

City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



City of Lakeland, Florida Annual Budget Fiscal Year 2022

Vision

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

Mission

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



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



Shawn Sherrouse
City Manager



Nicole B. Travis
Deputy City Manager



Emily Colón
*Assistant City Manager &
Manager of Innovation & Strategy*

For more information, or to download copies of our Annual Budget and supporting documents, please visit our [City of Lakeland Website](https://www.lakelandgov.net) (<https://www.lakelandgov.net>).

Lakeland City Commission



H. William "Bill" Mutz
Mayor

William.Mutz@lakelandgov.net
Term Expires: 12/31/2025



Phillip Walker
Commissioner, Northwest

Phillip.Walker@lakelandgov.net
Term Expires: 12/31/2024



Stephanie Madden
Commissioner, At-Large

Stephanie.Madden@lakelandgov.net
Term Expires: 12/31/2025



Sara Roberts McCarley
Commissioner, Southwest

Sara.Mccarley@lakelandgov.net
Term Expires: 12/31/2025



Bill "Tiger" Read
Commissioner, Northeast

Bill.Read@lakelandgov.net
Term Expires: 12/31/2024



Mike Musick
Commissioner, Southeast

Mike.Musick@lakelandgov.net
Term Expires: 12/31/2025



Chad McLeod
Commissioner, At-Large

Chad.McLeod@lakelandgov.net
Term Expires: 12/31/2024

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 3:00 p.m. in the City Commission Chambers located in City Hall.

City of Lakeland Contact Information

Website: www.lakelandgov.net

Mailing Address

Lakeland City Hall
228 S. Massachusetts Avenue
Lakeland, FL 33801

Area Code: 863

Contact Telephone Numbers

| | |
|---|----------|
| Fire/Medical/Police Emergencies | 911 |
| Main Switchboard..... | 834-6000 |
| Airport | 834-3294 |
| Box Office - RP Funding Center | 834-8111 |
| Building Inspections | 834-6012 |
| Business Tax Receipts | 834-6024 |
| Cemeteries..... | 834-3287 |
| City Attorney..... | 834-6010 |
| City Clerk | 834-6210 |
| City Commission | 834-6005 |
| City Manager..... | 834-6006 |
| Cleveland Heights Golf Course | 834-4653 |
| Code Enforcement | 834-6251 |
| Communications | 834-6264 |
| Community and Economic Development..... | 834-6011 |
| Customer Billing/Finance | 834-8276 |
| Customer Service/Lakeland Electric..... | 834-9535 |
| Finance | 834-6200 |
| Fire Department | 834-8200 |
| Human Resources/Civil Service | 834-8790 |
| Lakeland Electric Administration..... | 834-6544 |
| Lakes and Stormwater | 834-6276 |
| Library | 834-4280 |
| Neighborhood Services | 834-6251 |
| Parking Services | 834-6303 |
| Parks and Recreation..... | 834-6035 |
| Police Department..... | 834-6900 |
| Public Works | 834-6040 |
| Purchasing | 834-6780 |
| Risk Management | 834-6799 |
| Solid Waste | 834-8773 |
| Water Utilities | 834-8316 |

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, 2020. 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, 2020

Christopher P. Morill

Executive Director

Figure A-2: GFOA Distinguished Budget Presentation Award

Using the Annual Budget

We have made every effort to make this book as easy as possible to read, but we understand how difficult it can be to find what you are looking for in such a complex document. To make your search easier, we have provided several tools to help you find what you need.

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, Organization Chart, the City’s Vision, Mission, and Values a brief history of the city.

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.

Performance Management: Performance and service data from the Strategic/Business Operating Plan and Performance-Based budgets for all departments.

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: Miscellaneous information regarding principal taxpayers, property tax rates/revenues and departmental tables of organization. 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.

