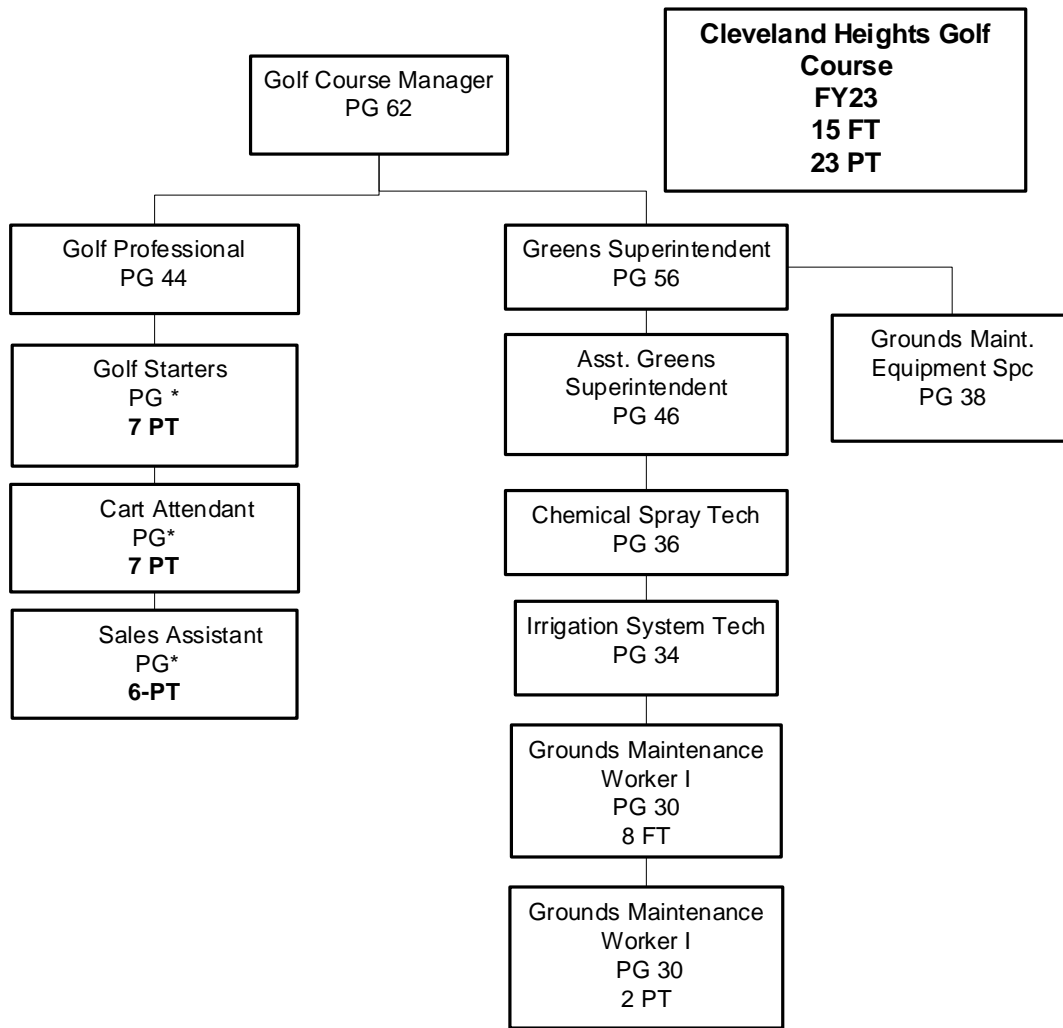


Figure 152: Parks, Recreation, & Cultural Arts Cleveland Heights Golf Course Table of Organization

## PRCA – Cleveland Heights – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Golf Course Manager	1	1	62	\$72,044.05 - \$111,763.97
Greens Superintendent	1	1	56	\$62,234.37 - \$96,545.93
Asst. Greens Superintendent	1	1	46	\$48,762.26 - \$75,646.25
Golf Professional	1	1	44	\$46,440.23 - \$72,044.05
Grounds Maint Equip Spec	1	1	38	\$40,116.83 - \$62,234.37
Chemical Spray Tech	1	1	36	\$38,206.50 - \$59,270.81
Irrigation System Technician	1	1	34	\$36,387.14 - \$56,448.41
Grounds Maintenance Worker I - CHGC	8	8	30	\$33,004.21 - \$51,200.36
<b>FULL TIME EMPLOYEES</b>	<b>15</b>	<b>15</b>		
Sales Assistant	6	6	*P	\$22,880.00 - \$165,126.30
Golf Starters	7	7	*P	\$22,880.00 - \$165,126.30
Cart Attendant	7	7	*P	\$22,880.00 - \$165,126.30
Grounds Maint Worker 1-CHGC	2	2	30	\$33,004.21 - \$51,200.36
<b>PART TIME EMPLOYEES</b>	<b>22</b>	<b>22</b>		
<b>TOTAL FT</b>	<b>15</b>	<b>15</b>		
<b>TOTAL PT</b>	<b>22</b>	<b>22</b>		

Figure 153: Parks, Recreation, & Cultural Arts Cleveland Heights Golf Course Positions

# PRCA – Library – Table of Organization

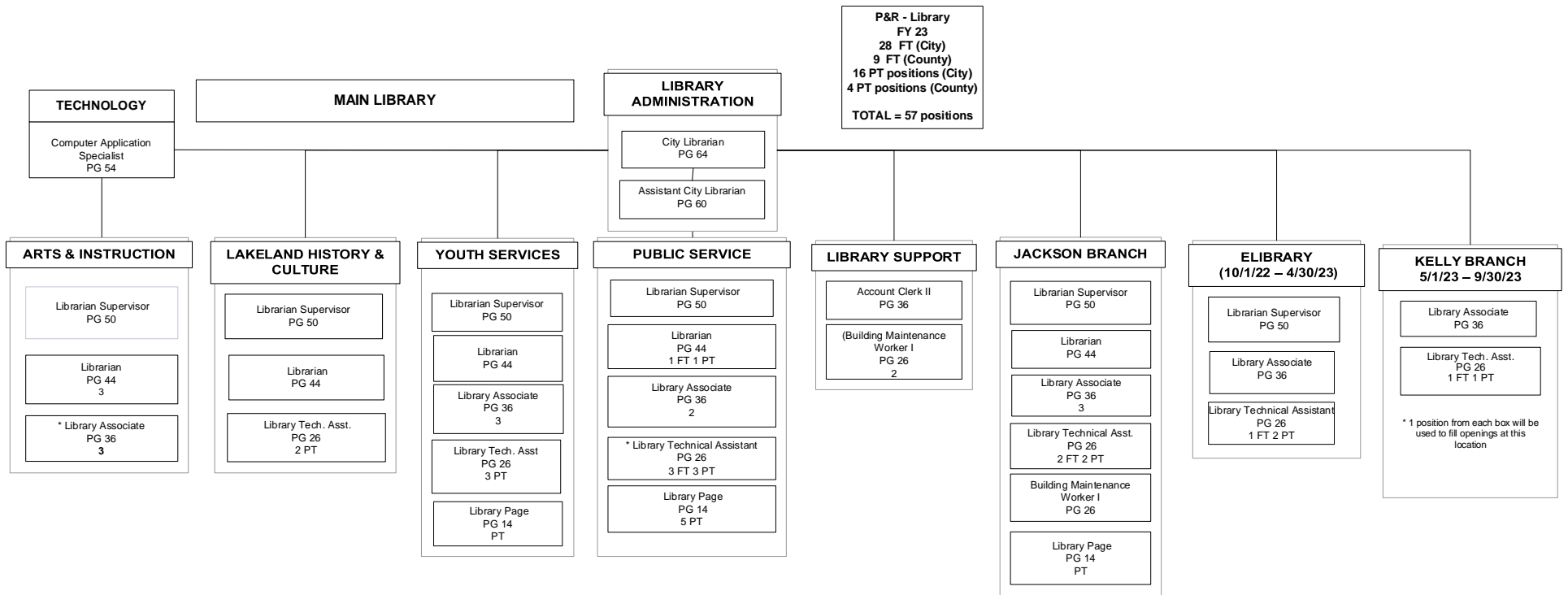


Figure 154: Parks, Recreation, & Cultural Arts Library Table of Organization



## PRCA – Library – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
City Librarian	1	1	64	\$75,646.25 - \$117,352.17
Assistant City Librarian	1	1	60	\$68,613.39 - \$106,441.88
Computer Application Specialist	1	1	54	\$59,270.81 - \$91,948.50
Librarian Supervisor	6	6	50	\$53,760.39 - \$85,200.00
Librarian	7	7	44	\$46,440.23 - \$72,044.05
Library Associate	10	10	36	\$38,206.50 - \$59,270.81
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Library Technical Assistant	7	7	26	\$29,935.78 - \$46,440.23
Building Maint Worker I	3	3	26	\$29,935.78 - \$46,440.23
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>37</b>	<b>37</b>		
Librarian	1	1	44	\$46,440.23 - \$72,044.05
Library Technical Assistant	12	12	26	\$29,935.78 - \$46,440.23
Library Page	7	7	14	\$21,274.80 - \$33,004.22
<b>TOTAL PART TIME EMPLOYEES</b>	<b>20</b>	<b>20</b>		
<b>TOTAL FT</b>	<b>37</b>	<b>37</b>		
<b>TOTAL PT</b>	<b>20</b>	<b>20</b>		

Figure 155: Parks, Recreation, & Cultural Arts Library Positions

# PRCA – Parks – Table of Organization

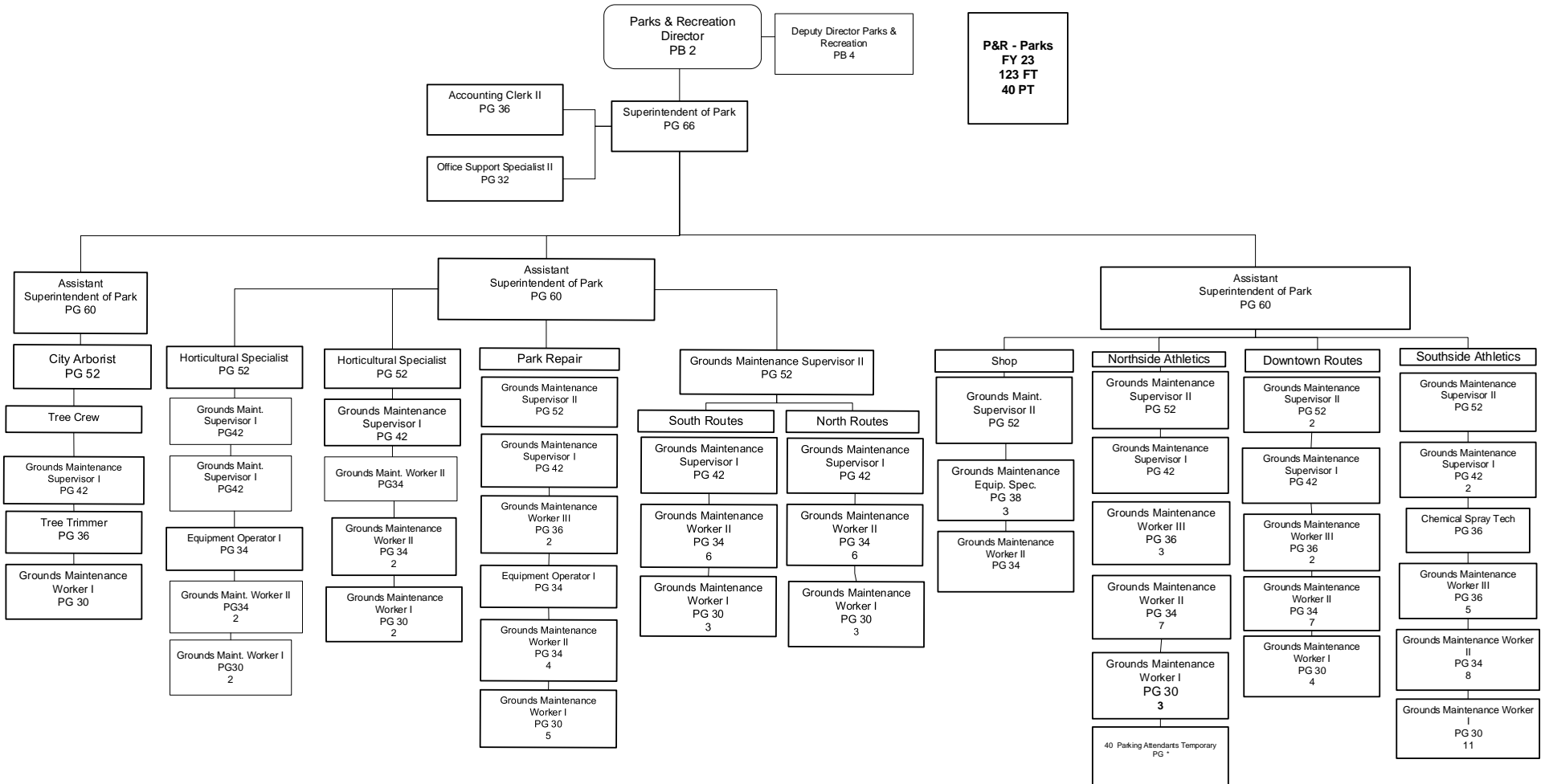


Figure 156: Parks, Recreation, & Cultural Arts Table of Organization

## PRCA – Parks – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Superintendent of Parks	1	1	66	\$79,428.56 - \$123,219.79
Assistant Superintendent of Parks	3	3	60	\$68,613.39 - \$106,441.88
City Arborist	1	1	52	\$56,448.41 - \$87,570.00
Grounds Maint Supervisor II	8	7	52	\$56,448.41 - \$87,570.00
Horticultural Specialist	1	2	52	\$56,448.41 - \$87,570.00
Grounds Maint Supervisor I	11	11	42	\$44,228.80 - \$68,613.39
Grounds Maint Equip Specialist	3	3	38	\$40,116.83 - \$62,234.37
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Chemical Spray Tech	1	1	36	\$38,206.50 - \$59,270.81
Grounds Maint Worker III	12	12	36	\$38,206.50 - \$59,270.81
Tree Trimmer	1	1	36	\$38,206.50 - \$59,270.81
Equipment Operator I	2	2	34	\$36,387.14 - \$56,448.41
Grounds Maint Worker II	44	44	34	\$36,387.14 - \$56,448.41
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
Grounds Maint Worker I	33	33	30	\$33,004.21 - \$51,200.36
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>123</b>	<b>123</b>		
Parking Attendant (Parks & Rec.)	40	40	*	\$22,880.00 - \$165,126.30
<b>TOTAL PART TIME EMPLOYEES</b>	<b>40</b>	<b>40</b>		
	<b>TOTAL FT</b>	<b>123</b>	<b>123</b>	
	<b>TOTAL PT</b>	<b>40</b>	<b>40</b>	

Figure 157: Parks, Recreation, & Cultural Arts Parks Positions

# PRCA – Recreation – Table of Organization

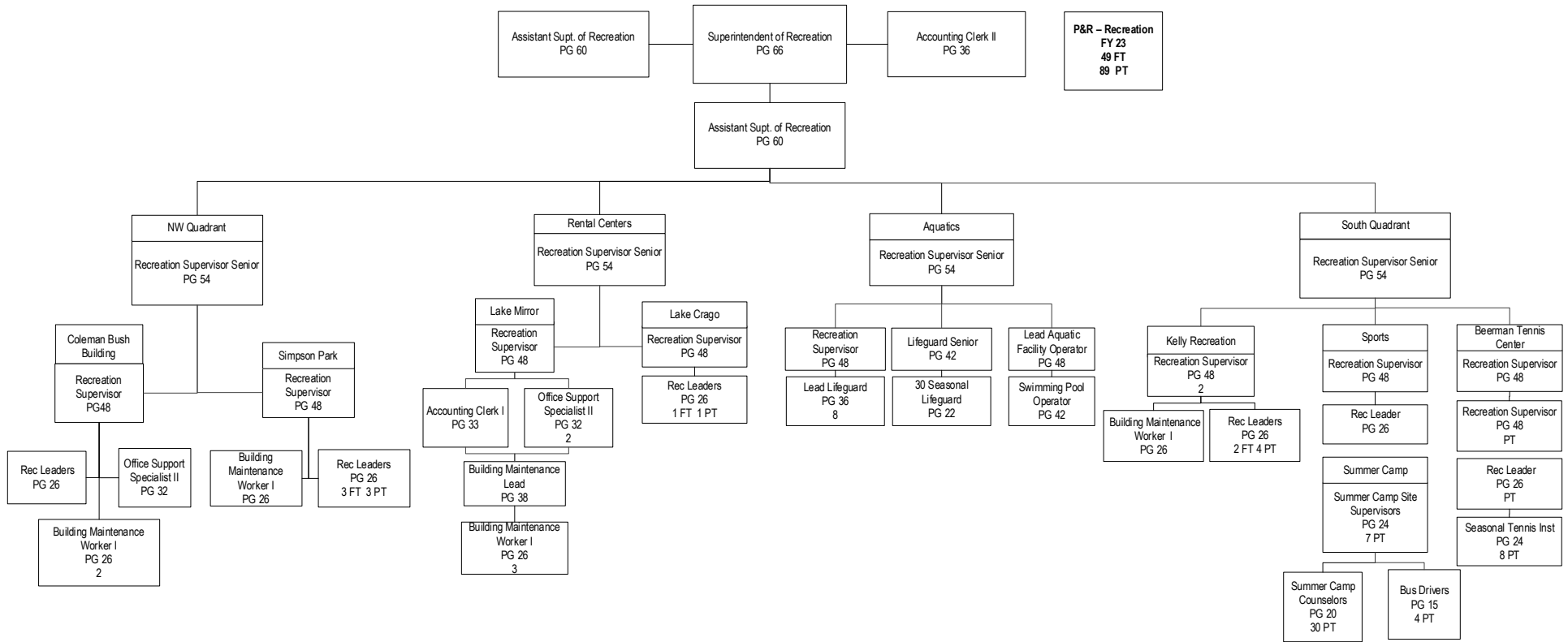


Figure 158: Parks, Recreation, & Cultural Arts Table of Organization

## PRCA – Recreation – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Superintendent of Recreation	1	1	66	\$79,428.56 - \$123,219.79
Asst Superintendent of Recreation	2	2	60	\$68,613.39 - \$106,441.88
Recreations Supervisor, Sr	4	4	54	\$59,270.81 - \$91,948.50
Lead Aquatic Facility Operator	1	1	48	\$51,200.36 - \$79,428.56
Recreations Supervisor	9	9	48	\$51,200.36 - \$79,428.56
Lifeguard, Sr	1	1	42	\$44,228.80 - \$68,613.39
Swimming Pool Operator	1	1	42	\$44,228.80 - \$68,613.39
Building Maint Lead	2	2	38	\$40,116.83 - \$62,234.37
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Lead Lifeguard	8	8	36	\$38,206.50 - \$59,270.81
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
Office Support Specialist II	3	3	32	\$34,654.43 - \$53,760.39
Recreation Leader	7	8	26	\$29,935.78 - \$46,440.23
Building Maint Worker I	8	7	26	\$29,935.78 - \$46,440.23
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>49</b>	<b>49</b>		
Recreations Supervisor	1	1	48	\$51,200.36 - \$79,428.56
Recreation Leader	9	9	26	\$29,935.78 - \$46,440.23
Summer Camp Site Supervisor	7	7	24	\$28,510.28 - \$44,228.80
Tennis Instructor	8	8	24	\$28,510.28 - \$44,228.80
Lifeguard	30	30	22	\$27,152.64 - \$42,122.67
Summer Camp Counselor	30	30	20	\$25,859.65 - \$40,116.83
Bus Driver	4	4	15	\$21,274.80 - \$33,004.22
<b>TOTAL PART TIME EMPLOYEES</b>	<b>89</b>	<b>89</b>		
<b>TOTAL FT</b>	<b>49</b>	<b>49</b>		
<b>TOTAL PT</b>	<b>89</b>	<b>89</b>		

Figure 159: Parks, Recreation, & Cultural Arts Positions

## PRCA Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 24,136,970.00	\$ 29,320,015.00	\$ 25,524,954.00	\$ 28,859,958.00

Figure 160: Parks, Recreation, & Cultural Arts Budget Summary – Expenses

# PRCA Performance Management

## Parks, Recreation and Cultural Arts Key Success Indicators (KSIs) Linked to City Goals



**Quality of Life**  
(QOL)



**Communication**  
(COMM)



**Economic Opportunity**  
(EO)



**Fiscal Management**  
(FM)



**Growth Management**  
(GM)



**Governance**  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Acreage of parks per 1,000 population	QOL-4	FY Annually	16.99	16.76	16.11	<a href="#">Chart 49</a>	12 or >
Change in urban forestry	QOL-4	FY Annually	Planted: 6,610 Removed: 2,580	Planted: 408 Removed: 241	Planted: 344 Removed: 170	<a href="#">Chart 50</a>	Increase
Total Library circulation	QOL-4	FY Annually	976,000 <sup>16</sup>	881,217 <sup>17</sup>	875,467 <sup>18</sup>	<a href="#">Chart 51</a>	950,000
Recreation class or program participation	QOL-4	FY Annually	Attendance: 385,755 Transactions: 143,080	Attendance: 220,292 Transactions: 84,919	Not Available <sup>19</sup>	<a href="#">Chart 52A</a> <a href="#">Chart 52B</a>	Increase

Figure 161: Parks, Recreation and Cultural Arts – Key Success Indicators

### Department Objectives – Parks, Recreation and Cultural Arts

1. Provide customers with high quality public library services and collections in response to the pursuit of their education, recreation, and information needs.
2. Provide access to internet resources through public access computers and high speed wi-fi connections.
3. Improved quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.
4. Provide citizens with safe, visually pleasing, and enjoyable experiences utilizing public facilities, parks, athletic complexes, and public rights-of-way.
5. Provide a variety of activities, programs, athletic leagues, day camps and special events.
6. Provide publicly funded space and maintained and improved facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.
7. Provide Lakeland Citizens with respectful, attractive, and well-maintained burial parks.
8. To enhance our Citizens' quality of life by providing family-oriented safe and secure aquatics facilities offering instructional classes and specialized programs for both recreational and competitive participants.
9. To provide quality public space and programming designed to offer superior golf-related recreation and leisure opportunities for quality family, individual and corporate experiences.
10. To offer and create a variety of activities, programs, athletic leagues, day camps and special events. To provide publicly funded space and to maintain and improve facilities and parks eligible for renting and reserving with the goal of improving the quality of life for Lakeland residents.

<sup>16</sup> Impacts from COVID-19 closures.

<sup>17</sup> Main Library under construction

<sup>18</sup> Extended construction at Main Library

<sup>19</sup> Data report Not Available due to new software system implementation.

# PRCA Performance Management

## Parks, Recreation and Cultural Arts Performance Measures

Performance Measure	Department Objectives Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Aquatics</b>						
Number of Swim lessons participants	5,8	Annually	0 <sup>20</sup>	333	NA	TBD
<b>Cemeteries</b>						
Interments	7	Annually	421	520	472	475
Lot Sales	7	Annually	462	623	645	600
Memorial Installations	7	Annually	292	330	291	300
<b>Cleveland Heights Golf Course</b>						
Rounds of Golf	3,9	Quarterly	65,271 <sup>21</sup>	74,631	87,231	75,000
Memberships	3,9	Annually	52	45	53	60
Tournaments	3,9	Annually	19 <sup>22</sup>	33	37	37
<b>Libraries</b>						
Digital Circulation total (percent of Total Circulation attributed to Digital content)	1	Annually	28%	29%	34%	36%
Visits to the facilities	1, 2, 3	Annually	346,285 <sup>23</sup>	304,164 <sup>24</sup>	305,623 <sup>25</sup>	450,000
Number of programs	3	Annually	472 <sup>26</sup>	108 <sup>27</sup>	155 <sup>28</sup>	200
Attendance at programs	3	Annually	10,522 <sup>29</sup>	1,421 <sup>30</sup>	2,459	2,500
Hours of public access computer use	1, 2	Annually	49,159 <sup>31</sup>	35,333 <sup>32</sup>	33,139 <sup>33</sup>	38,000
<b>Parks</b>						
Acres Maintained (Active Parks)	4, 6	Annually	643.64	643.64	644.84	644.84
Acres Maintained (Passive Parks)	4, 6	Annually	97	95	196.5	196.5
Acres Maintained (Right of Way)	4	Annually	72	72	72	72
Volunteer Hours	4, 6	Annually	2,182 <sup>34</sup>	4291	5,460	4,800
Maintenance Cost per acre	4, 6	Annually	\$7,487	\$11,767	\$14,016	\$14,000
Trees Trimmed	4, 6	Annually	3,586	3,650	4,189	3,200
Operating Expenditures for Park Maintenance (	4, 6	Annually	\$6,084,727	\$6,066,874	\$6,081,091	\$6,500,000
<b>Recreation and Facilities Services<sup>35</sup></b>						
Number of teams: Youth	4, 5, 6, 10	Quarterly	0	0	Not Available	TBD
Number of teams: Adult	4, 5, 6, 10	Quarterly	45	28	Not Available	TBD
Number of participants: Youth	4, 5, 6, 10	Quarterly	960	0	Not Available	TBD
Number of participants: Adult	4, 5, 6, 10	Quarterly	60	0	Not Available	TBD
Camp Participation	5, 8, 10	Annually	195	220	200	220
Number of building Rentals	5, 6, 8, 10	Annually	119	34	Not Available	TBD
Number of Instructional lessons: Tennis	5, 6, 10	Quarterly	437	543	Not Available	TBD
Number of camp participants: Tennis	5, 6, 10	Quarterly	96	102	Not Available	TBD
Total Attendance: All Recreation Centers	5, 6, 8, 10	Quarterly	98,296	98,157	Not Available	TBD
Total Transactions: All Facilities	5, 6, 8, 10	Quarterly	37,674	53,456	Not Available	TBD
New Patron Sign-ups: All Facilities	5, 6, 8, 10	Quarterly	1,313	2,181	Not Available	TBD

Figure 162: Parks, Recreation and Cultural Arts Performance Measures

<sup>20</sup> Numbers impacted by COVID-19.

<sup>21</sup> Closed 38 days due to COVID-19.

<sup>22</sup> Many events closed or cancelled due to COVID-19.

<sup>23</sup> Closures and occupancy limits due to COVID-19.

<sup>24</sup> Construction of Main Library.

<sup>25</sup> Extended construction timeline influenced visits.

<sup>26</sup> Closures and occupancy limits due to COVID-19.

<sup>27</sup> Virtual and live; Construction of Main Library.

<sup>28</sup> Extended construction timeline.

<sup>29</sup> Closures and occupancy limits due to COVID-19.

<sup>30</sup> Virtual and live; Construction of Main Library.

<sup>31</sup> Closures and occupancy limits due to COVID-19.

<sup>32</sup> No computers for adults at Main Library due to construction.

<sup>33</sup> Extended construction at Main Library.

<sup>34</sup> Decrease due to COVID-19 restrictions.

<sup>35</sup> Most data reports Not Available due to new software system implementation.



## PRCA Performance Management

### Changes, Accomplishments & Efficiencies – Parks, Recreation & Cultural Arts

- Completed Phase 2 of John McGee Park, 2 lite multi-purpose fields, playground and .5-mile walking path.
- Obtained a \$200,000 FRDAP Grant for Lake Crago Phase 3.
- Installed a 9 Hole Disc Golf Course at Lake Parker.
- Hollis Garden planted 15,384 annuals throughout the year.
- Added an additional 15+ new classes/programs to our Recreation facilities.
- Cemetery crew began irrigation in the three (3) acre expansion area.
- Cleveland Heights Golf Course (CHGC) Voted Best of The Best Golf Course Lakeland Ledger (Won This Award the past 6 out of 7 Years).
- CHGC was Featured Golf Course of The Month (January) by The Florida Historic Golf Trail.
- CHGC increased Golf Tournaments from 33 to 37.
- Recreation continues to use new software to streamline Recreation, Rentals, Leagues, Camps and Swim Lessons.
- Hosted Vanguard CrossFit competition at Gandy Pool, with over 700+ athletes.
- Partnering with Rochelle School of Arts to assist with Community Garden.
- Partnering with Southeastern University Physical Therapy Program for Water Rehabilitation.
- Partnered with Special Olympics for Summer 2022.
- Raised over \$1700 for United Way with Candy Gram fundraiser.
- New playgrounds added to Southwest, Westside, and Peterson Park.
- Polk County Library Cooperative (PCLC) donated a library material vending machine to be placed in the Kelly Recreation Complex in FY23.
- Main Library Phase 1 HVAC/LHCC Construction was completed.
- The Lakeland History and Culture Center's (LHCC) first exhibit "Ties that Bind" was opened to the public within the Main Library.
- The Main Library participated in the Florida Outdoor Sculpture Competition, hosting two pieces for public viewing.
- CHGC hosted Boys & Girls High School County, District and Regional Golf Tournaments, Sunshine State High School Athletic Conference, and Polk County Middle Schools Golf Tournaments.
- Increased attendance by over 100,000 in Recreation Facilities.
- Added Water Activity for Parkinson's Patients.
- Kayak tours and rowing crew were added to Lake Crago Complex.

## Lakeland Police Department

The Lakeland Police Department (LPD) responds to emergency and non-emergency calls for service as well as proactively patrolling the City on a 24/7 basis. The LPD Communications Center is a 24-hour, 7-days per week operation answering 911 calls and dispatching for both LPD and the Lakeland Fire Department (LFD).

### Divisions

- Office of Chief of Police
- Investigative Services
- Community Services
- Uniform Patrol Division
- Special Operations Division
- Support Services Division

The Patrol Services' Targeted Areas of Concentration (TAC) Crime-Control Program provides continuous crime reports and trends analysis that allows Commanders to target problematic areas with strategies and resources. Pro-active patrols by the Neighborhood Enforcement Team (NET) focus on reducing violent crimes and property crimes. Traffic Enforcement and Education enforces traffic laws and educate the public to reduce property damage and bodily injury resulting from traffic crashes.

LPD's Criminal Investigations (CIS) members conduct investigations related, but not limited to crimes such as murder, sexual offenses, robbery, burglary, larceny, fraud, and auto theft. Juvenile Services (JSS) members conduct investigations into violations of laws related to narcotics and vice. Crime Lab is a part of CIS that provides crime scene services and forensic examinations.

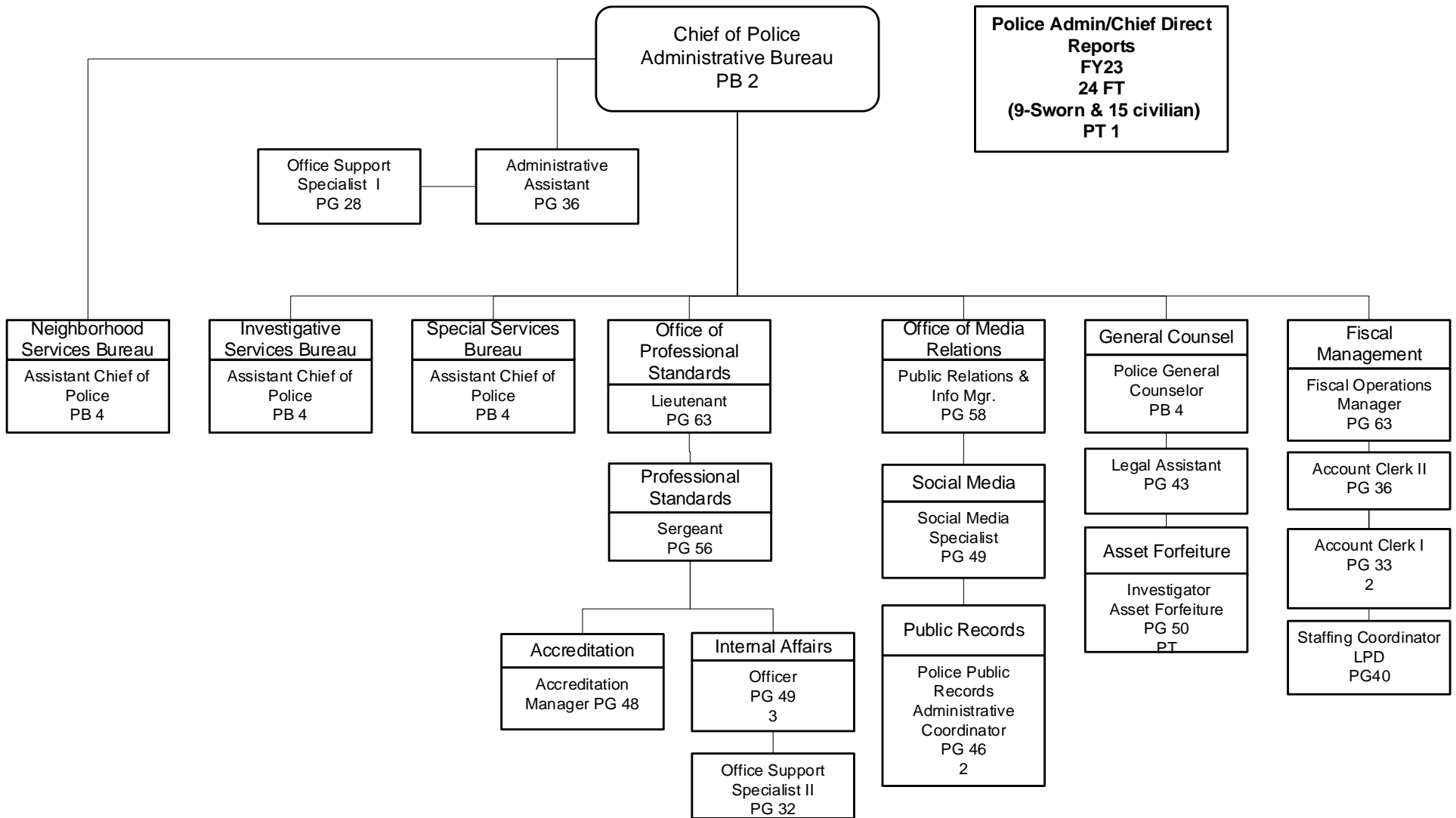
LPD engages in Community Policing and the development and maintenance of collaborative community partnerships and pro-active neighborhood problem-solving. LPD provides both commercial and residential security surveys, which assess the security strengths and weaknesses of a specific location and make appropriate recommendations for improvement. LPD works with the public in organizing and maintaining Neighborhood Watch and Business Watch programs throughout the City.

LPD also works to educate the public through programs such as the Citizens Police Academy. Through its Crime Prevention Program, LPD makes presentations to local churches, civic, neighborhood, school, and business organizations in the City. The Domestic Abuse Response Team (DART) educates the public and refers victims of domestic abuse to the appropriate service providers in the community.

LPD's School Resource Officer Program maintains order by providing on-site law enforcement presence at local middle and high schools. The Police Athletic Activities League Program provides after-school athletic, academic, and mentoring programs for at-risk youth in the city. The Truancy Intervention Program (TIP) keeps kids off the streets and out of trouble by enforcing truancy laws and ordinances.

LPD also provides police services for special events at City events such as Sun 'n Fun Fly-In and the annual Christmas Parade.

**Police – Office of the Chief of Police – Table of Organization**



**Police Admin/Chief Direct Reports  
FY23  
24 FT  
(9-Sworn & 15 civilian)  
PT 1**

Figure 163: Police Administration Table of Organization

## Police – Investigative Services – Table of Organization

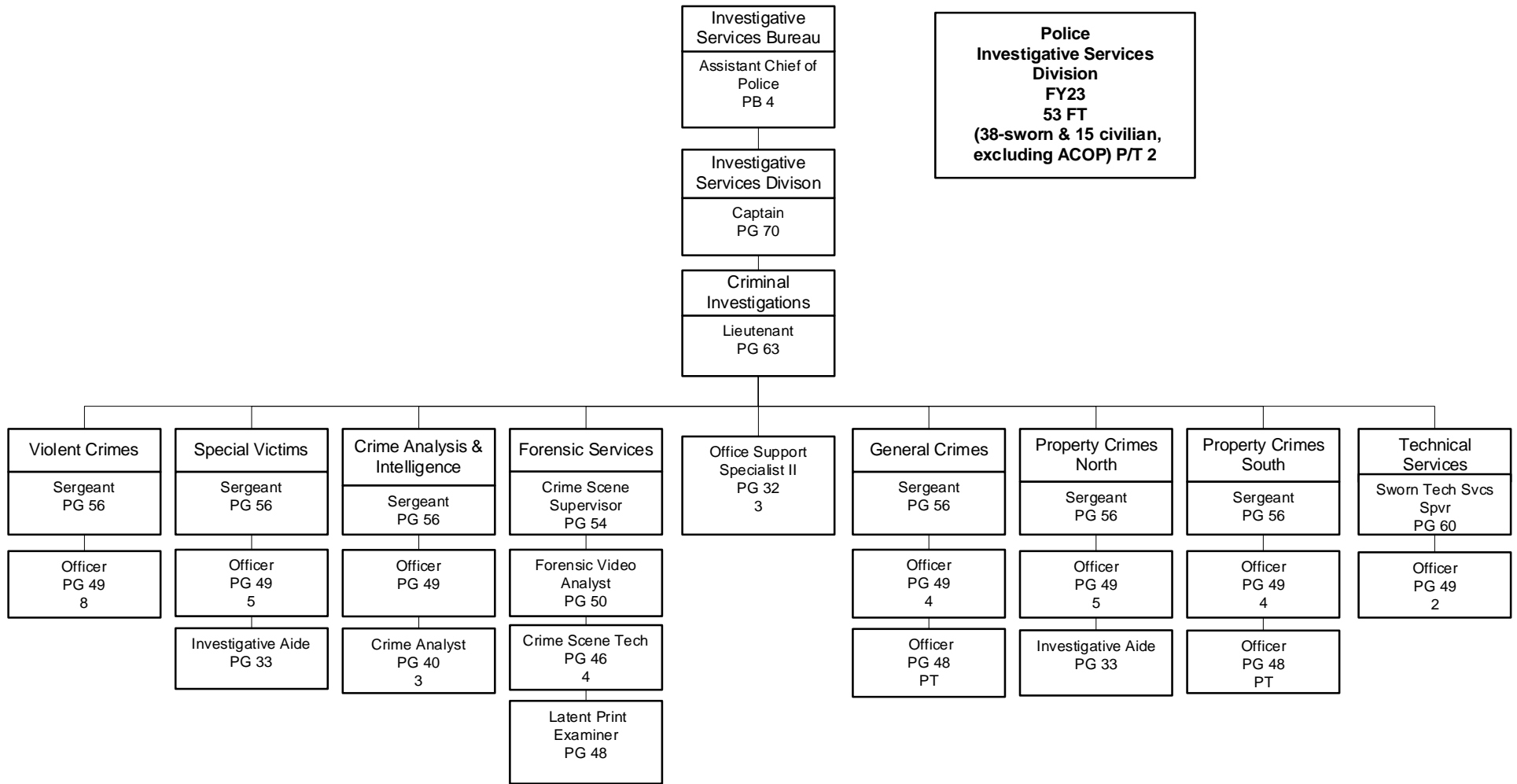


Figure 164: Police Investigative Services Division Table of Organization

# Police – Community Services – Table of Organization

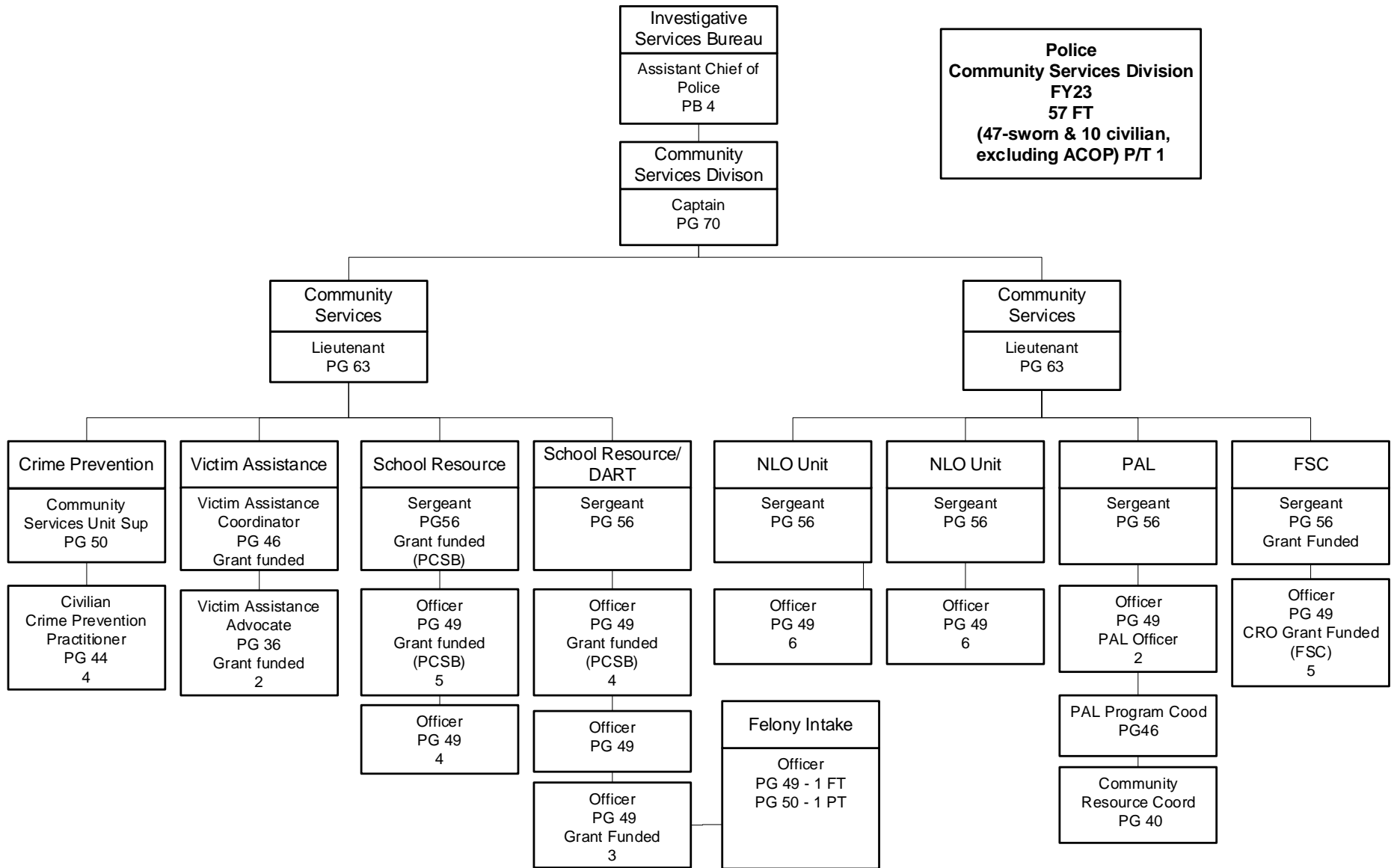


Figure 165: Police Community Services Division Table of Organization

## Police – Uniform Patrol Division – Table of Organization

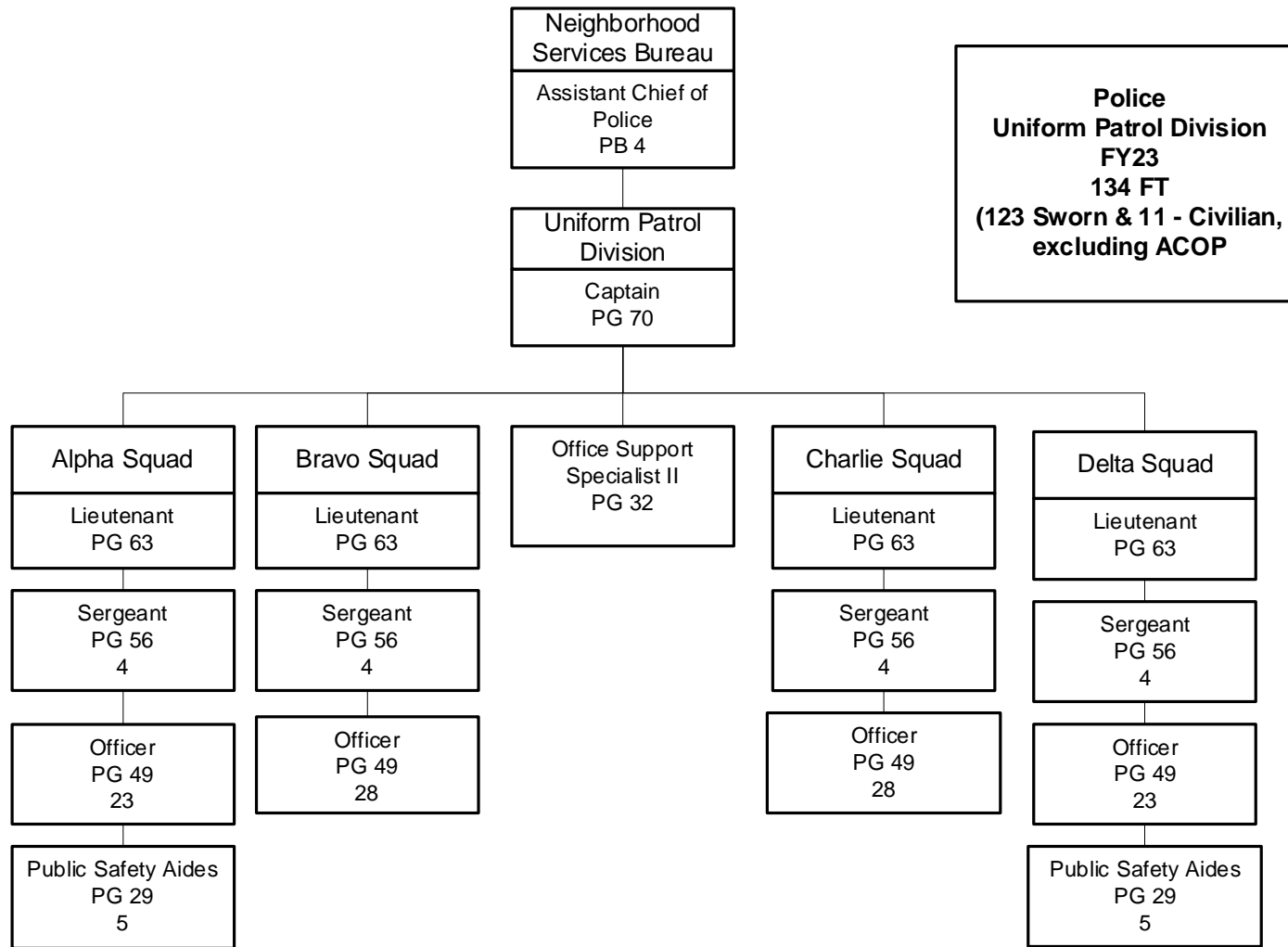


Figure 166: Police Uniform Patrol Division Table of Organization

# Police – Special Operations Division – Table of Organization

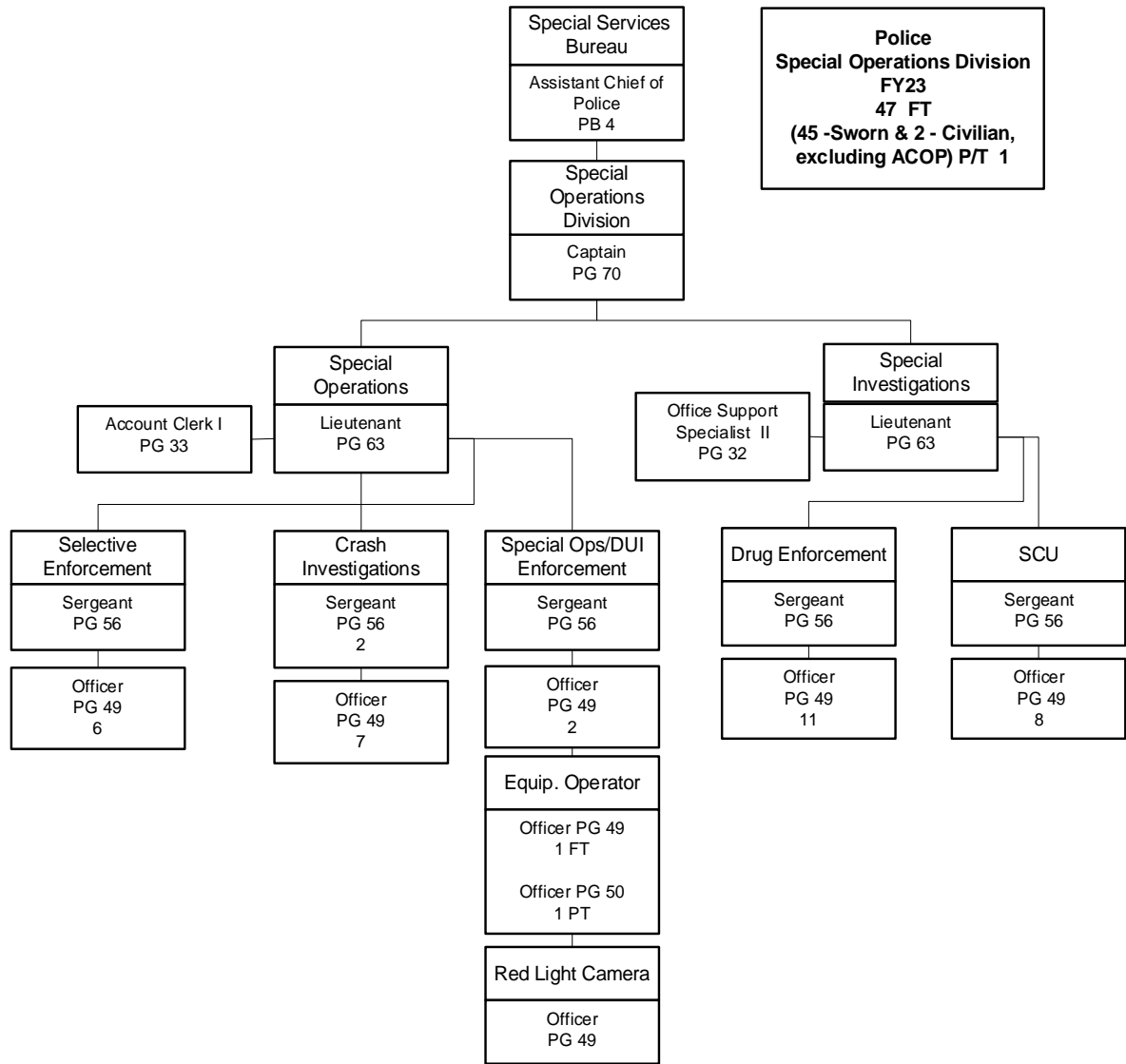


Figure 167: Police Special Operations Division Table of Organization

# Police – Support Services Division – Table of Organization

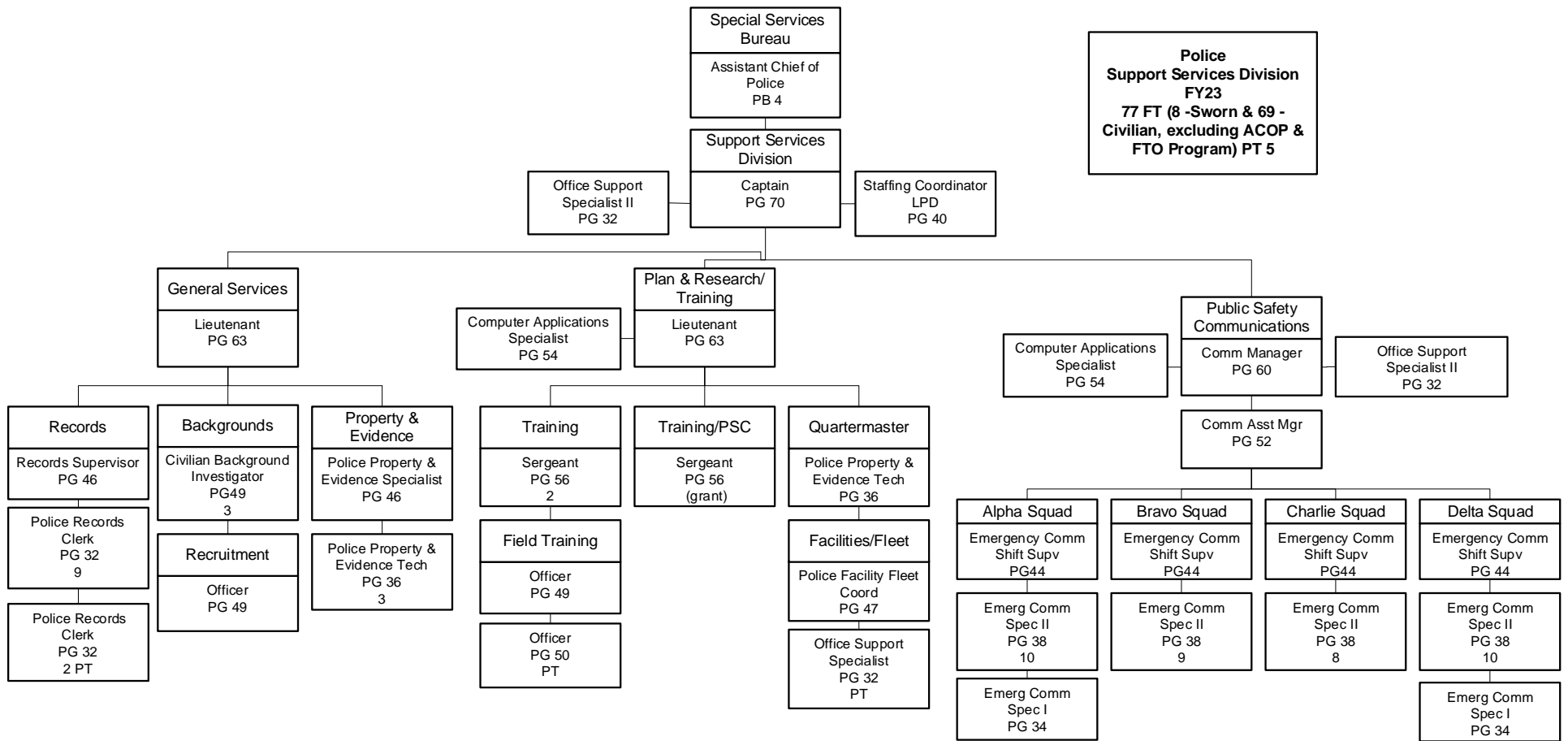


Figure 168: Police Support Services Division Table of Organization



## Police – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Police Chief	1	1	PB2	\$99,875.14 - \$185,517.91
Assistant Police Chief	3	3	PB4	\$81,320.87 - \$151,042.23
Police General Counselor	1	1	PB4	\$81,320.87 - \$151,042.23
Police Lieutenant	11	12	P63	\$104,203.20 - \$115,607.16
Tech Services Unit Supervisor	1	1	P60	\$69,066.12 - \$107,719.59
Police Sergeant	37	38	P56	\$88,410.48 - \$100,538.23
Police Officer	196	210	P49	\$56,978.42 - \$85,015.98
Police Captain	5	5	70	\$87,570.00 - \$135,849.82
Fiscal Operations Manager	1	1	63	\$73,823.18 - \$114,523.99
Communications Center Manager	1	1	60	\$68,613.39 - \$106,441.88
Public Relations & Information Manager	1	1	58	\$65,346.08 - \$101,373.23
Computer Application Specialist	1	2	54	\$59,270.81 - \$91,948.50
Crime Scene Supervisor	1	1	54	\$59,270.81 - \$91,948.50
Comm. Center Assistant Manager	1	1	52	\$56,448.41 - \$87,570.00
Community Services Unit - Supervisor	1	1	50	\$53,760.39 - \$85,200.00
Forensic Video Analyst	1	1	50	\$53,760.39 - \$85,200.00
Civilian Background Investigator	3	3	49	\$52,464.76 - \$81,390.06
Social Media Specialist	1	1	49	\$52,464.76 - \$81,390.06
Accreditation Manager	1	1	48	\$51,200.36 - \$79,428.56
Latent Print Examiner	0	1	48	\$51,200.36 - \$79,428.56
Police Facility Fleet Coordinator	1	1	47	\$49,966.45 - \$77,514.34
Crime Scene Technician	4	4	46	\$48,762.26 - \$75,646.25
PAL Coordinator	1	1	46	\$48,762.26 - \$75,646.25
Police Public Records Admin. Coord.	1	2	46	\$48,762.26 - \$75,646.25
Records Supervisor	1	1	46	\$48,762.26 - \$75,646.25
Property & Evidence Specialist	1	1	46	\$48,762.26 - \$75,646.25
Victim Assistance Coordinator -VOCA	1	1	46	\$48,762.26 - \$75,646.25
Civilian Crime Prevention Practitioner	4	4	44	\$46,440.23 - \$72,044.05
Emergency Communications Shift Supervisor	4	4	44	\$46,440.23 - \$72,044.05
Legal Assistant	1	1	43	\$45,321.03 - \$70,307.79
Community Resources Coordinator	1	1	40	\$42,122.67 - \$65,340.81
Crime Analyst	3	3	40	\$42,122.67 - \$65,340.81
Staffing Coordinator LPD	2	2	40	\$42,122.67 - \$65,340.81

Figure 169: Police Positions – Part 1

## Police – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Emergency Communications Specialist II	37	37	38	\$40,116.83 -\$62,234.37
Accounting Clerk II	1	1	36	\$38,206.50 -\$59,270.81
Administrative Assistant	1	1	36	\$38,206.50 -\$59,270.81
Police Property & Evidence Tech	4	4	36	\$38,206.50 -\$59,270.81
Victim Assistance Advocate - VOCA	2	2	36	\$38,206.50 -\$59,270.81
Emergency Communications Specialist I	2	2	34	\$36,387.14 -\$56,448.41
Accounting Clerk I	3	3	33	\$35,510.21 -\$55,088.00
Investigative Aide	2	2	33	\$35,510.21 -\$55,088.00
Police Records Clerk	9	9	32	\$34,654.43 -\$53,760.39
Office Support Specialist II	8	8	32	\$34,654.43 -\$53,760.39
Public Safety Aide	10	10	29	\$32,208.81 -\$49,966.45
Office Support Specialist I	1	1	28	\$31,432.58 -\$48,762.26
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>374</b>	<b>392</b>		
Investigator Asset Forfeiture	1	1	50	\$53,760.39 -\$85,200.00
Latent Print Examiner	2	0	48	\$51,200.36 -\$79,428.56
Police Officer	5	5	50	\$53,760.39 -\$85,200.00
Office Support Specialist II	1	1	32	\$34,654.43 -\$53,760.39
Police Records Clerk	2	2	32	\$34,654.43 -\$53,760.39
<b>TOTAL PART TIME EMPLOYEES</b>	<b>11</b>	<b>9</b>		
<b>TOTAL FT</b>	<b>374</b>	<b>392</b>		
<b>TOTAL PT</b>	<b>11</b>	<b>9</b>		

Figure 170: Police Positions – Part 2

## Lakeland Police Department Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 44,421,085.00	\$ 51,800,093.00	\$ 48,860,046.00	\$ 53,184,243.00

Figure 171: Lakeland Police Department Budget Summary – Expenses

# Lakeland Police Department Performance Management

## Police Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	Chart	CY2023 Target
Percent of citizen generated emergency calls answered within 20 seconds	QOL-1	CY Quarterly	99%	98.9%	Not Available	<a href="#">Chart 53</a>	90% or >
Response times to Priority 1 calls <sup>36</sup>	QOL-1 GM-1	CY Annually	Average: 5:42	Average: 4:51	Not Available	<a href="#">Chart 54</a>	Average < 7 minutes
Overall Feeling of Safety <sup>37</sup>	GM-1	FY Annually	75%	74.66%	72.6%	<a href="#">Chart 55</a>	Increase
Percent of change in the number of Neighborhood Watch Programs	GM-1	CY Annually	↓ -78.03% <sup>38</sup>	↑ 772.41%	Not Available	<a href="#">Chart 56</a>	Increase
Total number of Police Athletic League (PAL) participants	QOL-4	CY Annually	833	1,119	Not Available	<a href="#">Chart 57A</a> <a href="#">Chart 57B</a>	Increase
Police social media Engagement (facebook) <sup>39</sup>	QOL-1	CY Annually	↑ 29.41%	↑ 16.25%	Not Available	<a href="#">Chart 58</a>	Increase
Police social media Engagement (Twitter)	QOL-1	CY Annually	↑ 9.42%	↑ 1.57%	Not Available	<a href="#">Chart 59</a>	Increase
Police social media Engagement (Instagram)	QOL-1	CY Annually	↑ 129.03%	↑ 20.92%	Not Available	<a href="#">Chart 60</a>	Increase
Police social media (facebook Crime-related posts) Total Number of Views	QOL-1, COMM-2, 3	CY Quarterly	455,800 (Total)	177,000 (Total)	Not Available	<a href="#">Chart 61</a>	Increase
Police social media (facebook Public Relations posts) Total Number of Views	QOL-1	CY Quarterly	35,358,220 (Total)	763,900 (Total)	Not Available	<a href="#">Chart 62</a>	Increase

Figure 172: Police – Key Success Indicators

<sup>36</sup> Priority 1 Calls are those where life is known to be in immediate danger, or a felony is in progress.

<sup>37</sup> Data collected via City survey conducted each January. Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “Overall feeling of safety in Lakeland.”

<sup>38</sup> CY20 number of programs was greatly reduced due to COVID-19.

<sup>39</sup> Engagement is defined as the number of people who liked, shared, or spent time on an item.

# Lakeland Police Department Performance Management

## Department Objectives – Police

1. Provide prompt, attentive, and compassionate customer service in response to calls for police, emergency and non-emergency services from the residents and visitors of the City of Lakeland.
2. Provide quality follow-up investigations of criminal incidents occurring within the City of Lakeland along with developing an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
3. Provide support for a vibrant, culturally diverse community by providing the youth of Lakeland with positive role models, mentors, and educational lifestyle options, as alternatives to gang participation and drug use.
4. Develop an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
5. Provide professional, high-quality, effective patrol services while reducing crime, ensuring public safety, and providing responsive customer service.

## Police Performance Measures

Performance Measure	Department Objective Link	Frequency	CY2020 Actual	CY2021 Actual	CY2022 Actual	CY2023 Proposed
<b>Community Police</b>						
Number of Crime Prevention Programs	3, 4	Quarterly	234	560	Not Available	600
Number of Victims assisted	1, 2, 5	Annually	3,779	3,709	Not Available	3,750
<b>Dispatching</b>						
Total Calls received in dispatch	1	Quarterly	259,767	267,162	Not Available	260,000
Police calls for service	1	Quarterly	102,011	110,967	Not Available	110,000
<b>Investigative Services</b>						
Total Lab Cases Worked	2, 5	Quarterly	1,188	1,252	Not Available	1,200
Total Criminal Investigative Cases	2, 5	Quarterly	1,290 Estimate	7,350	Not Available	Monitor Only
Total Special Investigative Cases	2, 5	Quarterly	204	185 Estimate	Not Available	Monitor Only
<b>Patrol</b>						
Calls for Service	2, 5	Quarterly	93,858	110,967	Not Available	Monitor Only
Driving Under the Influence (DUI) Arrests	5	Quarterly	112	128	Not Available	Monitor Only
Total Traffic Citations	5	Quarterly	7,510	8,776	Not Available	Monitor Only

Figure 173: Police Performance Measures

## Lakeland Police Department Performance Management

### Changes, Accomplishments & Efficiencies – Police

- The Lakeland Police Department (LPD), in partnership with local community and government partners, hosted the first PEACE TEEN SUMMIT. Local youth were invited to hear a special presentation on “The Law in Your Community”. The topics addressed at the event were geared toward youth, ages 13 to 18, to improve communications with law enforcement. The presentations also explained critical federal, state, and local laws. Also, participants were able to meet local officers and ask questions. Approximately 100 teenagers, parents, and local organizations attended the event.
- LPD participated in the Cops for Kids event in 2021. Prior to the event, LPD Staff goes Christmas shopping for local families. These gifts are later distributed at the Lake Mirror Center where kids and their families take photos with Santa and their local heroes. Cops for Kids serves over 100 families in Lakeland.
- Recruiting specific Facebook and Instagram accounts (Joinlakelandpd) were created to specifically highlight job opportunities within LPD, allowing a more direct connection to potential applicants.
- The Communication Center completed a successful year one CALEA file review with no exceptions.
- The Communications Center trained all personnel with a new CAD/RMS system.
- Special Investigations and the DEA conducted the semi-annual drug take-back at LPD’s station.
- Special Investigations has streamlined the surveillance equipment with a multi-functional system providing quicker set-up and higher quality recording.
- The General Services Section (GSS) secured the Edward Byrne Memorial Justice Assistance Grant–Countywide (JAG-C) of approximately \$20,000. The grant will purchase a cargo trailer and three speed measurement trailers.



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## Public Works

The Public Works Department maintains facilities and provides services necessary for overall quality of life for the citizens of Lakeland.

### Divisions

- Construction and Maintenance
- Engineering
- Facilities Maintenance
- Fleet Management
- Lakes and Stormwater
- Solid Waste & Recycling
- Traffic Operations & Parking Services

The Construction and Maintenance Division is responsible for the street and drainage system, construction and maintenance projects and assists in the maintenance of the City's lakes and environmental programs.

The Engineering Division provides survey, design, permitting and inspection services to the Public Works Capital Improvement Projects for transportation and stormwater facilities. The Division also works with Community & Economic Development to review site plans for private commercial and subdivision development projects and issues right-of-way use permits for construction activities within the City of Lakeland City limits.

The Facilities Maintenance Division provides maintenance, construction, janitorial, safety and fire suppression system support service for the City's 186 facilities. These services include structural, heating, ventilation, and air conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security, and fire suppression systems. The Division maintains approximately 2,700,000 square feet of various building space and performs over 4,000 work orders per year.

Fleet Management oversees the maintenance, acquisition, disposal, and fueling of the City's vehicle and equipment fleet, totaling over 1,300 units. Lakeland's vehicle fleet consists of automobiles, light, medium, and heavy trucks, construction and industrial equipment, utility and solid waste servicing vehicles, and other miscellaneous equipment. During emergencies, the Division performs emergency fueling, off-site maintenance, and generator support to sustain critical city functions.

The Lakes and Stormwater Management division is responsible for the protection of lakes and streams, through watershed management principles, and for developing projects and programs that enhance water quality and other natural resources in the City's lakes, streams, and wetlands. These services include the planning, construction, operation, street sweeping, maintenance of ditches and facilities designed to enhance the quality and conveyance of surface waters and prevent flooding. The retrofitting of stormwater infrastructure to provide treatment of runoff is a major component of this service, as stormwater is a significant source of pollutant-loading to lakes and streams.



## Public Works

Lakes & Stormwater also works to control water levels in lakes and other water bodies through the development of fluctuation schedules and by operating water level control structures. The Division is responsible for permitting and enforcement of City regulations pertaining to construction in lakes and discharges to the City's stormwater system required under the City's United States Environmental Protection Agency (USEPA) and Stormwater National Pollution Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) permit. The Division also participates in a variety of educational programs throughout the community to create awareness and cooperation in the protection of the City's natural resources. Volunteers assist staff in implementing watershed projects through the Adopt-A-Lake program and the monitoring of water quality in the major lakes.

The Solid Waste and Recycling Division provides municipal solid waste collection for residential and commercial customers one to six days per week by offering Front-Loader and Roll-Off service. Both services offer various sizes of dumpster containers. The Division offers roll-off service for high volume waste generators within the City's incorporated area. The recycling program materials collected include aluminum and steel cans, clear and colored glass, newspapers, magazines, corrugated cardboard, #1 and #2 plastic bottles and phonebooks. Seven drop-off centers are located throughout the City for collection of magazines, clear and colored glass with three of these collection sites that accept all recyclables. Educational programs and recycling presentations are available upon request.

The Traffic Operations and Parking Services Division provides maintenance of traffic signals, traffic signs and traffic studies throughout the City of Lakeland. Efficient operation of traffic signals and clarity of signage improves the "Quality of Life" for the Citizens of Lakeland by reducing their commute time. Parking Services provides a better "Quality of Life" by providing improved public space and supports safe areas for the public to park and for the walking and biking public. The Division maintains three city-owned parking garages, lease spaces in the Peterson State Garage and eleven surface lots in addition to on-street parking within the City, enhancing the downtown economic climate by ensuring turnover in customer parking spaces. The two-hour free on-street parking, known as the "Yellow Zone," continues to be received favorably by customers to the downtown area and is supported by the Lakeland Downtown Development Authority, the Downtown Lakeland Partnership, and the many other businesses within the CBD.

## Public Works – Director – Table of Organization

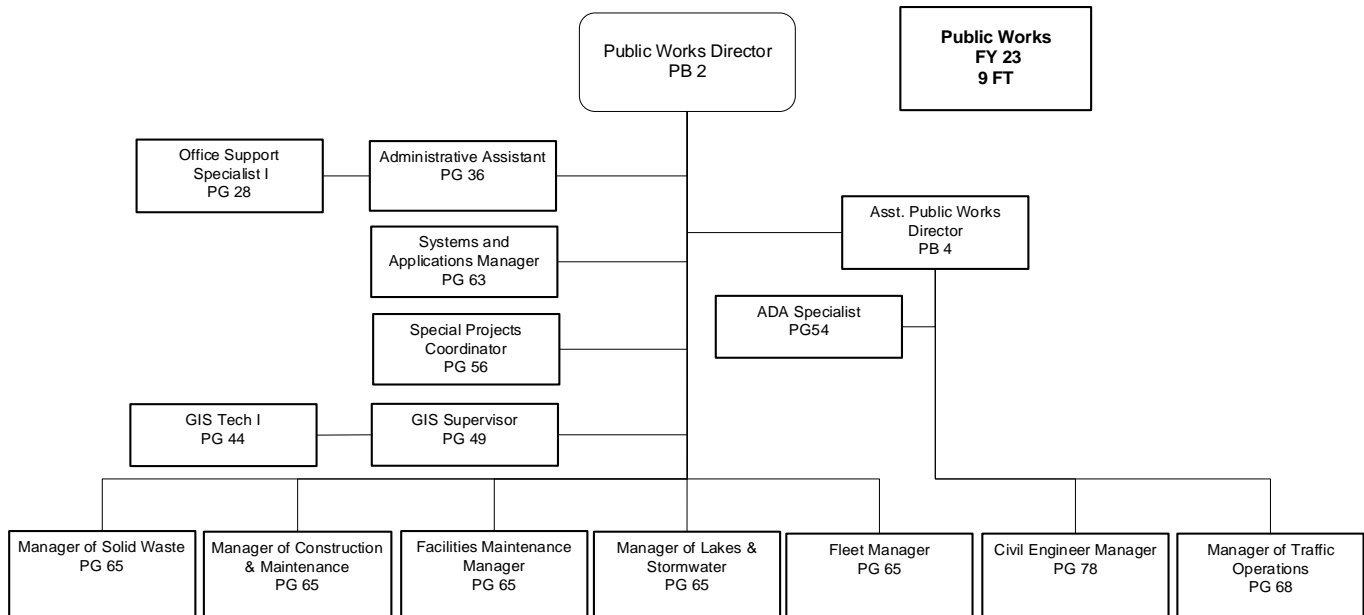


Figure 174: Public Works Director Table of Organization

## Public Works – Director – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Public Works Director	1	1	PB2	\$99,875.14 - \$185,517.91
Assistant Director of Public Works	1	1	PB4	\$81,320.87 - \$151,042.23
Systems & Applications Manager	1	1	63	\$73,823.18 - \$114,523.99
GIS Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Special Projects Coordinator	1	1	56	\$62,234.37 - \$96,545.93
ADA Specialist	1	1	54	\$59,270.81 - \$91,948.50
GIS Tech I	1	1	44	\$46,440.23 - \$72,044.05
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Office Support Specialist I	1	1	28	\$31,432.58 - \$48,762.26
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>9</b>	<b>9</b>		
<b>TOTAL FT</b>	<b>9</b>	<b>9</b>		

Figure 175: Public Works Director Positions

# Public Works – Construction and Maintenance – Table of Organization

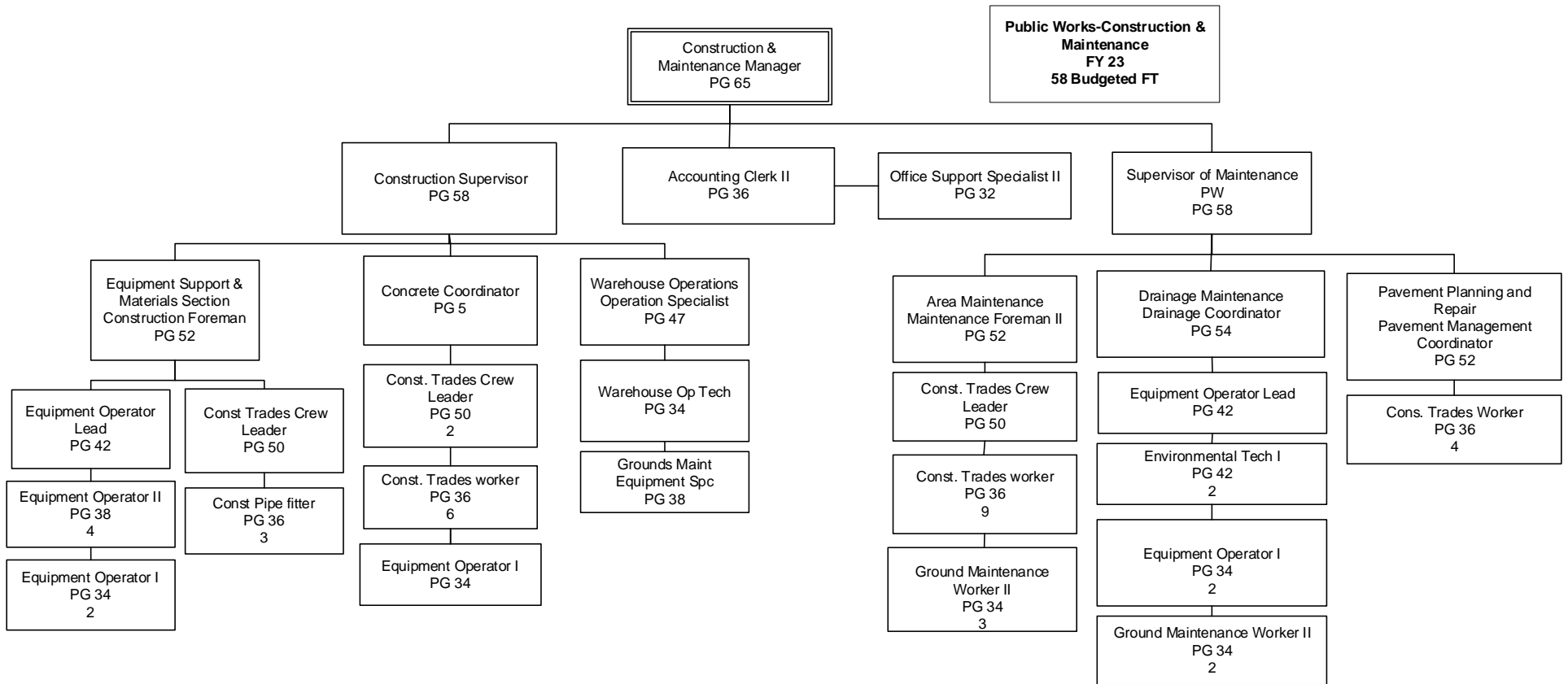


Figure 176: Public Works Construction & Maintenance Table of Organization

## Public Works – Construction and Maintenance – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Construction & Maintenance	1	1	65	\$77,514.34 - \$120,250.20
Construction Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Supervisor of Maintenance	1	1	58	\$65,346.08 - \$101,373.23
Concrete Coordinator	1	1	54	\$59,270.81 - \$91,948.50
Drainage Coordinator	1	1	54	\$59,270.81 - \$91,948.50
Construction Foreman	1	1	52	\$56,448.41 - \$87,570.00
Maintenance Foreman	2	1	52	\$56,448.41 - \$87,570.00
Pavement Management Coordinator	1	1	52	\$56,448.41 - \$87,570.00
Construction Trades Crew Leader	4	4	50	\$53,760.39 - \$85,200.00
Operations Specialist	1	1	47	\$49,966.45 - \$77,514.34
Environmental Technician I	2	2	42	\$44,228.80 - \$68,613.39
Equipment Operator, Lead	2	2	42	\$44,228.80 - \$68,613.39
Equipment Operator II	5	4	38	\$40,116.83 - \$62,234.37
Grounds Maintenance Equipment Specialist	1	1	38	\$40,116.83 - \$62,234.37
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Construction Pipefitter	3	3	36	\$38,206.50 - \$59,270.81
Construction Trades Worker	19	19	36	\$38,206.50 - \$59,270.81
Equipment Operator I	16	6	34	\$36,387.14 - \$56,448.41
Grounds Maintenance Worker II	6	5	34	\$36,387.14 - \$56,448.41
Warehouse Operations Technician	1	1	34	\$36,387.14 - \$56,448.41
Accounting Clerk I	1	0	33	\$35,510.21 - \$55,088.00
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>72</b>	<b>58</b>		
<hr/>				
<b>TOTAL FT</b>	<b>72</b>	<b>58</b>		

Figure 177: Public Works Construction & Maintenance Positions

## Public Works – Engineering – Table of Organization

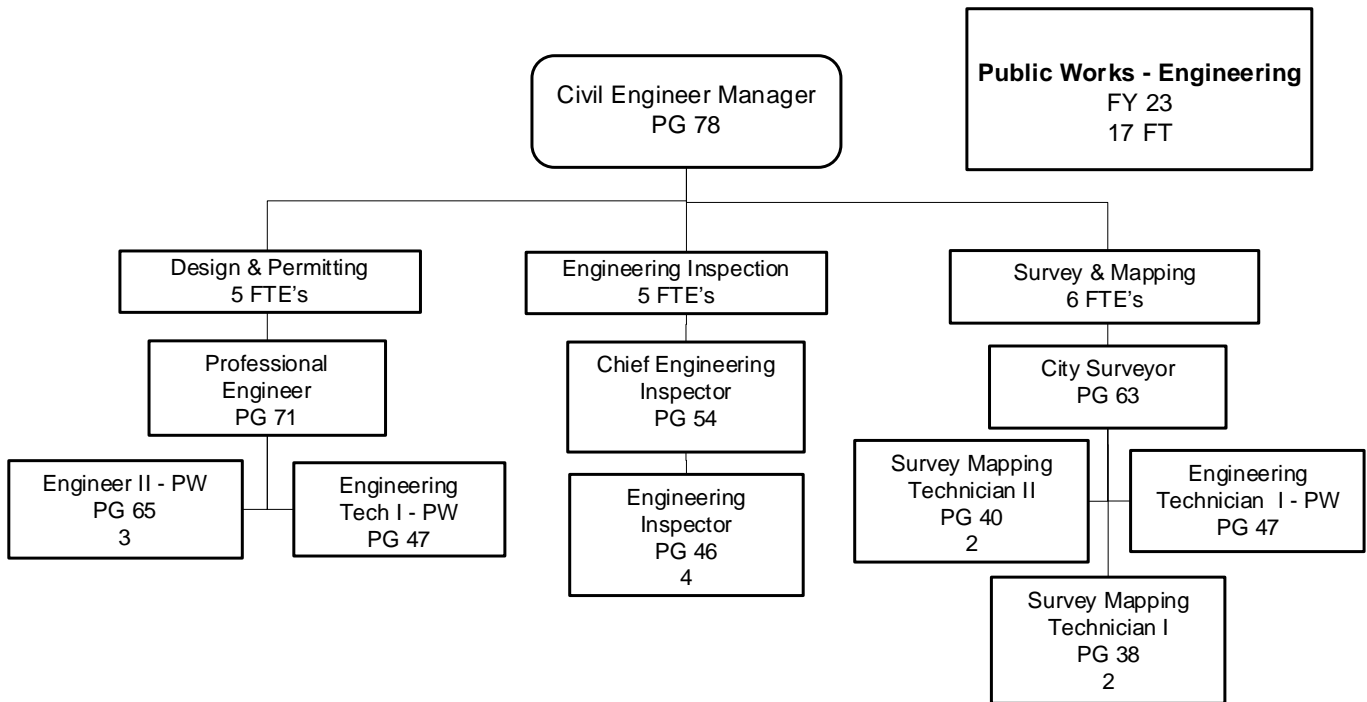


Figure 178: Public Works Engineering Table of Organization

## Public Works – Engineering – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Civil Engineer Manager	1	1	78	\$106,441.88 - \$165,126.30
Professional Engineer	1	1	71	\$89,732.56 - \$139,204.64
Engineer II - Public Works	3	3	65	\$77,514.34 - \$120,250.20
City Surveyor	1	1	63	\$73,823.18 - \$114,523.99
Chief Engineering Inspector	1	1	54	\$59,270.81 - \$91,948.50
Engineering Technician I - PW	2	2	47	\$49,966.45 - \$77,514.34
Engineering Inspector	4	4	46	\$48,762.26 - \$75,646.25
Survey Mapping Technician II	2	2	40	\$42,122.67 - \$65,340.81
Survey Mapping Technician I	2	2	38	\$40,116.83 - \$62,234.37
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>17</b>	<b>17</b>		

Figure 179: Public Works Engineering Positions

# Public Works – Facilities Maintenance – Table of Organization

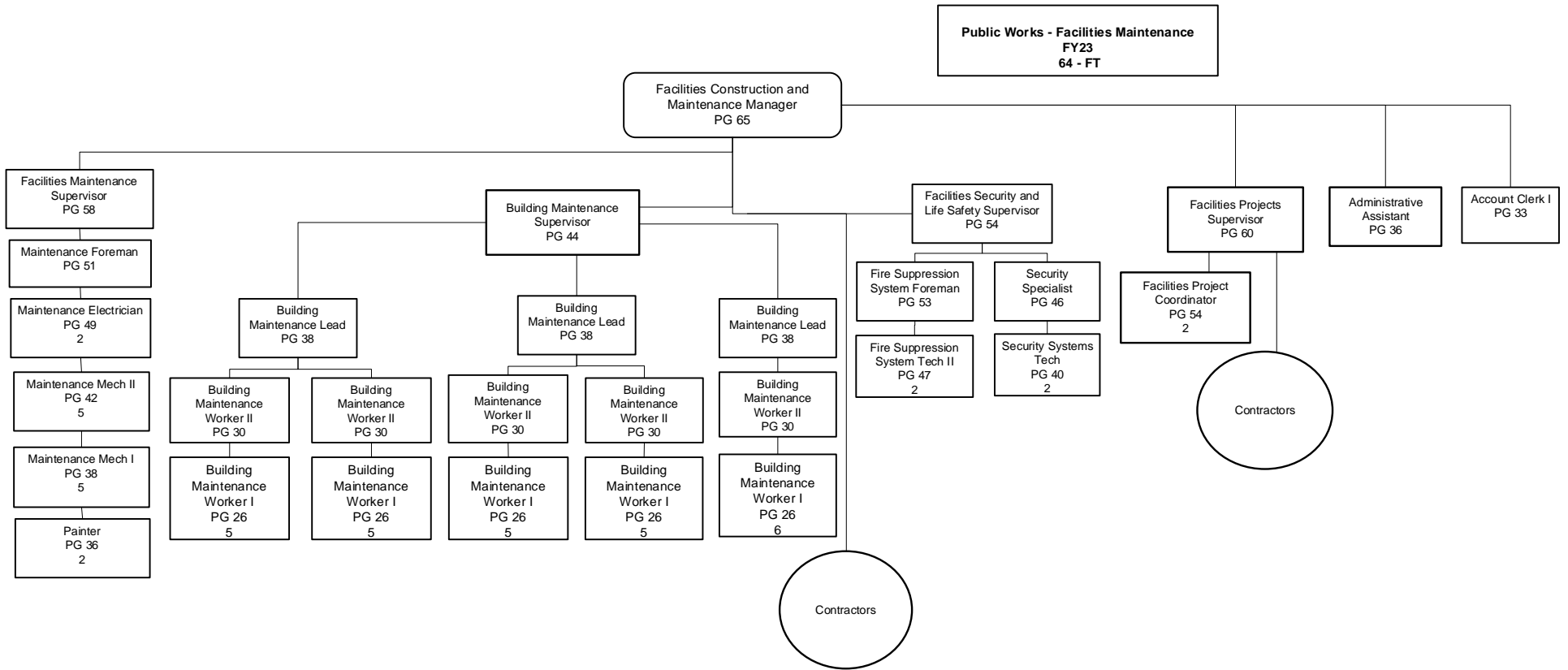


Figure 180: Public Works Facilities Maintenance Table of Organization

## Public Works – Facilities Maintenance – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Facilities Maintenance Manager	1	1	65	\$77,514.34 - \$120,250.20
Facilities Project Supervisor	1	1	60	\$68,613.39 - \$106,441.88
Facilities Maintenance Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Facilities Project Coordinator	2	2	54	\$59,270.81 - \$91,948.50
Security and Safety Systems Supervisor	1	1	54	\$59,270.81 - \$91,948.50
Fire Suppression System Foreman	1	1	53	\$57,842.40 - \$89,732.56
Facilities Maintenance Foreman	1	1	52	\$56,448.41 - \$87,570.00
Maintenance Electrician	2	2	49	\$52,464.76 - \$81,390.06
Fire Suppression System Technician	1	1	47	\$49,966.45 - \$77,514.34
Security Specialist	1	1	46	\$48,762.26 - \$75,646.25
Building Maintenance Supervisor	1	1	44	\$46,440.23 - \$72,044.05
Fire Suppression Equipment Technician	1	1	42	\$44,228.80 - \$68,613.39
Maintenance Mechanic II	5	5	42	\$44,228.80 - \$68,613.39
Security Systems Tech	2	2	40	\$42,122.67 - \$65,340.81
Building Maintenance Lead	3	3	38	\$40,116.83 - \$62,234.37
Maintenance Mechanic I	5	5	38	\$40,116.83 - \$62,234.37
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
Painter	2	2	36	\$38,206.50 - \$59,270.81
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
Building Maintenance Worker II	5	5	30	\$33,004.21 - \$51,200.36
Building Maintenance Worker I	26	26	26	\$29,935.78 - \$46,440.23
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>64</b>	<b>64</b>		
<b>TOTAL FT</b>		<b>64</b>	<b>64</b>	

Figure 181: Public Works Facilities Maintenance Positions

## Public Works – Fleet – Table of Organization

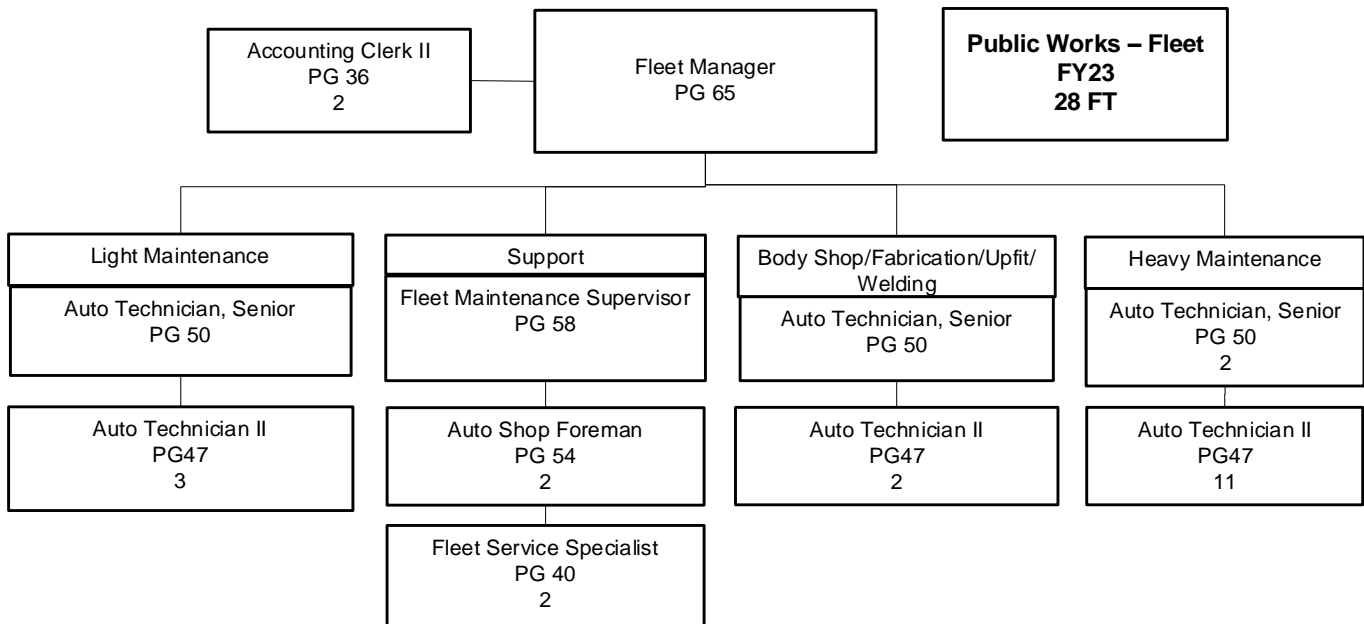


Figure 182: Public Works Fleet Table of Organization

## Public Works – Fleet – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Fleet Manager	1	1	65	\$77,514.34 - \$120,250.20
Fleet Maintenance Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Automotive Shop Foreman	2	2	54	\$59,270.81 - \$91,948.50
Automotive Technician, Sr	4	4	50	\$53,760.39 - \$85,200.00
Automotive Technician II	16	16	47	\$49,966.45 - \$77,514.34
Fleet Service Specialist	2	2	40	\$42,122.67 - \$65,340.81
Accounting Clerk II	2	2	36	\$38,206.50 - \$59,270.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>28</b>	<b>28</b>		
<b>TOTAL FT</b>	<b>28</b>	<b>28</b>		

Figure 183: Public Works Fleet Positions



## Public Works – Lakes and Stormwater – Table of Organization

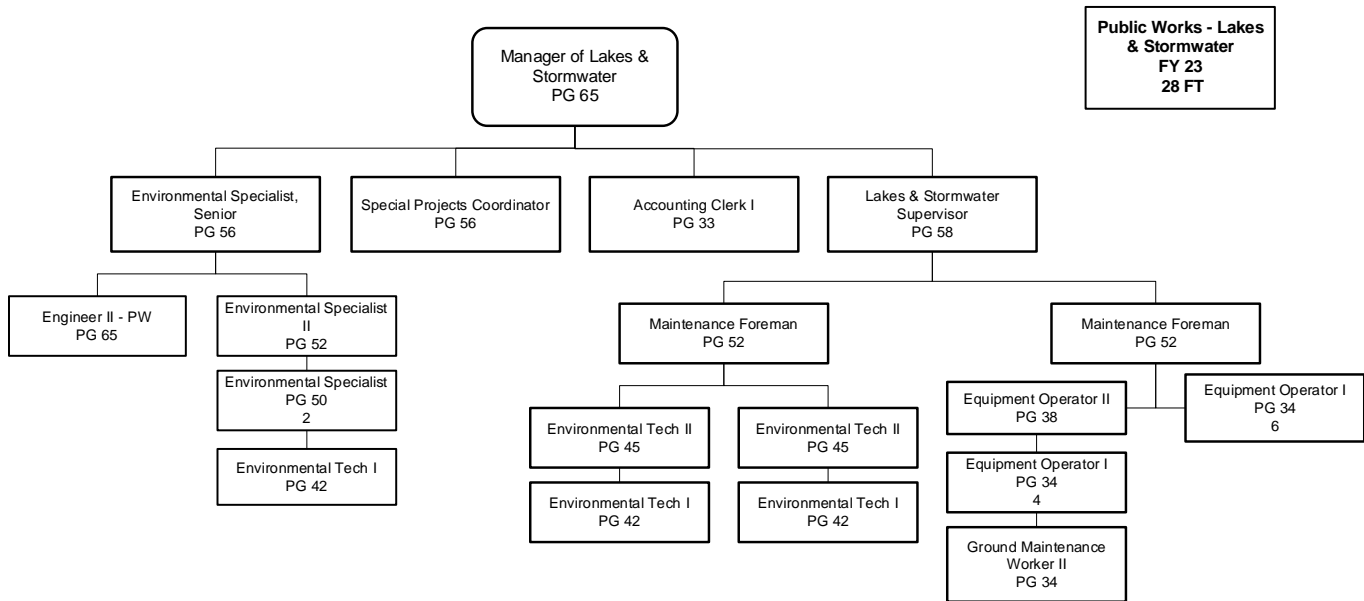


Figure 184: Public Works Lakes & Stormwater Table of Organization

## Public Works – Lakes and Stormwater – Positions

Personnel	FY22		FY23		PG	Salary Range
	Current	Proposed				
Manager of Lakes & Stormwater	1	1			65	\$77,514.34 - \$120,250.20
Engineer II – Public Works	1	1			65	\$77,514.34 - \$120,250.20
Supervisor of Lakes & Stormwater	0	1			58	\$65,346.08 - \$101,373.23
Environmental Specialist, Sr	1	1			56	\$62,234.37 - \$96,545.93
Special Projects Coordinator	0	1			56	\$62,234.37 - \$96,545.93
Environmental Specialist II	1	1			52	\$56,448.41 - \$87,570.00
Maintenance Foreman	1	2			52	\$56,448.41 - \$87,570.00
Environmental Specialist	1	2			50	\$53,760.39 - \$85,200.00
Environmental Tech II	2	2			45	\$47,587.09 - \$73,823.18
Environmental Tech I	3	3			42	\$44,228.80 - \$68,613.39
Equipment Operator II	0	1			38	\$40,116.83 - \$62,234.37
Equipment Operator I	0	10			34	\$36,387.14 - \$56,448.41
Grounds Maintenance Worker II	0	1			34	\$36,387.14 - \$56,448.41
Accounting Clerk I	1	1			33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>12</b>	<b>28</b>				
<b>TOTAL FT</b>	<b>12</b>	<b>28</b>				

Figure 185: Public Works Lakes & Stormwater Positions

# Public Works – Solid Waste – Table of Organization

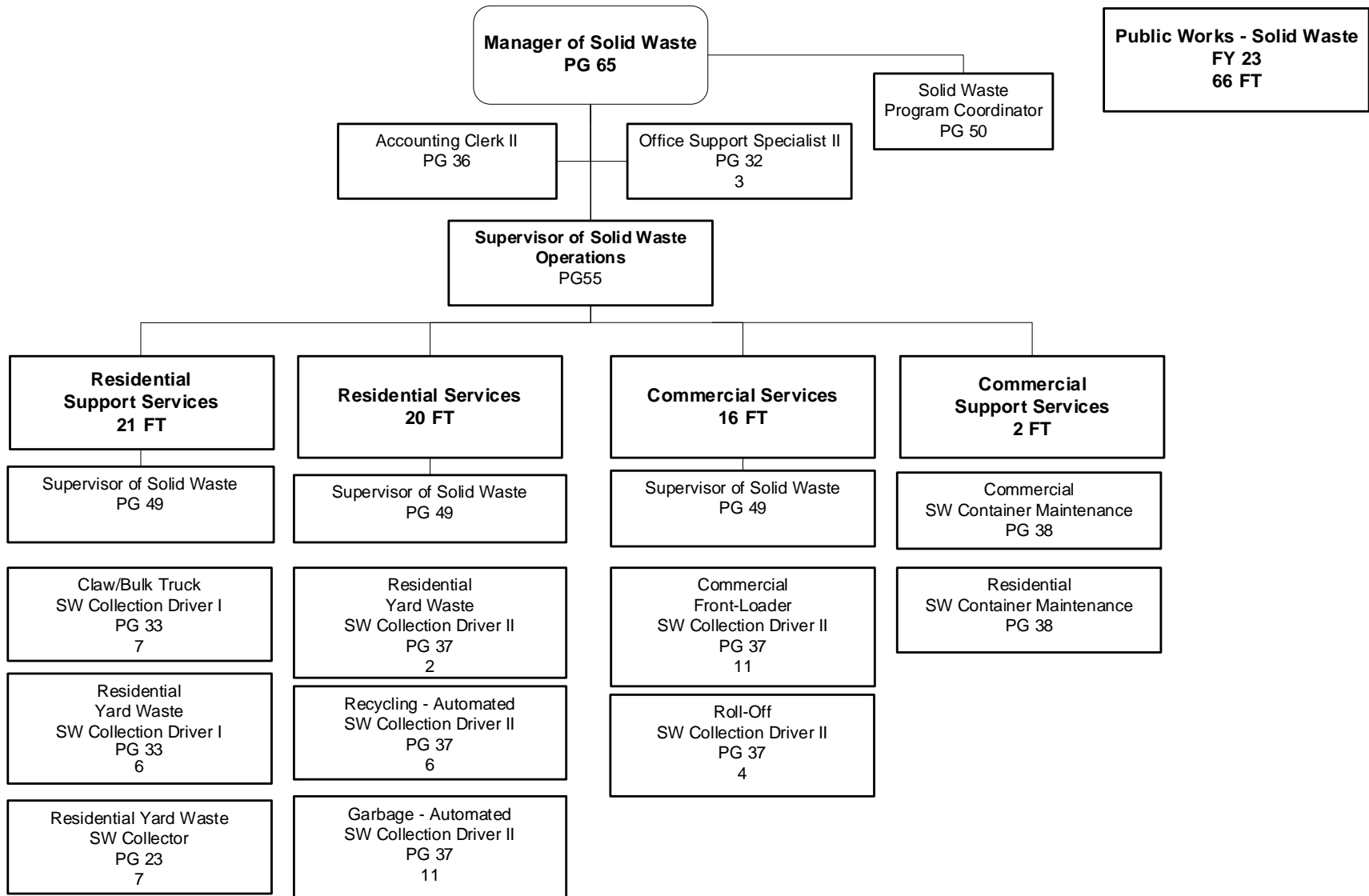


Figure 186: Public Works Solid Waste Table of Organization

## Public Works – Solid Waste - Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Solid Waste	1	1	65	\$77,514.34 -\$120,250.20
Supervisor of SW Operations	1	1	55	\$60,734.52 -\$94,219.18
Solid Waste Program Coordinator	1	1	50	\$53,760.39 -\$85,200.00
Supervisor of Solid Waste	3	3	49	\$52,464.76 -\$81,390.06
SW Container Maintenance Worker	2	2	38	\$40,116.83 -\$62,234.37
Solid Waste Collection Driver II	34	34	37	\$39,150.01 -\$60,734.52
Accounting Clerk II	1	1	36	\$38,206.50 -\$59,270.81
Solid Waste Collection Driver I	13	13	33	\$35,510.21 -\$55,088.00
Office Support Specialist II	3	3	32	\$34,654.43 -\$53,760.39
Solid Waste Collector	7	7	23	\$27,823.18 -\$43,162.89
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>66</b>	<b>66</b>		
<b>TOTAL FT</b>	<b>66</b>	<b>66</b>		

Figure 187: Public Works Solid Waste Positions

**Public Works – Traffic and Parking – Table of Organization**

**Traffic Operation & Parking Services  
(TOPS)**

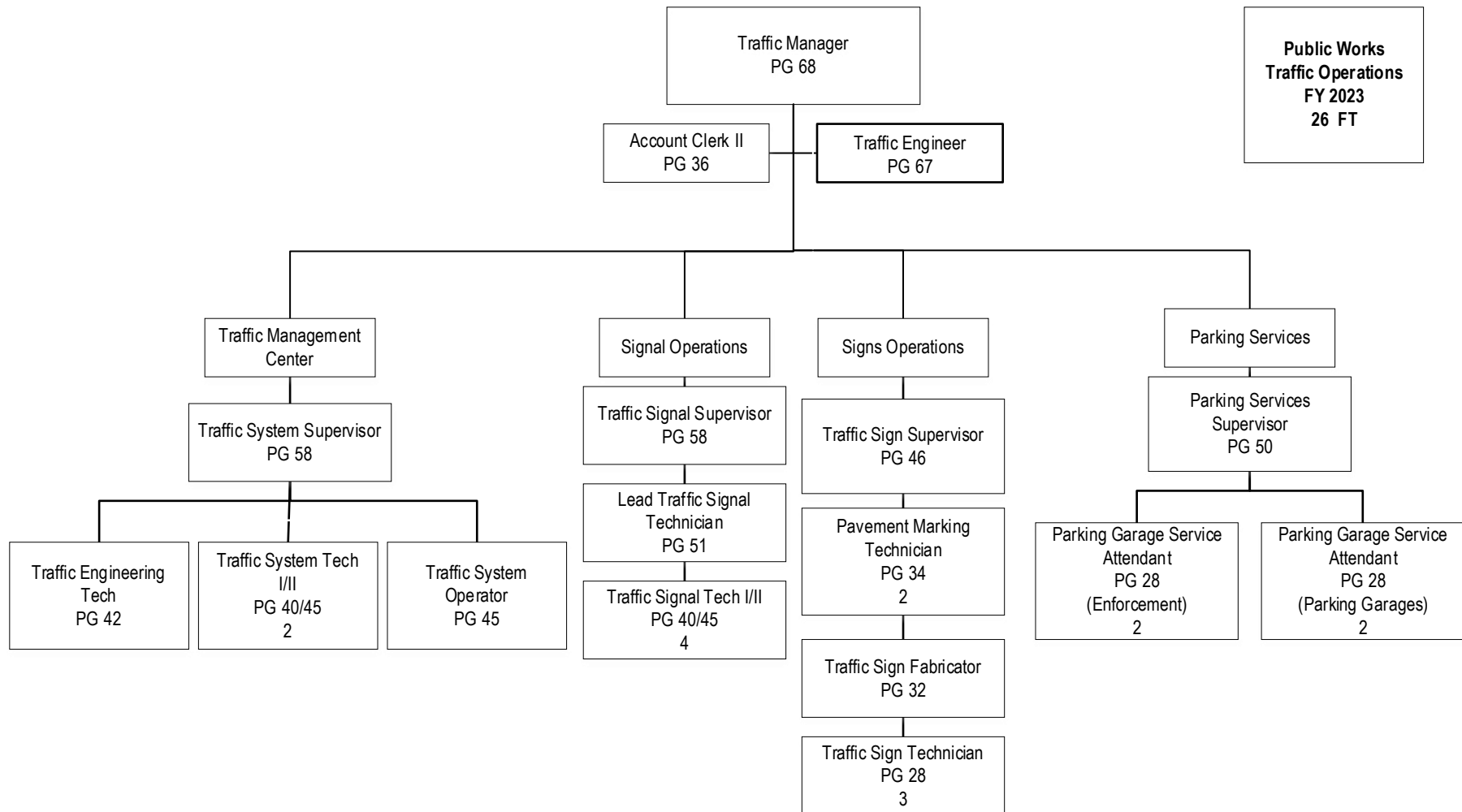


Figure 188: Public Works Traffic Operations Table of Organization

## Public Works – Traffic and Parking – Positions

<i>Traffic</i>	Personnel	FY22	FY23	PG	Salary Range
		Current	Proposed		
	Manager of Traffic Operations	1	1	68	\$83,400.00 - \$129,380.77
	Traffic Engineer	1	1	67	\$81,390.06 - \$126,262.71
	Traffic Signal Supervisor	1	1	58	\$65,346.08 - \$101,373.23
	Traffic System Supervisor	1	1	58	\$65,346.08 - \$101,373.23
	Lead Traffic Signal Technician	1	1	51	\$55,088.00 - \$85,459.57
	Traffic Sign Supervisor	1	1	46	\$48,762.26 - \$75,646.25
	Traffic Signal Technician II	4	4	45	\$47,587.09 - \$73,823.18
	Traffic System Operator	1	0	45	\$47,587.09 - \$73,823.18
	Traffic System Technician II	1	3	45	\$47,587.09 - \$73,823.18
	Traffic Engineering Technician	1	1	42	\$44,228.80 - \$68,613.39
	Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
	Pavement Marking Technician	0	2	34	\$36,387.14 - \$56,448.41
	Traffic Sign Fabricator	1	1	32	\$34,654.43 - \$53,760.39
	Traffic Sign Technician	3	3	28	\$31,432.58 - \$48,762.26
	Traffic Engineering Aide	1	0	26	\$29,935.78 - \$46,440.23
	<b>FULL TIME EMPLOYEES</b>	<b>19</b>	<b>21</b>		
<i>Parking</i>	Personnel	FY22	FY23	PG	Salary Range
		Current	Proposed		
	Parking Services Supervisor	1	1	50	\$53,760.39 - \$85,200.00
	Parking Garage Svc Attendant	4	4	28	\$31,432.58 - \$48,762.26
	<b>FULL TIME EMPLOYEES</b>	<b>5</b>	<b>5</b>		
<hr/>					
	<b>TOTAL FT</b>	<b>24</b>	<b>26</b>		

Figure 189: Public Works Traffic Operations Positions

## Public Works - Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 5,275,580.00	\$ 7,411,625.00	\$ 5,915,915.00	\$ 7,303,265.00
<i>Lakes &amp; Stormwater</i>	\$ 7,201,564.00	\$ 54,090,140.00	\$ 53,926,981.00	\$ 9,208,957.00
<i>Fleet Management</i>	\$ 25,293,323.00	\$ 30,394,021.00	\$ 30,105,511.00	\$ 24,402,480.00
<i>Facilities Maintenance</i>	\$ 6,139,665.00	\$ 7,857,876.00	\$ 6,586,401.00	\$ 8,155,368.00
<i>Parking</i>	\$ 840,588.00	\$ 1,146,786.00	\$ 1,010,883.00	\$ 1,001,458.00
<i>Solid Waste</i>	\$ 17,387,204.00	\$ 19,515,931.00	\$ 19,100,392.00	\$ 18,790,603.00

Figure 190: Public Works Budget Summary – Expenses

<i>Fund</i>	<b>Revenues</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Lakes &amp; Stormwater</i>	\$ 7,201,564.00	\$ 54,090,140.00	\$ 53,926,981.00	\$ 9,208,957.00
<i>Fleet Management</i>	\$ 25,293,323.00	\$ 30,394,021.00	\$ 30,105,511.00	\$ 24,402,480.00
<i>Facilities Maintenance</i>	\$ 6,139,665.00	\$ 7,857,876.00	\$ 6,586,401.00	\$ 8,155,368.00
<i>Parking</i>	\$ 840,588.00	\$ 1,146,786.00	\$ 1,010,883.00	\$ 1,001,458.00
<i>Solid Waste</i>	\$ 17,387,204.00	\$ 19,515,931.00	\$ 19,100,392.00	\$ 18,790,603.00

Figure 191: Public Works Budget Summary – Revenues

# Public Works – Performance Management

## Public Works Key Success Indicators (KSIs) Linked to City Goals



[Quality of Life  
\(QOL\)](#)



[Communication  
\(COMM\)](#)



[Economic  
Opportunity  
\(EO\)](#)



[Fiscal  
Management  
\(FM\)](#)



[Growth  
Management  
\(GM\)](#)



[Governance  
\(GOV\)](#)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Travel Time on major road corridors (24 total, 4 <sup>th</sup> Quarter reported in table)	QOL-2	FY Quarterly	Longer = 15 Stable = 3 Shorter = 6	Longer = 16 Stable = 2 Shorter = 6	Longer = 3 Stable = 1 Shorter = 20	<a href="#">Chart 63A</a> <a href="#">Chart 63B</a> <a href="#">Chart 63C</a>	Monitor Only
Network Average Pavement Condition Index (PCI) rating of streets	QOL-2, GM-1	Every 3 Years	Not Available	73%	Not Available <sup>40</sup>	<a href="#">Chart 64</a>	70% or >
Linear feet of sidewalk completed to enhance mobility	QOL-2	FY Annually	3,747	6,678	17,211	<a href="#">Chart 65</a>	Monitor Only
Curb ramps in ADA compliance	QOL-2	FY Annually	269	29	64	<a href="#">Chart 66</a>	Monitor Only
Residential recycling participation	QOL-3 GM-1 GOV-1	FY Quarterly	83.37%	82.69%	83.45%	<a href="#">Chart 67</a>	75% or >
Percent of Commercial customers participating in recycling program	QOL-3 GM-1 GOV-1	FY Annually	12.56%	13.07%	11.98%	<a href="#">Chart 68</a>	7% or >
Waste diverted from landfill	QOL-3 GM-1 GOV-1	FY Quarterly	27.84%	21.93%	24.55%	<a href="#">Chart 69</a>	25% or >
Stormwater public education outreach	QOL-3	FY Annually	3,035,750	1,983,726	930,141	<a href="#">Chart 70A</a> <a href="#">Chart 70B</a>	Increase
Percent of monitored lakes with improving water quality	QOL-3	FY Annually	43%	40%	40%	<a href="#">Chart 71</a>	Increase
Linear feet of newly constructed recreational paths	QOL-4	FY Annually	0	24,459	12,047	<a href="#">Chart 72</a>	Increase
Linear feet of recreational paths maintained	QOL-4	FY Annually	78,672	0	5,247	<a href="#">Chart 73</a>	Increase
Amount of energy savings for City facilities	FM-1 GM-3	CY Annually	\$1,362,044	Not Available <sup>41</sup>	Not Available	<a href="#">Chart 74</a>	Monitor Only

Figure 192: Public Works - Key Success Indicators, Part 1

<sup>40</sup> Data not available until 2023, when next study is conducted.

<sup>41</sup> No active projects.

# Public Works – Performance Management

## Public Works Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Facilities maintenance cost per square foot <sup>42</sup>	FM-1	FY Annually	\$2.79	\$2.87	\$2.86	<a href="#">Chart 75</a>	\$2.96
Janitorial maintenance per square foot <sup>43</sup>	FM-1	FY Annually	\$2.24	\$2.15	\$2.15	<a href="#">Chart 76</a>	\$2.38
Fire safety maintenance per square foot <sup>44</sup>	FM-1	FY Annually	\$0.36	\$0.31	\$0.32	<a href="#">Chart 77</a>	\$0.38
Pounds of nutrients reduced by street sweeping	GM-1	FY Annually	Nitrogen: 2,257.07 Phosphorous: 1,427.26	Nitrogen: 2,912.73 Phosphorous: 1,847.02	Nitrogen: 2,357.38 Phosphorous: 1,494.48	<a href="#">Chart 78</a>	Monitor Only

Figure 193: Public Works – Key Success Indicators. Part 2

## Department Objectives – Public Works

1. Provide programs and services for the preservation and enhancement of surface water and other natural resources in the City including flood control and stormwater infrastructure.
2. Provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective, and environmentally conscious commercial solid waste collection services.
3. Provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious residential solid waste collection services.
4. Provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.
5. Provide for the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary rights-of-way (ROW) for transportation-related facilities proposed throughout the City.
6. Support safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.
7. Maintain and construct safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.
8. Acquire and maintain safe, reliable, cost effective vehicles and equipment which meet the specific needs of City Departments.

<sup>42</sup> Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

<sup>43</sup> Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

<sup>44</sup> Threshold targets for FY18 through FY22 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.



# Public Works – Performance Management

## Public Works Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Facilities</b>						
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	7	Annually	19,200	25,981	23,591	20,500
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	7	Annually	12 days	13 days	11 days	10 days
Capital Projects Completed (Facility Support)	7	Annually	70	68	66	70
<b>Fleet Management</b>						
Percent of replacement eligible vehicles	8	Quarterly	16.80%	19.38%	19.02%	20%
Vehicle turnaround time 0-24 hrs.	8	Quarterly	77.75%	80.50%	80.75%	75%
Billed labor hours	8	Quarterly	70.70%	63.40% <sup>45</sup>	69.48%	70%
Vehicle Availability	8	Quarterly	96.59%	96.94%	97.02%	95%
Annual fuel gallons dispensed	8	Quarterly	1,077,797	1,098,911	1,093,326	1,080,000
<b>Lakes and Stormwater Management</b>						
Lake shoreline assessment for aquatic plants	1	Annually	1,511,934	1,470,345	1,470,345	1,200,000
Stormwater System Inspected (linear foot)	1	Annually	225,171	297,526	257,422	115,000
Number of industrial and City facilities inspected	1	Annually	36	20	25	15
Number of stormwater - related training classes taught	1	Annually	3	2	5	3
Number of water quality education events participated in	1	Annually	16	4	3	3
Street curb mile swept	1	Annually	18,666	18,991	16,950	16,000
Debris removed from streets & stormwater system (tons)	1	Annually	1,896	2,400 Estimate	2,008	2,000
Number of lake monitoring/sampling events	1	Annually	24	24	24	24
Number of illicit discharge inspections conducted	1	Annually	151	163	127	150
Number of lake trash clean-up events	1	Annually	17	55	38	15
Number of pollution control devices inspected and cleaned	1	Annually	309 Estimated	234	218	100
<b>Solid Waste Commercial</b>						
Customers served (Commercial)	2	Annually	5,614	5,717	5,846	5,950
Garbage collected (tonnage)	2	Annually	39,051	41,993	40,596	41,500
Roll-off tonnage	2	Annually	10,135	10,241	6,065	6,200
Roll-off trips to the landfill	2	Annually	3,526	3,365	2,424	2,600
Curbside tonnage	3	Annually	6,060	6,110	5,719	6,000
Commercial tonnage	3	Annually	833	975	1,568	1,650

Figure 194: Public Works Performance Measures, Part 1

<sup>45</sup> Multiple Workman's Compensation absences and vacancies.

## Public Works – Performance Management

### Public Works Performance Measures, continued

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Solid Waste - Residential</b>						
Customers served (Residential)	3	Annually	52,553	54,175	55,848	56,000
Garbage collected (tonnage)	3	Annually	31,471	33,160	33,716	34,000
Yard waste collected (tonnage)	3	Annually	11,479	10,830	8,954	10,000
Percent of respondents on Lakeland View Community Survey indicating “Excellent” or “Good” rating for Overall Cleanliness of the city	3	Annually	81.4%	82%	78.23%	Increase
<b>Parking Services</b>						
Parking Enforcement-Percent Reduction of Citations	4	Annually	630 or 16%	1,026 or 20%	912 or 18%	≤ 15%
Leased parking spaces	4	Quarterly	70% <sup>46</sup>	66% <sup>47</sup>	90%	100%
Revenue generated by Leases	4	Quarterly	\$493,666 <sup>48</sup>	\$498,239 <sup>49</sup>	\$650,398	\$600,000
<b>Transportation – Facilities Construction</b>						
Number of traffic calming projects	5	Annually	5	2	2	4
Parcels acquired	5	Annually	7	2	0	13
Parcels condemned	5	Annually	1	0	0	10
Bike Lane Construction (Linear Ft.)	5	Annually	0	0	7,780	0
New/Widened roadway lane miles	5	Annually	0	0	2	0
<b>Transportation – Facilities Maintenance</b>						
Resurfacing (Lane Miles)	5	Annually	31.03	36.6	NA	NA
Resurfacing Cost	5	Annually	\$1,536,090	\$2,254,874	\$2,787,882	\$3,120,000
Right-of-Way Maintenance (acres maintained)	5	Annually	321	321	327	327
Sidewalks Repaired (Linear Ft.)		Annually	5,923	7,343	8,389	7,000
Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled	5	Annually	1	1	1	1
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	5	Annually	1	1	2	2
Traffic Signals Maintained within City limits	6	Annually	174	174	177	165
Number of Traffic Signals online and connected (daily, out of 177)	6	Annually	174	174	177	165
Number of Traffic Signals fully operational (daily, out of 177)	6	Annually	174	174	177	165
Traffic Signs Maintained	6	Annually	19,500	18,815	19,177	>19,177
Number of traffic studies performed	6	Annually	130	117	20	NA
Health (Percent) of CCTV Cameras On-Line	6	Annually	99.0%	95.0%	98.0%	100%
Health (Percent) of video detection Cameras	6	Annually	99.0%	97.5%	97.75%	100%
Percent of Fiber Optic Cable operating at 95% efficiency or better	6	Annually	100%	100%	100%	100%
Health of Opticom Devices	6	Annually	100%	100%	100%	95%
Health of Hub Sites	6	Annually	100%	100%	100%	100%

Figure 195: Public Works Performance Measures, Part 2

<sup>46</sup> COVID-19.

<sup>47</sup> COVID-19.

<sup>48</sup> COVID-19.

<sup>49</sup> COVID-19.

## Public Works – Performance Management

### Changes, Accomplishments & Efficiencies – Public Works

#### Facilities Maintenance

- Completed projects include:
  - RP Funding Center ADA Restroom Renovations
  - Lakeland Main Library and Cultural Center
  - Tiger Café Back Up Generator Installation
  - Beerman and Woodlake Tennis and Pickle Ball Court Relighting
  - Lake Mirror Complex Repaint

#### Fleet Management: Changes and Accomplishments

- Near completion of replacement fuel station to provide fuel for day-to-day as well as contingency operations. Station will reenable full functionality for any event.
- Tire telematics pilot program approved and fully fielded. Technology provides real-time tire pressure, temperature, and tread depth for Solid Waste vehicles; tens of thousands cost avoidance annually
- Converting fleet telematics solution to a superior GPS-powered product, cleans up odometer broadcasting and pinpoints vehicle location
- Selected as one of the 50 Leading Fleets and 100 Best Fleets in the Americas (#4) again for 2022

#### Lakes & Stormwater Changes and Accomplishments

- Received a Southwest Florida Water Management District (SWFWMD) Cooperative Funding Initiative (CFI) grant in the amount of \$160,000 to complete a feasibility study for a significant stormwater quality improvement project in the Lake Parker drainage basin.
- Received a 100% reimbursed Surface Water Quality Improvement Grant from the Florida Department of Environmental Protection (FDEP) in the amount of \$280,000 for a stormwater treatment train to reduce trash, sediment and nutrients from entering Lake Bonny at outfall BY070.
- Completed harvesting events in Lake Wire and Lake Parker. The anticipated savings by completing the harvesting in house rather than utilizing a subcontractor is over \$150,000 annually. A total of 1,723 tons of nuisance and invasive aquatic vegetation have been removed from City lakes using the harvest in the past 12 months.
- The Lakes & Stormwater Division team passed recertification for the FDEP Lakes Vegetation Index (LVI) program, enabling staff to conduct LVI surveys of City lakes in-house rather than utilizing a consultant, saving approximately \$150,000 annually.

#### Solid Waste

- Recycling audit composition findings. FY18 - 20.5% FY 20 – 11.1% FY22 – 10.9%. These reductions in non-recyclable material in our blue carts help offset the costs of recycling by providing clean and ready-to-recycle material to the contracted recycling processor.
- Solid Waste reached the final phase in July 2022 of using Route Smart Software for Commercial Multi-Day routing to help staff create routing efficiencies through fuel savings and balance the daily workload among drivers.
- Article “Does a Transfer Station Make Sense” was published in Waste Advantage Magazine, in April 2022 featuring the process we used while planning and analyzing the short- and long-term benefits of a city-owned transfer station project.

## Public Works – Performance Management

### Changes, Accomplishments & Efficiencies – Public Works, continued

#### Engineering

- Completed design projects include:
  - Three Parks Trail West (Final Segment of Three Parks Trail network)
  - Josephine Sidewalk
  - West Beacon Road Sidewalk
  - Lake Hunter Drive Sidewalk and Drainage Improvements
  - Olive Street Sidewalk
  - Five Points Roundabout

#### Traffic

- Systems and Applications:
  - Approval of an agreement with FDOT for the ICASP system expansion up to 25 total intersections using additional grant funding.
  - Implementation of Signal Performance Measures as a pilot at 4 intersections.
  - Implementation of a pilot project collecting real-time traffic counts using traffic signal video detection equipment.
- ADA:
  - Installed Accessible Pedestrian Pushbuttons at Main and Kentucky, and Main and Tennessee.
  - 7 ADA ramps in the Main Street Parking Garage were upgraded to current design standards.
- Completed Projects:
  - Constructed new traffic signal at I-4/SH33 Exit 38 Ramps
  - Constructed new traffic signal at Wabash Ave & 10<sup>th</sup> Street
  - Installed new Wayfinding Signs throughout the City (Updated City Logo and fonts).
  - Signal timings updated throughout the Downtown.
  - Worked with FDOT in their efforts to retime State owned traffic signals within Lakeland. (S. Florida Ave, Harden/Sikes Blvd, Kathleen Rd and US 98N)
  - Conducted traffic counts and modeled the Downtown intersections to facilitate converting them to all-way stop control.
- Traffic Operations Activities
  - Monitored/assisted with 443 traffic backups.
  - Monitored/assisted with 54 stalled vehicles.
  - Monitored 11 fires impacting traffic.
  - Monitored 5 roadway work zones impacting traffic.
  - Monitored 6 incidents involving police activity impacting traffic.
  - Worked 453 traffic signals in flash.
  - Worked 3 major special events (Veteran’s Day Parade, Christmas Parade, Red White & Kaboom).
  - Monitored 7,755 railroad pre-emptions at rail crossings.
  - Made 281 temporary signal timing changes associated with events/incidents.
  - Monitored incidents for an average time of 82 minutes.

## • Public Works – Performance Management

### Changes, Accomplishments & Efficiencies – Public Works, continued

- Parking Services:
  - Structural inspection of the Main Street Garage.
  - Resurfacing and recoating of the Main Street Garage.
- Other Accomplishments:
  - Updated the City's Traffic Calming Program policy and process.
  - Updated the traffic-related Engineering Standards (pending approval).
  - Reviewed 134 concept plan applications, 79 site plan applications, 27 subdivision applications

### **Construction & Maintenance: Streets Maintenance and Drainage Section**

- Reconstructed 25 ADA Accessible curb ramps or 1 % of the total inventory of curb ramps
- Constructed 3,933 Linear feet of new sidewalk for ADA Accessibility for a .25 % increase in sidewalk inventory
- Replaced 4,983 Linear Feet of damaged sidewalk that is .32% of the total inventory.
- Constructed 475 Square Feet of New Streetscape
- Removed and Replaced 2,086 Square feet of damaged streetscape.
- Mill and resurfaced 4.2 lane miles of roadways.
- Applied pavement preservation treatments to 4.75 lane miles of roadways.
- Cleaned 158,089 Linear feet of Storm Sewer.
- Televised 36,131 Linear Feet of Storm Sewer.
- Storm sewer pipe Retrofit (Lined)
  - Live Oak Rd. 600' of CMP
  - Lake Bentley Outfall 370' of 54" RCP
  - 210 Lk Hollingsworth Dr. 80' of 43" ECMP
  - 940 Wedgewood Ln. 260' of 15" CMP
- Sidewalk Grinding – Various locations
  - Bridgewater subdivision (Village Lakes Bl.)
  - Sleepy Hill Rd.
  - Mall Hill Dr.
  - Interstate Dr.
  - Alameda Dr. (North and South)
  - South Lake Morton District
  - Lake Hollingsworth area (E. Belmar, Patten Heights, Miramar, Minnehaha)
- Construction Projects
  - Three Parks Trail East (LAP) consisted of 3,400 LF of concrete and Flexi-pave trail with 14 new ADA compliant curb ramps & A new Key system retaining wall of 55LF.
  - North Crystal Lake (LAP) Drainage and Pedestrian enhancement project. Consisted of 1,200 LF of new ADA compliant sidewalk, 15 new ADA compliant curb ramps, 2 new ADA compliant bus transit stops, and 5 new draining structures for the stormwater collection system on N. Crystal Lake Drive.

## Public Works – Performance Management

### Changes, Accomplishments & Efficiencies – Public Works, continued

- Lake Bonny (BMP) Restoration that consisted of the installation of a sediment sump in the existing drainage ditch, construction of diversion structures to divert water from the drainage ditch into an existing impaired wetland, construction of a berm to hold stormwater the stormwater in the wetland, and an outfall weir to release water from the wetland to Lake Bonny. The purpose is to rehydrate and restore the wetland and utilize it to reduce sediment, floating debris, and nutrients from stormwater prior to entering Lake Bonny.
- Luce Road pedestrian enhancement project consisted of 3,200 LF. of new ADA compliant sidewalk, 13 new ADA compliant curb ramps, and 25 new ADA compliant driveway aprons.

#### **Director's Office**

- Opened the new Lakeland Park Drive Connector. The project was \$250,000 under budget.



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## Retirement Services

Retirement Services assists employees in planning for their finances following their service with the City of Lakeland. Retirement Services uses a full-service model applied from initial communication, education, and enrollment to retirement processing and on-going support to City Retirees (individual and COLAR). The department collaborates with the Pension Board to carry out the policies set forth in ordinance and City policy to administer plans in compliance with local, State and Federal laws. The department staff work closely with the Pension Board, consultant, custodian, and Finance department in the application of accurate recordkeeping, disbursements, contributions, and mandate funding.

Retirement Services hosts workshops to educate employees on the most current information regarding retirement planning and are available to meet with individual employees to discuss their pension benefit as requested by appointment.

## Retirement Services – Table of Organization

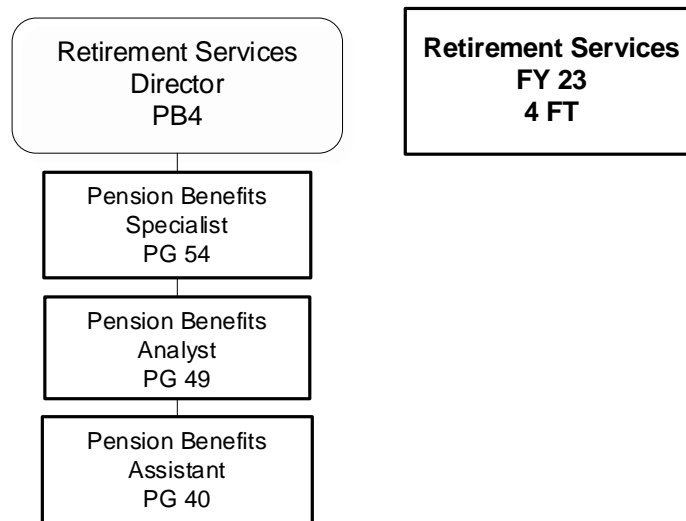


Figure 196: Retirement Services Table of Organization



## Retirement Services – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Director of Retirement Services	1	1	PB4	\$81,320.87 - \$151,042.23
Pension Benefits Specialist	1	1	54	\$59,270.81 - \$91,948.50
Pension Benefits Analyst	1	1	49	\$52,464.76 - \$81,390.06
Pension Benefits Assistant	1	1	40	\$42,122.67 - \$65,340.81
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>4</b>	<b>4</b>		
<hr/>				
<b>TOTAL FT</b>	<b>4</b>	<b>4</b>		

Figure 197: Retirement Services Positions

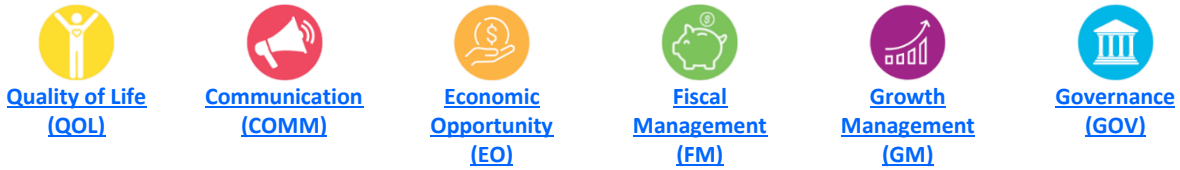
## Retirement Services – Budget Summary

Fund	Expenses			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 69,579.00	\$ 177,627.00	\$ 165,827.00	\$ 248,802.00

Figure 198: Retirement Services Budget Summary - Expenses

## Retirement Services – Performance Management

### Retirement Services Key Success Indicators (KSIs) Linked to City Goals



KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Pension plan actuary/auditing	FM-1, 2, 3	FY Annually	3.70	7.81	25.60	<a href="#">Chart 85</a>	7.25
Retirement services-related Deficiencies or Material Weaknesses in annual audit report	GOV-4	FY Annually	0	0	0	<a href="#">Chart 86</a>	0

Figure 199: Retirement Services – Key Success Indicators

### Department Objectives – Retirement Services

1. To educate City of Lakeland Employees so they learn saving practices and obtain methods for financial planning - by using provided resources, insuring a smooth transition into Retirement.
2. To maintain transparency with all reporting and monitoring without discrepancies or inconsistencies with Federal regulations.
3. To administer pension plan objectives, ensuring a defined benefit will be paid to retired employees for life.

### Retirement Services Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Number of Ordinance Changes as needed/ Actuary	3	Biannually	2	2	1	0
Number of significant deficiencies or material weaknesses on the Annual Audit Report	2	Annually	0 Estimated	0	Not Available	0
Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement	2	Annually	3	1	1	1
Reporting efficiency: Number of Active, number of retired, deceased, number of transitions	2	Annually	0 Estimated	0	Not Available	0
Actual Plan Assets	3	Annually	7.25% Estimated	24.10%	-13.03%	Not Available
Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	2	Quarterly	171	222	355	Not Available
Number of Educational Opportunity Events	1	Quarterly	54	257	702	500
Retirement Readiness Metric	1	Annually	92%	90%	89%	90%

Figure 200: Retirement Services Performance Measures

## Retirement Services – Performance Management

### Changes, Accomplishments & Efficiencies – Retirement Services

- Although we strive to help our employees plan for Retirement by providing educational learning programs, Year 2021 presented barriers due to COVID. These programs typically include Retirement and Financial Planning Workshops; VOYA individual counseling meetings; new employee orientation sessions, Police and Fire new hire mini-academies and onsite departmental meetings. We completed 101 in person meetings, with Employees and Spouses.
- Annual Reporting Success – Audited Pension Plan Financial Statements, Actuarial Valuation Report, Division or Retirement State Report and Commission on Ethics Annual Statement with zero deficiencies found.
- 338 Retirement & Refund Actions. Authorize & Coordinate – Deferred Retirement, DROP Entry, DROP Exit, Refund of Plan Contributions, Retirement, Survivor Option
- The Employees' Deferred Compensation Plan has lost some performance due to market conditions, valued at \$125,477,592, reflecting increase in Employee/City contributions as well as annual performance.
- The Employees' Pension Fund Rate of Return for FYI 2022 reflected Net down 13.03%. Our required Rate of Return Is 7.25%.
- Ongoing reporting of Death Audit – removing from Pension Plans – 51 Participants in Pension Plans passed away in FYE 2022
- Coordinated 16 Pension Board/Investment Committee Meetings (Virtual and In Person) to review performance; money manager performance; replace money managers; add new Alternative investments; reallocate funds; update and modify IPS (Investment Policy Statement)
- Ensured CPPT certifications for Staff and Trustees were continued through Virtual sessions with FPPTA (Florida Public Pension Trustee Association)
- Added three new Trustee's to Pension Board
- Educated Retiring Employees on distribution/taxes during retirement
- Updating PeopleSoft with current pension information for retiring Safety Officers is ongoing.
- Filled existing position on TO – allowing for training prior to change of leadership

## **Risk Management Office**

Purchasing and Stores is responsible for preparing all competitive solicitation for sealed bids and quotes for City Departments and administering the purchasing card (credit card) program which allows authorized City employees to make small purchases for their Department's regular needs with minimal paperwork. Purchasing and Stores reviews, approves, and processes all purchase requisitions, purchase orders, and change orders.

Risk Management manages the City's Employee Wellness Program, which is essential to improving the overall health and welfare of the City of Lakeland's employees. This program provides convenient, affordable access to disease management and episodic care, offered through the City's on-site wellness clinic. Clinic personnel serve as facilitators between City employees and their physicians in the medical community to ensure continuity of care as well as adherence to prescribed treatment regimes. Pre-employment and annually required firefighter physicals are also conducted at the clinic. Safety training is conducted to instruct City employees on ways to reduce injury as well as damage to City property. Through the Employee Wellness Program, the City has achieved a reduction in medical claims, and a savings in manpower hours by employees utilizing the clinic for treatment of episodic conditions and on-the-job injuries.

# Risk Management Office – Table of Organization

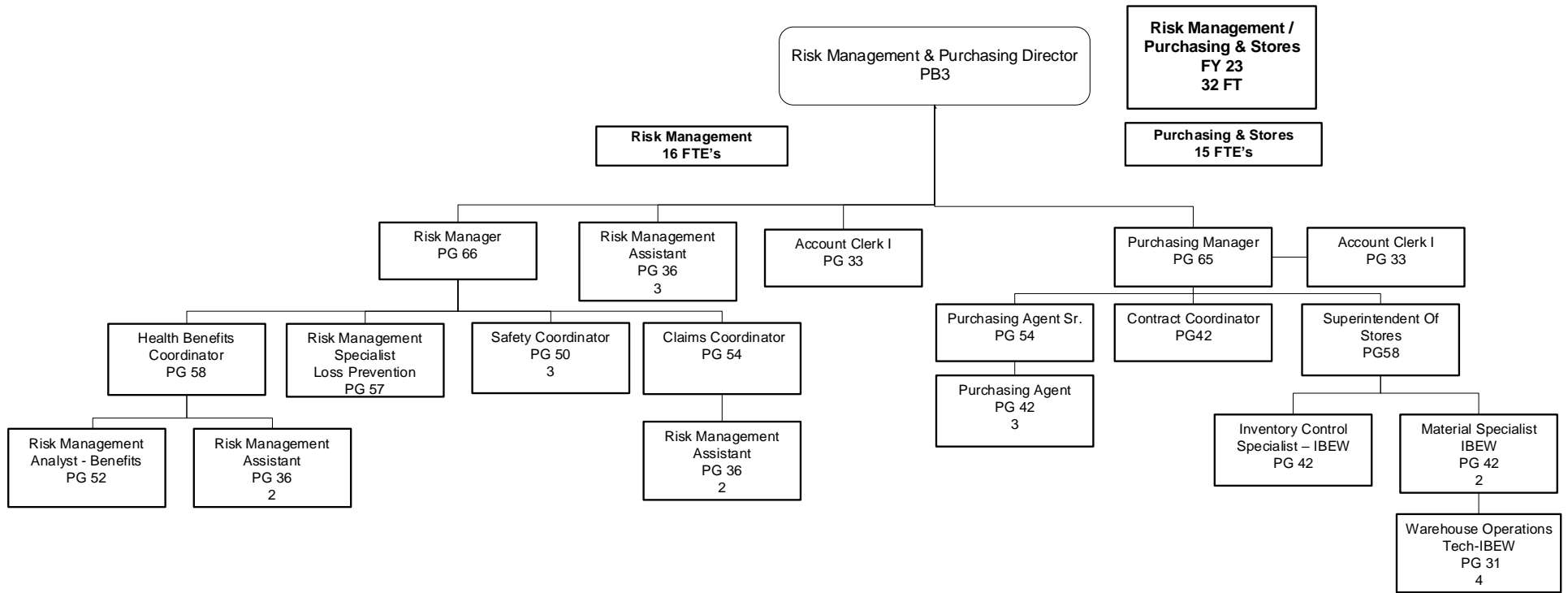


Figure 201: Risk Management Office Table of Organization

## Risk Management Office – Positions

<i>Risk Management</i>	FY22	FY23		
Personnel	Current	Proposed	PG	Salary Range
Risk & Purchasing Director	1	1	PB3	\$92,349.13 - \$171,509.06
Risk Manager	1	1	66	\$79,428.56 - \$123,219.79
Health Benefits Coordinator	1	1	58	\$65,346.08 - \$101,373.23
RM Analyst - Loss Prevention	0	1	57	\$63,771.24 - \$98,930.12
Claims Coordinator	1	1	54	\$59,270.81 - \$91,948.50
Safety Specialist	1	0	54	\$59,270.81 - \$91,948.50
RM Analyst - Benefits	1	1	52	\$56,448.41 - \$87,570.00
Safety Coordinator	3	3	50	\$53,760.39 - \$85,200.00
Risk Management Assistant	6	6	36	\$38,206.50 - \$59,270.81
Accounting Clerk I	1	1	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>16</b>	<b>16</b>		

<i>Purchasing and Stores</i>	FY22	FY23		
Personnel	Current	Proposed	PG	Salary Range
Purchasing Manager	1	1	65	\$77,514.34 - \$120,250.20
Superintendent of Stores	1	1	58	\$65,346.08 - \$101,373.23
Purchasing Agent, Sr	1	1	54	\$59,270.81 - \$91,948.50
Contract Coordinator	1	1	42	\$44,228.80 - \$68,613.39
Inventory Control Specialist IBEW	1	1	42	\$44,228.80 - \$68,613.39
Material Specialist IBEW	2	2	42	\$44,228.80 - \$68,613.39
Purchasing Agent	3	3	42	\$44,228.80 - \$68,613.39
Warehouse Oper Tech - IBEW	4	4	PU34	\$35,174.24 - \$54,566.79
Accounting Clerk I	2	2	33	\$35,510.21 - \$55,088.00
<b>TOTAL FULL TIME EMPLOYEES</b>	<b>16</b>	<b>16</b>		

---

**TOTAL FT      32      32**

Figure 202: Risk Management Positions

## Risk Management Office - Budget Summary

### Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 679,825.00	\$ 1,378,260.00	\$ 926,855.00	\$ 1,117,938.00
<i>Purchasing &amp; Stores</i>	\$ 2,883,214.00	\$ 2,973,969.00	\$ 2,651,182.00	\$ 3,098,597.00

Figure 203: Risk Management Office Budget Summary - Expenses

### Revenues

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Purchasing &amp; Stores</i>	\$ 2,883,214.00	\$ 2,973,969.00	\$ 2,651,182.00	\$ 3,098,597.00

Figure 204: Risk Management Office Budget Summary - Revenues

# Risk Management Office – Performance Management

## Purchasing and Risk Management Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Tax dollars saved through sealed bid purchase process	FM-1, 2 GOV-1, 4	FY Annually	\$6,671,554	\$7,029,406	\$12,926,579	<a href="#">Chart 79</a>	Monitor Only
Percent of annual spend attributed to term contracts (Commodities and Services)	FM-1 GOV-1	FY Annually	28%	29%	37%	<a href="#">Chart 80</a>	25%
Number of days to fulfill warehouse inventory order	GOV-1	FY Quarterly	7.75 (Average)	5.5 (Average)	6.25 (Average)	<a href="#">Chart 81</a>	Decrease
Sealed bid or Request for Proposal (RFP) response time (Number of days)	GOV-1	FY Quarterly	30 (Average)	35.25 (Average)	32.25 (Average)	<a href="#">Chart 82</a>	30
Purchase order request response (Number of days)	GOV-1	FY Quarterly	2.9 (Average)	1.96 (Average)	2.15 (Average)	<a href="#">Chart 83</a>	< 10
Percent of participating employees who have decreased Everside Health risk factors	GOV-3	FY Annually	74%	76%	81.00%	<a href="#">Chart 84</a>	66%

Figure 205: Purchasing and Risk Management – Key Success Indicators

### Department Objectives – Purchasing and Risk Management

1. Ensure the acquisition of quality goods and services at the best value for the City in an orderly, fair, timely and economical manner.
2. Provide a readily available supply of requested items as operational support to City Departments.
3. Assure the public that City business is transacted in a transparent and fair manner to maximize taxpayer dollars.
4. Provide a comprehensive health benefit package to the City of Lakeland employees at the lowest possible cost.
5. Identify risks and liabilities to minimize the impact on City of Lakeland properties, employees, and the public.
6. Provide the tools and necessary training in support of a safe and healthy work environment.



## Risk Management Office – Performance Management

### Purchasing and Risk Management Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
<b>Purchasing and Stores</b>						
Total Number of Inventory Items Issued	2	Annually	7,865	6,909	7,046	1.25% ↑
Total Dollar Amount of Inventory	2	Annually	\$18,557,894	\$19,336,311	\$22,499,477	1.25% ↑
Total Number of Sealed Bids/RFPs	1, 3	Annually	100	96	94	1.25% ↑
Total Dollar Amount of Sealed Bids and RFPs	1, 3	Annually	\$20,751,477	\$13,325,367	\$6,289,592	1.25% ↑
Total Annual Cost savings through sealed bids	1, 3	Annually	\$6,671,554	\$7,029,406	\$12,926,579	1.25% ↑
Total annual number of purchase orders	1	Annually	3,859	3,313	2,875	1.25% ↑
Total number of quotes	1	Annually	840	554	493	1.25% ↑
Total annual contract purchase order amount	1, 3	Annually	\$55,275,950	\$46,779,760	\$56,109,176	1.25% ↑
Annual Contract Percent	1, 3	Annually	28%	29%	37%	≥ 25% of the Total annual contract purchase order amount
<b>Risk - Benefits</b>						
Percentage of increase or decrease of per member/per year health premium cost	3, 4	Annually	1%	0%	1%	5%
Total annual hours educating employees on Wellness/Benefits	4, 6	Annually	220	262	372	391
Annual percent of health plan reimbursements highlighting the impact on total health plan costs	3, 4	Annually	12%	13%	14%	15%
<b>Risk – Claims</b>						
Total Number of citywide Auto and General Liability (AI/GL) claims	5	Annually	345	297	325	322
Total open Auto and General Liability (AI/GL) claims, based on a five-year running average	5	Annually	209	149	114	157
Total Workers' Compensation Medical Only (MO) and Indemnity Claims (IND)	5, 6	Annually	305	378	365	245
<b>Risk – Safety</b>						
Cost savings for in-house Commercial Driver's License (CDL) training and licensing	5, 6	Annually	\$178,881	\$132,411	\$595,521	\$610,409
Total Safety Training Hours Provided to City Employees	6	Annually	378	311	323	420
Number of incidents to which Safety Responded	5, 6	Annually	601	663	682	6252

Figure 206: Purchasing and Risk Management Performance Measures

## Risk Management Office – Performance Management

### Changes, Accomplishments & Efficiencies – Purchasing and Risk Management

- Services provided by the City's on-site wellness program and clinic have resulted in a return on investment (ROI) of 5.39:01. The employee wellness clinic does an annual measurement in August of each year to remain consistent. The ROI shown above is from August 2022 when it was last performed.
- Through services provided by the Employee Wellness Clinic Compliance Program at the City's on-site clinic 81% of participants have either improved or maintained their health risk factors.
- Saved approximately 12,972 manpower hours due to the utilization of the City's on-site wellness clinic by employees for treatment of episodic conditions versus outside medical care.
- Saved approximately 4,635 manpower hours due to utilization of the City's on-site wellness clinic by employees for treatment of on-the-job injuries versus outside medical care. Our on-site Physical Therapy for on-the-job injuries, is included in the manpower hours' savings.
- The City's Wellness Program activity continued to be reduced due to lingering effects of the Pandemic. 307 employees registered for a 5-day virtual health fair in October 2022. Results of the Registered Dietician Nutritionist (RDN) Program into our second year; provided 118 visits of diet and nutrition assistance; 1 virtual session attended by 36 people and 19 participants in the virtual health fair.
- Obtained \$3,169,542 in reimbursements to the City's Health Plan, through Stop Loss Reinsurance, Medicare Part D, pharmaceutical rebates, and third-party claims subrogation. Obtained \$680,074 in workers' compensation recoveries through excess insurance coverage and State of Florida Special Disability reimbursement.
- Provided a total of 323 safety training hours to City employees through departmental meetings in lieu of a safety fair, represents a decrease due to the Pandemic. In-house CDL license training saved approximately \$595,521 for the 30 employees who tested and received their CDL license.
- With the assistance of our Employee Benefits Broker, RFP's for Group Medical Administrative Services and Pharmacy Benefits Manager were solicited and awarded to United Health Care for a savings of \$2,520,000 over the next 3 years.
- Processed in-house, all mandatory Healthcare Reform notifications (1095C) to employees and retirees, regarding their health insurance coverage for the fifth year in a row, resulting in a savings of \$20,000.
- Voluntary electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 1111 employees utilizing self-enrollment. This resulted in a savings of citywide operational hours in reduced employee time to enroll.
- Through the Purchasing process the City realized an annual savings of \$12,926,579 achieved through both the sealed bid and request for proposal (RFP) processes.



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## RP Funding Center

RP Funding Center serves as an entertainment, sports, and convention hub for the City of Lakeland, Polk County and beyond. The RP Funding Center features four unique venues for both corporate and consumer use:

- The Jenkins Arena hosts a variety of events including concerts, sporting events, family shows, and other multi-purpose events.
- Sikes Hall and The Exhibit Hall and associated spaces offer over 50,000 square feet of combined space for a variety of events as well as corporate trade shows and meetings.
- The Youkey Theatre seats 2,218 and is home to the City-sponsored Entertainment and Broadway series, and a number of special engagements.
- Smaller meeting rooms heavily utilized by community and non-profit groups.

RP Funding Center staff provide comprehensive event services including, but not limited to, security, production, technical, medical, marketing support, public parking services, and other services associated with hosting the events. Catering services are provided through its in-house contractor, concessions operations and sales, and other required food services in support of the events and activities at the Center.

The RP Funding Center Marketing team provides marketing and sales support for a variety of in-house and outside promoted events and develops and implements strategies and materials in support of promoting events as, well as promotion sales and marketing for the venues.

# RP Funding Center – Table of Organization

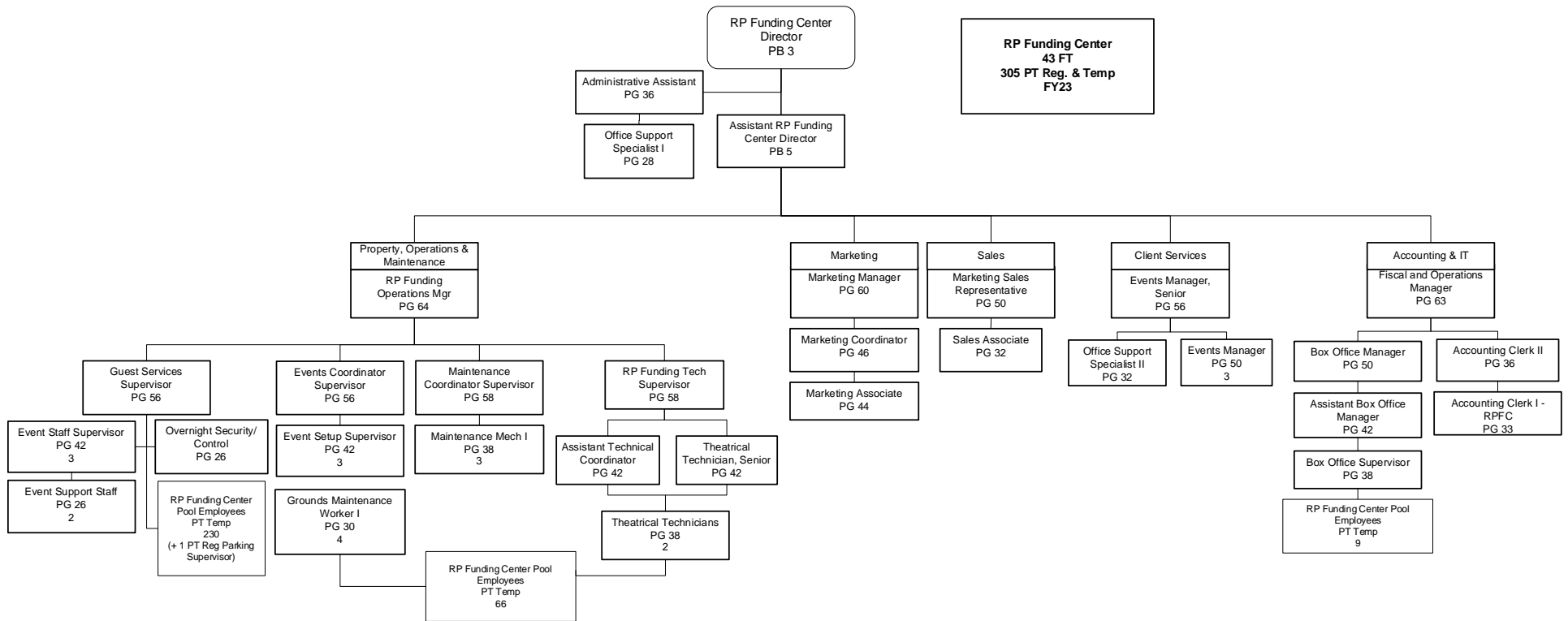


Figure 207: RP Funding Center Table of Organization

## RP Funding Center - Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
RP Funding Center Director	1	1	PB3	\$92,349.13 - \$171,509.06
Assistant RP Funding Center Director	1	1	PB5	\$73,322.91 - \$136,164.02
RP Funding Center Operations Manager	1	1	64	\$75,646.25 - \$117,352.17
Fiscal Operations Manager RPFC	1	1	63	\$73,823.18 - \$114,523.99
Marketing Manager	1	1	60	\$68,613.39 - \$106,441.88
Maintenance Coordinator Supervisor	1	1	58	\$65,346.08 - \$101,373.23
RP Funding Tech Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Event Manager, Sr	1	1	56	\$62,234.37 - \$96,545.93
Events Coordinator Supervisor	1	1	56	\$62,234.37 - \$96,545.93
Guest Services Supervisor	1	1	56	\$62,234.37 - \$96,545.93
Box Office Manager	1	1	50	\$53,760.39 - \$85,200.00
Event Manager	3	3	50	\$53,760.39 - \$85,200.00
Marketing Sales Representative	1	1	50	\$53,760.39 - \$85,200.00
Marketing Coordinator	1	1	46	\$48,762.26 - \$75,646.25
Marketing Associate	1	1	44	\$46,440.23 - \$72,044.05
Assistant Technical Coordinator	1	1	42	\$44,228.80 - \$68,613.39
Assistant Box Office Manager	1	1	42	\$44,228.80 - \$68,613.39
Event Setup Supervisor	2	3	42	\$44,228.80 - \$68,613.39
Event Staff Supervisor	3	3	42	\$44,228.80 - \$68,613.39
Theatre Technician, Sr	1	1	42	\$44,228.80 - \$68,613.39
Box Office Supervisor	1	1	38	\$40,116.83 - \$62,234.37
Maintenance Mech I	3	3	38	\$40,116.83 - \$62,234.37
Theatrical Technician	2	2	38	\$40,116.83 - \$62,234.37
Accounting Clerk II - RPFC	1	1	36	\$38,206.50 - \$59,270.81
Administrative Assistant -RPFC	1	1	36	\$38,206.50 - \$59,270.81
Accounting Clerk I -RPFC	1	1	33	\$35,510.21 - \$55,088.00
Office Support Specialist II - RPFC	2	1	32	\$34,654.43 - \$53,760.39
Sales Associate	1	1	32	\$34,654.43 - \$53,760.39
Grounds Maintenance Worker I - RPFC	4	3	30	\$33,004.21 - \$51,200.36
Office Support Specialist I - RPFC	1	1	28	\$31,432.58 - \$48,762.26
Event Support Staff	2	1	26	\$29,935.78 - \$46,440.23
Overnight Security/Control	1	1	26	\$29,935.78 - \$46,440.23
<b>Total Full Time Employees</b>	<b>45</b>	<b>43</b>		
RP Funding Center Pool Employee PT	305	305	*P	\$22,880.00 - \$165,126.30
<b>Total PT Employees</b>	<b>305</b>	<b>305</b>		

Figure 208: RP Funding Center Positions

## RP Funding Center - Budget Summary

### Expenses

<i>Fund</i>	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>General</i>	\$ 5,130,474.00	\$ 7,681,259.00	\$ 7,142,856.00	\$ 7,013,739.00

Figure 209: RP Funding Center Budget Summary - Expenses

## RP Funding Center - Performance Management

### RP Funding Center Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic  
Opportunity  
(EO)



Fiscal  
Management  
(FM)



Growth  
Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Attendance at RP Funding Center	QOL-4 EO-4	FY Quarterly	173,305 <sup>50</sup> (Total)	149,339 (Total)	253,577 (Total)	<a href="#">Chart 87</a>	Increase
RP Funding Center utilization - Arena	EO-4	FY Quarterly	23.75% <sup>51</sup> (Average)	42.75% (Average)	46% (Average)	<a href="#">Chart 88</a>	Increase
RP Funding Center utilization - Theater	EO-4	FY Quarterly	24% (Average)	20.64% <sup>52</sup> (Average)	36% (Average)	<a href="#">Chart 89</a>	Increase
RP Funding Center utilization - Meeting	EO-4	FY Quarterly	17.5% <sup>53</sup> (Average)	26.75% <sup>54</sup> (Average)	29.25% <sup>55</sup> (Average)	<a href="#">Chart 90</a>	Increase

Figure 210: RP Funding Center – Key Success Indicators

### Department Objectives – RP Funding Center

- To be considered the venue of choice for the greater Lakeland and Polk County area by providing superior facilities and outstanding events.
- Improve the quality of life for our Citizens through cultural activities and community-based programs that enrich Lakeland by providing a stimulus for education, culture, community service and entertainment.
- To reduce the operating subsidy through increased sales and reduced expense

### RP Funding Center Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Proposed
Number of events	1, 3	Quarterly	180 <sup>56</sup>	219	245	245
Occupancy Percent	1	Quarterly	21%	29%	35%	35%
Total Sales (in millions)	1, 3	Quarterly	3.34	2.36	4.92	4.92
Gross Operating Profit (loss) %	1	Quarterly	-74.5%	-66.8%	-33.9%	-33.9%
Total sales of Food & Beverages (in hundred-thousands)	1	Quarterly	NA	NA	19.78	19.78
Total Commission (in hundred-thousands)	1	Quarterly	3.00	NA	2.30	2.30
Ad Dollars Spent (in hundred-thousands)	2	Quarterly	2.52	0.17	2.92	2.92
Number of Unique Visitors to Social Media Outlets	1	Quarterly	1,099	990	1,896	1,896
Total Revenue (in millions)	1, 3	Quarterly	9.07	6.36	8.04	8.04

Figure 211: RP Funding Center Performance Measures

<sup>50</sup> RP Funding Center attendance impacted by COVID-19.

<sup>51</sup> RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

<sup>52</sup> RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

<sup>53</sup> RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

<sup>54</sup> RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

<sup>55</sup> RP Funding Center utilization percent for Q3 and Q4 impacted by COVID-19.

<sup>56</sup> All FY20 and FY21 data impacted by Covid-19, for all measures.



## RP Funding Center - Performance Management

### Changes, Accomplishments & Efficiencies – RP Funding Center

#### Events:

- Annual FHSAA Boys and Girls Basketball Tournament
- Tampa Bay Tornados Football
- Women's Choice Gala
- Miss Florida
- Comic Con
- Polk County All Sports Awards
- Collectorama
- Open Season Hunting and Fishing Show
- The Fancy Flea
- The Bigfoot Conference
- Classic Albums Live
- Jeff Foxworthy
- The Athena Awards (Lakeland Chamber of Commerce)
- Repticon
- Casa De Amor Women's Conference
- Stepping Out for Education Dance Competition (Polk Education)
- Mannheim Steamroller
- Orlando Magic
- Florida Tropics
- Gabriel Iglesias
- Polk State Graduation
- Bill Engvall
- Big Bad Voodoo Daddy
- Cirque Música Holiday
- FHSAA Basketball
- East Coast Dance and Cheer
- Florida State Science and Engineering
- Blue Man Group
- The Price is Right

#### Other:

- Completed restroom renovations
- RPFC Christmas Tree Decorating Contest raised \$1,791 for the United Way of Central Florida
- Voted Best Event Venue, The Lakeland Ledger Best of the Best 2022
- Winner of the Reader's Choice Award 2022, Conventions South Magazine, third year in a row.

## Water Utility

Lakeland Water Utilities is responsible for providing potable water and wastewater reclamation to residential, commercial, and industrial customers. The Department's Water service territory covers approximately 132 square miles of the greater Lakeland area. The Wastewater Service territory covers about 149 square miles.

### Divisions

- Collection
- Treatment
- Wetlands and Lab

Wastewater Collection and Treatment Services utilizes two Wastewater Treatment Plants (WWTP) Glendale and Northside. Services include the cost-effective collection and treatment of wastewater products originating from household, commercial, and industrial establishments located within the City's service territory.

Water Treatment and Distribution Services provide water plant maintenance and operations, water purification, cost effective treatment and related actions involving engineering and administration. Distribution facilities and associated equipment are maintained to provide reliable service at an established level of efficiency.

Water Distribution is responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water distribution facilities within the water service territory. This includes all water mains, meter services, fire line services, fire hydrants, water meters, and backflow preventer assemblies.

# Wastewater – Collection – Table of Organization

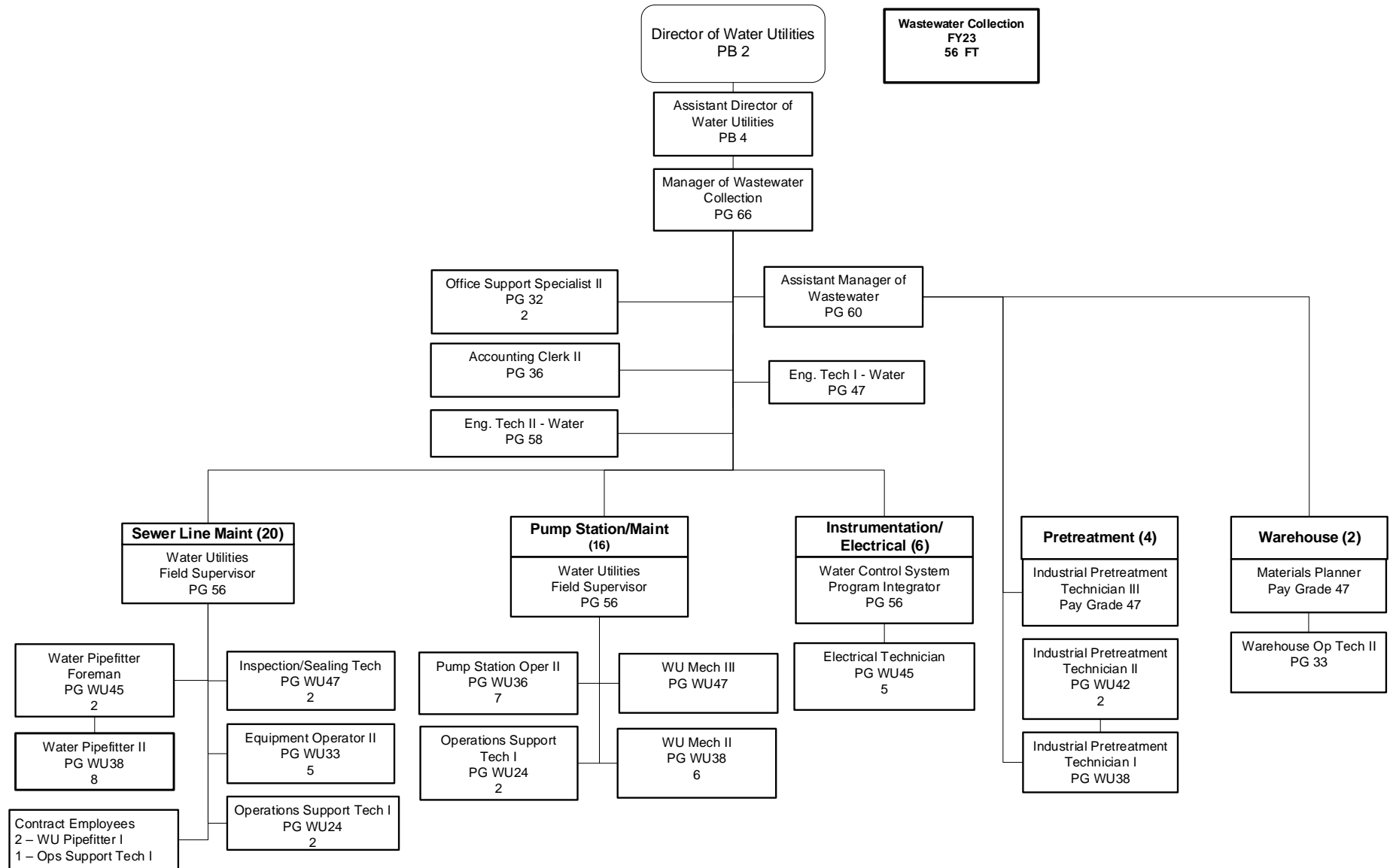


Figure 212: Wastewater Collection Table of Organization

## Wastewater – Collection – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Collection	1	1	66	\$79,428.56 -\$123,219.79
Assistant Manager of WW Utilities	1	1	60	\$68,613.39 -\$106,441.88
Engineering Technician II - Water	1	1	58	\$65,346.08 -\$101,373.23
Water Control System Program Integrator	1	1	56	\$62,234.37 -\$96,545.93
Engineer Tech I - Water	0	1	47	\$49,966.45 -\$77,514.34
Materials Planner	1	1	47	\$49,966.45 -\$77,514.34
Accounting Clerk II	1	1	36	\$38,206.50 -\$59,270.81
Warehouse Operations Technician II	1	1	WU33	\$41,724.35 -\$53,262.12
Office Support Specialist II	2	2	32	\$34,654.43 -\$53,760.39
<b>COLLECTION ADMIN FULL TIME EMPLOYEES</b>	<b>9</b>	<b>10</b>		
Water Utilities Field Supervisor	1	1	56	\$62,234.37 -\$96,545.93
Inspection & Sealing Technician	2	2	WU47	\$58,724.90 -\$74,924.86
Water Utilities Pipefitter Foreman	2	2	WU45	\$55,922.87 -\$71,369.34
Water Utilities Pipefitter II	8	8	WU36	\$44,879.56 -\$57,288.57
Equipment Operator II Streets	4	5	WU33	\$41,724.35 -\$53,262.12
Operations Support Technician I	2	2	WU24	\$33,483.07 -\$42,736.85
<b>SEWER MAINTENANCE FULL TIME EMPLOYEES</b>	<b>19</b>	<b>20</b>		
Water Utilities Field Supervisor	1	1	56	\$62,234.37 -\$96,545.93
WU Mechanic III	1	1	WU47	\$58,724.90 -\$74,924.86
WU Electrical Technician	5	5	WU45	\$55,922.87 -\$71,369.34
Water Utilities Mechanic II	6	6	WU38	\$47,116.48 -\$60,137.68
Pumping Station Operator II	6	7	WU36	\$44,879.56 -\$57,288.57
Operations Support Technician I	2	2	WU24	\$33,483.07 -\$42,736.85
<b>PUMPING STATIONS FULL TIME EMPLOYEES</b>	<b>21</b>	<b>22</b>		
Industrial Pretreatment Tech III	1	1	47	\$49,966.45 -\$77,514.34
Industrial Pretreatment Tech II	2	2	WU42	\$51,967.06 -\$66,306.86
Industrial Pretreatment Tech I	1	1	WU38	\$47,116.48 -\$60,137.68
<b>PRETREATMENT FULL TIME EMPLOYEES</b>	<b>4</b>	<b>4</b>		
<b>COLLECTION TOTAL</b>	<b>53</b>	<b>56</b>		

Figure 213: Wastewater Collection Positions

# Wastewater – Treatment – Table of Organization

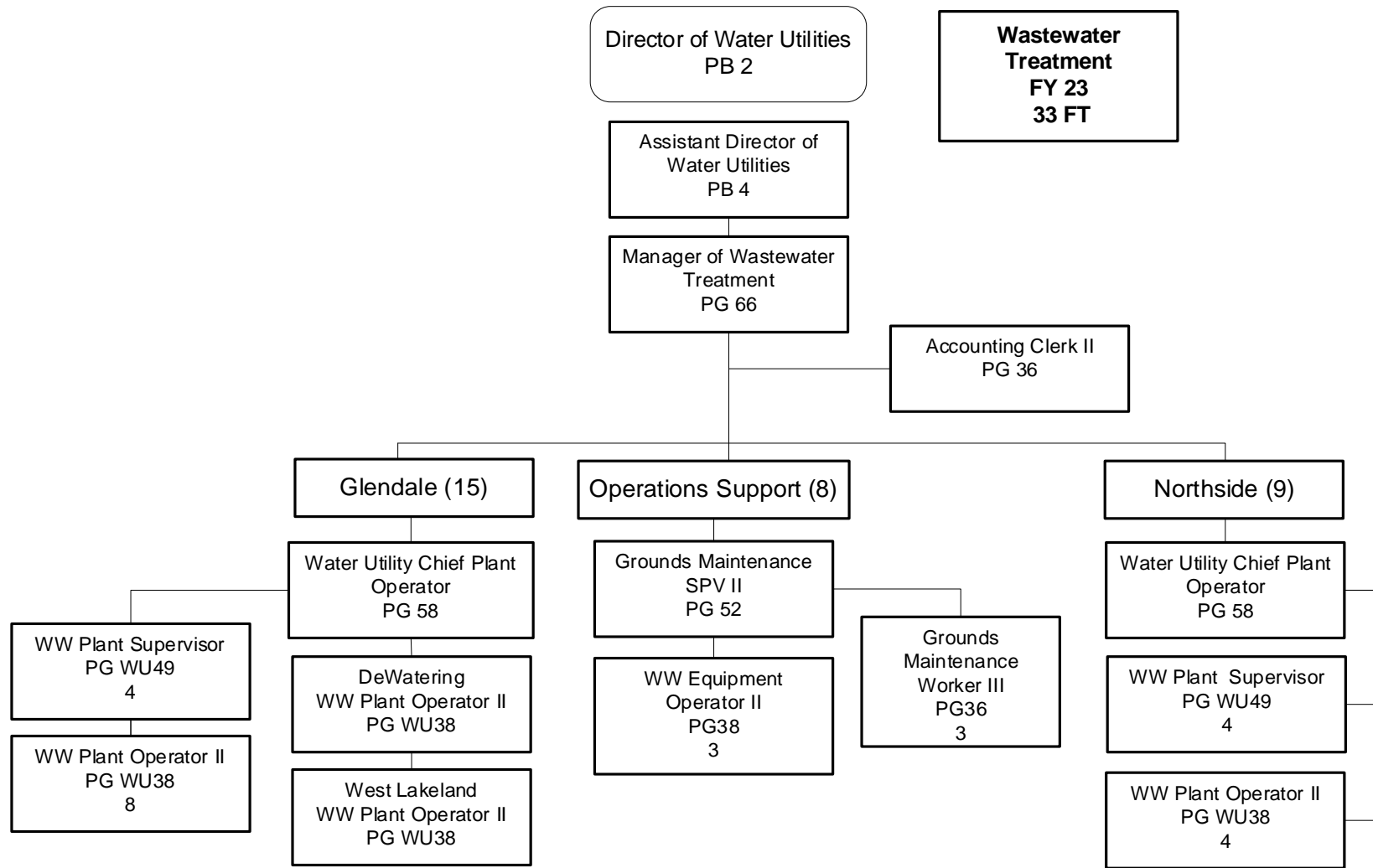


Figure 214: Wastewater Treatment Table of Organization

## Wastewater – Treatment – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Treatment	1	1	66	\$79,428.56 - \$123,219.79
Water Utility Chief Plant Operator	1	1	58	\$65,346.08 - \$101,373.23
Grounds Maintenance Supervisor II	1	1	52	\$56,448.41 - \$87,570.00
Wastewater Plant Supervisor	4	4	WU49	\$61,644.65 - \$78,692.30
Wastewater Plant Operator II	7	7	WU38	\$47,116.48 - \$60,137.68
<b>GLENDALE PLANT FULL TIME EMPLOYEES</b>	<b>14</b>	<b>14</b>		
Water Utility Chief Plant Operator	1	1	58	\$65,346.08 - \$101,373.23
Wastewater Plant Supervisor	4	4	WU49	\$61,644.65 - \$78,692.30
Wastewater Plant Operator II	7	7	WU38	\$47,116.48 - \$60,137.68
Equipment Operator II	0	3	38	\$40,116.83 - \$62,234.37
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Equipment Operator II	3	0	3	\$36,387.14 - \$56,448.41
Office Support Specialist II	1	0	32	\$34,654.43 - \$53,760.39
<b>NORTHSIDE PLANT FULL TIME EMPLOYEES</b>	<b>17</b>	<b>16</b>		
Grounds Maint Worker III	4	3	36	\$38,206.50 - \$59,270.81
<b>WEST LAKELAND WASTELOAD FACILITY FT EMP</b>	<b>4</b>	<b>3</b>		
<b>TREATMENT TOTAL</b>	<b>35</b>	<b>33</b>		

Figure 215: Wastewater Treatment Positions

## Wastewater Lab & Wetlands – Table of Organization

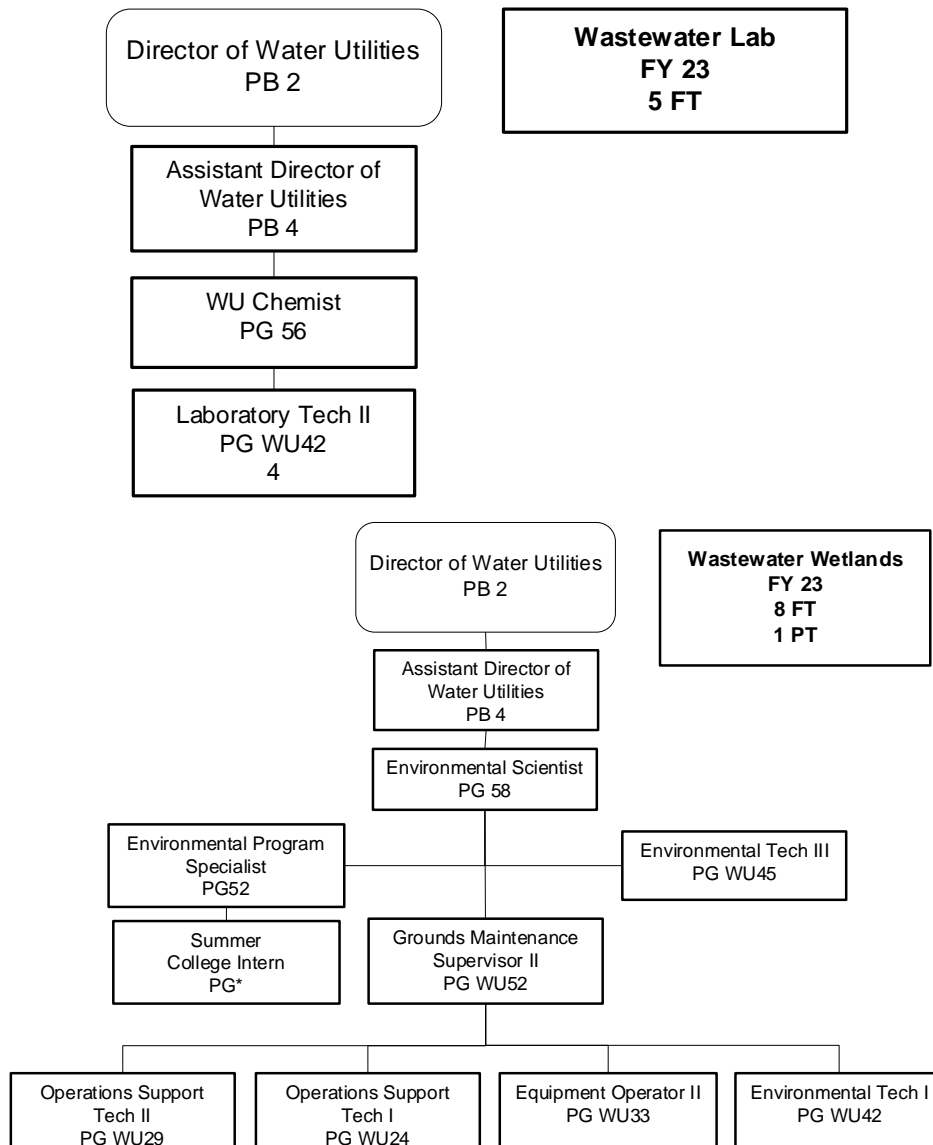


Figure 216: Wastewater Lab & Wetlands Table of Organization

## Wastewater – Wetlands – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Water Utility Chemist	1	1	56	\$62,234.37 - \$96,545.93
Laboratory Technician II	4	4	WU42	\$51,967.06 - \$66,306.86
<b>LABORATORY FULL TIME EMPLOYEES</b>	<b>5</b>	<b>5</b>		
Environmental Scientist	1	1	58	\$65,346.08 - \$101,373.23
Environmental Program Specialist	1	1	52	\$56,448.41 - \$87,570.00
Grounds Maintenance Supervisor II	1	1	52	\$56,448.41 - \$87,570.00
Environmental Technician III	1	1	WU45	\$55,922.87 - \$71,369.34
Environmental Technician I	1	1	WU36	\$44,879.56 - \$57,288.57
Equipment Operator II	1	1	WU33	\$41,724.35 - \$53,262.12
Operations Support Technician II	1	1	WU29	\$37,839.17 - \$48,293.80
Operations Support Technician I	1	1	WU24	\$33,483.07 - \$42,736.85
<b>WETLANDS FULL TIME EMPLOYEES</b>	<b>8</b>	<b>8</b>		
<hr/>				
<b>WETLANDS MANAGEMENT TOTAL</b>	<b>13</b>	<b>13</b>		
<b>Wastewater TOTAL FT</b>	<b>101</b>	<b>102</b>		
<b>Wastewater TOTAL PT</b>	<b>2</b>	<b>1</b>		

Figure 217: Wastewater Lab & Wetlands Positions



## Water – Administration – Table of Organization

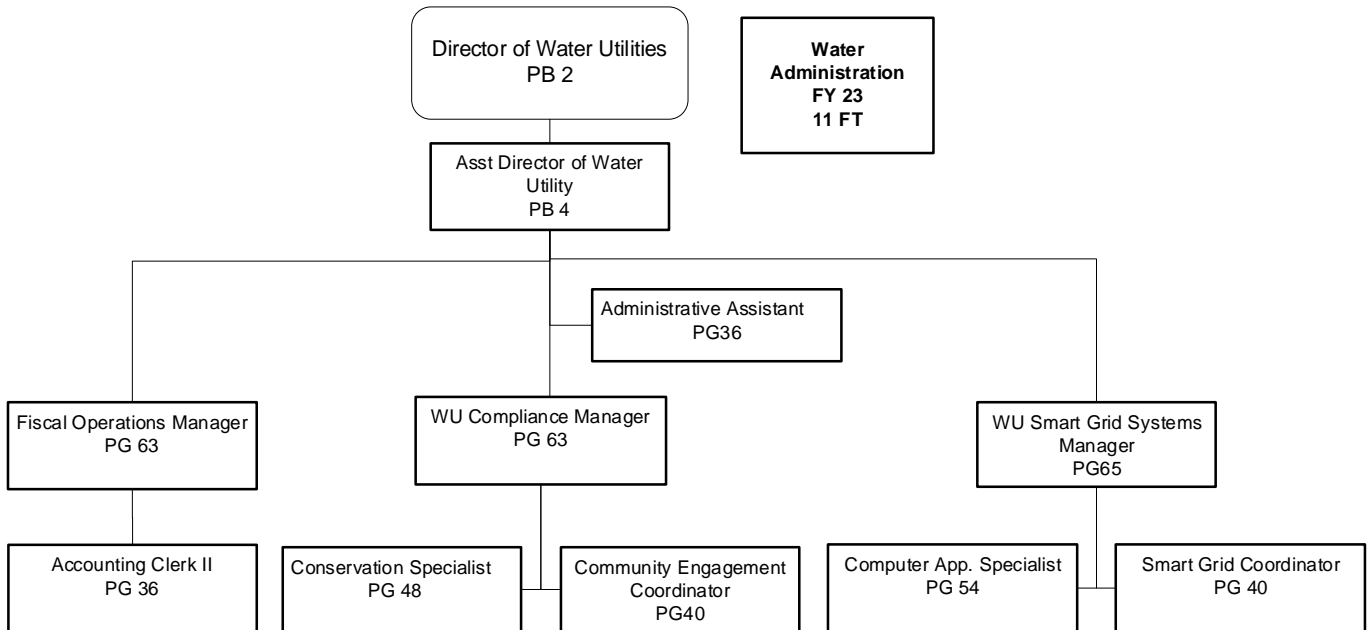


Figure 218: Water Administration Table of Organization

## Water – Administration – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Water Utilities Director	1	1	PB2	\$99,875.14 - \$185,517.91
Assistant Director of Water Utilities	1	1	PB4	\$81,320.87 - \$151,042.23
WU Smart Grid Systems Manager	1	1	65	\$77,514.34 - \$120,250.20
Fiscal and Operations Manager	1	1	63	\$73,823.18 - \$114,523.99
WU Compliance Manager	1	1	63	\$73,823.18 - \$114,523.99
Computer Applications Specialist	1	1	54	\$59,270.81 - \$91,948.50
WU Conservation Specialist	1	1	48	\$51,200.36 - \$79,428.56
Community Engagement Coordinator	1	1	40	\$42,122.67 - \$65,340.81
Smart Grid Coordinator	1	1	40	\$42,122.67 - \$65,340.81
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Administrative Assistant	1	1	36	\$38,206.50 - \$59,270.81
<b>ADMINISTRATION FULL TIME EMPLOYEES</b>	<b>11</b>	<b>11</b>		

Figure 219: Water Administration Positions

# Water – Distribution – Table of Organization

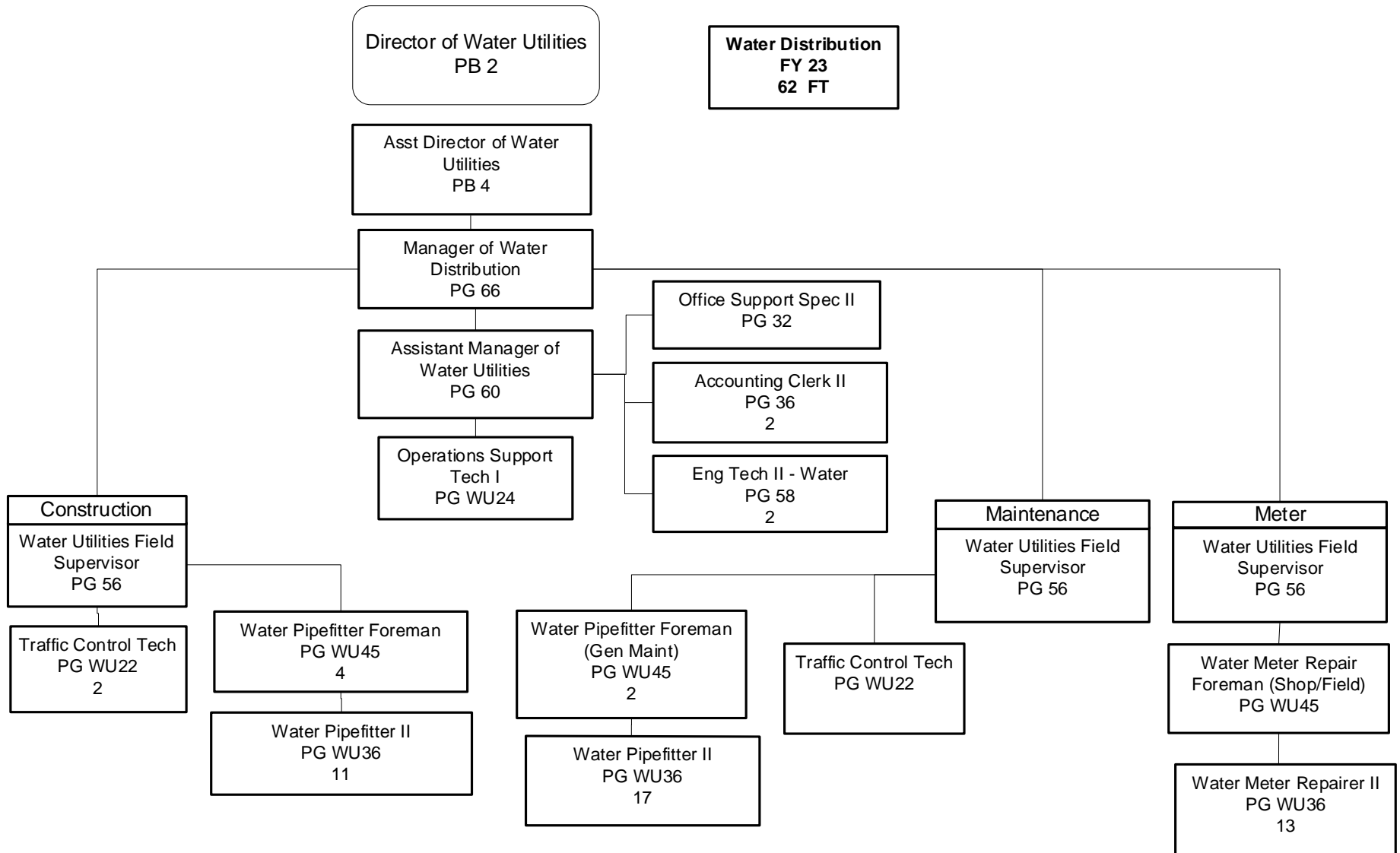


Figure 220: Water Distribution Table of Organization

## Water – Distribution – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Water Distribution	1	1	66	\$79,428.56 - \$123,219.79
Assistant Manager Water Utilities	1	1	60	\$68,613.39 - \$106,441.88
Engineering Technician II - Water	2	2	58	\$65,346.08 - \$101,373.23
WU Field Supervisor	3	3	56	\$62,234.37 - \$96,545.93
Water Meter Repairer Foreman	1	1	WU45	\$55,922.87 - \$71,369.34
Water Utilities Pipefitter Foreman	6	6	WU45	\$55,922.87 - \$71,369.34
Water Meter Repairer II	13	13	WU36	\$44,879.56 - \$57,288.57
Water Utilities Pipefitter II	26	28	WU36	\$44,879.56 - \$57,288.57
Accounting Clerk II	2	2	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
Office Support Tech I	1	1	WU24	\$33,483.07 - \$42,736.85
Traffic Control Technician	3	3	WU22	\$31,905.47 - \$40,707.20
<b>DISTRIBUTION FULL TIME EMPLOYEES</b>	<b>60</b>	<b>62</b>		

Figure 221: Water Distribution Positions

# Water – Engineering – Table of Organization

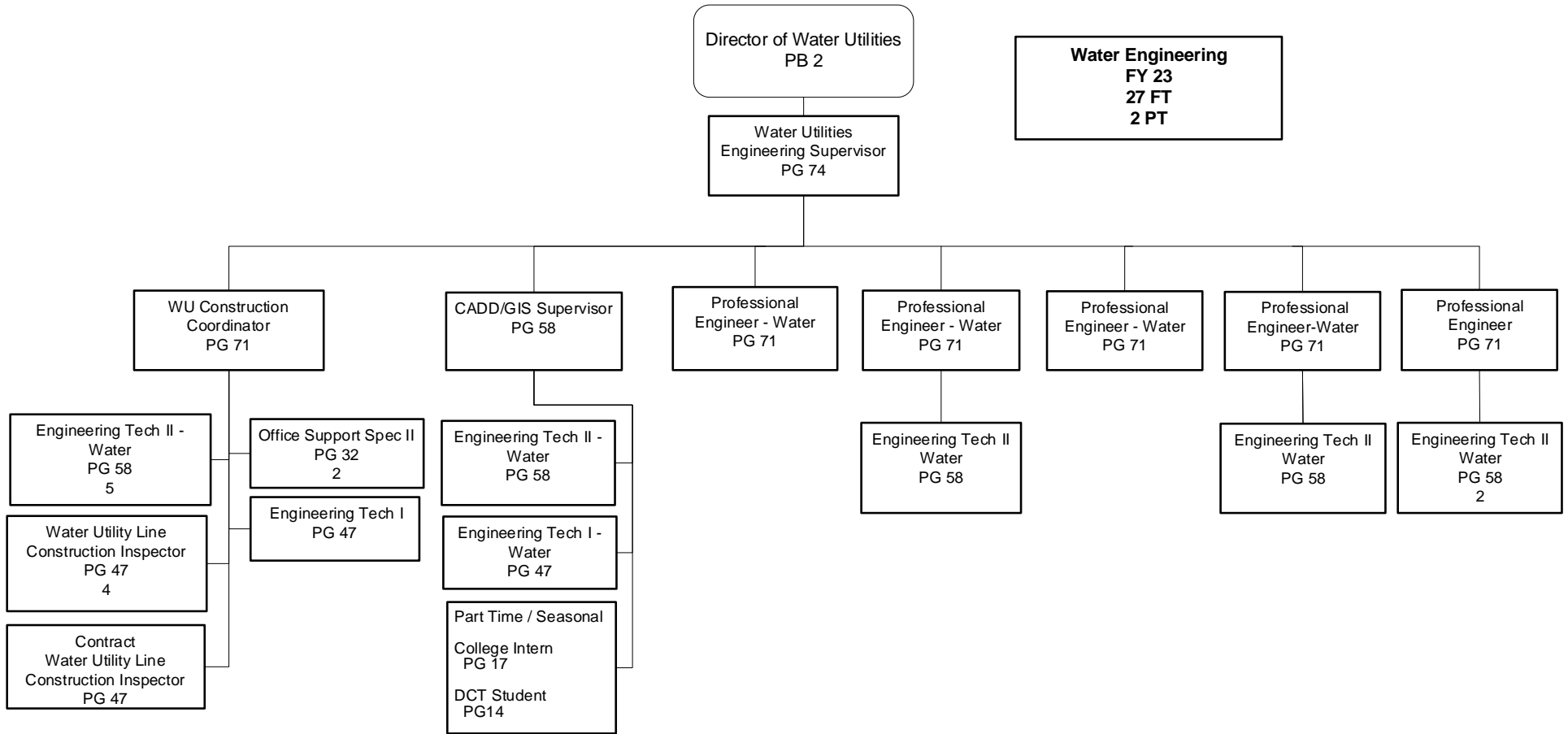


Figure 222: Water Engineering Table of Organization

## Water – Engineering – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Water Utilities Engineering Supervisor	1	1	74	\$96,545.93 - \$149,774.43
Water Utility Construction Coordinator	1	1	71	\$89,732.56 - \$139,204.64
Professional Engineer - Water	5	5	71	\$89,732.56 - \$139,204.64
CADD/GIS Supervisor	1	1	58	\$65,346.08 - \$101,373.23
Engineering Technician II - Water	10	11	58	\$65,346.08 - \$101,373.23
Water Utilities Line Construction Inspector	4	4	47	\$49,966.45 - \$77,514.34
Engineering Technician I - Water	2	2	47	\$49,966.45 - \$77,514.34
Office Support Specialist II	2	2	32	\$34,654.43 - \$53,760.39
<b>ENGINEERING FULL TIME EMPLOYEES</b>	<b>26</b>	<b>27</b>		
College Intern	1	1	*	\$22,880.00 - \$165,126.30
High School Intern	1	1	*	\$17,804.80 - \$25,477.50
<b>PART TIME EMPLOYEES</b>	<b>2</b>	<b>2</b>		

Figure 223: Water Engineering Positions

# Water – Production – Table of Organization

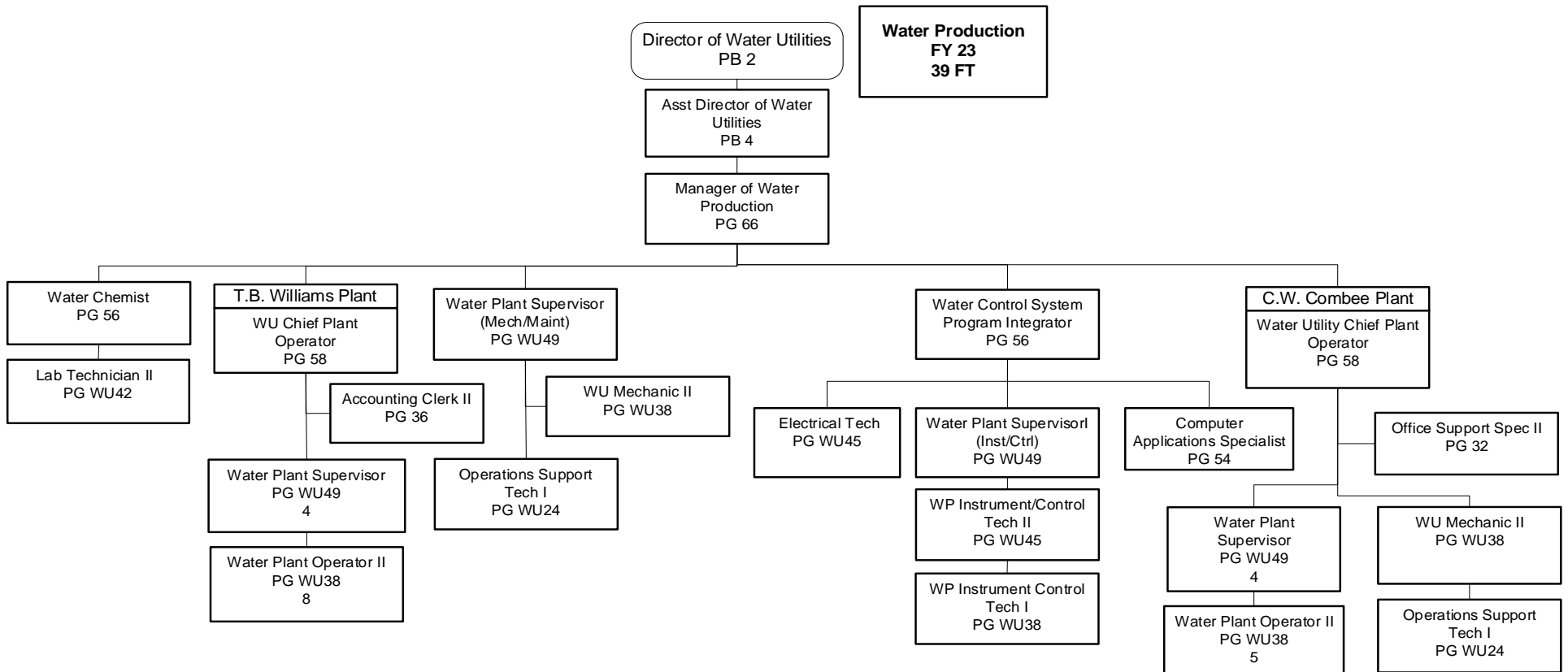


Figure 224: Water Production Table of Organization

## Water – Production – Positions

Personnel	FY22	FY23	PG	Salary Range
	Current	Proposed		
Manager of Water Production	1	1	66	\$79,428.56 - \$123,219.79
WU Chief Plant Operator	2	2	58	\$65,346.08 - \$101,373.23
Water Chemist	1	1	56	\$62,234.37 - \$96,545.93
Water Control Systems Program Integrator	1	1	56	\$62,234.37 - \$96,545.93
Computer Application Specialist	1	1	54	\$59,270.81 - \$91,948.50
Water Plant Supervisor	10	10	WU49	\$61,644.65 - \$78,692.30
WU Electrical Technician	1	1	WU45	\$55,922.87 - \$71,369.34
Water Plant Instrument/Control Technician II	1	1	WU45	\$55,922.87 - \$71,369.34
Lab Technician II	1	1	WU42	\$51,967.06 - \$66,306.86
Water Plant Operator II	13	13	WU38	\$47,116.48 - \$60,137.68
Water Utilities Mechanic II	2	2	WU38	\$47,116.48 - \$60,137.68
Water Plant Instrument/Control Technician I	1	1	WU38	\$47,116.48 - \$60,137.68
Accounting Clerk II	1	1	36	\$38,206.50 - \$59,270.81
Office Support Specialist II	1	1	32	\$34,654.43 - \$53,760.39
Operations Support Technician I	2	2	WU24	\$33,483.07 - \$42,736.85
<b>PRODUCTION FULL TIME EMPLOYEES</b>	<b>39</b>	<b>39</b>		
<b>Water TOTAL FT</b>	<b>136</b>	<b>140</b>		
<b>Water TOTAL PT</b>	<b>2</b>	<b>2</b>		

Figure 225: Water Production Positions

## Water Utility - Budget Summary

<i>Fund</i>	<b>Expenses</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Wastewater Utility</i>	\$ 32,574,750.00	\$ 38,097,615.00	\$ 35,628,526.00	\$ 44,690,852.00
<i>Water Utility</i>	\$ 33,618,074.00	\$ 46,215,112.00	\$ 71,596,528.00	\$ 40,859,501.00

Figure 226: Water Utility Budget Summary - Expenses

<i>Fund</i>	<b>Revenues</b>			
	FY21	FY22 Revised	FY22 Forecast	FY23 Proposed
<i>Wastewater Utility</i>	\$ 32,574,750.00	\$ 55,937,410.00	\$ 53,468,321.00	\$ 44,690,852.00
<i>Water Utility</i>	\$ 33,618,074.00	\$ 46,215,112.00	\$ 71,596,528.00	\$ 40,859,501.00

Figure 227: Water Utility Budget Summary - Revenues



## Water Utility – Performance Management

### Water Utilities Key Success Indicators (KSIs) Linked to City Goals



Quality of Life  
(QOL)



Communication  
(COMM)



Economic Opportunity  
(EO)



Fiscal Management  
(FM)



Growth Management  
(GM)



Governance  
(GOV)

KSI Measure	Goal, Strategy Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Actual	Chart	FY2023 Target
Boil water notices (per 1,000 customers)	QOL-3	FY Quarterly	1.12	1.39	1.38	<a href="#">Chart 91</a>	0.69 or <
Water demand ratio to permitted capacity	QOL-3 GM-4	FY Quarterly	0.5999	0.6392	0.6768	<a href="#">Chart 92</a>	0.5 or <
Waste water demand ratio to permitted capacity	QOL-3 GM-4	FY Quarterly	0.6544	0.5956	0.6734	<a href="#">Chart 93</a>	0.5 or <

Figure 228: Water Utilities – Key Success Indicators

### Department Objectives – Water Utilities

1. To provide an adequate amount of potable water for domestic use and fire protection services while meeting or exceeding required governmental guidelines at a cost competitive with comparable communities throughout the state.
2. To provide customers in the City of Lakeland’s service territory with a sufficient sewage collection and treatment system to treat and dispose of all waste water and residual products

### Water Utilities Performance Measures

Performance Measure	Department Objective Link	Frequency	FY2020 Actual	FY2021 Actual	FY2022 Proposed	FY2023 Proposed
<b>Water</b>						
Water losses (% of total)	1	Quarterly	7.8%	8.47%	8.55	< 8.00%
Distribution cost \$ per 1,000 gallons	1	Annually	\$0.93	\$1.1	\$1.09	\$1.11
Average Daily Flow (ADF) 12 month rolling (millions of gallons per day)	1	Quarterly	22.635	23.444	23.563	23.0
Peak Daily Flow (PDF)	1	Quarterly	29.336	35.385	29.45	29
Total Water treated (millions of gallons)	1	Quarterly	8284.53	8557.13	8600.64	8450
Treatment cost \$ per 1,000 gallons	1	Annually	\$1.81	\$1.40	\$1.52	\$1.60
Cost of Service \$ per 1,000 gallons	1	Annually	\$4.20	\$3.84	\$4.74	\$4.80
<b>Waste water</b>						
Number of spills (count)	2	Quarterly	9	11	12	0
Cost of Collection \$ per 1,000 gallons	2	Annually	\$3.25	\$2.16	\$1.95	\$2.00
12 month rolling Average Daily Flow (millions of gallons)	2	Quarterly	11.66	11.5	13.23	12
Peak Daily Flow (PDF) (millions of gallons)	2	Quarterly	22.73	21.47	35.12	21
Waste water Treated Total	2	Quarterly	4,260.4	4,198.34	4829.15	4,400
Cost of Treatment \$ per 1,000 gallons	2	Annually	\$1.99	\$2.95	\$2.01	\$2.10
Cost of Service \$ per 1,000 gallons	2	Annually	\$8.41	\$7.66	\$7.15	\$7.20
Reuse Daily Average (millions of gallons per day)	2	Annually	8.16	8.35	6.28	7.00
Population Served	2	Annually	110,119	114,705	NA	117,000

Figure 229: Water Utilities Performance Measures

## Water Utility – Performance Management

### Changes, Accomplishments & Efficiencies – Water Utilities

#### Water Administration

- Launched a project to accept credit card payments for hydrant flow testing. Traditionally this was a check/money order payment method only. Staff worked together to create invoicing in UMS to allow for the ability to make credit card payment through the Lakeland Electric billing website. This alleviated some workload from Customer Billing and allowed for efficiencies for both the customer and the Utility. As part of the new hydrant flow test invoicing, Customer Billing relinquished invoice capabilities to certain Water Utility divisions. This alleviated some workload from Customer Billing and allowed for efficiencies for Water Utility divisions. Since inception, 50% of these flow tests have been made by credit card.
- Water Distribution is now able to bill meter relocations whereas previously they would record a memo on a customer's UMS account and then have the customer call LE customer service to request billing process. This has expedited the process for the meter relocations and provided convenience for the customer
- Streamlined multiple complex administrative and compliance reporting processes significantly improving efficiency and quality through the creation of automated reports, queries, customized dashboards and improved utilization of our existing centralized database.
- Hired the Department's first ever Community Engagement Coordinator which immediately led to the increase in public outreach and education efforts through increased social media presence, appearances at community events, and improved communication with customers.