Quick Reference

| | |
|---|------|
| Contact Information..... | A-5 |
| City Organization Chart | A-23 |
| Vision, Mission, Values, Goals, and Strategies..... | A-25 |
| Budget Summary | B-16 |
| Financial Health | C-26 |
| Performance Management | D-3 |
| Process Improvement and Efficiencies | D-25 |
| Measuring Results | D-47 |
| Performance Budget Programs..... | D-87 |
| Line-Item Budget..... | E |
| Capital Improvement Plan..... | F |
| Tables of Organization..... | G-21 |

Table of Contents

Introduction

Section A

| | |
|---|------|
| City Commission and Contact Information..... | A-3 |
| Government Finance Officers Association Award | A-6 |
| Using the Annual Budget, | A-7 |
| Table of Contents | A-8 |
| City Manager’s Letter..... | A-13 |
| Organizational Chart..... | A-20 |
| Vision, Mission, Values, and Goals..... | A-22 |
| Lakeland at a Glance..... | A-29 |
| History of Lakeland | A-30 |

Budget Overview

Section B

| | |
|---|------|
| Budget Overview | B-3 |
| Budget Development Calendar..... | B-8 |
| Budget in Brief | B-10 |
| Budget Summary | B-16 |
| Ad Valorem Taxes | B-24 |
| Position Changes by Fund and Department | B-25 |
| Historical FT and PT Position Changes | B-26 |
| Residents per Employee | B-27 |
| Budget Overview and Financial Policies | B-28 |
| Budgeted Funds Relationship by Program | B-31 |

Long-Range Planning

Section C

| | |
|------------------------------------|------|
| Long-Range Planning Overview | C-3 |
| Environmental Scan..... | C-4 |
| Financial Health | C-26 |
| Revenue Sources | C-28 |
| Historical Revenues..... | C-32 |
| Debt Management Overview | C-33 |

Table of Contents

| | |
|--|------------------|
| Performance Management | Section D |
| Performance Management Overview | D-3 |
| Strategic Operating Plan – Budget Cycle Process | D-4 |
| 2020 – 2024 Strategic Plan Target Areas Objectives & Initiatives | D-10 |
| 2021 Mid-Cycle Report..... | D-13 |
| Budgeting by Priorities..... | D-20 |
| Process Improvement and Efficiencies | |
| Process Improvement Overview | D-25 |
| Process Improvement/Methodologies..... | D-26 |
| Efficiencies by Department | D-31 |
| Driving Improvements in our Organization..... | D-44 |
| Performance Measures | |
| Measuring Results Overview | D-47 |
| Key Success Indicators (KSIs) | |
| Quality of Life | D-48 |
| Communication | D-52 |
| Economic Opportunity..... | D-55 |
| Fiscal Management..... | D-57 |
| Growth Management | D-60 |
| Governance | D-63 |
| Measurements | |
| Community Safety Program | D-67 |
| Cultural and Community Services Program | D-69 |
| Economic and Community Development Program | D-70 |
| Environmental and Utility Services Program | D-74 |
| Legislative Activities Program | D-77 |
| Parks, Recreation and Properties Program..... | D-78 |
| Transportation Program | D-81 |
| Support Services Program | D-83 |
| Performance Budget | |
| Performance Budget Programs | D-87 |
| Community Safety Program | D-89 |
| Cultural and Community Services Program | D-113 |
| Economic and Community Development Program | D-127 |
| Environmental and Utility Services Program | D-155 |
| Legislative Activities Program | D-183 |
| Parks, Recreation and Properties Program..... | D-191 |
| Transportation Program | D-205 |
| Support Services Program | D-223 |

Table of Contents

Line-Item Budget

Section E

| | |
|---|-------|
| Funds Overview | E-3 |
| Budgeted Funds Structure | E-7 |
| Line Items | |
| General Fund | E-9 |
| Community and Economic Development/Affordable Housing | E-97 |
| Lakeland Community Redevelopment Agency | E-99 |
| Lakes and Stormwater | E-108 |
| Building Inspection | E-115 |
| Fleet Management | E-119 |
| Purchasing and Stores | E-125 |
| Facilities Maintenance | E-130 |
| Information Technology | E-137 |
| Parking | E-152 |
| RP Funding Center | E-159 |
| Lakeland Linder International Airport | E-167 |
| Solid Waste | E-174 |
| Wastewater Utility | E-182 |
| Water Utility | E-201 |
| Electric Utility | E-213 |
| Debt Service | E-221 |