#### Water Engineering

- English Oaks 30" Force Main – Placed into service October 11, 2021.
- SW Lakeland Sewer Upgrades Phase 1 – Completed major renovation of English Oaks Pump station on Pipkin Rd and placed into service December 15, 2021.
- Glendale Effluent Pump Station – Received Design Loan from FDEP State Revolving Fund (SRF) (November 2021) for New Effluent Pump Station Design at Glendale Waste Water Treatment Plant.
- Received proposals for replacement of Western Trunk – Phase 1
- Agreement in place with CHA for TB Williams Filter Rehab
- Agreement in place with Kimley-Horn for the Edgewood Drive South Pump Station rehabilitation project.
- Engineering Completed for Griffin Road 24" Gravity Sewer Main. Next step is bidding and Contractor selection for work.
- ERP Permit for the Lakeland-Polk County-Bartow US98 Water Interconnect was approved.
- Skyview 6" and 12" Forcemains placed into service October 2022
- 238 new Development projects received
- 163 Development projects completed
- 1,305 City of Lakeland e-plan reviews performed
- 1,158 City and County water and waste water home IVR inspections performed
- 2,836 water and waste water utility inspections performed
- 215 water and waste water utility system tests witnessed
- English Oaks Section III – Caribbean Dr. reached substantial completion.
- English Oaks Section IV – Airport Rd. reached substantial completion.

## Water Utility – Performance Management

### Changes, Accomplishments & Efficiencies – Water Utilities, continued

#### **Water Production**

- Cook Park Well Pump Replacement Completed March 2022
- TB Williams WTP Ground Storage Tank Rehabilitation Project Completed October 2022. Both 5-million-gallon potable water storage tanks were repaired as needed, recoated, cleaned, and disinfected at the TB Williams WTP.

#### **Wastewater Collections**

- In FY22 the City of Lakeland's Industrial Pretreatment Program started a C.O.R.E. (Cooking Oil Recycling Effort) Program. This program is designed for homeowners to have a location to dispose of used cooking oil instead of putting it down their drains. Pouring this oil down the drain can lead to grease blockages in their sewer laterals or in the city's collection system. The collected used cooking oil will be introduced into the digestion process at the Glendale Treatment Plant to increase Methane production that in turns is used to produce electricity on-site. The city's communication department and our marketing consultant have engaged in a robust marketing and social media communication effort on this program. We currently have 6 collection locations around the city.

#### **Wastewater Treatment**

- Northside Wastewater Treatment Facility – Replaced the aging bar screens with high capture center flow band screens during the headworks rehabilitation project
- The new band screens are removing approximately three dumpsters per week worth of rags and screenings. This leads to fewer clogged pipes and pumps throughout the plant which means less maintenance costs.

#### **Wastewater Laboratory**

- The laboratory successfully completed their biennial audit. In preparing for the audit the lab implemented a new internal audit system, with more specific checkpoints for each workstation. The SOPs throughout the lab were updated to reflect current requirements and quality practices in accord with the latest NELAC (TNI) standard.
- Participated in a shadowing program through the City with Tenoroc High School's Power Academy. Three students from the Power Academy shadowed in the lab for multiple weeks and were exposed to the various tests performed by each technician.
- Established a new seed source for BOD5/CBOD from an artificial seed source to using the Northside domestic influent sample. That switch leads to better quality results.
- Lab personnel attended the FSEA (Florida Society of Environmental Analysts) Conference 2022 for Troubleshooting continuous Flow Analyzers, Ethics and Data Integrity and Internal Audit.
- The lab also implemented an Intern training and tours program with the participation of graduate students from different local colleges and Universities.
- Implemented the IDEXX Colilert-18 system to analyze samples for fecal coliforms and E. coli. This method is used to analyze plant samples and spills that may occur throughout Lakeland. This system is more accurate and more efficient than the membrane filtration system that we used previously. It is less time consuming than our previous method. The IDEXX system can detect up to 2491 MPN on a tray. The filtration method was much more limited and accurate only within a range of 20-80 colonies per plate thus, requiring dilutions of each sample.

## Water Utility – Performance Management

### Changes, Accomplishments & Efficiencies – Water Utilities, continued

#### **Waste Water Wetlands**

- 10,289 visitors through park gates
- 44 educational tours for 489 individuals
- Outreach activities have reached over 200,000 individuals (Visit Central Florida Vacation Guide, research groups, workshops, conferences, community events, etc.)
- Over 52,000 Google searches for Se7en Wetlands
- Se7en Wetlands volunteers have donated 566 hours at a national rate of \$27.20/hr totaling \$15,395
- 11 summer camps participated in water quality programs
- Se7en Wetlands is partnering with the University of South Florida on two research projects: 1. Rapid Deployment of Biochar Filter Barriers for Nutrients Recovery. 2. Emerging Contaminants in Waste water: Baseline Assessment of Microplastics in Se7en Wetlands
- Two 2022 internships completed
- Winner of the 2022 WaterReuse Association Award for Excellence Community Water Champion
- Installed a new invasive species educational sign funded by the Florida Exotic Pest Plant Council's Kathy Craddock Burks Education Grant
- Installed fiber at Control Structures 6 and 9 to allow for future data acquisition and system monitoring
- Additional fiber installation improves efficiency because it allows for the installment of real time water quality sensors (SCADA), as well as uses for the future phases of the park and control structure upgrades
- Replaced the front-facing garage doors on the big equipment storage shed
- Removed invasive plants from Outreach Pond and replaced them with native aquatic plants
- Removed rip-rap from the west side of the effluent ditch, filled in erosion areas, re-graded and sodded the area to prevent future erosion



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**REVENUE AND EXPENDITURE SUMMARY  
GENERAL FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	64,640,835	71,512,256	65,896,450	77,275,413
Fringe Benefits	18,643,177	25,791,894	18,483,858	24,902,707
<b>Total Personnel</b>	<b>83,284,012</b>	<b>97,304,150</b>	<b>84,380,308</b>	<b>102,178,120</b>
<b>Non-Personnel</b>				
Utilities	7,563,224	7,850,527	7,786,817	8,020,784
Professional and Contractual	2,096,980	3,734,950	3,945,042	3,365,563
Insurance and Fixed Charges	4,155,612	4,622,023	4,433,259	4,285,770
Grants and Aid	250,061	281,036	281,036	284,036
Arts and Cultural	235,619	269,263	264,283	275,000
Fuel and Purchased Power	8,186	12,250	12,250	12,250
Internal Service Charges	18,142,595	17,880,352	17,558,929	20,185,007
All Other Operations & Maintenance	8,405,855	11,823,179	11,084,776	11,546,996
Debt Service	807,464	253,920	630,408	575,142
Capital Outlay	237,695	1,767,470	1,752,720	1,265,636
Maintenance and Special Projects	8,275,744	12,764,754	12,786,928	10,655,445
<b>Total Non-Personnel</b>	<b>50,179,034</b>	<b>61,259,724</b>	<b>60,536,448</b>	<b>60,471,629</b>
<b>Total Expenditures</b>	<b>133,463,045</b>	<b>158,563,874</b>	<b>144,916,756</b>	<b>162,649,749</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(11,054,875)	(10,965,569)	(10,718,088)	(11,095,938)
Transfers In	50,456,472	50,575,672	50,625,672	49,410,825
Transfers Out	4,559,476	1,299,134	4,798,980	3,973,439
<b>Net Transfers</b>	<b>56,951,871</b>	<b>60,242,107</b>	<b>56,544,780</b>	<b>56,533,324</b>
<b>Revenue Sources</b>				
Taxes	55,428,397	59,109,532	58,683,281	64,926,475
License and Permits	1,912,435	1,639,214	1,652,996	1,666,095
Intergovernmental Revenues	13,808,481	11,621,546	13,963,091	14,508,187
Charges for Services	9,525,171	12,073,356	13,366,990	12,022,836
Interest Income	2,391,370	2,109,368	1,400,597	1,353,450
Fines and Forfeits	2,526,438	1,972,156	2,210,652	1,867,877
All Other Revenue	2,938,347	2,350,104	2,366,491	2,131,775
<b>Total Revenue</b>	<b>88,530,640</b>	<b>90,875,276</b>	<b>93,644,098</b>	<b>98,476,695</b>
<b>Funding to be Provided</b>	<b>(12,019,465)</b>	<b>7,446,491</b>	<b>(5,272,122)</b>	<b>7,639,730</b>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>TAXES</b>				
Franchise Fees	296,954	271,748	351,397	352,512
Property Taxes	39,050,917	42,663,455	42,309,792	48,978,325
Utility Taxes	16,080,526	16,174,329	16,022,092	15,595,638
<b>LICENSES &amp; PERMITS</b>				
Business Tax Licenses	1,912,435	1,639,214	1,652,996	1,666,095
<b>INTERGOVERNMENTAL REVENUES</b>				
Federal Grants	91,475	40,288	34,725	27,695
Local Grants	5,630	40,000	40,000	40,000
State Grants	511,061	581,665	613,194	594,683
County Shared Revenues	1,275,180	1,268,474	1,333,170	1,334,275
State Shared Revenues	11,925,134	9,691,119	11,942,002	12,511,534
<b>CHARGES FOR SERVICES</b>				
General Government Charges for Services	473,470	417,515	447,403	506,329
Public Safety Charges for Services	2,624,059	2,653,747	3,311,928	2,201,346
Other Physical Environment Charges for Services	363,544	223,500	349,450	265,441
Cemetery Charges for Services	940,898	749,777	1,011,084	762,891
Transportation Charges for Services	10,814	8,697	14,937	15,085
Libraries Charges for Services			100	100
Parks & Recreation Activities Charges for Services	796,888	653,145	994,103	645,261
Golf Course Charges for Services	1,505,616	1,457,604	1,888,676	2,052,000
Special Facilities - Stadiums	239,469	305,000	258,158	315,000
Special Facilities - Buildings	163,014	303,445	410,289	296,642
Special Facilities - RP Funding Center	2,358,538	5,247,201	4,613,765	4,911,781
Special Facilities - Other	49,105	53,725	67,097	50,960
<b>FINES AND FORFEITS</b>				
Court Cases	274,644	211,406	227,630	193,000
Library Fines	16,732	21,650	14,095	10,000
Violations of Local Ordinances	2,155,808	1,660,000	1,886,605	1,606,350
Other Miscellaneous Fines and Forfeits	79,254	79,100	82,322	58,527

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>MISCELLANEOUS REVENUE</b>				
Interest Earnings	2,391,370	2,109,368	1,400,597	1,353,450
Contributions and Donations	153,963	105,914	111,304	20,000
Other Miscellaneous Revenue	1,266,646	1,018,884	1,027,338	985,484
Reimbursements	539,564	380,252	466,204	235,280
Rents and Royalties	317,483	385,343	372,057	368,685
Sale of Fixed Assets	256,020	15,000	2,133	5,100
Transfer from Trust Funds	214,589	187,455	187,455	315,226
Transfer from Impact Fees	190,082	257,256	200,000	202,000
<b>NON-OPERATING REVENUES</b>				
Transfers In	50,456,472	50,575,672	50,625,672	49,410,825
<b>PRIOR YEAR SURPLUS</b>	(12,019,465)	7,446,491	(5,272,122)	7,639,730
<b>TOTAL REVENUES</b>	<u>126,967,647</u>	<u>148,897,439</u>	<u>138,997,648</u>	<u>155,527,250</u>



## GENERAL FUND EXPENSES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
City Commission	124,649	211,634	199,401	201,269
Office of the City Manager	289,618	1,174,037	1,042,927	531,539
Office of Innovation & Strategy	12,366	295,005	179,711	270,897
Information Security	(9,981)	140,517	(18,349)	
Communications Department	539,934	704,252	629,290	691,512
Legal Department	562,221	487,269	661,855	470,224
Retirement Services	69,579	177,627	165,827	248,802
Internal Auditor	70,711	85,545	72,543	84,257
Human Resources:				
Office of the Human Resources Director	148,110	301,065	176,273	475,856
Employment Services	402,679	865,645	577,850	973,865
Engagement and Development	433,594	668,672	556,875	843,032
Policy and Labor Relations	163,690	223,230	185,300	221,315
Risk Management Office	679,825	1,378,260	926,855	1,117,938
Community and Economic Development:				
Planning	2,541,679	3,107,673	3,260,924	3,055,924
Code Enforcement	1,107,088	1,349,392	1,203,454	1,308,818
Building Inspection	4,122			
Business Tax Office	219,438	232,042	183,314	227,293
Finance Department:				
Central Accounting	1,056,278	1,461,277	1,115,772	1,423,309
City Treasurer	(17,253)	106,309	17,295	54,318
Finance - Customer Billing	14,679	54,646	(579)	71,455
City Clerk / Records Retention	636,954	627,256	585,438	763,311
Fire Department	21,436,205	22,929,734	22,053,422	26,427,197
Police Department	44,421,085	51,800,093	48,860,046	53,184,243
Public Works:				
Traffic Operations	1,434,314	1,994,268	1,701,871	1,973,915
Office Of The Public Works Director	477,319	602,060	546,244	576,073
Engineering	1,342,681	1,490,531	1,386,047	1,567,374
Public Works Construction & Maintenance	2,021,266	3,324,766	2,281,753	3,185,903

## GENERAL FUND EXPENSES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Parks, Recreation & Cultural Arts:				
Office Of Parks, Recreation & Cultural Arts Director	545,070	681,340	626,782	707,293
Parks	11,223,381	12,870,631	11,293,072	13,039,759
Recreation	5,221,808	7,163,486	5,941,911	7,348,032
Cleveland Heights Course	2,315,615	2,570,150	2,386,808	2,332,472
Libraries	3,318,619	4,330,546	3,739,002	3,535,292
Larry R. Jackson Branch Library	389,761	472,301	405,528	644,385
Cemeteries	1,122,716	1,231,561	1,131,851	1,252,725
RP Funding Center	5,130,474	7,681,259	7,142,856	7,013,739
Non-Departmental	17,522,962	16,108,969	17,784,088	19,703,914
<b>TOTAL EXPENSES</b>	<b>126,973,256</b>	<b>148,903,048</b>	<b>139,003,257</b>	<b>155,527,250</b>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>TAXES</b>				
<b>PROPERTY TAXES</b>				
Current Ad Valorem Taxes	40,447,057	44,774,384	43,874,400	51,453,500
Delinquent Ad Valorem Taxes	41,772	53,484	36,577	47,500
Ad Valorem Tax Discounts & Costs	(1,487,394)	(2,238,719)	(1,651,185)	(2,572,675)
Interest On Delinquent Ad Valorem Taxes	49,483	74,306	50,000	50,000
	<u>39,050,917</u>	<u>42,663,455</u>	<u>42,309,792</u>	<u>48,978,325</u>
<b>FRANCHISE FEES</b>				
Gas Companies - Franchise	296,954	271,748	351,397	352,512
	<u>296,954</u>	<u>271,748</u>	<u>351,397</u>	<u>352,512</u>
<b>UTILITY TAXES</b>				
Utility Tax-Propane-7-Eleven, Inc.	4,574	3,733	5,338	5,400
Utility Tax-Propane-P.G.S.	153,791	137,027	167,490	169,300
Utility Tax-Propane - Ameri Gas	56,536	52,136	71,905	69,600
Utility Tax-Propane - Parker/Knowl	592	783		
Utility Tax-Propane - Suburban Pro	49,160	52,888	63,454	63,500
Utility Tax-Propane - U-Haul	2,003	2,333	1,278	1,500
Utility Tax-Propane - Walmart	14,341	15,756	12,002	11,500
Utility Tax-Fuel - Circle K Stores, Inc.	1,843	1,717	2,814	2,900
Utility Tax-Fuel - Target	214	226	552	600
Utility Tax - Fuel - Ferrellgas	5,750	4,818	7,717	7,400
Utility Tax - Fuel - BP Energy Co.	4,317	7,525		
Utility Tax - Propane - Winn Dixie Stores	1,322	1,327	1,364	1,378
Utility Tax - Propane - CVS Caremark	746	596	707	715
Utility Tax-Propane-Publix	5,881	5,476	8,992	8,200
Utility Tax-Water	2,088,322	2,235,332	2,222,321	2,199,700
Utility Tax-Electric	9,268,130	9,170,247	9,085,449	8,639,300
Telecommunication Revenues	4,310,569	4,287,004	4,271,795	4,314,500
Telecommunications Revenues - Prior Year Catch Up		50,500		
Utility Tax-Propane-Walgreens	2,404	1,447	1,971	2,100
Utility Tax - RaceTrac	503	414	384	500
Utility Tax - Tiger, Inc	2,795	2,288	6,109	5,800
Utility Tax-Infinite Energy	2,619	3,274		
Utility Tax - Natural Gas - Interconn Resources	73,867	103,870	71,476	72,600
Utility Tax - Natural Gas - Gas South	30,199	33,566	16,756	16,925
Utility Tax - Propane - Thompson Gas	48	46	90	70
Utility Tax - Propane - Thermostat			2,128	2,150
	<u>16,080,526</u>	<u>16,174,329</u>	<u>16,022,092</u>	<u>15,595,638</u>
<b>TOTAL TAXES AND FRANCHISE FEES</b>	<u>55,428,397</u>	<u>59,109,532</u>	<u>58,683,281</u>	<u>64,926,475</u>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>LICENSE AND PERMITS</b>				
<b>BUSINESS TAX LICENSE</b>				
Occupational License Tax	1,883,197	1,623,499	1,623,500	1,639,734
Penalties-Occupational License	28,815	15,500	29,196	26,090
Transfer & Dup Fees-Occupational License	423	215	300	271
	<u>1,912,435</u>	<u>1,639,214</u>	<u>1,652,996</u>	<u>1,666,095</u>
<b>TOTAL LICENSE AND PERMITS</b>	<u>1,912,435</u>	<u>1,639,214</u>	<u>1,652,996</u>	<u>1,666,095</u>
<b>INTERGOVERNMENTAL REVENUE</b>				
<b>STATE REVENUE SHARING</b>				
Alcoholic Beverage License Tax	117,189	103,619	103,619	104,655
11 Cent Cigarette Tax	3,358,557	2,687,198	3,214,487	3,870,957
Mobile Home License Fees	273,521	271,185	276,256	279,020
Local Government Half-Cent Sales Tax	8,110,355	6,554,917	8,272,247	8,191,252
Firefighters Compensation Tax	65,512	74,200	75,393	65,650
	<u>11,925,134</u>	<u>9,691,119</u>	<u>11,942,002</u>	<u>12,511,534</u>
<b>OTHER LOCAL UNITS REVENUE SHARING</b>				
County Occupation License Tax	84,571	77,500	77,500	78,275
County-Wide Library Revenues	1,190,609	1,190,974	1,255,670	1,256,000
	<u>1,275,180</u>	<u>1,268,474</u>	<u>1,333,170</u>	<u>1,334,275</u>
<b>FEDERAL GRANTS</b>				
DOJ-Justice Assistance Grant	22,221	24,979	27,695	27,695
Department of Health Child Care Food Program	4,525	14,600	6,321	
Mutual Aid - Michael Mission - State	(22,572)			
BJA-Coronavirus Emergency Supplemental Funding Program	79,772	709	709	
Mutual Aid - Piney Point Gypsum Stack Release	7,530			
	<u>91,475</u>	<u>40,288</u>	<u>34,725</u>	<u>27,695</u>
<b>STATE GRANTS</b>				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	402,974	412,917	438,118	425,305
FOAG Victim Assistance (VOCA)	86,718	148,290	154,618	148,920
FDLE-Byrne Grant	21,235	20,458	20,458	20,458
FDLE ESST/CHT Task Force	133			
	<u>511,061</u>	<u>581,665</u>	<u>613,194</u>	<u>594,683</u>
<b>LOCAL GRANTS</b>				
PCCVB-Reimbursable Expenses	2,875	40,000	40,000	40,000
SWFWMD WISE Grant - Turf Wireless Weather Station	2,755			
	<u>5,630</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>
<b>TOTAL INTERGOVERNMENTAL</b>	<u>13,808,481</u>	<u>11,621,546</u>	<u>13,963,091</u>	<u>14,508,187</u>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>CHARGES FOR SERVICES</b>				
<b>GENERAL GOVERNMENT</b>				
Zoning & Subdivision Fees	132,094	122,000	142,401	170,000
Sales- Maps & Publication	50	150	143	144
Certification Copying Research Fees	2,946	368	1,610	1,525
County Impact Fees-Administration	3,222	3,585	1,946	3,500
Garnishment Fees	6,032	7,280	5,689	5,322
LPD Union Dues Administration Fees	101	1,061	41	41
School Impact Fees Admin. Charges	51,223	35,500	34,608	45,000
Fire Union Dues Administration Fees	1,120	1,177	1,109	993
Zoning Verification Letters	4,020	3,750	3,180	3,085
Special Assessment/Application Fees/All other	5,950	3,570	4,760	4,370
UWUA Union Dues Administration Fees	890	960	748	765
Payoff Request Fee	116,660	97,000	135,869	133,000
IBEW Union Dues Administration Fees	8	14	2	4
Transportation Impact Fee Admin Fee	29,831	22,500	18,128	22,730
Chauffeurs Permits	367	300	4,111	4,200
Site and Concept Plan Review Fees	73,706	60,500	63,098	80,150
Driveway Permit Fee	45,251	57,800	29,960	31,500
	<u>473,470</u>	<u>417,515</u>	<u>447,403</u>	<u>506,329</u>
<b>PUBLIC SAFETY</b>				
Police Services Reimbursement	2,087,710	2,057,797	2,594,711	1,481,124
Court Witness Fees	75		68	
Other Public Safety Charges	94,956	88,650	100,994	93,007
Permitted Fire Inspections	62,700	140,300	131,900	138,118
One Time Fire Permits Fee	106,720	147,000	108,228	109,310
Construction Plan Review Fee	271,899	220,000	376,027	379,787
	<u>2,624,059</u>	<u>2,653,747</u>	<u>3,311,928</u>	<u>2,201,346</u>
<b>OTHER PHYSICAL ENVIRONMENT</b>				
Lot Clearing Prior To Assessment	188,604	140,000	140,000	141,000
Lot Mowing & Clearing Assessments	11,460			
Lot Mowing & Clearing-Interest	62,400	28,500	119,450	33,541
Demolition Of Bldgs-Prior	93,778	55,000	90,000	90,900
Demolition Of Bldgs-Assessments	7,302			
	<u>363,544</u>	<u>223,500</u>	<u>349,450</u>	<u>265,441</u>
<b>CEMETERY</b>				
Opening Graves-Oakhill	170,323	157,463	171,672	161,399
Opening Graves-Roselawn	1,659	1,986	2,278	1,682
Opening Graves-Laurel Hill	179	2,700	767	1,572
All Other Revenues-Oakhill	49,128	42,241	40,141	43,297
All Other Revenues -Laurel Hill	385	200	928	447
Cemetery Lots-Oak Hill	573,358	425,484	681,394	431,866

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
All Other Revenues -Roselawn	70	100	32	35
Opening Graves-Oakhill-Overtime	145,797	119,603	113,872	122,593
	<u>940,898</u>	<u>749,777</u>	<u>1,011,084</u>	<u>762,891</u>
<b>TRANSPORTATION</b>				
Other Transportation Receipts	10,814	8,697	14,937	15,085
	<u>10,814</u>	<u>8,697</u>	<u>14,937</u>	<u>15,085</u>
<b>CULTURE &amp; RECREATION - LIBRARIES</b>				
Library Non-Resident Fees			100	100
			<u>100</u>	<u>100</u>
<b>PARKS AND RECREATION</b>				
<b>Recreation:</b>				
Program Activity Fees	313,606	225,530	365,967	326,112
Swimming Pools	106,183	95,150	100,728	92,000
Swimming Classes	17,745	5,350	18,000	5,104
Tennis Court Fees	8,640	14,550	6,709	2,662
Tournament Fees	20,983	1,800	16,416	28,141
Recreation Fees	8,961		8,054	
Concessions-Contractual	188	95	98	143
Parade Entry Fee		5,250	4,571	6,322
Locker Rental	47	100	129	91
Weight Room Fees	74,969	58,200	79,045	80,360
Payroll Charges - Recreation	45,280	57,500	108,993	
Personal Trainer Facility Use Fees	10,075	10,100	12,549	13,145
Base Fee Surcharge	6,679	6,775	7,480	8,338
LCT Ticket Sales	4,039	2,359	3,436	1,913
Activity Card Fees	17,747	16,000	23,525	23,942
	<u>635,139</u>	<u>498,759</u>	<u>755,700</u>	<u>588,273</u>
<b>Parks:</b>				
All Other Park & Rec Fees	46,913	44,250	73,374	52,988
Overtime Charges - Parks	108,613	99,848	155,604	
Proceeds from Swan Feeders	6,223	10,288	9,425	4,000
	<u>161,749</u>	<u>154,386</u>	<u>238,403</u>	<u>56,988</u>
<b>Golf Course:</b>				
Cart Fees	91,064	81,500	103,549	115,000
Green Fees	914,847	900,000	1,093,849	1,273,000
Range Fees	45,467	45,800	47,030	48,000
Membership Dues	45,800	45,000	47,310	50,000
Food Sales	27,127	28,784	41,236	40,000
Merchandise Sales	72,908	77,520	108,225	110,000
Greens Replacement Fee	210,559	182,000	305,393	280,000
Golf Lessons	6,300	5,500	4,275	6,000
Golf Course Tournament Fees	91,544	91,500	137,809	130,000

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
	1,505,616	1,457,604	1,888,676	2,052,000
<b>SPECIAL PARKS &amp; RECREATION FACILITIES - STADIUMS</b>				
Marchant Stadium Parking	57,519	200,000	73,171	165,000
Marchant Stadium-Training	181,950	105,000	184,987	150,000
	239,469	305,000	258,158	315,000
<b>SPECIAL PARKS &amp; RECREATION FACILITIES - BUILDINGS</b>				
Lake Mirror Center	11,319	50,420	65,622	39,548
Lake Mirror Theater		1,000		
Lake Mirror Loggia	3,528	3,500	5,220	7,389
Lake Mirror Glass Lounge		900	346	592
Magnolia Building	41,217	99,075	143,488	89,575
Coleman-Bush Building-East	1,536	1,550	1,536	1,316
Coleman-Bush Building-West	14,099	27,500	11,828	8,045
Peggy Brown Building - Upstairs	23,134	50,300	45,526	35,879
Peggy Brown Building - Downstairs	439	1,000	468	400
Facility Rentals	50,594	58,000	62,468	62,500
Lake Crago Large Room	5,611	600	39,948	26,105
Lake Crago Activity Room Lg	4,302	3,500	13,082	7,373
Lake Crago Activity Room Sm	2,104	1,500	6,034	5,005
Lake Crago Education Amphitheater	1,561	1,000	6,514	6,282
Lake Crago Patio	3,570	3,600	8,209	6,633
	163,014	303,445	410,289	296,642
<b>SPECIAL PARKS &amp; RECREATION FACILITIES - OTHER</b>				
Lake Mirror Park Fees	7,190	14,800	10,155	7,861
Hollis Gardens Rentals	10,079	12,750	8,539	11,034
The Mirrors Pavilion	200		306	325
Common Ground Park-Pavilions	13,908	11,500	23,223	17,218
Railroad Pavilion	534	500	402	172
Lake Parker Park-Pavilions	15,673	12,500	23,324	12,625
Bowling Greens	293	325	128	300
Shuffleboard Club	623	650	420	625
Main St. Overlook Park		200		200
Skate Park	605	500	600	600
	49,105	53,725	67,097	50,960

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL RECREATION FACILITIES - RP FUNDING CENTER</b>				
Conference Hall	163,178	213,200	184,800	240,920
Exhibit Hall	155,813	216,000	209,600	284,000
Arena	156,653	241,000	183,000	275,000
Theater	139,170	205,700	279,800	207,300
Catering	1,007	127,300		132,300
Beverage Sales	146	103,300		96,800
Program Sales	9,088	53,600	11,500	51,600
Set Up Charges	1,978	12,100	8,900	2,000
Forfeited Deposits	19,554	31,200	17,200	2,000
Vending Machines & Sales		2,600		2,800
Facility Surcharge & Service Charge	58,395	282,900	212,200	202,500
Box Office Charges	5,387	14,000	4,500	2,000
Net Income/Loss on Promotion	(9,375)	(6,400)		
Payroll Recovery - Other	967,671	1,401,300	1,373,500	1,282,000
All Other Fixed Revenue	9,455	3,100	26,800	27,200
State Sales Tax Collection Fee	466	700	660	660
Equipment Rental & Misc Supply	119,401	235,500	210,900	292,000
Telephone Charges-Equipment	12,675	30,900	23,000	30,000
Products For Resale		800	50	500
Personal Food Service Recovery		20,500		
Contract Labor Revenue	54,584	29,700	63,500	22,800
Piano Tuner	475	1,200	720	300
Advertising Charges	66,308	120,900	100,900	51,000
TM Ticket Commissions	3,021	7,200	12,000	2,000
Parkings	294,511	593,600	462,000	563,000
Energy and Utility Hookup	12,300	63,100	34,500	33,700
Packaging and Shipping	2,499	5,700	1,050	1,400
Over Sized Vehicle Parking			14,300	
Overnight Parking		800	300	
Pre-Paid Parking	74,209	131,500	118,200	155,000
Leases - Land	1	1	1	1
Ticket Sales - Theatre	16,706	938,100	1,039,884	775,000
Ticket Sales - Arena	19,970		20,000	20,000
Concessions	3,294	166,100		156,000
	<u>2,358,538</u>	<u>5,247,201</u>	<u>4,613,765</u>	<u>4,911,781</u>
<b>TOTAL CHARGES FOR SERVICES</b>	<u>9,525,171</u>	<u>12,073,356</u>	<u>13,366,990</u>	<u>12,022,836</u>



## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>FINES AND FORFEITS</b>				
Court Cases	172,870	157,500	169,628	165,000
Confiscated Property-Statute 932	4,600			
Confiscated Cash-Statute 932	67,088	25,906	25,906	
Police Education	30,086	28,000	32,096	28,000
Library Fines	16,732	21,650	14,095	10,000
Code Enforcement Board	455,674	335,000	335,000	338,350
Bad Check Charges	60	650	100	100
Red Light Camera Citation Revenue	1,700,133	1,325,000	1,551,605	1,268,000
Tree Fines and Fees	60,500	61,800	62,000	38,250
Penalties on Assessments	18,694	16,650	20,222	20,177
<b>TOTAL FINES AND FORFEITS</b>	<b>2,526,438</b>	<b>1,972,156</b>	<b>2,210,652</b>	<b>1,867,877</b>
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Scrap Sales	5,832	1,800	4,264	1,818
Insurance Proceeds - Workers Comp Claims	203,855	92,800	108,881	93,728
All Other Misc Revenue	188,441	239,335	160,087	118,057
Refund of Prior Year Expenses	60,311		45,212	
Commissions	583,695	570,091	530,991	571,691
Prior Years Revenue	2,409			
DC Plan Forfeitures	207,630	84,000	165,000	165,000
Non-Utility Revenue - Fiber		21,588		21,804
Cash Over And Short	(170)	120	1,185	20
Credit Card Convenience Fees	12,882	9,150	7,975	10,056
Cancellation Fees	1,760		3,743	3,310
Transfer from Trust Funds	214,589	187,455	187,455	315,226
Transfer from Impact Fees	190,082	257,256	200,000	202,000
	<b>1,671,317</b>	<b>1,463,595</b>	<b>1,414,793</b>	<b>1,502,710</b>
<b>SALES OF FIXED ASSETS</b>				
Surplus Land Sales	149,828		1,608	
Surplus Furniture & Equipment Sales	14,400			
Proceeds from Sale of Easements & Right of Ways	91,793	15,000	525	5,100
	<b>256,020</b>	<b>15,000</b>	<b>2,133</b>	<b>5,100</b>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>CONTRIBUTIONS &amp; DONATIONS</b>				
Special Events Program		750	3,750	
Program Activity Costs	960		300	
Do the Right Thing - Donations	4,000			
Red White & Kaboom Celebration	22,474	21,000	20,000	20,000
AED Units for LPD Patrol Cars	25,000			
Tree Trust Fund	250			
Fire Academy		7,421	7,921	
Holly Jolly Jinglebell Jog	14,981	13,428	13,428	
UHC Communications		10,000	10,000	
MLK Festivities		3,200		
Miscellaneous Contributions & Donations	86,299	50,115	55,905	
	<u>153,963</u>	<u>105,914</u>	<u>111,304</u>	<u>20,000</u>
<b>REIMBURSEMENTS</b>				
All Other Reimbursements & Recoveries	283		38	
Investigative Cost Reimbursement	195,398	135,000	200,036	135,000
Sun'N' Fun Reimbursements	66,081	85,422	80,000	100,280
Reimbursements / Loss Recovery	277,803	159,830	186,130	
	<u>539,564</u>	<u>380,252</u>	<u>466,204</u>	<u>235,280</u>
<b>RENTS AND ROYALTIES</b>				
PCC Lease Of Police Vehicles	3,000	1,500	1,500	1,500
Tower Space Rental	29,554	30,159	30,159	30,762
Rental Income	2,192	3,000	4,753	7,128
Buildings-Amtrak Lease	60,161	61,128	69,556	64,020
Magnolia Building - Garden Bistro	18,143	17,995	18,173	18,173
Alltel Tower Rent	58,356	57,900	59,365	60,101
Naming Rights & Non-event Sponsorships	141,675	186,100	182,000	185,000
Parking Garage - Sun Trust - Leased		25,560		
Non-Utility Right of Way Use Permit	2,000	2,000	4,750	2,000
Building Leases - Other	1	1	1	1
Parking Leases	2,400		1,800	
	<u>317,483</u>	<u>385,343</u>	<u>372,057</u>	<u>368,685</u>
<b>INVESTMENT INCOME</b>				
Interest On Investments	259			
Interest on Pooled Investments	1,698,273	2,087,943	1,397,947	1,350,750
Interest From County	2,649	21,425	2,650	2,700
Market Value Restatement	690,189			
	<u>2,391,370</u>	<u>2,109,368</u>	<u>1,400,597</u>	<u>1,353,450</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>5,139,636</u>	<u>4,202,216</u>	<u>3,567,088</u>	<u>3,283,225</u>

## GENERAL FUND REVENUES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TRANSFERS FROM OTHER FUNDS</b>				
<b>Other Transfers:</b>				
Transfer from Public Improvement Fund	6,536,922	5,400,000	5,450,000	4,100,000
Transfer from Fleet Mgmt Fund	2,856	2,856	2,856	
Transfer from Purchasing & Stores	1,632	1,632	1,632	
Transfer from WW Operations	4,672,338	4,812,209	4,812,209	4,850,236
Transfer from WW R&R		275,000	275,000	100,000
Transfer from Parking System	63,725	65,622	65,622	65,112
Transfer from Lakeland Linder International Airport	150,642	502,142	502,142	500,000
Transfer from Solid Waste Management	1,606,833	2,685,083	2,685,083	1,664,640
Transfer from Water Operations	4,678,664	4,818,575	4,818,575	4,853,074
Transfer from Water R&R		275,000	275,000	100,000
Transfer from Stormwater Utilities Fund	918	918	918	
Transfer from Facilities Maintenance Fund	6,527	6,527	6,527	
Transfer from Information Technology	8,261	8,261	8,261	
Transfer from Electric Operations	32,438,947	31,424,994	31,424,994	32,668,188
Transfer from CRA	288,207	296,853	296,853	509,575
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<u>50,456,472</u>	<u>50,575,672</u>	<u>50,625,672</u>	<u>49,410,825</u>
 SUB-TOTAL	 <u>138,987,112</u>	 <u>141,450,948</u>	 <u>144,269,770</u>	 <u>147,887,520</u>
<b>PRIOR YEAR SURPLUS</b>	<u>(12,019,465)</u>	<u>7,446,491</u>	<u>(5,272,122)</u>	<u>7,639,730</u>
<b>TOTAL REVENUES</b>	<u><u>126,967,647</u></u>	<u><u>148,897,439</u></u>	<u><u>138,997,648</u></u>	<u><u>155,527,250</u></u>

**GENERAL FUND  
City Commission**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	335,961	349,404	321,862	369,672
<b>UTILITIES</b>				
Water Service	227	237	242	250
Electric Service	3,623	3,620	3,543	3,914
Wastewater Service	252	261	266	279
Solid Waste Service	397	397	397	397
Solid Waste Service - Recycling	37	40	37	40
	<u>4,538</u>	<u>4,555</u>	<u>4,485</u>	<u>4,880</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	13,408	12,394	12,440	16,479
Intra-Departmental Charges - Telephone	5,880	5,052	5,052	5,035
Intra-Departmental Charges - Facilities	10,396	9,046	9,046	10,723
Intra-Departmental Charges - Janitorial	8,108	6,565	6,565	7,487
Intra-Departmental Charges - Training Ctr	49	53	53	50
Intra-Departmental Charges - IT Operations - Application Dev	5,571	7,106	7,106	41,877
Intra-Departmental Charges - IT Operations - Network Support	9,257	8,482	8,315	14,405
	<u>53,081</u>	<u>49,160</u>	<u>49,039</u>	<u>96,491</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	8,978	3,857	3,857	11,000
Advertising		585	585	600
Printing & Photography		596	596	611
Postage & Mailing	791	1,523	1,523	1,561
Subscription & Membership	24,755	27,300	27,100	27,777
Telephone Communications	1			
Travel	4,059	32,000	32,000	25,753
Training	99	2,157	2,157	2,211
All Other Sundry Charges	10,717	6,020	6,020	6,170
Expense Allowance	13,214	14,007	14,007	14,357
Ridge League Meeting Expenses	15,240		15,500	15,888
Office Supplies	1,751	3,260	3,460	3,547
Equipment - Noncapital	24	595	595	610
	<u>79,629</u>	<u>91,900</u>	<u>107,400</u>	<u>110,085</u>

**GENERAL FUND  
City Commission**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Youth Task Force		1,000	1,000	1,000
Gang Taskforce	9,705	10,000	10,000	10,000
Sister Cities International	5,000	5,000	5,000	5,000
City Commission Retreat	14,773	24,513	24,513	25,125
Citizen of the Quarter		2,000	2,000	2,000
Ridge League Meeting		15,500	15,500	
	<u>29,478</u>	<u>58,013</u>	<u>58,013</u>	<u>43,125</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(4,974)	(5,036)	(5,036)	(5,640)
Cost Allocated - Purchasing	(4,974)	(5,036)	(5,036)	(5,640)
Cost Allocated - RP Funding Center	(14,923)			
Cost Allocated - Solid Waste Management	(9,948)	(6,182)	(6,182)	(5,640)
Cost Allocated - Airport	(14,923)	(18,594)	(18,594)	(28,199)
Cost Allocated - Parking	(14,923)	(15,562)	(15,562)	(16,919)
Cost Allocated - Wastewater	(27,358)	(28,505)	(28,505)	(31,019)
Cost Allocated - Electric	(238,760)	(207,802)	(207,802)	(270,708)
Cost Allocated - Water	(27,358)	(29,048)	(29,048)	(31,019)
Cost Allocated - Stormwater Utility	(9,948)	(10,072)	(10,072)	(11,280)
Cost Allocated - Facilities Maintenance Fund	(4,974)	(5,489)	(5,489)	(5,640)
Cost Allocated - Information Technology	(4,974)	(5,036)	(5,036)	(5,640)
Cost Allocated - Building Inspection Fund		(5,036)	(5,036)	(5,640)
	<u>(378,037)</u>	<u>(341,398)</u>	<u>(341,398)</u>	<u>(422,984)</u>
<b>GRAND TOTAL</b>	<b>124,649</b>	<b>211,634</b>	<b>199,401</b>	<b>201,269</b>

**GENERAL FUND  
City Manager**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	934,466	1,058,398	927,419	911,167
<b>UTILITIES</b>				
Water Service	372	342	395	360
Electric Service	5,216	5,211	5,101	5,635
Wastewater Service	363	376	383	402
Solid Waste Service	572	572	572	572
Solid Waste Service - Recycling	53	58	53	58
	<u>6,576</u>	<u>6,559</u>	<u>6,504</u>	<u>7,027</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	2,881	9,696	9,696	2,173
Intra-Departmental Charges - PC & Network Support	12,638	11,757	11,848	14,142
Intra-Departmental Charges - Telephone	2,714	2,332	2,332	4,532
Intra-Departmental Charges - Radios	571	481	481	590
Intra-Departmental Charges - Facilities	15,609	13,582	13,582	16,100
Intra-Departmental Charges - Janitorial	12,174	9,858	9,858	11,241
Intra-Departmental Charges - Training Ctr	247	373	373	350
Intra-Departmental Charges - IT Operations - GIS	2,215	1,767	1,767	5,505
Intra-Departmental Charges - IT Operations - Application Dev	25,640	23,381	23,381	25,491
Intra-Departmental Charges - IT Operations - Network Support	9,017	8,230	8,063	12,653
	<u>83,705</u>	<u>81,457</u>	<u>81,381</u>	<u>92,777</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	900	7,000	7,000	5,175
Printing & Photography	39			
Postage & Mailing		102	102	105
Subscription & Membership	6,439	6,800	6,800	8,150
Telephone Communications	3,041	3,045	3,045	3,121
Travel	7,626	31,400	31,400	33,005
Training	1,170	2,030	2,030	2,081
All Other Sundry Charges	570	1,482	1,482	1,519
Software License & Maintenance	22,290	22,624	22,624	23,190
Office Supplies	1,782	2,538	2,538	2,601
	<u>43,857</u>	<u>77,021</u>	<u>77,021</u>	<u>78,947</u>

**GENERAL FUND  
City Manager**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Targeted Economic Opportunities		650,000	650,000	200,000
City Manager Recruitment	9,480			
Department Head Retreat		1,500	1,500	
Employee Engagement Survey				15,000
	<u>9,480</u>	<u>651,500</u>	<u>651,500</u>	<u>215,000</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(12,717)	(12,353)	(12,353)	(12,890)
Cost Allocated - Purchasing	(25,434)	(24,705)	(24,705)	(25,779)
Cost Allocated - RP Funding Center	(25,434)			
Cost Allocated - Solid Waste Management	(25,434)	(25,319)	(25,319)	(25,779)
Cost Allocated - Airport	(25,434)	(18,456)	(18,456)	(25,779)
Cost Allocated - Parking	(25,434)	(25,446)	(25,446)	(25,779)
Cost Allocated - Wastewater	(139,890)	(134,552)	(134,552)	(141,786)
Cost Allocated - Electric	(279,779)	(237,103)	(237,103)	(283,573)
Cost Allocated - Water	(139,890)	(135,754)	(135,754)	(141,786)
Cost Allocated - Stormwater Utility	(12,717)	(12,353)	(12,353)	(12,890)
Cost Allocated - Facilities Maintenance Fund	(25,434)	(24,705)	(24,705)	(25,779)
Cost Allocated - Information Technology	(38,152)	(37,058)	(37,058)	(38,669)
Cost Allocated - Building Inspection Fund	(12,717)	(13,094)	(13,094)	(12,890)
	<u>(788,466)</u>	<u>(700,898)</u>	<u>(700,898)</u>	<u>(773,379)</u>
<b>GRAND TOTAL</b>	<b>289,618</b>	<b>1,174,037</b>	<b>1,042,927</b>	<b>531,539</b>

**GENERAL FUND**  
**Office of Innovation and Strategy**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	303,656	487,008	373,286	489,754
<b>INSURANCES</b>				
Insurance - Fire		275	13	244
		275	13	244
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	476	476	435
Intra-Departmental Charges - PC & Network Support	8,865	8,307	8,348	9,793
Lakeland Electric Charges	27,167	29,731	29,731	29,633
Intra-Departmental Charges - Telephone	2,714	2,332	2,332	3,525
Intra-Departmental Charges - Training Ctr	297	266	266	250
Intra-Departmental Charges - IT Operations - GIS		2,001	2,001	5,529
Intra-Departmental Charges - IT Operations - Application Dev	30,622	11,486	11,486	20,715
Intra-Departmental Charges - IT Operations - Network Support	6,480	5,938	5,820	9,167
	76,557	60,537	60,460	79,047
<b>ALL OTHER O&amp;M</b>				
Contractual Services	1,021	8,898	8,898	9,120
Annual Audit		1,324	1,324	1,357
Printing & Photography	3,979	8,416	8,416	6,464
Subscription & Membership		1,581	348	1,621
Telephone Communications		2,048	2,048	
Travel		4,060	4,060	4,162
Training		2,537	2,537	6,861
All Other Sundry Charges		227	227	233
Software License & Maintenance	480	488	488	13,000
Office Supplies	475	700	700	718
Equipment - Noncapital	100	2,198	2,198	2,253
	6,055	32,477	31,244	45,789
<b>DEBT SERVICE</b>				
Principal Payment - Konica		232		
		232		
<b>SPECIAL PROJECTS</b>				
Process Improvement Events		2,762	2,762	2,831
eCivis		17,500	17,500	
		20,262	20,262	2,831



**GENERAL FUND**  
**Office of Innovation and Strategy**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(19,691)	(17,605)	(17,605)	(18,251)
Cost Allocated - Purchasing	(6,564)	(5,868)	(5,868)	(6,084)
Cost Allocated - RP Funding Center	(19,691)			
Cost Allocated - Solid Waste Management	(32,819)	(28,881)	(28,881)	(32,426)
Cost Allocated - Airport	(13,127)	(8,900)	(8,900)	(12,715)
Cost Allocated - Parking	(13,127)	(12,264)	(12,264)	(12,715)
Cost Allocated - Wastewater	(32,819)	(30,363)	(30,363)	(32,426)
Cost Allocated - Electric	(131,275)	(105,606)	(105,606)	(131,711)
Cost Allocated - Water	(32,819)	(30,989)	(30,989)	(32,973)
Cost Allocated - Stormwater Utility	(13,127)	(11,736)	(11,736)	(12,167)
Cost Allocated - Facilities Maintenance Fund	(19,691)	(17,605)	(17,605)	(18,251)
Cost Allocated - Information Technology	(32,819)	(29,341)	(29,341)	(30,418)
Cost Allocated - Building Inspection Fund	(6,564)	(6,396)	(6,396)	(6,631)
	<u>(374,133)</u>	<u>(305,554)</u>	<u>(305,554)</u>	<u>(346,768)</u>
<b>GRAND TOTAL</b>	<b>12,366</b>	<b>295,005</b>	<b>179,711</b>	<b>270,897</b>

**GENERAL FUND**  
**Information Security**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	383,262	414,104	371,460	
<b>INSURANCES</b>				
Insurance - Cyber Liability		150,000	27,054	
		150,000	27,054	
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	
Intra-Departmental Charges - PC & Network Support	10,340	9,581	9,770	
Lakeland Electric Charges	6,270	6,860	6,860	
Intra-Departmental Charges - Telephone	1,357	1,165	1,165	
Intra-Departmental Charges - Training Ctr	99	160	160	
Intra-Departmental Charges - IT Operations - Application Dev	13,463	13,577	13,577	
Intra-Departmental Charges - IT Operations - Network Support	6,004	5,466	5,439	
	37,945	37,271	37,433	
<b>ALL OTHER O&amp;M</b>				
Contractual Services		13,750	13,750	
Telephone Communications	1,267	1,500	1,500	
Training	2,702	11,000	11,000	
Software License & Maintenance	156,993	164,562	164,562	
Computer Software		23,888	30,450	
Office Supplies	474	800	800	
Equipment - Noncapital	1,634	2,790	2,790	
	163,070	218,290	224,852	
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(27,122)	(34,728)	(34,728)	
Cost Allocated - Purchasing	(27,122)	(34,728)	(34,728)	
Cost Allocated - RP Funding Center	(27,122)			
Cost Allocated - Solid Waste Management	(27,122)	(35,596)	(35,596)	
Cost Allocated - Airport	(27,122)	(25,948)	(25,948)	
Cost Allocated - Parking	(27,122)	(35,770)	(35,770)	
Cost Allocated - Wastewater	(27,122)	(37,424)	(37,424)	
Cost Allocated - Electric	(157,595)	(154,043)	(154,043)	
Cost Allocated - Water	(27,122)	(38,572)	(38,572)	
Cost Allocated - Stormwater Utility	(27,122)	(34,728)	(34,728)	
Cost Allocated - Facilities Maintenance Fund	(27,122)	(34,728)	(34,728)	
Cost Allocated - Information Technology	(162,731)	(208,368)	(208,368)	
Cost Allocated - Building Inspection Fund	(2,712)	(4,515)	(4,515)	
	(594,258)	(679,148)	(679,148)	
<b>GRAND TOTAL</b>	<b>(9,981)</b>	<b>140,517</b>	<b>(18,349)</b>	

## GENERAL FUND Communications

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	631,495	689,624	617,406	683,498
<b>UTILITIES</b>				
Water Service	195	252	207	266
Electric Service	3,852	3,849	3,767	4,162
Wastewater Service	268	278	283	297
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	43	39	43
	<u>4,778</u>	<u>4,844</u>	<u>4,718</u>	<u>5,190</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	3,743	3,304	2,882	3,830
Gasoline - Fleet Management	60	175		90
Maintenance - Fleet Management	1,971	3,464	1,517	1,632
Purchasing & Stores Service	15,000	11,081	11,081	9,127
Intra-Departmental Charges - PC & Network Support	19,422	17,962	18,139	21,073
Intra-Departmental Charges - Telephone	7,000	5,052	5,052	4,028
Intra-Departmental Charges - Radios	571	481	481	590
Intra-Departmental Charges - Facilities	10,396	9,046	9,046	10,723
Intra-Departmental Charges - Janitorial	8,108	6,565	6,565	7,487
Intra-Departmental Charges - Training Ctr	396	373	373	350
Intra-Departmental Charges - IT Operations - Application Dev	5,000	114,781	114,781	133,646
Intra-Departmental Charges - IT Operations - Network Support	13,645	12,472	12,221	19,200
	<u>85,313</u>	<u>184,756</u>	<u>182,138</u>	<u>211,776</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	15,858	5,000	5,000	5,125
Repair Of Equipment	1,412	1,000	1,000	
Printing & Photography	3,998	5,000	5,000	5,000
Postage & Mailing	155	250	250	250
Subscription & Membership	3,091	3,050	3,050	3,125
Telephone Communications	3,004	3,200	3,200	3,280
Travel		3,300	3,300	5,500
Training		3,500	3,500	1,500
All Other Sundry Charges	149	300	300	300
Software License & Maintenance	521	960	960	960
Office Supplies	4,056	7,000	7,000	7,175
Equipment - Noncapital	17,279	10,000	10,000	10,250
Food Purchases		700	700	718
	<u>49,523</u>	<u>43,260</u>	<u>43,260</u>	<u>43,183</u>

## GENERAL FUND Communications

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>DEBT SERVICE</b>				
Interest Expense - Canon	2			
Principal Payment - Canon	384			
	<u>386</u>			
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		22,000	22,000	
		<u>22,000</u>	<u>22,000</u>	
<b>SPECIAL PROJECTS</b>				
Employee Appreciation		12,892	12,892	15,000
Employee / City Manager Annual Meeting	3,821	3,324	3,324	7,788
Web Re-Design	3,931	4,000	4,000	4,000
Citizens' Academy	1,724	1,400	1,400	1,400
Red White & Kaboom Celebration	11,867	21,800	21,800	22,750
Access Lakeland Newsletter	6,532	9,000	9,000	9,000
Web & Social Media Monitoring	23,733	25,000	25,000	25,000
Mobile Production Conversion - Analog to Digital	6,543			
Canned Tuna Concerts	800	4,200	4,200	4,200
	<u>58,951</u>	<u>81,616</u>	<u>81,616</u>	<u>89,138</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(16,139)	(19,404)	(19,404)	(18,960)
Cost Allocated - RP Funding Center	(8,070)			
Cost Allocated - Solid Waste Management	(56,488)	(63,695)	(63,695)	(67,401)
Cost Allocated - Airport	(16,139)	(14,282)	(14,282)	(19,244)
Cost Allocated - Parking	(8,070)	(9,993)	(9,993)	(9,764)
Cost Allocated - Wastewater	(40,349)	(48,133)	(48,133)	(48,442)
Cost Allocated - Electric	(64,558)	(68,954)	(68,954)	(81,052)
Cost Allocated - Water	(40,349)	(48,586)	(48,586)	(48,726)
Cost Allocated - Stormwater Utility	(8,070)	(9,702)	(9,702)	(9,480)
Cost Allocated - Facilities Maintenance Fund	(8,070)	(9,702)	(9,702)	(9,480)
Cost Allocated - Information Technology	(16,139)	(19,404)	(19,404)	(18,960)
Cost Allocated - Building Inspection Fund	(8,070)	(9,993)	(9,993)	(9,764)
	<u>(290,511)</u>	<u>(321,848)</u>	<u>(321,848)</u>	<u>(341,273)</u>
<b>GRAND TOTAL</b>	<b><u>539,934</u></b>	<b><u>704,252</u></b>	<b><u>629,290</u></b>	<b><u>691,512</u></b>

**GENERAL FUND**  
**Legal**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	<u>706,930</u>	<u>788,806</u>	<u>747,916</u>	<u>827,091</u>
<b>UTILITIES</b>				
Water Service	399	416	424	438
Electric Service	6,351	6,345	6,211	6,861
Wastewater Service	443	458	466	489
Solid Waste Service	696	696	696	696
Solid Waste Service - Recycling	65	70	65	70
	<u>7,953</u>	<u>7,985</u>	<u>7,862</u>	<u>8,554</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	12,279	11,487	11,466	13,820
Intra-Departmental Charges - Telephone	4,523	3,885	3,885	5,035
Intra-Departmental Charges - Facilities	18,215	15,850	15,850	18,789
Intra-Departmental Charges - Janitorial	14,206	11,503	11,503	13,119
Intra-Departmental Charges - Training Ctr	297	320	320	300
Intra-Departmental Charges - IT Operations - GIS		127	127	156
Intra-Departmental Charges - IT Operations - Application Dev	14,552	15,902	15,902	16,550
Intra-Departmental Charges - IT Operations - Network Support	9,942	9,079	8,895	13,962
	<u>74,427</u>	<u>68,615</u>	<u>68,410</u>	<u>82,166</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	100	8,450	8,450	8,661
Legal Fees	452,161	241,196	457,000	435,000
Professional Services	2,844	8,815	8,815	9,035
Repair Of Equipment		208	208	213
Printing & Photography	5	474	474	486
Postage & Mailing	1,563	1,595	1,595	1,635
Subscription & Membership	38,568	31,473	31,473	32,260
Telephone Communications	724	1,092	1,092	1,119
Travel	3,203	8,027	8,027	8,228
Training		126	126	129
Software License & Maintenance	480	974	974	998
Office Supplies	3,680	4,498	4,498	4,610
Equipment - Noncapital	2,675	992	992	1,017
	<u>506,003</u>	<u>307,920</u>	<u>523,724</u>	<u>503,391</u>

**GENERAL FUND**  
**Legal**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Purchasing	(22,557)	(23,265)	(23,265)	(28,622)
Cost Allocated - RP Funding Center	(11,278)			
Cost Allocated - Solid Waste Management	(22,557)	(22,664)	(22,664)	(30,197)
Cost Allocated - Airport	(22,557)	(17,126)	(17,126)	(29,052)
Cost Allocated - Parking	(11,278)	(11,981)	(11,981)	(14,741)
Cost Allocated - Wastewater	(101,505)	(102,881)	(102,881)	(130,375)
Cost Allocated - Electric	(406,020)	(357,676)	(357,676)	(529,513)
Cost Allocated - Water	(101,505)	(103,586)	(103,586)	(130,804)
Cost Allocated - Stormwater Utility		(11,632)	(11,632)	(14,311)
Cost Allocated - Information Technology	(22,557)	(23,265)	(23,265)	(28,622)
Cost Allocated - Building Inspection Fund	(11,278)	(11,981)	(11,981)	(14,741)
	<u>(733,092)</u>	<u>(686,057)</u>	<u>(686,057)</u>	<u>(950,978)</u>
<b>GRAND TOTAL</b>	<b>562,221</b>	<b>487,269</b>	<b>661,855</b>	<b>470,224</b>

**GENERAL FUND  
Retirement Services**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	259,859	338,459	326,406	375,509
<b>UTILITIES</b>				
Water Service	67	60	86	226
Electric Service	702	622	782	6,629
Wastewater Service	73	71	89	400
Solid Waste Service	345	345	345	1,447
	<u>1,186</u>	<u>1,098</u>	<u>1,302</u>	<u>8,702</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	5,079	5,079	435
Intra-Departmental Charges - PC & Network Support	6,393	5,932	6,134	7,038
Intra-Departmental Charges - Telephone	2,714	2,332	2,332	3,021
Intra-Departmental Charges - Facilities	2,347	2,043	2,043	17,800
Intra-Departmental Charges - Janitorial	1,830	1,483	1,483	12,428
Intra-Departmental Charges - Training Ctr	148	213	213	200
Intra-Departmental Charges - IT Operations - Application Dev	9,597	9,731	9,731	13,486
Intra-Departmental Charges - IT Operations - Network Support	4,778	4,366	4,307	6,698
	<u>28,220</u>	<u>31,179</u>	<u>31,322</u>	<u>61,106</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	326	508	508	521
Professional Services		711	711	729
Contract Labor		10,000	10,000	
Recruitment Expenses		102	102	105
Leases				68,004
Rentals		102	102	105
Repair Of Equipment		102	102	105
Printing & Photography	46	102	102	105
Postage & Mailing	55	200	200	205
Subscription & Membership	157	187	187	192
Telephone Communications	951	887	887	909
Travel		3,426	3,426	3,512
Training		508	508	521
All Other Sundry Charges		122	122	125
Office Supplies	908	710	375	728
Equipment - Noncapital			241	
	<u>2,443</u>	<u>17,667</u>	<u>17,573</u>	<u>75,866</u>

**GENERAL FUND**  
**Retirement Services**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(3,179)	(4,322)	(4,322)	(6,068)
Cost Allocated - Purchasing	(1,907)	(2,327)	(2,327)	(3,267)
Cost Allocated - RP Funding Center	(25,432)			
Cost Allocated - Solid Waste Management	(8,265)	(10,071)	(10,071)	(14,003)
Cost Allocated - Airport	(3,497)	(2,607)	(2,607)	(5,134)
Cost Allocated - Parking	(636)	(931)	(931)	(934)
Cost Allocated - Wastewater	(11,444)	(15,106)	(15,106)	(20,071)
Cost Allocated - Electric	(72,481)	(69,307)	(69,307)	(95,688)
Cost Allocated - Water	(16,213)	(20,570)	(20,570)	(29,407)
Cost Allocated - Stormwater Utility	(636)	(1,662)	(1,662)	(2,334)
Cost Allocated - Facilities Maintenance Fund	(7,312)	(9,310)	(9,310)	(13,070)
Cost Allocated - Information Technology	(9,537)	(11,637)	(11,637)	(17,271)
Cost Allocated-General Pension Plan	(60,000)	(60,000)	(60,000)	(60,000)
Cost Allocated - Building Inspection Fund	(1,589)	(2,926)	(2,926)	(5,134)
	<u>(222,128)</u>	<u>(210,776)</u>	<u>(210,776)</u>	<u>(272,381)</u>
<b>GRAND TOTAL</b>	<b>69,579</b>	<b>177,627</b>	<b>165,827</b>	<b>248,802</b>



**GENERAL FUND  
Internal Audit**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	206,044	213,927	200,993	217,911
<b>UTILITIES</b>				
Water Service	107	112	114	118
Electric Service	1,712	1,711	1,674	1,850
Wastewater Service	119	124	126	132
Solid Waste Service	188	188	188	188
Solid Waste Service - Recycling	18	19	18	19
	<u>2,144</u>	<u>2,154</u>	<u>2,120</u>	<u>2,307</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	3,821	3,547	3,564	4,324
Intra-Departmental Charges - Telephone	1,357	1,165	1,165	1,511
Intra-Departmental Charges - Facilities	4,908	4,271	4,271	5,063
Intra-Departmental Charges - Janitorial	3,828	3,100	3,100	3,535
Intra-Departmental Charges - Training Ctr	99	107	107	100
Intra-Departmental Charges - IT Operations - Application Dev	12,780	13,925	13,925	15,848
Intra-Departmental Charges - IT Operations - Network Support	2,777	2,545	2,494	3,929
	<u>29,982</u>	<u>29,122</u>	<u>29,088</u>	<u>34,745</u>
<b>ALL OTHER O&amp;M</b>				
Subscription & Membership	510	510	510	625
Telephone Communications	688	715	715	715
Travel		52	52	50
Training	908	1,643	1,643	1,603
Office Supplies	105	1,000	1,000	1,025
	<u>2,211</u>	<u>3,920</u>	<u>3,920</u>	<u>4,018</u>

**GENERAL FUND  
Internal Audit**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(12,119)	(12,829)	(12,829)	(12,952)
Cost Allocated - Purchasing	(12,119)	(12,829)	(12,829)	(12,952)
Cost Allocated - RP Funding Center	(9,695)			
Cost Allocated - Solid Waste Management	(4,848)	(6,041)	(6,041)	(5,181)
Cost Allocated - Airport	(7,272)	(4,000)	(4,000)	(5,569)
Cost Allocated - Parking		(385)	(385)	(389)
Cost Allocated - Wastewater	(7,272)	(8,842)	(8,842)	(7,771)
Cost Allocated - Electric	(96,954)	(91,124)	(91,124)	(103,618)
Cost Allocated - Water	(9,695)	(11,749)	(11,749)	(10,362)
Cost Allocated - Stormwater Utility		(2,566)	(2,566)	(2,590)
Cost Allocated - Facilities Maintenance Fund	(2,424)	(2,566)	(2,566)	(2,590)
Cost Allocated - Information Technology	(4,848)	(5,131)	(5,131)	(5,181)
Cost Allocated - Building Inspection Fund	(2,424)	(5,516)	(5,516)	(5,569)
	<u>(169,670)</u>	<u>(163,578)</u>	<u>(163,578)</u>	<u>(174,724)</u>
<b>GRAND TOTAL</b>	<b>70,711</b>	<b>85,545</b>	<b>72,543</b>	<b>84,257</b>

**GENERAL FUND**  
**Human Resources - Office of the Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	300,089	375,793	240,616	401,415
<b>UTILITIES</b>				
Water Service	287	300	306	316
Electric Service	4,579	4,575	4,478	4,947
Wastewater Service	319	330	336	353
Solid Waste Service	502	502	502	502
Solid Waste Service - Recycling	59	51	47	51
	<u>5,746</u>	<u>5,758</u>	<u>5,669</u>	<u>6,169</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	4,781
Intra-Departmental Charges - PC & Network Support	12,615	10,975	12,753	14,630
Intra-Departmental Charges - Telephone	7,237	6,217	6,217	8,056
Intra-Departmental Charges - Facilities	13,138	11,432	11,432	13,551
Intra-Departmental Charges - Janitorial	10,246	8,297	8,297	9,462
Intra-Departmental Charges - Training Ctr	297	160	160	150
Intra-Departmental Charges - IT Operations - Application Dev	41,225	41,105	41,105	45,673
Intra-Departmental Charges - IT Operations - Network Support	10,097	8,230	9,726	15,272
	<u>95,266</u>	<u>86,878</u>	<u>90,152</u>	<u>111,575</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	3,459	3,060	4,060	4,162
Contract Labor		10,536	16,736	17,154
Rentals		278	278	285
Printing & Photography		5,167	5,167	3,041
Postage & Mailing	223	1,654	1,654	1,900
Subscription & Membership	4,637	7,541	7,541	4,142
Telephone Communications	1,135	3,758	3,758	6,209
Travel		4,583	4,583	4,698
Training	1,816	2,388	2,388	2,960
All Other Sundry Charges	751	5,748	5,748	4,354
Office Supplies	4,801	6,393	6,393	1,940
Equipment - Noncapital	4,056	15,987	15,987	13,619
	<u>20,879</u>	<u>67,093</u>	<u>74,293</u>	<u>64,464</u>

**GENERAL FUND**  
**Human Resources - Office of the Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
General Employee Pay Analysis		10,150	10,150	150,000
		10,150	10,150	150,000
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(5,738)	(6,616)	(6,616)	(7,144)
Cost Allocated - Purchasing	(3,652)	(3,859)	(3,859)	(3,572)
Cost Allocated - RP Funding Center	(40,689)			
Cost Allocated - Solid Waste Management	(14,085)	(16,698)	(16,698)	(17,859)
Cost Allocated - Airport	(4,695)	(4,317)	(4,317)	(7,144)
Cost Allocated - Parking	(1,043)	(1,544)	(1,544)	(1,786)
Cost Allocated - Wastewater	(18,780)	(24,514)	(24,514)	(25,003)
Cost Allocated - Electric	(122,589)	(111,687)	(111,687)	(109,535)
Cost Allocated - Water	(27,126)	(33,033)	(33,033)	(35,718)
Cost Allocated - Stormwater Utility	(1,043)	(2,756)	(2,756)	(2,977)
Cost Allocated - Facilities Maintenance Fund	(12,520)	(15,988)	(15,988)	(17,859)
Cost Allocated - Information Technology	(16,693)	(18,744)	(18,744)	(20,836)
Cost Allocated - Building Inspection Fund	(5,217)	(4,851)	(4,851)	(8,334)
	(273,870)	(244,607)	(244,607)	(257,767)
<b>GRAND TOTAL</b>	<b>148,110</b>	<b>301,065</b>	<b>176,273</b>	<b>475,856</b>

**GENERAL FUND**  
**Human Resources - Employment Services**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	871,665	1,147,155	847,312	1,110,475
<b>UTILITIES</b>				
Water Service	285	257	370	226
Electric Service	3,001	2,659	3,344	6,629
Wastewater Service	311	301	382	400
Solid Waste Service	1,474	1,474	1,474	1,447
	<u>5,071</u>	<u>4,691</u>	<u>5,570</u>	<u>8,702</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	26,213	24,313	23,805	27,551
Intra-Departmental Charges - Telephone	7,834	6,995	6,995	9,063
Intra-Departmental Charges - Facilities	27,291	23,747	23,747	17,800
Intra-Departmental Charges - Janitorial	21,284	17,235	17,235	12,428
Intra-Departmental Charges - Training Ctr	396	639	639	650
Intra-Departmental Charges - IT Operations - Application Dev	10,004	9,052	9,052	10,430
Intra-Departmental Charges - IT Operations - Network Support	15,731	14,420	13,304	20,952
	<u>109,166</u>	<u>96,863</u>	<u>95,239</u>	<u>99,309</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	13,852	14,466	14,466	14,828
Professional Services		203	203	208
Advertising		8,120	8,120	8,323
Visa/Mastercard Bank Charges		305	305	313
Contract Labor	2,466			
Leases				68,004
Rentals		6,851	6,851	7,022
Printing & Photography	39	343	343	352
Postage & Mailing	259	532	532	545
Subscription & Membership	2,770	7,961	7,961	8,160
Telephone Communications	543	2,813	2,813	2,883
Travel		4,778	4,778	4,897
Training	1,430	5,144	5,144	5,273
All Other Sundry Charges	163	1,737	1,737	1,055
Office Supplies	3,599	8,120	8,120	8,323
Equipment - Noncapital	1,832	1,523	1,523	1,561
	<u>26,953</u>	<u>62,896</u>	<u>62,896</u>	<u>131,747</u>

**GENERAL FUND**  
**Human Resources - Employment Services**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Community Youth Involvement.		5,700	4,150	18,000
Internship Program		109,830	107,238	108,044
JobAps Online Employment Center	35,673	38,884	38,884	39,856
Background Checks	10,877	21,135	21,135	21,663
LPD/Fire Position Testing Materials	4,729	5,836	5,836	5,982
	<u>51,279</u>	<u>181,385</u>	<u>177,243</u>	<u>193,545</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(12,844)	(17,845)	(17,845)	(12,001)
Cost Allocated - Purchasing	(8,991)	(10,982)	(10,982)	(8,001)
Cost Allocated - RP Funding Center	(95,044)			
Cost Allocated - Solid Waste Management	(35,963)	(42,463)	(42,463)	(44,003)
Cost Allocated - Airport	(12,844)	(13,644)	(13,644)	(21,335)
Cost Allocated - Parking	(2,569)	(3,706)	(3,706)	(5,334)
Cost Allocated - Wastewater	(44,953)	(60,636)	(60,636)	(50,670)
Cost Allocated - Electric	(292,838)	(286,890)	(269,955)	(233,888)
Cost Allocated - Water	(65,503)	(84,522)	(84,522)	(80,006)
Cost Allocated - Stormwater Utility	(3,853)	(6,863)	(6,863)	(6,667)
Cost Allocated - Facilities Maintenance Fund	(33,394)	(42,553)	(42,553)	(40,003)
Cost Allocated - Information Technology	(39,816)	(45,299)	(45,299)	(41,336)
Cost Allocated - Building Inspection Fund	(12,844)	(11,942)	(11,942)	(26,669)
	<u>(661,456)</u>	<u>(627,345)</u>	<u>(610,410)</u>	<u>(569,913)</u>
<b>GRAND TOTAL</b>	<b>402,679</b>	<b>865,645</b>	<b>577,850</b>	<b>973,865</b>

**GENERAL FUND**  
**Human Resources - Engagement and Development**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	552,594	678,631	580,835	636,423
<b>UTILITIES</b>				
Water Service	445	454	498	344
Electric Service	14,586	14,301	14,562	10,109
Wastewater Service	806	817	882	609
Solid Waste Service	3,274	3,274	3,274	2,207
	<u>19,110</u>	<u>18,846</u>	<u>19,216</u>	<u>13,269</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	48,883	45,105	45,210	54,700
Intra-Departmental Charges - Telephone	2,714	2,332	2,332	3,021
Intra-Departmental Charges - Facilities	17,256	15,015	15,015	27,305
Intra-Departmental Charges - Janitorial	13,458	10,898	10,898	19,064
Intra-Departmental Charges - Training Ctr	297	373	373	300
Intra-Departmental Charges - IT Operations - Application Dev	30,881	31,402	31,402	35,545
Intra-Departmental Charges - IT Operations - Network Support	35,861	32,830	32,176	50,628
	<u>149,762</u>	<u>138,417</u>	<u>137,868</u>	<u>190,998</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,790	34,473	34,473	35,335
Tuition Refund Program	139,513	131,950	118,128	285,000
Leases				104,314
Rentals				2,640
Subscription & Membership	817	2,535	2,535	2,598
Telephone Communications		52	52	53
Travel		4,731	4,731	4,849
Training	6,300	5,360	5,360	5,494
All Other Sundry Charges	56	2,219	2,219	2,275
Software License & Maintenance	722	487	487	499
Office Supplies	11,660	6,198	6,198	17,628
Equipment - Noncapital		4,439	4,439	4,550
Service Awards & Plaques	32,039	38,594	38,594	52,773
	<u>193,897</u>	<u>231,038</u>	<u>217,216</u>	<u>518,008</u>
<b>SPECIAL PROJECTS</b>				
Employee Programs	22,975	34,503	34,503	25,115
Internship Program	4,308			
Succession Management	32,289	33,665	33,665	34,507
CityU Program	9,657	14,692	14,692	11,394
Leadership Development	12,809	17,196	17,196	17,627
	<u>82,038</u>	<u>100,056</u>	<u>100,056</u>	<u>88,643</u>

**GENERAL FUND**  
**Human Resources - Engagement and Development**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(11,927)	(13,350)	(13,350)	(17,654)
Cost Allocated - Purchasing	(7,590)	(7,787)	(7,787)	(9,506)
Cost Allocated - RP Funding Center	(84,571)			
Cost Allocated - Solid Waste Management	(29,275)	(32,461)	(32,461)	(40,740)
Cost Allocated - Airport	(9,758)	(7,828)	(7,828)	(13,580)
Cost Allocated - Parking	(2,168)	(3,004)	(3,004)	(2,716)
Cost Allocated - Wastewater	(39,033)	(50,329)	(50,329)	(61,110)
Cost Allocated - Electric	(254,798)	(229,482)	(229,482)	(263,451)
Cost Allocated - Water	(56,381)	(67,635)	(67,635)	(84,196)
Cost Allocated - Stormwater Utility	(2,168)	(5,562)	(5,562)	(6,790)
Cost Allocated - Facilities Maintenance Fund	(26,022)	(31,150)	(31,150)	(39,382)
Cost Allocated - Information Technology	(34,696)	(38,937)	(38,937)	(50,246)
Cost Allocated - Building Inspection Fund	(5,421)	(10,791)	(10,791)	(14,938)
	<u>(563,808)</u>	<u>(498,316)</u>	<u>(498,316)</u>	<u>(604,309)</u>
<b>GRAND TOTAL</b>	<b>433,594</b>	<b>668,672</b>	<b>556,875</b>	<b>843,032</b>



**GENERAL FUND**  
**Human Resources - Policy and Labor Relations**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	349,926	383,179	343,140	373,356
<b>UTILITIES</b>				
Water Service	123	128	131	135
Electric Service	1,961	1,959	1,918	2,119
Wastewater Service	137	141	144	151
Solid Waste Service	215	215	215	215
Solid Waste Service - Recycling	8	22	20	22
	2,444	2,465	2,428	2,642
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	1,438	1,356	2,662	3,161
Intra-Departmental Charges - Telephone	452	388	388	504
Intra-Departmental Charges - Facilities	5,630	4,899	4,899	5,808
Intra-Departmental Charges - Janitorial	4,391	3,556	3,556	4,055
Intra-Departmental Charges - Training Ctr	148	160	160	150
Intra-Departmental Charges - IT Operations - Network Support	1,076	973	1,813	2,769
	13,547	11,794	13,940	16,882
<b>ALL OTHER O&amp;M</b>				
Subscription & Membership	880	978	978	592
Telephone Communications	1,726	1,177	1,177	1,104
Travel	161	1,123	1,123	1,561
Training	2,310	2,945	2,945	3,121
	5,077	6,223	6,223	6,378
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(4,343)	(4,879)	(4,879)	(4,931)
Cost Allocated - Purchasing	(2,764)	(2,846)	(2,846)	(2,466)
Cost Allocated - RP Funding Center	(30,799)			
Cost Allocated - Solid Waste Management	(10,661)	(12,311)	(12,311)	(12,329)
Cost Allocated - Airport	(3,554)	(3,186)	(3,186)	(4,931)
Cost Allocated - Parking	(790)	(1,138)	(1,138)	(1,233)
Cost Allocated - Wastewater	(14,215)	(18,077)	(18,077)	(17,260)
Cost Allocated - Electric	(92,793)	(82,405)	(82,405)	(75,616)
Cost Allocated - Water	(20,533)	(24,363)	(24,363)	(24,657)
Cost Allocated - Stormwater Utility	(790)	(2,033)	(2,033)	(2,055)
Cost Allocated - Facilities Maintenance Fund	(9,477)	(11,791)	(11,791)	(12,329)
Cost Allocated - Information Technology	(12,636)	(13,824)	(13,824)	(14,383)
Cost Allocated - Building Inspection Fund	(3,949)	(3,578)	(3,578)	(5,753)
	(207,304)	(180,431)	(180,431)	(177,943)
<b>GRAND TOTAL</b>	<b>163,690</b>	<b>223,230</b>	<b>185,300</b>	<b>221,315</b>

## GENERAL FUND Risk Management

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	<u>1,306,229</u>	<u>1,484,630</u>	<u>1,086,979</u>	<u>1,442,776</u>
<b>UTILITIES</b>				
Water Service	177	182	176	180
Electric Service	5,352	3,991	4,987	5,137
Wastewater Service	322	330	316	324
Solid Waste Service	2,195	2,207	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	<u>8,147</u>	<u>6,812</u>	<u>7,764</u>	<u>7,926</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	9,693	10,282	10,296	11,920
Gasoline - Fleet Management	4,103	7,550	6,643	7,418
Maintenance - Fleet Management	8,352	8,033	7,708	7,728
Purchasing & Stores Service	11,526	8,311	8,311	7,823
Intra-Departmental Charges - PC & Network Support	27,182	25,629	25,790	29,405
Intra-Departmental Charges - Telephone	13,570	11,657	11,657	14,602
Intra-Departmental Charges - Radios	3,999	8,174	8,174	4,127
Intra-Departmental Charges - Facilities	12,788	11,128	11,128	13,191
Intra-Departmental Charges - Janitorial	9,974	8,076	8,076	9,210
Intra-Departmental Charges - Training Ctr	841	853	853	800
Intra-Departmental Charges - IT Operations - Application Dev	46,523	49,406	49,406	44,864
Intra-Departmental Charges - IT Operations - Network Support	20,212	18,536	18,041	27,057
	<u>168,763</u>	<u>167,635</u>	<u>166,083</u>	<u>178,145</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	420	5,975	5,975	513
Professional Services	150	14,650	14,650	10,404
Contract Labor	36,133	100,138	43,138	44,216
Rentals		1,203	1,203	1,233
Repair Of Equipment		215	215	220
Printing & Photography	1,139	2,894	2,894	2,966
Postage & Mailing	321	2,446	2,446	2,507
Subscription & Membership	1,096	1,072	1,072	1,099
Telephone Communications	2,017	4,465	4,465	4,577
Travel	10	1,000	1,000	1,025
Training	477	2,000	2,000	2,050
All Other Sundry Charges		25	25	26
Software License & Maintenance	480	974	974	998
Licenses & Permits	60	192	192	197
Office Supplies	5,125	7,822	7,822	8,018
Equipment - Noncapital	109	2,640	2,640	2,706
All Other Materials & Supplies	1,672	4,175	4,175	2,050

## GENERAL FUND Risk Management

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Uniforms	617	1,000	1,000	1,025
Recoveries-From Outside City	(400)			
	<u>49,426</u>	<u>152,886</u>	<u>95,886</u>	<u>85,830</u>
<b>SPECIAL PROJECTS</b>				
Safety Program	12,136	31,854	31,854	36,750
Emergency Management	7,226	21,709	21,709	22,252
HealthStat Clinic Services	40,553	114,625	114,625	117,870
Drivers License Checks	6,568	9,282	9,282	5,414
UHC Wellness Program	15,099	211,005	211,005	
Non-Departmental Environmental Clean-Up	3,199	30,831	30,831	31,602
UHC Communications	5,477	13,724	15,160	6,046
Firefighter Annual Physicals	64,385	66,280	68,690	69,720
	<u>154,643</u>	<u>499,310</u>	<u>503,156</u>	<u>289,654</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(13,526)	(16,452)	(16,452)	(15,660)
Cost Allocated - Purchasing	(6,763)	(11,145)	(11,145)	(12,624)
Cost Allocated - RP Funding Center	(74,392)			
Cost Allocated - Solid Waste Management	(103,134)	(52,272)	(52,272)	(49,377)
Cost Allocated - Airport	(11,835)	(18,738)	(18,738)	(28,604)
Cost Allocated - Parking	(3,381)	(7,784)	(7,784)	(7,191)
Cost Allocated - Wastewater	(72,701)	(95,488)	(95,488)	(93,162)
Cost Allocated - Electric	(525,529)	(509,854)	(509,854)	(468,523)
Cost Allocated - Water	(121,732)	(101,517)	(101,517)	(97,157)
Cost Allocated - Stormwater Utility	(3,381)	(13,798)	(13,798)	(12,624)
Cost Allocated - Facilities Maintenance Fund	(27,051)	(47,233)	(47,233)	(43,944)
Cost Allocated - Information Technology	(35,505)	(44,226)	(44,226)	(42,666)
Cost Allocated - Building Inspection Fund	(8,454)	(14,506)	(14,506)	(14,861)
	<u>(1,007,384)</u>	<u>(933,013)</u>	<u>(933,013)</u>	<u>(886,393)</u>
<b>GRAND TOTAL</b>	<b><u>679,825</u></b>	<b><u>1,378,260</u></b>	<b><u>926,855</u></b>	<b><u>1,117,938</u></b>

**GENERAL FUND**  
**Community & Economic Development - Planning**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	1,762,007	2,397,953	2,079,270	2,581,335
<b>INSURANCES</b>				
Self-Insurance Services	2,771	5,270	5,270	4,336
	2,771	5,270	5,270	4,336
<b>UTILITIES</b>				
Water Service	791	863	840	909
Electric Service	13,179	13,168	12,889	14,238
Wastewater Service	918	951	967	1,015
Solid Waste Service	1,445	1,445	1,445	1,445
Solid Waste Service - Recycling	135	146	135	146
	16,469	16,573	16,276	17,753
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	4,485	6,116	4,464	4,875
Gasoline - Fleet Management	407	1,034	655	440
Maintenance - Fleet Management	2,094	4,164	2,142	3,264
Purchasing & Stores Service	27,168	38,322	38,322	32,160
Intra-Departmental Charges - PC & Network Support	53,467	50,919	45,557	52,849
Intra-Departmental Charges - Telephone	12,665	12,046	12,046	15,105
Intra-Departmental Charges - Radios	1,142	962	962	1,005
Intra-Departmental Charges - Facilities	44,502	38,723	38,723	45,904
Intra-Departmental Charges - Janitorial	28,363	22,967	22,967	26,191
Intra-Departmental Charges - Training Ctr	1,386	1,438	1,438	1,350
Intra-Departmental Charges - IT Operations - GIS	67,538	48,717	48,717	77,609
Intra-Departmental Charges - IT Operations - Application Dev	181,274	175,970	175,970	138,622
Intra-Departmental Charges - IT Operations - Network Support	36,162	34,432	29,552	45,833
	460,653	435,810	421,515	445,207
<b>ALL OTHER O&amp;M</b>				
Advertising	8,310	20,000	20,000	20,500
Visa/Mastercard Bank Charges	3,486	3,204	4,030	2,560
Contract Labor	3,403	4,483	4,483	
Printing & Photography	2,198	6,688	6,688	8,713
Postage & Mailing	1,536	3,500	3,500	3,588
Subscription & Membership	5,856	5,360	5,360	5,125
Telephone Communications	2,720	3,100	3,100	3,178
Travel	1,707	4,000	4,000	4,100
Training	2,644	5,640	5,640	6,150
Software License & Maintenance	2,926	3,200	3,200	3,280
Refund Of Prior Years Revenue	3,017			
Office Supplies	9,235	15,000	15,000	15,375

**GENERAL FUND**  
**Community & Economic Development - Planning**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Equipment - Noncapital	2,896	3,500	3,500	3,586
Use Tax Allocation				
	<u>49,931</u>	<u>77,675</u>	<u>78,501</u>	<u>76,155</u>
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		2,570	2,570	
		<u>2,570</u>	<u>2,570</u>	
<b>SPECIAL PROJECTS</b>				
Community Events		1,000	1,000	1,000
Neighborhood Clean Up Project		5,000	5,000	5,000
Historic Preservation Board	1,713	14,770	14,047	14,770
Comprehensive Plan Update & Reprint	96,500	743	743	
Title Clearing Expense - Foreclosed Property		250	250	250
Transportation & Planning Consultant		175,400	175,400	
Annexation Referendum	165	132	132	
Infill Housing Construction Incentive	130	4,776	4,776	5,100
NAC/Summer Werx program	10,000	10,000	10,000	10,000
Neighborhood Stabilization & Revitalization		340,922	340,922	
Downtown Master Plan	4,650	45,004	45,004	
Affordable Housing Strategies	250,000	250,000	500,000	500,000
Lakeland Residential Historic Districts Design Guidelines Revision	14,843			
Illegal Dumping Intervention	2,925	22,075	22,075	
	<u>380,925</u>	<u>870,072</u>	<u>1,119,349</u>	<u>536,120</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Electric	(131,077)	(120,485)	(120,485)	(141,367)
Cost Allocated - Building Inspection Fund		(314,254)	(283,879)	(384,261)
Cost Allocated - Mid-Town CRA		(137,288)	(45,970)	(63,407)
Cost Allocated - Downtown CRA		(67,486)	(7,662)	(9,939)
Cost Allocated - Dixieland CRA		(58,737)	(3,831)	(6,008)
	<u>(131,077)</u>	<u>(698,250)</u>	<u>(461,827)</u>	<u>(604,982)</u>
<b>GRAND TOTAL</b>	<b><u>2,541,679</u></b>	<b><u>3,107,673</u></b>	<b><u>3,260,924</u></b>	<b><u>3,055,924</u></b>

**GENERAL FUND**  
**Community & Economic Development - Code Enforcement**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	674,055	839,075	746,559	797,439
<b>UTILITIES</b>				
Water Service	284	296	317	325
Electric Service	2,261	1,893	2,222	2,289
Wastewater Service	297	303	301	309
Solid Waste Service	348	348	348	348
	<u>3,190</u>	<u>2,840</u>	<u>3,188</u>	<u>3,271</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	20,390	20,558	20,748	23,834
Gasoline - Fleet Management	15,080	22,467	22,598	25,456
Maintenance - Fleet Management	22,993	28,603	22,151	33,235
Purchasing & Stores Service	25,933	16,160	16,160	15,211
Intra-Departmental Charges - PC & Network Support	23,610	21,786	22,185	25,462
Intra-Departmental Charges - Telephone	3,619	2,720	2,720	3,525
Intra-Departmental Charges - Radios	5,712	4,808	4,808	7,076
Intra-Departmental Charges - Facilities	8,135	7,079	7,079	8,392
Intra-Departmental Charges - Janitorial	10,984	11,314	11,314	10,000
Intra-Departmental Charges - Training Ctr	544	746	746	700
Intra-Departmental Charges - IT Operations - GIS	31,786	25,317	25,317	36,496
Intra-Departmental Charges - IT Operations - Application Dev	82,110	75,640	75,640	68,796
Intra-Departmental Charges - IT Operations - Network Support	14,802	13,321	13,052	20,510
	<u>265,698</u>	<u>250,519</u>	<u>244,518</u>	<u>278,693</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	26,070	35,228	35,228	35,000
Printing & Photography	610	650	250	650
Postage & Mailing	6,262	9,000	9,000	7,000
Subscription & Membership	645	1,400	1,281	2,000
Telephone Communications	9,571	8,500	5,742	8,500
Travel	830	2,000	2,000	2,000
Training	1,025	3,100	2,000	3,000
Office Supplies	5,905	5,500	5,500	5,500
Equipment - Noncapital	1,024	1,200	1,335	1,500
Uniforms	705	2,200	2,216	1,700
	<u>52,647</u>	<u>68,778</u>	<u>64,552</u>	<u>66,850</u>

**GENERAL FUND**  
**Community & Economic Development - Code Enforcement**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Lot Clearings	94,803	124,997	124,997	109,900
Demolition of Condemned Buildings	30,042	87,250	87,250	87,250
Code Enforcement Board Exp	30,284	37,650	37,650	38,600
Orangewood Land Maintenance	3,500	4,200	4,200	4,200
Neighborhood Stabilization & Revitalization	55,330	82,645	39,102	72,816
	<u>213,959</u>	<u>336,742</u>	<u>293,199</u>	<u>312,766</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Solid Waste Management	(18,289)	(18,840)	(18,840)	(18,701)
Cost Allocated - Stormwater Utility	(56,219)	(57,913)	(57,913)	(57,487)
Cost Allocated - Building Inspection Fund	(27,953)	(71,809)	(71,809)	(74,013)
	<u>(102,461)</u>	<u>(148,562)</u>	<u>(148,562)</u>	<u>(150,201)</u>
<b>GRAND TOTAL</b>	<b><u>1,107,088</u></b>	<b><u>1,349,392</u></b>	<b><u>1,203,454</u></b>	<b><u>1,308,818</u></b>

**GENERAL FUND**  
**Community & Economic Development - Business Tax**  
**Office**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	167,941	216,740	172,638	202,633
<b>UTILITIES</b>				
Water Service	86	89	91	94
Electric Service	1,364	1,363	1,334	1,473
Wastewater Service	95	98	100	105
Solid Waste Service	150	150	150	150
Solid Waste Service - Recycling	14	15	14	15
	<u>1,708</u>	<u>1,715</u>	<u>1,689</u>	<u>1,837</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	2,225	4,720	2,364	5,472
Gasoline - Fleet Management	66	975	63	112
Maintenance - Fleet Management	1,650	3,432	1,823	1,624
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	7,081	6,600	6,582	8,156
Intra-Departmental Charges - Telephone	2,262	1,943	1,943	2,518
Intra-Departmental Charges - Facilities	3,908	3,400	3,400	4,031
Intra-Departmental Charges - Janitorial	3,048	2,468	2,468	2,814
Intra-Departmental Charges - Training Ctr	148	160	160	150
Intra-Departmental Charges - IT Operations - GIS		127	127	156
Intra-Departmental Charges - IT Operations - Network Support	5,554	5,090	4,989	7,857
	<u>26,353</u>	<u>29,377</u>	<u>24,381</u>	<u>33,325</u>
<b>ALL OTHER O&amp;M</b>				
Visa/Mastercard Bank Charges	12,793	3,473	3,869	3,560
Printing & Photography	2,702	2,509	2,509	1,342
Postage & Mailing	5,965	5,916	5,916	7,294
Subscription & Membership	130	137	137	140
Telephone Communications	923	959	959	983
Travel		718	718	513
Training	520	360	360	592
Office Supplies	70	500	500	513
Equipment - Noncapital	158	500	500	513
Uniforms	176	500	500	513
	<u>23,436</u>	<u>15,572</u>	<u>15,968</u>	<u>15,963</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Building Inspection Fund		(31,362)	(31,362)	(26,465)
		(31,362)	(31,362)	(26,465)
<b>GRAND TOTAL</b>	<b><u>219,438</u></b>	<b><u>232,042</u></b>	<b><u>183,314</u></b>	<b><u>227,293</u></b>



**GENERAL FUND**  
**Finance - Central Accounting**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	2,291,704	2,539,024	2,186,956	2,443,430
<b>UTILITIES</b>				
Water Service	654	682	695	718
Electric Service	10,412	10,403	10,182	11,249
Wastewater Service	726	751	764	802
Solid Waste Service	1,142	1,142	1,142	1,142
Solid Waste Service - Recycling	107	115	107	115
	<u>13,039</u>	<u>13,093</u>	<u>12,890</u>	<u>14,026</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	2,058	5,079	5,079	4,781
Intra-Departmental Charges - PC & Network Support	49,117	44,727	45,909	52,582
Intra-Departmental Charges - Telephone	15,379	12,823	12,823	16,616
Intra-Departmental Charges - Facilities	29,221	25,426	25,426	30,141
Intra-Departmental Charges - Janitorial	22,789	18,453	18,453	21,044
Intra-Departmental Charges - Training Ctr	1,138	1,332	1,332	1,200
Intra-Departmental Charges - IT Operations - Application Dev	383,183	343,159	343,159	426,072
Intra-Departmental Charges - IT Operations - Network Support	32,424	29,343	29,466	45,723
	<u>535,309</u>	<u>480,342</u>	<u>481,647</u>	<u>598,159</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		5,143	5,143	5,275
Banking Service	16,600	14,389	14,336	17,097
Professional Services		530	530	550
Advertising		530	530	550
Annual Audit	44,043	65,708	65,708	45,365
Actuarial Services		4,878	4,878	
Contract Labor		5,925	11,525	
Repair Of Equipment	2,804	2,686	2,686	2,130
Printing & Photography	4,397	8,988	8,988	5,325
Postage & Mailing	26,734	23,007	23,007	25,700
Subscription & Membership	4,461	3,964	3,964	4,075
Telephone Communications	1,545	2,117	2,117	2,170
Travel	774	2,268	2,268	2,325
Training	3,209	4,409	4,409	4,520
All Other Sundry Charges	122	1,356	1,000	1,390
Software License & Maintenance	6,488	5,870	6,140	6,000
Office Supplies	6,372	9,603	9,603	15,730
Equipment - Noncapital	285	3,000	3,000	3,075
	<u>117,833</u>	<u>164,371</u>	<u>169,832</u>	<u>141,277</u>

**GENERAL FUND**  
**Finance - Central Accounting**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(104,826)	(95,562)	(95,562)	(94,374)
Cost Allocated - Purchasing	(75,344)	(72,495)	(72,495)	(74,849)
Cost Allocated - RP Funding Center	(124,481)			
Cost Allocated - Solid Waste Management	(88,447)	(84,281)	(84,281)	(81,357)
Cost Allocated - Airport	(86,809)	(93,205)	(93,205)	(130,171)
Cost Allocated - Parking	(49,137)	(98,857)	(98,857)	(94,374)
Cost Allocated - Wastewater	(104,826)	(139,804)	(139,804)	(136,680)
Cost Allocated - Electric	(825,504)	(612,426)	(612,426)	(631,331)
Cost Allocated - Water	(144,136)	(156,675)	(156,675)	(149,697)
Cost Allocated - Stormwater Utility	(55,689)	(56,019)	(56,019)	(58,577)
Cost Allocated - Facilities Maintenance Fund	(85,171)	(82,381)	(82,381)	(84,611)
Cost Allocated - Information Technology	(131,032)	(115,334)	(115,334)	(117,154)
Cost Allocated - Building Inspection Fund	(26,206)	(128,514)	(128,514)	(120,408)
	<u>(1,901,608)</u>	<u>(1,735,553)</u>	<u>(1,735,553)</u>	<u>(1,773,583)</u>
<b>GRAND TOTAL</b>	<b>1,056,278</b>	<b>1,461,277</b>	<b>1,115,772</b>	<b>1,423,309</b>