Capital Improvement Plan

Section F

| | |
|---|------|
| CIP Overview | F-3 |
| Capital Improvement Funds..... | F-3 |
| Comprehensive Planning | F-4 |
| Guidelines and Policies | F-4 |
| Project Evaluation and Prioritization | F-4 |
| CIP Process | F-5 |
| Capital Budget Impact on the Operating Budget | F-6 |
| Relationship between the Operating Budget and the CIP..... | F-10 |
| CIP Non-Recurring Projects Impact on operating Budget & Debt Management..... | F-11 |
| Capital Expenditure Summary | F-12 |
| Capital Funding - Sources | F-13 |
| Capital Funding - Uses | F-14 |
| Historical and Projected CIP Expenditures | F-16 |
| Capital Improvement Projects by Fund..... | F-18 |
| Map of All Significant CIP Projects by Fund | F-19 |
| By Fund: Map, Master List of Projects, and Non-Recurring Significant Projects | F-20 |

Table of Contents

| CIP Worksheets | Appendix Number |
|--|------------------------|
| Transportation | 1 |
| Public Improvement..... | 4 |
| Downtown Community Redevelopment Area | 9 |
| Midtown Community Redevelopment Area..... | 10 |
| Dixieland Community Redevelopment Area | 12 |
| Parking | 13 |
| RP Funding Center | 14 |
| Lakeland Linder International Airport..... | 15 |
| Stormwater | 17 |
| Wastewater Utility..... | 19 |
| Water Utility | 27 |
| Electric Utility | 35 |

Supplementary Information **Section G**

| | |
|--|------|
| Principal Taxpayers | G-5 |
| Principal Employers | G-6 |
| Schedule of Property Tax Rates | G-7 |
| General Fund Property Tax Levies and Collections | G-8 |
| Governmental Activities Tax Revenues by Source | G-9 |
| Fund Balances of Governmental Funds | G-10 |
| Glossary of Terms | G-11 |
| Abbreviations and Acronyms | G-17 |
| Position Changes by Fund and Department..... | G-20 |

Department Tables of Organization and Position Management

| | |
|---|------|
| Airport..... | G-21 |
| City Attorney..... | G-23 |
| City Commission and City Manager..... | G-24 |
| Communications..... | G-26 |
| Community and Economic Development..... | G-27 |
| Electric | |
| General Manager..... | G-30 |
| Customer Service | G-32 |
| Delivery..... | G-37 |
| Fiscal Operations | G-44 |
| Production | G-49 |
| Finance..... | G-58 |
| Fire | G-61 |
| Human Resources..... | G-63 |
| Information Technology | G-65 |
| Internal Audit | G-68 |
| Fiscal Year 2022 Annual Budget | A-11 |

Table of Contents

| | |
|-------------------------------------|-------|
| Parks and Recreation | |
| Director | G-69 |
| Cemeteries | G-70 |
| Cleveland Heights Golf Course | G-72 |
| Library..... | G-74 |
| Parks | G-77 |
| Recreation | G-79 |
| Police Department | |
| Office of Chief of Police | G-81 |
| Investigative Services | G-82 |
| Community Services..... | G-83 |
| Uniform Patrol Division | G-84 |
| Special Operations Division..... | G-85 |
| Support Services Division..... | G-86 |
| Public Works | |
| Director | G-89 |
| Construction and Maintenance | G-90 |
| Engineering | G-92 |
| Facilities Maintenance | G-93 |
| Fleet..... | G-95 |
| Lakes and Stormwater..... | G-96 |
| Solid Waste | G-97 |
| Traffic and Parking..... | G-99 |
| Purchasing and Risk Management..... | G-101 |
| RP Funding Center | G-103 |
| Retirement Services | G-106 |
| Wastewater | |
| Collection | G-107 |
| Treatment | G-109 |
| Wetlands..... | G-111 |
| Water | |
| Administration..... | G-113 |
| Distribution..... | G-114 |
| Engineering | G-116 |
| Production | G-118 |
| Figure Index..... | G-121 |

City Manager's Letter

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



SHAWN SHERROUSE
City Manager
863-834-6006

September 23, 2021

Honorable Mayor and City Commissioners:

The Fiscal Year (FY) 2022 budget development process brought about significant changes from past practices. These changes were in response to requests from the City Commission to have more input, earlier in the budget development process. To meet these requests, Strategic Planning was moved earlier in the budget cycle to allow the City Commission to provide direction from the very beginning. Following establishment of the Strategic Plan, additional workshops narrowed strategic visioning into funding initiatives, including some specific priorities determined by the City Commission.

FY 2022 Strategic Initiatives

The FY 2022 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 2022 totals \$8.2m. This total spending has been committed from various funding sources, including the Community Redevelopment Agency (CRA), Enterprise Funds, General Fund, Transportation Fund, and others. Additionally, the City Commission increased General Fund expenditures for the following initiatives:

- \$25,000 for additional cultural arts funding (from \$250k to \$275k)
- \$75,000 to enhance the City's internship program
- \$1.1m for in-car video, taser and body-worn camera systems package, the addition of two (2) related personnel and required cloud and hardware storage

City Manager's Letter

FY 2022 Budgeted Expenses

In addition to the budgeted Strategic Initiative expenditures, the FY 2022 Budget includes other increased General Fund expenses. Added to recurring operating expenses, the following General Fund increases are included in the FY 2022 budget:

- \$130,000 to resurvey the Historic District, Phase 1
- \$126,000 to add a Recreation Supervisor, Recreation Leader and Part-time Recreation Leader for the new Lake Crago Park. However, \$55,000/year will be offset by increased facility rental revenues
- \$159,000 for a Fire Plans Examiner position, including vehicle and equipment. However, \$90,000/year will be offset by increased inspection revenues
- \$104,000 partial year cost to add three (3) firefighter positions to restore minimum manning to Tower-15

Citywide

- Across the board increases range from 1.5% to 2.0% for all employees
- Merit increases are 2.5% for qualified employees
- 1% increase in health insurance rates for calendar year 2022

City Manager's Letter

FY 2022 Expenses by Account

| Account | Expenses |
|--------------------------------------|-----------------------------|
| Fuel and Purchased Power | \$120,597,789 |
| Personnel | 171,388,621 |
| Capital Outlay | 251,871,488 |
| Debt Service | 72,714,531 |
| All Other Operations and Maintenance | 23,689,521 |
| Internal Service Charges | 57,708,949 |
| Professional and Contractual | 41,189,020 |
| Utilities | 13,084,462 |
| Insurance and Fixed Charges | 11,136,024 |
| Total Expenditures | <u>\$763,380,405</u> |