**GENERAL FUND**  
**Finance - Customer Billing**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	612,141	641,181	584,806	648,518
<b>UTILITIES</b>				
Water Service	242	252	257	266
Electric Service	3,852	3,849	3,767	4,162
Wastewater Service	268	278	283	297
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	43	39	43
	4,824	4,844	4,768	5,190
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	1,235	462	462	435
Intra-Departmental Charges - PC & Network Support	17,047	15,709	16,935	18,382
Intra-Departmental Charges - Telephone	6,333	5,440	5,440	6,546
Intra-Departmental Charges - Facilities	11,062	9,625	9,625	11,410
Intra-Departmental Charges - Janitorial	8,627	6,986	6,986	7,966
Intra-Departmental Charges - Training Ctr	495	533	533	500
Intra-Departmental Charges - IT Operations - GIS	24,363	21,211	21,211	27,527
Intra-Departmental Charges - IT Operations - Application Dev	47,393	58,595	58,595	51,539
Intra-Departmental Charges - IT Operations - Network Support	11,408	10,430	10,430	15,005
	127,963	128,991	130,217	139,310
<b>ALL OTHER O&amp;M</b>				
Repair Of Equipment	1,312	1,300	1,300	1,300
Printing & Photography	554	1,100	1,100	1,800
Postage & Mailing	9,749	8,200	8,200	8,200
Subscription & Membership	272	186	186	
Travel		3,000	3,000	3,000
Training	398	2,700	2,700	2,700
Software License & Maintenance	240			
Office Supplies	2,375	2,454	2,454	2,400
Equipment - Noncapital	4,250			
	19,149	18,940	18,940	19,400
<b>ALLOCATIONS</b>				
Cost Allocated - Solid Waste Management	(165,613)	(160,005)	(160,005)	(163,749)
Cost Allocated - Parking	(24,842)	(25,992)	(25,992)	(24,562)
Cost Allocated - Wastewater	(165,613)	(168,226)	(168,226)	(163,749)
Cost Allocated - Electric	(124,210)	(107,960)	(107,960)	(122,811)
Cost Allocated - Water	(165,613)	(168,827)	(168,827)	(163,749)
Cost Allocated - Stormwater Utility	(99,368)	(103,968)	(103,968)	(98,249)
Cost Allocated - Building Inspection Fund	(4,140)	(4,332)	(4,332)	(4,094)
	(749,399)	(739,310)	(739,310)	(740,963)
<b>GRAND TOTAL</b>	<b>14,679</b>	<b>54,646</b>	<b>(579)</b>	<b>71,455</b>

**GENERAL FUND**  
**Finance - Treasurer**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	444,172	444,525	389,224	462,095
<b>INSURANCES</b>				
Insurance - Position Bond	685	685	685	685
	685	685	685	685
<b>UTILITIES</b>				
Water Service	18	18	19	19
Electric Service	279	278	273	301
Wastewater Service	19	20	20	21
Solid Waste Service	31	31	31	31
Solid Waste Service - Recycling	3	3	3	3
	349	350	346	375
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	4,540	4,137	4,180	4,914
Intra-Departmental Charges - Telephone	3,166	2,720	2,720	2,518
Intra-Departmental Charges - Facilities	639	557	557	660
Intra-Departmental Charges - Janitorial	293	238	238	271
Intra-Departmental Charges - Training Ctr	198	213	213	200
Intra-Departmental Charges - IT Operations - Application Dev	17,487	17,134	17,134	52,958
Intra-Departmental Charges - IT Operations - Network Support	2,777	2,545	2,494	3,929
	29,512	28,006	27,998	65,885
<b>ALL OTHER O&amp;M</b>				
Contractual Services	94,698	119,400	66,684	110,000
Actuarial Services			10,090	
Contract Labor		7,700	16,625	
Repair Of Equipment	306	660	660	677
Printing & Photography	276	406	406	416
Postage & Mailing	2,354	2,030	2,030	2,081
Subscription & Membership	395	508	508	521
Telephone Communications	362	406	406	416
Training		1,015	1,015	1,040
Software License & Maintenance	794	406	406	416
Office Supplies	303	2,790	2,790	2,860
	99,487	135,321	101,620	118,427

**GENERAL FUND**  
**Finance - Treasurer**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(11,636)	(14,162)	(14,162)	(18,970)
Cost Allocated - Purchasing	(316)	(379)	(379)	(1,586)
Cost Allocated - RP Funding Center	(696)			
Cost Allocated - Solid Waste Management	(37,879)	(34,908)	(34,908)	(39,063)
Cost Allocated - Airport	(1,771)	(2,340)	(2,340)	(12,823)
Cost Allocated - Parking	(1,897)	(2,150)	(2,150)	(2,247)
Cost Allocated - Wastewater	(50,906)	(58,248)	(58,248)	(72,706)
Cost Allocated - Electric	(384,672)	(281,887)	(281,887)	(295,187)
Cost Allocated - Water	(60,834)	(64,185)	(64,185)	(76,341)
Cost Allocated - Stormwater Utility	(33,642)	(34,140)	(34,140)	(35,890)
Cost Allocated - Facilities Maintenance Fund	(443)	(443)	(443)	(3,437)
Cost Allocated - Information Technology	(1,707)	(4,615)	(4,615)	(12,823)
Cost Allocated - Building Inspection Fund	(5,059)	(5,121)	(5,121)	(22,076)
	<u>(591,458)</u>	<u>(502,578)</u>	<u>(502,578)</u>	<u>(593,149)</u>
<b>GRAND TOTAL</b>	<b><u>(17,253)</u></b>	<b><u>106,309</u></b>	<b><u>17,295</u></b>	<b><u>54,318</u></b>

**GENERAL FUND**  
**Finance - City Clerk**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	414,855	442,379	397,226	430,335
<b>UTILITIES</b>				
Water Service	305	309	321	329
Electric Service	10,669	9,428	10,332	10,642
Wastewater Service	404	399	419	429
Solid Waste Service	5,385	4,940	4,909	4,909
Solid Waste Service - Recycling	116	116	116	116
	<u>16,879</u>	<u>15,192</u>	<u>16,097</u>	<u>16,425</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	2,470	1,385	1,385	435
Intra-Departmental Charges - PC & Network Support	11,613	10,231	11,940	13,777
Intra-Departmental Charges - Telephone	2,714	2,332	2,332	3,021
Intra-Departmental Charges - Facilities	49,698	43,243	43,243	51,263
Intra-Departmental Charges - Janitorial	61,096	49,473	49,473	56,418
Intra-Departmental Charges - Training Ctr	247	266	266	250
Intra-Departmental Charges - IT Operations - Application Dev	10,782	15,779	15,779	304,549
Intra-Departmental Charges - IT Operations - Network Support	7,864	6,912	7,633	11,936
	<u>146,484</u>	<u>129,621</u>	<u>132,051</u>	<u>441,649</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		5,000	5,000	
Advertising	13,863	14,354	14,354	14,713
Repair Of Equipment	909	1,012	1,012	1,037
Postage & Mailing	398	407	407	427
Subscription & Membership	940	1,285	1,285	1,317
Telephone Communications	362	360	360	360
Travel	2,781	4,495	4,495	4,607
Training	540	562	562	576
All Other Sundry Charges	170	162	162	166
Software License & Maintenance	4,412	2,042	2,042	2,093
Office Supplies	2,102	2,083	2,083	2,135
Equipment - Noncapital	50	490	490	502
	<u>26,527</u>	<u>32,252</u>	<u>32,252</u>	<u>27,933</u>

**GENERAL FUND**  
**Finance - City Clerk**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Easy Vote Software		2,500	2,500	2,500
Boards & Committee Dinner	147	10,509	10,509	10,777
Election Expense	155,347	109,108	109,108	2,000
Document Shredding	775	1,045	1,045	1,045
Commission Minutes Records Compliance				12,000
	<u>156,269</u>	<u>123,162</u>	<u>123,162</u>	<u>28,322</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Purchasing	(20,255)	(20,575)	(20,575)	(29,458)
Cost Allocated - Solid Waste Management	(1,899)	(1,780)	(1,780)	(2,762)
Cost Allocated - Airport	(633)	(462)	(462)	(921)
Cost Allocated - Wastewater	(17,090)	(16,855)	(16,855)	(24,855)
Cost Allocated - Electric	(58,232)	(49,152)	(49,152)	(84,692)
Cost Allocated - Water	(18,356)	(18,167)	(18,167)	(26,696)
Cost Allocated - Stormwater Utility	(633)	(643)	(643)	(921)
Cost Allocated - Facilities Maintenance Fund	(6,330)	(6,430)	(6,430)	(9,206)
Cost Allocated - Information Technology	(633)	(643)	(643)	(921)
Cost Allocated - Building Inspection Fund		(643)	(643)	(921)
	<u>(124,061)</u>	<u>(115,350)</u>	<u>(115,350)</u>	<u>(181,353)</u>
<b>GRAND TOTAL</b>	<b><u>636,954</u></b>	<b><u>627,256</u></b>	<b><u>585,438</u></b>	<b><u>763,311</u></b>

**GENERAL FUND  
Fire**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	1,228,878	1,190,477	1,163,511	1,202,959
<b>ADMINISTRATION</b>				
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	10,291	10,291	10,291	11,300
Intra-Departmental Charges - PC & Network Support	27,207	25,382	25,473	30,050
Intra-Departmental Charges - Telephone	10,856	9,326	9,326	13,091
Intra-Departmental Charges - Radios	70,833	60,163	60,163	73,115
Intra-Departmental Charges - Facilities	23,786	20,697	20,697	24,535
Intra-Departmental Charges - Janitorial	18,551	15,022	15,022	17,130
Intra-Departmental Charges - Training Ctr	8,411	9,484	9,484	9,097
Intra-Departmental Charges - IT Operations - GIS	5,003	4,060	4,060	5,861
Intra-Departmental Charges - IT Operations - Application Dev	161,418	203,923	203,923	184,883
Intra-Departmental Charges - IT Operations - Public Safety	76,652	65,892	65,892	62,916
Intra-Departmental Charges - IT Operations - Network Support	19,113	17,311	16,958	26,615
	<u>432,121</u>	<u>441,551</u>	<u>441,289</u>	<u>458,593</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		1,503	853	800
Legal Fees		130,000		
Rentals		3	3	598
Printing & Photography	695	2,111	2,111	2,830
Postage & Mailing	84	158	158	162
Subscription & Membership	2,343	1,369	1,369	1,259
Telephone Communications	4,234	4,477	4,477	4,589
Travel	2,789	2,623	2,623	2,689
Laundry & Dry Cleaning	2,488	3,173	3,173	3,252
All Other Sundry Charges	92	738	738	743
Licenses & Permits		178	178	439
Refund Of Prior Years Revenue		10,520	10,520	
Office Supplies	1,869	2,971	2,971	3,060
Equipment - Noncapital	2,337	10,237	10,237	8,000
All Other Materials & Supplies	1,925	1,834	1,834	1,879
Uniforms	1,585	2,343	2,343	2,401
	<u>20,442</u>	<u>174,238</u>	<u>43,588</u>	<u>32,701</u>



## GENERAL FUND

### Fire

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>DEBT SERVICE</b>				
Fire Station 3 Relocation				480,000
				<u>480,000</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital		11,147		5,150
		<u>11,147</u>		<u>5,150</u>
<b>SPECIAL PROJECTS</b>				
Emergency Manager	411	17,294	(1,507)	67,709
Fire Prevention Week		3,331	3,331	3,414
Public Education	12,491	21,479	21,479	22,015
Repeater System		39,425	39,425	
	<u>12,902</u>	<u>81,529</u>	<u>62,728</u>	<u>93,138</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Public Impr Fund	135,173	135,417	135,417	
Transfer To Debt Service Fund	183,697		191,761	199,583
Transfer To Fleet Mgmt Reserve		27,236	27,236	
	<u>318,870</u>	<u>162,653</u>	<u>354,414</u>	<u>199,583</u>
<b>SUB-TOTAL</b>	<u>2,013,213</u>	<u>2,061,595</u>	<u>2,065,530</u>	<u>2,472,124</u>
<b>OPERATIONS</b>				
<b>PERSONAL SERVICES</b>	<u>16,619,089</u>	<u>17,632,026</u>	<u>16,576,534</u>	<u>20,444,141</u>
<b>UTILITIES</b>				
Water Service	26,936	27,620	29,072	29,799
Electric Service	109,914	102,316	114,169	117,594
Wastewater Service	32,858	33,491	35,604	36,494
Solid Waste Service	19,784	19,099	19,087	19,087
Solid Waste Service - Recycling	990	960	1,020	1,020
	<u>190,482</u>	<u>183,486</u>	<u>198,952</u>	<u>203,994</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	70,405	65,668	66,605	77,582
Intra-Departmental Charges - Telephone	40,257	34,583	34,583	41,791
Intra-Departmental Charges - Facilities	294,146	255,946	255,946	303,408
Intra-Departmental Charges - Janitorial	20,531	16,625	16,625	18,963
Intra-Departmental Charges - IT Operations - Network Support	43,276	39,868	39,080	61,547
	<u>468,614</u>	<u>412,690</u>	<u>412,839</u>	<u>503,291</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	5,484	6,316	6,316	7,448
Printing & Photography	526	615	615	631
Subscription & Membership	318	568	568	746
Telephone Communications	12,560	21,118	21,118	21,646
Travel	2,133	4,298	4,298	4,405

**GENERAL FUND  
Fire**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Laundry & Dry Cleaning	6,477	9,702	9,702	12,947
Training	30			
All Other Sundry Charges	1,611	1,001	1,002	1,007
Office Supplies	1,149	2,187	2,187	2,250
Equipment - Noncapital	19,140	9,922	9,922	10,519
All Other Materials & Supplies	24,356	11,525	11,525	12,906
Uniforms	54,446	113,569	113,569	91,183
Chemicals	7,321	5,518	5,518	10,000
Fire Fighting Accessories	86,717	143,140	143,140	161,516
	<u>222,268</u>	<u>329,479</u>	<u>329,480</u>	<u>337,204</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital		10,788	10,695	10,788
		<u>10,788</u>	<u>10,695</u>	<u>10,788</u>
<b>SPECIAL PROJECTS</b>				
EMS Operations	14,572	16,401	16,401	16,812
Maintenance & Replacement of Fire Hose	1,784	6,663	6,663	6,830
Urban Search and Rescue Team (USAR)	12,984	18,040	18,019	18,490
ARFF Training	44,090	45,294	45,294	45,473
Replace AED & Accessories	338	1,274	1,274	1,306
Special Event Sponsorship	4,552	2,009	2,009	
Special Events - Reimbursable	72,378	3,119	54,329	
Mutual Aid - Piney Point Gypsum Stack Release	7,530			
	<u>158,228</u>	<u>92,800</u>	<u>143,989</u>	<u>88,911</u>
<b>SUB-TOTAL</b>	<u>17,658,681</u>	<u>18,661,269</u>	<u>17,672,489</u>	<u>21,588,329</u>
		<b>TRAINING</b>		
<b>PERSONAL SERVICES</b>	<u>204,137</u>	<u>272,353</u>	<u>367,091</u>	<u>334,247</u>
<b>UTILITIES</b>				
Water Service	17,144	7,527	19,686	20,178
Electric Service	12,843	11,798	13,533	13,939
Wastewater Service	10,118	2,243	34,112	34,965
Solid Waste Service	2,274	1,710	2,183	2,183
	<u>42,378</u>	<u>23,278</u>	<u>69,514</u>	<u>71,265</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	4,885	4,151	5,361	6,347
Intra-Departmental Charges - Telephone	4,523	4,663	4,663	6,042
Intra-Departmental Charges - Facilities	21,713	55,236	55,236	65,481
Intra-Departmental Charges - Janitorial		13,064	13,064	14,898
Intra-Departmental Charges - IT Operations - Network Support	3,086	2,545	3,326	5,238
	<u>34,206</u>	<u>79,659</u>	<u>81,650</u>	<u>98,006</u>

**GENERAL FUND  
Fire**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services		1,653	1,653	1,653
Subscription & Membership	17,141	15,916	15,916	16,313
Telephone Communications	232	(700)	300	308
Laundry & Dry Cleaning	203	562	562	576
Training	13,357	33,779	33,779	34,624
All Other Sundry Charges		127	127	130
Intra-Departmental Charges - WW Lift Station Maintenance	139			
Office Supplies		500	500	550
Equipment - Noncapital	139	3,233	3,233	3,314
All Other Materials & Supplies	1,335	1,295	1,295	1,071
Uniforms		522	522	650
Fire Fighting Accessories	1,371			
	<u>33,918</u>	<u>56,887</u>	<u>57,887</u>	<u>59,189</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital	<u>12,739</u>			
	<u>12,739</u>			
<b>SPECIAL PROJECTS</b>				
Paramedics Training	2,624	27,667	27,667	28,359
City University		3,868	3,868	3,965
Fire Academy	1,609	8,010	8,010	
	<u>4,233</u>	<u>39,545</u>	<u>39,545</u>	<u>32,324</u>
<b>SUB-TOTAL</b>	<u>331,611</u>	<u>471,722</u>	<u>615,687</u>	<u>595,031</u>
<b>FIRE SAFETY MANAGEMENT</b>				
<b>PERSONAL SERVICES</b>	<u>693,065</u>	<u>837,718</u>	<u>819,622</u>	<u>901,999</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	10,711	9,998	11,027	13,359
Intra-Departmental Charges - Telephone	905	777	777	504
Intra-Departmental Charges - Facilities	23,786	20,697	20,697	24,535
Intra-Departmental Charges - Janitorial	18,551	15,022	15,022	17,130
Intra-Departmental Charges - IT Operations - Network Support	7,405	6,786	7,206	11,786
	<u>61,358</u>	<u>53,280</u>	<u>54,729</u>	<u>67,314</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	427	873	1,123	1,123
Printing & Photography		337	337	345
Subscription & Membership	1,050	1,795	1,795	1,726
Telephone Communications	5,771	6,942	6,942	7,115
Travel	1,525	1,508	1,508	1,546
Laundry & Dry Cleaning	203	2,820	2,820	4,029
Office Supplies	619	1,518	1,518	1,556

**GENERAL FUND  
Fire**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Equipment - Noncapital	5,669	4,693	4,693	1,735
All Other Materials & Supplies	3,543	2,087	2,087	2,140
Uniforms		5,490	5,490	6,139
	<u>18,807</u>	<u>28,063</u>	<u>28,313</u>	<u>27,454</u>
<b>SPECIAL PROJECTS</b>				
Fire Safety Management		538	538	551
		<u>538</u>	<u>538</u>	<u>551</u>
<b>SUB-TOTAL</b>	<u>773,231</u>	<u>919,599</u>	<u>903,202</u>	<u>997,318</u>
		<b>MAINTENANCE</b>		
<b>PERSONAL SERVICES</b>	<u>323,767</u>	<u>322,727</u>	<u>303,692</u>	<u>324,559</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	1,313	1,233	1,233	1,492
Intra-Departmental Charges - IT Operations - Network Support	926	848	848	1,310
	<u>2,239</u>	<u>2,081</u>	<u>2,081</u>	<u>2,802</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,032	3,449	3,449	3,449
Repair Of Equipment	54,763	75,687	75,687	77,579
Laundry & Dry Cleaning	1,436	1,770	1,770	2,000
Repair Of Motor Equipment	128,925	148,544	148,544	152,258
Software License & Maintenance	788	890	890	912
Auto/Heavy Equipment Fuel	141,474	249,800	249,800	199,970
Office Supplies	54	273	273	280
Equipment - Noncapital		4,040	4,040	4,141
All Other Materials & Supplies	938	934	934	958
Uniforms		783	783	802
Tools & Implements	3,059	4,044	4,044	4,145
License Tags		527	527	540
Use Tax Allocation	(6)			
	<u>333,463</u>	<u>490,741</u>	<u>490,741</u>	<u>447,034</u>
<b>SUB-TOTAL</b>	<u>659,469</u>	<u>815,549</u>	<u>796,514</u>	<u>774,395</u>
<b>GRAND TOTAL</b>	<u>21,436,205</u>	<u>22,929,734</u>	<u>22,053,422</u>	<u>26,427,197</u>

**GENERAL FUND  
Police**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	29,406,930	34,264,362	30,593,215	35,679,773
<b>UTILITIES</b>				
Water Service	10,832	12,145	13,473	13,810
Stormwater Service	1,178	1,237	1,237	1,299
Electric Service	199,107	181,559	207,963	214,202
Wastewater Service	10,131	10,371	10,201	10,456
Solid Waste Service	10,227	11,684	11,683	11,683
	231,476	216,996	244,557	251,450
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	1,423,469	1,744,718	1,625,419	1,902,667
Gasoline - Fleet Management	617,646	1,041,401	1,000,137	1,026,491
Maintenance - Fleet Management	1,136,953	1,211,440	1,085,781	1,231,486
Fleet - New Equip - O&M Charges				191,000
Purchasing & Stores Service	28,403	29,088	29,088	27,380
Intra-Departmental Charges - PC & Network Support	804,829	742,971	752,298	863,001
Intra-Departmental Charges - Telephone	143,386	122,791	122,791	126,885
Intra-Departmental Charges - Radios	371,873	313,013	313,013	383,853
Intra-Departmental Charges - Facilities	347,757	302,594	302,594	358,709
Intra-Departmental Charges - Janitorial	312,933	253,397	253,397	288,971
Intra-Departmental Charges - Training Ctr	17,567	19,821	19,821	18,641
Intra-Departmental Charges - IT Operations - GIS	26,944	21,743	21,743	59,115
Intra-Departmental Charges - IT Operations - Application Dev	452,566	544,107	544,107	456,355
Intra-Departmental Charges - IT Operations - Public Safety	1,456,384	1,251,947	1,251,947	1,162,112
Intra-Departmental Charges - IT Operations - Network Support	476,342	438,008	425,238	671,755
	7,617,052	8,037,039	7,747,374	8,768,421
<b>ALL OTHER O&amp;M</b>				
Contractual Services	126,989	157,669	134,000	161,070
Legal Fees	177,251	190,000	170,000	170,000
Professional Services	17,012	15,625	13,750	15,000
Advertising	649	500	250	500
Visa/Mastercard Bank Charges	398	500	280	500
Contract Labor	14,688	19,000	19,000	7,000
Rentals	272,546	279,323	259,000	206,548
Maintenance Of Facilities	113	400	150	400
Repair Of Equipment	32,537	42,744	29,400	38,452
Printing & Photography	15,827	20,500	15,000	18,000
Postage & Mailing	9,976	10,712	10,000	10,545
Subscription & Membership	27,255	40,956	27,985	40,051

**GENERAL FUND  
Police**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Telephone Communications	74,728	86,990	77,550	190,390
Laundry & Dry Cleaning	101,913	119,000	112,000	123,000
Training				1,550
All Other Sundry Charges	8,415	9,300	9,300	10,300
Software License & Maintenance	480			
Refund Of Prior Years Revenue	158			
Confidential Informants	30,000	35,000	30,000	35,000
Office Supplies	68,138	85,119	69,650	82,062
Equipment - Noncapital	162,262	104,538	97,500	251,410
All Other Materials & Supplies	39,220	49,813	40,300	53,458
Uniforms	163,809	153,343	140,500	153,300
License Tags	512	1,500	800	1,500
Use Tax Allocation	(99)	(40)	(40)	(40)
Food & Supplies for Animals	15,332	12,500	12,500	12,500
Training - Ammunition	13,563	18,083	17,500	19,000
	<u>1,373,671</u>	<u>1,453,075</u>	<u>1,286,375</u>	<u>1,601,496</u>
<b>DEBT SERVICE</b>				
A/C Chiller Replacements	60,005			
	<u>60,005</u>			
<b>CAPITAL OUTLAY</b>				
Equipment - Capital	167,690	1,095,864	1,092,354	953,000
	<u>167,690</u>	<u>1,095,864</u>	<u>1,092,354</u>	<u>953,000</u>
<b>SPECIAL PROJECTS</b>				
Florida Southern College - SRO	461,704	571,622	549,254	552,742
Polk County School Board-SRO	1,148,667	1,173,261	1,285,320	1,385,448
Crime Watch	17,377	40,022	45,259	47,500
Special Overtime	55,936	88,000	131,586	90,000
Emergency Preparedness	1,289	2,500	1,300	2,500
Recruitment	40,256	40,582	34,120	40,580
Victim Assistance Program	25,000	25,000	25,000	25,000
Training Center	168,094	110,406	85,451	102,660
Police Educations	30,086	28,000	28,000	28,000
Canine Training - Donations	46,590	47,184	47,184	
Investigative Costs Reimbursement	200,080	216,368	216,368	135,000
Do the Right Thing - Donations	3,348	4,537	4,537	
School Resource Officers - Donations		4,216	4,216	
Polk Community College IPS Coordinator	122,599	122,964	120,875	131,081
Red Light Cameras	941,596	967,580	943,754	967,580
LPD Explorer Program - Donations	9,497	14,469	14,469	
COPS For Christmas - Donations	7,310	11,904	11,904	
Lakeland Police Dept. - Donations	2,184	2,332	2,332	
SWAT Medic Program	4,422	7,000	7,000	7,000

**GENERAL FUND  
Police**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
AED Units for LPD Patrol Cars	3,385	35,000	35,000	10,000
Special Event Sponsorship	999	28,000	28,000	27,300
FOAG Victim Assistance (VOCA)	148,217	179,120	165,961	201,569
FDLE-Byrne Grant	685	20,458	20,458	20,458
DOJ-Justice Assistance Grant	109,211	120,357	99,821	122,049
Community Policing Innovation	214,130	226,273	202,028	443,427
New Beginnings - SRO	105,968	108,638	108,539	120,024
Ballistic Vest Replacements	24,912	56,341	56,341	64,000
Lakeland Christian - SRO	87,156	90,692	90,765	97,424
Accommodations for Programs and Services		10,000	10,000	10,000
Magnolia Montessori Academy - SRO	88,393	89,615	88,118	95,290
Conducted Electrical Weapon Replacements	4,443	79,973	79,973	
FDLE ESST/CHT Task Force	133			
BJA-Coronavirus Emergency Supplemental Funding Program	52,414	709	709	
LPD New Technology and Equipment Replacement		68,490	68,490	38,000
	<u>4,126,080</u>	<u>4,591,613</u>	<u>4,612,132</u>	<u>4,764,632</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Public Impr Fund	150,000			
Transfer To Debt Service Fund	1,119,351		1,142,895	1,165,471
Transfer To Fleet Mgmt Reserve	56,000	59,000	59,000	
Transfer To Fleet Mgmt Reserve	38,465			
Transfer To IT Equip Replacement Fund		42,840	42,840	
	<u>1,363,816</u>	<u>101,840</u>	<u>1,244,735</u>	<u>1,165,471</u>
<b>SUB-TOTAL</b>	<u>44,346,719</u>	<u>49,760,789</u>	<u>46,820,742</u>	<u>53,184,243</u>

**GENERAL FUND  
Police**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>LAW ENFORCEMENT TRUST FUND</b>				
<b>ALL OTHER O&amp;M</b>				
All Other Administrative	38,741	107,688	107,688	
Equipment - Noncapital		13,786	13,786	
	<u>38,741</u>	<u>121,474</u>	<u>121,474</u>	
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		184,133	184,133	
		<u>184,133</u>	<u>184,133</u>	
<b>SUB-TOTAL</b>	<u>38,741</u>	<u>305,607</u>	<u>305,607</u>	
<b>FEDERALLY FORFEITED PROPERTY</b>				
<b>ALL OTHER O&amp;M</b>				
Training	6,566	4,689	12,137	
All Other Administrative		1,064,032	1,056,584	
Equipment - Noncapital	12,998	114,857	114,857	
	<u>19,564</u>	<u>1,183,578</u>	<u>1,183,578</u>	
<b>CAPITAL OUTLAY</b>				
Equipment - Capital	16,061	255,401	255,401	
	<u>16,061</u>	<u>255,401</u>	<u>255,401</u>	
<b>SPECIAL PROJECTS</b>				
Fed Law Enforcement Trust - Treasury Funds		4,718	4,718	
		<u>4,718</u>	<u>4,718</u>	
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Fleet Mgmt Reserve		290,000	290,000	
		<u>290,000</u>	<u>290,000</u>	
<b>SUB-TOTAL</b>	<u>35,625</u>	<u>1,733,697</u>	<u>1,733,697</u>	
<b>GRAND TOTAL</b>	<u>44,421,085</u>	<u>51,800,093</u>	<u>48,860,046</u>	<u>53,184,243</u>



**GENERAL FUND**  
**Public Works - Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	804,655	851,570	795,589	844,029
<b>UTILITIES</b>				
Water Service	252	263	268	277
Electric Service	4,012	4,008	3,923	4,334
Wastewater Service	280	289	294	309
Solid Waste Service	440	440	440	440
Solid Waste Service - Recycling	41	44	41	44
	<u>5,024</u>	<u>5,044</u>	<u>4,966</u>	<u>5,404</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	13,172	56,329	56,329	36,941
Intra-Departmental Charges - PC & Network Support	15,612	13,999	14,203	16,523
Intra-Departmental Charges - Telephone	3,166	2,720	2,720	4,532
Intra-Departmental Charges - Radios	3,427	2,885	2,885	3,538
Intra-Departmental Charges - Facilities	11,505	10,011	10,011	11,868
Intra-Departmental Charges - Janitorial	8,973	7,266	7,266	8,286
Intra-Departmental Charges - Training Ctr	297	480	480	450
Intra-Departmental Charges - IT Operations - GIS	17,865	14,354	14,354	16,372
Intra-Departmental Charges - IT Operations - Application Dev	48,697	49,210	49,210	42,469
Intra-Departmental Charges - IT Operations - Network Support	10,632	9,707	9,746	15,005
	<u>133,347</u>	<u>166,961</u>	<u>167,204</u>	<u>155,984</u>
<b>ALL OTHER O&amp;M</b>				
Contract Labor		500	500	
Repair Of Equipment	982	1,700	1,700	1,800
Printing & Photography	93	150	150	150
Postage & Mailing	150	450	450	450
Subscription & Membership	1,251	3,564	3,564	3,600
Telephone Communications	3,204	3,400	3,400	3,500
Travel	1,893	9,000	9,000	9,000
Training	879	8,000	8,000	8,572
All Other Sundry Charges	310	1,340	1,340	1,900
Software License & Maintenance	480	960	960	960
Office Supplies	1,800	2,800	2,800	2,800
Equipment - Noncapital	1,551	3,500	3,500	3,500
Uniforms	46	350	350	375
Use Tax Allocation	(1)			
	<u>12,638</u>	<u>35,714</u>	<u>35,714</u>	<u>36,607</u>
<b>SPECIAL PROJECTS</b>				
Limited English Proficiency		1,015	1,015	1,200
		<u>1,015</u>	<u>1,015</u>	<u>1,200</u>

**GENERAL FUND**  
**Public Works - Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(112,223)	(110,715)	(110,715)	(108,394)
Cost Allocated - Purchasing	(6,452)	(6,616)	(6,616)	(6,856)
Cost Allocated - RP Funding Center	(6,452)			
Cost Allocated - Solid Waste Management	(164,604)	(149,836)	(149,836)	(158,680)
Cost Allocated - Airport	(6,452)	(4,798)	(4,798)	(6,856)
Cost Allocated - Parking	(24,584)	(24,462)	(24,462)	(24,263)
Cost Allocated - Wastewater	(6,452)	(6,422)	(6,422)	(6,856)
Cost Allocated - Electric	(6,452)	(5,496)	(5,496)	(6,856)
Cost Allocated - Water	(6,452)	(6,447)	(6,447)	(6,856)
Cost Allocated - Stormwater Utility	(65,885)	(65,110)	(65,110)	(63,911)
Cost Allocated - Facilities Maintenance Fund	(65,885)	(65,110)	(65,110)	(63,911)
Cost Allocated - Information Technology	(6,452)	(6,616)	(6,616)	(6,856)
Cost Allocated - Building Inspection Fund		(6,616)	(6,616)	(6,856)
	(478,345)	(458,244)	(458,244)	(467,151)
<b>GRAND TOTAL</b>	<b>477,319</b>	<b>602,060</b>	<b>546,244</b>	<b>576,073</b>

**GENERAL FUND**  
**Public Works - Traffic**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	913,753	1,246,760	965,930	1,243,775
<b>UTILITIES</b>				
Water Service	1,146	1,283	1,087	1,114
Electric Service	14,843	13,413	15,574	16,041
Wastewater Service	457	464	453	464
Solid Waste Service	1,637	1,637	1,637	1,637
Solid Waste Service - Recycling	102	102	102	102
	18,185	16,899	18,853	19,358
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	57,635	59,168	60,427	60,944
Gasoline - Fleet Management	19,030	32,133	29,766	30,696
Maintenance - Fleet Management	27,711	45,655	57,040	46,858
Purchasing & Stores Service	13,584	462	462	24,337
Intra-Departmental Charges - PC & Network Support	34,658	30,919	31,373	36,733
Intra-Departmental Charges - Telephone	6,785	5,829	5,829	7,049
Intra-Departmental Charges - Radios	7,997	6,732	6,732	8,255
Intra-Departmental Charges - Facilities	32,000	27,844	27,844	33,008
Intra-Departmental Charges - Janitorial	22,141	17,928	17,928	20,446
Intra-Departmental Charges - Training Ctr	891	1,012	1,012	950
Intra-Departmental Charges - IT Operations - GIS	12,185	9,768	9,768	14,730
Intra-Departmental Charges - IT Operations - Application Dev	42,168	43,492	43,492	89,936
Intra-Departmental Charges - IT Operations - Network Support	21,976	20,107	19,704	30,986
	298,760	301,049	311,377	404,928
<b>ALL OTHER O&amp;M</b>				
Contractual Services	42,585	24,915	24,915	41,500
Rentals	124	4,188	4,188	7,500
Repair Of Equipment	685	7,189	7,189	7,500
Printing & Photography		101	101	100
Postage & Mailing	327	308	308	750
Subscription & Membership	1,884	2,288	2,288	2,500
Telephone Communications	7,473	5,569	5,569	5,569
Travel	363	1,505	1,505	2,000
Training	4,889	5,117	5,117	5,500
All Other Sundry Charges		51	51	50
Software License & Maintenance	240	480	480	750
Auto/Heavy Equipment Fuel	145	49		
Office Supplies	1,358	2,481	2,481	3,000
Equipment - Noncapital	1,821	1,835	1,835	
All Other Materials & Supplies	100,265	117,904	94,104	86,100
Uniforms	5,341	5,113	5,113	6,145
Tools & Implements	1,186	2,133	2,133	2,000

**GENERAL FUND  
Public Works - Traffic**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Use Tax Allocation	(44)			
	168,640	181,226	157,377	170,964
<b>SPECIAL PROJECTS</b>				
ITS Maintenance	14,927	134,618	134,618	72,665
Sign Fabrication	11,870	40,716	40,716	32,825
Special Event Sponsorship	8,179	28,000	28,000	29,400
Wayfinding Signs		45,000	45,000	
	34,976	248,334	248,334	134,890
<b>GRAND TOTAL</b>	<b>1,434,314</b>	<b>1,994,268</b>	<b>1,701,871</b>	<b>1,973,915</b>

**GENERAL FUND**  
**Public Works - Engineering**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	1,082,244	1,200,219	1,092,200	1,308,702
<b>UTILITIES</b>				
Water Service	436	454	463	479
Electric Service	6,938	6,932	6,785	7,495
Wastewater Service	483	501	509	534
Solid Waste Service	761	761	761	761
Solid Waste Service - Recycling	71	77	71	77
	8,689	8,725	8,589	9,346
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	26,297	26,895	27,363	27,701
Gasoline - Fleet Management	9,181	12,859	13,422	11,779
Maintenance - Fleet Management	22,746	15,000	18,887	12,656
Purchasing & Stores Service	14,407	14,313	14,313	10,865
Intra-Departmental Charges - PC & Network Support	23,376	20,838	21,319	24,209
Intra-Departmental Charges - Telephone	5,428	4,275	4,275	5,539
Intra-Departmental Charges - Radios	3,999	3,365	3,365	4,127
Intra-Departmental Charges - Facilities	19,904	17,319	17,319	20,531
Intra-Departmental Charges - Janitorial	15,523	12,570	12,570	14,335
Intra-Departmental Charges - Training Ctr	841	906	906	850
Intra-Departmental Charges - IT Operations - GIS	33,515	26,940	26,940	40,712
Intra-Departmental Charges - IT Operations - Application Dev	50,481	52,603	52,603	57,885
Intra-Departmental Charges - IT Operations - Network Support	14,035	12,850	12,622	19,793
	239,733	220,733	225,904	250,982
<b>ALL OTHER O&amp;M</b>				
Repair Of Equipment	1,352	1,500	1,500	1,500
Printing & Photography	77	203	203	100
Postage & Mailing	35	102	102	250
Subscription & Membership	2,733	3,045	3,045	3,000
Telephone Communications	7,484	7,612	7,612	7,850
Travel	76	3,670	3,670	3,500
Training	6,568	9,135	9,135	8,500
All Other Sundry Charges	834	2,008	508	500
Software License & Maintenance	10,633	10,794	10,794	11,500
Refund Of Prior Years Revenue				
Office Supplies	2,109	4,250	4,250	4,000
Equipment - Noncapital	342	2,300	2,300	2,500
All Other Materials & Supplies				
Uniforms	3,795	4,060	4,060	4,750
Tools & Implements	2,964	2,538	2,538	3,000
	39,001	51,217	49,717	50,950

**GENERAL FUND**  
**Public Works - Engineering**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		4,973	4,973	4,500
		4,973	4,973	4,500
<b>SPECIAL PROJECTS</b>				
FDOT County Line Rd @ US 92	14,524	267	267	
FDOT-Tenoroc Trail - Segment 1	11,185	55,630	55,630	
	25,709	55,897	55,897	
<b>ALLOCATIONS</b>				
Cost Allocated - Stormwater Utility	(38,479)	(39,635)	(39,635)	(39,635)
Cost Allocated - Building Inspection Fund	(14,216)	(11,598)	(11,598)	(17,471)
	(52,695)	(51,233)	(51,233)	(57,106)
<b>GRAND TOTAL</b>	<b>1,342,681</b>	<b>1,490,531</b>	<b>1,386,047</b>	<b>1,567,374</b>

**GENERAL FUND**  
**Public Works - Construction & Maintenance**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	1,063,547	1,932,557	986,935	1,786,976
<b>UTILITIES</b>				
Water Service	23,224	20,443	23,901	24,499
Electric Service	30,698	30,502	28,777	29,640
Wastewater Service	22,664	20,590	18,849	19,320
Solid Waste Service	19,005	21,379	15,217	15,217
Solid Waste Service - Recycling	102	102	102	102
	<u>95,693</u>	<u>93,016</u>	<u>86,846</u>	<u>88,778</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	48,490	104,463	128,215	452,718
Gasoline - Fleet Management	75,593	200,948	109,870	367,242
Maintenance - Fleet Management	66,317	101,135	95,341	414,792
Fleet Mgmt Project Charges	7,957			
Fleet Mgmt Charges Recoveries				(871,250)
Purchasing & Stores Service	86,443	42,478	42,478	36,072
Other City Department Charges	(211,885)			
Intra-Departmental Charges - PC & Network Support	33,007	30,805	29,985	35,229
Intra-Departmental Charges - Telephone	9,499	7,772	7,772	9,063
Intra-Departmental Charges - Radios	26,848	22,598	22,598	27,713
Intra-Departmental Charges - Facilities	153,994	133,994	133,994	158,843
Intra-Departmental Charges - Janitorial	30,217	24,468	24,468	27,903
Intra-Departmental Charges - Training Ctr	3,463	3,836	3,836	3,599
Intra-Departmental Charges - IT Operations - GIS	57,623	50,079	50,079	58,750
Intra-Departmental Charges - IT Operations - Application Dev	106,342	116,671	116,671	85,966
Intra-Departmental Charges - IT Operations - Network Support	23,274	21,677	20,584	32,153
	<u>517,182</u>	<u>860,924</u>	<u>785,891</u>	<u>838,793</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	9,864	19,256	19,256	10,510
Contract Labor		514	514	527
Leases		187,682		183,071
Rentals	23,173	3,346	3,346	3,430
Repair Of Equipment	33,680	10,000	10,000	10,250
Printing & Photography		481	481	493
Postage & Mailing	7	412	412	422
Subscription & Membership	1,710	1,500	1,500	1,538
Telephone Communications	9,007	12,465	12,465	12,777
Travel	5,372	6,257	6,257	6,413
Training	3,292	17,000	17,000	17,425
All Other Sundry Charges		144	144	148

**GENERAL FUND**  
**Public Works - Construction & Maintenance**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Software License & Maintenance		2,500	2,500	2,563
Auto/Heavy Equipment Fuel		1,700		1,743
Office Supplies	4,693	6,489	6,489	6,651
Equipment - Noncapital	5,967	13,078	13,078	13,405
All Other Materials & Supplies	18,737	10,700	10,700	30,443
Uniforms	34,034	35,000	35,000	35,875
Construction Material	(33,232)	34,000	34,000	41,000
Chemicals	2,359	4,635	4,635	4,751
Tools & Implements	12,929	10,300	10,300	10,558
Personal Safety Equipment	6,340	15,000	15,000	15,375
Parts For Equipment	15,785	17,330	17,330	26,988
Use Tax Allocation				
Recoveries-From Outside City	(9,328)		(5,877)	
	<u>144,389</u>	<u>409,789</u>	<u>214,530</u>	<u>436,356</u>
<b>DEBT SERVICE</b>				
Interest Expense - Leasing2	21,357		17,008	
Principal Payment - Leasing2	161,527		166,063	
	<u>182,884</u>		<u>183,071</u>	
<b>CAPITAL OUTLAY</b>				
Equipment - Capital	9,103			
	<u>9,103</u>			
<b>SPECIAL PROJECTS</b>				
Other Projects - City Departments	(40,867)			
Cleaning & Painting Downtown Streetscape	49,335	28,480	24,480	35,000
	<u>8,468</u>	<u>28,480</u>	<u>24,480</u>	<u>35,000</u>
<b>GRAND TOTAL</b>	<b><u>2,021,266</u></b>	<b><u>3,324,766</u></b>	<b><u>2,281,753</u></b>	<b><u>3,185,903</u></b>



**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	<u>420,221</u>	<u>477,962</u>	<u>424,041</u>	<u>460,817</u>
<b>UTILITIES</b>				
Water Service	142	149	151	157
Electric Service	2,270	2,268	2,219	2,452
Wastewater Service	158	164	167	175
Solid Waste Service	249	249	249	249
Solid Waste Service - Recycling	23	25	23	25
	<u>2,842</u>	<u>2,855</u>	<u>2,809</u>	<u>3,058</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	18,935	27,241	27,241	435
Intra-Departmental Charges - PC & Network Support	8,354	8,568	8,161	9,865
Intra-Departmental Charges - Telephone	3,619	3,108	3,108	4,028
Intra-Departmental Charges - Radios				43,043
Intra-Departmental Charges - Facilities	6,514	5,668	5,668	6,719
Intra-Departmental Charges - Janitorial	5,081	4,114	4,114	4,692
Intra-Departmental Charges - Training Ctr	297	160	160	150
Intra-Departmental Charges - IT Operations - Application Dev	27,144	25,703	25,703	37,266
Intra-Departmental Charges - IT Operations - Network Support	8,981	8,073	7,889	12,192
	<u>78,925</u>	<u>82,635</u>	<u>82,044</u>	<u>118,390</u>
<b>ALL OTHER O&amp;M</b>				
Rentals	118	1,117	1,117	1,000
Repair Of Equipment	23	528	528	500
Printing & Photography	382	1,624	1,624	1,600
Postage & Mailing	10	305	305	300
Subscription & Membership	1,890	3,613	3,613	6,313
Telephone Communications	3,884	4,568	4,568	4,600
Travel	1,340	6,699	6,699	6,700
Training	980	5,757	5,757	5,700
Software License & Maintenance	240	51,237	51,237	50,000
Office Supplies	1,103	1,624	1,624	1,624
Equipment - Noncapital		2,491	2,491	2,491
	<u>9,970</u>	<u>79,563</u>	<u>79,563</u>	<u>80,828</u>
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		4,908	4,908	4,900
		<u>4,908</u>	<u>4,908</u>	<u>4,900</u>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Director**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Sculpture Competition	22,513	11,917	11,917	24,300
Volunteers in Public Service		1,007	1,007	500
Downtown Wayfinding	5,768	8,337	8,337	7,000
Downtown Street Furniture	4,830	12,156	12,156	7,500
	<u>33,111</u>	<u>33,417</u>	<u>33,417</u>	<u>39,300</u>
<b>GRAND TOTAL</b>	<b><u>545,070</u></b>	<b><u>681,340</u></b>	<b><u>626,782</u></b>	<b><u>707,293</u></b>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Parks**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
		<b>ADMINISTRATION</b>		
<b>PERSONAL SERVICES</b>	6,642,162	7,904,356	6,276,674	8,149,622
<b>INSURANCE</b>				
Insurance - Fire	944	991	874	918
	944	991	874	918
<b>UTILITIES</b>				
Water Service	575,195	553,200	604,899	620,021
Stormwater Service	3,505	3,680	3,679	3,863
Electric Service	262,591	295,149	266,647	274,647
Wastewater Service	86,528	94,160	78,127	80,080
Solid Waste Service	133,272	139,705	149,328	149,328
Solid Waste Service - Recycling	23	23	23	23
	1,061,114	1,085,917	1,102,703	1,127,962
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	512,686	534,743	534,197	550,787
Gasoline - Fleet Management	156,517	236,102	237,138	226,041
Maintenance - Fleet Management	341,730	315,367	360,463	323,946
Fleet - New Equip - O&M Charges				5,000
Purchasing & Stores Service	29,638	22,624	22,624	31,726
Intra-Departmental Charges - PC & Network Support	39,426	36,737	38,450	47,292
Intra-Departmental Charges - Telephone	13,570	12,046	12,046	15,105
Intra-Departmental Charges - Radios	42,271	35,581	35,581	590
Intra-Departmental Charges - Facilities	1,136,672	981,393	981,393	1,163,386
Intra-Departmental Charges - Janitorial	12,121	15,991	15,991	18,236
Intra-Departmental Charges - Training Ctr	5,987	6,554	6,554	6,148
Intra-Departmental Charges - IT Operations - GIS	20,080	16,121	16,121	21,732
Intra-Departmental Charges - IT Operations - Application Dev	249,577	257,253	257,253	230,926
Intra-Departmental Charges - IT Operations - Network Support	29,141	26,641	26,936	43,638
	2,589,416	2,497,153	2,544,747	2,684,553

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Parks**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	216,553	206,814	206,814	210,814
Rentals	350			1,134
Maintenance Of Facilities	39,014	33,182	33,182	33,182
Repair Of Equipment	42,036	46,381	46,381	46,305
Printing & Photography	612	822	822	1,123
Postage & Mailing		83	83	83
Subscription & Membership	895	1,120	1,120	1,120
Telephone Communications	22,321	14,148	14,148	14,148
Travel		1,601	1,601	1,601
Training	4,942	4,675	4,675	4,675
All Other Sundry Charges	11,581	10,069	10,069	11,084
Ad Valorem Taxes		700	700	700
Auto/Heavy Equipment Fuel	2,124	2,307	2,307	2,307
Office Supplies	3,655	8,352	8,352	8,352
Equipment - Noncapital	14,855	8,162	8,162	7,001
All Other Materials & Supplies	29,048	29,680	29,680	29,456
Uniforms	43,912	50,295	50,295	50,295
Cleaning & Janitor Supply	47,925	58,641	57,460	60,026
Construction Material	4,216	1,669	1,669	2,818
Chemicals	96,844	99,223	99,092	97,899
Tools & Implements	13,042	13,579	13,212	13,849
Electrical Hardware & Plumbing Supplies	14,932	20,421	20,421	21,582
Agricultural & Horticultural Supplies	137,023	136,913	136,913	135,147
Recreational Supplies	17,799	22,750	22,750	22,845
Use Tax Allocation	(12)			
Food & Supplies for Animals	13,418	15,293	15,293	11,993
Irrigation Supplies	26,758	26,053	26,053	25,553
	<u>803,842</u>	<u>812,933</u>	<u>811,254</u>	<u>815,092</u>
<b>DEBT SERVICE</b>				
Parks & Recreation Energy Conservation	97,629	99,782	99,782	
	<u>97,629</u>	<u>99,782</u>	<u>99,782</u>	
<b>CAPITAL EQUIPMENT</b>				
Contingency		15,929	15,929	
Equipment - Capital	19,200	31,848	31,848	31,848
	<u>19,200</u>	<u>47,777</u>	<u>47,777</u>	<u>31,848</u>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Parks**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Tigers Spring Training	58,876	106,124	106,124	106,124
Special Overtime	104,003	220,000	220,000	297,000
Replace Parks Equipment	49,299	64,411	64,411	58,000
Holiday Decorations	2,718	3,229	3,229	2,900
Tree And Palm Program	18,285	18,706	18,706	19,000
Landscape Renovations	21,618	23,626	23,626	25,000
Irrigation Modernization	18,898	18,690	18,690	18,000
Resigning Of Parks	1,933	3,600	3,600	4,000
Replace Swan Pens	946	1,500	1,500	1,750
Spring Training Preparation	73,201	81,092	81,092	82,000
Master Key System - Tigertown, Peterson & Lake Parker Park	546			600
Landscape Renovations - FDOT	24,165	25,000	25,000	26,500
Hollis Garden	22,403	25,000	25,000	26,500
Sportsfield Lighting	67,034	87,452	87,452	65,000
Tree Trust Fund	24,845	132,185	132,185	
City Swans-Medical & Veterinary Services		15,000	15,000	15,000
	<u>488,768</u>	<u>825,615</u>	<u>825,615</u>	<u>747,374</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Fleet Mgmt	(11,617)	(11,648)	(11,648)	(12,925)
Cost Allocated - Purchasing	(34,851)	(34,944)	(34,944)	(38,775)
Cost Allocated - RP Funding Center	(313,662)			
Cost Allocated - Solid Waste Management		(32,263)	(32,263)	(38,775)
Cost Allocated - Airport		(6,757)	(6,757)	(10,340)
Cost Allocated - Parking	(58,086)	(67,558)	(67,558)	(74,966)
Cost Allocated - Wastewater		(33,924)	(33,924)	(38,775)
Cost Allocated - Electric	(139,405)	(260,371)	(260,371)	(347,685)
Cost Allocated - Water	(23,234)	(65,821)	(65,821)	(74,966)
Cost Allocated - Building Inspection Fund	(58,086)	(67,558)	(67,558)	(74,966)
	<u>(638,941)</u>	<u>(580,844)</u>	<u>(580,844)</u>	<u>(712,173)</u>
<b>SUB-TOTAL</b>	<u>11,064,134</u>	<u>12,693,680</u>	<u>11,128,582</u>	<u>12,845,196</u>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Parks**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Detroit Minor League</b>				
<b>ALL OTHER O&amp;M</b>				
Ad Valorem Taxes		551	551	635
		551	551	635
<b>SPECIAL PROJECTS</b>				
Extended Spring Training	12,988		13,350	13,500
Gulf Coast League	26,043		3,029	4,050
Fall Instructional	21,526	56,000	23,085	54,000
Lakeland Flying Tigers	5,970		3,770	5,940
Tryouts & Evaluations / Other	205		305	338
	66,733	56,000	43,539	77,828
<b>SUB-TOTAL</b>	66,733	56,551	44,090	78,463
<b>Detroit Major League</b>				
<b>SPECIAL PROJECTS</b>				
Spring Training	92,514	120,400	120,400	116,100
	92,514	120,400	120,400	116,100
<b>SUB-TOTAL</b>	92,514	120,400	120,400	116,100
<b>GRAND TOTAL</b>	<b>11,223,381</b>	<b>12,870,631</b>	<b>11,293,072</b>	<b>13,039,759</b>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Recreation**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	<u>3,129,216</u>	<u>4,205,187</u>	<u>2,989,907</u>	<u>4,383,758</u>
<b>UTILITIES</b>				
Water Service	42,918	49,243	47,572	48,763
Electric Service	241,462	229,677	253,001	260,758
Wastewater Service	44,132	52,837	55,593	56,986
Solid Waste Service	34,524	36,626	37,236	37,236
Solid Waste Service - Recycling	329	331	329	331
	<u>363,366</u>	<u>368,714</u>	<u>393,731</u>	<u>404,074</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	24,996	26,411	26,275	27,203
Gasoline - Fleet Management	4,357	9,800	8,504	8,511
Maintenance - Fleet Management	9,291	18,501	8,383	18,888
Purchasing & Stores Service	4,941	9,236	9,236	10,432
Intra-Departmental Charges - PC & Network Support	87,811	82,673	85,861	104,703
Intra-Departmental Charges - Telephone	24,827	20,984	20,984	22,154
Intra-Departmental Charges - Facilities	572,935	537,914	537,914	637,670
Intra-Departmental Charges - Janitorial	10,264	8,312	8,312	9,478
Intra-Departmental Charges - Training Ctr	2,424	2,504	2,504	2,349
Intra-Departmental Charges - IT Operations - Application Dev	150,308	173,401	173,401	280,617
Intra-Departmental Charges - IT Operations - Network Support	72,492	66,100	66,698	105,593
	<u>964,645</u>	<u>955,836</u>	<u>948,072</u>	<u>1,227,598</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	61,457	136,831	137,031	139,111
Visa/Mastercard Bank Charges	20,699	17,365	17,415	21,500
Maintenance Of Facilities	15,463	20,450	14,600	16,050
Repair Of Equipment	54,615	115,523	110,933	80,567
Subscription & Membership	656	3,325	3,325	3,645
Telephone Communications	6,851	12,710	12,825	14,210
Travel	392	4,929	4,929	4,913
Training	11,451	20,640	20,640	20,640
Software License & Maintenance	240	500	500	500
Licenses & Permits	700	760	760	760
Bad Debt Expense	31		5	
Office Supplies	17,859	20,181	20,481	17,989
Equipment - Noncapital	17,232	25,905	14,775	12,800
Uniforms	15,154	21,890	21,690	22,090
Cleaning & Janitor Supply	63,093	79,639	80,239	81,695
Chemicals	40,494	87,977	87,977	93,000
Tools & Implements	6,551	4,362	4,362	4,362

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Recreation**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Electrical Hardware & Plumbing Supplies	2,998	1,750	1,750	1,750
Recreational Supplies	7,654	9,126	8,826	9,340
Recoveries-Intra Department Charges	(10,984)	(11,314)	(11,314)	(10,000)
	<u>332,605</u>	<u>572,549</u>	<u>551,749</u>	<u>534,922</u>
<b>FUEL</b>				
Fuel-Pool Operations	8,186	12,250	12,250	12,250
	<u>8,186</u>	<u>12,250</u>	<u>12,250</u>	<u>12,250</u>
<b>DEBT SERVICE</b>				
Parks & Recreation Energy Conservation	18,305	18,709	18,709	
	<u>18,305</u>	<u>18,709</u>	<u>18,709</u>	
<b>CAPITAL OUTLAY</b>				
Equipment - Capital	3,322	29,307	29,307	25,000
	<u>3,322</u>	<u>29,307</u>	<u>29,307</u>	<u>25,000</u>
<b>SPECIAL PROJECTS</b>				
Resurface Tennis Courts	61,914	55,000	55,000	
Christmas Parade		14,900	13,585	14,900
Special Events Program	63,597	73,041	73,041	73,183
Program Activity Costs	183,566	310,059	308,626	324,443
Tournament Costs	15,579	20,800	20,800	20,800
Martin Luther King Parade	6,263	9,500	9,500	11,000
Weight Room Equipment Replacement		31,211	31,211	31,000
Expanded Cultural Opportunities	959	9,206	9,206	9,206
Special Event Sponsorship	54,571	389,216	389,216	263,907
Holly Jolly Jinglebell Jog	8,272	71,813	71,813	9,280
Department of Health Child Care Food Program	5,832	14,588	14,588	1,111
MLK Festivities	1,609	1,600	1,600	1,600
	<u>402,162</u>	<u>1,000,934</u>	<u>998,186</u>	<u>760,430</u>
<b>GRAND TOTAL</b>	<b><u>5,221,808</u></b>	<b><u>7,163,486</u></b>	<b><u>5,941,911</u></b>	<b><u>7,348,032</u></b>



**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Main Library**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>	<b>MAIN LIBRARY</b>			
<b>PERSONAL SERVICES</b>	1,487,252	1,887,741	1,479,765	1,758,374
<b>UTILITIES</b>				
Water Service	8,286	10,748	5,760	5,904
Electric Service	45,264	44,873	45,094	46,447
Wastewater Service	2,354	2,530	2,424	2,485
Solid Waste Service	4,299	4,299	4,299	4,299
	<u>60,204</u>	<u>62,450</u>	<u>57,577</u>	<u>59,135</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	2,059	2,740	2,059	2,822
Gasoline - Fleet Management	92	182	247	194
Maintenance - Fleet Management	1,436	782	432	807
Purchasing & Stores Service	72,448	82,186	82,186	40,852
Intra-Departmental Charges - PC & Network Support	42,796	40,225	39,369	44,523
Intra-Departmental Charges - Telephone	17,188	14,766	14,766	15,609
Intra-Departmental Charges - Facilities	141,119	122,792	122,792	145,563
Intra-Departmental Charges - Training Ctr	1,583	1,918	1,918	1,600
Intra-Departmental Charges - IT Operations - Application Dev	67,789	70,885	70,885	78,434
Intra-Departmental Charges - IT Operations - Network Support	27,308	25,447	24,176	35,357
	<u>373,817</u>	<u>361,923</u>	<u>358,830</u>	<u>365,761</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	26,857	28,000	28,000	28,500
Visa/Mastercard Bank Charges	3,488	4,000	4,000	4,100
Repair Of Equipment	61	200	200	200
Postage & Mailing	14,516	15,500	9,500	12,000
Subscription & Membership	232	300	300	300
Telephone Communications	362	750	750	750
All Other Sundry Charges	1,608	3,000	3,000	3,000
Binding & Processing	381	1,250	1,250	1,250
Office Supplies	8,239	11,842	11,842	12,000
Equipment - Noncapital	2,014	2,000	2,000	2,000
Cleaning & Janitor Supply	7,792	8,000	8,000	8,100
Library Materials	175,390	128,559	128,559	94,210
	<u>240,940</u>	<u>203,401</u>	<u>197,401</u>	<u>166,410</u>
<b>DEBT SERVICE</b>				
Parks & Recreation Energy Conservation	6,102	6,237	6,237	
	<u>6,102</u>	<u>6,237</u>	<u>6,237</u>	

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Main Library**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Library Foundation - Reference Section		4,268	4,268	
Library Foundation - Special Collections Section		2,884	2,884	
Library Foundation - Fine Arts Collections Section		6,105	6,105	
Serena Bailey Foundation - Reference Section	18,265	26,136	26,136	
Serena Bailey Foundation - Special Collections Section	44,766	70,073	70,073	
Serena Bailey Foundation - Fine Arts Collections Section		127,954	127,954	
Louise K Padar Bequest		65,658	65,658	
	63,031	303,078	303,078	
<b>SUB-TOTAL</b>	<b>2,231,344</b>	<b>2,824,830</b>	<b>2,402,888</b>	<b>2,349,680</b>
<b>E- LIBRARY</b>				
<b>PERSONAL SERVICES</b>	175,571	199,550	189,368	204,788
<b>UTILITIES</b>				
Water Service	195	194	224	230
Electric Service	5,002	3,944	4,535	4,671
Wastewater Service	825	826	875	897
Solid Waste Service	273	273	273	273
	6,295	5,237	5,907	6,071
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - Facilities	17,019	14,809	14,809	17,555
	17,019	14,809	14,809	17,555
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,860	6,300	6,300	5,000
Leases	80,687	79,500	79,500	
All Other Sundry Charges	144	2,000	2,000	500
Software License & Maintenance	240	480	480	480
Office Supplies	972	3,027	3,027	500
Equipment - Noncapital		1,200	1,200	500
Cleaning & Janitor Supply	227	1,000	1,000	500
	85,130	93,507	93,507	7,480
<b>SUB-TOTAL</b>	<b>284,016</b>	<b>313,103</b>	<b>303,591</b>	<b>235,894</b>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Main Library**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>COUNTY-WIDE LIBRARY COOPERATIVE</b>				
<b>PERSONAL SERVICES</b>	344,984	431,633	253,111	422,518
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - Facilities		19,807	19,807	
Intra-Departmental Charges - Janitorial		14,375	14,375	
		34,182	34,182	
<b>ALL OTHER O&amp;M</b>				
Contractual Services	43,322	38,000	973	38,500
Leases	44,630	25,503	76,962	50,000
Repair Of Equipment	89	1,000	1,000	500
Subscription & Membership	1,536	2,000	2,000	2,200
Travel		3,000	7,000	5,000
Training	114	3,000	3,000	2,000
All Other Sundry Charges	1,118	5,000	5,000	6,000
Software License & Maintenance	720	1,500	1,500	1,500
Binding & Processing		3,500	3,500	3,000
Office Supplies	9,092	16,000	16,000	16,500
Equipment - Noncapital	6,850	12,200	12,200	6,000
Uniforms	1,074	2,500	2,500	2,500
Cleaning & Janitor Supply	1,665	8,000	8,000	8,500
Library Materials	342,165	595,595	595,595	375,000
	452,375	716,798	735,230	517,200
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital	5,900	10,000	10,000	10,000
	5,900	10,000	10,000	10,000
<b>SUB-TOTAL</b>	803,259	1,192,613	1,032,523	949,718
<b>GRAND TOTAL</b>	<b>3,318,619</b>	<b>4,330,546</b>	<b>3,739,002</b>	<b>3,535,292</b>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Branch**  
**Library**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	253,643	341,931	269,042	465,635
<b>UTILITIES</b>				
Water Service	1,432	1,560	1,395	1,430
Electric Service	26,053	23,853	27,647	28,476
Wastewater Service	1,873	2,055	1,769	1,813
Solid Waste Service	1,604	1,604	1,604	1,604
	<u>30,963</u>	<u>29,072</u>	<u>32,415</u>	<u>33,323</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	1,937	2,213	1,916	2,279
Gasoline - Fleet Management	155	368	451	344
Maintenance - Fleet Management	730	782	3,565	807
Purchasing & Stores Service	412	462	462	435
Intra-Departmental Charges - PC & Network Support	4,152	4,104	4,375	8,304
Intra-Departmental Charges - Telephone	5,880	5,052	5,052	6,042
Intra-Departmental Charges - Facilities	59,295	51,594	51,594	61,162
Intra-Departmental Charges - Training Ctr	247	266	266	250
Intra-Departmental Charges - IT Operations - Application Dev	3,560	4,392	4,392	28,558
Intra-Departmental Charges - IT Operations - Network Support	3,317	3,393	3,326	7,857
	<u>79,684</u>	<u>72,626</u>	<u>75,399</u>	<u>116,038</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	18,559	20,500	20,500	21,000
All Other Sundry Charges	295	392	392	426
Software License & Maintenance	240	480	480	480
Office Supplies	2,927	3,600	3,600	3,700
Cleaning & Janitor Supply	3,449	3,700	3,700	3,783
	<u>25,471</u>	<u>28,672</u>	<u>28,672</u>	<u>29,389</u>
<b>GRAND TOTAL</b>	<u><b>389,761</b></u>	<u><b>472,301</b></u>	<u><b>405,528</b></u>	<u><b>644,385</b></u>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Cleveland**  
**Heights Golf Course**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	993,583	1,127,028	1,005,640	1,149,383
<b>INSURANCES</b>				
Insurance - Fire	22,971	24,245	21,245	25,676
Insurance - Position Bond		222	211	219
Self-Insurance Services	31,365	34,925	34,925	48,770
Insurance Consultant	845	845	838	670
Insurance - Excess Liability (Auto, General)	808	1,212	1,348	1,080
	<u>55,989</u>	<u>61,449</u>	<u>58,567</u>	<u>76,415</u>
<b>UTILITIES</b>				
Water Service	13,971	14,121	15,327	15,709
Stormwater Service	12,674	13,307	13,305	13,971
Electric Service	83,557	79,892	86,388	88,980
Wastewater Service	8,837	8,547	10,521	10,785
Solid Waste Service	13,047	13,258	12,680	12,680
	<u>132,086</u>	<u>129,125</u>	<u>138,221</u>	<u>142,125</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	15,869	17,894	15,228	17,700
Gasoline - Fleet Management	23,896	41,274	31,184	24,381
Maintenance - Fleet Management	8,509	15,631	15,324	14,701
Purchasing & Stores Service	13,584	5,079	5,079	4,781
Intra-Departmental Charges - PC & Network Support	8,657	8,236	8,107	9,791
Intra-Departmental Charges - Telephone	5,428	4,664	4,664	6,042
Intra-Departmental Charges - Facilities	93,028	80,948	80,948	95,958
Intra-Departmental Charges - Janitorial	31,900	25,832	25,832	29,458
Intra-Departmental Charges - Training Ctr	742	799	799	750
Intra-Departmental Charges - IT Operations - Application Dev	23,577	30,767	30,767	28,272
Intra-Departmental Charges - IT Operations - Network Support	7,851	7,133	6,980	10,901
	<u>233,040</u>	<u>238,257</u>	<u>224,912</u>	<u>242,735</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	33,178	49,000	49,000	48,000
Banking Service	986	855	849	1,015
Advertising	7,515	11,500	11,500	10,000
Annual Audit	5,013	6,773	6,773	5,163
Visa/Mastercard Bank Charges	32,603	24,000	24,000	24,000
Leases		253,434		84,480
Rentals		2,300	2,300	2,500
Repair Of Equipment	8,151	10,000	10,000	9,074
Printing & Photography	74	2,200	3,000	1,800
Postage & Mailing		240	240	240

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Cleveland**  
**Heights Golf Course**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Subscription & Membership	3,061	5,400	4,800	4,800
Telephone Communications	2,273	4,500	4,500	4,500
Training	680	1,500	1,500	1,500
Maintenance of Lakes		(5,000)		1,000
Bad Debt Expense		100	100	100
Tournament Expenses	3,899	2,500	2,500	2,500
Office Supplies	3,371	4,140	4,140	3,800
Equipment - Noncapital	749	2,500	2,500	3,500
All Other Materials & Supplies	32,803	35,395	35,395	36,200
Uniforms	4,136	6,010	6,010	6,000
Cleaning & Janitor Supply	893	700	700	2,000
Chemicals	104,176	94,490	94,490	100,000
Tools & Implements	1,612	4,000	4,000	4,000
Agricultural & Horticultural Supplies	45,570	42,000	42,000	50,000
Merchandise	57,697	84,420	84,420	65,000
Tires & Tubes		3,000	3,000	2,000
Parts For Equipment	36,295	39,500	39,500	34,500
Food Purchases	11,260	27,784	27,784	18,000
Fertilizer	90,486	85,000	85,000	85,000
Irrigation Supplies	10,189	14,800	14,800	14,000
	<u>496,671</u>	<u>813,041</u>	<u>564,801</u>	<u>624,672</u>
<b>DEBT SERVICE</b>				
Golf Course Equipment				95,142
Operations	205,497		193,417	
	<u>205,497</u>		<u>193,417</u>	<u>95,142</u>
<b>CAPITAL OUTLAY</b>				
Equipment - Capital		2,500	2,500	2,000
		<u>2,500</u>	<u>2,500</u>	<u>2,000</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Public Impr Fund	198,750	198,750	198,750	
	<u>198,750</u>	<u>198,750</u>	<u>198,750</u>	
<b>GRAND TOTAL</b>	<u><b>2,315,615</b></u>	<u><b>2,570,150</b></u>	<u><b>2,386,808</b></u>	<u><b>2,332,472</b></u>

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Cemeteries**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	850,524	938,890	823,076	957,534
<b>UTILITIES</b>				
Water Service	14,085	13,628	22,100	22,653
Electric Service	17,171	14,365	17,566	18,093
Wastewater Service	1,747	2,305	4,541	4,655
Solid Waste Service	9,426	9,035	9,996	9,996
	<u>42,429</u>	<u>39,333</u>	<u>54,203</u>	<u>55,397</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	32,180	33,878	33,557	34,896
Gasoline - Fleet Management	14,077	23,094	22,377	17,918
Maintenance - Fleet Management	29,023	32,227	35,479	32,627
Purchasing & Stores Service	1,235	462	462	1,738
Intra-Departmental Charges - PC & Network Support	6,470	6,002	7,377	8,531
Intra-Departmental Charges - Telephone	3,166	2,720	2,720	3,021
Intra-Departmental Charges - Facilities	21,988	19,133	19,133	22,680
Intra-Departmental Charges - Janitorial	6,184	5,008	5,008	5,710
Intra-Departmental Charges - Training Ctr	594	693	693	650
Intra-Departmental Charges - IT Operations - GIS		381	381	780
Intra-Departmental Charges - IT Operations - Application Dev	12,599	15,418	15,418	14,192
Intra-Departmental Charges - IT Operations - Network Support	4,628	4,241	4,989	7,857
	<u>132,144</u>	<u>143,257</u>	<u>147,594</u>	<u>150,600</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	19,076	23,440	23,440	24,026
Visa/Mastercard Bank Charges	6,024	9,062		
Contract Labor		14,000	14,000	
Repair Of Equipment	6,367	7,003	7,003	7,178
Printing & Photography	1,697	1,442	1,442	1,478
Postage & Mailing	406	416	416	426
Subscription & Membership	156	156	156	160
Telephone Communications	3,218	3,255	3,255	3,336
Training		100	100	103
All Other Sundry Charges	43	215	215	220
Refund Of Prior Years Revenue	18,720		5,959	
Office Supplies	2,814	3,209	3,209	3,289
Equipment - Noncapital	4,537	3,340	3,340	3,424
All Other Materials & Supplies	2,680	3,160	3,160	3,239
Uniforms	4,221	4,803	4,803	4,923
Construction Material	2,117	2,480	2,480	2,542
Tools & Implements	2,287	2,000	2,000	2,050

**GENERAL FUND**  
**Parks, Recreation & Cultural Arts - Cemeteries**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Agricultural & Horticultural Supplies	10,089	10,000	10,000	10,250
Merchandise	3,979	4,000	4,000	4,100
	<u>88,429</u>	<u>92,081</u>	<u>88,978</u>	<u>70,744</u>
<b>CAPITAL OUTLAY</b>				
Equipment - Capital	3,679	18,000	18,000	18,450
	<u>3,679</u>	<u>18,000</u>	<u>18,000</u>	<u>18,450</u>
<b>SPECIAL PROJECTS</b>				
SWFWMD WISE Grant - Turf Wireless Weather Station	5,511			
	<u>5,511</u>			
<b>GRAND TOTAL</b>	<u><b>1,122,716</b></u>	<u><b>1,231,561</b></u>	<u><b>1,131,851</b></u>	<u><b>1,252,725</b></u>



**GENERAL FUND  
RP Funding Center**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	1,045,851	1,133,726	1,014,359	1,016,664
<b>INSURANCE</b>				
Insurance - Fire	123,044	130,724	113,642	158,592
Insurance - Position Bond		330	315	290
Self-Insurance Services				57,958
Insurance Consultant	3,718	2,366	2,346	2,346
Insurance - Excess Liability (Auto, General)				2,882
	126,762	133,420	116,303	222,068
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service				2,173
Intra-Departmental Charges - PC & Network Support	53,757	49,708	51,177	61,054
Intra-Departmental Charges - Telephone	7,907	10,995	12,396	49,344
Intra-Departmental Charges - Facilities	24,671	21,712	21,712	27,518
Intra-Departmental Charges - Training Ctr	2,474	2,717	2,717	2,249
Intra-Departmental Charges - IT Operations - GIS		127	127	312
Intra-Departmental Charges - IT Operations - Application Dev	124,749	163,398	163,398	133,831
Intra-Departmental Charges - IT Operations - Network Support	44,132	39,867	37,368	57,918
	257,689	288,524	288,895	334,399
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,217	2,400	1,997	2,500
Banking Service	2,370	2,054	2,004	2,441
Advertising	799	5,100	3,215	1,100
Annual Audit	5,013	7,693	7,693	5,164
Promotions/Public Relations		200		
Repair Of Equipment	838	6,800	2,135	2,200
Printing & Photography	202	2,000	1,058	1,100
Postage & Mailing	638	1,500	2,000	1,100
Subscription & Membership	4,570	7,600	7,000	7,300
Telephone Communications	19,380	24,100	19,346	21,300
Travel	217	6,100	2,015	2,100
All Other Sundry Charges	165	300	181	200
Software License & Maintenance	9,549	2,600		38,919
Licenses & Permits	1,891	1,900	2,011	2,000
Office Supplies	5,647	5,100	3,231	4,200
Equipment - Noncapital	306	2,800	2,000	2,100
	53,802	78,247	55,886	93,724
<b>SUB-TOTAL</b>	1,484,105	1,633,917	1,475,443	1,666,855

**GENERAL FUND  
RP Funding Center**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>PROPERTY</b>				
<b>PERSONAL SERVICES</b>	1,090,889	1,190,333	955,080	1,216,036
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	4,940	5,915	5,109	6,093
Gasoline - Fleet Management	1,224	2,622	2,237	2,543
Maintenance - Fleet Management	2,983	8,937	3,348	7,264
Intra-Departmental Charges - Telephone	10,673	8,023	9,169	
	19,820	25,497	19,863	15,900
<b>ALL OTHER O&amp;M</b>				
Contractual Services	73,864	64,500	75,000	52,500
Contract Labor	4,729	12,800	18,327	28,500
Rentals	6,337	21,400	8,997	8,800
Maintenance Of Facilities	10,350	30,500	37,500	40,300
Repair Of Equipment	29,356	60,800	26,909	26,800
Postage & Mailing	976	400	137	
Subscription & Membership		300	150	
Telephone Communications	8,890	9,200	6,666	7,100
Software License & Maintenance	9,204	1,700	12,017	13,300
Auto/Heavy Equipment Fuel	1,834	4,800	3,865	3,300
Office Supplies	2,997	5,700	5,449	7,800
Equipment - Noncapital	16,439	24,800	9,879	8,300
All Other Materials & Supplies	15,996	28,800	14,063	16,500
Uniforms	2,840	10,500	5,700	
Cleaning & Janitor Supply	40,733	47,900	55,133	59,500
Paints & Paint Supplies	1,126	5,200	1,772	800
Tools & Implements	3,128	6,700	9,445	15,700
Electrical Hardware & Plumbing Supplies	8,852	41,400	15,631	23,700
	237,653	377,400	306,640	312,900
<b>SUB-TOTAL</b>	1,348,362	1,593,230	1,281,583	1,544,836

**GENERAL FUND  
RP Funding Center**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>CLIENT SERVICES</b>				
<b>PERSONAL SERVICES</b>	780,666	1,146,021	837,698	970,455
<b>INTER-CITY SERVICES</b>				
Other City Department Charges	30,183	40,000	62,533	80,000
Intra-Departmental Charges - Telephone	6,720	5,052	4,811	
	36,903	45,052	67,344	80,000
<b>ALL OTHER O&amp;M</b>				
Advertising	6,353	17,400	9,406	10,000
Piano Tuner Expenses	205	800	125	
Visa/Mastercard Bank Charges	17,778	24,000	15,947	19,500
Contract Labor	267,277	446,800	573,256	565,000
Rentals	17,951	10,800	16,095	14,600
Printing & Photography	3,829	12,300	5,596	700
Postage & Mailing	59	300	454	300
Travel		1,800	7,169	3,000
Software License & Maintenance	9,247	28,200	37,814	
Licenses & Permits		2,000		
Other Reimbursable Event Costs	351	700	8,289	4,000
Refund Of Prior Years Revenue			5,197	
Bad Debt Expense	1,482	3,300		
Office Supplies	479	600	800	650
Food Purchases		23,400	3,000	500
	325,011	572,400	683,148	618,250
<b>SUB-TOTAL</b>	1,142,580	1,763,473	1,588,190	1,668,705
<b>PARKING</b>				
<b>PERSONAL SERVICES</b>	89,304	183,597	120,018	181,556
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - Telephone	3,557	2,674	3,056	
	3,557	2,674	3,056	
<b>ALL OTHER O&amp;M</b>				
Visa/Mastercard Bank Charges	2,496	4,800	9,693	7,500
Printing & Photography	4	1,200	470	500
Software License & Maintenance	840	700	840	900
Office Supplies	128	500	315	500
	3,468	7,200	11,318	9,400
<b>SUB-TOTAL</b>	96,328	193,471	134,392	190,956

**GENERAL FUND  
RP Funding Center**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>BOX OFFICE</b>				
<b>PERSONAL SERVICES</b>	247,840	347,833	345,173	276,989
<b>INTER-CITY SERVICES</b>				
Other City Department Charges	9,416	10,000	12,614	12,000
Intra-Departmental Charges - Telephone	7,116	5,349	5,095	
	16,532	15,349	17,709	12,000
<b>ALL OTHER O&amp;M</b>				
Contractual Services	3,812	4,500	5,100	5,200
Advertising	12,512	233,500	267,668	140,000
Piano Tuner Expenses		500	120	300
Talent Fees-Promotions	9,510	658,500	709,840	453,000
Visa/Mastercard Bank Charges	14,556	64,200	70,000	32,100
Contract Labor	52,739	232,700	264,333	200,000
Rentals		7,000	23,373	3,500
Repair Of Equipment	231	200	318	267
Printing & Photography	3,965	20,700	16,279	12,350
Postage & Mailing	224	1,500	1,434	1,250
Subscription & Membership	600	600	600	600
Travel	6,550	15,200	15,041	7,600
Licenses & Permits	2,504	9,100	8,862	9,000
Refunds On Settled Shows	1,948	1,700	3,512	200
Other Reimbursable Event Costs		8,200	923	4,100
Office Supplies	2,817	3,000	1,997	1,200
Food Purchases	5,982	28,800	21,759	14,400
	117,950	1,289,900	1,411,159	885,067
<b>SUB-TOTAL</b>	382,322	1,653,082	1,774,041	1,174,056
<b>COMMUNICATIONS</b>				
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - Telephone	11,069	8,320	7,925	
	11,069	8,320	7,925	
<b>ALL OTHER O&amp;M</b>				
Communications - Other Costs	27,809	27,200	25,301	28,564
Software License & Maintenance	250		297	459
Licenses & Permits	50		25	50
	28,109	27,200	25,623	29,073
<b>SUB-TOTAL</b>	39,178	35,520	33,548	29,073

**GENERAL FUND  
RP Funding Center**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>NON-DEPARTMENTAL</b>				
<b>INSURANCE</b>				
Self-Insurance Services	81,108	88,800	88,800	
Insurance - Excess Liability (Auto, General)	3,682	2,502	2,784	
	<u>84,790</u>	<u>91,302</u>	<u>91,584</u>	
<b>UTILITIES</b>				
Water Service	38,761	43,625	57,620	59,061
Stormwater Service	24,441	25,637	25,661	26,944
Electric Service	391,347	484,777	431,065	443,997
Wastewater Service	22,640	29,155	20,143	20,647
Solid Waste Service	12,059	20,437	15,920	15,920
Solid Waste Service - Recycling	1,224	1,224	1,224	1,224
	<u>490,473</u>	<u>604,855</u>	<u>551,633</u>	<u>567,793</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	2,470	12,466	12,466	
General Fund Services	912,431			
	<u>914,901</u>	<u>12,466</u>	<u>12,466</u>	
<b>ALL OTHER O&amp;M</b>				
Rentals	6,665	6,700	4,000	4,200
	<u>6,665</u>	<u>6,700</u>	<u>4,000</u>	<u>4,200</u>
<b>SUB-TOTAL</b>	<u>1,496,829</u>	<u>715,323</u>	<u>659,683</u>	<u>571,993</u>
<b>DEBT SERVICE</b>				
RP Funding Center Energy Conservation	126,783	129,192	129,192	
Florida Taxable Pension Liability Reduction Note, Series 2020	109,642			
Utility Tax/Tourist Development Tax	(198,205)			
	<u>38,219</u>	<u>129,192</u>	<u>129,192</u>	
<b>SPECIAL PROJECTS</b>				
PCCVB-Reimbursable Expenses	2,875	40,000	39,329	40,000
Marketing Committee	2,166	14,600	6,698	6,900
Sales Expense	2,628	5,200	5,800	5,700
RP Funding Center Energy Conservation		2,410	2,410	2,410
LAL Today	400			
	<u>8,069</u>	<u>62,210</u>	<u>54,237</u>	<u>55,010</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	5,609	5,609	5,609	
Transfer To Debt Service Fund			110,988	112,255
Transfer To IT Equip Replacement Fund	1,900			
	<u>7,509</u>	<u>5,609</u>	<u>116,597</u>	<u>112,255</u>
<b>GRAND TOTAL</b>	<u><b>6,043,502</b></u>	<u><b>7,785,027</b></u>	<u><b>7,246,906</b></u>	<u><b>7,013,739</b></u>

**GENERAL FUND  
Non-Departmental**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	224,049	539,231	443,839	1,510,517
<b>INSURANCES</b>				
Insurance - Fire	401,149	425,921	370,483	639,535
Insurance - Position Bond		7,131	6,791	6,983
Self-Insurance Services	3,382,072	3,711,108	3,711,108	3,192,436
Insurance Consultant	42,592	31,606	31,342	32,849
Insurance - Excess Liability (Auto, General)	101,554	94,167	104,769	109,301
Insurance - Cyber Liability	41,095			
	3,968,461	4,269,933	4,224,493	3,981,104
<b>UTILITIES</b>				
Water Service				561
Electric Service	1,783	1,829	927	6,056
Wastewater Service				580
Fire Hydrants	652,014	668,314	668,314	685,022
Street Lights & Christmas	3,904,244	4,088,085	3,918,514	4,036,069
Traffic Signals	89,314	86,905	94,676	97,516
Solid Waste Service	10,018	10,018	10,018	12,202
	4,657,373	4,855,151	4,692,449	4,838,006
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	6,204	6,014	6,588	6,624
Gasoline - Fleet Management	1,375	1,704	555	1,599
Maintenance - Fleet Management	3,538	5,939	2,903	4,896
Purchasing & Stores Service	2,470	12,466	12,466	
General Fund Services	912,431			
	926,017	26,123	22,512	13,119
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,870	9,325	14,300	
Agency Commission	908	500	500	500
Telephone Communications	433	450	450	450
All Other Sundry Charges			1,877	
Ad Valorem Taxes		10,747	10,747	12,325
Downtown CRA Tax Increment	792,703	915,821	912,442	1,389,305
Bad Check Expense	(39)	2,500	2,500	2,500
Midtown CRA Tax Increment	2,162,196	2,463,879	2,446,519	3,068,240
Dixieland CRA Tax Increment	140,448	142,501	141,881	167,690
Hardin CRA	563,313	604,766	601,214	645,097
Transfer To Trust Funds	60,743	61,304	61,304	86,004
	3,723,575	4,211,793	4,193,734	5,372,111

**GENERAL FUND  
Non-Departmental**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>GRANTS AND AID TO AGENCIES</b>				
Coalition For Homeless	10,000	10,000	10,000	
VISTE	20,000	10,000	10,000	10,000
Armory Lease - Airport	13,852	13,852	13,852	13,852
Game/Fresh Water Fish-Airport	17,688	17,688	17,688	17,688
Economic Expo - RP Funding Center		2,496	2,496	2,496
Salvation Army - Homeless		10,000	10,000	7,000
Girls Incorporated	5,000	7,000	7,000	10,000
Sunrise Communities	13,916			
Catholic Social Services	7,500	10,000	10,000	7,500
Florida Economic Development Trust Fund	66,046	75,000	75,000	75,000
Parker Street Ministries				5,000
Central Florida Deaf Services				10,000
New Life Ministries	5,000	5,000	5,000	5,000
Early Childhood Resources	5,000	5,000	5,000	
Lakeland Volunteers In Medicine Inc.				4,748
Polk County Vision	10,000	20,000	20,000	23,000
Faith In Action - North		5,000	5,000	
Women's Resource Center		5,000	5,000	3,852
Lakeland Vision Seniors Project	30,000	30,000	30,000	30,000
The Dream Center	11,058	10,000	10,000	7,500
Lakeland Economic Development Council (LEDC)	25,000	25,000	25,000	25,000
KidsPACK, Inc	10,000	10,000	10,000	10,000
Florida Rural Legal Service		10,000	10,000	
Destiknee Place, Inc				5,000
Gospel, Inc				3,900
Pace Center for Girls, Polk				7,500
	250,061	281,036	281,036	284,036
<b>CULTURAL ARTS</b>				
Lakeland Imperial Symphony	23,760	23,377	23,377	
Polk Theatre	39,811	28,235	28,235	
Explorations Inc.	36,900	32,831	32,831	
Florida Dance Theatre	13,389	13,000	13,000	
Platform Florida	9,405	9,046	9,046	
Lakeland Community Theatre	25,331	25,609	25,609	
Polk Museum Of Art	81,965	71,210	71,210	
Contributions To Other Agencies		60,234	58,680	275,000
Givewell Community Foundation		3,588	162	
ART/ifact Studios	1,400			
Florida Dance Arts, Inc.	915	2,133	2,133	
Lakeland Art Guild	560			
Lakeland Choral Society, Inc.	2,183			

**GENERAL FUND  
Non-Departmental**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
	235,619	269,263	264,283	275,000
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	109,642			
	109,642			
<b>CAPITAL OUTLAY</b>				
Contingency		68,102	68,102	200,000
		68,102	68,102	200,000
<b>SPECIAL PROJECTS</b>				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	540,570	550,822	518,428	533,981
Community Visioning Project	38,600	38,600	38,600	38,600
Train Station-Maintenance	55,962	49,995	50,222	56,156
Legislative Advisory Services	60,000	60,000	60,000	60,000
Sun Trust Parking Garage - Lease	25,943	26,332	9,600	9,600
Chamber of Commerce	27,246	23,708	23,708	28,104
Retiree's Association Expenses	700	700	700	700
Red Light Cameras		2,500	2,500	2,500
VIP Volunteer Program		1,000	1,000	1,000
Leadership Lakeland - City Day		750	750	750
Homeless Initiative		35,539	35,539	
Accommodations for Programs and Services	1,105	2,500	2,500	2,500
Polk County Bonus Incentive Program		250,000	250,000	
	750,126	1,042,446	993,547	733,891
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Public Impr Fund	160,000			
Transfer To Debt Service Fund	1,935,091		2,054,202	1,950,239
Transfer To Information Technology	545,891	545,891	545,891	545,891
Transfer To IT Equip Replacement Fund	37,058			
	2,678,040	545,891	2,600,093	2,496,130
<b>GRAND TOTAL</b>	<b>17,522,962</b>	<b>16,108,969</b>	<b>17,784,088</b>	<b>19,703,914</b>





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**REVENUE AND EXPENDITURE SUMMARY  
COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE  
HOUSING**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	319,148	718,659	629,051	343,063
Fringe Benefits	114,610	93,353	84,997	86,921
<b>Total Personnel</b>	<b>433,758</b>	<b>812,012</b>	<b>714,048</b>	<b>429,984</b>
<b>Non-Personnel</b>				
Utilities	3,966	6,803	5,029	2,182
Professional and Contractual	921,543	4,117,408	4,227,748	540,522
Insurance and Fixed Charges		290	150	152
Grants and Aid		145,147	145,147	146,253
Internal Service Charges	14,940	21,524	18,807	18,978
All Other Operations & Maintenance	1,280,733	1,264,322	1,253,118	189,901
<b>Total Non-Personnel</b>	<b>2,221,181</b>	<b>5,555,495</b>	<b>5,649,999</b>	<b>897,988</b>
<b>Total Expenditures</b>	<b>2,654,939</b>	<b>6,367,508</b>	<b>6,364,047</b>	<b>1,327,972</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(11,000)			
Transfers Out	12,020		12,167	12,307
<b>Net Transfers</b>	<b>(1,020)</b>		<b>(12,167)</b>	<b>(12,307)</b>
<b>Revenue Sources</b>				
Intergovernmental Revenues	2,189,870	5,993,498	5,993,497	1,337,779
Investments	18,608	3,200	4,587	
All Other Revenue	435,957	251,293	262,897	2,500
<b>Total Revenue</b>	<b>2,644,436</b>	<b>6,247,990</b>	<b>6,260,981</b>	<b>1,340,279</b>
<b>Funding to be Provided</b>	<b>11,524</b>	<b>119,517</b>	<b>115,233</b>	

## COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
<b>FEDERAL GRANTS</b>				
CDBG-Grant Activities	774,708	1,749,147	1,749,147	907,548
HUD - Home	407,344	1,047,601	1,047,601	430,231
CDBG - Neighborhood Stabilization Program Part 1	(39,480)	331,917	331,917	
CDBG-CV	539,957	688,677	688,676	
HOME-ARP Administration		70,073	70,073	
	<u>1,682,530</u>	<u>3,887,415</u>	<u>3,887,414</u>	<u>1,337,779</u>
<b>STATE GRANTS</b>				
FDOS-SHIP - Administration	45,990	2,106,083	2,106,083	
SHIP-CRF	461,350			
	<u>507,341</u>	<u>2,106,083</u>	<u>2,106,083</u>	
<b>TOTAL INTERGOVERNMENTAL</b>	<u>2,189,870</u>	<u>5,993,498</u>	<u>5,993,497</u>	<u>1,337,779</u>
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
All Other Misc Revenue	39,480	16,102	16,102	
Principal Payments - Rehab Loans	128,450	129,438	128,965	2,500
Principal Payments-FHOP	2,027	1,834	1,911	
Principal Payments - Housing Loans	146,000	92,765	104,765	
Principal on Dixieland Loan Programs	60,000			
Principal on Affordable Housing Loan Programs	60,000			
	<u>435,957</u>	<u>240,139</u>	<u>251,743</u>	<u>2,500</u>
<b>REIMBURSEMENTS</b>				
Miscellaneous Reimbursements		11,154	11,154	
		<u>11,154</u>	<u>11,154</u>	
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	4,557	1,798	2,700	
Other Interest Revenue	2,950	550		
Interest on Money Market Account	33	206	1,365	
Interest on Loan Programs	621	224	197	
Interest on Dixieland Loan Programs	1,200			
Interest on Affordable Housing Loan Programs	1,420	422	325	
Market Value Restatement	7,827			
	<u>18,608</u>	<u>3,200</u>	<u>4,587</u>	
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>454,565</u>	<u>254,492</u>	<u>267,484</u>	<u>2,500</u>
<b>SUB-TOTAL</b>	<u>2,644,436</u>	<u>6,247,990</u>	<u>6,260,981</u>	<u>1,340,279</u>
<b>PRIOR YEAR SURPLUS</b>	11,524	119,517	115,233	
<b>TOTAL REVENUES</b>	<u>2,655,959</u>	<u>6,367,508</u>	<u>6,376,214</u>	<u>1,340,279</u>

## COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>PROJECTS</b>				
<b>CDBG Program:</b>				
CDBG-Administration	118,224	148,040	110,510	163,964
CDBG-Code Enforcement	27,282	56,172	44,835	68,037
CDBG-Housing Division	194,495	199,960	145,029	200,000
CDBG-Coleman Bush Tutoring Program	14,126			
CDBG-Rehabilitation of Private Property	428,975	1,150,878	1,254,126	331,794
Summer Recreation Program - Simpson Park/Lincoln Academy	10,500			
CDBG-Talbot House	10,000			
CDBG-Boys & Girls Club Keystone	10,000			
CDBG - Coleman Bush Summer Tutoring Program	3,886			
Swimming Lessons - NW Area	350			
Simpson Park - Art Classes	2,736			
Coleman Bush Bldg - After School Program	3,550			
Lakeland Volunteers in Medicine	20,000			
CDBG - Simpson Park - Cultural Dance	2,180			
CDBG - Sunrise Community of Polk County	2,969			
CDBG-Wilson House	10,000			
Peace River Center for Personal Development, Inc.	15,000			
CDBG-Achievement Academy	15,000			
Robson Area Sewer-Infrastructure Study	2,720	50,000	50,000	
CDBG - Public Service Funding		145,147	145,147	146,253
Neighborly Software Implementation	11,800	2,000	2,000	
<b>Rental Rehabilitation Program:</b>				
HUD-Rental Rehabilitation-Grant Activities	7,802	18,552	17,583	
<b>Dixieland Program:</b>				
Dixieland-Affordable Housing Program	79,886	108,379	105,360	
Dixieland-Rehabilitation		12,022	12,022	
<b>SHIP Program:</b>				
FDOS-SHIP - Administration	5,510	194,606	192,749	
FDOS-SHIP- Affordable Housing Program	206,217	1,974,095	1,989,196	
<b>SHIP CRF Program:</b>				
SHIP-CRF	428,191			
SHIP-CRF-ADMINISTRATION	33,159			

## COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Home Program:</b>				
HUD - Home - Administration	23,329	61,812	59,687	40,023
HUD - Home - Affordable Housing Program	334,348	1,007,844	1,009,969	321,441
HUD - Home - Keystone Challenge	87,767	131,233	131,233	68,767
Neighborly Software Implementation	6,000			
<b>Neighborhood Stabilization Program:</b>				
CDBG - Neighborhood Stabilization Program Part 1		347,903	347,903	
CDBG - Neighborhood Stabilization Program - Acquisition		116	116	
<b>CDBG - CV Program:</b>				
CDBG-Talbot House		50,000	50,000	
CDBG-Florida Rural Legal Service		50,000	50,000	
Lakeland Volunteers in Medicine	30,000	25,000	25,000	
Peace River Center for Personal Development, Inc.	50,760	24,240	24,240	
CDBG-CV	446,390	472,244	479,470	
CDBG-CV ADMINISTRATION	7,807	67,193	59,966	
Neighborly Software Implementation	5,000			
<b>Home ARP Program:</b>				
HOME-ARP Administration		70,073	70,073	
<b>GRAND TOTAL</b>	<b>2,655,959</b>	<b>6,367,508</b>	<b>6,376,214</b>	<b>1,340,279</b>

**REVENUE AND EXPENDITURE SUMMARY  
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	386,643	298,080	351,170	417,925
Fringe Benefits	127,673	161,539	131,920	147,062
<b>Total Personnel</b>	<b>514,316</b>	<b>459,619</b>	<b>483,090</b>	<b>564,987</b>
<b>Non-Personnel</b>				
Utilities	3,279	3,413	3,243	3,529
Professional and Contractual	86,926	402,184	402,184	422,040
Insurance and Fixed Charges	12,575	10,748	10,995	10,625
Internal Service Charges	42,279	328,871	124,869	147,728
All Other Operations & Maintenance	184,204	311,456	253,277	277,618
Debt Service	400,000	400,000	400,000	400,000
Capital Outlay		4,782	4,782	4,854
Maintenance and Special Projects	4,584,327	13,181,413	13,196,790	8,315,952
<b>Total Non-Personnel</b>	<b>5,313,588</b>	<b>14,642,867</b>	<b>14,396,140</b>	<b>9,582,346</b>
<b>Total Expenditures</b>	<b>5,827,905</b>	<b>15,102,486</b>	<b>14,879,230</b>	<b>10,147,333</b>
<b>Transfers</b>				
Transfers In				
Transfers Out	597,190	796,853	315,934	528,874
<b>Net Transfers</b>	<b>(597,190)</b>	<b>(796,853)</b>	<b>(315,934)</b>	<b>(528,874)</b>
<b>Revenue Sources</b>				
Taxes	7,287,974	8,293,111		
Intergovernmental Revenues			7,946,899	10,499,262
Charges for Services	33,689		36,720	
Interest Income	832,885	272,800	327,700	281,000
All Other Revenue	313,451	147,580	240,662	152,000
<b>Total Revenue</b>	<b>8,467,999</b>	<b>8,713,491</b>	<b>8,551,981</b>	<b>10,932,262</b>
<b>Funding to be Provided</b>	<b>(2,042,905)</b>	<b>7,185,848</b>	<b>6,643,183</b>	<b>(256,055)</b>

# LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
	<b>TAXES</b>			
<b>PROPERTY TAXES</b>				
Current Ad Valorem Taxes	7,287,974	8,293,111		
<b>TOTAL TAXES</b>	7,287,974	8,293,111		
	<b>INTERGOVERNMENTAL REVENUE</b>			
<b>OTHER LOCAL UNITS REVENUE SHARING</b>				
Tax Increment Revenues			7,946,899	10,499,262
<b>TOTAL INTERGOVERNMENTAL</b>			7,946,899	10,499,262
	<b>CHARGES FOR SERVICES</b>			
<b>OTHER CHARGES FOR SERVICES</b>				
Parking Lot - Oak Street	33,689		36,720	
	33,689		36,720	
<b>TOTAL CHARGES FOR SERVICES</b>	33,689		36,720	
	<b>FINES AND FORFEITS</b>			
Penalties on Assessments	63		150	
<b>TOTAL FINES AND FORFEITS</b>	63		150	
	<b>MISCELLANEOUS REVENUES</b>			
<b>OTHER</b>				
All Other Misc Revenue	838		9	
Refund of Prior Year Expenses	4,789		100	
Principal Payments - Housing Loans	33,000			
	38,627		109	
<b>SALES OF FIXED ASSETS</b>				
Surplus Land Sales	10,000			
	10,000			
<b>REIMBURSEMENTS</b>				
All Other Reimbursements & Recoveries	33,613		24,055	
Reimbursements / Loss Recovery	141,362		119,323	
	174,975		143,378	
<b>RENTS AND ROYALTIES</b>				
Rental Income	89,786	147,580	97,025	152,000
	89,786	147,580	97,025	152,000

# LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	473,320	272,800	327,700	281,000
Other Interest Revenue	3,060			
Market Value Restatement	356,505			
	<u>832,885</u>	<u>272,800</u>	<u>327,700</u>	<u>281,000</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>1,146,273</u>	<u>420,380</u>	<u>568,212</u>	<u>433,000</u>
<b>SUB-TOTAL</b>	<u>8,467,999</u>	<u>8,713,491</u>	<u>8,551,981</u>	<u>10,932,262</u>
<b>PRIOR YEAR SURPLUS</b>	<u>(2,042,905)</u>	<u>7,185,848</u>	<u>6,643,183</u>	<u>(256,055)</u>
<b>TOTAL REVENUES</b>	<u><u>6,425,095</u></u>	<u><u>15,899,339</u></u>	<u><u>15,195,164</u></u>	<u><u>10,676,207</u></u>



# LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>	<b>DOWNTOWN CRA</b>			
<b>PERSONAL SERVICES</b>	60,087	62,550	16	76,692
<b>INSURANCE</b>				
Insurance - Position Bond		4	4	4
Self-Insurance Services	729	657	657	762
Insurance Consultant	334	260	258	184
Insurance - Excess Liability (Auto, General)	320	261	290	218
	<u>1,383</u>	<u>1,182</u>	<u>1,209</u>	<u>1,168</u>
<b>UTILITIES</b>				
Water Service	18	19	19	20
Electric Service	288	287	282	311
Wastewater Service	20	21	21	22
Solid Waste Service	32	45	32	32
Solid Waste Service - Recycling	3	3	3	3
	<u>361</u>	<u>375</u>	<u>357</u>	<u>388</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service		1,847	1,847	1,738
General Fund Services		67,486	7,662	9,939
Intra-Departmental Charges - PC & Network Support	1,374	1,299	1,971	
Intra-Departmental Charges - Telephone	823	816	1,224	1,016
Intra-Departmental Charges - Facilities	478	416	416	493
Intra-Departmental Charges - Janitorial	373	302	302	344
Intra-Departmental Charges - Training Ctr	27	35	35	33
Intra-Departmental Charges - IT Operations - GIS		363	545	
Intra-Departmental Charges - IT Operations - Application Dev	514	380	570	435
Intra-Departmental Charges - IT Operations - Network Support	1,068	975	1,432	
	<u>4,656</u>	<u>73,919</u>	<u>16,004</u>	<u>13,998</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	4,463	60,135	60,135	86,972
Advertising	114			
Contract Labor	1,364	5,000	5,000	5,000
Printing & Photography	220	33	33	50
Subscription & Membership	982	1,585	1,585	1,600
Training	512	2,950	2,950	3,000
All Other Sundry Charges		116	116	150
Tax Increment Financing Agreements	149,814	225,000	189,890	225,000
Office Supplies	140			
Equipment - Noncapital		127	127	150
All Other Materials & Supplies	11			
Food Purchases		264	264	300

# LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
	157,619	295,210	260,100	322,222
<b>SUB-TOTAL</b>	<b>224,106</b>	<b>433,236</b>	<b>277,686</b>	<b>414,468</b>
	<b>MID-TOWN CRA</b>			
<b>PERSONAL SERVICES</b>	453,946	393,648	450,242	432,856
<b>INSURANCE</b>				
Insurance - Position Bond		32	31	32
Self-Insurance Services	5,802	5,231	5,231	6,071
Insurance Consultant	2,665	2,073	2,056	1,468
Insurance - Excess Liability (Auto, General)	2,548	2,081	2,315	1,737
	11,016	9,417	9,633	9,308
<b>UTILITIES</b>				
Water Service	144	150	153	158
Electric Service	2,293	2,291	2,243	2,478
Wastewater Service	160	165	168	177
Solid Waste Service	251	357	251	251
Solid Waste Service - Recycling	24	25	24	25
	2,872	2,988	2,839	3,089
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service		15,698	15,698	14,342
General Fund Services		137,288	45,970	63,407
Intra-Departmental Charges - PC & Network Support	10,939	10,350	10,445	70
Intra-Departmental Charges - Telephone	6,553	9,499	6,776	3,021
Intra-Departmental Charges - Facilities	3,806	3,312	3,312	3,926
Intra-Departmental Charges - Janitorial	2,969	2,404	2,404	2,741
Intra-Departmental Charges - Training Ctr	216	281	281	263
Intra-Departmental Charges - IT Operations - GIS		2,891	5,782	3,701
Intra-Departmental Charges - IT Operations - Application Dev	4,093	3,030	3,030	3,959
Intra-Departmental Charges - IT Operations - Network Support	8,503	7,760	7,634	
	37,080	192,513	101,332	95,430
<b>ALL OTHER O&amp;M</b>				
Contractual Services	76,125	311,122	311,122	303,752
Contract Labor	4,308	21,802	21,802	22,129
Rentals		2,081	2,081	2,112
Printing & Photography	3,101	2,007	2,007	2,037
Postage & Mailing		4,163	4,163	4,225
Subscription & Membership	1,770	1,797	1,783	1,824
Telephone Communications	3,546	844	1,210	857
Travel		1,584	3,555	1,608
Training	12,908	27,178	27,178	18,451
All Other Sundry Charges	2,373	1,041	1,041	1,057
Software License & Maintenance	1,200	412	412	418

## LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Office Supplies	2,945	3,000	3,000	3,045
Equipment - Noncapital	2,243	10,000	10,000	10,150
Use Tax Allocation	(3)			
Food Purchases		1,561	1,561	1,584
	<u>110,518</u>	<u>388,592</u>	<u>390,915</u>	<u>373,249</u>
<b>SUB-TOTAL</b>	<u>615,430</u>	<u>987,158</u>	<u>954,961</u>	<u>913,932</u>
	<b>DIXIELAND CRA</b>			
<b>PERSONAL SERVICES</b>	<u>284</u>	<u>3,421</u>	<u>32,832</u>	<u>55,439</u>
	<b>INSURANCE</b>			
Self-Insurance Services	92	83	83	97
Insurance Consultant	43	33	33	24
Insurance - Excess Liability (Auto, General)	41	33	37	28
	<u>176</u>	<u>149</u>	<u>153</u>	<u>149</u>
	<b>UTILITIES</b>			
Water Service	2	2	3	3
Electric Service	37	37	36	40
Wastewater Service	3	3	3	3
Solid Waste Service	4	6	4	4
Solid Waste Service - Recycling	0	2	1	2
	<u>46</u>	<u>50</u>	<u>47</u>	<u>52</u>
	<b>INTER-CITY SERVICES</b>			
Purchasing & Stores Service		462	462	435
General Fund Services		58,737	3,831	6,008
Intra-Departmental Charges - PC & Network Support	175	165	167	14,148
Intra-Departmental Charges - Telephone	57	44	44	504
Intra-Departmental Charges - Facilities	60	53	53	62
Intra-Departmental Charges - Janitorial	47	38	38	43
Intra-Departmental Charges - Training Ctr	3	4	4	4
Intra-Departmental Charges - IT Operations - GIS		2,763	2,763	3,701
Intra-Departmental Charges - IT Operations - Application Dev	65	49	49	
Intra-Departmental Charges - IT Operations - Network Support	136	124	122	13,395
	<u>543</u>	<u>62,439</u>	<u>7,533</u>	<u>38,300</u>
	<b>ALL OTHER O&amp;M</b>			
Contractual Services		4,125	4,125	4,187
Contract Labor	552			
Printing & Photography		477		
Postage & Mailing		1,043	118	
Subscription & Membership	260	742	45	
Training	65	8,872	91	
All Other Sundry Charges	2,105	11,026	67	
Office Supplies	11	3,023		

# LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Food Purchases		530		
	2,993	29,838	4,446	4,187
<b>SUB-TOTAL</b>	<b>4,042</b>	<b>95,897</b>	<b>45,011</b>	<b>98,127</b>
<b>DEBT SERVICE</b>				
Residential Redevelopment	400,000	400,000	400,000	400,000
	400,000	400,000	400,000	400,000
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital		4,782	4,782	4,854
		4,782	4,782	4,854
<b>SPECIAL PROJECTS</b>				
<b>DOWNTOWN CRA:</b>				
Lake Mirror Promenade - Maintenance				150,000
Bay Street Streetscape and Drainage Improvements				440,000
Downtown Infrastructure		150,000	150,000	150,000
Small Project Assistance	35,000	50,000	50,000	250,000
Residential Redevelopment		50,000	50,000	
Property Management	1,297	28,709	28,477	45,988
Downtown Streetscape	9,543	155,061	155,061	
Mowing	1,125	25,934	25,934	11,043
Oak Street Parking Lot	185	22,000	22,000	24,000
CRA Annual Report	2,962	2,608	2,608	2,980
SFLA Corridor Improvements	45,350	579,561	579,561	150,000
North Downtown Master Plan		100,000	100,000	100,000
Five Points Roundabout	2,826	335,896	335,896	
Arts & Entertainment	1,533	10,000	10,000	10,000
Downtown Infill Incentive		196,250	196,250	250,000
Catalyst Development		700,000	700,000	250,000
Catalyst Site Evaluations	632,580			
E. Main St. Streetscape Plaza (Kentucky to Tennessee)	91,531	18,969	18,969	
Downtown Corridor Enhancements		175,000	175,000	200,000
Mirrorton Development	60,035	366,395	366,395	40,000
<b>MID-TOWN CRA:</b>				
Emma Street Sidewalk				200,000
Chase Street Trail CRA				300,000
Infrastructure Projects				250,000
DouBakehouse Leasehold Improvements	135,856	2,559	2,559	
Haus 820 Leasehold Improvements	36,239	38,761	38,761	
Planning-Affordable Housing Incentive Plan	15,000	15,000	15,000	15,000
Small Project Assistance	297,242	1,126,393	1,126,393	500,000
Property Management	246,241	246,618	254,352	282,615
MLK - Memorial to 10th St	3,702	10,030	10,030	10,331
Providence Rd - W 10th St to Griffin Rd	357,198	897,051	897,051	

## LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
W Lake Parker/Lakeshore Trail Improvements	51,492	98,484	98,484	
Landscape - US 98 - Memorial to 10th St	2,610	18,628	18,628	19,187
Landscape - US 98 - Griffin to 10th St	6,420	18,628	22,948	19,187
Landscape - Parker Street	1,703	10,030	10,030	10,331
Landscape - Ingraham Ave	1,371	11,688	11,962	12,039
Landscape - Intown Bypass Phase 1 Outparcels	3,016	10,030	10,030	10,331
Northwest Neighborhood	47,757	575,305	576,773	750,000
E. Main Street Landscaping Maintenance	957	14,926	14,926	15,374
Redevelop Massachusetts Ave Properties	229,824	1,049,556	1,051,373	251,872
Memorial Blvd		350,000	350,000	200,000
Northeast Neighborhood	20,002	359,969	359,969	450,000
CRA Annual Report	16,101	13,905	13,905	16,023
East Main Street Master Plan		613,894	613,894	500,000
Citrus Connection Services (LAMTD Agreement)	181,815	185,000	185,000	
Five Points Roundabout		375,280	375,280	200,000
Arts & Entertainment	2,190	25,310	25,310	10,000
Mass Ave/Parker St. Intersection Improvement	1,413	25,311	25,311	
Lincoln Square Development	71,755	1,750	1,750	
Residential Incentives	123,066	1,130,823	1,130,823	450,000
Affordable Housing Partnerships	150,000	1,000,000	1,000,000	500,000
Lakeshore Aquatic Preservation	2,800	15,400	15,400	
Job Creation Incentives	210,000	210,000	210,000	210,000
W. 14th Street Pedestrian Enhancements	178,819			
114 E. Parker Street Construction	979,247	241,106	241,103	
Midtown Lofts Redevelopment Project-Loan Receivable	162,000	25,000	25,000	
N. Scott Ave Sidewalk		198,000	198,000	50,000
Olive Street Sidewalk		125,000	125,000	60,000
<b>DIXIELAND CRA:</b>				
Small Project Assistance	134,272	220,000	220,000	350,000
Landscaping Maintenance by Other City Departments	178	2,132	2,131	2,327
Alley Improvement Project	1,277	105,408	105,408	10,000
Publications and Promotions		2,500	2,500	2,500
Alley Maintenance	305	3,000	3,000	3,200
CRA Annual Report	1,470	1,391	1,391	1,505
SFLA Corridor Improvements		671,050	671,050	250,000
Infill Adaptive Reuse Program	14,445	75,000	75,000	300,000
Arts & Entertainment	12,577	90,000	90,000	25,000
Dixieland Sign Maintenance		5,114	5,114	5,119
	<b>4,584,327</b>	<b>13,181,413</b>	<b>13,196,790</b>	<b>8,315,952</b>

## LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	288,207	296,853	296,853	509,575
Transfer To Public Impr Fund	290,000	500,000		
Transfer To Debt Service Fund	18,850		19,081	19,299
Transfer To IT Equip Replacement Fund	133			
	597,190	796,853	315,934	528,874
<b>GRAND TOTAL</b>	<b>6,425,095</b>	<b>15,899,339</b>	<b>15,195,164</b>	<b>10,676,207</b>



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## REVENUE AND EXPENDITURE SUMMARY LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	623,861	698,137	613,260	960,062
Fringe Benefits	231,324	296,855	232,397	407,994
<b>Total Personnel</b>	<b>855,185</b>	<b>994,992</b>	<b>845,657</b>	<b>1,368,056</b>
<b>Non-Personnel</b>				
Utilities	573	596	568	617
Insurance and Fixed Charges	30,072	44,675	45,161	39,922
Grants and Aid	7,500	10,000	10,000	10,000
Internal Service Charges	584,578	670,844	652,077	694,990
All Other Operations & Maintenance	87,080	73,530	71,881	75,246
Debt Service	627,268		571,672	109,750
Capital Outlay	101,519	45,000	45,000	40,000
Maintenance and Special Projects	4,812,038	52,178,319	51,583,158	6,838,164
<b>Total Non-Personnel</b>	<b>6,250,628</b>	<b>53,022,964</b>	<b>52,979,517</b>	<b>7,808,689</b>
<b>Total Expenditures</b>	<b>7,105,813</b>	<b>54,017,956</b>	<b>53,825,174</b>	<b>9,176,745</b>
<b>Transfers</b>				
Transfers Out	95,751	72,184	101,807	32,212
<b>Net Transfers</b>	<b>(95,751)</b>	<b>(72,184)</b>	<b>(101,807)</b>	<b>(32,212)</b>
<b>Revenue Sources</b>				
Intergovernmental Revenues	55,454	42,975,000	42,975,000	86,390
Charges for Services	7,173,696	7,400,552	7,752,985	8,120,000
Debt Proceeds	171,882			2,226,371
Interest Income	379,287	184,000	127,659	158,000
All Other Revenue	32,676		10,178	
<b>Total Revenue</b>	<b>7,812,996</b>	<b>50,559,552</b>	<b>50,865,822</b>	<b>10,590,761</b>
<b>Funding to be Provided</b>	<b>(611,431)</b>	<b>3,530,588</b>	<b>3,061,159</b>	<b>(1,381,804)</b>



# LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
	<b>INTERGOVERNMENTAL REVENUE</b>			
<b>STATE GRANTS</b>				
Lake Bonnet Drainage Improvement CBDG-MIT Grant		42,900,000	42,900,000	86,390
		42,900,000	42,900,000	86,390
<b>LOCAL GRANTS</b>				
Aquatic Harvester		75,000	75,000	
SWFMD Crystal Lake Water Quality Improvement Study Q178	55,454			
	55,454	75,000	75,000	
<b>TOTAL INTERGOVERNMENTAL</b>	55,454	42,975,000	42,975,000	86,390
	<b>CHARGES FOR SERVICES</b>			
<b>OTHER PHYSICAL ENVIRONMENT REVENUE</b>				
Special Assessments-Sewers	40,239		19,096	
	40,239		19,096	
<b>OTHER CHARGES FOR SERVICES</b>				
Stormwater Fees - Commercial/Municipal	3,100,994	3,241,366	3,375,700	3,544,000
Stormwater Fees - Residential	3,913,791	4,033,823	4,241,260	4,453,000
Stormwater Fees - Interfund	118,672	125,363	116,929	123,000
	7,133,457	7,400,552	7,733,889	8,120,000
<b>TOTAL CHARGES FOR SERVICES</b>	7,173,696	7,400,552	7,752,985	8,120,000
	<b>FINES AND FORFEITS</b>			
Bad Check Charges	1,145		1,683	
Citations / Fines	31,531		8,495	
<b>TOTAL FINES AND FORFEITS</b>	32,676		10,178	
	<b>MISCELLANEOUS REVENUES</b>			
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	207,563	184,000	127,659	158,000
Interest on Deposits	(9,744)			
Market Value Restatement	181,468			
	379,287	184,000	127,659	158,000
<b>TOTAL MISCELLANEOUS REVENUE</b>	379,287	184,000	127,659	158,000
	<b>PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT</b>			
Transfer from Internal Loan Fund	171,882			2,226,371
<b>TOTAL DEBT PROCEEDS</b>	171,882			2,226,371
<b>SUB-TOTAL</b>	7,812,996	50,559,552	50,865,822	10,590,761
<b>PRIOR YEAR SURPLUS</b>	(611,431)	3,530,588	3,061,159	(1,381,804)
<b>TOTAL REVENUES</b>	7,201,564	54,090,140	53,926,981	9,208,957

# LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ADMINISTRATION</b>				
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	855,185	994,992	845,657	1,368,056
<b>INSURANCE</b>				
Insurance - Position Bond		72	69	71
Self-Insurance Services	25,312	38,080	38,080	33,071
Insurance Consultant	1,859	2,028	2,011	1,844
Insurance - Excess Liability (Auto, General)	2,901	4,495	5,001	4,936
	30,072	44,675	45,161	39,922
<b>UTILITIES</b>				
Water Service	29	30	31	32
Electric Service	458	457	448	495
Wastewater Service	32	33	34	35
Solid Waste Service	50	71	50	50
Solid Waste Service - Recycling	5	5	5	5
	573	596	568	617
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	55,727	110,789	67,733	107,384
Gasoline - Fleet Management	16,242	19,459	28,286	29,426
Maintenance - Fleet Management	51,472	45,729	60,136	54,560
Fleet Mgmt Project Charges	4,037		1,075	
Purchasing & Stores Service	4,116	3,694	3,694	13,907
General Fund Services	338,072	385,343	385,343	353,713
Intra-Departmental Charges - PC & Network Support	21,355	20,529	20,777	24,419
Intra-Departmental Charges - Telephone	3,166	3,497	3,497	4,532
Intra-Departmental Charges - Radios	2,285	1,923	1,923	2,359
Intra-Departmental Charges - Facilities	5,062	4,405	4,405	5,222
Intra-Departmental Charges - Janitorial	3,948	3,197	3,197	3,646
Intra-Departmental Charges - Training Ctr	346	639	639	600
Intra-Departmental Charges - IT Operations - GIS	29,641	23,870	23,870	38,660
Intra-Departmental Charges - IT Operations - Application Dev	34,916	34,198	34,198	35,610
Intra-Departmental Charges - IT Operations - Network Support	14,194	13,572	13,304	20,952
	584,578	670,844	652,077	694,990

## LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Repair Of Equipment		508	508	521
Printing & Photography	64	300	300	308
Postage & Mailing	88	527	527	540
Subscription & Membership	5,510	3,163	3,163	4,318
Telephone Communications	8,114	7,846	7,846	8,042
Travel	2,061	8,820	8,820	6,478
Training	6,215	8,800	8,800	8,713
Licenses & Permits	1,954	1,267	1,267	5,399
All Other Administrative	15			62
Bad Debt Expense	27,029	12,688	11,039	13,005
Contribution to the Water Atlas	5,000	5,000	5,000	5,000
Office Supplies	1,730	3,418	3,418	2,735
Equipment - Noncapital	3,778	4,970	4,970	5,033
All Other Materials & Supplies	11,060	7,351	7,351	5,997
Uniforms	4,792	5,721	5,721	5,864
Tools & Implements	1,167	1,523	1,523	1,561
Personal Safety Equipment	856	1,628	1,628	1,670
Use Tax Allocation	0			
	<u>79,434</u>	<u>73,530</u>	<u>71,881</u>	<u>75,246</u>
<b>GRANTS AND AID TO AGENCIES</b>				
Contribution To LEAD	7,500	10,000	10,000	10,000
	<u>7,500</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>
<b>SUB-TOTAL</b>	<u>1,557,342</u>	<u>1,794,637</u>	<u>1,625,344</u>	<u>2,188,831</u>
<b>NON-DEPARTMENTAL</b>				
<b>ALL OTHER O&amp;M</b>				
Refund Of Prior Years Revenue	7,646			
	<u>7,646</u>			
<b>SUB-TOTAL</b>	<u>7,646</u>			
<b>DEBT SERVICE</b>				
TV Truck Lease	54,205		9,044	
TV & Clean Storm Drain Structures	191,778		182,061	
Street Sweeping Operations	365,581		359,627	
Heatherpoint Stormwater Sewer Repair	15,704		20,940	20,939
Lake Bonnet Drainage Improvement CBDG-MIT Grant				88,811
	<u>627,268</u>		<u>571,672</u>	<u>109,750</u>

## LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Emergency Manager	567	783		764
TV Truck Lease	3,825	58,429	4,165	
NPDES Permitting - Administration	38,479	39,635	39,635	39,635
Public Education Programs	85,350	90,442	90,442	65,000
Retrofit Existing Storm Sewers	525,261	1,278,187	1,278,187	1,200,000
TV & Clean Storm Drain Structures	273,504	608,759	433,835	417,492
General Lake Improvements	287,093	465,000	465,000	350,000
GIS Storm Sewer Inventory	97,846	75,000	75,000	75,000
Install / Maintain Pollution Control Devices	39,861	46,891	46,891	60,000
Lake Hunter - Watershed Management	3,805	206,536	206,536	100,000
Lake Bonny Watershed Management Plan & Projects	261,823	365,199	365,199	150,000
Lake Parker TMDL Project - WQ Treatment	61,154	616,277	616,277	300,000
Wayman St. Ditch Repairs		311,652	311,652	10,000
GIS Technician - Engineering	96,342	79,509	79,509	82,689
Drainage Maintenance Operations	879,718	1,124,734	1,124,734	1,113,492
Street Sweeping Operations	717,482	1,296,865	931,675	1,243,906
Highlands Hills Ditch Maint & Repairs		100,210	100,210	
Lake Hollingsworth Southside Shoreline Stab		40,000	40,000	20,000
Crystal Lake TMDL	30,891	335,599	335,599	150,000
Environmental Code Enforcement Officer	56,219	57,913	57,913	57,487
Lake Beulah Shoreline Restoration	50	15,000	15,000	
Lake Wire Hydrilla Removal	4,195			
Lake Morton Shoreline Restoration	613	36,313	36,313	5,000
Contrib to FL Friendly Landscaping		10,000	10,000	10,000
Street Sweeping Study	1,286			
Southern Landings Repairs		10,000	10,000	10,000
Upgrades to Office		50,000	50,000	
Lake Bonnet Water Quality Improvement	88,918	90,156	90,156	100,000
Solid Waste/Lakes - 305 Eastside Property		25,639	25,639	
SWFMD - Lake Hunter BMP	437,901	22,604	22,604	
Lake Bonny Drainage Project		23,069	23,069	50,000
Lake Hollingsworth TMDL Program	61,837	478,712	478,712	300,000
Bathymetric Mapping Project	59,930			
Water Quality Improvement Project	195,617	656,183	656,183	560,000
Stormwater Management Master Plan	204,760	100,265	100,265	100,000
Aquatic Harvester	39,090	205,503	205,503	181,309
Office Furniture		2,500	2,500	
Drainage Maintenance Non-Capital Equipment		11,000	11,000	
SWFMD Crystal Lake Water Quality Improvement Study Q178	55,445	183,755	183,755	
Heatherpoint Stormwater Sewer Repair	203,178			
Lake Bonnet Drainage Improvement CBDG-MIT Grant		42,900,000	42,900,000	86,390

## LAKES AND STORMWATER

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
SWFMD Lake Parker Restoration		160,000	160,000	
Retrofit Existing Storm Sewers	80,426			
Install / Maintain Pollution Control Devices	10,193			
Lake Parker TMDL Project - WQ Treatment	8,000			
Drainage Maintenance Operations	2,900			
Drainage Capital Equipment		45,000	45,000	40,000
	<u>4,913,557</u>	<u>52,223,319</u>	<u>51,628,158</u>	<u>6,878,164</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	918	918	918	
Transfer To Debt Service Fund	29,264		29,623	29,961
Transfer To Fleet Mgmt Reserve	62,985	69,015	69,015	
Transfer To Information Technology	2,251	2,251	2,251	2,251
Transfer To IT Equip Replacement Fund	333			
	<u>95,751</u>	<u>72,184</u>	<u>101,807</u>	<u>32,212</u>
<b>GRAND TOTAL</b>	<b><u>7,201,564</u></b>	<b><u>54,090,140</u></b>	<b><u>53,926,981</u></b>	<b><u>9,208,957</u></b>

**REVENUE AND EXPENDITURE SUMMARY  
BUILDING INSPECTION**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	1,407,104	1,552,119	1,137,661	1,765,843
Fringe Benefits	386,854	490,387	329,114	469,943
<b>Total Personnel</b>	<b>1,793,958</b>	<b>2,042,506</b>	<b>1,466,775</b>	<b>2,235,786</b>
<b>Non-Personnel</b>				
Utilities	13,962	14,018	13,801	15,017
Professional and Contractual	358,805	439,899	429,730	362,209
Insurance and Fixed Charges		53,970	54,144	64,054
Internal Service Charges	600,118	1,077,172	1,058,226	1,306,048
All Other Operations & Maintenance	68,911	62,494	51,488	64,056
Maintenance and Special Projects		1,239		1,337
<b>Total Non-Personnel</b>	<b>1,041,796</b>	<b>1,648,792</b>	<b>1,607,389</b>	<b>1,812,721</b>
<b>Total Expenditures</b>	<b>2,835,754</b>	<b>3,691,298</b>	<b>3,074,164</b>	<b>4,048,507</b>
<b>Transfers</b>				
Transfers Out	43,846	43,704	88,087	544,890
<b>Net Transfers</b>	<b>(43,846)</b>	<b>(43,704)</b>	<b>(88,087)</b>	<b>(544,890)</b>
<b>Revenue Sources</b>				
License and Permits	3,448,300	3,206,707	3,155,256	3,249,913
Charges for Services	15,640	13,464	20,930	21,558
Interest Income	108,611		50,486	64,500
All Other Revenue	190,382	180,489	148,468	152,922
<b>Total Revenue</b>	<b>3,762,933</b>	<b>3,400,660</b>	<b>3,375,140</b>	<b>3,488,893</b>
<b>Funding to be Provided</b>	<b>(883,332)</b>	<b>334,342</b>	<b>(212,889)</b>	<b>1,104,504</b>

# BUILDING INSPECTION

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>LICENSE AND PERMITS</b>				
<b>BUILDING INSPECTION FEES</b>				
Building Inspection Fees	2,221,798	2,081,463	2,034,400	2,095,432
Other Building Inspection Fees	344,066	334,876	321,299	330,938
Plumbing Inspection Fees	239,219	221,167	200,000	206,000
Mechanical Inspection Fees	249,069	204,867	243,472	250,776
Electrical Inspection Fees	362,817	337,875	323,800	333,514
Notice of Commencement Fee	28,772	23,572	27,805	28,639
Records Maintenance Fee	2,560	2,887	4,480	4,614
	<u>3,448,300</u>	<u>3,206,707</u>	<u>3,155,256</u>	<u>3,249,913</u>
<b>TOTAL LICENSE AND PERMITS</b>	<u>3,448,300</u>	<u>3,206,707</u>	<u>3,155,256</u>	<u>3,249,913</u>
<b>CHARGES FOR SERVICES</b>				
<b>GENERAL GOVERNMENT</b>				
Zoning & Subdivision Fees	15,640	13,464	20,930	21,558
	<u>15,640</u>	<u>13,464</u>	<u>20,930</u>	<u>21,558</u>
<b>TOTAL CHARGES FOR SERVICES</b>	<u>15,640</u>	<u>13,464</u>	<u>20,930</u>	<u>21,558</u>
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
All Other Misc Revenue	81			
Cash Over And Short	150			
Credit Card Convenience Fees	190,151	180,489	148,468	152,922
	<u>190,382</u>	<u>180,489</u>	<u>148,468</u>	<u>152,922</u>
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	97,922		50,486	64,500
Market Value Restatement	10,690			
	<u>108,611</u>		<u>50,486</u>	<u>64,500</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>298,993</u>	<u>180,489</u>	<u>198,954</u>	<u>217,422</u>
<b>SUB-TOTAL</b>	<u>3,762,933</u>	<u>3,400,660</u>	<u>3,375,140</u>	<u>3,488,893</u>
<b>PRIOR YEAR SURPLUS</b>	(883,332)	334,342	(212,889)	1,104,504
<b>TOTAL REVENUES</b>	<u>2,879,600</u>	<u>3,735,002</u>	<u>3,162,251</u>	<u>4,593,397</u>

# BUILDING INSPECTION

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>PERSONAL SERVICES</b>	1,793,958	2,042,506	1,466,775	2,235,786
<b>INSURANCE</b>				
Insurance - Position Bond		144	137	154
Self-Insurance Services		51,131	51,131	60,721
Insurance Consultant		1,014	1,006	838
Insurance - Excess Liability (Auto, General)		1,681	1,870	2,341
		53,970	54,144	64,054
<b>UTILITIES</b>				
Water Service	700	730	744	769
Electric Service	11,149	11,139	10,903	12,044
Wastewater Service	777	804	818	859
Solid Waste Service	1,222	1,222	1,222	1,222
Solid Waste Service - Recycling	114	123	114	123
	13,962	14,018	13,801	15,017
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	28,490	25,868	29,463	35,362
Gasoline - Fleet Management	13,848	25,077	25,692	30,275
Maintenance - Fleet Management	40,018	35,384	41,055	38,985
Purchasing & Stores Service	6,130	462	462	1,304
General Fund Services	216,899	747,385	717,010	862,455
Intra-Departmental Charges - PC & Network Support	43,687	39,903	42,085	43,175
Intra-Departmental Charges - Telephone	8,594	7,383	7,383	9,567
Intra-Departmental Charges - Facilities	31,993	27,838	27,838	33,000
Intra-Departmental Charges - Janitorial	24,951	20,204	20,204	23,041
Intra-Departmental Charges - Training Ctr	742	1,012	1,012	1,050
Intra-Departmental Charges - IT Operations - GIS	22,704	18,141	18,141	30,835
Intra-Departmental Charges - IT Operations - Application Dev	136,541	104,890	104,890	166,013
Intra-Departmental Charges - IT Operations - Network Support	25,520	23,625	22,991	30,986
	600,118	1,077,172	1,058,226	1,306,048
<b>ALL OTHER O&amp;M</b>				
Contractual Services	97,868	171,631	121,631	82,000
Banking Service		4,065	4,039	4,187
Advertising	2,065	2,500	2,000	2,563
Annual Audit		2,060	2,060	2,200
Visa/Mastercard Bank Charges	219,521	179,643	220,000	235,384
Contract Labor	39,352	80,000	80,000	35,875
Repair Of Equipment		695		712
Printing & Photography	1,640	615	1,400	630
Postage & Mailing		709		727
Subscription & Membership	4,150	2,918	2,918	2,991



## BUILDING INSPECTION

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Telephone Communications	14,668	12,282	10,410	12,589
Travel	13	4,765	4,765	4,884
Training	13,868	7,727	7,727	7,920
Software License & Maintenance	720	731		749
Relocation Payments & Assistance	2,000			
Refund Of Prior Years Revenue	3,281		1,305	
Office Supplies	9,895	19,089	10,000	19,566
Equipment - Noncapital	13,338	8,022	8,022	8,223
Uniforms	5,339	4,941	4,941	5,065
	<u>427,716</u>	<u>502,393</u>	<u>481,218</u>	<u>426,265</u>
<b>SUB-TOTAL</b>	<u>2,835,754</u>	<u>3,690,059</u>	<u>3,074,164</u>	<u>4,047,170</u>
<b>SPECIAL PROJECTS</b>				
Emergency Manager		1,239		1,337
		<u>1,239</u>		<u>1,337</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To Debt Service Fund	43,846		44,383	44,890
Transfer To Fleet Mgmt Reserve		43,704	43,704	
Transfer To Information Technology				500,000
	<u>43,846</u>	<u>43,704</u>	<u>88,087</u>	<u>544,890</u>
<b>GRAND TOTAL</b>	<u><b>2,879,600</b></u>	<u><b>3,735,002</b></u>	<u><b>3,162,251</b></u>	<u><b>4,593,397</b></u>

**REVENUE AND EXPENDITURE SUMMARY  
DEBT SERVICE FUND**

	FY21	FY22	FY22	FY23
	Actual	Budget	Forecast	Proposed Budget
<b>Non-Personnel</b>				
Debt Service	3,342,119		3,494,112	3,534,005
<b>Total Non-Personnel</b>	<b>3,342,119</b>		<b>3,494,112</b>	<b>3,534,005</b>
<b>Total Expenditures</b>	<b>3,342,119</b>		<b>3,494,112</b>	<b>3,534,005</b>
<b>Transfers</b>				
Transfers In	3,342,119		3,605,101	3,534,005
<b>Net Transfers</b>	<b>3,342,119</b>		<b>3,605,101</b>	<b>3,534,005</b>
<b>Revenue Sources</b>				
Investments	772,249		16,300	16,500
All Other Revenue				
<b>Total Revenue</b>	<b>772,249</b>		<b>16,300</b>	<b>16,500</b>
<b>Funding to be Provided</b>	<b>(772,249)</b>		<b>(127,289)</b>	<b>(16,500)</b>

## DEBT SERVICE FUND

	FY21	FY22	FY22	FY23
	Actual	Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
	<b>MISCELLANEOUS REVENUES</b>			
<b>OTHER</b>				
All Other Misc Revenue	8,873,399			
	8,873,399			
<b>REIMBURSEMENTS</b>				
Miscellaneous Reimbursements	(8,873,399)			
	(8,873,399)			
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	184,464		16,300	16,500
Market Value Restatement	587,785			
	772,249		16,300	16,500
<b>TOTAL MISCELLANEOUS REVENUE</b>	772,249		16,300	16,500
			<b>TRANSFERS FROM OTHER FUNDS</b>	
Transfer from General Fund	3,238,139		3,388,858	3,315,293
Transfer from CDBG Fund	12,020		12,167	12,307
Transfer from RP Funding Center			110,989	112,255
Transfer from Stormwater Utilities Fund	29,264		29,623	29,961
Transfer from CRA	18,850		19,081	19,299
Transfer from Building Inspection Fund	43,846		44,383	44,890
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	3,342,119		3,605,101	3,534,005
<b>SUB-TOTAL</b>	4,114,368		3,621,401	3,550,505
<b>PRIOR YEAR SURPLUS</b>	(772,249)		(127,289)	(16,500)
<b>TOTAL REVENUES</b>	3,342,119		3,494,112	3,534,005

## DEBT SERVICE FUND

	FY21	FY22	FY22	FY23
	Actual	Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>DEBT SERVICE</b>				
Interest Expense	975,494		948,345	886,737
Principal Retirement	2,366,625		2,545,767	2,647,268
<b>GRAND TOTAL</b>	<b>3,342,119</b>		<b>3,494,112</b>	<b>3,534,005</b>



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## REVENUE AND EXPENDITURE SUMMARY FLEET MANAGEMENT

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	1,523,608	1,679,326	1,244,033	1,753,175
Fringe Benefits	494,230	681,376	388,402	641,885
<b>Total Personnel</b>	<b>2,017,838</b>	<b>2,360,702</b>	<b>1,632,435</b>	<b>2,395,060</b>
<b>Non-Personnel</b>				
Utilities	52,778	55,805	48,747	49,697
Professional and Contractual	613,552	675,729	810,523	793,886
Insurance and Fixed Charges	95,704	105,214	103,943	103,680
Internal Service Charges	737,965	788,982	758,612	772,298
All Other Operations & Maintenance	5,837,066	7,120,000	7,401,195	7,393,775
Debt Service	6,611,742	6,582,267	6,646,561	102,141
Capital Outlay	9,337,549	12,408,571	12,408,571	12,783,621
Maintenance and Special Projects	(20,934)	287,355	285,528	1,782
<b>Total Non-Personnel</b>	<b>23,265,423</b>	<b>28,023,923</b>	<b>28,463,680</b>	<b>22,000,880</b>
<b>Total Expenditures</b>	<b>25,283,260</b>	<b>30,384,625</b>	<b>30,096,115</b>	<b>24,395,940</b>
<b>Transfers</b>				
Transfers In	458,610	799,155	894,155	292,000
Transfers Out	10,063	9,396	9,396	6,540
<b>Net Transfers</b>	<b>448,547</b>	<b>789,759</b>	<b>884,759</b>	<b>285,460</b>
<b>Revenue Sources</b>				
Intergovernmental Revenues	161,330	170,000	162,000	165,000
Charges for Services	16,420,688	17,485,251	17,484,000	19,348,512
Interest Income	3,034,469	40,000	770,573	745,000
All Other Revenue	8,081,037	2,019,000	1,816,000	2,015,000
<b>Total Revenue</b>	<b>27,697,524</b>	<b>19,714,251</b>	<b>20,232,573</b>	<b>22,273,512</b>
<b>Funding to be Provided</b>	<b>(2,862,810)</b>	<b>9,880,615</b>	<b>8,978,783</b>	<b>1,836,968</b>

# FLEET MANAGEMENT

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>INTERGOVERNMENTAL REVENUE</b>				
<b>STATE REVENUE SHARING</b>				
Motor Fuel Tax Rebate	161,330	170,000	162,000	165,000
	<u>161,330</u>	<u>170,000</u>	<u>162,000</u>	<u>165,000</u>
<b>TOTAL INTERGOVERNMENTAL</b>	<u>161,330</u>	<u>170,000</u>	<u>162,000</u>	<u>165,000</u>
<b>CHARGES FOR SERVICES</b>				
<b>OTHER CHARGES FOR SERVICES</b>				
Depreciation Reserve Billings	7,489,845	8,193,006	7,990,000	8,535,192
Maintenance of Fleet Mgmt Equipment	5,473,916	5,572,342	5,328,000	5,610,810
Fleet Mgmt Fuel Billings	2,886,399	3,152,687	3,600,000	4,638,750
Equipment Fees	570,528	567,216	566,000	563,760
	<u>16,420,688</u>	<u>17,485,251</u>	<u>17,484,000</u>	<u>19,348,512</u>
<b>TOTAL CHARGES FOR SERVICES</b>	<u>16,420,688</u>	<u>17,485,251</u>	<u>17,484,000</u>	<u>19,348,512</u>
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Scrap Sales	3,870	5,000	4,000	5,000
Insurance Proceeds - Workers Comp Claims		2,000		
Refund of Prior Year Expenses	1,594			
Principal Payments - Interfund Loans	6,545,020			
	<u>6,550,484</u>	<u>7,000</u>	<u>4,000</u>	<u>5,000</u>
<b>SALES OF FIXED ASSETS</b>				
Sale Of Rental Equipment	1,530,553	2,000,000	1,800,000	2,000,000
	<u>1,530,553</u>	<u>2,000,000</u>	<u>1,800,000</u>	<u>2,000,000</u>
<b>REIMBURSEMENTS</b>				
Damage Reimbursements		10,000	10,000	10,000
Reimbursements / Loss Recovery		2,000	2,000	
		<u>12,000</u>	<u>12,000</u>	<u>10,000</u>
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	1,408,001	40,000	739,984	745,000
Other Interest Revenue	7,378		30,589	
Market Value Restatement	1,619,090			
	<u>3,034,469</u>	<u>40,000</u>	<u>770,573</u>	<u>745,000</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>11,115,506</u>	<u>2,059,000</u>	<u>2,586,573</u>	<u>2,760,000</u>

## FLEET MANAGEMENT

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TRANSFERS FROM OTHER FUNDS</b>				
Transfer from General Fund	94,465	86,236	86,236	
Transfer from Purchasing & Stores		60,200	60,200	
Transfer from WW R&R		70,000	70,000	245,000
Transfer from Solid Waste Management	301,160	90,000	90,000	
Transfer from Water R&R		90,000	90,000	47,000
Transfer from Stormwater Utilities Fund	62,985	69,015	69,015	
Transfer from Electric R & R			95,000	
Transfer from Law Enforcement Trust		290,000	290,000	
Transfer from Building Inspection Fund		43,704	43,704	
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	<b>458,610</b>	<b>799,155</b>	<b>894,155</b>	<b>292,000</b>
<b>SUB-TOTAL</b>	<b>28,156,134</b>	<b>20,513,406</b>	<b>21,126,728</b>	<b>22,565,512</b>
<b>PRIOR YEAR SURPLUS</b>	<b>(2,862,810)</b>	<b>9,880,615</b>	<b>8,978,783</b>	<b>1,836,968</b>
<b>TOTAL REVENUES</b>	<b>25,293,323</b>	<b>30,394,021</b>	<b>30,105,511</b>	<b>24,402,480</b>



# FLEET MANAGEMENT

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>	<b>OPERATIONS</b>			
<b>PERSONAL SERVICES</b>	219,787	276,310	177,582	276,108
<b>INSURANCE</b>				
Insurance - Fire	8,846	9,398	8,170	11,527
Insurance - Position Bond		168	160	166
Self-Insurance Services	79,779	85,695	85,695	72,424
Insurance Consultant	3,211	4,225	4,190	8,715
Insurance - Excess Liability (Auto, General)	3,868	5,728	5,728	10,848
	<u>95,704</u>	<u>105,214</u>	<u>103,943</u>	<u>103,680</u>
<b>UTILITIES</b>				
Water Service	2,401	2,751	2,019	2,069
Electric Service	29,223	32,671	27,509	28,334
Wastewater Service	3,683	4,227	3,008	3,083
Solid Waste Service	17,167	15,850	15,905	15,905
Solid Waste Service - Recycling	306	306	306	306
	<u>52,778</u>	<u>55,805</u>	<u>48,747</u>	<u>49,697</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	31,623	29,421	29,651	30,302
Gasoline - Fleet Management	21,325	37,461	26,232	36,870
Maintenance - Fleet Management	80,887	92,781	73,718	92,105
Purchasing & Stores Service	63,392	84,494	84,494	66,493
General Fund Services	384,621	397,506	397,506	366,814
Intra-Departmental Charges - PC & Network Support	31,173	29,052	29,214	35,089
Intra-Departmental Charges - Telephone	7,690	6,606	6,606	8,056
Intra-Departmental Charges - Radios	2,285	1,923	1,923	2,359
Intra-Departmental Charges - Facilities	28,066	24,421	24,421	28,950
Intra-Departmental Charges - Janitorial	14,667	11,877	11,877	13,544
Intra-Departmental Charges - Training Ctr	1,484	1,492	1,492	1,400
Intra-Departmental Charges - IT Operations - Application Dev	45,647	49,203	49,203	55,420
Intra-Departmental Charges - IT Operations - Network Support	25,104	22,745	22,275	34,896
	<u>737,965</u>	<u>788,982</u>	<u>758,612</u>	<u>772,298</u>
<b>ALL OTHER O&amp;M</b>				
Banking Service	1,770	1,824	2,185	1,823
Annual Audit	5,013	4,338	4,338	5,163
Printing & Photography	112	500	500	513
Subscription & Membership	1,264	2,000	1,600	1,537
Telephone Communications	3,101	3,000	3,473	3,075
Travel		1,500	1,500	1,537
Training	1,536	10,000	10,000	10,250



# FLEET MANAGEMENT

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
<b>OPERATIONS:</b>				
Emergency Manager	1,764	1,827		1,782
Fleet Fuel Island		285,528	285,528	
<b>MAINTENANCE:</b>				
Mutual Aid-Hurricane Laura (Lafayette)	(3,145)			
Mutual Aid-Hurricane Laura (Alexandria)	(12,406)			
Mutual Aid-Hurricane Laura (Winnfield)	(9,434)			
Mutual Aid-Hurricane Ida	2,287			
	<u>(20,934)</u>	<u>287,355</u>	<u>285,528</u>	<u>1,782</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	2,856	2,856	2,856	
Transfer To Information Technology	6,540	6,540	6,540	6,540
Transfer To IT Equip Replacement Fund	667			
	<u>10,063</u>	<u>9,396</u>	<u>9,396</u>	<u>6,540</u>
<b>GRAND TOTAL</b>	<u><u>25,293,323</u></u>	<u><u>30,394,021</u></u>	<u><u>30,105,511</u></u>	<u><u>24,402,480</u></u>

**REVENUE AND EXPENDITURE SUMMARY  
PURCHASING AND STORES**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	758,194	786,233	719,348	889,334
Fringe Benefits	217,684	314,351	219,807	229,327
<b>Total Personnel</b>	<b>975,878</b>	<b>1,100,584</b>	<b>939,155</b>	<b>1,118,661</b>
<b>Non-Personnel</b>				
Utilities	61,963	55,026	58,453	59,534
Professional and Contractual	90,470	77,580	62,144	64,396
Insurance and Fixed Charges	40,659	41,465	39,925	72,892
Internal Service Charges	1,197,355	1,157,633	992,185	1,228,114
All Other Operations & Maintenance	476,459	471,298	462,798	499,098
Debt Service	29,818		30,183	30,528
Maintenance and Special Projects	1,008	1,044		17,867
<b>Total Non-Personnel</b>	<b>1,897,731</b>	<b>1,804,046</b>	<b>1,645,688</b>	<b>1,972,429</b>
<b>Total Expenditures</b>	<b>2,873,609</b>	<b>2,904,630</b>	<b>2,584,843</b>	<b>3,091,090</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(300)		(3,000)	
Transfers Out	9,905	69,339	69,339	7,507
<b>Net Transfers</b>	<b>(9,605)</b>	<b>(69,339)</b>	<b>(66,339)</b>	<b>(7,507)</b>
<b>Revenue Sources</b>				
Charges for Services	3,060,162	3,044,499	2,866,747	2,207,745
Interest Income	64,428	40,000	25,293	26,500
All Other Revenue	22,980	12,500	19,511	10,000
<b>Total Revenue</b>	<b>3,147,571</b>	<b>3,096,999</b>	<b>2,911,551</b>	<b>2,244,245</b>
<b>Funding to be Provided</b>	<b>(264,357)</b>	<b>(123,030)</b>	<b>(260,369)</b>	<b>854,352</b>



## PURCHASING AND STORES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Sales - Employee Pension Fund		43		
	3,060,162	3,044,499	2,866,747	2,207,745
<b>TOTAL CHARGES FOR SERVICES</b>	<b>3,060,162</b>	<b>3,044,499</b>	<b>2,866,747</b>	<b>2,207,745</b>
	<b>MISCELLANEOUS REVENUES</b>			
<b>OTHER</b>				
Scrap Sales	22,180	12,500	19,511	10,000
Refund of Prior Year Expenses	800			
	22,980	12,500	19,511	10,000
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	36,935	40,000	25,293	26,500
Market Value Restatement	27,493			
	64,428	40,000	25,293	26,500
<b>TOTAL MISCELLANEOUS REVENUE</b>	<b>87,408</b>	<b>52,500</b>	<b>44,804</b>	<b>36,500</b>
<b>SUB-TOTAL</b>	<b>3,147,571</b>	<b>3,096,999</b>	<b>2,911,551</b>	<b>2,244,245</b>
<b>PRIOR YEAR SURPLUS</b>	<b>(264,357)</b>	<b>(123,030)</b>	<b>(260,369)</b>	<b>854,352</b>
<b>TOTAL REVENUES</b>	<b>2,883,214</b>	<b>2,973,969</b>	<b>2,651,182</b>	<b>3,098,597</b>

## PURCHASING AND STORES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	501,848	591,435	458,433	615,296
<b>INSURANCE</b>				
Insurance - Fire	13,270	14,098	12,256	38,157
Insurance - Position Bond		90	86	89
Self-Insurance Services	21,773	22,560	22,560	29,574
Insurance Consultant	2,366	1,859	1,843	1,676
Insurance - Excess Liability (Auto, General)	3,249	2,858	3,180	3,396
	<u>40,659</u>	<u>41,465</u>	<u>39,925</u>	<u>72,892</u>
<b>UTILITIES</b>				
Water Service	2,210	2,295	2,194	2,249
Electric Service	34,748	29,875	33,500	34,505
Wastewater Service	810	775	825	846
Solid Waste Service	23,808	21,694	21,547	21,547
Solid Waste Service - Recycling	387	387	387	387
	<u>61,963</u>	<u>55,026</u>	<u>58,453</u>	<u>59,534</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	33,573	35,108	29,303	36,161
Gasoline - Fleet Management	2,180	3,148	3,148	1,307
Maintenance - Fleet Management	33,951	18,990	12,835	19,238
General Fund Services	267,655	280,386	280,386	270,037
Intra-Departmental Charges - PC & Network Support	33,593	30,512	26,147	37,136
Lakeland Electric Charges		54,000		
Intra-Departmental Charges - Telephone	13,570	11,657	11,657	15,105
Intra-Departmental Charges - Facilities	50,397	43,852	43,852	51,984
Intra-Departmental Charges - Janitorial	171,477	138,853	138,853	158,346
Intra-Departmental Charges - Training Ctr	792	853	853	800
Intra-Departmental Charges - IT Operations - Application Dev	559,455	504,843	420,703	596,322
Intra-Departmental Charges - IT Operations - Network Support	25,000	23,248	18,705	35,781
	<u>1,191,643</u>	<u>1,145,450</u>	<u>986,442</u>	<u>1,222,217</u>
<b>ALL OTHER O&amp;M</b>				
Banking Service	591	512	509	609
Annual Audit	3,723	3,145	3,145	3,835
Contract Labor	53,090	73,923	58,490	59,952
Repair Of Equipment	7,325	8,335	9,335	9,568
Postage & Mailing	1,469	2,360	2,360	2,419
Subscription & Membership	4,549	4,916	1,416	1,451
Telephone Communications	4,095	4,411	4,411	4,521
Travel		317	317	325
Training	420	479	479	491

## PURCHASING AND STORES

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Software License & Maintenance	480	487	487	25,230
Office Supplies	4,412	4,500	5,000	5,125
Equipment - Noncapital	5,234	8,886	2,886	2,958
All Other Materials & Supplies	620	630	630	646
Uniforms	3,973	3,500	3,500	3,588
Tools & Implements	412	1,102	602	617
Merchandise	406,979	431,375	431,375	442,159
Increase/Decrease In Inventory	36,492			
Recoveries-Other Funds	(300)		(3,000)	
	<u>533,563</u>	<u>548,878</u>	<u>521,942</u>	<u>563,494</u>
<b>SUB-TOTAL</b>	<u>2,329,676</u>	<u>2,382,254</u>	<u>2,065,195</u>	<u>2,533,433</u>
			<b>WAREHOUSE</b>	
<b>PERSONAL SERVICES</b>	<u>474,029</u>	<u>509,149</u>	<u>480,722</u>	<u>503,365</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management		5,040		
Maintenance - Fleet Management		1,400		
Intra-Departmental Charges - Radios	5,712	5,743	5,743	5,897
	<u>5,712</u>	<u>12,183</u>	<u>5,743</u>	<u>5,897</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	33,066			
	<u>33,066</u>			
<b>SUB-TOTAL</b>	<u>512,807</u>	<u>521,332</u>	<u>486,465</u>	<u>509,262</u>
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	29,818		30,183	30,528
	<u>29,818</u>		<u>30,183</u>	<u>30,528</u>
<b>SPECIAL PROJECTS</b>				
OpenGov Procurement Software				16,849
Emergency Manager	1,008	1,044		1,018
	<u>1,008</u>	<u>1,044</u>		<u>17,867</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	1,632	1,632	1,632	
Transfer To Fleet Mgmt Reserve		60,200	60,200	
Transfer To Information Technology	7,507	7,507	7,507	7,507
Transfer To IT Equip Replacement Fund	766			
	<u>9,905</u>	<u>69,339</u>	<u>69,339</u>	<u>7,507</u>
<b>GRAND TOTAL</b>	<u>2,883,214</u>	<u>2,973,969</u>	<u>2,651,182</u>	<u>3,098,597</u>





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## REVENUE AND EXPENDITURE SUMMARY FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	2,671,637	3,031,646	2,246,870	3,225,776
Fringe Benefits	926,428	1,392,268	782,968	1,306,828
<b>Total Personnel</b>	<b>3,598,065</b>	<b>4,423,914</b>	<b>3,029,838</b>	<b>4,532,604</b>
<b>Non-Personnel</b>				
Utilities	18,910	18,443	17,713	18,057
Professional and Contractual	239,674	313,098	345,352	335,352
Insurance and Fixed Charges	173,946	193,062	192,872	151,061
Internal Service Charges	900,555	930,562	950,234	963,779
All Other Operations & Maintenance	647,601	707,119	657,030	720,125
Debt Service	119,706		121,174	122,558
Capital Outlay	1,960	112,465	127,150	130,650
Maintenance and Special Projects	429,088	1,149,719	1,135,544	1,178,215
<b>Total Non-Personnel</b>	<b>2,531,439</b>	<b>3,424,468</b>	<b>3,547,069</b>	<b>3,619,797</b>
<b>Total Expenditures</b>	<b>6,129,504</b>	<b>7,848,382</b>	<b>6,576,907</b>	<b>8,152,401</b>
<b>Transfers</b>				
Transfers Out	10,161	9,494	9,494	2,967
<b>Net Transfers</b>	<b>(10,161)</b>	<b>(9,494)</b>	<b>(9,494)</b>	<b>(2,967)</b>
<b>Revenue Sources</b>				
Charges for Services	7,191,631	6,304,656	6,304,656	7,436,659
Interest Income	324	38,110	45,301	55,000
All Other Revenue	2,218		1,587	
<b>Total Revenue</b>	<b>7,194,173</b>	<b>6,342,766</b>	<b>6,351,544</b>	<b>7,491,659</b>
<b>Funding to be Provided</b>	<b>(1,054,508)</b>	<b>1,515,110</b>	<b>234,857</b>	<b>663,709</b>

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>CHARGES FOR SERVICES</b>				
<b>Facility Maintenance Services to City Funds</b>				
Allocation - Cleveland Heights Golf Course	93,028	80,948	80,948	95,958
Allocation - General Fund	3,218,032	2,887,988	2,887,988	3,414,602
Allocation - Fleet Mgmt	28,066	24,421	24,421	28,950
Allocation - Wastewater	64,963	56,527	56,527	67,009
Allocation - Parking	21,676	18,862	18,862	22,359
Allocation - Airport	49,343	43,424	43,424	55,035
Allocation - RP Funding Center	24,671	21,712	21,712	27,518
Allocation - Solid Waste	11,902	10,357	10,357	12,277
Allocation - Electric	1,078,206	918,373	918,373	1,058,762
Allocation - Water	76,425	99,666	99,666	118,148
Allocation - Facilities Maintenance	28,408	24,718	24,718	29,303
Allocation - Purchasing & Stores	50,397	43,852	43,852	51,984
Allocation - Information Technology	34,986	34,016	34,016	40,325
Allocation - Self Insurance	224,524	197,568	197,568	265,458
Allocation - Stormwater	5,062	4,405	4,405	5,222
Allocation - Downtown CRA	478	416	416	493
Allocation - Mid-Town	59,266	51,569	51,569	118,548
Allocation - Dixieland	60	53	53	62
Allocation - Building Inspection Fund	31,993	27,838	27,838	33,000
	<u>5,101,486</u>	<u>4,546,713</u>	<u>4,546,713</u>	<u>5,445,013</u>
<b>Janitorial Services to City Funds</b>				
Allocation - Cleveland Heights Golf Course	31,900	25,832	25,832	29,458
Allocation - General Fund	729,672	624,470	624,470	705,892
Allocation - Fleet Mgmt	14,667	11,877	11,877	13,544
Allocation - Wastewater	64,180	51,969	51,969	59,265
Allocation - Airport	68,665	57,083	57,083	68,500
Allocation - Solid Waste	10,883	8,813	8,813	10,050
Allocation - Electric	915,844	727,227	727,227	808,436
Allocation - Water	7,697	46,523	46,523	53,054
Allocation - Facilities Maintenance	4,556	3,689	3,689	4,207
Allocation - Purchasing & Stores	171,477	138,853	138,853	158,346
Allocation - Information Technology	36,380	33,894	33,894	38,651
Allocation - Self Insurance	1,936	1,568	1,568	12,428
Allocation - Stormwater	3,948	3,197	3,197	3,646
Allocation - Downtown CRA	373	302	302	344
Allocation - Mid-Town	2,969	2,404	2,404	2,741
Allocation - Dixieland	47	38	38	43
Allocation - Building Inspection Fund	24,951	20,204	20,204	23,041
	<u>2,090,145</u>	<u>1,757,943</u>	<u>1,757,943</u>	<u>1,991,646</u>

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TOTAL CHARGES FOR SERVICES</b>	7,191,631	6,304,656	6,304,656	7,436,659
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Insurance Proceeds - Workers Comp Claims	1,511		1,587	
All Other Misc Revenue	128			
Refund of Prior Year Expenses	580			
	2,218		1,587	
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	53,128	38,110	45,301	55,000
Market Value Restatement	(52,804)			
	324	38,110	45,301	55,000
<b>TOTAL MISCELLANEOUS REVENUE</b>	2,542	38,110	46,888	55,000
<b>SUB-TOTAL</b>	7,194,173	6,342,766	6,351,544	7,491,659
<b>PRIOR YEAR SURPLUS</b>	(1,054,508)	1,515,110	234,857	663,709
<b>TOTAL REVENUES</b>	6,139,665	7,857,876	6,586,401	8,155,368

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>	<b>FACILITIES MAINTENANCE</b>			
<b>PERSONAL SERVICES</b>	1,878,096	2,312,581	1,591,979	2,291,215
<b>INSURANCE</b>				
Insurance - Fire	4,021	4,272	3,714	4,770
Insurance - Position Bond		384	366	379
Self-Insurance Services	164,983	184,070	184,070	140,509
Insurance Consultant	1,183	845	838	838
Insurance - Excess Liability (Auto, General)	3,758	3,491	3,884	4,565
	<u>173,946</u>	<u>193,062</u>	<u>192,872</u>	<u>151,061</u>
<b>UTILITIES</b>				
Water Service	1,256	1,411	901	924
Electric Service	10,578	9,723	9,848	10,143
Wastewater Service	1,686	1,918	1,048	1,074
Solid Waste Service	5,391	5,391	5,916	5,916
	<u>18,910</u>	<u>18,443</u>	<u>17,713</u>	<u>18,057</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	108,541	109,741	108,031	112,913
Gasoline - Fleet Management	33,957	50,764	58,231	58,864
Maintenance - Fleet Management	88,003	70,363	81,867	69,961
Purchasing & Stores Service	116,492	103,425	103,425	93,438
General Fund Services	361,320	406,731	406,731	389,492
Intra-Departmental Charges - PC & Network Support	31,803	29,463	29,840	34,787
Intra-Departmental Charges - Telephone	9,499	8,160	8,160	11,077
Intra-Departmental Charges - Radios	3,427	2,885	2,885	3,538
Intra-Departmental Charges - Facilities	28,408	24,718	24,718	29,303
Intra-Departmental Charges - Janitorial	4,556	3,689	3,689	4,207
Intra-Departmental Charges - Training Ctr	2,770	3,410	3,410	3,199
Intra-Departmental Charges - IT Operations - GIS	556	465	465	556
Intra-Departmental Charges - IT Operations - Application Dev	73,631	80,095	80,095	99,836
Intra-Departmental Charges - IT Operations - Network Support	23,257	21,174	20,702	32,277
	<u>886,219</u>	<u>915,083</u>	<u>932,249</u>	<u>943,448</u>

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	175,889	168,955	167,784	171,979
Annual Audit	1,755	1,518	1,518	1,807
Rentals	55,239	21,867	20,858	21,379
Maintenance Of Facilities	254,942	280,140	280,140	287,144
Repair Of Equipment		67	2,842	2,913
Printing & Photography	407	2,131	2,131	2,184
Postage & Mailing	119	410	410	415
Subscription & Membership	1,455	1,037	1,000	1,025
Telephone Communications	27,386	22,330	22,330	22,880
Travel		1,000	1,000	1,025
Training	1,335	2,500	2,500	2,560
All Other Sundry Charges	1,100	1,000	1,000	1,025
Licenses & Permits	150	800	800	800
Office Supplies	3,952	4,695	4,695	4,812
Equipment - Noncapital	555	9,740	9,740	9,984
Uniforms	6,260	7,967	7,967	8,166
Tools & Implements	6,076	6,622	6,622	6,788
Agricultural & Horticultural Supplies	4,511	2,993	2,435	2,496
Parts For Equipment	37,272	73,585	73,585	75,425
Use Tax Allocation				
	<u>578,404</u>	<u>609,357</u>	<u>609,357</u>	<u>624,807</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital	<u>1,960</u>	<u>111,465</u>	<u>126,465</u>	<u>127,575</u>
<b>SPECIAL PROJECTS</b>				
Emergency Manager	4,031	4,175		4,073
HVAC Maintenance - Various Bldgs	164,020	166,035	166,035	170,185
Air Quality Investigations - City Buildings	4,420	46,410	14,410	14,770
Generator/UPS Maintenance	24,703	24,255	24,255	24,861
Security Systems Controls Maintenance	74,883	76,670	61,670	78,586
Electric Chiller HVAC Maintenance		700	700	700
Garage Door/Operator Maintenance	60,324	87,075	67,075	38,000
Plumbing Repairs / Replacement	40,335	33,875	33,875	34,705
Elevator Maintenance	24,814	634,251	659,251	675,732
SMA For Security Camera/Card Reader Software	31,482	70,223	95,223	97,603
Work Order Software & Technology Upgrade	77	5,450	5,450	31,210
Asset Management Training		600	7,600	7,790
	<u>429,088</u>	<u>1,149,719</u>	<u>1,135,544</u>	<u>1,178,215</u>
<b>SUB-TOTAL</b>	<u>3,966,622</u>	<u>5,309,710</u>	<u>4,606,179</u>	<u>5,334,378</u>

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>JANITORIAL</b>				
<b>PERSONAL SERVICES</b>	1,386,796	1,755,466	1,115,117	1,843,121
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,525	46,180	46,180	47,335
Contract Labor	682	42,630	61,055	43,696
Repair Of Equipment	256	1,000	300	1,025
Telephone Communications	7,807	5,100	5,100	5,228
Training		500		513
Equipment - Noncapital	2,862	4,000	4,000	1,025
Uniforms	6,981	7,000	7,000	7,175
Cleaning & Janitor Supply	169,565	161,435	128,375	190,471
	190,679	267,845	252,010	296,468
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital		1,000	685	3,075
		1,000	685	3,075
<b>SUB-TOTAL</b>	1,577,474	2,024,311	1,367,812	2,142,664
<b>FIRE SAFETY</b>				
<b>PERSONAL SERVICES</b>	333,173	355,867	322,742	398,268
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	6,036	9,250	6,408	9,528
Gasoline - Fleet Management	4,448	3,381	6,456	7,364
Maintenance - Fleet Management	3,851	2,848	5,121	3,439
	14,336	15,479	17,985	20,331
<b>ALL OTHER O&amp;M</b>				
Contractual Services	58,824	53,815	68,815	70,535
Repair Of Equipment		1,200	1,200	1,200
Subscription & Membership	400	500	500	500
Telephone Communications	6,377	6,400	6,400	6,560
Training	4,543	3,500	3,500	3,587
Licenses & Permits	510	1,000	1,000	1,025
Office Supplies	43	500	500	500
Equipment - Noncapital	1,605	2,500	2,500	2,562
Uniforms	430	1,200	1,200	1,230
Tools & Implements	91	3,250	1,250	1,250
Parts For Equipment	20,825	23,750	23,750	24,343
Material	24,544	45,400	30,400	20,910
	118,192	143,015	141,015	134,202
<b>SUB-TOTAL</b>	465,701	514,361	481,742	552,801

## FACILITIES MAINTENANCE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	119,706		121,174	122,558
	119,706		121,174	122,558
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	6,527	6,527	6,527	
Transfer To Information Technology	2,967	2,967	2,967	2,967
Transfer To IT Equip Replacement Fund	667			
	10,161	9,494	9,494	2,967
<b>GRAND TOTAL</b>	<b>6,139,665</b>	<b>7,857,876</b>	<b>6,586,401</b>	<b>8,155,368</b>





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**REVENUE AND EXPENDITURE SUMMARY  
INFORMATION TECHNOLOGY**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	6,453,642	7,191,297	5,827,948	7,832,206
Fringe Benefits	1,729,719	2,650,578	1,639,227	2,294,172
<b>Total Personnel</b>	<b>8,183,361</b>	<b>9,841,875</b>	<b>7,467,175</b>	<b>10,126,378</b>
<b>Non-Personnel</b>				
Utilities	60,747	58,241	52,490	54,685
Professional and Contractual	434,496	806,069	692,157	776,204
Insurance and Fixed Charges	145,141	155,186	143,613	177,591
Internal Service Charges	2,922,605	3,162,826	3,156,169	2,771,403
All Other Operations & Maintenance	4,814,284	5,949,265	6,046,665	6,012,049
Debt Service	1,515,295	1,088,271	1,378,656	1,382,811
Maintenance and Special Projects	4,163,854	5,330,285	5,316,638	3,024,186
<b>Total Non-Personnel</b>	<b>14,056,421</b>	<b>16,550,143</b>	<b>16,786,388</b>	<b>14,198,929</b>
<b>Total Expenditures</b>	<b>22,239,782</b>	<b>26,392,018</b>	<b>24,253,563</b>	<b>24,325,307</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(33,322)		(3,980)	
Transfers In	1,228,974	1,597,840	1,597,840	1,527,600
Transfers Out	14,659	3,008,261	3,008,261	
<b>Net Transfers</b>	<b>1,247,636</b>	<b>(1,410,421)</b>	<b>(1,406,441)</b>	<b>1,527,600</b>
<b>Revenue Sources</b>				
Charges for Services	21,358,485	19,980,541	16,147,031	20,672,114
Interest Income	1,108,632	344,000	253,558	254,500
All Other Revenue	26,744	10,338	5,692	
<b>Total Revenue</b>	<b>22,493,862</b>	<b>20,334,879</b>	<b>16,406,281</b>	<b>20,926,614</b>
<b>Funding to be Provided</b>	<b>(1,501,716)</b>	<b>7,467,560</b>	<b>9,253,723</b>	<b>1,871,093</b>

# INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>OTHER CHARGES FOR SERVICES</b>				
<b>Radios</b>				
Allocation - General Fund	539,243	458,701	459,243	556,617
Allocation - Fleet Mgmt	2,285	1,923	1,923	2,359
Allocation - Wastewater	40,849	34,619	34,619	42,454
Allocation - Airport	9,140	7,693	9,616	11,793
Allocation - Solid Waste	38,844	32,696	32,696	40,095
Allocation - Electric	219,353	184,153	182,229	222,295
Allocation - Water	60,138	50,967	50,967	62,501
Allocation - Facilities Maintenance	3,427	2,885	2,885	3,538
Allocation - Purchasing & Stores	5,712	5,743	5,743	5,897
Allocation - Information Technology	7,426	6,250	6,250	7,665
Allocation - Stormwater	2,285	1,923	1,923	2,359
	<b>928,702</b>	<b>787,553</b>	<b>788,094</b>	<b>957,573</b>
<b>Telecommunications</b>				
Allocation - General Fund	404,543	347,004	347,004	399,790
Allocation - Fleet Mgmt	7,690	6,606	6,606	8,056
Allocation - Wastewater	24,618	22,537	22,537	27,695
Allocation - Parking	905	777	777	1,007
Allocation - Airport	13,570	11,657	11,657	13,595
Allocation - RP Funding Center	47,042	40,413	40,413	49,344
Allocation - Solid Waste	6,333	5,440	5,440	6,546
Allocation - Electric	1,501,863	1,738,331	1,211,555	337,362
Allocation - Water	46,690	40,413	40,413	51,359
Allocation - Facilities Maintenance	9,499	8,160	8,160	11,077
Allocation - Purchasing & Stores	13,570	11,657	11,657	15,105
Allocation - Information Technology	59,706	51,683	51,683	60,926
Allocation - Stormwater	3,166	3,497	3,497	4,532
Allocation - Downtown CRA		342	816	388
Allocation - Mid-Town	7,376	2,723	6,776	3,088
Allocation - Dixieland	57	44	44	49
Allocation - Building Inspection Fund	8,594	7,383	7,383	9,567
	<b>2,155,221</b>	<b>2,298,667</b>	<b>1,776,418</b>	<b>999,486</b>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Application Development</b>				
Allocation - General Fund	2,364,313	2,614,956	1,891,555	3,076,584
Allocation - Fleet Mgmt	45,647	49,203	36,727	55,420
Allocation - Wastewater	530,130	501,274	401,413	673,508
Allocation - Parking	28,735	26,259	24,142	30,875
Allocation - Airport	41,361	49,290	35,796	35,364
Allocation - RP Funding Center	124,749	163,398	97,206	178,491
Allocation - Solid Waste	100,429	104,410	74,736	110,866
Allocation - Electric	3,788,867	3,132,396	2,745,249	3,553,689
Allocation - Water	801,098	735,752	650,812	977,243
Allocation - Facilities Maintenance	73,631	80,095	52,993	99,836
Allocation - Purchasing & Stores	559,455	504,843	495,439	596,322
Allocation - Information Technology	1,290,139	1,441,807	1,380,114	1,088,645
Allocation - Stormwater	34,916	34,198	27,415	35,610
Allocation - Downtown CRA	514	380	380	435
Allocation - Mid-Town	4,093	3,030	3,030	3,468
Allocation - Dixieland	65	49	49	56
Allocation - Building Inspection Fund	136,541	104,890	88,217	122,375
	<u>9,924,684</u>	<u>9,546,230</u>	<u>8,005,273</u>	<u>10,638,787</u>
<b>Network Support</b>				
Allocation - General Fund	1,032,429	946,920	654,855	1,459,304
Allocation - CDBG	6,008	4,838	4,060	7,415
Allocation - Fleet Mgmt	25,104	22,745	16,239	34,896
Allocation - Wastewater	84,053	77,034	52,196	110,849
Allocation - Parking	2,777	2,545	1,740	3,929
Allocation - Airport	20,656	19,007	13,260	31,853
Allocation - RP Funding Center	44,132	39,867	27,657	57,918
Allocation - Solid Waste	12,719	12,472	8,119	17,891
Allocation - Electric	603,064	514,596	355,654	774,262
Allocation - Water	110,311	100,343	65,696	129,650
Allocation - Facilities Maintenance	23,257	21,174	15,154	32,277
Allocation - Purchasing & Stores	25,000	23,248	15,906	35,781
Allocation - Information Technology	114,103	117,994	76,480	182,397
Allocation - Telecommunications	15,621		9,749	
Allocation - Stormwater	14,194	13,572	9,279	20,952
Allocation - Downtown CRA		975		1,474
Allocation - Mid-Town		7,760		11,733
Allocation - Dixieland	9,707	124	6,200	188
Allocation - Building Inspection Fund	25,520	23,625	16,242	30,986
	<u>2,168,654</u>	<u>1,948,839</u>	<u>1,348,486</u>	<u>2,943,755</u>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>IT Support</b>				
Allocation - General Fund	1,598,704	1,479,657	887,510	1,178,392
Allocation - CDBG	7,269	6,034	5,210	5,754
Allocation - Fleet Mgmt	31,173	29,052	19,103	25,317
Allocation - Wastewater	132,424	120,929	68,887	87,459
Allocation - Parking	4,295	3,888	2,605	3,452
Allocation - Airport	28,115	26,040	16,514	24,166
Allocation - RP Funding Center	53,757	49,708	33,141	44,880
Allocation - Solid Waste	17,982	16,772	10,420	13,809
Allocation - Electric	899,468	757,459	464,630	608,765
Allocation - Water	179,744	160,087	88,424	102,419
Allocation - Facilities Maintenance	31,803	29,463	17,366	23,015
Allocation - Purchasing & Stores	33,593	30,512	19,788	26,468
Allocation - Information Technology	175,127	174,414	95,081	140,395
Allocation - Telecommunications	21,201		11,288	
Allocation - Stormwater	21,355	20,529	13,025	17,262
Allocation - Downtown CRA		1,299		145
Allocation - Mid-Town		10,350		9,073
Allocation - Dixieland	12,488	165	7,815	1,139
Allocation - Building Inspection Fund	43,687	39,903	21,708	24,166
	<u>3,292,184</u>	<u>2,956,261</u>	<u>1,782,515</u>	<u>2,336,076</u>
<b>GIS</b>				
Allocation - General Fund	299,117	242,713	242,713	371,030
Allocation - Wastewater	193,933	152,162	152,162	236,738
Allocation - RP Funding Center		127	127	312
Allocation - Solid Waste	17,938	14,460	14,460	24,196
Allocation - Electric	609,403	511,006	511,006	653,418
Allocation - Water	162,706	137,914	137,914	179,076
Allocation - Facilities Maintenance	556	465	465	556
Allocation - Telecommunications	20,007	21,531	21,531	32,887
Allocation - Stormwater	29,641	23,870	23,870	38,660
Allocation - Downtown CRA			363	
Allocation - Mid-Town			2,891	
Allocation - Dixieland		2,763	2,763	3,701
Allocation - Building Inspection Fund	22,704	18,141	18,141	30,835
	<u>1,356,005</u>	<u>1,125,152</u>	<u>1,128,406</u>	<u>1,571,409</u>
<b>Public Safety</b>				
Allocation - General Fund	1,533,036	1,317,839	1,317,839	1,225,028
	<u>1,533,036</u>	<u>1,317,839</u>	<u>1,317,839</u>	<u>1,225,028</u>
<b>TOTAL CHARGES FOR SERVICES</b>	<u>21,358,485</u>	<u>19,980,541</u>	<u>16,147,031</u>	<u>20,672,114</u>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Scrap Sales	8,480	10,338		
All Other Misc Revenue	40		68	
Non-Utility Revenue - Fiber	12,600			
	21,120	10,338	68	
<b>REIMBURSEMENTS</b>				
Reimbursements / Loss Recovery	5,624		5,624	
	5,624		5,624	
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	545,926	344,000	253,558	254,500
Market Value Restatement	562,706			
	1,108,632	344,000	253,558	254,500
<b>TOTAL MISCELLANEOUS REVENUE</b>	1,135,376	354,338	259,250	254,500
<b>TRANSFERS FROM OTHER FUNDS</b>				
Transfer from General Fund	581,049	588,731	588,731	545,891
Transfer from Public Improvement Fund		500,000	500,000	
Transfer from Fleet Mgmt Fund	7,207	6,540	6,540	6,540
Transfer from Purchasing & Stores	8,273	7,507	7,507	7,507
Transfer from WW Operations	2,233			
Transfer from WW R&R	60,938	60,938	60,938	60,938
Transfer from Parking System	817	750	750	750
Transfer from RP Funding Center	1,900			
Transfer from Lakeland Linder International Airport	11,644	11,044	11,044	11,044
Transfer from Solid Waste Management	46,498	46,098	46,098	46,098
Transfer from Water Operations	3,033			
Transfer from Water R&R	72,264	72,264	72,264	72,264
Transfer from Stormwater Utilities Fund	2,584	2,251	2,251	2,251
Transfer from Facilities Maintenance Fund	3,634	2,967	2,967	2,967
Transfer from Information Technology	6,398			
Transfer from Electric Operations	420,369	298,750	298,750	271,350
Transfer from CRA	133			
Transfer from Building Inspection Fund				500,000
<b>TOTAL TRANSFERS FROM OTHER FUNDS</b>	1,228,974	1,597,840	1,597,840	1,527,600
<b>SUB-TOTAL</b>	23,722,835	21,932,719	18,004,121	22,454,214
<b>PRIOR YEAR SURPLUS</b>	(1,501,716)	7,467,560	9,253,723	1,871,093
<b>TOTAL REVENUES</b>	22,221,119	29,400,279	27,257,844	24,325,307

# INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	487,188	768,824	503,929	770,407
<b>INSURANCE</b>				
Insurance - Fire	18,095	19,224	16,711	23,053
Insurance - Position Bond		480	457	522
Insurance - Data Processing	35,837	43,004	33,180	34,839
Self-Insurance Services	76,989	78,953	78,953	74,509
Insurance Consultant	6,592	6,085	6,034	6,872
Insurance - Excess Liability (Auto, General)	7,628	7,440	8,278	9,389
	<u>145,141</u>	<u>155,186</u>	<u>143,613</u>	<u>149,184</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	87,870	102,501	102,501	66,928
General Fund Services	570,927	627,478	627,478	451,982
Intra-Departmental Charges - PC & Network Support	12,004	10,137	13,291	15,431
Lakeland Electric Charges	394,116	438,730	438,730	437,302
Intra-Departmental Charges - Telephone	5,428	5,440	5,440	7,049
Intra-Departmental Charges - Training Ctr	4,057	4,263	4,263	4,099
Intra-Departmental Charges - IT Operations - Application Dev	33,836	31,021	31,021	41,392
Intra-Departmental Charges - IT Operations - Network Support	7,470	6,314	7,933	12,236
	<u>1,115,707</u>	<u>1,225,884</u>	<u>1,230,657</u>	<u>1,036,419</u>
<b>ALL OTHER O&amp;M</b>				
Annual Audit	3,044	2,711	2,711	3,136
Repair Of Equipment	1,295	4,500	4,500	4,500
Postage & Mailing	14	75	75	75
Subscription & Membership	18,050	200	200	400
Telephone Communications	1,823	1,812	1,812	2,940
Travel	682	5,000	5,000	12,000
Training	1,075	5,000	5,000	41,500
All Other Sundry Charges	430	500	500	500
Software License & Maintenance		397		
Loss On Disposal of Fixed Assets	8,519			
Office Supplies	1,524	2,603	3,000	3,000
Equipment - Noncapital	479	200	200	400
	<u>36,935</u>	<u>22,998</u>	<u>22,998</u>	<u>68,451</u>
<b>SUB-TOTAL</b>	<u>1,784,972</u>	<u>2,172,892</u>	<u>1,901,197</u>	<u>2,024,461</u>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>RADIO COMMUNICATIONS</b>				
<b>PERSONAL SERVICES</b>	251,331	245,278	204,949	250,156
<b>UTILITIES</b>				
Electric Service	27,403	23,646	31,323	32,263
	27,403	23,646	31,323	32,263
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	2,827	2,588	2,604	3,107
Intra-Departmental Charges - Telephone	6,785	5,440	5,440	5,539
Intra-Departmental Charges - Radios	1,142			
Intra-Departmental Charges - Facilities	12,502	12,053	12,053	14,289
Intra-Departmental Charges - Janitorial	3,177	7,008	7,008	7,991
Intra-Departmental Charges - IT Operations - Application Dev	5,203	5,458	5,458	7,420
Intra-Departmental Charges - IT Operations - Network Support	1,851	1,697	1,663	2,619
	33,487	34,244	34,226	40,965
<b>ALL OTHER O&amp;M</b>				
Contractual Services	2,554	3,000	3,000	3,000
Maintenance Of Facilities		3,990	3,990	
Repair Of Equipment	498,723	516,504	516,504	529,421
Postage & Mailing	109	325	325	325
Subscription & Membership	85	250	250	250
Telephone Communications	1,981	1,720	1,720	1,720
Travel		500	500	500
Training		1,000	1,000	2,000
Office Supplies	53	350	350	350
Equipment - Noncapital		750	750	750
All Other Materials & Supplies	89	2,000	2,000	2,000
Uniforms	97	870	870	870
Tools & Implements	364	200	200	200
Parts For Equipment	21,653	27,500	27,500	27,500
Material	738	900	900	900
Recoveries-Other Funds	(1,523)			
	524,922	559,859	559,859	569,786
<b>SUB-TOTAL</b>	837,143	863,027	830,357	893,170



## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TELECOMMUNICATIONS</b>				
<b>PERSONAL SERVICES</b>	1,120,976	1,217,003	1,013,185	1,238,545
<b>UTILITIES</b>				
Water Service	1,784	1,756	642	658
Stormwater Service	9,815	10,306	3,726	3,912
Electric Service	7,729	8,166	5,602	5,770
Wastewater Service	3,829	3,781	1,124	1,152
Solid Waste Service	273	273	273	273
Solid Waste Service - Recycling	102	102	102	102
	<u>23,533</u>	<u>24,384</u>	<u>11,469</u>	<u>11,867</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	40,050	42,938	41,757	44,228
Gasoline - Fleet Management	8,908	15,993	15,993	16,425
Maintenance - Fleet Management	27,376	23,432	19,513	23,607
Intra-Departmental Charges - PC & Network Support	21,201	19,883	18,738	21,961
Intra-Departmental Charges - Telephone	12,212	8,549	8,549	10,070
Intra-Departmental Charges - Radios	6,284	6,250	6,250	7,665
Intra-Departmental Charges - Facilities		2,399	2,399	2,844
Intra-Departmental Charges - Janitorial	15,667	12,687	12,687	14,467
Intra-Departmental Charges - IT Operations - GIS	20,007	21,531	21,531	32,887
Intra-Departmental Charges - IT Operations - Application Dev	67,887	57,888	57,888	57,068
Intra-Departmental Charges - IT Operations - Network Support	15,621	14,200	13,271	20,250
	<u>235,213</u>	<u>225,750</u>	<u>218,576</u>	<u>251,472</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	217,138	396,044	300,832	400,832
Repair Of Equipment	1,776	3,000	3,000	3,000
Postage & Mailing	27	108	100	100
Subscription & Membership	600	600	375	375
Telephone Communications	101,423	4,934	104,934	4,934
Training		6,000	6,000	12,000
All Other Sundry Charges	219	250	250	250
Software License & Maintenance	66	115		
Office Supplies	1,494	3,304	3,304	3,000
Equipment - Noncapital	2,896	4,000	4,000	4,000
All Other Materials & Supplies	912	1,500	1,500	1,500
Uniforms	2,741	3,010	3,010	4,872
Tools & Implements	155	1,000	1,000	1,000
Parts For Equipment		800	800	800
Material	7,995	7,440	3,000	8,000
Use Tax Allocation	(22)			
Materials - Default Purchasing Card	6,143			

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Recoveries-Other Funds	(4,103)		(3,980)	
	339,462	432,105	428,125	444,663
<b>SUB-TOTAL</b>	<b>1,719,183</b>	<b>1,899,242</b>	<b>1,671,355</b>	<b>1,946,547</b>

### APPLICATION DEVELOPMENT

<b>PERSONAL SERVICES</b>	3,347,961	3,963,903	2,889,664	3,729,726
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### UTILITIES

Water Service	250	252	266	266
Electric Service	3,982	3,849	3,894	4,162
Wastewater Service	277	278	292	297
Solid Waste Service	437	599	437	437
Solid Waste Service - Recycling	41	43	41	43
	4,986	5,021	4,930	5,205

### INTER-CITY SERVICES

Intra-Departmental Charges - PC & Network Support	75,202	66,759	65,430	75,637
Intra-Departmental Charges - Telephone	15,379	13,600	13,600	15,609
Intra-Departmental Charges - IT Operations - Application Dev	1,069,952	1,220,737	1,220,737	856,224
Intra-Departmental Charges - IT Operations - Network Support	49,434	45,049	43,227	66,006
	1,209,967	1,346,145	1,342,994	1,013,476

### ALL OTHER O&M

Contract Labor		6,688		
Subscription & Membership	965	4,580	4,580	4,580
Telephone Communications	14,547	15,474	15,474	15,474
Travel		1,500	1,500	1,500
Training	4,028	20,000	20,000	25,000
All Other Sundry Charges	1,800	10,000	10,000	10,000
Software License & Maintenance	1,822,768	1,950,505	1,950,505	2,101,873
Cloud Subscriptions	21,097	103,505	110,400	112,170
Office Supplies	3	30		
Equipment - Noncapital	538	177		
	1,865,747	2,112,459	2,112,459	2,270,597
<b>SUB-TOTAL</b>	<b>6,428,660</b>	<b>7,427,528</b>	<b>6,350,047</b>	<b>7,019,004</b>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>DATABASE ADMINISTRATION</b>				
<b>PERSONAL SERVICES</b>	464,380	498,443	415,382	502,875
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	14,127	14,075	11,381	13,323
Intra-Departmental Charges - Telephone	1,809	1,555	1,555	2,014
Intra-Departmental Charges - IT Operations - Application Dev	12,090	23,561	23,561	12,735
Intra-Departmental Charges - IT Operations - Network Support	9,008	8,985	7,252	11,076
	<u>37,034</u>	<u>48,176</u>	<u>43,749</u>	<u>39,148</u>
<b>ALL OTHER O&amp;M</b>				
Telephone Communications	3,837	6,240	6,240	6,240
Travel		1,000	1,000	1,000
Training		3,000	3,000	6,000
All Other Sundry Charges	25	300	300	300
Software License & Maintenance	307,258	449,417	449,140	387,096
Cloud Subscriptions		2,473	3,000	3,000
Office Supplies		360	360	360
Equipment - Noncapital		250		
	<u>311,120</u>	<u>463,040</u>	<u>463,040</u>	<u>403,996</u>
<b>SUB-TOTAL</b>	<u>812,535</u>	<u>1,009,659</u>	<u>922,171</u>	<u>946,019</u>
<b>NETWORK ADMINISTRATION &amp; SUPPORT</b>				
<b>PERSONAL SERVICES</b>	802,417	757,506	792,957	1,037,861
<b>UTILITIES</b>				
Water Service	242	261	257	275
Electric Service	3,852	3,978	3,767	4,302
Wastewater Service	268	287	283	307
Solid Waste Service	422	620	422	422
Solid Waste Service - Recycling	39	44	39	44
	<u>4,824</u>	<u>5,190</u>	<u>4,768</u>	<u>5,350</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	1,557	2,581	2,336	2,659
Gasoline - Fleet Management	263	267	267	338
Maintenance - Fleet Management	1,536	1,632	432	1,632
Intra-Departmental Charges - PC & Network Support	24,994	23,911	23,309	26,610
Intra-Departmental Charges - Telephone	4,071	4,275	4,275	5,539
Intra-Departmental Charges - Facilities	22,484	19,564	19,564	23,192
Intra-Departmental Charges - Janitorial	17,536	14,199	14,199	16,193
Intra-Departmental Charges - IT Operations - Application Dev	21,644	26,304	26,304	25,546
Intra-Departmental Charges - IT Operations - Network Support	17,674	16,367	15,696	23,586
	<u>111,759</u>	<u>109,100</u>	<u>106,382</u>	<u>125,295</u>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	209,867	291,824	291,824	275,142
Postage & Mailing	91			
Subscription & Membership	(12)			
Telephone Communications	7,392	7,348	7,348	9,448
Training	9,900	7,500	7,500	7,500
All Other Sundry Charges	162			
Software License & Maintenance	97,600	147,055	147,055	241,797
Computer Software	1,714			45,000
Cloud Subscriptions	60,686	85,233	85,233	85,233
Office Supplies	59			
Equipment - Noncapital	14,331	25,000	25,000	25,000
Uniforms	1,416	2,450	2,450	2,800
Parts For Equipment	1,122	23,000	23,000	23,000
Materials - Default Purchasing Card	(9,239)			
	<u>395,089</u>	<u>589,410</u>	<u>589,410</u>	<u>714,920</u>
<b>SUB-TOTAL</b>	<u>1,314,089</u>	<u>1,461,206</u>	<u>1,493,517</u>	<u>1,883,426</u>
<b>PC SUPPORT</b>				
<b>PERSONAL SERVICES</b>	<u>698,942</u>	<u>1,076,455</u>	<u>707,580</u>	<u>947,003</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	4,854	5,480	5,023	5,644
Gasoline - Fleet Management	73	559	446	220
Maintenance - Fleet Management	2,609	4,088	864	4,114
Intra-Departmental Charges - PC & Network Support	21,256	18,888	20,475	23,804
Intra-Departmental Charges - Telephone	9,951	9,326	9,326	9,567
Intra-Departmental Charges - IT Operations - Application Dev	36,149	33,526	33,526	33,106
Intra-Departmental Charges - IT Operations - Network Support	14,497	12,754	13,522	20,693
	<u>89,389</u>	<u>84,621</u>	<u>83,182</u>	<u>97,148</u>
<b>ALL OTHER O&amp;M</b>				
Contract Labor	1,892	12,012		
Repair Of Equipment	112	8,000	8,000	8,000
Telephone Communications	10,442	9,352	9,352	10,396
Training		3,000	3,000	3,000
All Other Sundry Charges	92	100	100	100
Software License & Maintenance	33	14,687	14,687	40,400
Computer Software				23,900
Cloud Subscriptions	655,747	1,180,904	1,184,513	971,247
Office Supplies	760	1,200	1,200	1,200
Equipment - Noncapital	3,764	5,000	5,000	5,000
All Other Materials & Supplies	1,175	5,109	1,500	1,500

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Uniforms	1,937	3,650	3,650	4,015
Parts For Equipment	2,563	3,000	3,000	3,000
Recoveries-Other Funds	(27,695)			
	<u>650,823</u>	<u>1,246,014</u>	<u>1,234,002</u>	<u>1,071,758</u>
<b>SUB-TOTAL</b>	<u>1,439,155</u>	<u>2,407,090</u>	<u>2,024,764</u>	<u>2,115,909</u>

### GIS

<b>PERSONAL SERVICES</b>	<u>627,025</u>	<u>810,558</u>	<u>545,937</u>	<u>866,127</u>
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### INTER-CITY SERVICES

Rental - Fleet Management	1,789	2,846	2,844	2,932
Gasoline - Fleet Management	129	377	377	139
Maintenance - Fleet Management	1,796	1,632	1,214	1,682
Intra-Departmental Charges - PC & Network Support	15,936	10,839	19,378	22,069
Intra-Departmental Charges - Telephone	2,262	1,943	1,943	3,525
Intra-Departmental Charges - IT New Equip O&M Charges		6,440		
Intra-Departmental Charges - IT Operations - Application Dev	30,788	24,179	24,179	36,400
Intra-Departmental Charges - IT Operations - Network Support	8,781	8,011	11,077	17,624
	<u>61,481</u>	<u>56,267</u>	<u>61,012</u>	<u>84,371</u>

### ALL OTHER O&M

Contractual Services				5,000
Contract Labor		23,790	23,790	
Repair Of Equipment	142	1,500	1,500	1,500
Telephone Communications	2,661	2,815	2,815	2,815
Travel	711	3,500	3,500	3,500
Training	660	2,000	2,000	2,000
Software License & Maintenance	306,711	399,426	399,426	405,542
Computer Software		1,000	1,000	1,000
Equipment - Noncapital	448	1,000	1,000	1,000
All Other Materials & Supplies	784	3,500	3,500	3,500
Uniforms	120	1,000	1,000	1,000
Parts For Equipment		1,000	1,000	1,300
	<u>312,237</u>	<u>440,531</u>	<u>440,531</u>	<u>428,157</u>
<b>SUB-TOTAL</b>	<u>1,000,743</u>	<u>1,307,356</u>	<u>1,047,480</u>	<u>1,378,655</u>

### PUBLIC SAFETY

<b>PERSONAL SERVICES</b>	<u>383,143</u>	<u>503,905</u>	<u>393,592</u>	<u>494,777</u>
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### INTER-CITY SERVICES

Intra-Departmental Charges - PC & Network Support	8,781	7,334	9,264	10,664
Intra-Departmental Charges - Telephone	1,809	1,555	1,555	2,014
Intra-Departmental Charges - IT Operations - Application Dev	12,590	19,133	19,133	18,754

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Intra-Departmental Charges - IT Operations - Network Support	5,387	4,617	5,439	8,307
	<u>28,567</u>	<u>32,639</u>	<u>35,391</u>	<u>39,739</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		70,000	70,000	75,000
Subscription & Membership		525	525	300
Telephone Communications	162,988	153,380	153,380	121,040
Travel		5,450	5,450	5,450
Training		2,375	2,375	2,825
All Other Sundry Charges		40	40	40
Software License & Maintenance	525,755	563,645	563,645	253,890
Cloud Subscriptions	80,557	77,753	77,753	117,883
Office Supplies	81	350	350	350
Equipment - Noncapital	7,835	10,000	10,000	10,000
Uniforms	380	400	400	400
Parts For Equipment	1,527	5,000	500	5,000
	<u>779,122</u>	<u>888,918</u>	<u>884,418</u>	<u>592,178</u>
<b>SUB-TOTAL</b>	<u>1,190,832</u>	<u>1,425,462</u>	<u>1,313,401</u>	<u>1,126,694</u>

### INFORMATION SECURITY

<b>PERSONAL SERVICES</b>		<u>288,901</u>
<b>INSURANCE</b>		
Insurance - Cyber Liability		<u>28,407</u>
		<u>28,407</u>
<b>INTER-CITY SERVICES</b>		
Purchasing & Stores Service		435
Intra-Departmental Charges - PC & Network Support		10,943
Lakeland Electric Charges		6,838
Intra-Departmental Charges - Telephone		1,511
Intra-Departmental Charges - Training Ctr		150
Intra-Departmental Charges - IT Operations - Application Dev		15,186
Intra-Departmental Charges - IT Operations - Network Support		<u>8,307</u>
		<u>43,370</u>
<b>ALL OTHER O&amp;M</b>		
Contractual Services		14,094
Telephone Communications		1,537
Training		11,275
Software License & Maintenance		161,950
Computer Software		31,211
Office Supplies		820
Equipment - Noncapital		<u>2,860</u>
		<u>223,747</u>