Figure A-3: Expenses by Account

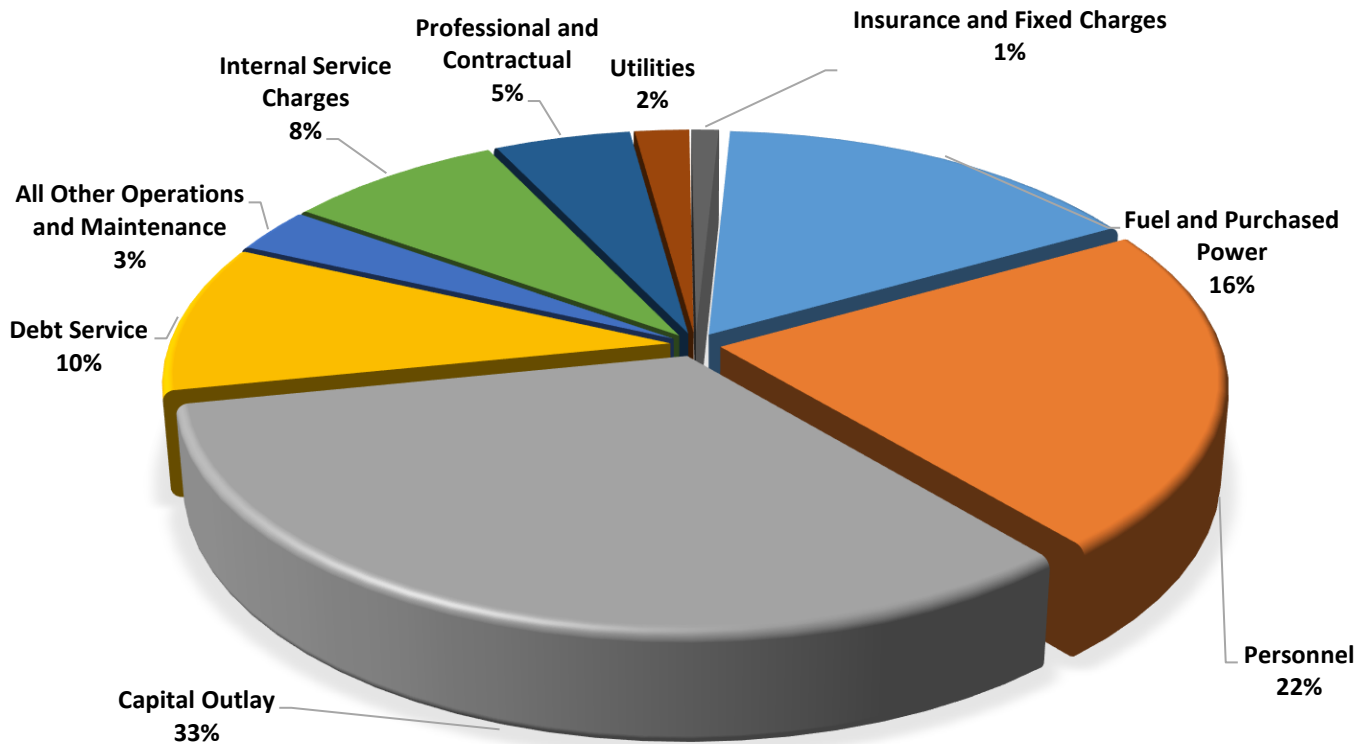


Figure A-4: Expenses by Account Pie Chart
Fiscal Year 2022 Annual Budget

City Manager's Letter

FY 2022 Budgeted Revenues

Despite a reduction in the FY 2022 taxable millage rate, budgeted revenues have increased by \$158m over FY 2021. The majority of these increased revenues are attributed to three main sources:

- \$88.1m in a Lakeland Electric (LE) project related bond proceed. Due to the planned shutdown of the McIntosh Unit 3 coal-plant, LE determined that future generation requirements should be produced by purchased power, solar and the use of Reciprocating Internal Combustion Engines (RICE generators). RICE generators were selected based upon their quick response time, scalable generation capacity and lower maintenance costs. Each RICE generator can be brought online in only a few minutes and at a much lower percentage capacity than other types of engines. The series of 6-RICE generators being procured will enable Lakeland Electric to incrementally add megawatts at a lower overall cost since maintenance is based upon operating hours rather than of the number of starts. The total estimated cost of the project is \$145 million dollars.
- Almost \$43m for a stormwater grant project. The City of Lakeland, in partnership with Bonnet Springs Park, was awarded a Florida General Infrastructure Program Mitigation Grant for a multi-component project. The project will focus on increasing the flood storage capacity to the drainage basin by improving the stormwater infrastructure and watershed quality. It will be initiated this fiscal year and is expected to be completed over a 10-year period.