## INFORMATION TECHNOLOGY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SUB-TOTAL</b>				584,425
<b>DEBT SERVICE</b>				
Parker Street Complex Renovation	30,456	30,456	30,458	30,998
Radio Replacement 2011	1,154,172	1,057,815	1,031,626	1,031,627
Virtual Server Platform Replacement	17,934			
Florida Taxable Pension Liability Reduction Note, Series 2020	312,733		316,572	320,186
	<u>1,515,295</u>	<u>1,088,271</u>	<u>1,378,656</u>	<u>1,382,811</u>
<b>SPECIAL PROJECTS</b>				
Emergency Manager	5,102	5,219		5,219
Oracle Upgrade		36,025	36,025	
Citywide Phone & Pager Charges	60,691			
ProjectDOX Software Upgrade		4,500		
Interactive Shared Account Mgmt -Password Vault		90,000	90,000	
GIS Upgrade		478,831	478,831	
PC Replacements	120,685	750,983	750,983	1,480,400
Lease - Telecom/Code Enforcement	60,000	62,800	62,800	64,370
Fiber Network Revenues	5,198	21,592	21,592	
LPD - CAD Reporting System	6,450	133,372	133,372	
Minor GIS Upgrade		52,000	52,000	52,000
Public Records Requests Management		20,341	20,341	
FL Polytechnic Licensing	(12,354)			
Networks Replacements	60,562	68,796	68,796	88,107
Oracle Software Compliance	10,128			
CS1000e PBX Replacement	93,562	754,338	754,338	
Digital Evidence Management System 2		42,840	42,840	
PC Replacements	264,304	1,594,038	1,590,110	160,480
Trakit Electronic Plans Review		500,000	500,000	500,000
Networks Replacements	3,489,527	714,610	714,610	673,610
	<u>4,163,854</u>	<u>5,330,285</u>	<u>5,316,638</u>	<u>3,024,186</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	8,261	8,261	8,261	
Transfer To Self-Insurance		3,000,000	3,000,000	
Transfer To IT Equip Replacement Fund	6,398			
	<u>14,659</u>	<u>3,008,261</u>	<u>3,008,261</u>	
<b>GRAND TOTAL</b>	<u>22,221,119</u>	<u>29,400,279</u>	<u>27,257,844</u>	<u>24,325,307</u>

## REVENUE AND EXPENDITURE SUMMARY PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	146,576	203,208	163,315	209,928
Fringe Benefits	59,629	106,784	80,369	103,667
<b>Total Personnel</b>	<b>206,204</b>	<b>309,992</b>	<b>243,684</b>	<b>313,595</b>
<b>Non-Personnel</b>				
Utilities	53,081	52,900	60,754	62,544
Professional and Contractual	19,715	39,152	15,667	15,342
Insurance and Fixed Charges	65,516	68,896	61,356	79,201
Internal Service Charges	340,128	432,664	436,857	394,291
All Other Operations & Maintenance	47,042	40,511	40,027	41,265
Debt Service	8,975		9,085	9,190
Maintenance and Special Projects	32,040	137,090	74,180	21,318
<b>Total Non-Personnel</b>	<b>566,496</b>	<b>771,213</b>	<b>697,926</b>	<b>623,151</b>
<b>Total Expenditures</b>	<b>772,701</b>	<b>1,081,205</b>	<b>941,610</b>	<b>936,746</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(21,654)	(25,791)	(22,099)	(26,150)
Transfers Out	89,542	91,372	91,372	90,862
<b>Net Transfers</b>	<b>(67,888)</b>	<b>(65,581)</b>	<b>(69,273)</b>	<b>(64,712)</b>
<b>Revenue Sources</b>				
Charges for Services	588,206	575,205	570,791	589,450
Interest Income	34,990	10,250	4,800	5,000
All Other Revenue	181,551	149,125	176,000	179,150
<b>Total Revenue</b>	<b>804,747</b>	<b>734,580</b>	<b>751,591</b>	<b>773,600</b>
<b>Funding to be Provided</b>	<b>35,841</b>	<b>412,206</b>	<b>259,292</b>	<b>227,858</b>



# PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>CHARGES FOR SERVICES</b>				
<b>OTHER CHARGES FOR SERVICES</b>				
Parking Garage- Main Street-Daily	7,826	6,000	8,946	10,000
Parking Garage- Main Street-Leased	246,875	245,000	236,660	245,000
Parking Garage- Orange Street-Publix	60,588	58,000	58,716	58,000
Parking Garage- Orange Street-Watkins	66,661	61,000	64,808	61,000
Parking Lot-Dixieland	420	400	400	400
Parking Lot-Munn Park / Cedar St. Lot	70,220	49,000	71,666	75,000
Parking Lot-Lot C / N. Florida Avenue	53,616	60,000	49,680	60,000
Parking Lot-South Massachusetts Ave.	12,828	12,500	12,431	12,500
Parking Lot-South Tennessee - Leased	30,312	36,000	27,551	25,000
Parking Lot-South Tennessee Avenue	5,796	18,000	2,093	7,500
Parking Lots - Missouri Ave	4,080		3,966	4,000
Parking Lot D - Kentucky Ave	6,820	8,000	6,265	8,000
Parking Fees - Special Events	3,400	255	6,265	3,000
Permit Fees	190	50	33	50
Proxy Card Replacements	575	100		
Non-Utility Permit R/W Parking Fees	936	100		
Parking Garage - Heritage Plaza	(3,500)	4,000		
Parking Lot - Frontier Lot	20,564	16,800	21,311	20,000
	<u>588,206</u>	<u>575,205</u>	<u>570,791</u>	<u>589,450</u>
<b>TOTAL CHARGES FOR SERVICES</b>	<u>588,206</u>	<u>575,205</u>	<u>570,791</u>	<u>589,450</u>
<b>FINES AND FORFEITS</b>				
Parking Fines	177,452	145,000	171,161	175,000
Penalties on Assessments	775	1,000	830	1,000
<b>TOTAL FINES AND FORFEITS</b>	<u>178,227</u>	<u>146,000</u>	<u>171,991</u>	<u>176,000</u>
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
All Other Misc Revenue	691	100	25	100
Cash Over And Short	48	25	156	50
Credit Card Convenience Fees	2,585	3,000	3,828	3,000
	<u>3,324</u>	<u>3,125</u>	<u>4,009</u>	<u>3,150</u>

## PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	9,902	10,250	4,800	5,000
Market Value Restatement	25,089			
	<u>34,990</u>	<u>10,250</u>	<u>4,800</u>	<u>5,000</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>38,314</u>	<u>13,375</u>	<u>8,809</u>	<u>8,150</u>
<b>SUB-TOTAL</b>	<u>804,748</u>	<u>734,580</u>	<u>751,591</u>	<u>773,600</u>
<b>PRIOR YEAR SURPLUS</b>	<u>35,841</u>	<u>412,206</u>	<u>259,292</u>	<u>227,858</u>
<b>TOTAL REVENUES</b>	<u>840,588</u>	<u>1,146,786</u>	<u>1,010,883</u>	<u>1,001,458</u>

## PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>	<b>MAIN STREET GARAGE</b>			
<b>PERSONAL SERVICES</b>	56,513	136,503	105,765	139,481
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	2,381	1,638	2,465	2,849
Gasoline - Fleet Management	27	562	396	850
Maintenance - Fleet Management	3,285	3,548	4,778	1,432
Intra-Departmental Charges - PC & Network Support	4,295	3,888	3,923	4,665
Intra-Departmental Charges - Telephone	905	777	777	1,007
Intra-Departmental Charges - Facilities	5,530	4,812	4,812	5,704
Intra-Departmental Charges - Training Ctr	247	266	266	250
Intra-Departmental Charges - IT Operations - Application Dev	28,735	26,259	26,259	30,875
Intra-Departmental Charges - IT Operations - Network Support	2,777	2,545	2,494	3,929
	<u>48,182</u>	<u>44,295</u>	<u>46,170</u>	<u>51,561</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	550	6,090		
Repair Of Equipment	222	1,500	1,500	1,500
Printing & Photography	164			
Subscription & Membership	100	500	500	513
Travel		1,200		513
Training	500	500	325	1,230
All Other Sundry Charges		100	71	103
Ad Valorem Taxes	9,101	9,966	9,966	9,966
Office Supplies	80	1,000	1,000	1,025
All Other Materials & Supplies	19,345	3,255	3,030	3,000
Uniforms	1,559	2,154	1,837	1,837
	<u>31,621</u>	<u>26,265</u>	<u>18,229</u>	<u>19,687</u>
<b>SUB-TOTAL</b>	<u>136,316</u>	<u>207,063</u>	<u>170,164</u>	<u>210,729</u>
	<b>ORANGE STREET GARAGE</b>			
<b>PERSONAL SERVICES</b>	51,096	55,048	47,968	56,194
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	5,366	3,709	4,956	4,500
Gasoline - Fleet Management	41	33	32	295
Maintenance - Fleet Management	895	349	1,421	932
Intra-Departmental Charges - Facilities	9,329	8,118	8,118	9,623
	<u>15,630</u>	<u>12,209</u>	<u>14,527</u>	<u>15,350</u>

## PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Repair Of Equipment		750	750	844
Telephone Communications	1,060	1,500	1,500	1,500
Ad Valorem Taxes	2	2	2	2
Equipment - Noncapital	18	100		104
All Other Materials & Supplies		500	500	587
	<u>1,080</u>	<u>2,852</u>	<u>2,752</u>	<u>3,037</u>
<b>SUB-TOTAL</b>	<u>67,806</u>	<u>70,109</u>	<u>65,247</u>	<u>74,581</u>

### IOWA AVENUE GARAGE

<b>PERSONAL SERVICES</b>	<u>14,837</u>	<u>17,827</u>	<u>16,167</u>	<u>18,605</u>
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### INTER-CITY SERVICES

Intra-Departmental Charges - Facilities	<u>6,817</u>	<u>5,932</u>	<u>5,932</u>	<u>7,032</u>
	<u>6,817</u>	<u>5,932</u>	<u>5,932</u>	<u>7,032</u>

### ALL OTHER O&M

Contractual Services		17,710		513
Cost Allocated - Electric	(21,654)	(25,791)	(22,099)	(26,150)
	<u>(21,654)</u>	<u>(8,081)</u>	<u>(22,099)</u>	<u>(25,637)</u>

### SUB-TOTAL

15,678

### PARKING ENFORCEMENT

<b>PERSONAL SERVICES</b>	<u>82,787</u>	<u>99,675</u>	<u>72,961</u>	<u>98,538</u>
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### ALL OTHER O&M

Visa/Mastercard Bank Charges	2,521	2,881	3,320	3,000
Agency Commission	129	2,500	2,500	2,563
Repair Of Equipment	75	1,500	1,500	1,500
Printing & Photography	2,756	3,100	3,100	3,178
Telephone Communications	3,579	3,100	3,100	3,215
Software License & Maintenance	2,880	3,000	3,000	3,075
Equipment - Noncapital	65	50	50	50
Uniforms	470	846	1,163	1,238
	<u>12,474</u>	<u>16,977</u>	<u>17,733</u>	<u>17,819</u>

### SUB-TOTAL

95,261      116,652      90,694      116,357

## PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>PARKING LOTS</b>				
<b>ALL OTHER O&amp;M</b>				
Visa/Mastercard Bank Charges	13,484	6,819	6,700	6,700
Ad Valorem Taxes	4,920	5,388	5,388	5,772
	<u>18,404</u>	<u>12,207</u>	<u>12,088</u>	<u>12,472</u>
<b>SUB-TOTAL</b>	<u>18,404</u>	<u>12,207</u>	<u>12,088</u>	<u>12,472</u>
<b>OTHER CASH DISBURSEMENTS</b>				
<b>PERSONAL SERVICES</b>	<u>970</u>	<u>939</u>	<u>823</u>	<u>777</u>
<b>INSURANCE</b>				
Insurance - Fire	54,686	58,100	50,508	70,353
Insurance - Position Bond		30	29	30
Self-Insurance Services	10,009	9,929	9,929	7,872
Insurance Consultant	338	338	335	335
Insurance - Excess Liability (Auto, General)	483	499	555	611
	<u>65,516</u>	<u>68,896</u>	<u>61,356</u>	<u>79,201</u>
<b>UTILITIES</b>				
Water Service	8,916	8,775	11,102	11,380
Stormwater Service	6,201	6,511	6,511	6,837
Electric Service	27,958	27,487	29,653	30,543
Wastewater Service	9,096	8,490	11,851	12,147
Solid Waste Service	909	1,637	1,637	1,637
	<u>53,081</u>	<u>52,900</u>	<u>60,754</u>	<u>62,544</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	412	21,701	21,701	435
General Fund Services	269,087	348,527	348,527	319,913
	<u>269,499</u>	<u>370,228</u>	<u>370,228</u>	<u>320,348</u>
<b>ALL OTHER O&amp;M</b>				
Banking Service	862	749	744	888
Annual Audit	1,629	2,403	2,403	1,678
Paying Agent Trustee Fees	540			
Refund Of Prior Years Revenue	57			
Bad Check Expense		200		205
Bad Debt Expense	90	300	1,745	308
	<u>3,179</u>	<u>3,652</u>	<u>4,892</u>	<u>3,079</u>
<b>SUB-TOTAL</b>	<u>392,244</u>	<u>496,615</u>	<u>498,053</u>	<u>465,949</u>
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	8,975		9,085	9,190
	<u>8,975</u>		<u>9,085</u>	<u>9,190</u>

## PARKING

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Emergency Manager	315	326		318
ADA Compliance		53,764	53,764	
Parking Lot C Landscape	10,725	61,737		
Frontier Parking Lot	21,000	21,263	20,416	21,000
	<u>32,040</u>	<u>137,090</u>	<u>74,180</u>	<u>21,318</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	63,725	65,622	65,622	65,112
Transfer To Transportation Fund	25,000	25,000	25,000	25,000
Transfer To Information Technology	750	750	750	750
Transfer To IT Equip Replacement Fund	67			
	<u>89,542</u>	<u>91,372</u>	<u>91,372</u>	<u>90,862</u>
<b>GRAND TOTAL</b>	<b><u>840,588</u></b>	<b><u>1,146,786</u></b>	<b><u>1,010,883</u></b>	<b><u>1,001,458</u></b>



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**REVENUE AND EXPENDITURE SUMMARY**  
**LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	1,287,630	1,305,388	1,130,231	1,400,282
Fringe Benefits	361,632	401,829	326,574	546,693
<b>Total Personnel</b>	<b>1,649,262</b>	<b>1,707,217</b>	<b>1,456,805</b>	<b>1,946,975</b>
<b>Non-Personnel</b>				
Utilities	474,905	399,442	495,703	509,820
Professional and Contractual	274,553	348,984	353,788	247,816
Insurance and Fixed Charges	312,001	311,141	306,560	450,289
Internal Service Charges	616,253	633,359	625,277	769,767
All Other Operations & Maintenance	448,560	457,494	399,203	404,350
Debt Service	13,901,744	3,140,545	3,187,671	2,460,959
Maintenance and Special Projects	857,183	1,126,902	999,467	1,149,726
<b>Total Non-Personnel</b>	<b>16,885,201</b>	<b>6,417,867</b>	<b>6,367,669</b>	<b>5,992,727</b>
<b>Total Expenditures</b>	<b>18,534,463</b>	<b>8,125,084</b>	<b>7,824,474</b>	<b>7,939,702</b>
<b>Transfers</b>				
Transfers In				
Transfers Out	3,277,320	5,295,544	4,770,544	1,982,033
<b>Net Transfers</b>	<b>(3,277,320)</b>	<b>(5,295,544)</b>	<b>(4,770,544)</b>	<b>(1,982,033)</b>
<b>Revenue Sources</b>				
Debt Proceeds	6,545,020			
Charges for Services	2,911,627	3,545,552	4,053,906	3,930,476
Intergovernmental Revenues	129,745	148,000	148,000	
Interest Income	963,980		80,548	42,500
All Other Revenue	7,126,199	7,416,769	7,635,329	7,538,952
<b>Total Revenue</b>	<b>17,676,571</b>	<b>11,110,321</b>	<b>11,917,783</b>	<b>11,511,928</b>
<b>Funding to be Provided</b>	<b>4,135,212</b>	<b>2,310,307</b>	<b>677,235</b>	<b>(1,590,193)</b>



**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>FEDERAL GRANTS</b>				
FAA - CARES Act	38,583			
FAA-Airport Coronavirus Response Grant Program	91,162			
Airport Rescue Grant		148,000	148,000	
	129,745	148,000	148,000	
<b>CHARGES FOR SERVICES</b>				
<b>OTHER CHARGES FOR SERVICES</b>				
Gasoline Sales	515,643	545,626	1,071,173	649,033
Airport Landing Fees	551,823	744,600	756,919	843,880
Rental Car Privilege Fees	15,925	20,000	23,582	25,000
Security Fees	4,716	6,000	6,451	4,000
Leases - Land	1,823,353	2,229,026	2,195,781	2,408,563
Concessions	168	300		
	2,911,627	3,545,552	4,053,906	3,930,476
<b>TOTAL CHARGES FOR SERVICES</b>	2,911,627	3,545,552	4,053,906	3,930,476
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Insurance Proceeds - Workers Comp Claims	3,213			
All Other Misc Revenue	112,776	92,000	111,377	26,600
	115,990	92,000	111,377	26,600
<b>CONTRIBUTIONS &amp; DONATIONS</b>				
Contributions & Donations	68,050	94,910	94,910	36,000
	68,050	94,910	94,910	36,000

**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REIMBURSEMENTS</b>				
Sun'N' Fun Reimbursements		10,000	8,000	10,000
Reimbursements / Loss Recovery	144	400	1,449	
	<u>144</u>	<u>10,400</u>	<u>9,449</u>	<u>10,000</u>
<b>RENTS AND ROYALTIES</b>				
Buildings-Miscellaneous Office		1,691,444	1,689,315	1,765,538
All Other Airport Revenue		90,737	121,310	93,092
Office-Hangar Lease		4,064,556	4,080,090	4,091,626
Warehouse Lease		508,132	511,656	555,020
Hangar Lease		560,061	685,604	645,988
T-Hangar Lease		304,529	302,058	305,000
Building Leases - Other	6,942,015		29,560	10,088
	<u>6,942,015</u>	<u>7,219,459</u>	<u>7,419,593</u>	<u>7,466,352</u>
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	35,350		54,688	42,500
Interest on Pooled Investments	(9)		860	
Interest on Pooled Investments	123,076		25,000	
Market Value Restatement	4,813			
Market Value Restatement	1,285			
Market Value Restatement	799,465			
	<u>963,980</u>		<u>80,548</u>	<u>42,500</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>8,090,179</u>	<u>7,416,769</u>	<u>7,715,877</u>	<u>7,581,452</u>
<b>PROCEEDS FROM THE ISSUANCE OF DEBT</b>				
Transfer from Internal Loan Fund	6,545,020			
<b>TOTAL DEBT PROCEEDS</b>	<u>6,545,020</u>			
<b>SUB-TOTAL</b>	17,676,571	11,110,321	11,917,783	11,511,928
<b>PRIOR YEAR SURPLUS</b>	4,135,212	2,310,307	677,235	(1,590,193)
<b>TOTAL REVENUES</b>	<u>21,811,783</u>	<u>13,420,628</u>	<u>12,595,018</u>	<u>9,921,735</u>

**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	561,890	524,311	535,160	559,278
<b>INSURANCE</b>				
Uninsured Loss Reimbursement	750			
Insurance - Fire	180,144	166,387	166,378	268,295
Insurance - Airport Liability	39,905	46,900	41,900	55,116
Insurance - Position Bond		126	120	130
Self-Insurance Services	85,900	90,969	90,969	97,715
Insurance Consultant	2,028	2,704	2,681	12,570
Insurance - Excess Liability (Auto, General)	3,274	4,055	4,512	16,463
	<u>312,001</u>	<u>311,141</u>	<u>306,560</u>	<u>450,289</u>
<b>UTILITIES</b>				
Water Service	66,896	69,373	65,182	66,812
Stormwater Service	25,131	27,306	25,430	26,702
Electric Service	306,905	228,800	329,079	338,951
Wastewater Service	53,889	51,107	53,707	55,050
Solid Waste Service	21,574	22,346	21,795	21,795
Solid Waste Service - Recycling	510	510	510	510
	<u>474,905</u>	<u>399,442</u>	<u>495,703</u>	<u>509,820</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	53,435	57,404	56,073	59,126
Gasoline - Fleet Management	20,703	45,567	28,883	34,934
Maintenance - Fleet Management	32,458	28,813	37,081	53,625
Purchasing & Stores Service	78,210	78,210	78,210	76,924
General Fund Services	268,422	265,188	265,188	362,397
Intra-Departmental Charges - PC & Network Support	28,115	26,040	26,291	34,071
Intra-Departmental Charges - Telephone	13,570	11,657	11,657	13,595
Intra-Departmental Charges - Radios	9,140	7,693	9,616	11,793
Intra-Departmental Charges - Facilities	49,343	43,424	43,424	55,035
Intra-Departmental Charges - Training Ctr	841	1,066	1,066	1,050
Intra-Departmental Charges - IT Operations - Application Dev	41,361	49,290	49,290	35,364
Intra-Departmental Charges - IT Operations - Network Support	20,656	19,007	18,498	31,853
	<u>616,253</u>	<u>633,359</u>	<u>625,277</u>	<u>769,767</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	134,380	150,792	273,425	55,000
Legal Fees	1,059	36,790	44,665	50,000
Banking Service	1,047	908	902	1,079
Annual Audit	5,473	4,794	4,794	5,637
Visa/Mastercard Bank Charges	1,404	2,500	578	700
Rentals	37,078	26,260	33,231	32,000

**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Maintenance Of Facilities		1	394	
Printing & Photography	3,957	2,750	3,505	1,800
Postage & Mailing	2,035	3,000	2,612	2,000
Subscription & Membership	7,060	8,000	5,786	5,500
Telephone Communications	4,825	4,200	4,894	5,000
Travel	3,532	6,500	10,382	6,000
Training	3,075	4,000	1,675	3,000
All Other Sundry Charges		100	227	
Ad Valorem Taxes	6,980	5,000		4,000
Software License & Maintenance		1,800	1,265	
Bad Debt Expense	25,564	20,000		10,000
Auto/Heavy Equipment Fuel	14,310	18,182	18,182	13,000
Office Supplies	2,793	12,500	3,370	3,500
Equipment - Noncapital	1,561	3,500	3,500	3,500
All Other Materials & Supplies	4,734	6,400	6,400	4,000
Uniforms		201	267	
	260,867	318,178	420,054	205,716
<b>SUB-TOTAL</b>	<b>2,225,916</b>	<b>2,186,431</b>	<b>2,382,754</b>	<b>2,494,870</b>

**AIRSIDE**

<b>PERSONAL SERVICES</b>	838,603	1,039,905	584,438	921,276
<b>ALL OTHER O&amp;M</b>				
Contractual Services	55,116	129,200	7,000	71,400
Rentals	1,443	1,500	1,248	
Maintenance Of Facilities	79,823	77,000	80,000	85,000
Repair Of Equipment	11,236	12,000	7,921	12,240
Telephone Communications	13,359	12,000	7,466	10,000
Training	760	1,500	840	2,000
All Other Sundry Charges			265	
Ad Valorem Taxes			3,300	
Licenses & Permits	12,561	12,800	12,800	13,250
Office Supplies	488	500		510
Equipment - Noncapital	150	3,000	949	2,500
All Other Materials & Supplies	12,937	15,000	11,325	15,300
Uniforms	427	1,000	1,000	1,500
Chemicals	1,445	1,000	1,325	3,500
Tools & Implements	3,339	7,000	7,000	5,000
	193,084	273,500	142,439	222,200
<b>SUB-TOTAL</b>	<b>1,031,687</b>	<b>1,313,405</b>	<b>726,877</b>	<b>1,143,476</b>

**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>AIRPORT OPERATIONS</b>				
<b>PERSONAL SERVICES</b>	248,768	143,001	337,207	466,421
<b>ALL OTHER O&amp;M</b>				
Contractual Services	76,074	24,000	22,424	64,000
Rentals	7,190	7,000	7,000	5,000
Maintenance Of Facilities	176,810	176,500	154,177	145,000
Repair Of Equipment	247			
Telephone Communications	3,598	2,400	3,269	5,200
All Other Materials & Supplies	3,456	2,500	1,343	2,550
Tools & Implements	1,788	2,400	2,285	2,500
	<u>269,163</u>	<u>214,800</u>	<u>190,498</u>	<u>224,250</u>
<b>SUB-TOTAL</b>	<u>517,931</u>	<u>357,801</u>	<u>527,705</u>	<u>690,671</u>
<b>NON-DEPARTMENTAL</b>				
<b>DEBT SERVICE</b>				
Tail Enclosure - Airside Center	85,144	85,144	85,144	85,144
2010A CBA Bonds Payable	2,917,618	239,829	239,829	239,829
Miscellaneous Airport Capital Project Expenditures	4,537,968			
Capital Improvement Revenue Note, Series 2017A	183,796	183,672	183,672	183,545
Capital Improvement Revenue Note, Series 2017B	6,494,126	2,044,626	2,044,626	1,321,082
Florida Taxable Pension Liability Reduction Note, Series 2020	46,735		47,126	47,611
Airport / Airside Loan Consolidation	42,410	587,274	587,274	583,748
Operations	(406,051)			
	<u>13,901,744</u>	<u>3,140,545</u>	<u>3,187,671</u>	<u>2,460,959</u>

**LAKELAND LINDER INTERNATIONAL AIRPORT  
OPERATING FUND**

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Emergency Manager	2,992	1,305		1,337
Airport Maintenance-Sun 'N Fun	2,133		1,155	8,000
Airport Advertising / Promotions	143,307	261,910	262,070	278,000
Lease - NOAA	159,616	249,083	128,820	142,389
US Customs	128,917	121,076	113,894	320,000
Air Service Development	40,472	149,930	149,930	150,000
LAL Today	400			
Amazon	249,329	195,598	195,598	250,000
FAA - CARES Act	38,856			
FAA-Airport Coronavirus Response Grant Program	91,162			
Airport Rescue Grant		148,000	148,000	
	<u>857,183</u>	<u>1,126,902</u>	<u>999,467</u>	<u>1,149,726</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	150,642	502,142	502,142	500,000
Transfer To Information Technology	11,044	11,044	11,044	11,044
Transfer To IT Equip Replacement Fund	600			
Transfer to Airport R&R Fund	2,904,171	4,782,358	4,257,358	1,470,989
Transfer to Airport R&R Fund	210,863			
	<u>3,277,320</u>	<u>5,295,544</u>	<u>4,770,544</u>	<u>1,982,033</u>
<b>GRAND TOTAL</b>	<b><u>21,811,783</u></b>	<b><u>13,420,628</u></b>	<b><u>12,595,018</u></b>	<b><u>9,921,735</u></b>



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## REVENUE AND EXPENDITURE SUMMARY SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	2,970,846	3,116,667	2,970,961	3,451,097
Fringe Benefits	940,012	1,307,599	937,183	1,200,193
<b>Total Personnel</b>	<b>3,910,858</b>	<b>4,424,266</b>	<b>3,908,144</b>	<b>4,651,290</b>
<b>Non-Personnel</b>				
Utilities	35,967	39,299	35,561	36,408
Professional and Contractual	556,495	707,696	682,882	675,896
Insurance and Fixed Charges	464,230	501,530	503,415	348,586
Internal Service Charges	6,172,365	6,658,157	6,792,232	7,041,469
All Other Operations & Maintenance	3,869,814	3,823,610	3,672,477	3,832,166
Debt Service	117,178		118,615	119,969
Capital Outlay	56,892	35,000	65,000	65,975
Maintenance and Special Projects	248,915	505,192	500,885	308,106
<b>Total Non-Personnel</b>	<b>11,521,855</b>	<b>12,270,484</b>	<b>12,371,067</b>	<b>12,428,575</b>
<b>Total Expenditures</b>	<b>15,432,713</b>	<b>16,694,750</b>	<b>16,279,211</b>	<b>17,079,865</b>
<b>Transfers</b>				
Transfers Out	1,954,491	2,821,181	2,821,181	1,710,738
<b>Net Transfers</b>	<b>(1,954,491)</b>	<b>(2,821,181)</b>	<b>(2,821,181)</b>	<b>(1,710,738)</b>
<b>Revenue Sources</b>				
Charges for Services	17,238,988	17,240,339	18,430,603	18,616,445
Interest Income	546,083	206,236	154,449	144,833
All Other Revenue	78,561	5,000	229,147	149,250
<b>Total Revenue</b>	<b>17,863,632</b>	<b>17,451,575</b>	<b>18,814,199</b>	<b>18,910,528</b>
<b>Funding to be Provided</b>	<b>(476,428)</b>	<b>2,064,356</b>	<b>286,193</b>	<b>(119,925)</b>





## SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	499,209	551,037	513,503	543,893
<b>INSURANCE</b>				
Insurance - Fire	2,011	2,136	1,856	2,385
Insurance - Position Bond		396	377	391
Damage Claims Paid		1,750		
Self-Insurance Services	421,945	457,402	457,402	300,155
Insurance Consultant	5,577	4,563	4,525	4,693
Insurance - Excess Liability (Auto, General)	34,696	35,283	39,255	40,962
	<u>464,230</u>	<u>501,530</u>	<u>503,415</u>	<u>348,586</u>
<b>UTILITIES</b>				
Water Service	6,884	8,530	6,742	6,911
Stormwater Service	1,638	1,720	1,720	1,806
Electric Service	9,940	9,310	9,987	10,287
Wastewater Service	12,105	14,893	11,685	11,977
Solid Waste Service	5,195	4,642	5,223	5,223
Solid Waste Service - Recycling	204	204	204	204
	<u>35,967</u>	<u>39,299</u>	<u>35,561</u>	<u>36,408</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	4,450	10,720	4,728	4,862
Gasoline - Fleet Management	1,901	3,052	2,700	2,981
Maintenance - Fleet Management	6,093	4,269	3,483	5,408
Purchasing & Stores Service	2,058	20,777	20,777	16,949
General Fund Services	839,041	817,727	817,727	829,321
Utility Billing Service	214,255	214,277	214,277	220,705
Intra-Departmental Charges - PC & Network Support	17,982	16,772	16,919	19,883
Intra-Departmental Charges - Telephone	6,333	5,440	5,440	6,546
Intra-Departmental Charges - Radios	38,844	32,696	32,696	40,095
Intra-Departmental Charges - Facilities	11,902	10,357	10,357	12,277
Intra-Departmental Charges - Janitorial	10,883	8,813	8,813	10,050
Intra-Departmental Charges - Training Ctr	3,216	3,517	3,517	3,299
Intra-Departmental Charges - IT Operations - GIS	17,938	14,460	14,460	24,196
Intra-Departmental Charges - IT Operations - Application Dev	100,429	104,410	104,410	110,866
Intra-Departmental Charges - IT Operations - Network Support	12,719	12,472	11,389	17,891
	<u>1,288,043</u>	<u>1,279,759</u>	<u>1,271,693</u>	<u>1,325,329</u>

## SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	10,514	12,000	12,000	12,180
Banking Service	1,540	1,336	1,327	1,586
Professional Services	21,540	64,000	64,000	64,960
Advertising	21,106	53,980	53,980	35,000
Annual Audit	4,553	4,880	4,880	4,690
Contract Labor	11,646	12,000	12,000	12,180
Toll Fees	26,050	36,000	36,000	36,000
Repair Of Equipment	30,634	31,000	31,000	32,000
Printing & Photography	1,268	1,500	1,500	1,500
Postage & Mailing	3,666	3,000	3,000	3,100
Subscription & Membership	775	1,000	1,000	1,500
Telephone Communications	9,574	6,800	6,800	6,902
Travel	1,570	3,600	3,600	3,654
Training	899	2,400	2,400	2,436
All Other Sundry Charges		7,500	7,500	7,500
Software License & Maintenance	48,484	50,940	50,940	55,000
Bad Debt Expense	26,406	35,000	35,000	35,525
Loss On Disposal of Fixed Assets	43,364			
Office Supplies	5,430	6,000	6,000	8,000
Equipment - Noncapital	6,276	1,500	1,500	1,500
All Other Materials & Supplies	8,522	10,000	10,000	10,150
Uniforms	18,489	28,250	28,250	28,000
Chemicals	19,368	20,000	20,000	20,300
Tools & Implements	2,221	5,000	5,000	5,075
Personal Safety Equipment	4,806	5,800	5,800	8,000
Parts For Equipment	3,232	3,600	3,600	3,654
	<u>331,933</u>	<u>407,086</u>	<u>407,077</u>	<u>400,392</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital		27,000		
		<u>27,000</u>		
<b>SUB-TOTAL</b>	<u>2,646,381</u>	<u>2,772,711</u>	<u>2,730,020</u>	<u>2,654,608</u>
		<b>RECYCLING</b>		
<b>PERSONAL SERVICES</b>	<u>568,174</u>	<u>585,511</u>	<u>586,939</u>	<u>641,539</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	518,088	477,472	542,280	491,796
Gasoline - Fleet Management	145,177	225,536	225,536	203,379
Maintenance - Fleet Management	452,673	452,528	324,285	309,314
	<u>1,115,939</u>	<u>1,155,536</u>	<u>1,092,101</u>	<u>1,004,489</u>

## SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Advertising	16,022	9,500	9,500	15,000
Postage & Mailing	2,310	2,600	2,600	2,639
Subscription & Membership	400	400	400	400
Travel	278	2,500	2,500	2,538
Training	648	1,500	1,500	1,523
Recycling Disposal Charges	152,717	238,960	238,960	175,000
Office Supplies	524	600	600	2,500
All Other Materials & Supplies	2,474	5,500	5,500	5,583
	<u>175,373</u>	<u>261,560</u>	<u>261,560</u>	<u>205,183</u>
<b>SUB-TOTAL</b>	<u>1,859,486</u>	<u>2,002,607</u>	<u>1,940,600</u>	<u>1,851,211</u>
<b>RESIDENTIAL - MANUAL</b>				
<b>PERSONAL SERVICES</b>	<u>1,124,036</u>	<u>1,347,423</u>	<u>1,229,838</u>	<u>1,579,668</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	406,026	458,263	433,775	472,012
Gasoline - Fleet Management	214,644	348,391	348,391	331,432
Maintenance - Fleet Management	511,855	464,907	542,409	797,248
	<u>1,132,525</u>	<u>1,271,561</u>	<u>1,324,575</u>	<u>1,600,692</u>
<b>ALL OTHER O&amp;M</b>				
Contract Labor	414,472	425,000	430,195	425,000
Rentals	32,570			18,000
Solid Waste Disposal Charges	431,844	455,000	407,290	445,000
	<u>878,886</u>	<u>880,000</u>	<u>837,485</u>	<u>888,000</u>
<b>SUB-TOTAL</b>	<u>3,135,447</u>	<u>3,498,984</u>	<u>3,391,898</u>	<u>4,068,360</u>
<b>RESIDENTIAL - AUTOMATED</b>				
<b>PERSONAL SERVICES</b>	<u>729,399</u>	<u>848,683</u>	<u>655,554</u>	<u>807,850</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	504,141	545,235	544,405	560,737
Gasoline - Fleet Management	147,536	281,443	281,443	295,515
Maintenance - Fleet Management	333,355	455,845	448,010	461,450
	<u>985,032</u>	<u>1,282,523</u>	<u>1,273,858</u>	<u>1,317,702</u>
<b>ALL OTHER O&amp;M</b>				
Solid Waste Disposal Charges	971,017	895,000	908,195	953,605
	<u>971,017</u>	<u>895,000</u>	<u>908,195</u>	<u>953,605</u>
<b>SUB-TOTAL</b>	<u>2,685,449</u>	<u>3,026,206</u>	<u>2,837,607</u>	<u>3,079,157</u>

## SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>COMMERCIAL</b>				
<b>PERSONAL SERVICES</b>	717,821	806,689	657,591	768,843
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	530,630	562,651	568,854	579,528
Gasoline - Fleet Management	207,576	369,406	369,406	344,105
Maintenance - Fleet Management	648,802	443,361	540,873	505,852
	<u>1,387,008</u>	<u>1,375,418</u>	<u>1,479,133</u>	<u>1,429,485</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	45,102	75,000	75,000	85,000
Solid Waste Disposal Charges	1,503,189	1,455,000	1,373,139	1,445,000
Equipment - Noncapital	141,653	81,500	81,500	100,000
	<u>1,689,943</u>	<u>1,611,500</u>	<u>1,529,639</u>	<u>1,630,000</u>
<b>SUB-TOTAL</b>	<u>3,794,771</u>	<u>3,793,607</u>	<u>3,666,363</u>	<u>3,828,328</u>
<b>ROLL-OFF</b>				
<b>PERSONAL SERVICES</b>	272,219	284,923	264,719	309,497
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	93,259	71,448	96,171	99,056
Gasoline - Fleet Management	62,345	118,705	118,705	124,640
Maintenance - Fleet Management	108,213	103,207	135,996	140,076
	<u>263,817</u>	<u>293,360</u>	<u>350,872</u>	<u>363,772</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	10,000	50,000	20,000	20,300
Leases		11,160	11,160	11,327
Solid Waste Disposal Charges	369,157	415,000	380,243	399,255
	<u>379,157</u>	<u>476,160</u>	<u>411,403</u>	<u>430,882</u>
<b>CAPITAL EQUIPMENT</b>				
Equipment - Capital	29,892	35,000	65,000	65,975
	<u>29,892</u>	<u>35,000</u>	<u>65,000</u>	<u>65,975</u>
<b>SUB-TOTAL</b>	<u>945,085</u>	<u>1,089,443</u>	<u>1,091,994</u>	<u>1,170,126</u>
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	117,178		118,615	119,969
	<u>117,178</u>		<u>118,615</u>	<u>119,969</u>

## SOLID WASTE

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Emergency Manager	4,157	4,306		4,201
Solid Waste Renovation, Demo & Addition		7,188	7,188	7,500
GPS Units and Access Charges	9,768	55,940	55,940	111,704
Environmental Code Enforcement Officer	18,289	18,840	18,840	18,701
Cart Replacement	186,215	126,576	126,575	126,000
Solid Waste/Lakes - 305 Eastside Property	26,087	46,035	46,035	30,000
Automated Truck Wash System		205,475	205,475	
GPS Units and Access Charges	4,400	40,832	40,832	10,000
	<u>248,915</u>	<u>505,192</u>	<u>500,885</u>	<u>308,106</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	1,606,833	2,685,083	2,685,083	1,664,640
Transfer To Fleet Mgmt Reserve	301,160	90,000	90,000	
Transfer To Information Technology	46,098	46,098	46,098	46,098
Transfer To IT Equip Replacement Fund	400			
	<u>1,954,491</u>	<u>2,821,181</u>	<u>2,821,181</u>	<u>1,710,738</u>
<b>GRAND TOTAL</b>	<b><u>17,387,204</u></b>	<b><u>19,515,931</u></b>	<b><u>19,100,392</u></b>	<b><u>18,790,603</u></b>



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**REVENUE AND EXPENDITURE SUMMARY  
WASTEWATER UTILITY OPERATING FUND**

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	4,452,550	5,481,011	4,682,869	5,541,562
Fringe Benefits	1,336,986	2,143,907	1,459,129	1,976,002
<b>Total Personnel</b>	<u>5,789,536</u>	<u>7,624,918</u>	<u>6,141,998</u>	<u>7,517,564</u>
<b>Non-Personnel</b>				
Utilities	1,928,180	1,958,876	1,998,979	2,057,159
Professional and Contractual	459,089	685,159	443,704	769,373
Insurance and Fixed Charges	645,623	676,143	676,000	633,054
Internal Service Charges	4,544,345	5,259,292	4,999,134	5,677,599
All Other Operations & Maintenance	1,452,747	2,386,723	2,248,428	2,669,595
Debt Service	3,873,728	3,814,906	4,058,843	4,450,793
Capital Outlay		634,400	427,900	700,000
Maintenance Projects	2,356,931	3,297,116	2,821,331	2,915,479
<b>Total Non-Personnel</b>	<u>15,260,643</u>	<u>18,712,615</u>	<u>17,674,319</u>	<u>19,873,052</u>
<b>Total Expenditures</b>	<u>21,050,179</u>	<u>26,337,533</u>	<u>23,816,317</u>	<u>27,390,616</u>
<b>Transfers</b>				
Cost Allocations and Recoveries		(52,127)		
Transfers Out	11,524,571	11,812,209	11,812,209	17,300,236
<b>Net Transfers</b>	<u>(11,524,571)</u>	<u>(11,760,082)</u>	<u>(11,812,209)</u>	<u>(17,300,236)</u>
<b>Revenue Sources</b>				
Charges for Services	37,442,765	31,402,439	35,678,519	37,071,396
Interest Income	1,132,710	255,000	600,000	400,000
All Other Revenue	5,597,668	3,200	6,245	4,000
<b>Total Revenue</b>	<u>44,173,143</u>	<u>31,660,639</u>	<u>36,284,764</u>	<u>37,475,396</u>
<b>Funding to be Provided</b>	<u>(11,598,393)</u>	<u>6,436,976</u>	<u>(656,238)</u>	<u>7,215,456</u>



## WASTEWATER UTILITY OPERATING FUND

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>				
<b>FEDERAL GRANTS</b>				
Federal Grant		17,800,000	17,800,000	
		17,800,000	17,800,000	
<b>TOTAL INTERGOVERNMENTAL</b>		17,800,000	17,800,000	
<b>CHARGES FOR SERVICES</b>				
<b>OTHER CHARGES FOR SERVICES</b>				
Wastewater Service Charges	32,454,667	27,456,200	31,000,000	33,100,000
Pretreatment Surcharge	4,127,388	3,318,000	4,100,000	3,500,000
CDBG Fund - WW Service	99	102	100	80
HOME Fund - WW Service	66		100	80
SHIP Fund - WW Service	156		100	80
Wastewater Re-use water charges	335,939	255,000	89,691	80,000
General Fund -WW Service	232,275	180,000	233,000	190,000
Fleet Mgmt-WW Service	3,683	3,111	3,089	3,000
Purchasing-WW Service	810	700	816	700
RP Funding Center-WW Service	22,640	23,000	18,761	20,000
Airport-WW Service	53,889	46,000	55,007	48,000
Parking System-WW Service	9,096	7,000	10,000	9,000
Electric Utilities-WW Service	38,735	40,000	38,000	38,000
Solid Waste - WW Service	12,105	10,000	10,100	10,000
Water Utilities - WW Service	5,420	4,000	7,000	6,000
Facilities & Construction Management - WW Service	1,686	1,020	943	1,000
Information Technology - WW Service	4,375	4,200	1,720	1,600
Stormwater Utility - WW Service	32	25	34	25
Self Insurance Fund - WW Service	77	65	101	65
Downtown CRA - WW Service	20	15	21	15
Connection Fees	135,210	51,000	105,741	60,000
WW Service - Dixieland CRA	3	1	3	1
WW Service Mid-Town CRA	3,478	3,000	3,372	3,000
Building Inspection Fund - WW Service	777		820	750
WW Lift Station Maintenance	139			
	37,442,765	31,402,439	35,678,519	37,071,396
<b>TOTAL CHARGES FOR SERVICES</b>	37,442,765	31,402,439	35,678,519	37,071,396
<b>FINES AND FORFEITS</b>				
Bad Check Charges	4,582	3,200	5,000	4,000
Penalties on Assessments	1,916		1,245	
<b>TOTAL FINES AND FORFEITS</b>	6,498	3,200	6,245	4,000

**WASTEWATER UTILITY  
OPERATING FUND**

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>MISCELLANEOUS REVENUES</b>				
<b>OTHER</b>				
Insurance Proceeds - Workers Comp Claims	727			
All Other Misc Revenue	42			
Refund of Prior Year Expenses	568			
MSBU Assessment - Skyview SRL Debt Service	140,370			
	<u>141,707</u>			
<b>CONTRIBUTIONS &amp; DONATIONS</b>				
Contribution from Developers - Pump Stations	800,155			
Contribution from Developers - Sewer Lines	4,649,309			
	<u>5,449,463</u>			
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	824,986	255,000	600,000	400,000
Interest on Deposits	(29,331)			
Market Value Restatement	(406,074)			
	<u>389,581</u>	<u>255,000</u>	<u>600,000</u>	<u>400,000</u>
<b>TOTAL MISCELLANEOUS REVENUE</b>	<u>5,980,751</u>	<u>255,000</u>	<u>600,000</u>	<u>400,000</u>
<b>SUB-TOTAL</b>	43,430,014	49,460,639	54,084,764	37,475,396
<b>PRIOR YEAR SURPLUS</b>	<u>(10,855,264)</u>	<u>6,476,771</u>	<u>(616,443)</u>	<u>7,215,456</u>
<b>TOTAL REVENUES</b>	<u><u>32,574,750</u></u>	<u><u>55,937,410</u></u>	<u><u>53,468,321</u></u>	<u><u>44,690,852</u></u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	22,480	34,956	30,490	21,415
<b>INSURANCE</b>				
Insurance - Position Bond		684	651	587
Self-Insurance Services	335,461	383,794	383,794	227,418
Insurance - Excess Liability (Auto, General)	25,341	28,447	28,423	33,517
	<u>360,802</u>	<u>412,925</u>	<u>412,868</u>	<u>261,522</u>
<b>INTER-CITY SERVICES</b>				
Purchasing & Stores Service	100,439	103,886	103,886	92,569
General Fund Services	922,328	1,078,329	1,078,329	1,102,716
Utility Billing Service	447,554	447,600	447,600	469,728
Intra-Departmental Charges - Telephone	4,669			
Intra-Departmental Charges - Radios	1,135			
Allocation Shared Cost - Water Utilities	503,991	652,219	634,505	688,829
Intra-Departmental Charges - Training Ctr	4,403	5,222	5,222	4,998
Intra-Departmental Charges - IT Operations - GIS	193,933	152,162	152,162	236,738
Intra-Departmental Charges - IT Operations - Application Dev	530,130	501,274	501,274	673,508
	<u>2,708,582</u>	<u>2,940,692</u>	<u>2,922,978</u>	<u>3,269,086</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	193	6,748		
Banking Service	4,024	3,488	3,465	4,144
Annual Audit	16,292	14,499	14,099	16,781
Telephone Communications	(14)	500	500	513
All Other Sundry Charges		2,496	1,250	1,276
Licenses & Permits	525	965	1,000	1,025
Bad Debt Expense	34,878	80,000	80,000	82,000
All Other Materials & Supplies	(2,637)			
Material		35	35	36
	<u>53,260</u>	<u>108,731</u>	<u>100,349</u>	<u>105,775</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Emergency Manager	5,984	6,393		6,365
LAL Today	400			
Wastewater Impact Fee Study		11,800	11,800	
Safety Incentive Prgm	633	3,863	3,863	3,863
Nitrogen Credits towards TMDL/BMAP		175,000	175,000	175,000
Southwest Lakeland Capacity Study		75,000	75,000	75,000
Rates & Fees Study	12,800	36,848	36,000	36,000
Annual Bond Holders Report	12,520	20,300	20,300	12,520
	32,337	329,204	321,963	308,748
<b>SUB-TOTAL</b>	3,177,461	3,826,508	3,788,648	3,966,546
<b>ENGINEERING</b>				
<b>ALLOCATIONS</b>				
Allocation Shared Cost - Water Utilities	547,583	777,590	737,809	785,963
	547,583	777,590	737,809	785,963
<b>SPECIAL PROJECTS</b>				
Regional Biosolids Study	8,067	46,933	46,933	
	8,067	46,933	46,933	
<b>SUB-TOTAL</b>	555,650	824,523	784,742	785,963
<b>GLENDALE TREATMENT PLANT</b>				
<b>PERSONAL SERVICES</b>	1,635,256	1,728,879	1,579,325	1,757,415
<b>INSURANCE</b>				
Insurance - Fire	273,835	252,908	252,908	358,124
Insurance Consultant	10,986	10,310	10,224	13,408
	284,821	263,218	263,132	371,532
<b>UTILITIES</b>				
Water Service	23,319	22,916	25,129	25,757
Stormwater Service	5,949	6,246	6,246	6,558
Electric Service	741,246	750,987	752,433	775,006
Solid Waste Service	27,780	34,759	33,632	33,632
Solid Waste Service - Recycling	510	510	510	510
	798,803	815,418	817,950	841,463
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	12,900	13,686	13,680	14,097
Gasoline - Fleet Management	2,771	12,033	4,217	18,418
Maintenance - Fleet Management	11,532	11,528	7,074	11,228
Intra-Departmental Charges - PC & Network Support	29,281	26,502	14,652	28,647
Intra-Departmental Charges - Telephone	5,518	5,440	5,440	7,049

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Intra-Departmental Charges - Radios	8,511	7,693	7,693	8,845
Intra-Departmental Charges - Facilities	55,492	48,286	48,286	57,240
Intra-Departmental Charges - Janitorial	55,849	45,223	45,223	51,572
Intra-Departmental Charges - IT Operations - Network Support	18,514	16,965	9,054	23,571
	<u>200,367</u>	<u>187,356</u>	<u>155,319</u>	<u>220,667</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	128,553	173,718	130,000	150,000
Advertising	465			
Sludge Disposal	48,750	103,500	50,000	300,000
Rentals	3,200			
Maintenance Of Facilities	2,202	10,000	5,000	5,000
Repair Of Equipment	37,505	123,653	80,000	92,012
Postage & Mailing	23	150	30	50
Subscription & Membership	39	800	300	500
Telephone Communications	3,268	3,500	3,300	3,500
Training	16,242	6,900	6,000	15,000
All Other Sundry Charges	367			
Software License & Maintenance	240	2,750	2,500	2,000
Licenses & Permits	11,951	12,000	12,000	12,000
Auto/Heavy Equipment Fuel	637	154,079	367,226	1,000
Office Supplies	2,459	2,500	1,400	1,500
All Other Materials & Supplies	3,736	8,000	2,000	3,000
Uniforms	5,746	3,500	1,500	4,000
Cleaning & Janitor Supply	54			
Chemicals	9,903	6,000	4,000	4,000
Tools & Implements	6,589	19,000	2,500	4,000
Laboratory Supplies	24,194	25,000	25,000	30,000
Material	20,480	20,000	20,000	22,000
Chemicals - Effluent Disinfection	158,003	377,437	335,000	772,000
Chemicals - Odor - Corrosion Control	17,717	85,300	32,000	35,000
Chemicals - Sludge Thickening	34,683	82,342	90,000	90,000
Chemicals - Sludge Bacterial Control				4,000
	<u>537,005</u>	<u>1,220,129</u>	<u>1,169,756</u>	<u>1,550,562</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Glendale Door Repairs	11,904			
Maintenance General Support	575,871	572,598	451,098	575,359
Operators Training Program		7,575	5,000	7,575
Glendale Sludge Dewatering	506,046	647,552	600,000	657,265
Warranty for Glendale Blower System	35,024			
ARC Flash Study	9,620			
Glendale Lab Building Addition	3,828	6,839	6,839	
Glendale Digester #1 Cleaning		25,289	21,000	23,638
Glendale Risk Management Manual Review	5,796			
Trickling Filter Influent Line Repair	38,720			
CoGen PM Service	9,182	25,000	25,000	25,000
Biosolids Equipment Failure-Hauling		250,000		300,000
	<u>1,195,991</u>	<u>1,534,853</u>	<u>1,108,937</u>	<u>1,588,837</u>
<b>SUB-TOTAL</b>	<u>4,652,243</u>	<u>5,749,853</u>	<u>5,094,419</u>	<u>6,330,476</u>
<b>NORTHSIDE TREATMENT PLANT</b>				
<b>PERSONAL SERVICES</b>	<u>835,047</u>	<u>937,276</u>	<u>927,474</u>	<u>932,840</u>
<b>UTILITIES</b>				
Water Service	12,751	13,527	12,175	12,479
Stormwater Service	1,812	1,903	1,902	1,997
Electric Service	415,946	404,272	454,703	468,344
Solid Waste Service	1,637	3,137	2,990	2,990
	<u>432,146</u>	<u>422,839</u>	<u>471,770</u>	<u>485,810</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	9,480	10,731	9,921	11,054
Gasoline - Fleet Management	7,801	10,218	2,899	2,995
Maintenance - Fleet Management	10,705	7,109	3,274	7,296
Intra-Departmental Charges - PC & Network Support	7,326	6,895	6,579	6,613
Intra-Departmental Charges - Telephone	2,971	2,720	2,720	3,021
Intra-Departmental Charges - Radios	1,702	1,442	1,442	1,769
Intra-Departmental Charges - Facilities	9,471	8,241	8,241	9,769
Intra-Departmental Charges - Janitorial	8,331	6,746	6,746	7,693
Intra-Departmental Charges - IT Operations - Network Support	6,240	5,687	5,403	7,415
	<u>64,027</u>	<u>59,789</u>	<u>47,225</u>	<u>57,625</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	27,490	68,000	29,000	30,000
Rentals		4,900		
Repair Of Equipment	22,455	48,400	25,000	80,000
Telephone Communications	1,632	1,500	1,500	1,500
Training	690	3,000	1,500	7,000
Licenses & Permits	1,605	4,000	500	4,000
Office Supplies	1,111	5,500	400	500
All Other Materials & Supplies	6,187	6,000	2,000	3,000
Uniforms	484	2,000	700	1,500
Cleaning & Janitor Supply	54	300	100	200
Chemicals	852	2,000	500	500
Tools & Implements	91	2,000	1,500	1,500
Laboratory Supplies	18,699	21,500	14,000	24,080
Material	1,029	4,000	1,100	2,060
Chemicals - Effluent Disinfection	47,175	110,291	85,000	217,820
Chemicals - Odor - Corrosion Control	859	9,061	6,500	9,000
Chemicals - Sludge Thickening	25,760	63,125	45,000	55,000
	156,174	355,577	214,300	437,660
<b>SPECIAL PROJECTS</b>				
Repair Clarifiers	54,543	70,457	68,000	
IR Study	7,250			
Maintenance General Support	226,328	291,432	220,393	295,046
Repair Northside Effluent Pumps		57,468		
Northside CROM Tank Painting	10,455			
Sludge Holding Tank Aeration System Study	13,975			
Aeration Basin Outfall Cleaning		40,000		
Centrifuge Rental and Sludge Hauling		49,100		
	312,551	508,457	288,393	295,046
<b>SUB-TOTAL</b>	1,799,943	2,283,938	1,949,162	2,208,981

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>WESTSIDE TREATMENT PLANT</b>				
<b>UTILITIES</b>				
Water Service	35,864	41,835	33,824	34,670
Electric Service	341,496	358,901	364,212	375,138
Solid Waste Service	1,637	1,637	1,637	1,637
	378,997	402,373	399,673	411,445
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	8,194	8,189	8,424	8,435
Gasoline - Fleet Management	7,129	17,490	3,387	18,510
Maintenance - Fleet Management	5,761	9,128	2,102	9,296
Intra-Departmental Charges - PC & Network Support	4,570	4,290	4,000	3,105
Intra-Departmental Charges - Telephone	1,273	1,165	1,165	1,511
Intra-Departmental Charges - IT Operations - Network Support	2,777	2,545	2,328	2,619
	29,704	42,807	21,406	43,476
<b>ALL OTHER O&amp;M</b>				
Contractual Services	7,042	8,500	7,000	7,000
All Other Materials & Supplies	87	1,000	300	300
Chemicals	998			
Tools & Implements	36	250		
Material		1,550		
	8,163	11,300	7,300	7,300
<b>SPECIAL PROJECTS</b>				
Maintenance General Support	33,420	72,362	39,862	77,507
	33,420	72,362	39,862	77,507
<b>SUB-TOTAL</b>	450,284	528,842	468,241	539,728



## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>PRETREATMENT PROGRAM</b>				
<b>PERSONAL SERVICES</b>	100,331	256,607	136,135	179,829
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	4,324	5,267	3,928	13,070
Gasoline - Fleet Management	3,103	10,215	9,046	17,822
Maintenance - Fleet Management	1,539	5,798	4,970	9,728
Fleet Mgmt Charges Recoveries				(12,000)
Intra-Departmental Charges - PC & Network Support	6,916	6,420	6,548	7,457
Intra-Departmental Charges - Telephone	1,273	1,165	1,165	1,511
Intra-Departmental Charges - Radios	3,404	2,885	2,885	3,538
Intra-Departmental Charges - IT Operations - Network Support	3,703	3,393	3,326	5,238
	<u>24,263</u>	<u>35,143</u>	<u>31,868</u>	<u>46,364</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	11,374	9,000	10,000	10,000
Advertising	173	200	200	200
Repair Of Equipment	79			
Subscription & Membership				150
Telephone Communications	1,845	1,800		
Travel		500		
Training	2,170	3,200	2,000	2,000
Office Supplies	659	300	300	300
Equipment - Noncapital	1,533	1,000	3,000	3,000
Uniforms	686	1,800	1,800	1,800
Tools & Implements	31	300	300	300
Material	588	4,400	1,400	1,400
	<u>19,138</u>	<u>22,500</u>	<u>19,000</u>	<u>19,150</u>
<b>SPECIAL PROJECTS</b>				
Reimbursable Sampling Analysis	17,233	12,000	12,000	3,000
Maintenance General Support	3,378	7,900	9,900	9,750
	<u>20,611</u>	<u>19,900</u>	<u>21,900</u>	<u>12,750</u>
<b>SUB-TOTAL</b>	<u>164,343</u>	<u>334,150</u>	<u>208,903</u>	<u>258,093</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>WETLANDS MANAGEMENT</b>				
<b>PERSONAL SERVICES</b>	406,891	597,339	377,716	582,100
<b>UTILITIES</b>				
Electric Service - TECO	7,916	10,000	10,000	10,000
	7,916	10,000	10,000	10,000
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	66,530	68,747	67,000	91,499
Gasoline - Fleet Management	4,517	11,532	8,897	14,843
Maintenance - Fleet Management	37,410	30,856	30,000	34,896
Fleet Mgmt Charges Recoveries			(1,300)	(1,300)
Intra-Departmental Charges - PC & Network Support	10,803	9,686	9,805	11,501
Intra-Departmental Charges - Telephone	2,547	2,332	2,332	3,021
Intra-Departmental Charges - Radios	2,837	2,404	2,404	2,948
Intra-Departmental Charges - IT Operations - Network Support	6,480	5,938	5,820	9,167
	131,124	131,495	124,958	166,575
<b>ALL OTHER O&amp;M</b>				
Contractual Services	24,380	40,500	40,500	40,108
Rentals	272	760	760	760
Maintenance Of Facilities	685	4,640	4,640	4,709
Repair Of Equipment	5,912	5,500	5,000	5,000
Subscription & Membership	250	300	300	300
Telephone Communications	1,462	1,300	1,300	1,300
Travel		500	500	500
Training	433	2,600	2,600	2,600
All Other Sundry Charges	139	100	100	100
Software License & Maintenance	240		240	240
Licenses & Permits		200	100	100
Auto/Heavy Equipment Fuel	4,931	4,273	6,522	2,814
Office Supplies	645	700	700	710
Equipment - Noncapital	3,641	2,114	4,114	4,206
All Other Materials & Supplies	5,815	2,900	4,500	4,567
Uniforms	622	2,150	2,150	2,150
Construction Material		500	500	500
Chemicals	3,929	4,120	4,120	4,181
Tools & Implements	1,126	2,190	2,190	2,190
Laboratory Supplies	3,031	5,000	5,000	5,000
Material	4,082	4,800	3,300	3,349
	61,592	85,147	89,136	85,384

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Wetlands Environmental Outreach Program	1,767	3,500	3,500	3,500
Summer College Intern		5,300	5,300	5,300
Wetlands Algae Solids		30,000	30,000	
Mowing Services - Reimbursable	13,315	39,500	24,668	(33,500)
Maintenance General Support	7,731	27,800	27,800	48,200
Invasive Species Signage Seven Wetlands Donation Funded	(905)	905	905	905
Reuse Water Study	22,832	75,168	75,168	
	<u>44,740</u>	<u>182,173</u>	<u>167,341</u>	<u>24,405</u>
<b>SUB-TOTAL</b>	<u>652,262</u>	<u>1,006,154</u>	<u>769,151</u>	<u>868,464</u>
<b>LABORATORY ANALYSIS</b>				
<b>PERSONAL SERVICES</b>	<u>335,404</u>	<u>371,532</u>	<u>397,516</u>	<u>434,973</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	8,000	7,613	5,760	7,368
Intra-Departmental Charges - Telephone	1,698	1,555	1,555	1,511
Intra-Departmental Charges - IT Operations - Network Support	6,331	5,938	5,816	6,548
	<u>16,029</u>	<u>15,106</u>	<u>13,131</u>	<u>15,427</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	15,462	40,000	45,000	41,000
Rentals	107		111	
Repair Of Equipment	2,101	8,000	8,000	10,250
Subscription & Membership	1,200			
Training	380	2,000	2,000	2,050
Office Supplies	752	500	500	513
Equipment - Noncapital		2,000	2,000	2,050
All Other Materials & Supplies	7			
Laboratory Supplies	65,989	80,000	70,000	82,000
Material	7,064	10,000	10,000	10,250
	<u>93,061</u>	<u>142,500</u>	<u>137,611</u>	<u>148,113</u>
<b>SPECIAL PROJECTS</b>				
Lab Analysis Reimbursement	(25)			
	<u>(25)</u>			
<b>SUB-TOTAL</b>	<u>444,470</u>	<u>529,138</u>	<u>548,258</u>	<u>598,513</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>MAINTENANCE SUPPORT</b>				
<b>PERSONAL SERVICES</b>	238,664	727,577	315,809	390,305
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	21,638	45,584	33,324	79,300
Gasoline - Fleet Management	12,465	31,428	26,060	40,451
Maintenance - Fleet Management	10,257	27,888	8,293	44,320
Fleet Mgmt Charges Recoveries				(64,800)
Intra-Departmental Charges - PC & Network Support	16,164	14,960	15,308	17,293
Intra-Departmental Charges - Telephone	849	777	777	1,007
Intra-Departmental Charges - IT Operations - Network Support	9,257	8,482	8,314	13,095
	<u>70,630</u>	<u>129,119</u>	<u>92,076</u>	<u>130,666</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	12,331	13,000	13,000	13,000
Contract Labor	211	2,400	2,500	2,500
Rentals	668	2,500	2,400	2,400
Repair Of Equipment	144	2,000	2,000	2,000
Telephone Communications	5,156	5,000	5,000	5,000
Training			5,000	5,000
Licenses & Permits		285		285
Auto/Heavy Equipment Fuel	17			
Office Supplies	127	500	500	500
All Other Materials & Supplies	60	500	200	200
Uniforms	4,738	11,120	11,120	11,120
Tools & Implements	7,896	7,700	9,000	9,000
Material	12,834	9,000	9,000	9,000
Meal Allowance	6	100	55	55
	<u>44,189</u>	<u>54,105</u>	<u>59,775</u>	<u>60,060</u>
<b>SUB-TOTAL</b>	<u>353,483</u>	<u>910,801</u>	<u>467,660</u>	<u>581,031</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>WASTEWATER COLLECTION ADMINISTRATION</b>				
<b>PERSONAL SERVICES</b>	621,930	773,435	653,016	1,015,882
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	10,731	11,440	11,217	11,783
Gasoline - Fleet Management	1,007	1,783	1,606	1,605
Maintenance - Fleet Management	10,637	11,512	14,542	11,028
Fleet - New Equip - O&M Charges				5,700
Intra-Departmental Charges - PC & Network Support	24,031	21,130	16,630	25,269
Intra-Departmental Charges - Telephone	3,396	6,995	6,995	8,560
Intra-Departmental Charges - Radios	2,269	2,885	2,885	4,127
Intra-Departmental Charges - IT New Equip O&M Charges				2,003
Intra-Departmental Charges - IT Operations - Network Support	16,867	15,362	11,282	23,553
	<u>68,939</u>	<u>71,107</u>	<u>65,157</u>	<u>93,628</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	20,703	30,000	32,000	38,400
Repair Of Equipment	474	2,100	2,100	2,100
Postage & Mailing	450	750	2,250	2,250
Subscription & Membership	203	475	475	475
Telephone Communications	2,585	3,600	3,600	3,600
Training		400	3,000	3,000
All Other Sundry Charges	505	900	800	800
Software License & Maintenance				2,800
Office Supplies	2,580	3,450	3,000	3,000
Equipment - Noncapital	415	200	400	3,300
All Other Materials & Supplies		100	100	100
Uniforms	434	1,200	1,200	1,200
Material	1,208	3,500	2,500	2,500
	<u>29,559</u>	<u>46,675</u>	<u>51,425</u>	<u>63,525</u>
<b>SPECIAL PROJECTS</b>				
Hepatitis Vaccination Program		3,850	3,850	3,850
Maintenance General Support	6,180	8,400	7,900	8,400
	<u>6,180</u>	<u>12,250</u>	<u>11,750</u>	<u>12,250</u>
<b>SUB-TOTAL</b>	<u>726,608</u>	<u>903,467</u>	<u>781,348</u>	<u>1,185,285</u>

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SEWAGE PUMPING STATIONS</b>				
<b>PERSONAL SERVICES</b>	416,294	627,634	471,085	526,175
<b>UTILITIES</b>				
Water Service	27,572	28,866	26,563	27,227
Electric Service	282,746	279,380	273,023	281,214
	310,318	308,246	299,586	308,441
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	37,839	57,778	31,379	65,838
Gasoline - Fleet Management	19,743	38,994	33,160	58,904
Maintenance - Fleet Management	32,379	54,096	24,451	44,495
Fleet Mgmt Charges Recoveries				(27,000)
Fleet - New Equip - O&M Charges				5,700
Intra-Departmental Charges - PC & Network Support	6,854	6,351	6,473	7,388
Intra-Departmental Charges - Radios	9,645	8,174	8,174	10,024
Intra-Departmental Charges - IT New Equip O&M Charges				986
Intra-Departmental Charges - IT Operations - Network Support	3,703	3,393	3,325	5,238
	110,162	168,786	106,962	171,573
<b>ALL OTHER O&amp;M</b>				
Contractual Services	32,916	30,000	30,000	30,000
Contract Labor	26,507	30,000		
Utility Service-Polk County	131	240	240	240
Rentals	107	500	500	500
Maintenance Of Facilities		1,000	1,000	1,500
Repair Of Equipment	174,272	186,000	186,000	186,000
Telephone Communications	2,405	2,500	2,500	2,500
Training			2,000	2,000
All Other Sundry Charges		500	400	
Licenses & Permits	83	150	180	190
Auto/Heavy Equipment Fuel	10,042	12,041	3,260	12,500
Office Supplies	148	400	400	400
Equipment - Noncapital	315	1,000	1,000	3,900
All Other Materials & Supplies	2,325	1,500	1,500	1,500
Uniforms	1,400	7,000	7,000	7,435
Chemicals	354,000	382,000	382,000	410,000
Tools & Implements	810	1,500	1,500	1,500
Material	49,833	49,500	49,500	50,000
Meal Allowance	171	500	500	500
	655,465	706,331	669,480	710,665

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
L0140 Bentley Pines Pump Replacement	14,324			
Master Pump Station Rebuilds		57,000	62,000	62,000
Maintenance General Support	371,383	394,400	303,954	386,500
Lift Station Generator Maintenance	241,824	264,000	280,500	280,500
Pump Station Grinder Repairs	15,744	9,000	4,000	4,000
Other Dept Owned Lift Stations	147	500	1,000	1,186
	<u>643,422</u>	<u>724,900</u>	<u>651,454</u>	<u>734,186</u>
<b>SUB-TOTAL</b>	<u>2,135,661</u>	<u>2,535,897</u>	<u>2,198,567</u>	<u>2,451,040</u>
<b>SEWER LINE MAINTENANCE</b>				
<b>PERSONAL SERVICES</b>	<u>946,307</u>	<u>1,288,620</u>	<u>1,010,994</u>	<u>1,305,971</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	206,649	232,537	220,981	244,281
Gasoline - Fleet Management	46,767	102,793	87,417	89,316
Maintenance - Fleet Management	87,633	122,468	124,920	124,899
Fleet Mgmt Charges Recoveries				(8,200)
Intra-Departmental Charges - PC & Network Support	15,933	14,707	15,015	17,040
Intra-Departmental Charges - Telephone	424	388	388	504
Intra-Departmental Charges - Radios	10,212	8,655	8,655	10,613
Intra-Departmental Charges - IT Operations - Network Support	8,331	9,084	7,483	11,786
	<u>375,949</u>	<u>490,632</u>	<u>464,859</u>	<u>490,239</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	50,156	62,166	12,000	28,000
Contract Labor	31,353	48,200	24,000	57,000
Rentals	1,179	4,600	4,600	4,600
Repair Of Equipment	844	5,500	5,500	5,500
Telephone Communications	6,931	7,000	7,000	7,000
Training		1,000	3,000	3,000
All Other Sundry Charges		400	500	500
Licenses & Permits		800	180	190
Solid Waste Disposal Charges	7,973	12,000	12,000	12,000
Auto/Heavy Equipment Fuel	351	616	360	349
Office Supplies	436	500	600	500
Equipment - Noncapital		5,000	1,000	1,000
All Other Materials & Supplies	2	100		
Uniforms	2,870	8,205	6,900	7,335
Construction Material	8,720	6,000	4,000	4,000
Chemicals	5	5,000	5,000	5,000
Tools & Implements	5,119	5,000	5,000	5,000
Material	64,559	85,027	57,000	57,000

## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
Meal Allowance	550	1,300	660	600
Recoveries-From Outside City		(52,127)		
	<u>181,048</u>	<u>206,287</u>	<u>149,300</u>	<u>198,574</u>
<b>SPECIAL PROJECTS</b>				
Utility Relocation Engineering & Surveying		35,000	45,000	45,000
Root Treatment Of Sewer System	36,209	40,000	40,000	40,000
Manhole Adjustments	1,479	10,334	44,550	44,500
System Maintenance & Repairs - Reimbursable	(961)	3,150	3,150	3,150
Maintenance General Support	19,180	17,600	19,100	19,100
City Support	3,731	10,000	10,998	10,000
	<u>59,638</u>	<u>116,084</u>	<u>162,798</u>	<u>161,750</u>
<b>SUB-TOTAL</b>	<u>1,562,942</u>	<u>2,101,623</u>	<u>1,787,951</u>	<u>2,156,534</u>
<b>WASTEWATER TREATMENT OPERATIONS SUPPORT</b>				
<b>PERSONAL SERVICES</b>	<u>230,932</u>	<u>281,063</u>	<u>242,438</u>	<u>370,659</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	60,722	69,703	63,942	64,268
Gasoline - Fleet Management	47,264	89,731	64,468	69,664
Maintenance - Fleet Management	83,468	45,683	82,447	46,275
Intra-Departmental Charges - PC & Network Support	2,547	3,375	2,385	2,894
Intra-Departmental Charges - Radios	1,134	481	481	590
Intra-Departmental Charges - IT Operations - Network Support	1,851	697	1,663	2,619
	<u>196,986</u>	<u>209,670</u>	<u>215,386</u>	<u>186,310</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	583	1,000	700	1,000
Maintenance Of Facilities		5,000	500	5,000
Repair Of Equipment	2,033	11,000	3,000	11,000
Training	6,485	1,800	1,500	2,000
All Other Sundry Charges	7,150	10,000	6,000	10,000
Licenses & Permits		250		
Office Supplies	99			
Equipment - Noncapital	963		2,500	2,500
All Other Materials & Supplies	444	700	600	700
Uniforms	39	1,200	400	1,000
Tools & Implements	1,861	5,300	2,500	4,000
Material	5,120	24,223	7,000	15,000
	<u>24,776</u>	<u>60,473</u>	<u>24,700</u>	<u>52,200</u>
<b>SUB-TOTAL</b>	<u>452,694</u>	<u>551,206</u>	<u>482,524</u>	<u>609,169</u>



## WASTEWATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>NON-DEPARTMENTAL</b>				
<b>OTHER OPERATING</b>				
Increase/Decrease In Inventory	41,238			
Contingency		384,400	427,900	400,000
Loss On Disposal of Fixed Assets	7,170			
	<u>48,407</u>	<u>384,400</u>	<u>427,900</u>	<u>400,000</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	4,672,338	4,812,209	4,812,209	4,850,236
Transfer To Wastewater R&R	6,850,000	7,000,000	7,000,000	12,450,000
Transfer To IT Equip Replacement Fund	2,233			
	<u>11,524,571</u>	<u>11,812,209</u>	<u>11,812,209</u>	<u>17,300,236</u>
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	222,785		225,518	228,094
2002 Wastewater Bonds	(252,839)			
Skyview Wastewater Upgrades	16,066			
Skyview Wastewater Upgrades	125,572			
Skyview Wastewater Upgrades		78,429	78,429	78,429
FDEP West LkInD Wasteload Reduction Facility FY04	254,157			
FDEP West LkInD Wasteload Reduction Facility FY04	993,279			
FDEP West LkInD Wasteload Reduction Facility FY04		1,220,620	1,220,620	1,220,620
FDEP Glendale Class A Sludge Stabilization	100,824			
FDEP Glendale Class A Sludge Stabilization	612,505			
FDEP Glendale Class A Sludge Stabilization		712,283	712,283	712,283
English Oaks Accommodations (E.O. 1)	26,107			
English Oaks Accommodations (E.O. 1)	154,532			
English Oaks Accommodations (E.O. 1)		180,100	180,100	180,101
FDEP Chlorine Contact Chamber	6,363			
FDEP Chlorine Contact Chamber	31,486			
FDEP Chlorine Contact Chamber		37,388	37,388	37,388
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	127,119			
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	441,184			
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)		547,925	547,925	547,926
Energy Efficiencies / Digestion System Improvements (SRL)	243,886			
Energy Efficiencies / Digestion System Improvements (SRL)	359,012			
Energy Efficiencies / Digestion System Improvements (SRL)		602,138	602,138	602,139
Glendale Aeration System Upgrades (Trane project)	411,101	407,268	407,268	408,314
English Oaks Phase III - Design	590			
English Oaks Phase III - Design		28,755	47,174	47,174
English Oaks Phase III - Construction				388,325
	<u>3,873,728</u>	<u>3,814,906</u>	<u>4,058,843</u>	<u>4,450,793</u>
<b>GRAND TOTAL</b>	<b><u>32,574,750</u></b>	<b><u>38,097,615</u></b>	<b><u>35,628,526</u></b>	<b><u>44,690,852</u></b>

**REVENUE AND EXPENDITURE SUMMARY  
WATER UTILITY OPERATING FUND**

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>Personnel</b>				
Salaries and Wages	5,014,056	5,956,601	5,374,745	6,350,481
Fringe Benefits	1,161,923	2,249,979	1,461,410	2,022,655
<b>Total Personnel</b>	<b>6,175,979</b>	<b>8,206,580</b>	<b>6,836,155</b>	<b>8,373,136</b>
<b>Non-Personnel</b>				
Utilities	1,253,518	1,149,263	1,286,674	1,324,683
Professional and Contractual	228,654	355,816	381,027	490,578
Insurance and Fixed Charges	461,545	499,163	490,222	463,083
Fuel and Purchased Power	23,200	48,334	38,000	38,000
Internal Service Charges	4,116,098	4,698,754	4,555,475	5,620,228
All Other Operations & Maintenance	1,914,897	2,336,714	2,224,285	2,517,836
Debt Service	3,447,804	5,788,802	32,886,965	5,530,342
Capital Outlay		97,000	12,950	103,144
Maintenance Projects	5,750,458	6,320,140	6,074,605	6,222,713
<b>Total Non-Personnel</b>	<b>17,196,175</b>	<b>21,293,986</b>	<b>47,950,203</b>	<b>22,310,607</b>
<b>Total Expenditures</b>	<b>23,372,154</b>	<b>29,500,566</b>	<b>54,786,358</b>	<b>30,683,743</b>
<b>Transfers</b>				
Cost Allocations and Recoveries	(2,385,776)	(3,216,029)	(3,120,405)	(3,277,316)
Transfers In				
Transfers Out	12,631,697	19,930,575	19,930,575	13,453,074
<b>Net Transfers</b>	<b>(10,245,921)</b>	<b>(16,714,546)</b>	<b>(16,810,170)</b>	<b>(10,175,758)</b>
<b>Revenue Sources</b>				
Intergovernmental Revenues	104,242			
Charges for Services	37,749,550	30,102,389	38,209,517	38,371,447
Interest Income	1,087,832	153,000	426,191	350,000
All Other Revenue	2,970,225		48,476	
<b>Total Revenue</b>	<b>41,911,850</b>	<b>30,255,389</b>	<b>38,684,184</b>	<b>38,721,447</b>
<b>Funding to be Provided</b>	<b>(8,293,776)</b>	<b>15,959,723</b>	<b>32,912,344</b>	<b>2,138,054</b>

# WATER UTILITY

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>INTERGOVERNMENTAL REVENUE</b>				
<b>FEDERAL GRANTS</b>				
Federal Grant	104,242			
	104,242			
<b>TOTAL INTERGOVERNMENTAL</b>	104,242			
<b>CHARGES FOR SERVICES</b>				
<b>MISC. CHARGES FOR SERVICES</b>				
All Other Revenue	9,943		8,640	
	9,943		8,640	
<b>OTHER CHARGES FOR SERVICES</b>				
Water Sales	25,708,800	20,677,000	25,728,964	26,300,000
Water Sales-Commercial	6,394,309	4,917,000	6,828,135	6,600,000
Water Sales-Industrial	491,546	76,500	132,123	132,000
Water Sales-Sprinklers	2,191,738	2,000,000	2,398,976	2,280,000
Water Sales-Fire Hydrant-Flat Fee	26,343	27,000	17,816	17,800
Water Sales-Fire Protection	1,318,107	1,074,000	1,368,949	1,350,000
Water Utility Service - General Fund	746,955	640,000	773,214	770,000
Water Utility Service - Fleet Management	2,401	1,905	2,061	2,000
Water Utility Service - Purchasing & Stores	2,210	2,133	2,197	2,100
Water Utility Service - Parking Fund	8,916	7,500	10,579	10,000
Water Utility Service - RP Funding Center	38,761	36,000	53,082	40,000
Water Utility Service - Lakeland Linder International Airport	66,896	60,000	65,420	65,000
Water Utility Service - Solid Waste	6,884	5,100	5,896	6,000
Water Utility Service - Wastewater Fund	99,506	80,000	96,154	96,000
Water Utility Service - Water Operations	3,841	3,500	6,682	4,000
Water Utility Service - Electric Operations	169,413	130,000	138,971	138,000
Water Utility Service - Facilities Maintenance	1,256	836	832	830
Water Utility Service - Information Technology	2,276	2,000	1,160	1,160
Water Utility Service - Stormwater Utility Fund	29	26	30	31
Water Utility Service - Self Insurance Fund	70	61	95	97
Water Utility Service - CDBG	95	77	93	95
Water Utility Service - HOME	63	77	93	95
Water Utility Service - SHIP	113	77	93	95
Water Utility Service- Downtown CRA	640	255	273	270
Customer Late Charges	22,839	20,000	50,000	40,000
Connection Fees	336,611	309,000	311,158	310,000
Connection Fees-Delinquent Accounts	74,177	20,000	180,000	180,000
Water Utility Service-Dixieland CRA	287	102	130	133
Water Utility Service-Mid-town CRA	23,741	12,240	25,775	25,000
Meter Change out Fee - Smart Meter Opt-out Program	84		1,200	
Water Utility Service - Building Inspection Fund	700		726	741
	37,739,607	30,102,389	38,200,877	38,371,447

## WATER UTILITY

	FY 21	FY 22	FY 22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>TOTAL CHARGES FOR SERVICES</b>	37,749,550	30,102,389	38,209,517	38,371,447
	<b>FINES AND FORFEITS</b>			
Bad Check Charges	5,727		8,136	
Penalties on Assessments	813		2,253	
<b>TOTAL FINES AND FORFEITS</b>	6,540		10,389	
	<b>MISCELLANEOUS REVENUES</b>			
<b>OTHER</b>				
Scrap Sales	19,173		30,000	
All Other Misc Revenue	536		87	
Refund of Prior Year Expenses	9			
Commissions	12,249		8,000	
	31,968		38,087	
<b>CONTRIBUTIONS &amp; DONATIONS</b>				
Contribution from Developers - Water Lines		2,931,717		
		2,931,717		
<b>INVESTMENT INCOME</b>				
Interest on Pooled Investments	669,397	153,000	426,191	350,000
Market Value Restatement	418,435			
	1,087,832	153,000	426,191	350,000
<b>TOTAL MISCELLANEOUS REVENUE</b>	4,051,517	153,000	464,278	350,000
<b>SUB-TOTAL</b>	41,911,850	30,255,389	38,684,184	38,721,447
<b>PRIOR YEAR SURPLUS</b>	(8,293,776)	15,959,723	32,912,344	2,138,054
<b>TOTAL REVENUES</b>	33,618,074	46,215,112	71,596,528	40,859,501

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>EXPENSES</b>				
<b>PERSONAL SERVICES</b>	(3,699)	36,474	31,682	26,995
<b>INSURANCE</b>				
Insurance - Fire	79,616	76,402	73,533	125,999
Insurance - Position Bond		726	691	735
Self-Insurance Services	346,585	382,257	382,257	282,440
Insurance Consultant	12,169	9,778	9,721	18,436
Insurance - Excess Liability (Auto, General)	23,175	30,000	24,020	35,473
	<u>461,545</u>	<u>499,163</u>	<u>490,222</u>	<u>463,083</u>
<b>UTILITIES</b>				
Water Service	998	1,298		
	<u>998</u>	<u>1,298</u>		
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	2,906	5,277	3,084	5,436
Gasoline - Fleet Management	350	1,347	911	653
Maintenance - Fleet Management	731	1,952	2,451	1,432
Purchasing & Stores Service	120,566	111,735	111,735	108,649
General Fund Services	1,104,851	1,210,046	1,210,046	1,245,116
Allocation Shared Cost - Water Utilities	615,989	807,732	775,505	841,903
Intra-Departmental Charges - Training Ctr	6,432	7,087	7,087	6,798
Intra-Departmental Charges - IT Operations - GIS	162,706	137,914	137,914	179,076
Intra-Departmental Charges - IT Operations - Application Dev	801,098	735,752	735,752	977,243
	<u>2,815,629</u>	<u>3,018,842</u>	<u>2,984,485</u>	<u>3,366,306</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		1,879	4,075	4,136
Banking Service	15,092	13,083	12,998	15,544
Advertising				100,000
Annual Audit	17,545	15,684	15,184	18,072
Utility Service-Polk County	27			
Travel		609	609	618
Training	45	2,538	2,538	2,576
All Other Sundry Charges		3,479	1,758	1,784
Licenses & Permits	13,150	15,225	15,225	15,453
Office Supplies	1,130	1,523	1,523	1,546
Equipment - Noncapital		1,300		
	<u>46,988</u>	<u>55,320</u>	<u>53,910</u>	<u>159,729</u>
<b>SPECIAL PROJECTS</b>				
CWA5193 Impact Fee Study		11,800	11,800	
MWA0902 Water Billing Services	1,245,548	1,242,804	1,242,804	1,304,244
MWA1131 Water Support - training / safety incentives		3,750	3,750	3,750
MWA1155 Bond Holders Report	12,520	20,000	20,000	15,000
MWA1157 Hepatitis Vaccination Series		2,500	2,500	2,500
Emergency Manager - Water Support	8,251	8,676		8,656
MWA1219 Water Conservation Program	24,219	23,267	22,611	22,152

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
MWA1305 Permitting Support		75,000	75,000	75,000
MWA1306 Rates & Fees Study	32,332	53,426	16,000	20,000
MWA1307 Efficiencies & Performance Measures		2,538		
MWA1751 Water Building Maintenance Support	255,000	301,402	301,402	284,963
MWA1753 Records Management	31,946			
Conservation Grants - Matching Funding	5,225	27,204	26,315	27,612
Polk Regional Water Co-Op (PRWC)	758,641	456,484	466,573	472,771
LAL Today - Water	400			
Water Conservation Partnerships	25,000	25,000	15,700	25,000
Capital outlay			12,950	13,144
	<u>2,399,082</u>	<u>2,253,851</u>	<u>2,217,405</u>	<u>2,274,792</u>
<b>SUB-TOTAL</b>	<u>5,720,544</u>	<u>5,864,948</u>	<u>5,777,704</u>	<u>6,290,905</u>
	<b>ADMINISTRATION - SHARED</b>			
<b>PERSONAL SERVICES</b>	<u>1,037,137</u>	<u>1,217,460</u>	<u>1,162,916</u>	<u>1,312,283</u>
	<b>INTER-CITY SERVICES</b>			
Rental - Fleet Management	2,388	2,533	2,532	2,609
Gasoline - Fleet Management	513	1,113	717	815
Maintenance - Fleet Management	846	784	1,179	1,182
Intra-Departmental Charges - PC & Network Support	23,552	22,322	23,610	25,575
Intra-Departmental Charges - Telephone	5,518	5,052	5,052	6,546
Intra-Departmental Charges - Radios	567	481	481	590
Intra-Departmental Charges - IT Operations - Network Support	17,062	15,645	15,766	22,562
	<u>50,446</u>	<u>47,930</u>	<u>49,337</u>	<u>59,879</u>
	<b>ALL OTHER O&amp;M</b>			
Contractual Services	922	6,090	6,090	6,181
Legal Fees	5,440	95,875	101,500	103,023
Professional Services		7,538	2,538	2,576
Advertising	399	1,523	1,523	1,546
Printing & Photography	4	1,015	1,015	1,030
Postage & Mailing	276	1,015	1,015	1,030
Subscription & Membership	13,034	15,225	15,225	15,453
Telephone Communications	4,535	4,060	4,060	4,121
Travel	468	11,206	11,206	11,374
Training	2,072	8,120	8,120	8,242
All Other Sundry Charges	100	1,015	1,015	1,030
Software License & Maintenance	960	974	974	989
Office Supplies	1,495	4,060	4,060	4,121
Equipment - Noncapital	2,306	4,060	4,060	4,121
All Other Materials & Supplies		1,015	1,015	1,030
	<u>32,011</u>	<u>162,791</u>	<u>163,416</u>	<u>165,867</u>

## WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALLOCATIONS</b>				
Cost Allocated - Wastewater	(503,991)	(652,219)	(634,505)	(688,829)
Cost Allocated - Water	(615,989)	(775,962)	(775,505)	(841,903)
	<u>(1,119,980)</u>	<u>(1,428,181)</u>	<u>(1,410,010)</u>	<u>(1,530,732)</u>
<b>TRANSFERS TO OTHER FUNDS</b>				
<b>SUB-TOTAL</b>	<u>(387)</u>		<u>(34,341)</u>	<u>7,297</u>
<b>ENGINEERING - SHARED</b>				
<b>PERSONAL SERVICES</b>	<u>997,827</u>	<u>1,454,258</u>	<u>1,301,644</u>	<u>1,497,840</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management		24,478		25,211
Intra-Departmental Charges - PC & Network Support	45,039	35,362	29,546	46,847
Intra-Departmental Charges - Telephone	11,460	10,492	10,492	13,595
Intra-Departmental Charges - Radios	11,914	10,097	10,097	12,382
Intra-Departmental Charges - IT New Equip O&M Charges				2,002
Intra-Departmental Charges - IT Operations - Network Support	25,066	22,180	21,768	35,507
	<u>93,479</u>	<u>102,609</u>	<u>71,903</u>	<u>135,544</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services		660		
Consultant Fees		2,470		
Advertising	998			
Contract Labor	107,558	109,519	109,519	111,000
Toll Fees		100	100	100
Rentals		9,490	10,150	10,000
Repair Of Equipment	14	19,962	20,962	20,000
Postage & Mailing	291	508	508	500
Subscription & Membership	1,245	2,030	2,030	2,000
Telephone Communications	6,016	5,583	5,583	5,500
Travel		1,602	102	4,000
Training	1,446	4,475	4,975	5,000
Software License & Maintenance	1,680	15,225	15,225	18,453
Licenses & Permits	1,745	5,075	5,075	5,000
Office Supplies	12,763	10,165	10,165	10,300
Equipment - Noncapital	6,230	9,673	10,673	13,700
All Other Materials & Supplies	685	2,538	2,538	2,500
Uniforms	2,427	3,045	3,045	3,090
Tools & Implements	106	761	761	770
Recoveries-From Outside City	(18,311)		(9,000)	
	<u>124,893</u>	<u>202,881</u>	<u>192,411</u>	<u>211,913</u>
<b>ALLOCATIONS</b>				
Cost Allocated - Wastewater	(547,583)	(777,590)	(737,809)	(785,963)
Cost Allocated - Water	(669,268)	(982,158)	(901,767)	(960,621)
	<u>(1,216,852)</u>	<u>(1,759,748)</u>	<u>(1,639,576)</u>	<u>(1,746,584)</u>
<b>SUB-TOTAL</b>	<u>(652)</u>		<u>(73,618)</u>	<u>98,713</u>

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ENGINEERING</b>				
<b>INTER-CITY SERVICES</b>				
Allocation Shared Cost - Water Utilities	669,268	950,388	901,767	960,621
	<u>669,268</u>	<u>950,388</u>	<u>901,767</u>	<u>960,621</u>
<b>SPECIAL PROJECTS</b>				
MWE1712 Other Water Proj & Recov				
MWE1309 Auto CAD Training		23,500	23,500	23,500
Inhouse Legal Services	10,007			
	<u>10,007</u>	<u>23,500</u>	<u>23,500</u>	<u>23,500</u>
<b>SUB-TOTAL</b>	<u>679,276</u>	<u>973,888</u>	<u>925,267</u>	<u>984,121</u>
<b>WATER PRODUCTION - GENERAL</b>				
<b>PERSONAL SERVICES</b>	<u>2,152,379</u>	<u>2,506,026</u>	<u>2,293,635</u>	<u>2,473,012</u>
<b>UTILITIES</b>				
Water Service	1,303	1,317	1,578	1,617
Stormwater Service	4,452	4,675	4,649	4,881
Electric Service	950,980	852,732	965,477	994,441
Wastewater Service	1,807	1,852	1,840	1,886
Solid Waste Service	2,183	2,183	2,183	2,183
	<u>960,725</u>	<u>862,759</u>	<u>975,727</u>	<u>1,005,008</u>
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	35,855	36,485	38,220	37,918
Gasoline - Fleet Management	12,395	20,295	21,477	33,861
Maintenance - Fleet Management	25,833	27,893	30,206	28,153
Intra-Departmental Charges - PC & Network Support	30,779	28,214	27,346	28,098
Intra-Departmental Charges - Telephone	8,065	7,383	7,383	9,567
Intra-Departmental Charges - Radios	11,914	10,097	10,097	12,382
Intra-Departmental Charges - Facilities	25,181	21,911	21,911	25,974
Intra-Departmental Charges - Janitorial		14,100	14,100	16,079
Intra-Departmental Charges - IT Operations - Network Support	18,591	16,965	16,214	23,571
	<u>168,612</u>	<u>183,343</u>	<u>186,954</u>	<u>215,603</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	46,067	53,095	95,000	95,000
Advertising		200	200	200
Rentals		5,500	4,500	4,500
Repair Of Equipment	3,250	14,500	4,500	4,500
Postage & Mailing	146	300	200	200
Telephone Communications	1,591	2,100	2,100	2,100
Training	4,399	6,000	6,000	6,000
All Other Sundry Charges		150		
Software License & Maintenance	240	275	275	275
Licenses & Permits	3,259	3,500	3,500	3,500
Auto/Heavy Equipment Fuel	(19,294)			
Office Supplies	4,232	10,500	7,500	6,600
Equipment - Noncapital	13,353	15,000	15,000	15,000



## WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
All Other Materials & Supplies	44,205	38,500	25,000	25,000
Uniforms	11,259	11,900	8,000	10,000
Chemicals	599,163	846,757	870,000	1,162,000
Tools & Implements	12,799	22,000	20,000	22,000
Electrical Hardware & Plumbing Supplies	84,263	87,000	52,000	45,000
Personal Safety Equipment	1,808	8,500	8,500	4,000
Parts For Equipment	44,599	50,000	50,000	50,000
Material	194,463	210,000	160,000	150,000
Use Tax Allocation				
	<u>1,049,803</u>	<u>1,385,777</u>	<u>1,332,275</u>	<u>1,605,875</u>
<b>FUEL</b>				
#2 Oil	20,585	35,334	25,000	25,000
	<u>20,585</u>	<u>35,334</u>	<u>25,000</u>	<u>25,000</u>
<b>SPECIAL PROJECTS</b>				
Diesel Spill Remedial Action Plan	5,319	75,000		
Williams WTP Clearwell Construction (SRL)		15,663		
MWP1527 Hach Wimmis Support	3,728	8,089	5,000	10,000
MWP1528 ASCO Switchgear Maintenance	4,540	78,000	78,000	82,000
MWP1002 PICS Expendables	19,831	54,500	54,500	54,500
MWP1005 Painting Of Structures		10,000	10,000	10,000
MWP1008 Well Preventative Maintenance	102,642	200,000	200,000	200,000
MWP1011 Emergency Generator Service	26,840	30,000	30,000	30,000
MWP1012 Mandatory Certification Require		4,000	4,000	4,000
MWP1013 Outside Laboratory Services	6,550	13,500	13,500	15,000
MWP1014 Caco3 Transport	42,956	70,000	70,000	70,000
MWP1015 Cleaning Of Upflow Internals	29,000	60,000	60,000	60,000
Chlorine Safety Training		13,650	13,650	14,000
MWP1020 High Service Preventive Maintenance	52,624	115,000	90,000	100,000
MWP1518 Contract Wtr Plt Op/Maint		8,000	8,000	8,000
MTR1708 Technical Training-Wtr Prod		9,000	8,000	8,000
MWP2018 Water Facilities Security	125,768	145,000	145,000	145,000
MWP2022 Delta V Operations Software Maintenance	14,630	20,000	16,000	24,000
MWP2035 Consumer Confidence Report	3,320	6,155	5,000	5,000
MWP2036 Environmental Mitigation at Williams Water Plant		2,500		
MWP2037 Spill Prevention Controls & Countermeasures Plan		1,000	1,000	1,000
Capital Outlay		52,000		45,000
	<u>437,746</u>	<u>991,057</u>	<u>811,650</u>	<u>885,500</u>
<b>SUB-TOTAL</b>	<u>4,789,850</u>	<u>5,964,296</u>	<u>5,625,241</u>	<u>6,209,998</u>

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>WATER PRODUCTION - COMBEE WATER TREATMENT PLANT</b>				
<b>PERSONAL SERVICES</b>	1,037,032	1,123,376	1,012,781	1,146,255
<b>UTILITIES</b>				
Water Service	130	134	150	154
Stormwater Service	2,319	2,435	2,435	2,557
Electric Service	241,386	233,340	249,860	257,356
Wastewater Service	243	249	274	281
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	<u>246,363</u>	<u>238,443</u>	<u>255,004</u>	<u>262,633</u>
<b>INTER-CITY SERVICES</b>				
Intra-Departmental Charges - PC & Network Support	12,134	10,878	11,359	13,203
Intra-Departmental Charges - Telephone	11,036	10,103	10,103	12,084
Intra-Departmental Charges - Facilities	26,452	23,017	23,017	27,285
Intra-Departmental Charges - Janitorial		7,945	7,945	9,061
Intra-Departmental Charges - IT Operations - Network Support	8,331	7,634	7,483	11,786
	<u>57,953</u>	<u>59,577</u>	<u>59,907</u>	<u>73,419</u>
<b>ALL OTHER O&amp;M</b>				
Contractual Services	12,287	7,300	7,300	7,300
Rentals	621	750	750	750
Repair Of Equipment	310	12,000	2,000	2,000
Postage & Mailing	97	200	200	200
Telephone Communications		500	500	500
Training	1,288	2,500	2,500	2,500
Licenses & Permits	1,400	2,000	2,500	2,500
Office Supplies	1,206	5,000	3,500	4,000
Equipment - Noncapital	3,221	6,400	6,400	6,400
All Other Materials & Supplies	6,357	15,000	15,000	15,000
Uniforms	959	6,500	5,000	5,000
Chemicals	249,701	377,011	352,600	356,000
Tools & Implements	2,476	20,000	20,000	20,000
Electrical Hardware & Plumbing Supplies	6,507	20,000	15,000	15,000
Personal Safety Equipment	2,044	7,300	8,500	4,000
Parts For Equipment	20,919	21,000	50,000	50,000
Material	46,074	75,000	75,000	75,000
	<u>355,467</u>	<u>578,461</u>	<u>566,750</u>	<u>566,150</u>
<b>FUEL</b>				
#2 Oil	2,615	12,000	12,000	12,000
	<u>2,615</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>SPECIAL PROJECTS</b>				
Capital outlay		45,000		45,000
MWP1001 NE Wellfield Monitoring	27,073	137,735	60,000	60,000
MWP1002 PICS Expendables		75,000	75,000	75,000
MWP1006 Maintenance Of NE Wellfield	34,052	57,500	57,500	57,500
MWP1011 Emergency Generator Service	2,850	20,000	20,000	20,000
MWP1012 Mandatory Certification Require		2,000	2,000	2,000
MWP1014 Caco3 Transport	22,988	52,000	52,000	52,000
MWP1015 Cleaning Of Upflow Internals	37,900	58,000	58,000	58,000
MWP1020 High Service Preventive Maintenance		80,000	80,000	80,000
MWP2018 Water Facilities Security	125,745	150,000	140,000	145,000
MWP2022 Delta V Operations Software Maintenance	14,630	16,000	16,000	18,000
Combee Ground Storage Tank Repairs		59,997		
	265,238	753,232	560,500	612,500
<b>SUB-TOTAL</b>	1,964,667	2,765,089	2,466,942	2,672,957
	<b>WATER T&amp;D - GENERAL</b>			
<b>PERSONAL SERVICES</b>	955,303	1,868,986	1,033,497	1,916,751
<b>UTILITIES</b>				
Water Service	1,409	5,027	5,967	6,116
Electric Service	26,749	24,150	24,958	25,707
Wastewater Service	3,370	5,536	8,035	8,236
Solid Waste Service	13,802	11,948	16,881	16,881
Solid Waste Service - Recycling	102	102	102	102
	45,432	46,763	55,943	57,042
<b>INTER-CITY SERVICES</b>				
Rental - Fleet Management	25,005	65,939	26,578	409,043
Gasoline - Fleet Management	12,858	21,876	16,272	79,587
Maintenance - Fleet Management	20,932	15,129	16,852	82,640
Intra-Departmental Charges - PC & Network Support	68,239	63,311	65,318	43,845
Lakeland Electric Charges	11,723	15,000	22,046	18,000
Intra-Departmental Charges - Telephone	10,611	7,383	7,383	9,567
Intra-Departmental Charges - Radios	35,743	30,292	30,292	37,147
Intra-Departmental Charges - Facilities	26,639	54,738	54,738	64,889
Intra-Departmental Charges - Janitorial	7,697	24,478	24,478	27,914
Intra-Departmental Charges - IT Operations - Network Support	41,261	37,919	37,165	36,224
	260,709	336,065	301,122	808,856

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>ALL OTHER O&amp;M</b>				
Contractual Services	17,844	35,900	20,000	21,000
Professional Services	676			
Contract Labor	1,299	5,000	5,000	5,000
Rentals	987	2,000	1,500	1,500
Repair Of Equipment	17,634	24,500	17,500	18,000
Postage & Mailing	4	150	100	100
Subscription & Membership		750	750	750
Telephone Communications	25,440	19,000	30,000	23,000
Travel	451	1,000	1,000	1,000
Training	17,794	12,000	12,000	12,000
Licenses & Permits	3,526	4,000	2,000	2,000
Auto/Heavy Equipment Fuel	91			
Office Supplies	5,510	4,100	4,100	5,000
Equipment - Noncapital	3,941	3,200	4,500	5,000
All Other Materials & Supplies	10,387	10,000	9,000	9,000
Uniforms	15,990	22,500	17,000	24,530
Tools & Implements	33,732	35,000	42,000	44,000
Personal Safety Equipment	35,464	27,000	30,000	31,000
Parts For Equipment	3,637	6,500	4,500	6,000
Material	591	1,000	1,000	1,000
Use Tax Allocation	(23)			
Meal Allowance	13,089	14,000	12,000	13,000
Recoveries-From Outside City	(26,500)	(27,900)	(59,888)	
	<u>181,565</u>	<u>199,700</u>	<u>154,062</u>	<u>222,880</u>
<b>FUEL</b>				
LP Gas		1,000	1,000	1,000
		<u>1,000</u>	<u>1,000</u>	<u>1,000</u>
<b>SPECIAL PROJECTS</b>				
MWD0687 Trans/Dist Mt-Services	604,116	467,000	474,000	485,675
MWD0688 Trans/Dist Mt-Mains	594,990	584,400	593,000	604,320
MWD0696 Dist Mt-Hydrants	455,931	396,600	435,500	446,750
Purchasing Card - Default Liability				
MWD1006 Equipment Maintenance	2,113			
MWD1007 Sunshine One-Call Locates	280,887	209,000	208,500	210,375
	<u>1,938,038</u>	<u>1,657,000</u>	<u>1,711,000</u>	<u>1,747,120</u>
<b>SUB-TOTAL</b>	<u>3,381,047</u>	<u>4,109,514</u>	<u>3,256,624</u>	<u>4,753,649</u>

# WATER UTILITY

	FY21	FY22	FY22	FY23
	Actual	Revised Budget	Forecast	Proposed Budget
<b>WATER T&amp;D - METERS</b>				
<b>ALL OTHER O&amp;M</b>				
Office Supplies		200		
All Other Materials & Supplies	28	1,000	500	500
Tools & Implements	3,056	3,000	2,500	3,000
Personal Safety Equipment	540	2,000	1,500	1,500
Material	2,132	2,000	1,000	1,000
Construction Advances	(4,133)	(200)	(1,931)	
	1,622	8,000	3,569	6,000
<b>SPECIAL PROJECTS</b>				
Rebuild Water Meters - Maintenance	700,347	738,500	763,500	782,445
	700,347	738,500	763,500	782,445
<b>SUB-TOTAL</b>	701,970	746,500	767,069	788,445
<b>WATER T&amp;D - CROSS CONNECTION CONTROL</b>				
<b>ALL OTHER O&amp;M</b>				
Material		1,500		
<b>SUB-TOTAL</b>		1,500		
<b>NON-DEPARTMENTAL</b>				
<b>OTHER OPERATING</b>				
Bad Debt Expense	302,258	70,000	68,100	70,000
	302,258	70,000	68,100	70,000
<b>TRANSFERS TO OTHER FUNDS</b>				
Transfer To General Fund	4,678,664	4,818,575	4,818,575	4,853,074
Transfer to Water Renewal and Replacement	7,950,000	15,112,000	15,112,000	8,600,000
Transfer To IT Equip Replacement Fund	3,033			
	12,631,697	19,930,575	19,930,575	13,453,074
<b>DEBT SERVICE</b>				
Florida Taxable Pension Liability Reduction Note, Series 2020	335,463		339,580	343,456
Capital Improvement Revenue and Refunding Bonds, Series 2021A	6,488	566,026	566,026	430,033
Water Revenue Bonds	2,609,868	869,953	310,372	310,372
Water and Wastewater Rev Ref and Imp Bonds, Series 2012A&B			28,220,000	
Water Utilities Facility	444,176	448,009	448,009	446,963
Williams WTP Clearwell Design & Construction (SRL)	51,808	89,657	89,657	89,657
Williams WTP Clearwell Construction (SRL)	19,165	501,107		1,002,214
Water Revenue Refunding Bond, Series 2021		3,314,050	2,913,321	2,907,647
	3,466,969	5,788,802	32,886,965	5,530,342
<b>GRAND TOTAL</b>	<b>33,618,074</b>	<b>46,215,112</b>	<b>71,596,528</b>	<b>40,859,501</b>

**ELECTRIC UTILITY**  
**Statement of Revenues & Expenses**

	FY21	FY22	FY22	FY22	FY23
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
<b>REVENUES</b>					
<b>SALES OF ELECTRICITY</b>					
Customer Charge	5,088,675	5,056,975	5,056,975	5,128,294	5,153,986
Energy Charge	96,541,815	94,010,802	94,010,802	94,017,346	97,525,436
Surcharge	7,026,643	6,844,409	6,844,409	6,621,760	7,003,827
	<u>108,657,133</u>	<u>105,912,186</u>	<u>105,912,186</u>	<u>105,767,400</u>	<u>109,683,249</u>
<b>Commercial &amp; Industrial Sales</b>					
General Services	16,488,994	13,438,117	13,438,117	12,845,443	13,261,235
General Service Demand	26,023,935	26,921,948	26,921,948	25,380,939	27,917,477
General Service Large Demand	13,062,909	13,052,274	13,052,274	12,775,173	12,969,152
Interruptible	3,295,645	3,229,594	3,229,594	2,831,351	3,356,273
Extra Large Demand	3,757,054	3,618,527	3,618,527	3,765,637	3,768,109
	<u>62,628,537</u>	<u>60,260,460</u>	<u>60,260,460</u>	<u>57,598,543</u>	<u>61,272,246</u>
<b>Lighting</b>					
Private Area Lights	3,045,517	3,230,696	3,230,696	2,711,871	2,188,662
Public Street & Highway Lighting (incl, FDOT)	3,617,834	3,527,813	3,527,813	3,532,179	3,520,069
Roadway Lighting	1,758,579	1,485,662	1,485,662	1,547,230	1,485,647
	<u>8,421,930</u>	<u>8,244,171</u>	<u>8,244,171</u>	<u>7,791,280</u>	<u>7,194,378</u>
<b>Fuel &amp; Conservation Charges</b>					
Fuel Adjustment	117,782,346	123,618,346	123,618,346	141,297,114	212,143,005
Environmental Costs	9,312,888	8,912,129	8,912,129	8,748,662	7,713,626
Conservation	765,633	768,596	768,596	771,658	783,121
	<u>127,860,867</u>	<u>133,299,071</u>	<u>133,299,071</u>	<u>150,817,434</u>	<u>220,639,752</u>
<b>Other Charges for Sales</b>					
Sales for Resale	5,699,923	5,612,244	5,612,244	1,849,698	4,162,061
Capacity Charges	45,828	0	0	338,846	0
Accrued Electric Charges	888,977	(7,269,798)	(7,269,798)	5,874,580	(9,604,982)
	<u>6,634,728</u>	<u>(1,657,554)</u>	<u>(1,657,554)</u>	<u>8,063,124</u>	<u>(5,442,921)</u>
<b>TOTAL SALES OF ELECTRICITY</b>	<u>314,203,195</u>	<u>306,058,334</u>	<u>306,058,334</u>	<u>330,037,781</u>	<u>393,346,704</u>
<b>Other Electric Revenues</b>					
PSC & Gross Receipts Tax	7,688,944	7,801,985	7,801,985	7,514,817	10,044,453
Penalty Charges	478,413	1,445,427	1,445,427	1,453,736	1,603,809
	<u>8,167,357</u>	<u>9,247,412</u>	<u>9,247,412</u>	<u>8,968,553</u>	<u>11,648,262</u>
<b>Miscellaneous Service Revenue</b>					
Pole Attachments	1,545,037	1,545,000	1,545,000	1,543,591	1,569,929
Facilities Charges	1,168,985	1,334,300	1,334,300	1,249,487	1,260,370
Connection Fees	649,938	685,679	685,679	640,785	571,828
Wheeling Fees	0	0	0	0	0
Electric Portion of Bad Check Charges	109,411	101,602	101,602	121,407	143,588
ByProduct Revenue	528,940	0	0	0	0
All Other	9,882	5,496	5,496	7,353	7,500
	<u>4,012,194</u>	<u>3,672,077</u>	<u>3,672,077</u>	<u>3,562,623</u>	<u>3,553,215</u>
<b>TOTAL OTHER ELECTRIC REVENUES</b>	<u>12,179,551</u>	<u>12,919,489</u>	<u>12,919,489</u>	<u>12,531,176</u>	<u>15,201,477</u>
<b>TOTAL ELECTRIC OPERATING REVENUES</b>	<u>326,382,746</u>	<u>318,977,823</u>	<u>318,977,823</u>	<u>342,568,957</u>	<u>408,548,181</u>

**ELECTRIC UTILITY**  
**Statement of Revenues & Expenses**

	FY21	FY22	FY22	FY22	FY23
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
<b>Other Retail Services</b>					
Facilities Tower Rental	143,224	173,686	173,686	160,688	146,222
Surge Suppression	462,051	452,828	452,828	463,456	465,585
Fiber Rental	567,644	580,000	580,000	567,881	707,000
	<u>1,172,920</u>	<u>1,206,514</u>	<u>1,206,514</u>	<u>1,192,025</u>	<u>1,318,807</u>
<b>NON-OPERATING REVENUES</b>					
Interest on Grant Funds	2,315	0	0	0	0
Interest on Meter Deposits	460,411	591,258	591,258	317,233	317,233
Interest on Operating Funds	4,811,913	5,341,994	5,341,994	3,772,059	3,782,059
Interest on Emergency Repair	503,584	626,559	626,559	371,123	371,123
Market Value Restatement	5,478,462	0	0	0	0
	<u>11,256,685</u>	<u>6,559,811</u>	<u>6,559,811</u>	<u>4,460,416</u>	<u>4,470,415</u>
<b>Other</b>					
Billing Commissions	234,012	212,140	212,140	214,782	223,387
All Other	1,068,519	148,650	148,650	178,135	164,718
	<u>1,302,530</u>	<u>360,790</u>	<u>360,790</u>	<u>392,916</u>	<u>388,105</u>
<b>TOTAL NON-OPERATING REVENUES</b>	<u>13,732,135</u>	<u>8,127,115</u>	<u>8,127,115</u>	<u>6,045,357</u>	<u>6,177,327</u>
<b>TOTAL REVENUE</b>	<u>340,114,881</u>	<u>327,104,938</u>	<u>327,104,938</u>	<u>348,614,314</u>	<u>414,725,508</u>
<b>EXPENSES</b>					
<b>PERSONNEL SERVICES</b>					
	<u>42,192,816</u>	<u>43,072,218</u>	<u>42,336,741</u>	<u>38,862,341</u>	<u>45,238,625</u>
<b>INSURANCE</b>					
Insurance - Fire	2,845,668	3,030,579	3,030,579	2,849,490	3,134,439
Insurance - Position Bond	0	3,029	3,029	0	2,596
Insurance Consultant	0	33,462	33,462	0	59,833
Self-Insurance Services	1,111,191	1,222,310	1,222,310	1,222,310	803,622
Uninsured Loss Reimbursement	250	0	0	0	0
	<u>3,957,109</u>	<u>4,289,380</u>	<u>4,289,380</u>	<u>4,071,800</u>	<u>4,000,490</u>
<b>UTILITIES</b>					
Electric Service	400,582	413,880	413,880	380,119	376,523
Solid Waste Service	102,154	90,344	90,344	95,926	92,652
Solid Waste Service - Recycling	959	959	959	959	959
Stormwater Service	18,915	19,861	19,861	19,859	20,853
Wastewater Re-use Charges	335,939	80,000	80,000	250,959	100,000
Wastewater Service	38,735	39,801	39,801	39,675	39,763
Water Service	169,413	188,220	188,220	154,215	157,561
	<u>1,066,697</u>	<u>833,065</u>	<u>833,065</u>	<u>941,712</u>	<u>788,311</u>
<b>INTER-CITY SERVICES</b>					
Gasoline - Fleet Management	235,580	292,762	292,762	332,574	363,529
General Fund Services	4,439,534	4,766,633	3,966,633	3,932,775	4,303,096
Intra Departmental Charges	268,430	625,830	276,844	101,983	119,293
Intra-Departmental Charges - Facilities	1,078,206	1,102,048	918,373	1,102,048	1,058,762

**ELECTRIC UTILITY**  
**Statement of Revenues & Expenses**

	FY21	FY22	FY22	FY22	FY23
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
Intra-Departmental Charges - IT Operations - Application Dev	3,788,867	3,132,396	3,132,396	3,132,396	3,553,689
Intra-Departmental Charges - IT Operations - GIS	609,403	511,006	511,006	511,006	653,418
Intra-Departmental Charges - IT Operations - Network Support	603,098	514,596	514,596	513,851	774,262
Intra-Departmental Charges - IT Projects	1,032,804	1,333,436	1,333,436	1,333,436	1,333,436
Intra-Departmental Charges - Janitorial	915,844	872,672	727,227	872,672	808,436
Intra-Departmental Charges - PC & Network Support	899,203	757,459	757,459	773,352	904,486
Intra-Departmental Charges - Radios	219,353	184,153	184,153	184,063	222,295
Intra-Departmental Charges - Telephone	469,564	404,895	404,895	404,893	337,362
Intra-Departmental Charges - Training Ctr	28,002	27,654	27,654	27,654	20,594
Legal Fees - City To Electric	1,555	0	0	966	200
Maintenance - Fleet Management	478,234	655,622	655,622	628,708	434,597
Other City Department Charges	67,439	50,445	76,480	81,695	60,600
Purchasing & Stores Service	1,689,167	1,505,658	1,505,658	1,505,658	885,697
Rental - Fleet Management	850,706	1,105,077	1,105,077	729,101	888,013
	<u>17,674,989</u>	<u>17,842,342</u>	<u>16,390,271</u>	<u>16,168,831</u>	<u>16,721,765</u>
<b>ALL OTHER O&amp;M</b>					
Ad Valorem Taxes	1,370	0	0	1,370	0
Advertising	174,573	151,338	151,338	155,791	162,000
All Other Materials & Supplies	242,799	321,180	302,499	191,908	153,669
All Other Sundry Charges	19,907	55,292	75,522	32,877	55,540
Annual Audit	145,948	111,339	111,339	111,339	111,339
Auto/Heavy Equipment Fuel	102,836	21,492	21,492	31,260	36,566
Bad Debt Expense	419,964	695,500	695,500	299,368	822,500
Banking Service	111,667	108,074	108,074	107,875	107,875
Car Washing	3,812	13,000	2,500	3,500	8,000
Chemicals	713,984	167,054	167,054	144,046	204,700
Computer Software	5,881	15,530	12,343	6,726	116,300
Consumable Materials	17,877	27,879	51,039	46,570	30,275
Contract Labor	1,068,751	598,502	890,937	1,259,785	1,155,411
Contractual Services	14,140,689	19,733,653	19,909,991	19,054,934	25,703,575
Debt Issue Costs	2,750	2,750	2,750	2,750	2,750
Engineering - Basic	42,756	12,298	25,163	32,723	11,000
Equipment - Noncapital	101,264	135,816	166,776	114,558	220,200
Florida Public Service Commission	53,605	48,391	48,391	41,011	65,024
Gross Receipts Tax Expense	7,800,832	7,436,584	7,436,584	7,390,000	9,998,342
Leases	1,207,982	313,304	313,304	311,057	169,775
Legal Fees	12,280	81,973	64,973	62,718	42,100
Legal Settlements	943	300	105,000	105,000	500
Licenses & Permits	85,259	47,324	69,504	62,457	40,875
Loss On Disposal of Fixed Assets	46,416,616	0	0	0	0
Lubricants	109,340	61,882	61,882	85,826	88,219
Material	2,147,602	1,790,078	1,816,417	1,853,576	2,233,591
Materials - Default Purchasing Card	0	0	0	24,588	0
Meal Allowance	36,143	33,362	30,583	26,855	35,288
Office Supplies	80,997	106,525	117,122	85,926	118,431
Parts For Equipment	1,013,227	751,997	677,948	611,555	927,160
Paying Agent Trustee Fees	2,750	15,000	15,000	5,700	15,000
Personal Safety Equipment	119,422	72,121	70,808	87,084	80,496



**ELECTRIC UTILITY**  
**Statement of Revenues & Expenses**

	FY21	FY22	FY22	FY22	FY23
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
Postage & Mailing	520,574	577,033	580,479	499,666	605,053
Printing & Photography	3,375	11,447	11,447	4,750	10,300
Promotions/Public Relations	74,163	113,346	119,346	72,581	118,450
Refund Of Prior Years Revenue	3,751	0	0	0	0
Relocation Payments & Assistance	0	15,225	15,225	0	16,000
Rentals	410,408	309,954	343,311	380,571	298,486
Repair Of Equipment	107,410	165,983	204,969	211,124	206,231
Safety Footwear	35,335	36,052	37,117	31,210	37,600
Software License & Maintenance	2,376,289	2,681,014	2,717,532	2,482,498	3,094,440
Subscription & Membership	1,003,727	934,178	984,453	1,020,345	1,095,005
Telephone Communications	138,343	149,101	150,697	120,453	165,345
Temporary Contract Labor	1,386,364	885,722	912,910	575,540	1,193,032
Tools & Implements	108,466	125,081	135,876	146,492	244,300
Training	167,194	622,129	585,548	357,384	691,779
Travel	8,533	25,915	33,362	33,175	36,800
Truck Wire	147,054	89,225	145,866	198,875	140,725
Uniforms	138,676	115,760	123,315	125,317	146,890
Use Tax Allocation	(12,510)	(18,209)	(28,338)	13,521	(1,965)
	<u>83,020,975</u>	<u>39,768,494</u>	<u>40,594,948</u>	<u>38,624,235</u>	<u>50,814,972</u>
<b>FUEL</b>					
#2 Oil	286,611	284,260	284,260	88,234	225,000
Coal	31,993,422	0	0	0	0
Fuel Hedging Activity	(7,597,500)	4,672,548	3,811,420	(57,972,033)	(19,945,423)
Fuel-Pool Operations	1,597,437	1,700,000	1,700,000	1,700,000	1,700,000
Limestone	1,197,342	0	0	0	0
Natural Gas	55,526,531	68,536,348	63,421,468	130,268,978	146,037,134
Natural Gas Demand Charge	14,012,200	16,794,186	16,794,186	14,577,658	14,311,856
OUC Coal Expense	(12,305,179)	0	0	0	0
OUC Other Fuel Expense	(1,938,970)	0	0	0	0
Purchased Power	38,799,825	27,855,088	33,745,088	55,182,850	59,175,701
Purchased Transmission	3,910	100	43,735	43,644	4,100
Sale of Fuel -- NG	2,889,263	721,175	721,175	2,693,467	2,517,091
	<u>124,464,892</u>	<u>120,563,705</u>	<u>120,521,332</u>	<u>146,582,798</u>	<u>204,025,459</u>
<b>GRANTS AND AID TO AGENCIES</b>					
Contribution to Chamber of Commerce	25,000	25,000	25,000	25,000	25,000
Customer Rebates	577,255	861,926	1,040,500	770,793	776,500
Miscellaneous Contributions and Donations	0	265,225	265,225	250,000	265,225
	<u>602,255</u>	<u>1,152,151</u>	<u>1,330,725</u>	<u>1,045,793</u>	<u>1,066,725</u>
Capitalized Interest Expense	(3,128,869)	(3,673,857)	(3,673,857)	(3,821,633)	(2,532,885)
Analytical Services - Rating Agencies	4,500	20,000	20,000	20,000	20,000
Interest Expense	<u>17,438,168</u>	<u>20,890,613</u>	<u>20,890,613</u>	<u>17,224,410</u>	<u>21,005,579</u>
<b>RETIREMENT OF DEBT</b>	<u>14,313,798</u>	<u>17,236,756</u>	<u>17,236,756</u>	<u>13,422,777</u>	<u>18,492,694</u>
<b>CAPITAL EQUIPMENT</b>					
Equipment - Capital	<u>120,820</u>	<u>75,000</u>	<u>107,950</u>	<u>97,600</u>	<u>82,500</u>
	<u>120,820</u>	<u>75,000</u>	<u>107,950</u>	<u>97,600</u>	<u>82,500</u>
<b>DEPRECIATION</b>					

**ELECTRIC UTILITY**  
**Statement of Revenues & Expenses**

	FY21	FY22	FY22	FY22	FY23
	Actual	Original Budget	Revised Budget	Forecast	Proposed Budget
Amortization	168,583	114,505	114,505	54,671	52,705
Depreciation-Plant	38,847,827	43,382,072	43,382,072	31,516,717	36,382,979
	<u>39,016,410</u>	<u>43,496,577</u>	<u>43,496,577</u>	<u>31,571,388</u>	<u>36,435,684</u>
<b>ALLOCATIONS</b>					
OUC Admin & General Expense	(1,240,519)	0	0	0	0
OUC Expense	(7,101,987)	(2,571,532)	(2,715,155)	(2,498,063)	(3,631,200)
Recoveries - Grant	(349,730)	0	0	0	0
Recoveries-For Water Allocations	(257,871)	(319,273)	(319,273)	(319,273)	(337,296)
Recoveries-From Outside City	(2,971,664)	(727,483)	(788,804)	(787,515)	(578,750)
Recoveries-Intra Department Charges	(615,728)	(259,716)	(290,402)	(338,428)	(152,552)
Recoveries-Materials	(485)	0	0	0	0
Recoveries-Other Funds	(2,464,848)	(2,483,166)	(2,469,502)	(2,461,627)	(2,557,114)
	<u>(15,002,831)</u>	<u>(6,361,170)</u>	<u>(6,583,136)</u>	<u>(6,404,906)</u>	<u>(7,256,912)</u>
<b>TOTAL EXPENSES BEFORE TRANSFERS</b>	<u>311,427,931</u>	<u>281,968,518</u>	<u>280,554,609</u>	<u>284,984,369</u>	<u>370,410,313</u>
<b>TRANSFERS TO OTHER FUNDS</b>					
Transfer to Communications Fund	10,983	0	0	0	0
Transfer To Electric R & R	(47,960,593)	0	0	0	0
Transfer To Fleet Mgmt Reserve	0	0	0	95,000	0
Transfer To General Fund	32,438,947	31,424,994	31,424,994	31,424,994	32,668,188
Transfer To Information Technology	395,108	298,750	298,750	298,750	271,350
Transfer To IT Equip Replacement Fund	25,261	0	0	0	0
Transfer To Public Impr Fund	25,000	0	0	0	0
	<u>(15,065,294)</u>	<u>31,723,744</u>	<u>31,723,744</u>	<u>31,818,744</u>	<u>32,939,538</u>
<b>TOTAL EXPENSES</b>	<u>296,362,638</u>	<u>313,692,262</u>	<u>312,278,353</u>	<u>316,803,113</u>	<u>403,349,851</u>



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## Capital Improvement Plan Overview

The adopted 10-year Capital Improvement Plan (CIP) provides the necessary components of a comprehensive plan to foster long-term growth for the City of Lakeland. It is an economical and responsible financial plan to ensure quality public services today and in the future. The CIP contains information on how the City plans to invest available resources into Lakeland's infrastructure and facilities. The CIP is updated annually as needs and priorities change within the City.

### What are Capital Improvements?

A capital improvement is a major addition to the City's inventory of assets which has an expenditure that goes beyond the operational budget as well as an extended life expectancy. Capital improvements may consist of a major construction expansion, purchase or major repair/replacement of buildings, infrastructure, or other property. More specifically, a wide variety of projects can be deemed as capital items, such as:

- Roads, sidewalks, bicycle lanes, traffic calming, and street resurfacing projects
- Parks, trails, recreation centers, playground equipment, and beautification projects
- Fire stations, police stations, training facilities, and major equipment purchases
- Stormwater, drainage and lakes, and environmental projects
- Power, water, and wastewater treatment plants

Capital improvement projects are developed from departmental requests, based upon known operational and project needs. They are also based upon the City's Comprehensive Master Plan and master plans developed for certain core services provided by the City.



Figure 230: Capital Improvement Project Process

### Capital Improvement Project Funds

Lakeland's Capital Improvement Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Below are the City of Lakeland's Capital Improvement Project Funds:

- **Transportation**
- **Public Improvement**
- **Downtown Community Redevelopment Area (CRA)**
- **Midtown CRA**
- **Dixieland CRA**
- **Stormwater**
- **Parking**
- **RP Funding Center**
- **Airport**
- **Water**
- **Wastewater (WW)**
- **Lakeland Electric**

# Capital Improvement Plan Overview

## Comprehensive Planning

The Capital Improvement Plan is used as part of the long-range planning process by providing the regulatory framework to ensure there is sufficient infrastructure, either planned or already in place, to support the current and future population of our community.

The City of Lakeland's Comprehensive Plan, among other functions, examines the population projections and capacity of public facilities to serve future development as well as the financial capacity of the City to make improvements to those facilities. Lakeland's Comprehensive Plan is made up of various elements that address topics of growth management. One element, titled Capital Improvements Element (CIE), is intended to relate the costs and funding necessary to help prepare for the anticipated growth in Lakeland over the next five or more years.

On an annual basis, City staff review and update the CIE in concert with the annual adoption of the City's Budget and CIP. Together they outline the timing, location, and funding of capital projects to achieve or maintain adopted level of service standards for public facilities that are necessary to implement the goals, objectives, and policies of the Comprehensive Plan.

## Capital Improvement Plan Guidelines and Policies

Capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment, except in the case of emergency repairs.

The City of Lakeland's Capital Improvement Plan is developed using the following guidelines and policies:

- The City develops a 10-year Capital Improvement Plan.
- Capital project budgets are adopted on a project basis at the inception of the project.
- The City will coordinate the development of the Capital Improvement/Replacement Budget with the development of the annual Operating Budget. Each capital project is reviewed for its future impact on the Operating Budget.

## Capital Improvement Project Evaluation and Prioritization

Capital projects are evaluated and prioritized using the following criteria:

- Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
- Capital Projects that will reduce recurring operating costs will receive priority consideration.
- The worthiness of the capital improvement project in relation to factors such as financial feasibility, safety, welfare, fulfillment of City Goals, and impact on operational costs.
- Fulfillment of the City's legal commitment to provide facilities and services, to preserve or achieve full use of existing facilities and to eliminate existing capacity deficits.
- Increase in effective use of existing facilities, whether or not it prevents or reduces future improvement costs, provides service to developed areas lacking full service, or promotes infill development.
- The project must be consistent with the location needs based on the projected growth patterns, the accommodation of new development, and redevelopment of facility needs.

## Capital Improvement Plan Overview

### Annual CIP Process

The Capital Improvement Plan is only one portion of Lakeland's multi-faceted budget process. The capital project request process begins in February of each year when all departments are asked to identify their projected needs. Departments evaluate all existing equipment, facilities, and other capital items, to determine if useful life has been exceeded, or will be exceeded, in the coming budget year. The assessment compiles information about the requesting party, the justification for the project or equipment, the amount required, date required, implications of not proceeding with the request, and any sources of revenue associated with funding the request.

An informal Capital Improvement Plan review committee is formed to review requests for changes or additions. This committee consists of representatives from the City Manager's Office, the Finance Department, and the requesting department.

During June and July, the CIP is updated with annual adjustments and approved capital items. The new Capital Improvement Plan is then proposed to the Lakeland City Commission during Budget Workshops in August. Public hearings and final adoption of the Budget, including the Capital Improvement Plan, occur in mid-September.

The Capital Improvement Plan is a plan and therefore can be subject to change based on a variety of reasons. Priorities can change, service needs can shift, etc., and because of this, planned projects shown in later years are not necessarily guaranteed funding. Funding is appropriated by the City Commission only for the current fiscal year of the Capital Improvement Plan. However, it is important to present and approve a 10-year plan in order to establish funding priorities and for long-range planning and coordinating purposes.

### Capital Budget Impact on the Operating Budget

CIP projects can serve to increase costs or decrease costs on the basis of whether they are capital or labor intensive. Installation of new technology may serve to decrease operating expenditures by reducing reliance upon labor. Alternatively, new facilities and land acquisitions typically increase operating expenditures due to a high reliance upon labor, vacant parcels that will likely require fencing, security, weed control, etc., until the land is ready to be converted into a park, used for right-of-way, etc. Although it may be prudent to purchase land in advance of immediate need, such land banking practices increase operating costs.

Operating costs are carefully considered and included in deciding which projects move forward in the CIP budget. Although it may be possible to pay for the capital costs of projects, it is typically impossible to absorb many large increases in operating costs at once. Therefore, projects are programmed to prevent great shocks to operating budgets.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as the redevelopment of underperforming or underutilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The City's operating budget is directly affected by the CIP budget. As a rule, any new capital improvement will impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively. New facilities, such as libraries and fire stations, or new service vehicles, often require additional staff. Existing facilities and equipment typically require increased expenditures for rehabilitation, renovation, and upgrades. Changes in best practice or regulation may result in changing costs to improve safety and concerns regarding structural integrity. Financing of new capital through pay-as-you-go, grant funds, debt service, or other methods, will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are reviewed at the time of approval. Departments may be required to absorb increases in operating costs within their budgets. Alternatively, supplemental requests for operating funds may be approved in the annual operating budget. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding needs.

Each department along, with the Finance Department, provides estimates of future costs associated with the operation and maintenance of capital assets. Some of the considerations in the creation of the CIP Budget are provided in the discussion below and on the following pages.

### Airport Fund

The Airport is situated on over 1,700 acres with over 1.5 million square feet of leased facilities that support approximately 3,200 jobs on Airport property. The operating revenues are derived primarily from leasing operations as well as aviation fees including landing and fuel flowage fees. The Airport is an economic driver in the region producing an economic impact of \$1.5 billion. Development activity at the Airport will continue to drive and support growth in our region.

### **Community Redevelopment Agency (CRA) Funds**

Provide economic development incentives, commercial renovation assistance, corridor enhancements, infrastructure improvement projects, owner-occupied rehabilitation, and residential redevelopment in the CRA Districts of Dixieland, Downtown, and Midtown.

### **Lakeland Electric Fund**

Lakeland Electric provides electric service to a population of over 295,000 with over 114,000 residential and over 13,000 commercial accounts. The maintenance, updating of equipment, and infrastructure enhancements reduce service outages and required repairs, increasing efficiency in operations.

### **Public Improvement Fund**

**Facilities Maintenance** - Lakeland's Facilities Maintenance provides maintenance, construction, janitorial, safety, and fire suppression system support services for the City's 186 facilities. These services include structural, heating, ventilation and air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security, and fire suppression systems. Facilities Maintenance maintains approximately 3,000,000 square feet of various building space and performs over 16,000 work orders, per year, with a staff of 65 full-time employees.

**Cemeteries** - The Cemeteries Division operates and maintains six cemeteries at two locations. Three of the older cemetery locations have been sold out for several years; however, approximately 10 burials occur each year. The remaining cemeteries at Oak Hill Burial Park consist of 200 acres of property, 120 acres of which are developed. Oak Hill Burial Park has approximately 400 burials each year and is the largest perpetual care cemetery in Polk County. This year, a 48 Niche Columbarium is being constructed at Oak Hill Burial Park.

**Library** - Lakeland's three public library locations contribute to our community's Quality of Life. Our libraries are active spaces where all ages can come to learn. Many attend our life-skills and technology classes or participate in our popular children's programs. Use of the library's collection remains steady, and purchases of digital content continue to grow. Typically, the library records over 700,000 visits and circulation tops 975,000 items. Monies in the Public Improvement Fund allow for new equipment, updates to library facilities, and special projects to enhance customer services.

**Lakeland Fire Department** - The Lakeland Fire Department strives to provide high-service standards of safety, suppression, and disaster response. Evaluating the need and planning for future fire stations while developing a contingency plan for refurbishing aging fire stations. Continual replacement of fire equipment and service vehicles also ensures our firefighters are prepared to respond to over 25,000 calls for service annually.



## CIP Impact on the Operating Budget

**Lakeland Police Department** - The Lakeland Police Department (LPD) annually handles over 300,000 calls for service through our Communications Center, with over 90,000 of them being citizen-generated calls resulting in a police unit being dispatched.

The Public Improvement Fund is a major budget component that allows LPD to continue to provide necessary emergency services to the citizens of Lakeland.

**Parks and Recreation** - Lakeland's Parks and Recreation maintain more than 71 parks and facilities, tennis courts, two swimming pools, 87 walking/jogging paths, and 9 sports complexes. These amenities serve residents and visitors to the greater Lakeland area.

### **Parking Fund**

Parking Services provide operation and maintenance of the City-owned parking garages and lots (four garages with over 1,800 spaces, 10 parking lots with about 650 spaces, and almost 600 on-street parking spaces) ensuring a clean and safe parking environment. Garages and public parking areas are maintained for cleanliness and structural integrity and kept to high standards.

### **RP Funding Center Fund**

The RP Funding Center is a venue of choice for the greater Lakeland and Polk County area, as well as touring artists and events. By replacing aging equipment, the RP Funding Center can enhance sales, reduce repairs and increase efficiency in its operations.

### **Transportation Fund**

#### **Construction and Maintenance**

The infrastructure inventory consists of approximately:

- 804 miles of paved City streets
- 22 miles of alleys
- 267+ miles of sidewalks
- A citywide storm drainage system that includes roughly:
  - 160 miles of underground storm sewer pipe
  - 60+ miles of ditches
  - Approximately 8,000 storm inlets
  - 170 detention/retention ponds
  - 419 outfall structures
  - 10 City-maintained lakes

## CIP Impact on the Operating Budget

### Transportation Fund, continued

**Construction** - Our Construction and Maintenance Division provides services for a wide range of construction projects, including major roadways, parking lots, stormwater drainage systems, sidewalks, curbing, sanitary sewer projects, and City parks. The City of Lakeland is committed to ensuring that every service, program, activity, and facility open to the public or operated or funded by the City is fully accessible to all visitors and members of the community.

**Maintenance** - The Construction and Maintenance Division is responsible for resurfacing and striping all City streets, grading roadways and alleys, cleaning pedestrian walkways and storm drain inlets, making roadway repairs, restoring utility cuts, and repairing or replacing damaged sidewalks, curb sections, stormwater inlets, and other concrete structures.

**Engineering** - Oversees roadway and stormwater facilities CIP projects, provides design and project management, obtains necessary permits for the design projects from agencies such as the Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), Florida Department of Transportation (FDOT), and Polk County.

**Fleet Management** - Our Fleet Management Division is responsible for the maintenance, fuel, purchase, and disposal of over 1,400 vehicles and pieces of equipment each year.

**Traffic** - Traffic Operations maintains and operates 174 traffic signals (107 owned by FDOT and 67 owned by the City), 19 “Bluetooth” sensors, 14 Railroad by-pass “blank-out” signs, and 104 real-time closed-circuit television cameras (CCTV). These devices allow personnel to monitor the traffic signals from the City's Traffic Management Center (TMC). All of these devices are interconnected by a redundant fiber network which provides desktop electronic access from the TMC. The major corridors in the City, such as Florida Avenue (SR 37) and Memorial Boulevard (US 92) have their traffic signals coordinated to maximize traffic flow and enhance operational safety.

### Stormwater Fund

The Stormwater CIP Fund allows the City to operate and maintain more than 1,000,000 linear feet of stormwater drainage pipes and culverts, six miles of grassy swales and culverts, and 68 stormwater treatment ponds. The City operates 6 street sweepers that maintain 551 lane miles of curbed streets. Annually, the street sweepers remove the 2,500 tons of debris, preventing it from entering the storm-sewer system, resulting in a positive impact on the surface water quality in the City's lakes. Other activities undertaken to improve the surface water quality in the City's lakes includes the operation of 18 pollution control devices (PCD) placed at the end of stormwater outfall pipes, utilized to remove sediment and trash from the stormwater flow prior to its discharge to a surface water body. The PCDs are cleaned by City crews using vacuum trucks on a monthly basis. The City monitors surface water quality and ecosystem health through quarterly sampling and monthly field testing of the City's surface water bodies.

## CIP Impact on the Operating Budget

### Wastewater Utilities Fund

CIP projects to replace aging Wastewater Pump Station equipment and update controls, which are no longer supported and different from other panels throughout our system. CIP projects to upgrade and/or replace failing wastewater lines prevents emergency maintenance and allows for additional capacity needed as the service area continues to grow. Both of these types of projects help bring savings in operational costs and improve efficiency.

### Water Utilities Fund

CIP project expenditures on water line replacements help reduce the number of leaks and breaks per linear mile due to the aging and failing pipes. CIP project expenditures on Water Plant tanks and facilities extend the life of the assets and mitigate as much breakdown as possible. This effort helps us comply with state regulations that are mandated by the South Florida Water Management District SFWMD.

### Relationship between the Operating Budget and the CIP

There are many characteristics that differentiate the City's operating budget from the Capital Improvement Program. The operating budget provides funding for the day-to-day operations of providing services to our residents on an annual basis but does not result in the purchase of physical assets of the City. Resources for the operating budget include ad valorem and other taxes, licenses and permits, intergovernmental revenues, charges for services, fines and forfeitures, interest, and other miscellaneous revenues.

The Capital Improvement Plan includes one-time costs for capital projects that can last many years. These projects result in the purchase or construction of major assets for the City. Although resources for the capital budget can be the same as the operating budget, depending on the size and scope of the project, it may be prudent to finance the project versus the pay-as-you-go method.

Aside from the noted differences above, the operating budget and Capital Improvement Program are closely linked. The most obvious connection is the fact that the operating budget assumes the costs of maintaining and operating new facilities or equipment that are built or procured under the Capital Improvement Program through recurring and non-recurring projects.

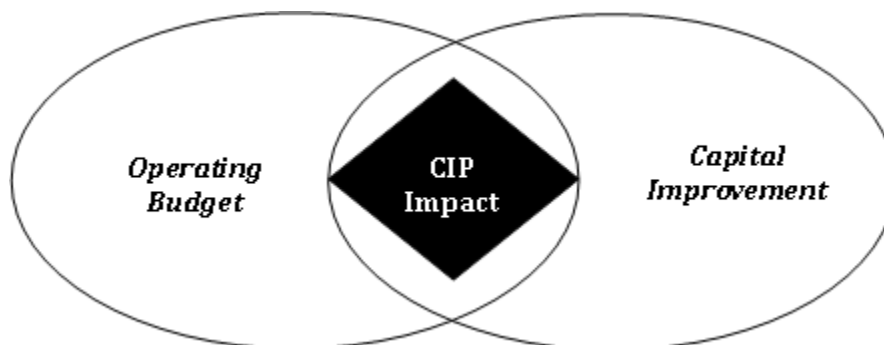


Figure 231: CIP Impact

## CIP Impact on the Operating Budget

### CIP Non-Recurring Projects Impact on Operating Budget

Below is an estimated impact of operating costs for all Non-Recurring Significant Capital Projects budgeted for FY 2022 by Fund. If it is possible to identify at this time in the project's life cycle, the individual projects include an estimated future operating budget impact.

Fund	Capital Expenditures	Personnel Costs	Other Operating Costs	Total
Transportation Public Improvement	\$ 8,877,494	\$ -	\$ -	\$ 8,877,494
Downtown CRA	16,918,568	-	-	16,918,568
Midtown CRA	1,583,058	-	-	1,583,058
Dixieland CRA	2,944,532	-	-	2,944,532
Stormwater	6,671,668	-	-	6,671,668
Parking	1,060,007	-	-	1,060,007
RP Funding Center	39,000	-	-	39,000
Airport	14,694,910	-	-	14,694,910
Wastewater	9,208,957	-	-	9,208,957
Water	19,892,555	-	-	19,892,555
Lakeland Electric	11,254,713	-	-	11,254,713
	\$44,564,398	-	-	\$44,564,398
<b>Total</b>	<b>\$137,709,860</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$137,709,860</b>

Figure 232: CIP Non-Recurring Projects Impact on Operating Budget

An overview of the City's **Debt Management** policies is included in the Long-Range Planning Section (Pages C-32 through C-38). The Section includes explanations and definitions of the:

- Purpose of Long-Term Debt
- Types of Debt/Revenue Debt Programs
- Debt Trends
- Recent Debt Management Activities
- Debt Service Requirements
- Ratings and Coverage

A more detailed explanation of the City's **Debt** and **Debt Management** activities can be found in the **City's Comprehensive Annual Financial Report** and its **Annual Report to Bondholders**, both of which are available on the City's website at [www.lakelandgov.net](http://www.lakelandgov.net).

## Capital Expenditure Summary

Below are the approved capital project totals by fund for the upcoming fiscal year and the project totals for the 10-year plan.

### FY2023 Capital Improvement Fund Totals

<b>Fund</b>	<b>Total</b>	<b>Percentage</b>
Transportation	\$8,877,494	6%
Public Improvement	16,918,568	12%
RP Funding Center	1,583,058	1%
Downtown CRA	2,944,532	2%
Midtown CRA	6,671,668	5%
Dixieland CRA	1,060,007	1%
Parking	39,000	0%
Airport	14,694,910	11%
Stormwater	9,208,957	7%
Wastewater	19,892,555	15%
Water	11,254,713	8%
Lakeland Electric	44,564,398	32%
<b>FY2023 Total</b>	<b>\$137,709,860</b>	<b>100%</b>

Figure 233: Capital Improvement Fund Totals

### 10-Year Capital Improvement Fund Totals

<b>Fund</b>	<b>Total</b>	<b>Percentage</b>
Transportation	\$80,864,655	7%
Public Improvement	156,994,819	13%
RP Funding Center	29,084,834	3%
Downtown CRA	68,080,022	6%
Midtown CRA	5,277,924	.5%
Dixieland CRA	959,000	0%
Parking	109,500,979	9%
Airport	68,080,022	6%
Stormwater	5,277,924	.5%
Wastewater	95,221,373	8%
Water	80,299,455	7%
Lakeland Electric	459,949,539	40%
<b>10-Year Total</b>	<b>\$1,159,590,546</b>	<b>100.00%</b>

Figure 234: 10-Year Capital Improvement Fund Totals

## Capital Sources Summary

A summary of capital project revenue sources for the current year and the 10-year plan is shown below.

### FY2023 Capital Improvement Source Totals

<b>Fund</b>	<b>Total</b>	<b>Percentage</b>
General Revenue	\$12,088,050	9%
Charges for Service	47,121,602	34%
Taxes	17,183,948	12%
Impact Fees	4,812,789	3%
Grants	17,411,029	13%
Surplus	4,541,269	3%
Transfers From Other Funds	32,373,766	23%
Investments and Earnings	1,655,740	2%
Contributions and Donations	521,667	1%
<b>FY2023 Total</b>	<b>\$137,709,860</b>	<b>100%</b>

Figure 235: Capital Improvement Source Totals

### 10-Year Capital Improvement Source Totals

<b>Fund</b>	<b>Total</b>	<b>Percentage</b>
General Revenue	\$123,652,240	10%
Charges for Service	440,843,908	35%
Taxes	173,719,363	14%
Impact Fees	25,832,465	2%
Grants	182,929,249	15%
Surplus	9,720,791	.7%
Transfers From Other Funds	278,056,844	22%
Investments and Earnings	15,573,515	1%
Contributions and Donations	2,950,003	.3%
<b>10-Year Total</b>	<b>\$1,253,278,378</b>	<b>100.00%</b>

Figure 236: 10-Year Capital Improvement Source Totals

## Significant Non-Recurring Projects

### Transportation Fund

**Project Title:** Providence Road Complete Street

**Project Description:** Design of Providence Road reconstruction project

**Amount:** \$270,000

**Project Title:** Sidewalk Lakeland Highlands Rd. (Lowes to Polk Parkway)

**Project Description:** Partnership with Polk County on the expansion of the Fort Frazier Trail

**Amount:** \$200,000

### Public Improvement

**Project Title:** Woodlake Park-Tennis Court Lighting

**Project Description:** Replacing lighting on the tennis courts

**Amount:** \$275,000

**Project Title:** Publix Charities-Playground Equipment Replacement

**Project Description:** Replacing playground equipment at Publix Charities Park

**Amount:** \$200,000

### RP Funding Center

**Project Title:** Theatre Heating System

**Project Description:** Adding a heating system to the Youkey Theatre

**Amount:** \$55,000

### Downtown CRA

**Project Title:** Lake Mirror Promenade-Maintenance

**Project Description:** Pressure cleaning of the historical Lake Mirror Promenade

**Amount:** \$150,000

### Mid-Town CRA

**Project Title:** Emma Street Sidewalk

**Project Description:** Building sidewalk on Emma Street

**Amount:** \$200,000

**Project Title:** Chase Street Trail

**Project Description:** Design of multiuse trail along Chase Avenue

**Amount:** \$300,000

### Airport

**Project Title:** FAA/FDOT Rehab TWY P

**Project Description:** Shifting Taxiway P and adding new asphalt to the remaining portion. Also includes adding lighting, signage, and pavement markings.

**Amount:** \$7,179,330

## Significant Non-Recurring Projects

### Airport, continued

**Project Title:** Consolidated Fuel Farm

**Project Description:** Two fuel tank locations will be consolidated into one. This project will allow for expanded capacity in the future.

**Amount:** \$1,111,112

### Wastewater

#### *Wastewater Renewal and Replacement Fund*

**Project Title:** Western Trunk San Gully Rd Line Relocation

**Project Description:** This project covers funding to replace a portion of the Western Trunk sewer line currently in bad condition.

**Amount:** \$2,050,000

**Project Title:** Kings and Queens MHP 24" VCP Upsize

**Project Description:** This project to replace existing VCP gravity segment

**Amount:** \$2,133,000

#### *Wastewater Impact Fee*

**Project Title:** Waring Rd-Pipkin to Dranefield FM

**Project Description:** There is a large area north of Pipkin Rd and East of the Airport that does not currently have wastewater service. This force main extension would support continued growth in the area. This budget item is to design and construct a new force main.

**Amount:** \$2,000,000

### Water

#### *Water Renewal and Replacement*

W. Lk Parker AC W.L. Replace (Valencia to Bonaire)

**Project Description:** Funds will be spent replacing the existing 6" AC water main that has reached the end of its life cycle.

**Amount:** \$258,400

Bartow Hwy Widening (Edgewood Dr to Main St.) WL

**Project Description:**

**Amount:** \$350,000

### Lakeland Electric

**Project Title:** CMP5721 U5 ST L-0 Blade Replacement

**Project Description:** Replacement of Unit 5 steam turbine blade at the McIntosh Plant

**Amount:** \$3,737,708

**Project Title:** LLP9019 U8 Traveling Screens

**Project Description:** Replacement of screens that filter the lake water at the Larsen Plant

**Amount:** \$498,292



**TRANSPORTATION FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
8th Cent Motor Fuel Tax	785,000	1,041,425	801,000	809,000	817,000	825,000	833,000	841,000	849,000	857,000	865,000
Local Option Gas Tax - 6 Cents	2,822,000	3,066,801	2,879,000	2,908,000	2,937,000	2,966,000	2,996,000	3,026,000	3,056,000	3,087,000	3,118,315
9th Cent Gas Tax	507,000	628,106	517,000	522,000	527,000	532,000	537,000	542,000	547,000	552,000	557,000
Local Option Gas Tax - 5 Cents	1,769,000	1,943,354	1,805,000	1,823,000	1,841,000	1,859,000	1,878,000	1,897,000	1,916,000	1,935,000	1,954,200
Special Assessment - Streets	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest on Pooled Investments	60,120	60,240	60,360	60,481	60,602	60,723	60,845	60,966	61,088	61,210	61,500
<b>Federal Grants</b>											
FDOT-Main Street Pathways	849,703										
FDOT-Three Parks Trail E	204,594										
<b>State Grants</b>											
FDOT-Hwy Lighting & Traffic Signal Maint. Ageements	632,429	656,709	676,411	696,703	723,177	750,658	779,183	808,792	839,526	870,260	902,120
FDOT-Tenoroc Trail - Segment 1	241,802										
FDOT-Sidewalk-N Crystal Lake (Willow Point to Longfellow)	115,088										
FDOT - Three Parks Trail W	30,203										
FDOT - Upgrades to US 92 at Wabash Ave	1,077,088										
FDOT County Line Rd @ US 92	1,251,027										
FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue)	8,103	380,000									
Traffic Project - Advanced Traffic Managment System O&M	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000	159,000
<b>Contributions &amp; Donations</b>											
Sidewalk Contingency - Developer Contributions	46,276										
<b>Transfer from Parking System</b>											
ADA Compliance	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Transfer from Impact Fees</b>											
Wabash Ave Extension Project Development & Environment Study	22,706										
N. Lakeland East. Connector - Crevasse St. Ext.	4,618,544										
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Corridor Study from SR 33 to Walt Loop Rd	449,741										
Sidewalk - Lakeland Highlands Rd (Lowe's to Polk Parkway)		200,000									
Drane Field Rd Corridor Impr Phase I	2,612,602										
Hwy 33 Road Improvements - I4 to City Limits	1,390,315										
North Wabash Ave Extension	1,682,236										
South Wabash Ave Extension	2,180,185	1,500,000		1,500,000		1,000,000		1,000,000		500,000	
Providence Road Complete Street		270,000									
Sidewalks for Collector Streets				250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000
Interim Signalization SR-33 & I-4	124,615										
<b>Unappropriated Surplus</b>	8,208,898	(1,058,141)	(1,072)	482,177	(854,796)	(406,764)	1,330,263	(241,703)	(68,994)	3,865	(12,935)
<b>Total Revenue</b>	<b>32,878,275</b>	<b>8,877,494</b>	<b>6,926,699</b>	<b>9,240,361</b>	<b>6,489,983</b>	<b>8,025,617</b>	<b>8,903,291</b>	<b>8,423,055</b>	<b>7,688,620</b>	<b>8,355,335</b>	<b>7,934,200</b>

<b>Expense</b>											
<b>Sidewalk Projects</b>											
FDOT-Main Street Pathways	899,561										
FDOT-Three Parks Trail E	141,054										
FDOT-Sidewalk-N Crystal Lake (Willow Point to Longfellow)	67,771										
FDOT - Three Parks Trail W	5,618										
FDOT - N. Crystal Lake Dr From Willow Point Dr to Longfellow Blvd	2,835										
FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue)	13,068	380,000									
Sidewalk Repair & Replacement	800,000	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,300,000
Sidewalk Contingency - Developer Contributions	157,280										
Sidewalk - Lakeland Highlands Rd (Lowe's to Polk Parkway)	202,001										
Sidewalk - Luce Rd. (Hallam Dr. to Lk. Miriam Dr.)	103,489										
Sidewalk - Chestnut Rd (US 92 to Chestnut Woods Dr)	50,000										
Glendale Trail	8,022										
Olive Street (Pinewood to Cornelia)	84,092										
S. Edgewood Drive (Taft St to US 98S)	72,245										
Beacon Road Sidewalk	364,922										
Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr)	50,000										
Gilmore Avenue (Parkview to E. Crawford)	233,466										
7th Street	11,662										
Sandpiper Drive	305,553										

**TRANSPORTATION FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
Sylvester Road Phase II	170,477										
Chase Street Trail			50,000								
CIP Project Development		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Sidewalks for Collector Streets			225,000					550,000	550,000	550,000	550,000
Lakehurst Street	84,700										
<b>Street Resurf &amp; Sealing</b>											
Pavement Management Information System	43,697	120,000			120,000			120,000			130,000
Resurfacing & Sealing	2,800,931	3,223,452	3,300,000	3,300,000	3,300,000	3,500,000	3,700,000	3,700,000	3,950,000	3,950,000	3,950,000
Street Resurfacing & Sealing Project - Pavement Markings	155,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	180,000
North Ten Acres Resurfacing	20,952										
Providence Road Milling and Resurfacing	15,000										
East Edgewood Drive (Troy to New Jersey Rd)			320,000								
N. Socrum Loop Rd (I-4 to Daughtery)				665,000							
University Blvd (SR 33 to Polk Parkway)							1,330,000				
Cleveland Heights Blvd (Westover to Lk. Miriam)				547,000							
Sleepy Hill Rd (N 98 to Kathleen)						524,000					
East Edgewood Dr (New Jersey to 98S)							525,000				
<b>Street Improvements</b>											
FDOT - Upgrades to US 92 at Wabash Ave	301										
FDOT County Line Rd @ US 92	1,831,261										
FDOT-Drane Field Rd at Don Emerson Dr	2,190,022										
Alley Improvement Project	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Main Street Pathways	30,260										
Medulla Road Extension	154,000										
South Wabash Ave Mitigation	106										
Drane Field Rd Corridor Impr Phase I	1,804,751										
Hwy 33 Road Improvements - I4 to City Limits	634,401										
North Wabash Ave Extension	805,555										
South Wabash Ave Extension	2,097,925										
Five Points Roundabout	249,800										
Interim Signalization SR-33 & I-4	323,885										
<b>Trans Impact Fee-Dist 1</b>											
N. Lakeland East, Connector - Crevasse St. Ext.	4,618,544										
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Corridor Study from SR 33 to Walt Loop Rd	499,741										
Hwy 33 Road Improvements - I4 to City Limits	1,390,315										
North Wabash Ave Extension	1,682,236										
Providence Road Complete Street		270,000									
Sidewalks for Collector Streets				250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000
Interim Signalization SR-33 & I-4	124,615										
<b>Trans Impact Fee-Dist 2</b>											
Wabash Ave Extension Project Development & Environment Study	22,706										
Sidewalk - Lakeland Highlands Rd (Lowes to Polk Parkway)		200,000									
Drane Field Rd Corridor Impr Phase I	1,210,127										
South Wabash Ave Extension	2,180,185	1,500,000		1,500,000		1,000,000		1,000,000		500,000	
<b>Traffic Projects</b>											
Pedestrian Safety Awareness Campaign	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
ITS Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Traffic Operations Projects	38,540	44,000	45,000	46,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Traffic Calming Projects	102,645	46,000	46,000	30,000	50,000	50,000	50,000	50,000	50,000	50,000	70,000
ADA Street Sign Rehabilitation	56,362	65,000	65,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
LED Traffic Signal Retrofit	10,000	25,000	25,000	25,000	25,000	38,000	39,000	40,000	41,000	42,000	42,000
Barricades/Traffic Cones	2,550	3,000	3,000	3,000							
Solar Power Battery Maintenance	48										
TMC Service Maintenance Agreement (SMA)		65,000									
COBALT Traffic Signal Controller Upgrade	24,952		75,000								
Rectangular Rapid Flashing Beacons		30,000									
Intersection Video Detectors	74,950										
Traffic Signal SR 33 @ Lake Crago Drive	60,000										
Traffic Project - Traffic Studies & Analysis	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Traffic Project - Advanced Traffic Management System O&M	441,788	487,360	506,855	527,130	548,215	570,145	592,950	616,670	641,335	666,990	693,700

**TRANSPORTATION FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
Traffic Control Cabinets		20,000	20,000	20,000							
Upgrade Intersection Network Switches		94,000	94,000								
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah	350,000	265,000									
Connected and Automated Vehicles - iCASP	136,000	139,000									
Modem Replacement for School Zone Clocks	17,000										
Replace Printer Heads for Sign Shop	9,000										
UPS Battery Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Audible Pedestrian Signs	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000	11,000
<b>Misc Improvements</b>											
FDOT-Tenoroc Trail - Segment 1	616,664										
Concrete Crushing	75,000		75,000		75,000		75,000		75,000		
ADA Compliance	20,364										
Utility Locates	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Capital Contingency	62,554	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CSX Railroad Crossing Maintenance	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500	41,500
Right of Way Mowing	49,350	50,337	51,344	52,371	53,418	54,487	55,576	56,690	57,500	58,310	60,000
APWA Accreditation	10,000		20,000		10,000		20,000		10,000		20,000
Misc Improvement Projects	189,513										
GIS Staff	73,117	79,845	84,000	87,360	90,850	94,485	98,265	102,195	106,285	110,535	115,000
Structural Inspection	5,428										
Lake Hunter Dr. Drainage Improvements	432										
<b>Contrib to Other Funds</b>											
Main St Garage Vault Cleaning	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Structural Inspection			16,000			17,000			20,000		
Orange St Garage - Exterior Coating	175,140										
Main St. Parking Garage - Ext. Coating	111,588			230,000			230,000			240,000	
NuPark	36,500	38,000	38,000	40,000	40,000	40,000					
<b>Accommodations for Programs and Services</b>											
ADA Compliance	94,354	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	79,000	80,000
<b>Misc Projects</b>											
Frontier ROW Use Permit Inspection	30,913										
Utility Locates	1,218										
Small Equipment	5,400										
Survey Total Station		20,000									
Traffic Signal Performance Measures		10,000	10,000	10,000	10,000						
Clear Guide Arterial Data City-Wide			30,000	30,000	30,000						
Trimble GPS Equipment Replacement		24,273									
<b>Total Expenses</b>	<b>32,878,275</b>	<b>8,877,494</b>	<b>6,926,699</b>	<b>9,240,361</b>	<b>6,489,983</b>	<b>8,025,617</b>	<b>8,903,291</b>	<b>8,423,055</b>	<b>7,688,620</b>	<b>8,355,335</b>	<b>7,934,200</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	9,306,201	1,097,303	2,155,444	2,156,516	1,674,339	2,529,135	2,935,899	1,605,636	1,847,339	1,916,333	1,912,468
<b>Sources / (Uses)</b>	(8,208,898)	1,058,141	1,072	(482,177)	854,796	406,764	(1,330,263)	241,703	68,994	(3,865)	12,935
<b>Ending Balance</b>	1,097,303	2,155,444	2,156,516	1,674,339	2,529,135	2,935,899	1,605,636	1,847,339	1,916,333	1,912,468	1,925,403

**PUBLIC IMPROVEMNET FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
LRHS Lease Revenues from Corpus Investment	14,215,434	12,005,650	13,127,906	14,499,191	14,524,947	13,004,139	11,238,953	10,771,167	11,943,056	11,000,000	11,192,500
Parking Garage - Heritage Plaza	167,553	82,400	84,872	87,418	90,041						
Investment Earnings	125,136										
<b>Transfer from General Fund</b>											
Golf Course Irrigation	198,750										
ARFF/Fire Station #7	135,417										
<b>Transfer from Joker Marchant Stadium Capital Reserve Fund</b>											
Marchant Stadium Scoreboard	55,000										
<b>Transfer from Impact Fees</b>											
<b>Parks &amp; Recreation:</b>											
Lake Crago Park	1,260,435	750,000				700,000					250,000
Bark at the Lake	50,000										
John McGee Park	998,800										
Cypress Youth Complex	1,200										
English Creek Park	6,037,581										
English Creek Park - Debt Service	260,730	259,789	260,815	261,584	259,960	260,922	261,456	259,426	261,349	260,601	261,563
Peterson Park-Concession/Restroom Renovation	300,000										
<b>Police Department:</b>											
Station Renovation	14,359								150,000	500,000	
Comm Center Expansion	24,573	650,000									
Generator Purchase/Rehab	650,000										
<b>Fire:</b>											
ARFF/Fire Station #7	100,000										
Refurbish Training Facility	225,000	225,000	1,225,000	225,000	525,000	225,000					
Fire Station 3 Relocation	800,000										
<b>State Grants</b>											
Seven Wetlands Park	443,748										
<b>Joker Marchant Stadium Expansion Revenues</b>											
State of Florida - Office of Tourism	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Polk County Tourist Development Council	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561
<b>County-Wide Library Revenues</b>											
County-Wide Library Cooperative	506,610	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Fire Department Revenues</b>											
Fire Protection, Outside City Limits	604,559	125,000	125,000	125,000	125,000	125,000					
<b>Contributions &amp; Donations</b>											
Park Repairs	50,000										
Joker Marchant Stadium Renovations	516,667	516,667	516,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667	
LHCC Exhibits and Displays	85										
John McGee Park	600,000										
<b>Misc. Reimbursements</b>											
Reimbursements / Loss Recovery	87,031										
<b>Unappropriated Surplus</b>	15,590,893	59,501	(269,473)	(485,325)	614,331	(1,209,544)	(8,998)	(115,906)	(23,273)	538,287	239,901
<b>Total Revenue</b>	46,064,122	16,918,568	17,315,348	17,224,096	18,650,507	15,616,745	14,002,639	13,425,915	14,842,360	14,810,116	14,188,525
<b>Expenses</b>											
<b>Parks:</b>											
<b>Beautification Projects (Grant &amp; City)</b>											
Neighborhood Beautification	96,627	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Publix Charities Park</b>											
Playground Equipment Replacement		200,000									
<b>John McGee Park</b>											
Parking Lot Expansion			300,000								
John McGee Park	555,411										
<b>English Creek Park</b>											
Soccer Complex									1,250,000		
<b>Dobbins Park</b>											
Playground Equipment Replacement				250,000							
<b>Horney Park</b>											
Playground Equipment Replacement	75,000										100,000

**PUBLIC IMPROVEMNET FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Jackson Park</b>											
Playground Equipment Replacement	80,000										100,000
<b>Fletcher Park at Lake Bonny</b>											
Playground Equipment Replacement			250,000								
<b>7th Street Park</b>											
Playground Equipment Replacement				100,000							
<b>Hanley Park</b>											
Playground Equipment Replacement				100,000							
<b>Lake Mirror Park</b>											
Barnett Park Playground Equipment Replacement			250,000								
Barnet Park Splash Pad Replacement						750,000					
Sunflower Preschool Playground Equipment Replacement	200,000									250,000	
Sunflower Preschool Playground Surface							200,000				
<b>Lake Parker Park</b>											
Playground Equipment Replacement				250,000							
Maintenance Building		75,000									
<b>Marchant Stadium Renovation Berm and Shade</b>											
Debt Service	370,120	359,920									
<b>Marchant Stadium</b>											
Marchant Stadium - Field Replacement						125,000					
Future Expansion Reserve						290,320					
Joker Marchant Stadium Renovations	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390	2,696,390
Fetzer Hall Renovation	4,000,000										
Stadium Improvements										100,000	
Marchant Stadium Scoreboard	55,000										
Dugout Rehabilitation (Fields 1, 2 & 3)	54,000										
<b>Miami Park</b>											
Playground Equipment Replacement							100,000				
<b>N. Lake Wire Park</b>											
Playground Equipment Replacement							120,000				
<b>Parker Street Park</b>											
Playground Equipment Replacement							100,000				
<b>Peterson Park</b>											
Playground Equipment Replacement	150,000										200,000
Fan Seating-ADA Upgrade	85,000										
<b>Sertoma Park</b>											
Sertoma Park Renovation	28,129									65,000	
<b>Tigertown</b>											
Parks Storage Building at Tigertown	450,000										
<b>Washington Park</b>											
Playground Equipment Replacement						180,000					
<b>West/SW Complexes</b>											
Westwide Playground Equipment Replacement	125,000									250,000	
Southwest Playground Equipment Replacement	100,000										125,000
Southwest Complex-Clubhouse Remodel	225,000										
Westside Complex-Concession Stand Rehab	225,000										
<b>Woodlake Park</b>											
Playground Equipment Replacement		125,000									
Tennis Court Lighting		275,000									
Lights for Pickle Ball Courts	125,000										
<b>Irrigation Projects</b>											
Centralized Irrigation System	50,000					50,000					
<b>Sportsfield Projects</b>											
City Sportsfield Lighting	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000

**PUBLIC IMPROVEMNET FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Misc. Parks Projects</b>											
Consultant Services	73,540	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Parks Maintenance Projects	69,000	70,000	71,000	72,000	73,000	74,000	75,000	76,000	77,000	78,000	79,000
Pavement Management System - Re-pave Park Paths	26,923	27,596	28,286	28,993	29,718	30,461	31,222	32,003	32,803	33,623	34,464
Holiday Decorations	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500
Repair and Maintenance of Park Boardwalks and Walkways	39,125	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Signage	35,363										
Interlachen Park Playground Equipment Replacement			125,000								
Munn Park Renovation		100,000									
Seven Wetlands Park	393,748										
Munn Park Lighting	29,730										
Lake Mirror Promenade Renovation			500,000								
Lucity Application	38,416										
Bark at the Lake	6,742										
<b>Total Parks</b>	<b>10,500,764</b>	<b>4,076,406</b>	<b>4,368,176</b>	<b>3,644,883</b>	<b>2,946,608</b>	<b>4,343,671</b>	<b>3,470,112</b>	<b>2,951,893</b>	<b>4,203,693</b>	<b>3,620,513</b>	<b>3,482,354</b>
<b>Recreation:</b>											
<b>Kelly Recreation Complex</b>											
Kelly Rec - Replace Weight Rm Equipment	68,000									50,000	
Annual Pool Contingency	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Gandy Pool Operations</b>											
Gandy Pool Repairs	32,000	300,000									
<b>Lake Mirror Complex</b>											
Replace Stage Curtains	11,000										
<b>Lake Crago Park</b>											
Lake Crago Park-	580,663										
<b>Simpson Park Rec Center</b>											
Simpson Park - Replace Weight Rm Equipment	80,170									50,000	
Playground Equipment Replacement							125,000				
Bleacher Shading	50,000										
<b>Simpson Pool Operations</b>											
Annual Pool Contingency	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
<b>Edgewood Park</b>											
Resurface Tennis Courts			200,000								
<b>Misc. Recreation Projects</b>											
Renovate Building & Playgrounds	467,701	234,000	236,000	238,000	240,000	242,000	244,000	246,000	248,000	250,000	253,000
<b>Total Recreation</b>	<b>1,305,534</b>	<b>550,000</b>	<b>452,000</b>	<b>254,000</b>	<b>256,000</b>	<b>258,000</b>	<b>385,000</b>	<b>262,000</b>	<b>264,000</b>	<b>366,000</b>	<b>269,000</b>
<b>P&amp;R Impact Fee Projects:</b>											
<b>P&amp;R Impact Fee-Dist. 1</b>											
Lake Crago Park	1,260,435	750,000				700,000					250,000
Bark at the Lake	50,000										
<b>P&amp;R Impact Fee-Dist. 2</b>											
Cypress Youth Complex	1,200										
English Creek Park	6,037,581										
John McGee Park	998,800										
Capital Improvement Revenue and Refunding Bonds, Series 2021A	260,730										
Capital Improvement Revenue and Refunding Bonds, Series 2021A		259,789	260,815	261,584	259,960	260,922	261,456	259,426	261,349	260,601	261,563
Peterson Park-Concession/Restroom Renovation	300,000										
<b>Total P&amp;R Impact Fee Projects</b>	<b>8,908,746</b>	<b>1,009,789</b>	<b>260,815</b>	<b>261,584</b>	<b>259,960</b>	<b>960,922</b>	<b>261,456</b>	<b>259,426</b>	<b>261,349</b>	<b>260,601</b>	<b>511,563</b>

**PUBLIC IMPROVEMNET FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Library:</b>											
<b>Co-op Funded Projects</b>											
Library - Carpet Replacement	109,558	20,000			100,000	75,000					
Computer Equipment Upgrade	77,838	30,000			30,000		30,000		10,000		40,000
Ceiling & Lighting Replacement (Main)	72,867						30,000				20,000
Future Expansion Reserve	265,450	10,000	10,000	80,000	50,000	105,000	75,000	160,000	90,000	45,000	75,000
Lobby Restroom Renovation	899									75,000	
Closed Circuit Camera System Upgrade	10,492		10,000						10,000		
Restroom Renovation	50,000	15,000						20,000			
Library Furniture (Co-op Funded)	297,903	20,000	15,000						50,000		20,000
Sound System Upgrade - Meeting Room	16,363		5,000				15,000				
Meeting Room Renovation	10,000		10,000								
Design New Entry	15,000	5,000	10,000							10,000	
RFID Project	15,333								20,000		
Learning Commons/Coffee Shop Project	1,599										
Fixture Replacement (Northside Branch)			100,000	100,000							
Interior Finishes/Improvements	179,368	50,000	20,000				30,000			50,000	20,000
LHCC Exhibits and Displays	207,551	25,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	25,000
E Library Relocation	125,000	25,000									
<b>City Funded Projects</b>											
A/C Ductwork Maintenance	457,958										
Cultural Room	6,632										
<b>Total Library</b>	<b>1,919,811</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>
<b>Oak Hill Cemetery</b>											
Oak Hill Cemetery Expansion	17,318										
Resurface Roadways	22,502			25,000			27,500			30,250	
Oakhill Routine Maintenance	40,078	35,000	36,800	38,600	40,500	42,500	44,600	46,800	49,100	50,000	50,900
Roadway Construction	83,565										
48 Niche Columbarium	532	50,000				30,000					
Oak Hill Expansion VII	70,000			50,000					50,000	50,000	
Maintenance Shed	75,000	43,498									
<b>Total Oak Hill Cemetery</b>	<b>308,995</b>	<b>128,498</b>	<b>36,800</b>	<b>113,600</b>	<b>40,500</b>	<b>72,500</b>	<b>72,100</b>	<b>46,800</b>	<b>99,100</b>	<b>130,250</b>	<b>50,900</b>
<b>Police Department</b>											
Station Renovation (Impact Fees)	5,775								150,000	500,000	
Ballistic Helmet Replacement	79,530	40,000									137,460
LPD - CAD Reporting System	2,054,742									28,500	
Refurbish Training Facility			1,000,000		300,000						
LPD Firing Range	8,584										
Training Center Safety Improvements	10,000							60,000			
Comm Center Expansion	24,573	650,000									
SWAT Handgun Replacement				35,100							
UPS Replacement				26,500							
Generator Purchase/Rehab	650,000										
<b>Total Police Department</b>	<b>2,833,204</b>	<b>690,000</b>	<b>1,000,000</b>	<b>61,600</b>	<b>300,000</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>150,000</b>	<b>528,500</b>	<b>137,460</b>
<b>Fire Department</b>											
Motor Pool Purchases	2,697,792	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
FDOT ARFF Station/Fire Station #7 (Debt Service)	45,515										
ARFF/Fire Station #7 Debt Service (City and Impact Fees)	235,417										
Thermal Imaging Camera	6,000	12,000	6,000	6,000	7,000	7,000	7,000	14,000	7,000	7,000	7,000
Commercial Washer and Dryer Replacement		24,000					28,000				
Refurbish Training Facility	55,597										
Refurbish Training Facility Debt Service (City and Impact Fees)	351,721	351,721	351,721	351,721	351,721	327,926					
Portable Generators		6,000		22,000		7,000		14,000			
Extrication Tools		37,000	38,000	39,000	80,000	41,000	43,000	44,000	45,000	46,000	46,000
Fire Station 3 Relocation (City and Impact Fees)	1,800,000										
<b>Total Fire Department</b>	<b>5,192,042</b>	<b>1,530,721</b>	<b>1,595,721</b>	<b>1,618,721</b>	<b>1,638,721</b>	<b>1,582,926</b>	<b>1,378,000</b>	<b>1,372,000</b>	<b>1,352,000</b>	<b>1,353,000</b>	<b>1,353,000</b>

**PUBLIC IMPROVEMNET FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Non-Departmental</b>											
<b>Neighborhood Projects</b>											
Neighborhood Preservation	159,783	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Neighborhood Matching Grants Program	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Neighborhood Signage	2,400										
Lakeshore Aquatic Preservation	14,700										
Resurvey Historic District Phase I	130,000										
<b>All Other Gen Fund Bldgs.</b>											
Fire Panel Replacements	60,000	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500	67,500
City Buildings - Roof Replacements	1,223,041	707,141	726,587	726,587	746,568	767,099	788,194	809,869	832,141	855,025	878,538
Air Conditioner Replacements	530,984	314,695	319,695	319,695	324,695	329,695	334,695	339,695	344,695	349,695	354,695
Ice Machine Replacements	8,300	10,950	11,100	11,250	11,400	11,550	11,700	11,850	12,000	12,150	12,300
Carpet Replacements	147,003	167,000	170,000	173,000	176,000	179,000	182,000	185,000	188,000	191,000	194,000
Recoating / Sealing	866,889	503,215	508,215	508,215	513,215	518,215	523,215	528,215	533,215	538,215	543,215
LED Lighting Upgrade	72,764										
Town Center Rehabilitation Phase II	500,959										
<b>Misc. Non-Dept Projects</b>											
Contingency	233,094	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Backup Generator	84,170										
SurfLakeland - Contributions to the Community	47,068	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
PIF Endowment Fund Professional Investment Consulting Services	2,576										
Commission Chamber AV Upgrade		28,896									
Trakit Electronic Plans Review (General Fund Share)	500,000										
Commission Chamber Camera Replacement											60,000
<b>City Hall</b>											
Broadcast System Upgrade	235,100										
<b>Parking</b>											
Heritage Plaza Parking Garage - Annual Maintenance	80,000	82,400	84,872	87,418	90,041						
Summit Consulting - Land and Parking	1,540,340										
<b>Accommodations for Programs and Services</b>											
ADA Compliance	16,795										
Accommodations for Programs and Services	109,000	112,000	115,000	118,000	121,000	124,000	127,000	130,000	133,000	136,000	139,000
<b>Total Non-Departmental</b>	<b>6,629,966</b>	<b>2,428,797</b>	<b>2,437,969</b>	<b>2,446,665</b>	<b>2,485,419</b>	<b>2,432,059</b>	<b>2,469,304</b>	<b>2,507,129</b>	<b>2,545,551</b>	<b>2,584,585</b>	<b>2,684,248</b>
<b>Contributions to Other Funds</b>											
<b>General Fund:</b>											
Operating Contribution	4,900,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000	4,100,000
Detroit Tigers - Naming Rights (revenue passthrough)	50,000	50,000	50,000	50,000	50,000	100,000	100,000	100,000	50,000	100,000	
Detroit Tigers / City Joint Stadium Reserve Contribution	96,547	106,747	466,667	216,667	216,667	166,667	166,667	166,667	216,667	166,667	
<b>RP Funding Center</b>											
Lakeland Center Capital Transfer	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Operating Transfer (D/S paid off into reserve by FY 26)	1,154,169	647,610	647,200	2,556,376	2,464,830						
Interest Revenue Backstop / L/T Capital		400,000	700,000	700,000	700,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
<b>Cleveland Heights Golf Course</b>											
Golf Course Irrigation	1,220,257										
Cleveland Heights Golf Course - Misc. Capital	44,087										
Heritage Plaza Parking Garage - DS (Paid off early in FY'26)	600,000	600,000	600,000	600,000	2,591,802						
<b>Total Contributions to Other Funds</b>	<b>8,465,060</b>	<b>6,304,357</b>	<b>6,963,867</b>	<b>8,623,043</b>	<b>10,523,299</b>	<b>5,766,667</b>	<b>5,766,667</b>	<b>5,766,667</b>	<b>5,766,667</b>	<b>5,766,667</b>	<b>5,500,000</b>
<b>Total Expenses</b>	<b>46,064,122</b>	<b>16,918,568</b>	<b>17,315,348</b>	<b>17,224,096</b>	<b>18,650,507</b>	<b>15,616,745</b>	<b>14,002,639</b>	<b>13,425,915</b>	<b>14,842,360</b>	<b>14,810,116</b>	<b>14,188,525</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	19,202,016	3,611,123	3,551,622	3,821,095	4,306,420	3,692,089	4,901,633	4,910,631	5,026,537	5,049,810	4,511,523
<b>Sources / (Uses)</b>	(15,590,893)	(59,501)	269,473	485,325	(614,331)	1,209,544	8,998	115,906	23,273	(538,287)	(239,901)
<b>Ending Balance</b>	3,611,123	3,551,622	3,821,095	4,306,420	3,692,089	4,901,633	4,910,631	5,026,537	5,049,810	4,511,523	4,271,622



**RP FUNDING CENTER CAPITAL FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Interest on Pooled Investments	21,738	33,000									
<b>Local Grants</b>											
Capital Improvement Revenue Note, Series 2017A	540,840	535,448	535,111	534,767	534,414	534,053	533,683	533,304	532,917	532,520	532,113
<b>Transfer from Public Improvement Fund</b>											
Capital Improvement Revenue Note, Series 2017A	654,169	647,610	647,200	2,556,376	2,464,830						
Lakeland Center Capital Contingency	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>Unappropriated Surplus</b>	692,249	(33,000)		(1,909,594)	(1,818,979)	645,913	617,329	616,892	616,443	615,983	615,514
<b>Total Revenue</b>	<b>2,308,996</b>	<b>1,583,058</b>	<b>1,582,311</b>	<b>1,581,549</b>	<b>1,580,265</b>	<b>1,579,966</b>	<b>1,551,012</b>	<b>1,550,196</b>	<b>1,549,360</b>	<b>1,548,503</b>	<b>1,547,627</b>
<b>Expense</b>											
<b>Capital and Maintenance Projects</b>											
TLC Golf Carts and Radio	8,702										
Lakeland Center Expansion	541,198										
Capital Improvement Revenue Note, Series 2017A	1,195,009	1,183,058	1,182,311	1,181,549	1,180,265	1,179,966	1,151,012	1,150,196	1,149,360	1,148,503	1,147,627
Emergency Electrical Repairs	76,740										
Emergency Repair-Cooling Fans	17,500										
Lakeland Center Capital Contingency	24,873	30,000	43,000	44,000	70,000	400,000	400,000	400,000	400,000	400,000	400,000
Scissor Lift			30,000								
Replace and Repair Line Set	81,000	75,000	75,000	75,000							
General Replacements	10,552	30,000	20,000	25,000	25,000						
Intercom System - Youkey Theatre	16,598		31,000								
Building & Parking Security Upgrades	15,425	10,000	10,000	10,000	10,000						
Replacement/Repairs/Upgrades - Lighting Systems			51,000	51,000							
Theatre Heating System		55,000									
Side Tiered Seating - Arena					150,000						
Portable Chairs		90,000	120,000	125,000							
Stage Floor Resurface		10,000									
Forklift				30,000							
Elevators - Arena					100,000						
Time Clock Plus Upgrade/Replacement		20,000									
LED Lighting Upgrade		10,000									
Roof Repair	37,149	20,000	20,000	20,000	20,000						
Arena Curtains	81,400	15,000									
Arena Floor - Diamond Concrete Grinding	75,000										
Arena Curtain Replacement	75,000										
Epoxy Floor Finish - Arena Backstage	20,000										
AV Equipment Upgrades	20,000	35,000		20,000	25,000						
Bus Duct	12,850										
<b>Total Expenses</b>	<b>2,308,996</b>	<b>1,583,058</b>	<b>1,582,311</b>	<b>1,581,549</b>	<b>1,580,265</b>	<b>1,579,966</b>	<b>1,551,012</b>	<b>1,550,196</b>	<b>1,549,360</b>	<b>1,548,503</b>	<b>1,547,627</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	692,249		33,000	33,000	1,942,594	3,761,573	3,115,660	2,498,331	1,881,439	1,264,996	649,013
<b>Sources / (Uses)</b>	(692,249)	33,000		1,909,594	1,818,979	(645,913)	(617,329)	(616,892)	(616,443)	(615,983)	(615,514)
<b>Ending Balance</b>		33,000	33,000	1,942,594	3,761,573	3,115,660	2,498,331	1,881,439	1,264,996	649,013	33,499

**DOWNTOWN CRA FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Tax Increment Revenues	2,155,931	3,153,716	3,248,300	3,345,700	3,446,100	3,549,500	3,656,000	3,765,700	3,878,700	3,995,100	4,115,000
Interest on Pooled Investments	100,000	103,000	106,000	109,000	112,000	115,000	118,000	122,000	130,000	130,000	134,000
<b>Unappropriated Surplus</b>	2,074,444	(312,184)	(533,055)	(901,901)	(929,212)	(958,367)	(987,460)	(1,016,583)	(965,828)	(468,784)	(1,174,608)
<b>Total Revenue</b>	4,330,375	2,944,532	2,821,245	2,552,799	2,628,888	2,706,133	2,786,540	2,871,117	3,042,872	3,656,316	3,074,392
<b>Expense</b>											
<b>Operating</b>											
Community Redevelopment Agency	933,236	414,468	435,000	448,000	461,000	474,000	489,000	504,000	534,000	548,000	565,392
CRA Annual Report	2,608	2,980	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Sidewalk Projects</b>											
E. Main St. Streetscape Plaza (Kentucky to Tennessee)	18,969										
<b>Neighborhood Projects</b>											
Small Project Assistance	50,000	250,000	258,000	266,000	274,000	282,000	290,000	299,000	317,000	350,000	327,000
North Downtown Master Plan	100,000	100,000	103,000	106,000	109,000	112,000	115,000	118,000	126,000	250,000	130,000
Downtown Infrastructure	150,000	150,000	155,000	160,000	165,000	170,000	175,000	180,000	191,000	250,000	197,000
Affordable Housing											250,000
Catalyst Development	700,000	250,000	258,000	266,000	274,000	282,000	290,000	299,000	317,000	250,000	327,000
Downtown Infill Incentive	196,250	250,000	258,000	266,000	274,000	282,000	290,000	299,000	317,000	250,000	327,000
<b>Debt Service</b>											
Residential Redevelopment	400,000	400,000	344,389								
<b>Misc. Projects</b>											
Residential Redevelopment	50,000										
Property Management	28,709	45,988	47,000	48,000	49,000	50,000	51,000	53,000	57,000	56,000	59,000
Mowing	25,934	11,043	11,000	11,000	11,000	11,000	11,000	11,000	11,000	13,500	11,000
Arts & Entertainment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Oak Street Parking Lot	22,000	24,000	25,000	26,000	27,000	28,000	29,000	30,000	32,000	33,000	34,000
Community Policing Innovation	30,756	56,053	58,856	61,799	64,888	68,133	71,540	75,117	78,872	82,816	
Mirrorton Development	366,395	40,000	41,000	42,000	43,000	44,000	45,000	46,000	48,000	48,000	49,000
Lake Mirror Promenade - Maintenance		150,000									
<b>Corridor Enhancement</b>											
SFLA Corridor Improvements	579,561	150,000	155,000	160,000	165,000	170,000	175,000	180,000	191,000	197,000	200,000
Downtown Streetscape	155,061										
Five Points Roundabout	335,896										
Bay Street Streetscape and Drainage Improvements		440,000	453,000	467,000	481,000	495,000	510,000	525,000	557,000	565,000	574,000
Downtown Corridor Enhancements	175,000	200,000	206,000	212,000	218,000	225,000	232,000	239,000	253,000	500,000	261,000
<b>Total Expenses</b>	4,330,375	2,944,532	2,821,245	2,552,799	2,628,888	2,706,133	2,786,540	2,871,117	3,042,872	3,656,316	3,074,392
<b>Unappropriated Surplus</b>											
Beginning Balance	4,535,736	2,461,292	2,773,476	3,306,531	4,208,432	5,137,644	6,096,011	7,083,471	8,100,054	9,065,882	9,534,666
Sources / (Uses)	(2,074,444)	312,184	533,055	901,901	929,212	958,367	987,460	1,016,583	965,828	468,784	1,174,608
Ending Balance	2,461,292	2,773,476	3,306,531	4,208,432	5,137,644	6,096,011	7,083,471	8,100,054	9,065,882	9,534,666	10,709,274

**MID-TOWN CRA FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Current Ad Valorem Taxes	5,801,713										
Tax Increment Revenues		6,964,892	7,173,800	7,389,000	7,610,700	7,839,000	8,074,200	8,316,400	8,565,900	8,822,900	
Interest on Pooled Investments	120,000	124,000	128,000	132,000	136,000	140,000	144,000	148,000	152,000	157,000	
<b>Rental Income</b>											
Property Management	147,580	152,000	157,000	162,000	167,000	172,000	177,000	182,000	187,000	193,000	
<b>Unappropriated Surplus</b>	4,224,732	(569,224)	(1,290,157)	(875,239)	2,518,455	(622,363)	(813,681)	(755,531)	(1,443,142)	(1,635,888)	
<b>Total Revenue</b>	10,294,025	6,671,668	6,168,643	6,807,761	10,432,155	7,528,637	7,581,519	7,890,869	7,461,758	7,537,012	
<b>Expense</b>											
<b>Operating Expense</b>											
Community Redevelopment Agency	991,940	918,786	1,000,500	1,110,750	1,130,000	1,145,000	1,165,000	1,190,000	1,225,000	1,261,750	
CRA Annual Report	13,905	16,023	14,752	15,195	15,651	16,121	16,605	17,103	17,616	18,144	
Small Project Assistance	14,000										
<b>Debt Service</b>											
Florida Taxable Pension Liability Reduction Note, Series 2020		14,204									
<b>Sidewalk Projects</b>											
Olive Street Sidewalk	102,500	60,000									
<b>Neighborhood Projects</b>											
Lincoln Square Development	1,750										
Residential Incentives	1,130,823	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	
Northwest Neighborhood	575,305	750,000	750,000	750,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Northeast Neighborhood	359,969	450,000	450,000	450,000	500,000	500,000	500,000	500,000	500,000	500,000	
Infrastructure Projects		250,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		
<b>Misc. Projects</b>											
Planning-Affordable Housing Incentive Plan	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	
Small Project Assistance	1,112,393	500,000	500,000	500,000	750,000	750,000	750,000	1,000,000	1,000,000	1,000,000	
Property Management	246,618	282,615	260,000	262,000	339,000	341,000	343,000	345,000	347,000	350,000	
Arts & Entertainment	25,310	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Midtown Lofts Redevelopment Project-Loan Receivable	25,000										
Redevelop Massachusetts Ave Properties	80,000										
Community Policing Innovation	262,650	446,388	468,707	492,142	516,749	542,587	569,716	598,203	628,112	659,518	
DouBakehouse Leasehold Improvements	2,559										
Haus 820 Leasehold Improvements	38,761										
Job Creation Incentives	210,000	210,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	
Affordable Housing Partnerships	1,000,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
114 E. Parker Street Construction	241,106										
<b>Corridor Enhancement</b>											
MLK - Memorial to 10th St	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	
Providence Rd - W 10th St to Griffin Rd	897,051				2,500,000						
W Lake Parker/Lakeshore Trail Improvements	98,484										
Mass Ave/Parker St. Intersection Improvement	25,311										
Landscape - US 98 - Memorial to 10th St	18,628	19,187	19,763	20,356	20,967	21,596	22,244	22,911	23,599	24,307	
Landscape - US 98 - Griffin to 10th St	18,628	19,187	19,763	20,356	20,967	21,596	22,244	22,911	23,599	24,307	
Landscape - Parker Street	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	
Landscape - Ingraham Ave	11,688	12,039	12,400	12,772	13,155	13,550	13,957	14,376	14,807	15,251	
Landscape - Intown Bypass Phase 1 Outparcels	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706	13,087	
E. Main Street Landscaping Maintenance	14,926	15,374	15,835	16,310	16,799	17,303	17,822	18,357	18,907	19,474	
Lakeshore Aquatic Preservation	15,400										
Redevelop Massachusetts Ave Properties	969,556	251,872	250,000	250,000	250,000						
Memorial Blvd	350,000	200,000	250,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Citrus Connection Services (LAMTD Agreement)	185,000										
Five Points Roundabout	375,280	200,000									
Parkview Place Pedestrian Improvements				250,000							
Emma Street Sidewalk		200,000									
Chase Street Trail		300,000			700,000						
Olive Street Sidewalk	22,500										
N. Scott Ave Sidewalk	198,000	50,000									

**MID-TOWN CRA FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Redevelopment Plan - MUAC</b>											
East Main Street Master Plan	613,894	500,000	500,000	500,000	750,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
<b>Total Expenses</b>	<b>10,294,025</b>	<b>6,671,668</b>	<b>6,168,643</b>	<b>6,807,761</b>	<b>10,432,155</b>	<b>7,528,637</b>	<b>7,581,519</b>	<b>7,890,869</b>	<b>7,461,758</b>	<b>7,537,012</b>	
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	7,824,585	3,599,853	4,169,077	5,459,234	6,334,473	3,816,018	4,438,381	5,252,062	6,007,593	7,450,735	9,086,623
<b>Sources / (Uses)</b>	(4,224,732)	569,224	1,290,157	875,239	(2,518,455)	622,363	813,681	755,531	1,443,142	1,635,888	
<b>Ending Balance</b>	<b>3,599,853</b>	<b>4,169,077</b>	<b>5,459,234</b>	<b>6,334,473</b>	<b>3,816,018</b>	<b>4,438,381</b>	<b>5,252,062</b>	<b>6,007,593</b>	<b>7,450,735</b>	<b>9,086,623</b>	<b>9,086,623</b>

**DIXIELAND CRA FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Current Ad Valorem Taxes	335,467										
Tax Increment Revenues		380,654	392,100	403,900	416,000	428,500	441,400	454,600	468,200	482,200	
Interest on Pooled Investments	52,800	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000	70,000	
<b>Unappropriated Surplus</b>	886,672	625,353	187,677	101,526	39,896	(22,112)	(9,497)	(22,158)	(35,200)	(13,115)	
<b>Total Revenue</b>	1,274,939	1,060,007	635,777	563,426	515,896	468,388	495,903	498,442	501,000	539,085	
<b>Expense</b>											
<b>Operating Expense</b>											
Community Redevelopment Agency	95,897	98,127	100,000	102,000	104,000	106,000	108,000	110,000	112,000	114,000	
CRA Annual Report	1,391	1,505	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
<b>Debt Service</b>											
Florida Taxable Pension Liability Reduction Note, Series 2020		5,095									
<b>Misc. Projects</b>											
Small Project Assistance	220,000	350,000	200,000	200,000	225,000	225,000	250,000	250,000	250,000	300,000	
Landscaping Maintenance by Other City Departments	2,132	2,327	2,262	2,330	2,399	2,471	2,546	2,622	2,702	2,785	
Publications and Promotions	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	3,000	
Alley Maintenance	3,000	3,200	3,400	3,600	3,600	3,600	3,600	3,600	3,600	3,600	
Arts & Entertainment	90,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	10,000	
Infill Adaptive Reuse Program	75,000	300,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
Community Policing Innovation	3,447	7,134	7,490	7,865	8,259	8,672	9,105	9,560	10,038	10,540	
Dixieland Sign Maintenance	114	119	125	131	138	145	152	160	160	160	
<b>Corridor Enhancement</b>											
Alley Improvement Project	105,408	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Redevelopment Plan Update			25,000	25,000							
SFLA Corridor Improvements	671,050	250,000	150,000	100,000	50,000						
Dixieland Sign Maintenance	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
<b>Total Expenses</b>	1,274,939	1,060,007	635,777	563,426	515,896	468,388	495,903	498,442	501,000	539,085	
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	2,025,651	1,138,979	513,626	325,949	224,423	184,527	206,639	216,136	238,294	273,494	286,609
<b>Sources / (Uses)</b>	(886,672)	(625,353)	(187,677)	(101,526)	(39,896)	22,112	9,497	22,158	35,200	13,115	
<b>Ending Balance</b>	1,138,979	513,626	325,949	224,423	184,527	206,639	216,136	238,294	273,494	286,609	286,609

**PARKING SYSTEM FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Interest on Pooled Investments		1,000									
<b>Transfer from Transportation Fund</b>											
Main St Garage Vault Cleaning	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Structural Inspection	5,428		16,000			17,000			20,000		
Orange St Garage - Exterior Coating	175,140										
Main St. Parking Garage - Ext. Coating	111,588			230,000			230,000			240,000	
NuPark	39,305	38,000	38,000	40,000	40,000	40,000					
<b>Unappropriated Surplus</b>	1,358	(1,000)									
<b>Total Revenue</b>	<b>333,819</b>	<b>39,000</b>	<b>55,000</b>	<b>271,000</b>	<b>41,000</b>	<b>58,000</b>	<b>231,000</b>	<b>1,000</b>	<b>21,000</b>	<b>241,000</b>	<b>1,000</b>
<b>Capital and Maintenance Projects</b>											
<b>Parking System - Main Street Garage</b>											
Structural Inspection	5,428		16,000			17,000			20,000		
Main Street Garage Vault Inspection	3,775										
Main St. Parking Garage - Ext. Coating	111,588			230,000			230,000			240,000	
NuPark	37,888	38,000	38,000	40,000	40,000	40,000					
<b>Parking System - Orange Street Garage</b>											
Main St Garage Vault Cleaning		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Orange St Garage - Exterior Coating	175,140										
<b>Total Expenses</b>	<b>333,819</b>	<b>39,000</b>	<b>55,000</b>	<b>271,000</b>	<b>41,000</b>	<b>58,000</b>	<b>231,000</b>	<b>1,000</b>	<b>21,000</b>	<b>241,000</b>	<b>1,000</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	47,088	45,730	46,730	46,730	46,730	46,730	46,730	46,730	46,730	46,730	46,730
<b>Sources / (Uses)</b>	(1,358)	1,000									
<b>Ending Balance</b>	<b>45,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>	<b>46,730</b>

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Interest on Pooled Investments		122,500									
<b>Federal Grants</b>											
FAA/FDOT ARFF Equipment		810,000									
FAA/FDOT Rehab TWY P		5,907,930									
FAA Projects			3,356,100						4,500,000	4,500,000	4,500,000
Shift of TWY D						11,703,510					
TWY A Shoulders		859,770		7,195,230							
TWY Connectors							3,582,900				
Maintenance Hangar Move / Replacement				1,000,000							
Construct Access Road			1,000,000								
Fuel Farm Relocation		315,000									
Land Acquisitions 61.7 Acres					3,600,000						
AWOS Replacement		108,000									
Consolidated Fuel Farm		1,000,000			1,000,000						
TWY E; Construct TWY S	4,756,637										
<b>State Grants</b>											
ILS Upgrade to Cat III	800,000	2,500,000	2,500,000	2,500,000	2,500,000	2,097,013					
FAA/FDOT ARFF Equipment		45,000									
FDOT Construct New T Hangars						2,200,000					
FAA/FDOT Rehab TWY P		1,271,400									
FDOT Land Purchase			1,200,000								
Engine Run-Up Facility								2,332,560			
FAA Projects			186,450						250,000	250,000	250,000
Shift of TWY D						650,195					
TWY A Shoulders		47,765		399,735							
Security Enhancements and Upgrades		280,000									
TWY Connectors							199,050				
FDOT Projects								800,000	400,000	800,000	800,000
Maintenance Hangar Move / Replacement				3,398,160							
Construct Access Road			480,000								
Fuel Farm Relocation		17,500									
Land Acquisitions 61.7 Acres					200,000						
AWOS Replacement		6,000									
Consolidated Fuel Farm		55,556			55,556						
TWY E; Construct TWY S	406,792										
<b>Transfer from Lakeland Airport</b>											
FDOT-Airport Fuel Farm	12,183	12,183	12,183	12,182	12,183	12,182	12,183	12,183	12,195		
NOAA Lease Improvements	232,386										
Miscellaneous Maintenance Projects	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
FDOT Construct New T Hangars						550,000					
FDOT Land Purchase			400,000								
Engine Run-Up Facility								583,140			
FAA Projects			186,450						250,000	250,000	250,000
Shift of TWY D						650,195					
TWY A Shoulders				399,735							
TWY Connectors							199,050				
FDOT Projects								200,000	100,000	200,000	200,000
Maintenance Hangar Move / Replacement				849,540							
Construct Access Road			120,000								
Fuel Farm Relocation		17,500									
Land Acquisitions 61.7 Acres					200,000						
AWOS Replacement		6,000									
Consolidated Fuel Farm		55,556			55,556						
TWY E; Construct TWY S	157,284										
Capital Improvement Revenue and Refunding Bonds, Series 2021A	729,300		184,301	341,100	1,843,501		962,000	640,500	638,500	640,750	642,000
Capital Improvement Revenue and Refunding Bonds, Series 2021B	890,000		1,014,600	858,800	858,601		1,131,100	1,442,850	1,447,600	1,449,850	1,444,600
Capital Improvement Revenue and Refunding Bonds, Series 2021C	2,411,205	1,029,750									
<b>Unappropriated Surplus</b>	3,558,420	(122,500)									
<b>Total Revenue</b>	<b>14,304,207</b>	<b>14,694,910</b>	<b>10,990,084</b>	<b>17,304,482</b>	<b>10,675,397</b>	<b>18,213,095</b>	<b>6,436,283</b>	<b>6,361,233</b>	<b>7,948,295</b>	<b>8,440,600</b>	<b>8,436,600</b>