City Manager's Letter

FY 2022 Budgeted Revenues Continued

- \$8.9m for a wastewater main replacement project funded by the American Rescue Plan Act (ARPA) of 2021. The City of Lakeland has been awarded approximately \$22.7m from the Federal Government as a part of the American Rescue Plan Act. The City became eligible for half of these monies in July 2021, with the second half being available 12 months after the first disbursement. The FY 2022 Budget includes the ARPA related funding for the first half of this qualifying wastewater project (\$8.9m). The total project cost is approximately \$20.0m, with \$17.8m coming from the ARPA funds. The second half of the project will be funded by a portion of the second disbursement from the Federal Government and will be appropriated later in FY 2022.

| Fiscal Year | Millage |
|-------------|---------|
| 2013 | 4.6644 |
| 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 |

Figure A-5: List of Millage Rates for the Last 10 Years

City Manager's Letter

FY 2022 Revenues by Source

| Sources | Revenues |
|---|-----------------------------|
| Charges for Services | \$428,909,443 |
| All Other Revenue | 116,760,246 |
| Public Service, Communication, and Gasoline Taxes | 32,020,196 |
| Intergovernmental | 69,554,613 |
| Property Taxes | 50,986,566 |
| Licenses and Permits | 4,845,921 |
| Prior Year Surplus | 60,303,420 |
| Total Revenues | <u>\$763,380,405</u> |

Figure A-6: Revenue Sources List

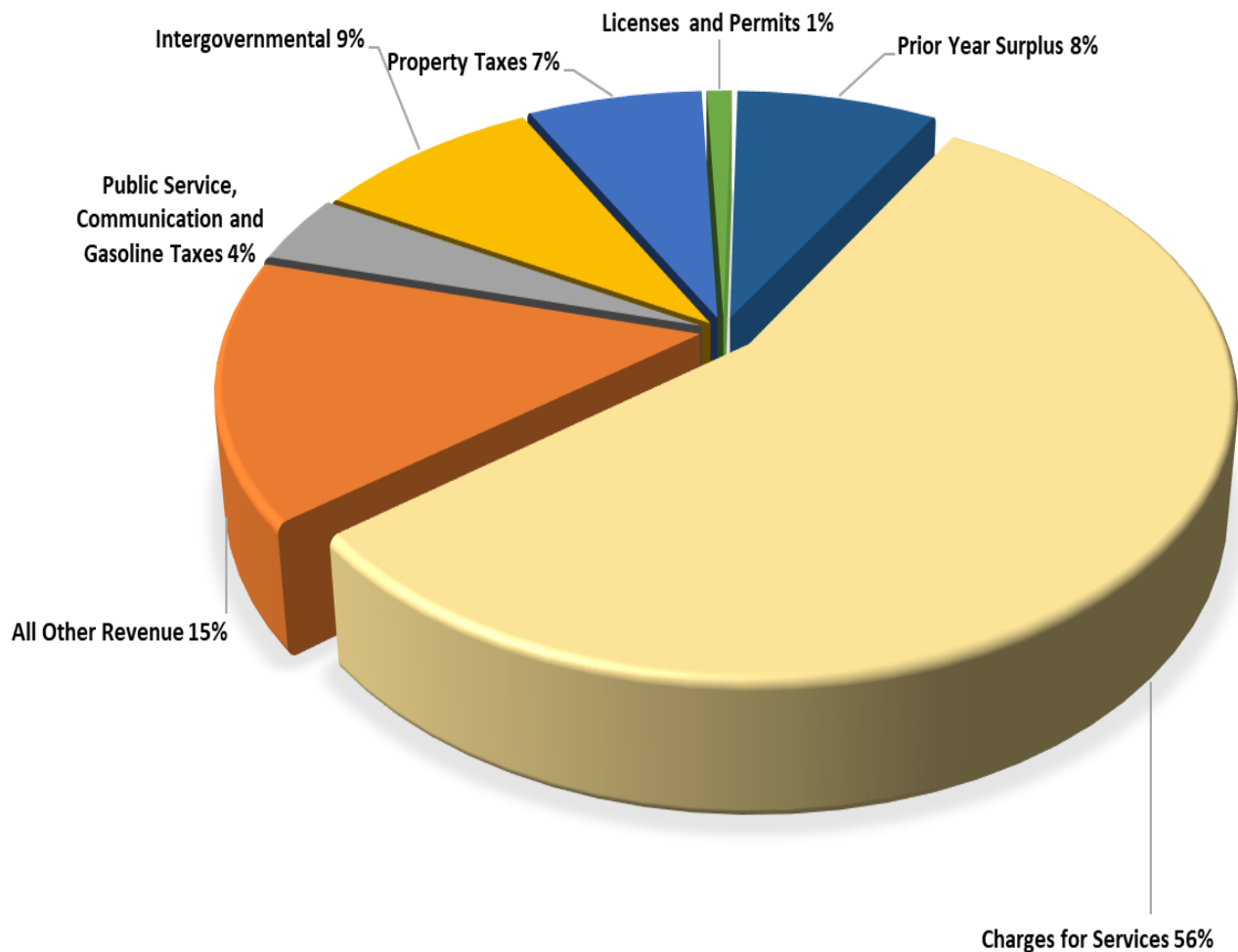


Figure A-7: Revenues by Source Pie Chart

City Manager's Letter

RP Funding Center

A significant change to the accounting treatment of the RP Funding Center (formerly Lakeland Center) is included in the FY 2022 Budget. Since its construction in the early 1970's, the City of Lakeland has always accounted for the RP Funding Center as an Enterprise Fund, with an expectation that it will generate sufficient revenues to offset expenses.

The City Commission, however, has recognized that by treating the RP Funding Center as an Enterprise Fund, requires the General Fund to subsidize related losses by approximately \$900,000 annually for the services the General Fund provides directly to the RP Funding Center. As such, the City Commission directed the Finance Department to change the accounting treatment of the RP Funding Center to a Governmental Fund beginning with the FY 2022 Budget.

This change in accounting treatment accomplishes two goals for the City – it eliminates the approximate \$900,000 annual subsidy from the General Fund and allows the RP Funding Center to be recognized appropriately as a Governmental Fund for accounting and budgeting purposes.

It is important to distinguish that this change did not eliminate the annual losses associated with the RP Funding Center. All losses will continue to be funded by the other eligible Enterprise Funds, in the same manner that all the City's eligible Enterprise Funds currently assist in underwriting the losses for other Governmental Funds.

FY 2022 Budget

The budgeted property value growth for FY 2022 is programmed at 11.03%. The millage rate is reduced from the FY 2019 – FY 2021 millage rates of 5.4644, to an FY 2022 rate of 5.4323. The FY 2022 Budget total is \$763.3m, including \$136.4m 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 2024.

Transmittal

The transmittal of this FY 2022 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 23rd. 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 2022 Annual Budget, including the 2022-2031 Capital Improvement Program Budgets.