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Expense</b>											
<b>Capital &amp; Maintenance Projects</b>											
FDOT-Airport Fuel Farm	12,183	12,183	12,183	12,182	12,183	12,182	12,183	12,183	12,195		
NOAA Lease Improvements	232,386										
ILS Upgrade to Cat III	4,358,420										
Miscellaneous Maintenance Projects	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
FAA/FDOT ARFF Equipment		855,000									
FDOT Construct New T Hangars						2,750,000					
FAA/FDOT Rehab TWY P		7,179,330									
FDOT Land Purchase			1,600,000								
Engine Run-Up Facility								2,915,700			
FAA Projects			3,729,000						5,000,000	5,000,000	5,000,000
Shift of TWY D						13,003,900					
TWY A Shoulders		907,535		7,994,700							
Security Enhancements and Upgrades		280,000									
TWY Connectors							3,981,000				
FDOT Projects								1,000,000	500,000	1,000,000	1,000,000
Maintenance Hangar Move / Replacement				5,247,700							
Construct Access Road			1,600,000								
Fuel Farm Relocation		350,000									
Land Acquisitions 61.7 Acres					4,000,000						
AWOS Replacement		120,000									
Consolidated Fuel Farm		1,111,112			1,111,112						
TWY E; Construct TWY S	5,320,713										
Capital Improvement Revenue and Refunding Bonds, Series 2021A	729,300	729,300	2,684,301	2,841,100	4,343,501	1,231,662	962,000	640,500	638,500	640,750	642,000
Capital Improvement Revenue and Refunding Bonds, Series 2021B	890,000	890,000	1,014,600	858,800	858,601	865,351	1,131,100	1,442,850	1,447,600	1,449,850	1,444,600
Capital Improvement Revenue and Refunding Bonds, Series 2021C	2,411,205	1,910,450									
<b>Total Expenses</b>	<b>14,304,207</b>	<b>14,694,910</b>	<b>10,990,084</b>	<b>17,304,482</b>	<b>10,675,397</b>	<b>18,213,095</b>	<b>6,436,283</b>	<b>6,361,233</b>	<b>7,948,295</b>	<b>8,440,600</b>	<b>8,436,600</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	6,143,618	2,585,198	2,707,698	2,707,698	2,707,698	2,707,698	2,707,698	2,707,698	2,707,698	2,707,698	2,707,698
<b>Sources / (Uses)</b>	(3,558,420)	122,500									
<b>Ending Balance</b>	<b>2,585,198</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>	<b>2,707,698</b>



**STORMWATER FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Stormwater Fees - Commercial/Municipal	3,241,366	3,544,000	3,579,000	3,615,000	3,651,000	3,688,000	3,725,000	3,762,000	3,800,000	3,838,000	3,876,000
Stormwater Fees - Residential	4,033,823	4,453,000	4,498,000	4,543,000	4,588,000	4,634,000	4,680,000	4,727,000	4,774,000	4,822,000	4,870,000
Stormwater Fees - Interfund	125,363	123,000	124,000	125,000	126,000	127,000	128,000	129,000	130,000	131,000	132,000
Interest on Pooled Investments	184,000	158,000	163,000	168,000	173,000	178,000	183,000	188,000	194,000	200,000	206,000
<b>State Grants</b>											
Lake Bonnet Drainage Improvement CBDG-MIT Grant	42,900,000	86,390									
<b>Local Grants</b>											
Aquatic Harvester	75,000										
<b>Transfer from Internal Loan Fund</b>											
Lake Bonnet Drainage Improvement CBDG-MIT Grant		2,226,371	905,371	905,371	905,371	905,371	905,371				
<b>Unappropriated Surplus</b>	3,530,588	(1,381,804)	(662,502)	(780,280)	(752,867)	(722,154)	(758,619)	6,837,019	(9,405)	(97,385)	(43,246)
<b>Total Revenue</b>	54,090,140	9,208,957	8,606,869	8,576,091	8,690,504	8,810,217	8,862,752	15,643,019	8,888,595	8,893,615	9,040,754
<b>Expense</b>											
<b>Operating Expense</b>											
Lakes and Environmental	1,794,637	2,188,831	1,993,000	2,052,000	2,113,000	2,176,000	2,241,000	2,308,000	2,377,000	2,448,000	2,521,000
Florida Taxable Pension Liability Reduction Note, Series 2020		29,961									
<b>Contribution to Other Funds</b>											
Emergency Manager	783	764	823	844	865	887	909	932	955	979	1,003
Retiree Bonus	918			918	918	918	918	918	918	918	918
Radio Replacement 2011	2,251	2,251	2,251	2,251							
<b>Lake Bonny</b>											
Lake Bonny Watershed Management Plan & Projects	365,199	150,000	100,000	50,000	25,000	25,000	25,000	10,000	10,000	50,000	50,000
<b>Lake Gibson</b>											
Water Quality Improvement Project	10,000	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	50,000
<b>Lake Hollingsworth</b>											
Lake Hollingsworth TMDL Program	478,712	300,000	200,000	200,000	100,000	100,000	50,000	50,000	50,000	50,000	100,000
<b>Hunter/Beulah/Wire Watershed</b>											
SWFMD - Lake Hunter BMP	22,604										
Lake Hunter - Watershed Management	206,536	100,000	150,000	100,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Lake Parker</b>											
SWFMD Lake Parker Restoration	160,000										
Lake Parker TMDL Project - WQ Treatment	616,277	300,000	350,000	550,000	300,000	350,000	350,000	150,000	150,000	50,000	50,000
<b>Miscellaneous</b>											
Install / Maintain Pollution Control Devices	46,891	60,000	80,000	80,000	80,000	80,000	85,000	85,000	85,000	90,000	90,000
Southern Landings Repairs	10,000	10,000		10,000		10,000					10,000
Stormwater Management Master Plan	100,265	100,000								50,000	
Drainage Maintenance Operations	1,124,734	1,113,492	1,000,000	1,100,000	1,200,000	1,250,000	1,300,000	1,400,000	1,450,000	1,500,000	1,550,000
Environmental Code Enforcement Officer	57,913	57,487	63,534	66,076	68,719	71,467	74,326	77,299	80,390	83,605	86,949
Highlands Hills Ditch Maint & Repairs	100,210										
CLMP - 2016 Update								250,000			
Upgrades to Office	50,000										
Drainage Capital Equipment	45,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
<b>Crystal Lake</b>											
SWFMD Crystal Lake Water Quality Improvement Study Q178	183,755										
Crystal Lake TMDL	335,599	150,000	250,000	50,000	10,000	10,000	30,000	25,000	20,000	25,000	10,000
<b>Lake Morton</b>											
Water Quality Improvement Project	383,608	250,000	50,000	50,000	150,000	50,000	50,000	25,000	25,000	25,000	25,000
<b>Lake Mirror</b>											
Water Quality Improvement Project	257,575	250,000	150,000	50,000	50,000	50,000	50,000	25,000	25,000	25,000	25,000
<b>Lake Beulah</b>											
Water Quality Improvement Project	5,000	50,000	50,000	20,000	50,000	50,000			25,000	25,000	20,000

**STORMWATER FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Drainage Projects</b>											
Retrofit Existing Storm Sewers	1,278,187	1,200,000	1,300,000	1,350,000	1,350,000	1,400,000	1,400,000	1,450,000	1,450,000	1,500,000	1,500,000
TV & Clean Storm Drain Structures	608,759	417,492	410,000	410,000	410,000	450,000	450,000	450,000	450,000	450,000	500,000
GIS Storm Sewer Inventory	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
Wayman St. Ditch Repairs	311,652	10,000									
GIS Technician - Engineering	79,509	82,689	85,997	89,437	93,014	96,735	100,604	104,628	108,813	113,165	117,692
Lake Bonny Drainage Project	23,069	50,000									
Street Sweeping Operations	1,296,865	1,243,906	1,245,218	1,270,122	1,295,524	1,321,434	1,347,862	1,374,819	1,402,350	1,472,467	1,546,090
Heatherpoint Stormwater Sewer Repair		20,939	20,939	20,940	20,940	20,939	20,939	20,939	20,939		
TV Truck Lease	58,429										
Office Furniture	2,500										
Drainage Maintenance Non-Capital Equipment	11,000										
<b>Lakes and Environmental</b>											
Lake Bonnet Drainage Improvement CBDG-MIT Grant	42,900,000	175,201	116,485	152,356	188,571	224,786	261,741	6,821,313			
NPDES Permitting - Administration	39,635	39,635	40,000	40,500	41,000	41,500	42,000	42,500	43,000	43,500	44,000
Public Education Programs	90,442	65,000	65,000	60,000	60,000	60,000	50,000	50,000	50,000	50,000	50,000
General Lake Improvements	465,000	350,000	450,000	450,000	500,000	500,000	500,000	500,000	500,000	350,000	300,000
Lake Hollingsworth Southside Shoreline Stab	40,000	20,000					15,000			25,000	
Lake Beulah Shoreline Restoration	15,000		15,000			25,000					20,000
Lake Morton Shoreline Restoration	36,313	5,000					10,000	5,000			10,000
Contribution to FL Friendly Landscaping	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aquatic Plant Management Plans				5,000		5,000				5,000	
Lake Bonnet Water Quality Improvement	90,156	100,000	50,000	20,000	150,000	25,000	10,000	20,000	150,000	15,000	15,000
Solid Waste/Lakes - 305 Eastside Property	25,639										
Replace Jon Boat			50,000			25,000				25,000	
Aquatic Harvester	274,518	181,309	188,622	195,647	202,953	210,551	217,453	216,671	234,230	240,981	248,102
<b>Total Expenses</b>	<b>54,090,140</b>	<b>9,208,957</b>	<b>8,606,869</b>	<b>8,576,091</b>	<b>8,690,504</b>	<b>8,810,217</b>	<b>8,862,752</b>	<b>15,643,019</b>	<b>8,888,595</b>	<b>8,893,615</b>	<b>9,040,754</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	6,127,517	2,596,929	3,978,733	4,641,235	5,421,515	6,174,382	6,896,536	7,655,155	818,136	827,541	924,926
<b>Sources / (Uses)</b>	(3,530,588)	1,381,804	662,502	780,280	752,867	722,154	758,619	(6,837,019)	9,405	97,385	43,246
<b>Ending Balance</b>	2,596,929	3,978,733	4,641,235	5,421,515	6,174,382	6,896,536	7,655,155	818,136	827,541	924,926	968,172

**WASTEWATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Contribution From Developers	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Interest on Pooled Investments	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Transfer from WW Operations	7,000,000	12,450,000	9,190,000	7,100,000	7,300,000	7,300,000	7,300,000	7,500,000	7,500,000	7,500,000	7,500,000
<b>Federal Grants</b>											
FDEP-Se7en Wetlands Phase III Trail	223,084										
Water Quality Improvements (50% Grant)			1,250,000								
<b>Unappropriated Surplus</b>	19,542,468	2,537,555	1,770,376	(246,500)	(26,500)	(756,500)	(881,500)	(2,656,500)	(2,596,500)	(2,981,500)	(3,256,500)
<b>Total Revenue</b>	26,970,552	15,392,555	12,615,376	7,258,500	7,678,500	6,948,500	6,823,500	5,248,500	5,308,500	4,923,500	4,648,500
<b>Expense</b>											
<b>Non-Departmental</b>											
Radio Replacement 2011	60,938	60,938	60,938								
Capital Contingency	150,000	150,000	210,938	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Wastewater Collection Administration</b>											
Security Enhancements	20,000	20,000	20,000	20,000	25,000	20,000	20,000	20,000	25,000	20,000	20,000
Wireless Work Order System Interface	174,037			50,000				50,000			
Transfer to Fleet - Wastewater Vehicle Purchases		27,500									
Wastewater Collection Vehicles GPS	4,603	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
<b>Wastewater System Administration</b>											
Tampa Bay Nitrogen Management Consortium	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Facilities Upgrades / Repairs and Replacements	43,900	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Improvement Projects - Wastewater	435,605										
Targeted Economic Opportunities - Wastewater	275,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Growth - Wastewater	150,000										
Time Keeping System		50,000									
<b>Glendale Sewage Treatment Plant</b>											
Glendale Process Modeling and Evaluation Study	8,012										
Glendale Controls	60,000					100,000					
Repair and replace Odor control blowers	883										
Replacement of Sludge Pumping Equipment	97,900	75,000	75,000	75,000	75,000						
Replacement of Magnetic Flow Meters	55,000										
Transfer to Fleet - Wastewater Vehicle Purchases	70,000										
Capital Equipment	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Repair and Repave Service Roads	71,000					100,000					
Climber Screen Replacement							500,000				
Undesignated Pumps, Motors and Controls	25,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	
Rehab and Repair Primary Clarifiers		100,000	100,000	100,000	100,000	100,000					
SCADA HACH WIMS Interface		50,000	50,000	50,000	50,000						
New Odor Control at Intermediate Station							250,000				
Replacement of ARV's (Reuse/Return/Wetlands)	37,000	75,000	75,000	75,000							
Glendale Control Panel Upgrades	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	
Polymer System	147,600										
Glendale Polymer Tank Replacement	30,644										
IMLR Pump VFD Upgrade	167,898										
Glendale Gas Purifier Tank Platform	20,000										
Grit Classifier and Pumps Upgrade		260,117									
Sludge Pumping and Control Improvements		200,000									
Chlorine Conversion Study		100,000									
Intermediate Station Pump Replacement	75,000										
Primary #2 Replace Clarifier Equipment at Glendale				500,000							
Intermediate Pump Station Coating						400,000					
Centrifuge Rebuild									200,000		
Replacement of Secondary Clarifier Drive Mechanisms					475,000	475,000	475,000	475,000			

**WASTEWATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Northside Sewage Treatment Plant</b>											
Northside Controls	25,000		25,000		25,000		25,000		25,000		
Replacement of Magnetic Flowmeters	30,000										
Replacement of Sludge Pumping Equipment		450,000									
Northside Replacement of Clarifier Drive Mechanisms				350,000	350,000	350,000	350,000				
Capital Equipment	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Undesignated Pumps, Motors and Controls	20,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
SCADA HACH WIMS Interface		50,000	50,000	50,000	50,000						
Bypass Pump Station Rehab	330,000										
Repair of Headworks Splitter Box	1,741,211										
Bypass Pump Station and Valve Control	104,872										
RAS Valve Controls	86,072										
BFP Control Panel and Polymer Skid Replacement					250,000						
SHT Mixer Replacement	49,300										
Grit Valves and Pump Replacements	65,000										
Replacement Aerator	70,000										
Northside Sludge Holding Tank Blowers and Aeration System	579,172	300,000									
<b>Sewage Pumping Stations</b>											
Telemetry System Upgrades	5,000	25,000	50,000		800,000	50,000	50,000	50,000	50,000	50,000	100,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	6,853										
L6210 Harmony Heights VFD Upgrade	2,315										
L3910 Scottsdale VFD Upgrade	3,194										
Wet Well Rehab	23,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Undesignated Pump / Panel Replacements	55,000	200,000	200,000	200,000	200,000	200,000	200,000	150,000	150,000	150,000	150,000
Undesignated Generator Replacement		80,000	80,000	80,000	80,000	80,000	100,000	100,000	100,000	100,000	100,000
Transfer to Fleet - Wastewater Vehicle Purchases		27,500									
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Northside Pump Station Construction	3,408,945										
Upgrade SW Pump Station	52,777										
Pump Station ARC Flash Study	104,143	150,000	5,000	5,000	5,000	175,000	5,000	5,000	5,000	5,000	5,000
Northwest PS Rehab	111,070										
VFD Conversions	2,000										
Martins Landing Pumps & Panel Rehab	1,838										
Undesignated Generator Installation	100,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Cyanamid L6840 Rehab	150,380	200,000									
Non-Destructive FM Testing	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
L2610 US98 South Pipe/Well Rehab	24,363										
Portable Emergency Control Panel	2,074										
County Line L3440 Panel Replacement	200,000										
Upgrade Tenth St L3310 Pump Station		200,000									
L0210 Wood Lake Pump Station New Wet Well	15,000										
L0790 Publix Pump Station Pump Replacement	81,111										
L0440 Bridgefield Panel Replacement	75,000										
Edgewood Ext. Rehab	300,000										
Electricians Portable Generator	10,000										
L0730 Westside Pump Station Generator Replacement	40,532										
ATS, Generator, & Labor	53,317										
Airpark L3430 Fiber Install	30,000										
Northside L6010 Fiber Install	40,000										
Airpark Pump No. 2 Repair	24,613										
Telemetry System Communication Issues	21,667										
Pump Station Well Level Upgrades	46,281	20,000	20,000								
Southwest Pump No 1 Repair	38,113										
L6860 Old Combee LS Lining	46,785										
L0330 Cheverly LS Lining	20,446										
L3730 English Oaks Mixer Installation	8,040										
L6520 Interstate Business Park II Generator Installation	65,000										
L6630 Kennedy House Pump Replacements	35,000										
L6710 Lake Parker Park Pump and Panel Replacement	8,560										
L3410 West Lakeland Pump Replacement	35,000										
L0790 Publix Fiber Install	15,000										

**WASTEWATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
L0730 Westside Fiber Install	10,000										
L0410 Fire Suppression System		50,000									
L4570 Swindell Rd Pumps and Panel		225,000									
Portable Bypass Pump	50,000										
L3440 County Line Pump Replacement	55,000										
L3455 PLC Replacement	30,000										
Replace L0110 Bentley Shores FM					350,000						
L6820 Interstate Pump Station Pumps-Panel-Generator							400,000				
L2310 Fire Suppression System			50,000								
L0360 Spring Oaks Station Rehab				200,000							
L7020 Socrum Loop Station Rehab					350,000						
L3410 Waring Rd Pumps Panel Generator						400,000					
L3710 Airside Master Panel Generator			250,000								
Sylvester Shores L1720 Station and FM Rehab			450,000								
<b>Sewer Line Maintenance</b>											
Rehabilitate Sewer Lines	100,000	1,200,000	1,200,000	1,400,000	1,500,000	1,500,000	1,600,000	1,600,000	1,600,000	1,750,000	1,750,000
Sewer Maintenance - Contractor Installed Liners	900,000										
Sewer Maintenance - Contractor Cleaning & Televising	70,000										
Sewer Maintenance - City Performed Point Repairs	100,000										
Wastewater New Line Connections											
Inflow Reduction	50,000	75,000	75,000	75,000	75,000	75,000	50,000	50,000	50,000	50,000	50,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	46,452										
English Oaks FM Plug Valve Repair	63,342										
Flushing of Southwest Basin Force Mains	25,000	25,000		25,000		25,000		25,000			
Sewer Maintenance - Manhole Rehabilitation	75,000	150,000	150,000	150,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000
Capital Contingency	55,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
Collection System Monitoring	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Construction Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Replacement Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Capital Equipment	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Northside 30inch Force Main ARV Rehab	344,716										
Griffin Rd 24" Sanitary Sewer Lining	1,679,297										
S. Florida Ave Gravity Line Repair	78,479										
Private System Monitoring	14,429										
Smartcover Installation	25,000	25,000			25,000		25,000		25,000		25,000
COL Sewer Line Easement Purchases	39,000	25,000		25,000		25,000		50,000		50,000	
English Oaks Booster Station Odor Control Pilot	72,724										
CMOM - (Capacity, Mgmt., Operations & Maint.) Update				100,000					100,000		
Basin 8 I&I Study	8,497										
Basin 4 I&I Study	28,258										
Howard Ave Manhole Repair	444,917										
Sanitary Sewer Evaluation Study	100,000	150,000			100,000					100,000	
Basin 5 I&I Study	15,112										
Basin 6 I&I Study	13,293										
North Wabash Extension	83,070										
Basin 7 I&I Study	21,853										
Kidron Rd ? Amazon FM Extension	25,000										
Lake Parker Manhole Repair	335,045	200,000									
Ingraham and Oak Sewer Rehab	168,346										
Materials Storage Structure	100,000	75,000									
Providence Road Church Gravity Line Repair	20,000										
Western Trunk San Gully Rd Line Relocation		2,050,000	3,000,000								
Chiles Street Gravity Repair	49,695										
N Florida Ave Sewer Investigation	17,772										
Service Laterals CIPP Lining	278,654	150,000	200,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
L0820 Lone Palm FM Extension/Upsizing	350,000										
Lakeland Hills Blvd SFM Reroute	140,000										
MH07207 Manhole Replacement	100,000										
WW 20 Year Needs Analysis	47,750										
Downtown Manhole Replacements		25,000	25,000	25,000	25,000						
Kings and Queens MHP 24" VCP Upsize		2,133,000									

**WASTEWATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
Sylvester Rd and Lyncrest MH17149 to MH17030		1,325,000									
LS1320113158 Gravity Line Repair	110,022										
US98 Utility Coordination				100,000							
Repair line behind Harry's in alley		75,000									
GPS Equipment Upgrades							50,000				
Skipper Street 36 Sewer Line Relocation		250,000	800,000								
New Manhole in Alley behind Frescos		50,000									
<b>Pretreatment Program</b>											
Local Limits Headworks Study	20,000			80,000					80,000		
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Pretreatment CORE Program	74,096	25,000		25,000							
Flowmeter Replacement	27,653	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Grease Trap Tracking Program Software			25,000								
<b>Wastewater Engineering</b>											
Cataloging of Permits, Easements and Service Agreements	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
County Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
D.O.T. Projects	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
US 92 at County Line Road (Intersection & Widening)	550,000										
Wastewater Support - Other City Departments	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Utility Relocations	233,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Utility Relocation - West Pipkin, Medulla to Harden.	6,555										
Utility Relocation SR 33 at I-4 - Tomkow to Old Combee	1,982,442										
South Wabash Ave Extension		90,000									
Energy Efficiencies / Digestion System Improvements (SRL)	246										
Northside Pump Station Construction	344,845										
Griffin Rd 24" Sanitary Sewer Lining	210,382										
Repair of Headworks Splitter Box	4,000										
English Oaks Phase III - Construction	40,543										
FDOT Proposed Wastewater Projects	184,779	200,000	345,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Glendale Effluent Pump Station - Design	44,517										
Cyanamid L6840 Rehab.	10,000										
North Wabash Extension	17,537										
Bypass Pump Station and Valve Control	25,000										
Master Plan	638,556										
Edgewood Ext. Rehab	50,000										
Rehab & Repair Digester Blowers	5,000										
English Oaks Phase IV - Construction	26,300										
Western Trunk San Gully Rd Line Relocation	66,010										
Glendale Polymer Tank Replacement	2,000										
IMLR Pump VFD Upgrade	5,000										
Glendale Gas Purifier Tank Platform	5,000										
Lakeland Hills Blvd SFM Reroute	10,000										
Regional Biosolids Handling - Design		1,000,000									
Kings and Queens MHP 24" VCP Upsize		200,000									
Bartow Hwy Widening (Edgewood Dr to Main St.) Sewer Adjustments		50,000		150,000							
LS1320113158 Gravity Line Repair	15,000										
Intermediate Pump Station Coating					40,000						
<b>Maintenance Support</b>											
Capital Equipment	31,100	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Maintenance Shop AC Repair	18,604										

**WASTEWATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Wetlands Management</b>											
FDEP-Se7en Wetlands Phase III Trail	423,084										
Security Enhancements	13,432	30,000									
Capital Contingency	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Undesignated Generator Replacement					30,000						
Wetlands Gopher Tortoise Relocation	25,000	75,000		25,000			25,000				
Transfer to Fleet - Wastewater Vehicle Purchases		190,000			50,000						
Capital Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Repair of Northwest Cell 3 Berm	13,367										
Wetlands Fiber Installation	65,200										
Wetlands Park				75,000		75,000		75,000			
North Boundary Fence adjacent to Eaglebrook		150,000									
Upgrades to Office		30,000									
Wetland Data Automation	207,013										
Replacement of Control Gates	179,495			400,000							
Effluent Ditch Rehabilitation	148,514	300,000									
Reverse Eutrophication/Wetlands Ecosystem	90,232										
Connect to Public Water Supply	45,000										
Land Management	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Effluent Structure Rehabilitation	1,600,000										
Dredging and Sediment Management	783,894										
Water Quality Improvements (50% Grant)	100,000		2,500,000								
Wetland Renewable Energy			75,000								
Se7en Wetlands Educational Center	250,000										
Garage Door Replacement	67,969										
Additional Storage for Equipment Shed		75,000									
Wetland Treatment System Assessment Update									250,000		
Stability Analyses / EAP Update						150,000					
Cell 4 Drainage Upgrades			300,000								
Wetland Cells Restoration			300,000	200,000							
Wetland Water Budget & Operating Procedures					150,000						
<b>Laboratory Analysis</b>											
WW Laboratory Renovation	250,000										
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>West Lakeland Roughing Plant</b>											
Undesignated Pumps, Motors and Controls		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Westside Control Panel Upgrades		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
PLC Replacements	259,400	100,000	100,000	100,000	100,000						
<b>Wastewater Treatment Operations Support</b>											
Capital Equipment	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total Expenses</b>	<b>26,970,552</b>	<b>15,392,555</b>	<b>12,615,376</b>	<b>7,258,500</b>	<b>7,678,500</b>	<b>6,948,500</b>	<b>6,823,500</b>	<b>5,248,500</b>	<b>5,308,500</b>	<b>4,923,500</b>	<b>4,648,500</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	24,584,108	5,041,640	2,504,085	733,709	980,209	1,006,709	1,763,209	2,644,709	5,301,209	7,897,709	10,879,209
<b>Sources / (Uses)</b>	(19,542,468)	(2,537,555)	(1,770,376)	246,500	26,500	756,500	881,500	2,656,500	2,596,500	2,981,500	3,256,500
<b>Ending Balance</b>	5,041,640	2,504,085	733,709	980,209	1,006,709	1,763,209	2,644,709	5,301,209	7,897,709	10,879,209	14,135,709

**WASTEWATER IMPACT FEES  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Impact Fees	409,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000	958,000
<b>Unappropriated Surplus</b>	7,290,940	3,442,000	1,828,000	1,622,000	(408,000)	(408,000)	(378,000)	(408,000)	(408,000)	(408,000)	(408,000)
<b>Total Revenue</b>	7,799,940	4,500,000	2,886,000	2,680,000	650,000	650,000	680,000	650,000	650,000	650,000	650,000

<b>Expense</b>											
<b>Non-Departmental</b>											
Wastewater Impact Fee Study	30,000			30,000			30,000				
<b>Sewage Pumping Stations</b>											
Southwest Pump Station Redirection	400,000										
L3865 Citrus Woods Panel Upsizing	10,000										
L3845 Skyview Waters Panel Upsizing	10,000										
<b>Sewer Line Maintenance</b>											
Force Main Parkway to Glendale	72,886	500,000									
Skyview Force Main Upgrades	1,696,440										
Southwest Lakeland Sewer Upgrade	1,429,880										
North Wabash Extension	183,610										
Western Trunk San Gully Rd Line Relocation	250,000			2,000,000							
L0820 Lone Palm FM Extension/Upsizing	150,000										
Master Plan-Crystal Lake/Sylvester Combined			1,900,000								
Master Plan-Waring Rd Gravity to LS3410			300,000								
<b>Wastewater Engineering</b>											
Subdivision and Commercial Development	400,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Undesignated Capacity Expansion	58,408	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Skyview Force Main Upgrades	40,659										
Southwest Lakeland Sewer Upgrade	252,923										
West Lakeland Waste Load Facility Expansion Study	105,000										
Southwest Wastewater Expansion	890,634										
Southwest Pump Station Redirection	100,000										
Lakeland Central Park Upsize Reimbursement	1,700,000										
L0820 Lone Palm FM Extension/Upsizing	19,500										
Sylvester Rd and Lynncrest MH17149 to MH17030		140,000									
Waring Rd-Pipkin to DraneField FM		2,000,000									
Master Plan-Crystal Lake/Sylvester Combined		210,000									
Cypress Point Repump Station Reimbursement		1,000,000									
Master Plan-Waring Rd Gravity to LS3410			36,000								
<b>Total Expenses</b>	7,799,940	4,500,000	2,886,000	2,680,000	650,000	650,000	680,000	650,000	650,000	650,000	650,000

<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	18,951,895	11,660,955	8,218,955	6,390,955	4,768,955	5,176,955	5,584,955	5,962,955	6,370,955	6,778,955	7,186,955
<b>Sources / (Uses)</b>	(7,290,940)	(3,442,000)	(1,828,000)	(1,622,000)	408,000	408,000	378,000	408,000	408,000	408,000	408,000
<b>Ending Balance</b>	11,660,955	8,218,955	6,390,955	4,768,955	5,176,955	5,584,955	5,962,955	6,370,955	6,778,955	7,186,955	7,594,955



**WASTEWATER FDEP  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>State Grants</b>											
Energy Efficiencies / Digestion System Improvements (SRL)	591,258										
English Oaks Phase III - Construction	1,304,785										
Glendale Effluent Pump Station - Design	1,106,541										
Northside Biosolids (SRL)	5,000,000										
English Oaks Phase IV - Construction	2,443,459										
Glendale Effluent Pump Station - Construction	11,393,459										
Digester Improvements			12,200,000								
Glendale New Digester								13,000,000			
Compost Facility					21,600,000						
Northside Dewatering Upgrades				5,100,000	4,000,000	4,000,000					
<b>Unappropriated Surplus</b>	(318,661)										
<b>Total Revenue</b>	21,520,841		12,200,000	5,100,000	25,600,000	4,000,000		13,000,000			
<b>Expense</b>											
<b>Glendale Sewage Treatment Plant</b>											
Energy Efficiencies / Digestion System Improvements (SRL)	576,059										
Glendale Effluent Pump Station - Design	1,106,541										
Glendale Effluent Pump Station - Construction	11,393,459										
Digester Improvements			12,200,000								
Glendale New Digester								13,000,000			
Compost Facility					21,600,000						
<b>Northside Sewage Treatment Plant</b>											
Northside Biosolids (SRL)	5,000,000										
Northside Dewatering Upgrades				5,100,000	4,000,000	4,000,000					
<b>Sewer Line Maintenance</b>											
English Oaks Phase III - Construction	1,001,323										
English Oaks Phase IV - Construction	2,443,459										
<b>Total Expenses</b>	21,520,841		12,200,000	5,100,000	25,600,000	4,000,000		13,000,000			
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	54,054	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715
<b>Sources / (Uses)</b>	318,661										
<b>Ending Balance</b>	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715	372,715

**WATER IMPACT FEES  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Connection Fees	600,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000	800,000
Interest on Pooled Investments	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Unappropriated Surplus</b>	1,407,012	850,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Total Revenue</b>	2,107,012	1,750,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Expense</b>											
<b>Water Engineering</b>											
SW Water Expansion - Medulla Rd	1,157,012	1,000,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
<b>Water Administration</b>											
Capital Contingency	100,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Polk Regional Water Cooperative	500,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Southwest Water Expansion	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
<b>Total Expenses</b>	2,107,012	1,750,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	6,813,152	5,406,140	4,556,140	4,356,140	4,156,140	3,956,140	3,756,140	3,556,140	3,356,140	3,156,140	2,956,140
<b>Sources / (Uses)</b>	(1,407,012)	(850,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)
<b>Ending Balance</b>	5,406,140	4,556,140	4,356,140	4,156,140	3,956,140	3,756,140	3,556,140	3,356,140	3,156,140	2,956,140	2,756,140

**WATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
<b>General Revenue</b>											
Interest on Pooled Investments	100,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Transfer from Water Operations	15,112,000	8,600,000	7,600,000	7,850,000	7,600,000	7,600,000	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000
<b>Unappropriated Surplus</b>	16,370,305	504,713	444,464	1,382,764	(1,298,011)	(2,689,327)	(3,812,443)	(4,085,352)	(4,428,049)	(3,340,526)	(3,278,778)
<b>Total Revenue</b>	<b>31,582,305</b>	<b>9,504,713</b>	<b>8,444,464</b>	<b>9,632,764</b>	<b>6,701,989</b>	<b>5,310,673</b>	<b>5,787,557</b>	<b>5,514,648</b>	<b>5,171,951</b>	<b>6,259,474</b>	<b>6,321,222</b>
<b>Expense</b>											
<b>Non-Departmental</b>											
2010A CBA Bonds Payable	1,450										
<b>Water Production-General</b>											
CWP4001 Production - Tools & Equipment	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CWP4002 PICS Capital Equipment	4,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CWP5030 Equipment Replacement (007)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5505 NW Plant Auxiliary System Upgrades	40,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5519 NE Monitoring Well Equipment Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Williams Filter Rehabilitation	800,000	900,000									
Liquid Chlorine Conversion		100,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000		
Combee WTP Filter Rehabilitation							400,000	400,000			
Williams Ground Storage Tank Cleaning and Repairs	514,697										
Lead and Copper Rule Compliance	339,623										
Williams WTP Chemical Feed Equipment Replacement	275,000										
North Wabash Extension	73,444										
<b>Water T&amp;D-General</b>											
Capital Contingency	120,000	200,000	200,000	200,000	220,000	220,000	220,000	220,000	220,000	220,000	220,000
Lead and Copper Rule Compliance		180,000	210,000	216,300	222,789	229,473	236,357	243,448	250,751	258,274	266,022
Lakeland Park Drive Water Relocation	11,289										
CWE4001 Subdiv.... & Comm. Dev. Cap. Project	75,400	100,000	100,000	100,000	110,000	110,000	110,000	110,000	110,000	110,000	110,000
CWD4002 New Service Connections	39,800	50,000	50,000	50,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
CWE4004 Minor Ext & Sys Improvements (007)	340,000	310,000	310,000	310,000	320,000	320,000	320,000	320,000	320,000	320,000	320,000
CWD4009 Hydrant Install-New Annex (007)	17,700										
CWD4011 City Project Support (007)	210,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CWD4018 Distribution Facilities Replacement	296,000	100,000	100,000	100,000	120,000	120,000	120,000	120,000	120,000	130,000	130,000
CWD4021 New Water Meters	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CWE4022 Tools & Equipment	30,000	30,000	30,000	30,000	30,000	40,000	40,000	40,000	40,000	40,000	40,000
CRR4023 Central Controlled Irrigation		6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
CWD5039 Undesignated Long Term Project Support (007)	200,000	250,000	250,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
CWD5067 Meter Relocation/Improvement	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
CWD15100 Traffic Control Support Capital	10,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
CWE5146 Purchase of Radios	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200	5,200
Transfer to Fleet - Water Vehicle Purchases	90,000	47,000									
CWD5230 SmartGrid Installation	12,418,829										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	169,456										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St		173,849									
North Wabash Extension	278,097										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	170,108										
Glendale St. 6" AC WM Replace (Willow to New Jersey)	55,052										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	126,750										
Skyview 6" Fire Protection Improv (Watersedge Dr)	138,400										
W. Lk Parker AC W.L. Replace (Valencia to Bonaire)		258,400									
Leak Detection Correlator/Hydrophone	10,000										
Chabett Ave. W.L Replace-6 inch-Fire Improvements	90,000										
Repair Damaged Shed Area	6,235										
Office Furniture for Water Distribution	2,479										
E Lk Parker AC Replace (Lk View to Idlewild)		115,000									
Tom Watson Rd 6" W.M. & Fire Protection Improvement	85,000										
Oxford Av/Warrington Av 6" Fire Protection Improvement	175,000										
Luce Rd AC Water Main Replacement	93,944										
Cornelia Av. 6? AC WL Repl. (W. Hickory to Dorothy)	172,712										
Lk. Hollingsworth Dr 6" AC WL Rep (Collins Ln to Crystal Lk Dr)	175,000										
Water Main Replacement Group 1	10,000										

**WATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
Water Main Replacement Group 3	350,000	364,000	379,000	394,000	410,000						
Water Main Replacement Group 4	500,000	520,000	541,000	562,000	585,000						
Water Main Replacement Group 5	1,000,000	1,040,000	1,000,000	1,125,000	1,171,000	1,500,000	1,560,000	1,280,000	1,330,000		
Lake Deeson Pointe WMs	83,018										
N. Galloway/Sleepy Hill Roundabout 12" PVC Removal & Adj. (Polk County)	115,000										
Chestnut Rd Sidewalk Improvements		420,000									
Clubhouse/Tillery Rd Relocation		40,000									
County Support Project		100,000	200,000								
Ground Penetrating Radar		21,000									
CR 540-A/Park Ln. 12? WM Replacement	80,000										
LWE9592 W. Pipkin Widening (Medulla to Harden)	75,000										
12? AC replacement Chestnut St-Chestnut Hills Dr to W 10th	17,797										
Directional Boring Rig/Vacuum/Trailers			864,000								
Water Main replacement Group 6					650,000						
Water Main replacement Group 7				620,000							
Water Main replacement Group 8		765,000	795,000								
<b>Water T&amp;D-Meters</b>											
Water Meter Replacement - Capital	100,000	80,000	80,000	80,000	80,000	100,000	100,000	100,000	100,000	3,000,000	3,000,000
<b>Water T&amp;D-Cross Connection Control</b>											
CWD4010 Backflow Prevention	100,000	100,000	100,000	100,000	100,000	100,000	110,000	110,000	110,000	110,000	110,000
<b>Water Engineering</b>											
Capital Contingency	189,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Williams Filter Rehabilitation	115,000										
Diesel Spill Remedial Action Plan	1,157										
Lead and Copper Rule Compliance	5,000										
CWE4001 Subdiv.... & Comm. Dev. Cap. Project	400,000	472,000	462,000	462,000	462,000	350,000	350,000	350,000	350,000	350,000	350,000
CWE4004 Minor Ext & Sys Improvements (007)	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CWD4011 City Project Support (007)	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4012 Polk County Project Support	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
CWD4013 State/FDOT Project Support	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CWD4014 City Parks & Rec Support (007)	40,000	80,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
CDA5096 CROW Water Projects Easements	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Lakeland/Auburndale Water Interconnection at Pace Road	25,000										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	1,486										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	3,133										
Utility relocation SR33 at I-4 - Tomkow to Old Combee Interchange	3,359,553										
Utility relocation SR33 / Old Combee to University Blvd.	388										
Polk County-Bartow-US 98 Interconnect	1,548,757										
North Wabash Extension	22,913										
US 92 at Wabash	20,000										
Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves	73,360										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	2,807										
Engineering Scanning	23,467										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	74,480										
Skyview 6" Fire Protection Improv (Watersedge Dr)	71,371										
W. Lk Parker AC W.L. Replace (Valencia to Bonaire)	36,908										
Lakeland Hills Blvd (Parkview to Granada)	10,000	100,000	1,000,000								
Chabett Ave. W.L Replace-6 inch-Fire Improvements	8,682										
I-4/CSX Bridge Replacement	7,674										
E Lk Parker AC Replace (Lk View to Idlewild)	7,702										
Tom Watson Rd 6" W.M. & Fire Protection Improvement	30,000										
Oxford Av/Warrington Av 6" Fire Protection Improvement	30,000										
Luce Rd AC Water Main Replacement	8,178										
Lk. Hollingsworth Dr 6" AC WL Rep (Collins Ln to Crystal Lk Dr)	19,288										
Lake Deeson Pointe WMs	6,022										
N. Galloway/Sleepy Hill Roundabout 12" PVC Removal & Adj. (Polk County)	20,000										
Chestnut Rd Sidewalk Improvements	8,000										
Galloway Rd N at 10th St W Roundabout or Signal			20,000								
Galloway Rd N at Swindell Rd Realignment			20,000								
LWE9592 W. Pipkin Widening (Medulla to Harden)	137,369										
FDOT Proposed Water Projects	411,466			200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

**WATER RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
SW Water Expansion - Medulla Rd	7,012										
12? AC replacement Chestnut St-Chestnut Hills Dr to W 10th	5,000										
Bartow Hwy Widening (Edgewood Dr to Main St.) WL		350,000		3,100,000							
<b>Water Administration</b>											
Radio Replacement 2011	72,264	72,264	72,264	72,264							
Capital Contingency	1,097,020	200,000									
Sixth Floor Furnishings	400,000										
Water Utilities Facility	2,233										
Undesignated Improvement Projects	418,181										
Timekeeping System		50,000									
Targeted Economic Opportunities - Water	275,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water Asset Management Plan	53,100										
Undesignated Growth - Water	474,820	800,000									
SW Water Expansion - Medulla Rd	137,000										
Hydrant Water Field Station	250,000										
Smartgrid MDM	200,000										
Deferred Projects	1,013,534										
<b>Total Expenses</b>	<b>31,582,305</b>	<b>9,504,713</b>	<b>8,444,464</b>	<b>9,632,764</b>	<b>6,701,989</b>	<b>5,310,673</b>	<b>5,787,557</b>	<b>5,514,648</b>	<b>5,171,951</b>	<b>6,259,474</b>	<b>6,321,222</b>
<b>Unappropriated Surplus</b>											
<b>Beginning Balance</b>	18,652,459	2,282,154	1,777,441	1,332,977	(49,787)	1,248,224	3,937,551	7,749,994	11,835,346	16,263,395	19,603,921
<b>Sources / (Uses)</b>	(16,370,305)	(504,713)	(444,464)	(1,382,764)	1,298,011	2,689,327	3,812,443	4,085,352	4,428,049	3,340,526	3,278,778
<b>Ending Balance</b>	<b>2,282,154</b>	<b>1,777,441</b>	<b>1,332,977</b>	<b>(49,787)</b>	<b>1,248,224</b>	<b>3,937,551</b>	<b>7,749,994</b>	<b>11,835,346</b>	<b>16,263,395</b>	<b>19,603,921</b>	<b>22,882,699</b>

**LAKELAND ELECTRIC  
RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Original 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Revenue</b>											
Transfer from Operating Fund	34,893,992	36,578,613	34,042,599	30,604,410	30,788,586	30,660,130	29,882,535	30,696,036	31,531,082	32,399,835	33,278,483
Payroll & Motor Pool Transfers	7,229,199	7,985,785	8,191,914	8,495,590	8,811,414	9,139,870	9,493,465	9,860,964	10,242,918	10,627,165	11,039,517
Capital Reserves				4,838,870	5,473,677	3,289,527	4,746,477	2,596,589	4,795,056	2,080,968	17,777,464
<b>Total Revenue</b>	<b>42,123,191</b>	<b>44,564,398</b>	<b>42,234,513</b>	<b>43,938,870</b>	<b>45,073,677</b>	<b>43,089,527</b>	<b>44,122,477</b>	<b>43,153,589</b>	<b>46,569,056</b>	<b>45,107,968</b>	<b>62,095,464</b>
<b>Expense</b>											
<b>McIntosh Plant</b>											
LPE9787 PCM MPP Administration Building		1,500,000								1,000,000	
CMP5673 MCOM Sump Pumps	25,000	25,000									
CPP5674 MCI Utility Rerouting											
FY23 CPP Fiber Optic Building/Rewire		100,000						100,000			
CPP6555 Upgrade Power at McIntosh Power Island	200,000										
<b>Total McIntosh Plant</b>	<b>225,000</b>	<b>1,625,000</b>						<b>100,000</b>		<b>1,000,000</b>	
<b>McIntosh Plant Gas Turbines</b>											
CMP6616 MGT1 Industrial Coatings		50,000	30,000								
CPP6553 PEAKING UNITS REWIRE CONTROLS/NETWORK/FIBER	275,000										
P116619		200,000									
CMP7279 MGT2 Pump Overhauls/Replacement	20,000	20,000	20,000	20,000	25,000	27,250	30,000	32,500	35,000		
FY26 CMP7771 MGT2 Battery Bank					30,000						
FY24 CMP7012 MGT2 Air Filters			200,000				110,000				
CMP7010 MGT2 Motor Overhauls	10,000	20,000	20,000	20,000	25,000	27,250	30,000	32,500	35,000		
CMP7011 MGT2 Valve Replacements	10,000	20,000	20,000	20,000	25,000	27,250	30,000	32,500	35,000		
CMP6617 MGT2 Hot Gas Path/Major Outage	500,000						6,000,000				
FY23 CMP7015 MGT2 Insulation Replacement				1,000,000							
FY24 CMP7013 MGT2 Evap Cooler Media			300,000				300,000				
FY26 CMP7014 MGT2 Generator Rewind					2,000,000						
CMP7027 MGT2 ADD TO ETAPRO	50,000										
CMP7022 MGT2 TORQUE CONVERTER	170,000									170,000	170,000
CMP7023 MGT2 GENERATOR EXHAUST DIVERTER	150,000										
CMP7024 MGT2 EXHAUST REPLACEMENT, LINER PLATE	250,000										
CMP7025 MGT2 EXPANSION JOINTS	150,000						15,000				
CMP7026 MGT2 CAPITAL COATINGS	50,000		25,000		25,000		25,000		25,000		
<b>Total McIntosh Plant Gas Turbines</b>	<b>1,635,000</b>	<b>310,000</b>	<b>615,000</b>	<b>1,060,000</b>	<b>2,130,000</b>	<b>81,750</b>	<b>6,540,000</b>	<b>97,500</b>	<b>130,000</b>	<b>170,000</b>	<b>170,000</b>
<b>McIntosh Unit 5</b>											
LMP9035 U5 Combustion Turbine Inspection Outage (Outage)	200,000		2,500,000	1,777,402			1,000,000	4,511,000		1,000,000	
LMP9250 U5 LTMA Assets	7,510,616	7,919,866	8,173,432	7,096,722	2,352,653	2,412,291	2,471,929	2,531,567	2,591,205	2,589,057	23,825,745
LMP9262 U5 STG Outage	50,000	50,000	1,973,498	1,500,000			2,725,000	2,500,000		2,500,000	
LPE9781 U5 SCR Catalyst								2,000,000			
P115738		270,000									
P115737							150,000				
CPE4142 U5 Inlet Filters Replacement			250,000			250,000			350,000		
CMP4085 U5 Facilities Recoating	200,000	250,000		300,000		300,000				350,000	350,000
CMP4099 U5 Combustion Turbine Dynamic Sensor Upgrade (Outage)	120,000						150,000				
FY23 CMP5342U5 Combustion Turbine Insulation		500,000	500,000					1,000,000		1,500,000	1,500,000
CMP5372 U5 Cooling Tower Structure Reinforcement			100,000	100,000	102,500	200,000	20,000	200,000	250,000	250,000	
CMP5511 U5 T3000 Application Processors			400,000							300,000	
CMP5539 U5 CEMS Upgrade	75,000			75,000			150,000			300,000	
CMP5545 U5 Expansion Joint				150,000				200,000	350,000	300,000	
CMP5478 U5 Cooling Tower Acid Tank Replacement					40,000					45,000	
CMP5500 U5 HRSG Recoating	150,000	150,000				150,000	150,000	150,000	150,000	150,000	150,000
CPE5501 U5 BFP Overhauls	300,000					350,000			450,000		
FY23 CMP5615 U5 Replace Sign on Building		34,000								45,000	
CPE5619 U5 Combustion Hardware Upgrade	1,750,000	1,750,000	1,500,000				2,000,000		3,000,000	3,000,000	3,500,000
FY24 CMP5622 U5 Cooling Tower Motor Soft Starts Polisher Resin Replace			300,000						300,000		
CMP5624 U5 Condensate Pump/Motor Upgrades	180,000			180,000		200,000	200,000		300,000	300,000	
FY25 CMP5625 U5 Controls Upgrade							550,000				
CMP5626 U5 Cooling tower Bleach Tank								35,000			
FY24 CMP5627U5 HP Roof/Floor Liners/Casing Pen seals Replacement				2,000,000					2,000,000		
CPP6615 COL Centralized Control Room	200,000										
FY28 CMP5649 U5 Replace CO catalyst								2,000,000			

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FY25 CMP5652 U5 Gas Control Valve Overhaul				100,000		450,000			500,000		
FY23 CPE5658 U5 BFP & Condensate Pump VFD Retrofit						350,000				350,000	
FY26 CMP5659 U5 Boiler Feed Pump Motor Overhauls					680,000				750,000	750,000	
FY23 CMP5660 U5 Inlet Recoating		50,000		50,000		200,000	200,000	275,000	250,000	300,000	
FY27 CMP5661 U5 Turbine Exhaust Diffuser						5,000,000					
FY26 CMP5662 U5 HRSG HP Superheater					3,400,000	2,750,000					
FY23 CMP5663 U5 Start Up Motor				100,000				125,000			
CMP5664 U5 Circ Water Pumps	100,000	50,000	450,000				450,000	450,000			
FY25 CMP5665 U5 Auxiliary Circ Water Pump				75,000			150,000				
CMP5666 U5 Valve Replacements	80,000	680,000	250,000	750,000	47,250	300,000	300,000	300,000	350,000	350,000	350,000
CMP5667 U5 Fire System Louvers	100,000					25,000			150,000		
FY23 CMP5669 U5 Motor Overhauls		155,000		250,000			1,000,000				
CMP5647 U5 Waste Water Sump Pumps	267,000					300,000				350,000	
CMP5695 U5 Replace Battery Banks	80,000		80,000					80,000	80,000	80,000	80,000
FY25 CMP5696 U5 CT Generator Rewind/Stator Rewedge				3,000,000					2,750,000		
FY25 CMP5697 U5 Condensate Tank Recoat (Interior)				20,000		80,000			80,000		
FY26 CMP5694 U5 IP Tube Bundle Replacements					2,000,000	3,000,000					
CMP5706 U5 L-0 Failure Mitigation	450,000								1,500,000		
FY25 CMP5708 U5 CT Enclosure Roof Panel Repl.				100,000					250,000		
FY26 CMP5710 U5 Attemperator Replacement					5,000,000				2,000,000		
FY24 CMP5711 U5 Condenser Vacuum Pump Install			150,000								
FY24 CMP5712 U5 Evaporative Cooler Media Repl.			300,000					350,000			
CMP5714 U5 CT Shaft Ground Upgrade	40,000						125,000				
CMP5709 U5 HP and IP silencer replacement	110,000							250,000			
FY27 CMP5715 U5 ST Gland Steam Warning						110,000					
CMP5716 U5 CT LUBE OIL CLOSED WATER COOLING	250,000										
FY27 CMP5713 U5 Torque Converter Overhaul						350,000				400,000	
CMP5718 16" Gas Isolation Valve	325,000										
CMP5719 Jack and Bore U5 Feeder	200,000										
CMP5721 U5 ST L-0 BLADE REPLACEMENT		3,737,708									
FY32 CMP5735 U5 SIEMENS ROTOR THROUGH-BOLT EXCHANGE											2,241,919
FY23 LMP5736 U5 RAC RETUBING		1,000,000			250,000	680,000			250,000	250,000	250,000
<b>Total McIntosh Unit 5</b>	<b>12,737,616</b>	<b>16,596,574</b>	<b>16,926,930</b>	<b>17,624,124</b>	<b>13,872,403</b>	<b>17,457,291</b>	<b>11,791,929</b>	<b>16,957,567</b>	<b>18,651,205</b>	<b>15,459,057</b>	<b>32,247,664</b>

<b>Larsen Plant</b>											
LLP9021 U8 Controls Upgrade (Outage)					3,000,000						
FY24 CLP4134 U8 Condensate Tank Recoat (Interior)			20,000					25,000			
FY23 CLP4141 U8 Potable Water Replacement		50,000	50,000								
CPE4146 U8 Overduted U8 Electrical Equipment	450,000	500,000									
CLP4147U8 Steam Turbine Major Outage	1,475,000										
FY23 CLP4149 U8 CT Hydraulic Pump Replacement		28,000						75,000			
FY23 CLP4150 U8 Nox Water Pumps		50,000						50,000	50,000		
CMP4083 Larsen Facilities Recoating	100,000	100,000	100,000	100,000	100,000	250,000	250,000	250,000	250,000	250,000	250,000
CMP5318 U8 CEMS Analyzer Replacement				50,000						75,000	
CLP4277 CEMS Server Upgrade - Larsen					50,000				100,000		
CLP4159 U8 Major Motor Overhauls	10,000	10,000	10,000	10,000	10,000	250,000	10,000	250,000	10,000	250,000	250,000
FY23 CLP4160 U8 Boiler Feed Pumps			162,240								
FY23 CLP4165 U8 Fuel Oil Flow Divider		50,000					125,000				
CLP4166 U8 Voltage Regulators	340,000										500,000
FY31 CLP4167 U8 Wing Cow Plenum										1,500,000	
FY29 CLP4168 U8 CT Lube Oil Replacement								130,000			
LPE4179 U8 Closed Cycle cooling water exchanger	280,000					750,000			350,000		
FY23 CLP4180 U8 Air Dryer		25,000						75,000			
FY24 CLP4181 U8 Air Filters			125,000			100,000			100,000		
CLP4182 U8 Mee Fogging System	50,000							150,000			
FY24 CLP4185 U8 CT Fuel Oil Pump and Clutch			90,000								
CLP4169 U8 Breaker Overhauls	40,000					40,000		50,000	300,000		
LLP9019 U8 Traveling Screens		498,292									
CLP4190 U8 Protective Relay Replacement	350,000							500,000			
FY22 CLP4197 U8 ST Inter/After Condenser Retubing							150,000			150,000	
FY23 CLP4198 U8 Battery Bank Replacement			100,000					30,000		30,000	200,000
FY23 CLP4199 U8 Air Compressor		20,000						50,000			
FY23 CLP4210 U8 Cranking Motor		250,000				250,000					250,000

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	Original 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
CLP4209 Upgrade Electro Mechanical Generator Protection	400,000										
CLP4212 RELOCATE SYSTEM AUDIO & REMOTE WATCH SERVER	30,000										
CLP4207 U8 ST GENERATOR ROTOR OUR & BUSHING REPL., STATOR REWEDGE	700,000										
CLP4208 U8 GAS CONTROL & SR VALVE OVERHAUL	100,000							100,000			
CLP4211 U8 EXHAUST SILENCER	150,000							200,000			
FY23 CLP4220 U8 CT EXHAUST EXPANSION JOINT		125,000									
FY23 CLP4221 U8 HRSG VALVES		150,000									
FY23 CLP4222 U8 HYDROGEN BULLET INSTALLATION		75,000									
<b>Total Larsen Plant</b>	<b>4,475,000</b>	<b>1,931,292</b>	<b>657,240</b>	<b>160,000</b>	<b>3,160,000</b>	<b>1,640,000</b>	<b>535,000</b>	<b>1,935,000</b>	<b>1,160,000</b>	<b>2,255,000</b>	<b>1,450,000</b>

<b>Winston Plant</b>											
LPE9272 WIN NOx Catalyst Replacement			200,000			200,000	200,000	200,000	200,000	200,000	200,000
P114240		250,000									
CMP4082 Winston Facilities Recoating	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CPP4184 WIN Breaker Replacements	12,000	12,000	12,000	12,000	17,500	20,000	22,500	25,000	27,500	30,000	30,000
FY23 CMP6605 Winston Generator Rewind			75,000	75,000	80,000	82,000	84,000	86,000	90,000	100,000	100,000
CMP6606 Winston Air Conditioners	20,000		20,000		25,000		30,000		50,000		
FY23 CMP Winston Engine Overhauls			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Winston Plant</b>	<b>37,000</b>	<b>267,000</b>	<b>412,000</b>	<b>192,000</b>	<b>227,500</b>	<b>407,000</b>	<b>441,500</b>	<b>416,000</b>	<b>472,500</b>	<b>435,000</b>	<b>435,000</b>

<b>Other Production Projects</b>											
LPE9859 PCM NERC Compliance	273,865	280,712	287,730	294,923	302,296	309,853	317,599	325,539	333,677	342,019	352,280
CMP4105 PCM Engineering Capital Tool Replacement (MBFA)	12,500	12,500	12,500	12,500	12,500	15,000	15,000	15,000	15,000	15,000	15,000
CPP6501 PCM Maintenance Tools (MBFA)	50,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CPP6506 PCM Lab Test Equipment (MBFA)	25,000	15,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CPP6509 PCM Plant A/C and Air Handler Contingency	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CPP6529 PCM Industrial Coatings Plan	80,000	50,000					150,000	150,000	150,000	150,000	150,000
CPP7219 COL R&R Capital Resources	618,662	622,289	600,000	600,000	600,000	600,000	612,000	624,240	636,725	636,725	649,459
CPP6543 PCM Plant Transportation (MBFA)	10,000	10,000	10,000	10,000	10,000	21,000	21,000	21,000	21,000	21,000	21,000
LPE9865 COL 16" Gas Line Relocation - SR33 Widening	1,000,000	250,000									
FY23 CPP6550 COL Site Improvements (post U3, move main gate)		224,926					500,000	500,000	500,000	500,000	500,000
FY24 CMP7301 ME Major Outage Work			37,800	176,400	39,327	183,527	40,916	412,000	42,569	900,000	900,000
FY31 CMP7302 ME Catalyst										300,000	300,000
FY29 CMP7303 ME Air Compressor Compressor Overhaul								40,000	40,800	40,800	41,616
FY28 CMP7304 ME Controls Upgrade							150,000				
FY24 LPP7305 MAN LTMA			2,000,000	2,040,000	2,080,800	2,122,416	2,164,864	2,208,162	2,252,325	2,297,371	2,343,319
FY23 CPP6557 PCM INDUSTRIAL MOBILE EQUIPMENT (MBFA)		250,000									
<b>Total Other Production Projects</b>	<b>2,145,027</b>	<b>1,865,427</b>	<b>3,173,030</b>	<b>3,358,823</b>	<b>3,269,923</b>	<b>3,476,796</b>	<b>4,196,379</b>	<b>4,520,941</b>	<b>4,217,096</b>	<b>5,427,915</b>	<b>5,497,674</b>

<b>Transmission Lines</b>											
LDE8120 Hamilton to Dranefield 69 and 12 kv Lines					1,525,000	763,000					
LDE8151 New Indian Lakes To Galloway 69KV Line								500,000	500,000		
LDE8133 Northwest-West 69kv Ln - THP			300,000								
FY24 CDE8134 Highland City-Eaton Park 69kv Ln - THP					700,000						
FY25 CDE8136 Southwest-West 69kv Ln - THP				833,165	500,000						
FY24 CDE8138 Southwest-Medulla 69kv Ln - THP			600,000	500,000							
FY29 CDS8144 County Line Rd S-Winston 69kv Ln-Winston Sub Equip								275,000			
FY29 CDE8146 Galloway-Sutton 69kv Ln								400,000			
CDE4010 Transmission Pole Replacement	300,000	120,000	121,800	123,627	125,481	127,364	129,274	131,213	133,181	135,179	137,207
CDE4045 Transmission Wood Poles Inspection/Retreatment	45,000	45,000	45,675	46,360	47,056	47,761	48,478	49,205	49,943	50,692	51,453
CDE6076 Dranefield to Medulla Cty Rd Widening	200,000										
<b>Total Transmission Lines</b>	<b>545,000</b>	<b>165,000</b>	<b>1,067,475</b>	<b>1,503,152</b>	<b>2,897,537</b>	<b>938,125</b>	<b>177,752</b>	<b>1,355,418</b>	<b>683,124</b>	<b>185,871</b>	<b>188,659</b>

<b>Distribution Lines</b>											
FY24 CDE8137 Larsen N314 Ln Upgrade			450,000								
CDE8138 Hemphill H384 Ln Upgrade					105,000						
FY24 CDE8139 Medulla M364 Line Upgrade - Part 2			250,000								
CDE8141 Combee Rd C344 Ln Upgrade	51,000										
CDE8145 Southwest J374 Ln Upgrade - Part 1			50,000								
CDE8146 Southwest J374 Ln Upgrade - Part 2				75,000							
CDE8151 Medulla M384 and Christina CA334 Ln Upgrade			100,000								
FY24 CDE8153 West W374 Ln Upgrade			150,000								
FY24 CDE8154 Southwest J384 Ln Upgrade			75,000								



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FY26 CDE8157 Winston T384 Ln Upgrade					285,000						
FY26 CDE8158 Winston T364 Ln Upgrade					50,000						
FY30 LDS8120 Christina Terminal for County Ln S									200,000	200,000	200,000
FY27 CDE8128 Orangedale V354 New Circuit						260,000					
FY24 CDE8130 Orangedale V384 New Circuit			60,000								
FY30 County Line Rd S Circuits CL334, CL344, CL354									400,000	400,000	400,000
CDE4001 Minor Improv/Reloc to Roads	200,000	500,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
CDS4011 Capital Equipment Purchases	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,170
CDE4003 Transformer Replacement-OH Dist.	100,000	100,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CDE4004 Transformer Replacement-UG Dist.	200,000	150,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE4006 Dist. System Eq Replace	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4007 Line Switch Installation	30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4008 Padmount Switch Install	250,000	250,000	253,750	257,556	261,420	265,341	269,321	273,361	277,461	281,623	285,847
CDE4011 Distribution Pole Replacement	1,700,000	2,700,000	1,700,000	1,700,000	1,700,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
CDE4020 Roadway Lighting Installations	450,000	500,000	507,500	515,112	522,839	530,682	538,642	546,722	554,922	563,246	571,695
CDE4030 City Facilities Lighting Installations	15,000	15,000	15,225	15,453	15,685	15,920	16,159	16,402	16,648	16,897	17,151
CDE4040 Private Area Lighting Installation	700,000	500,000	507,500	515,112	522,839	530,682	538,642	546,722	554,922	563,246	571,695
CDE4045 Distribution Wood Poles Inspection/Retreatment	450,000	700,000	710,500	721,157	731,975	742,954	754,099	765,410	776,891	788,545	800,373
CDE4232 Capacitor Station Installation	80,000	80,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDE4500 Subdiv & Comm Development	900,000	1,700,000	710,500	721,157	731,975	742,954	754,099	765,410	776,891	788,545	800,373
CDE4502 New OH Residential Svc	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4503 New UG Residential Svc	125,000	125,000	126,875	128,778	130,710	132,670	134,661	136,680	138,731	140,812	142,924
CDE4504 Upgrade OH Residential Svc	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4505 Upgrade UG Residential Svc	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4506 OH Line Extensions	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4507 UG Line Extensions	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
CDE4508 OH New Comm Svc GS	30,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4509 UG New Comm Svc GS	200,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4510 OH Upgrade Comm Svc	10,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434
CDE4511 UG Upgrade Comm Svc	90,000	90,000	91,350	92,720	94,111	95,523	96,956	98,410	99,886	101,384	102,905
CDE4512 OH New Comm Svc GSD	74,000	74,000	75,110	76,237	77,380	78,541	79,719	80,915	82,129	83,360	84,611
CDE4513 UG New Comm Svc GSD	250,000	100,000	101,500	103,022	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4515 UG New Comm Svc GSLD	350,000	200,000	203,000	206,045	209,136	212,273	215,457	218,689	221,969	225,299	228,678
CDE6251 Reliability-Recloser Installation	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
CDE6260 Fault Indicator Installation	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
CDE6268 General Reliability Improvements	140,000	600,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CDE6340 Minor Line Extensions	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDE5125 URD Cable Replacement	25,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
FY24 CDE4143 Draneffield D374 Ln Upgrade			135,000								
CDE8133 Downtown Overhead to Underground Conversion	120,000	500,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
FY28 CDE5140 Draneffield D364 Line Upgrade							250,000				
FY25 CDE5141 Galloway G384 Line Upgrade				250,000							
FY27 CDE5142 Palmetto A334 Line Upgrade						150,000					
FY24 CDE4153 Grove E354 Line Upgrade			84,000								
FY23 CDE4155 Winston T374 Line Upgrade		275,000									
FY24 CDE8223 Orangedale V334 Line Upgrade Part 2			253,000								
FY26 CDE4169 Northwest K344 Line Upgrade					300,000						
FY26 CDE8156 Medulla M344 Ln Upgrade					25,000						
FY25 Orangedale V344 Line upgrade				250,000							
East X344 Line Upgrade	21,000										
FY26 Palmetto A364 and West W384 Line Upgrade					165,000						
FY27 Christina CA344 line upgrade						160,000					
FY27 Gibsonia B354 and Hemphill H364 Line Upgrade						12,000					
FY27 Combee Road C354 line and switch upgrades						50,000					
FY28 Southwest J364/Medulla M354 Line Upgrade							90,000				
CDE8163 Recloser Installation - FEMA Mitigation				850,000							
CDE4180 Bridgewater BW374 New Circuit - 2 Line Extension	71,000										
CDE4181 Orange D V374/Bridge W BW334 New Circ -1 LN Upgrade	135,000										
CDE4183 Winston T374/Draneffield D334 Line Upgrade	105,000										
CDE4184 Winston T344 Line Extension	70,000										
CDE4185 Eaton Park Transformer Work	25,000										
CDE4187 Mainline for Windmeadows South Subdivision	50,000										
CDE4200 OH Reliability Improvement	85,000	100,000									

**LAKELAND ELECTRIC  
RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Original 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
CDE4300 Underground Reliability Improvement Project	85,000	150,000									
CDE4178 WINSTON T374 EXTEND NEW LINE ON DRANEFIELD RD.	30,000										
FY23 CDE8165 HIGHLAND CITY L334 LINE UPGRADE		150,000									
FY24 CDE8143 Sutton S354 Ln Upgrade			175,000								
<b>Total Distribution Lines</b>	<b>7,425,000</b>	<b>9,962,000</b>	<b>7,798,060</b>	<b>7,495,931</b>	<b>7,056,625</b>	<b>6,715,154</b>	<b>6,480,531</b>	<b>6,198,769</b>	<b>6,857,881</b>	<b>6,917,880</b>	<b>6,978,778</b>
<b>Transmission Substations</b>											
FY29 CDS8139 Galloway-Sutton 69kV Ln-Galloway Sub Equip								27,000			
FY29 CDS8140 Galloway-Sutton 69kV Ln-Sutton Sub Equip								27,000			
FY29 CDS8141 Generic 230/69kV Substation											2,000,000
CDS6085 Various Transmission Breaker Replacements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Transmission Substations</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>154,000</b>	<b>100,000</b>	<b>100,000</b>	<b>2,100,000</b>
<b>Distribution Substations</b>											
FY30 CDS8113 FY18 Grove Sub Upgrade (Add 2nd Transformer)									1,750,000		
FY24 LDS8114 West Transformer 2 Upgrade			1,000,000								
LDS8116 Medulla Transformer 1 Upgrade	25,000										
FY26 CDS8118 Indian Lakes Capacitor Bank Addition					25,000						
FY26 CDS8121 Interstate 12kV Feeders for TX #2						500,000					
CDS8124 Interstate Sub Upgrade (Add 2nd Transformer)					1,750,000						
CDS4122 Substations Animal Protection	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDS4222 Battery Bank Replacement	30,000	30,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
CDS4226 Substation Integration	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDS6346 Various Distribution Breaker Replacement	20,000	120,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CDS5126 12KV Switch Replacement	5,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDS6036 Sub. Trans Power Transformer Equip.	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
DCS6036 Sub. Dist. Power Transformer Equip.	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CDS8250 Bridgewater Substation	1,000,000										
FY24 Orangedale New Circuit V384 substation equipment			100,000								
FY27 Orangedale Transformer #1 Upgrade						850,000					
FY28 Sutton Transformer #2 Upgrade							850,000				
LDS8025 Hamilton Substation	0	100,000									
CDS8034 Highland City Substation Circuit Rerouting	260,000										
CDS8035 NERC Power Monitor System	75,000										
CDS8036 Larsen 414 Breaker & Relay Replacement	125,000										
CDS8037 Carry-Deck Crane	95,000										
FY23 CDS8038 OMICRON TESTER FOR RELAY SHOP		80,000									
FY23 CDS8166 ORANGEDALE BUS 1 UPGRADE		150,000									
<b>Total Distribution Substations</b>	<b>1,915,000</b>	<b>765,000</b>	<b>1,485,150</b>	<b>385,302</b>	<b>2,160,457</b>	<b>1,735,614</b>	<b>1,235,773</b>	<b>385,934</b>	<b>2,136,098</b>	<b>386,265</b>	<b>386,434</b>
<b>Other Delivery Projects</b>											
LDE8281 Hamilton - Winston 69kv line			50,000	1,900,000							
CDG4003 Engineering Project Support			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CDP4006 Purchase New Electric Meters	359,448	372,727	380,182	387,786	395,541	403,452	411,521	419,752	428,147	436,710	445,444
CDG6138 R&R Capital Project Resources	6,554,373	7,311,323	7,591,914	7,895,590	8,211,414	8,539,870	8,881,465	9,236,724	9,606,193	9,990,440	10,390,058
CDG4005 Tool & Safety Equip-Capital (MBFA)	90,000	90,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
CDO4128 Pole Yard Improvements	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CEE6224 Distribution System Audit							750,000				
CDP5124 Radio Communication to Reclosers	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
CDE4235 Distribution Automation	200,000	200,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDP5034 SI Installed Inventory/Replacement	50,000	50,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDP5035 Dell SecureWorks IDS/IPS			320,000		320,000					320,000	320,000
CDP5134 RTU Power Supply Upgrade/Redundancy	15,000	15,000									
CDE4043 Designer Upgrade & Implementation	520,000	520,000									
MGM4857 SmartGrid Tower Project		203,446									
CDP4006 PURCHASE NEW ELECTRIC METERS	253,750	266,438	279,759	293,747	308,435	323,856	340,049	357,052	374,904	393,650	413,332
<b>Total Other Delivery Projects</b>	<b>8,082,571</b>	<b>9,068,934</b>	<b>8,746,855</b>	<b>10,602,123</b>	<b>9,360,390</b>	<b>9,392,179</b>	<b>10,828,036</b>	<b>10,138,527</b>	<b>10,854,244</b>	<b>11,265,800</b>	<b>11,693,834</b>

**LAKELAND ELECTRIC  
RENEWAL AND REPLACEMENT FUND  
CAPITAL IMPROVEMENT PLAN**

	Original 2022 Budget	2023 Proposed	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected	2031 Projected	2032 Projected
<b>Miscellaneous Projects</b>											
FY23 CFM5730 SUBSTATION ROOFS		15,000	15,750	16,538	17,364	18,233	19,144	20,101	21,107	22,162	23,270
FY23 CFM5729 SOLAR TREE MEMORIAL ART PROJECT		150,000									
P913915		55,000	55,000	55,000							
CCS5013 Capital Project Resources	107,414	52,173	53,844	78,797	55,190	56,570	80,767	57,984	59,434	82,786	61,217
CDS4123 Substations Fence Replacement & Upgrades	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDS4124 Substations Grid Rock Addition	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CMP9042 McIntosh Power Plant Expansion 2023	0	0									
CGM8888 Rate Case Study	125,000										
MDM9921 Oracle Utilities MSCS Upgrade and Replacement of Lodestar	500,000	135,320									
CCS4140 STREET LIGHT OUTAGE REPORTING TOOL	25,000										
CCS4141 CPM CAYENTA COMMUNICATIONS PROGRAM V9	25,000										
FY23 CCS5014 DISASTER RECOVERY		136,098									
FY23 CFM1814 TOWN CENTER REMODEL		50,000									
CDA5096 CROW Water Projects Easements	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)	(55,000)
<b>Total Miscellaneous Projects</b>	<b>827,414</b>	<b>638,591</b>	<b>171,094</b>	<b>198,358</b>	<b>122,122</b>	<b>125,939</b>	<b>152,639</b>	<b>132,429</b>	<b>136,525</b>	<b>162,597</b>	<b>143,826</b>
<b>Building Improvements</b>											
CTR5704 ADA Building Modifications	150,000	300,000	150,000								
CMP5014 LE-Security Enhancement	269,222	275,953	282,852	289,923	297,171	304,600	312,215	320,020	328,021	336,222	346,309
CFM4309 LE Roof Improvements	500,000	175,000									
CFM4651 Security Systems for E&W Building	26,923	27,596	28,286	28,993	29,718	30,461	31,223	32,004	32,804	33,624	34,633
CTS5720 Furniture Requirements - Capital (MBFA)	10,000	10,200	10,404	10,612	10,824	11,041	11,262	11,487	11,717	11,951	12,190
CFM4306 Admin Building Capital Improvement	156,060	69,181	159,365	165,612	168,924	172,303	175,749	179,264	182,849	186,506	190,236
CFM5712 Major Equipment Purch (MBFA)	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
CTS4307 T&D Building Capital Improvements	150,000	51,000	52,020	53,060	54,122	55,204	56,308	57,434	458,583	467,755	58,583
CFM5707 HVAC System Upgrades (Substations) - Replace Project 315707		5,000		5,000		5,000		5,000			5,000
CFM5713 Admin Building Space Study & Modifications			200,000								
FY23 CFM5715 Seal Admin Building Windows	400,000										
FY24 CFM5717 LE Admin Building & Garage - Seal Concrete			40,000	400,000							
CFM5718 Chiller Coil Replacement							750,000				
FY27 CFM5719 Storm Vault Media Replacement						35,000					
FY27 CFM5721 Fire Alarm System Replacement						250,000					
CFM5725 Parker Street Remodel (Meter Services)		100,000									
<b>Total Building Improvements</b>	<b>1,667,205</b>	<b>1,019,030</b>	<b>928,129</b>	<b>958,506</b>	<b>566,171</b>	<b>869,129</b>	<b>1,342,388</b>	<b>610,952</b>	<b>1,019,832</b>	<b>1,042,033</b>	<b>653,046</b>
<b>Technology Improvements</b>											
CCS4125 Web/eCommerce Upgrades		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CDC6284 SCADA/EMS Upgrade	60,000	60,000									
CDC6396 NERC CIP Compliance-Cyber Sec Needs for EMS Sys	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CTC5111 Fiber Services Connections	125,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550
CCS4004 ITRON Replacement	20,500										
CCS4114 UMS Upgrade	38,308			150,000			150,000			150,000	
CFM5723 Electric Fleet Infrastructure - LE Admin Garage	3,000	40,000	3,000								
CCS4137 Install New Avaya WFM	7,000										
CCS4139 Reintegrate Existing Telstrat Call Recording	2,000										
<b>Total Technology Improvements</b>	<b>306,358</b>	<b>250,550</b>	<b>153,550</b>	<b>300,550</b>	<b>150,550</b>	<b>150,550</b>	<b>300,550</b>	<b>150,550</b>	<b>150,550</b>	<b>300,550</b>	<b>150,550</b>
<b>Total Expenses</b>	<b>42,123,191</b>	<b>44,564,398</b>	<b>42,234,513</b>	<b>43,938,870</b>	<b>45,073,677</b>	<b>43,089,527</b>	<b>44,122,477</b>	<b>43,153,589</b>	<b>46,569,056</b>	<b>45,107,968</b>	<b>62,095,464</b>

## Glossary of Terms

The budget document uses many terms and words that have specific meaning in the context of governmental finance or to the City of Lakeland. The glossary defines words and terms that may have very specific meaning or may not be in common usage.

**Accrual Basis**: A basis of accounting using the economic resources measurement focus. Revenues are recorded when earned. Expenses are recorded when a liability is incurred. Fixed assets are capitalized (i.e. recorded on the balance sheet, not the income statement). Depreciation is recorded on fixed assets.

**Ad Valorem Taxes**: Taxes levied on both real and personal property according to the property's valuation and the tax rate.

**Adoption**: The formal action taken by the City Commission to authorize or approve the budget.

**American Public Power Association (APPA)**: A service organization for the nation's more than 2,000 community-owned electric utilities that serve more than 48 million Americans.

**Appropriation**: The spending limit adopted or authorized by the City Commission.

**Arbitrage**: Practice of taking advantage of a price difference between two or more markets, capitalizing on the imbalance between the markets.

**Asset**: Resources owned or held by governments that have monetary value.

**Attrition**: A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

**Authorized Position**: An employee position, authorized in the adopted budget to be filled.

**Available (Undesignated) Fund Balance**: Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

**Bad Debt**: The estimated amount of accounts owed to the City (receivables) that will not be collected during the year. This includes utility accounts, accident damage repair accounts and other miscellaneous account receivables, which are deemed uncollectible.

**Balanced Budget**: Total estimated receipts, including appropriated fund balance/reserve, shall equal total of appropriations and reserves for future use.

**Base Budget**: Cost of continuing the existing levels of service in the current budget year.

**Bond**: A long term promissory note or IOU. The note includes a specific principal amount and stated interest rate. Bonds are used to finance capital projects.

**Bond Refinancing**: A payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

**Budget**: A financial plan approved by the City Commission that includes estimates for revenues and limits on expenditures.

**Budget Calendar**: The schedule of key dates that the City follows in the preparation and adoption of the budget.

**Budgetary Control**: The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

**Capital Assets**: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

**Capital Expenditure**: Money spent to acquire or upgrade physical assets such as buildings and machinery.

## Glossary of Terms

**Capital Improvement Plan (CIP)**: A capital improvement project is defined as a major construction expansion, purchase or major repair/replacement of buildings, infrastructure or other property which has an estimated total expenditure of \$25,000 or more. Except for emergency repairs, capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment

**Capital Outlay**: Fixed assets which have a value of \$1,000 or more and have a useful economic lifetime of more than one year or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset.

**Capital Project**: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase its useful life.

**Central Business District (CBD)**: The core area of Lakeland's downtown.

**Charges for Services**: A user fee or rate levied against a person or entity that has received an identifiable benefit in exchange. Examples would include utility service or a parking space.

**Collective Bargaining Agreement**: A legal contract between the City and representative of a recognized bargaining unit for specific terms and conditions of employment (e.g. hours, working conditions, salary, fringe benefits, and matters affecting health and safety of employees).

**Component Unit**: A legally separate organization for which the elected officials of the City are financially accountable. A component unit can be another organization for which the nature and significance of its relationship with the City such that exclusion would cause the reporting entity's financial statements to be misleading or incomplete.

**Consumer Price Index (CPI)**: A statistical description of price levels provided by the U.S. Department of Labor. The index is used to measure the increase in the cost of living economic inflation.

**Contingency**: A budgetary reserve for emergencies or unanticipated expenditures/opportunities.

**Contractual Services**: Services rendered to the City by private firms, individuals, or other governmental agencies (e.g. maintenance agreements and professional consulting services).

**Debt Service**: Principal and interest payments for outstanding debt such as bonds or notes payable.

**Debt Service Fund**: Funds used to record the payment of general debt.

**Dedicated Tax**: A tax levied to support a specific government program or purpose.

**Deficit**: The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department**: Organizational unit of government, which is functionally unique in its delivery of services.

**Depreciation**: The portion of the cost of a fixed asset (e.g. a car or treatment plant) charged as an expense during the fiscal year. Eventually the entire cost of the fixed asset will be charged off as an expense. Only Enterprise and Internal Service funds have depreciation.

**Derivative**: A financial instrument whose value depends on underlying variables.

**Employee Benefits**: Costs incurred by the City for pension, health insurance, and other benefits provided to employees.

**Encumbrance**: An amount of money committed for the payment of goods and services not received or paid.

**Enterprise Fund**: Certain activities are treated as self-supporting businesses (e.g., water and sewer utilities). The accounting for these activities is accounted for in separate funds called enterprise funds.

**Expenditure**: The payment of cash or the transfer of property or services for the purpose of acquiring goods and/or services or settling a loss.

## Glossary of Terms

**Expense**: Charges incurred (whether paid immediately or to be paid at a later date) for operations, maintenance, interest or other charges.

**Fiduciary Funds**: Used to account for assets held by a governmental unit in a trustee capacity or as an agent for individuals, private organizations, and/or other governmental units.

**Fiscal Year**: The time period for which the budget is authorized and measured by the accounting records. The City of Lakeland's fiscal year begins on October 1<sup>st</sup> and ends on September 30th.

**Fixed Assets**: Assets of long-term character that are used for the government, such as land, buildings, machinery, furniture, and other equipment.

**Florida Municipal Power Agency (FMPA)**: A wholesale power company owned by municipal electric utilities. FMPA provides economies of scale in power generation and related services to support community-owned electric utilities.

**Full-Time Equivalent (FTE)**: The number of employee hours (2,080) needed to be equal to one full-time employee. Several part-time employees may be combined to make one full-time equivalent.

**Fund**: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

**Fund Balance**: The difference between a fund's assets and liabilities, sometimes referred to as the amount carried over from one year to the next year.

**General Fund**: General purpose fund supported by taxes, fees and other revenues. The funds may be used for any lawful purpose.

**General Obligation (GO) Bond**: A type of bond that is backed by the full faith, credit and taxing power of the City.

**Generally Accepted Accounting Principles (GAAP)**: Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**Goal**: A general and timeless statement of direction, purpose or intent based on the community's needs.

**Governmental Funds**: Typically used to account for tax-supported (i.e., governmental) activities.

**Grants**: A contribution by a government or other organization to support a particular function.

**Impact Fee**: A fee charged to a developer or individual to fund the future cost of improvements associated with the development's impact on various City services, charged as a condition for obtaining a building permit.

**Infrastructure**: Vital facilities such as roads, sewers, bridges, water lines, public buildings, parks and airports that are fixed in location.

**Inter-Fund Transfer**: Legally authorized transfers from a fund receiving revenue to a fund through which resources are to be expected.

**Intergovernmental**: Revenue from another governmental agency such as the State of Florida or the United States Federal Government. Some revenues from local units are treated as Charges for Service.

**Internal Service Charges**: Charges to user departments for financing goods or service provided by one department to another on a cost-reimbursement basis.

**Internal Service Fund**: Centralized services that serve all or many established in separate funds. The other funds are charged a fee for the services provided by the Internal Service Fund.

## Glossary of Terms

**Lakeland Area Mass Transit District:** A component unit of the City that accounts for all activities necessary to provide modern bus transportation in the Lakeland area. The City does not have any ownership claim against the assets of this entity; however, the City does maintain some control over operations in that the majority of its governing board is composed of members of the City Commission.

**Lakeland Downtown Development Authority:** A Component Unit of the City that has the responsibility of improving the economic condition in the Central Business District.

**Long-Term Debt:** Debt with a maturity of more than one year after the date of issuance.

**Major Fund:** As defined by the Governmental Accounting Standards Board and based upon the value of assets, liabilities, revenues, and expenditures. Lakeland's major funds include the General Fund, Electric Utility, Water Utility, and Wastewater Utility.

**Mill:** One one-thousandth of a dollar of assessed value.

**Millage:** Rate used in calculating taxes based upon the value of the property, expressed in mills per dollar of property value.

**Mission:** A description of the purpose, values, strategies, and behavior standards that guide an organization and move it toward its vision. A mission states what the organization is, what it does, for whom and why.

**Modified Accrual:** A basis of accounting using the current financial resources as a measurement focus. Revenues are recognized when both measurable and available. Expenditures are recorded when a liability is incurred. Fixed assets are recorded as an expenditure in the period the asset is acquired.

**Objective:** A specific/quantifiable statement of what the City, a department or a unit expects to accomplish in a fiscal year.

**Operating Budget:** The day-to-day cost of providing City services. The operating budget does not include capital purchases, for items of \$1,000 or greater.

**Operating Expenses:** The cost for personnel, materials, and equipment required for a department to function.

**Operating Revenue:** Funds that the government receives as income for day-to-day services including taxes, fees from specific services, interest earnings, and grant revenues.

**Peace River Water Basin:** The Peace River Basin is the region of land in Central and Southwest Florida that includes portions of Charlotte, Hardee, Desoto, Highlands, and Polk Counties from which water drains into the lakes and streams that ultimately supplies water to the Peace River.

**Performance Measure:** Data collected to determine a program's effectiveness or efficiency in achieving its objectives.

**Property Tax:** A tax levied on real estate as well as commercial and industrial personal property based on the value of the property.

**Repurchase Agreements:** An agreement where the City transfers cash to a broker-dealer or bank; the broker-dealer or bank transfers the securities to the City and promises to repay the cash plus interest in exchange for the same securities

**Reserve:** An account used to set aside budgeted revenues that are not required for expenditure in the current budget year or earmark revenues for a specific future purpose.

**Retreat:** City Commission goal setting meeting held around January of each year. City Manager communicates City Commission goals and sets parameters for budget preparation with Department heads.

**Revenue:** Money coming into a fund, other than a transfer, such as taxes, user fees, grants, fines, and any other source of money.

## Glossary of Terms

**Revenue Bond:** A bond that is backed by a particular revenue source such as water user fees.

**Rolled-Back Rate:** The millage necessary to raise the same amount of ad valorem tax revenue as the previous year, excluding taxes from new construction.

**Southwest Florida Water Management District (SWFMD):** Responsible for water resources in sixteen west central Florida counties: Charlotte, Citrus, DeSoto, Hardee, Hernando, Highlands, Hillsborough, Lake, Levy, Manatee, Marion, Pasco, Pinellas, Polk, Sarasota, and Sumter.

**Special Assessment:** A compulsory levy made against certain properties to defray all, or part, of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Special Revenue Fund:** A fund used to account for the revenues and expenditures of special earmarked or legally restricted monies.

**Stormwater Fund:** Revenues, received primarily through the collection of residential and commercial fees as well as transfers from the Transportation Fund for drainage and lake projects, are used for projects approved by the City Commission for stormwater capital activities.

**Target Area:** Area of focus for planning and business decisions.

**Target Budget:** Desirable expenditure levels provided to departments to develop a recommended budget. Based on the prior year's adopted budget, excluding one-time expenditures, projected revenues and reserve requirements.

**Tax Base:** The total property valuations on which each taxing agency levies its tax rates.

**Tax Levy:** The total amount of revenue raised from general property taxes.

**Tax Rate:** The amount of tax levied for each \$1,000 of assessed valuation. Often called millage rate.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**Transfer:** A transfer is movement of money or assets from one fund to another that is not a payment for service. Sometimes a transfer is one fund subsidizing another fund.

**Unencumbered Balance:** The amount of an appropriation that was not expended or encumbered and is still available for future purposes.

**User Fee:** Revenue paid by a party directly benefiting from the use of receipt of a public service.

**Utility Tax:** A consumer tax levied by cities on the use of utilities such as electricity, telephone, or gas.

**Vision:** The ideal to which the City of Lakeland and its employees strive to achieve. Developed by and adopted by the City Commission.

**Working Capital:** A common measure of liquidity, efficiency, and overall health. Includes cash, inventory, accounts receivable, accounts payable, the portion of debt due within one year, and other short-term accounts. Reflects the results of a host of activities, including inventory management, debt management, revenue collection, and payments to suppliers.



## Abbreviations and Acronyms

<b>AADF</b>	Annual Average Daily Flow	<b>CRA</b>	Community Redevelopment Agency
<b>ACA</b>	Affordable Care Act	<b>CROW</b>	Contracts Right of Way
<b>ACH</b>	Automated Clearing House	<b>CSU</b>	Community Services Unit
<b>ADA</b>	Americans with Disabilities Act	<b>CUST SVC</b>	Customer Service
<b>AD&amp;D</b>	Accidental Death & Dismemberment	<b>DARE</b>	Drug Abuse Resistance Education
<b>AP</b>	Accounts Payable	<b>DART</b>	Domestic Abuse Response Team
<b>ALS</b>	Advance Life Support	<b>DCA</b>	Department of Community Affairs
<b>AMI</b>	Average Median Income	<b>DEP</b>	Department of Environmental Protection
<b>AOA</b>	Airport Operating Area	<b>DEV</b>	Development
<b>APPA</b>	American Public Power Association	<b>DIST</b>	Distribution
<b>ARFF</b>	Aircraft Rescue & Fire Fighting	<b>DOT</b>	Department of Transportation
<b>ATB</b>	Across the Board increase	<b>DNA</b>	Dinoclaustic Nucleic Acid
<b>ATC</b>	Airport Traffic Control	<b>DoIT</b>	Department of Information Technology
<b>BCE</b>	Business Cooperative Education	<b>DOJ</b>	Department of Justice
<b>BEMP</b>	Building, Electrical, Mechanical, Planning	<b>DRI</b>	Development of Regional Impact
<b>BICEP</b>	Building Inspection Code Enforcement Program	<b>DRT</b>	Design Review Team
<b>BITS</b>	Building Inspection Transportable System	<b>DUI</b>	Driving Under the Influence
<b>BEBR</b>	Bureau of Economic & Business Research	<b>DV</b>	Digital Video
<b>BJA</b>	Bureau of Justice Assistance	<b>EAA</b>	Experimental Aircraft Association
<b>BLS</b>	Basic Life Support	<b>ECS</b>	Emergency Communications Specialists
<b>BMP</b>	Best Management Practices	<b>EMS</b>	Energy Management System
<b>CADD</b>	Computer Assisted Design and Drafting	<b>EMT</b>	Emergency Medical Technicians
<b>CAFR</b>	Comprehensive Annual Financial Report	<b>EPA</b>	Environmental Protection Agency
<b>CAIR</b>	Clean Air Interstate Rule	<b>EZ</b>	Enterprise Zone
<b>CBD</b>	Commercial Business District	<b>FAA</b>	Federal Aviation Authority
<b>CBE</b>	Cooperative Business Education	<b>FAR</b>	Federal Aviation Regulation
<b>CBIR</b>	Community Budget Issue Request	<b>FDLE</b>	Federal Department of Law Enforcement
<b>CDBG</b>	Community Development Block Grant	<b>FDOT</b>	Florida Department of Transportation
<b>CDC</b>	Community Development Corporation	<b>FEMA</b>	Federal Emergency Management Agency
<b>CE</b>	Code Enforcement	<b>FHFC</b>	Florida Housing Finance Corporation
<b>CIP</b>	Capital Improvement Plan	<b>FHSAA</b>	Florida High School Athletic Association
<b>CPI</b>	Consumer Price Index	<b>FLC</b>	Florida League of Cities
<b>CLMP</b>	Comprehensive Lakes Management Plan	<b>FMPA</b>	Florida Municipal Power Agency
<b>CM</b>	City Manager	<b>FOAG</b>	Florida Office of the Attorney General
<b>CONST</b>	Construction	<b>FRCC</b>	Florida Reliability Coordinating Council
<b>CPR</b>	Cardiopulmonary Resuscitation		

## Abbreviations and Acronyms

<b>FRDAP</b>	Florida Recreation Development Assistance Program	<b>M/WBE</b>	Minority/Women-Owned Business Enterprises
<b>FT</b>	Full-Time	<b>MGD</b>	Million Gallons per Day
<b>FTE</b>	Full-Time Equivalent	<b>MGMT</b>	Management
<b>FWC</b>	Florida Water Conservation	<b>MLK</b>	Martin Luther King
<b>FY</b>	Fiscal Year	<b>MSG</b>	Main Street Garage
<b>GAAP</b>	Generally Accepted Accounting Principles	<b>MSTU</b>	Municipal Service Taxing Unit
<b>GASB</b>	Governmental Accounting Standards Board	<b>MSW</b>	Municipal Solid Waste
<b>GFOA</b>	Government Finance Officers Association	<b>MWA</b>	Maintenance Water Administration
<b>GIS/CAD</b>	Geographic Information System/Computer Aided Design	<b>NAMI</b>	National Alliance for the Mentally ill of Polk County
<b>GKS</b>	General Knowledge Study	<b>NCAN</b>	National College Access Network
<b>GM</b>	General Manager	<b>NERC</b>	N. American Reliability Corporation
<b>GPS</b>	Global Positioning System	<b>NET</b>	Neighborhood Enforcement Team
<b>gWh</b>	Giga-watt Hour	<b>NLC</b>	National League of Cities
<b>HHR</b>	Hurricane Housing Relief	<b>NPDES</b>	National Pollution Discharge Elimination System
<b>HOME</b>	Home Investment Partnership Program	<b>O&amp;M</b>	Operating & Maintenance
<b>HR</b>	Human Resources	<b>OH</b>	Overhead
<b>HVAC</b>	Heating, Ventilation & Air Condition	<b>OIS</b>	Office of Innovation & Strategy
<b>HRMS</b>	Human Resources Management System	<b>OMS</b>	Outage Management System
<b>ILS</b>	Instrument Landing System	<b>OSG</b>	Orange Street Garage
<b>IT</b>	Information Technology	<b>OUC</b>	Orlando Utility Commission
<b>KSI</b>	Key Success Indicator	<b>P&amp;R</b>	Parks and Recreation
<b>kWh</b>	Kilowatt Hour	<b>PAL</b>	Police Athletic League
<b>LCRA</b>	Lakeland Community Redevelopment Agency	<b>PSC</b>	Polk State College
<b>LDDA</b>	Lakeland Downtown Development Authority	<b>PCCVB</b>	Polk County Convention & Visitors Bureau
<b>LDR</b>	Land Development Regulation	<b>PCD</b>	Pollution Control Device
<b>LEAD</b>	Lakes Education Action Drive	<b>PDA</b>	Personal Digital Assistants
<b>LEDC</b>	Lakeland Economic Development Council	<b>PIF</b>	Public Improvement Fund
<b>LFD</b>	Lakeland Fire Department	<b>PM</b>	Preventative Maintenance
<b>LGN</b>	Lakeland Government Network	<b>PSC</b>	Public Service Commission
<b>LLC</b>	Limited Liability Corporation	<b>PW</b>	Public Works
<b>LLIA</b>	Lakeland Linder International Airport	<b>PT</b>	Part-Time
<b>LPD</b>	Lakeland Police Department	<b>R&amp;R</b>	Repair and Replace
<b>LRH</b>	Lakeland Regional Health	<b>ROI</b>	Return on Investment
<b>LTC</b>	Long Term Capital	<b>SAIDI</b>	System Average Interruption Duration Index
<b>LTMA</b>	Long Term Maintenance Agreement	<b>SANS</b>	Storage Area Network
<b>MAINT</b>	Maintenance	<b>SCADA</b>	System Control Data Acquisition
		<b>SEOC</b>	State Emergency Operation Center
		<b>SHIP</b>	State Housing Initiative Program
		<b>SOAT</b>	Strategic Operating Activity Team
		<b>SOP</b>	Strategic Operating Plan
		<b>SPCC</b>	Simpson Park Community Center

## Abbreviations and Acronyms

<b>SRO</b>	School Resource Officer
<b>SWFWMD</b>	Southwest Florida Water Management District
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TAC</b>	Targeted Areas of Concentration
<b>TBD</b>	To Be Determined
<b>T&amp;D</b>	Transmission & Delivery
<b>TD</b>	Tourist Development
<b>TDT</b>	Tourist Development Tax
<b>TEA-LU</b>	Transportation Efficiency Act-A Legacy for Users
<b>TECO</b>	Tampa Electric Company
<b>TMDL</b>	Total Maximum Daily Load
<b>TO</b>	Table of Organization
<b>TPO</b>	Transportation Planning Organization
<b>U&amp;CF</b>	Urban & Community Forestry
<b>UCM</b>	United Conference of Mayors
<b>UG</b>	Underground
<b>UMS</b>	Utility Management System
<b>USEPA</b>	United States Environmental Protection Agency
<b>USF</b>	University of South Florida
<b>UT</b>	Utility Tax
<b>VISTE</b>	Volunteers in Service to the Elderly
<b>VOCA</b>	Victims of Crime Act
<b>WA</b>	Water
<b>WC</b>	Workers Comp
<b>WTP</b>	Water Treatment Plant
<b>WW</b>	Wastewater
<b>WWTP</b>	Wastewater Treatment Plant
<b>YTD</b>	Year to Date

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