Respectfully Submitted,



M. Shawn Sherrouse
City Manager

Organizational Chart

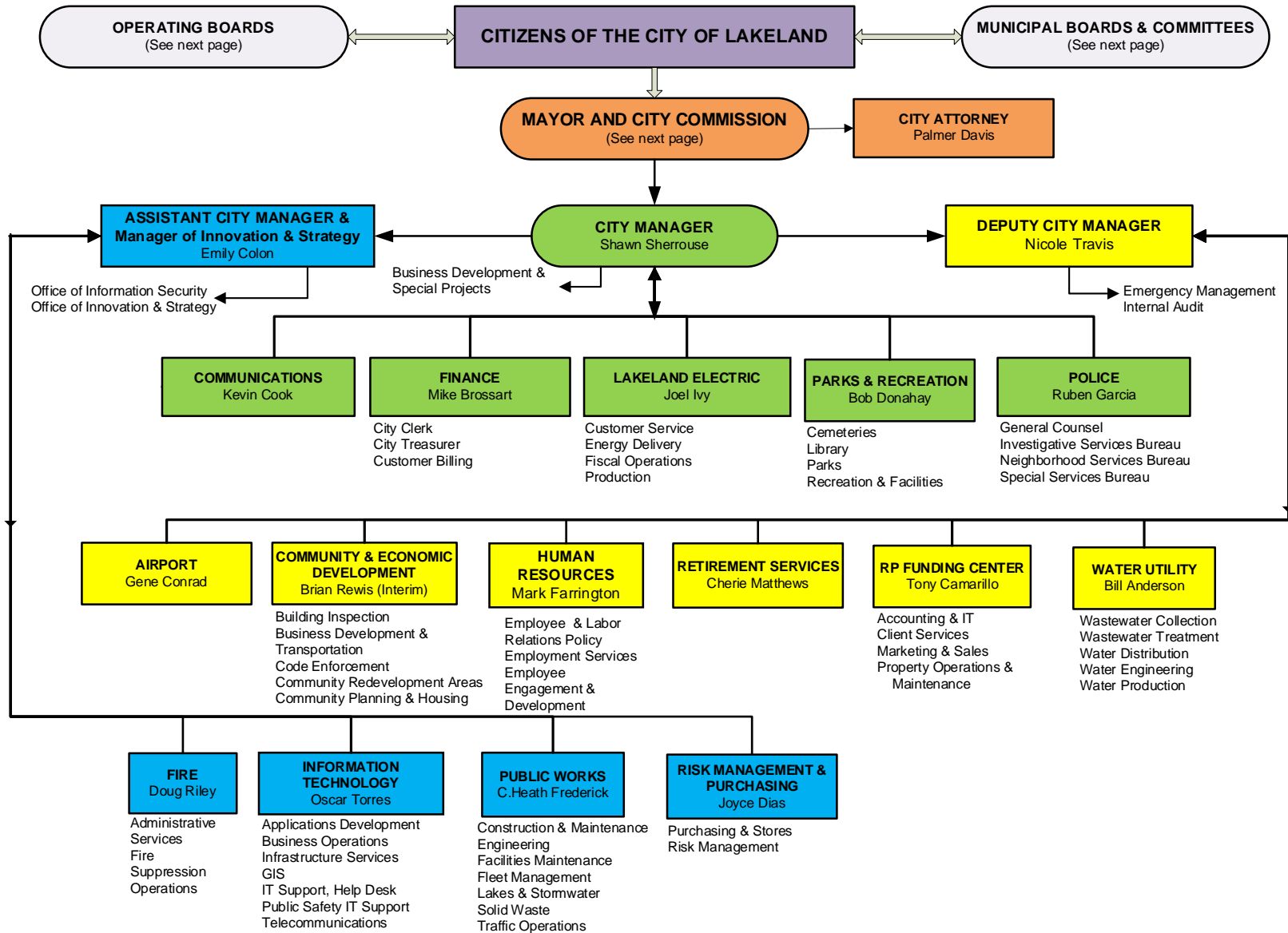


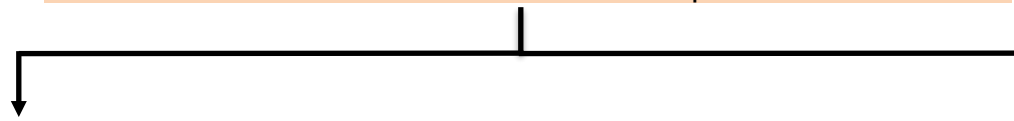
Figure A-8: Organizational Chart
Fiscal Year 2022 Annual Budget

Organizational Chart

CITIZENS OF THE CITY OF LAKELAND



MAYOR AND CITY COMMISSIONERS
 William “Bill” Mutz, Mayor
 Stephanie Madden Mike Musick
 Sara Roberts McCarley Bill Read
 Chad McLeod Phillip E. Walker



REGIONAL OR PROFESSIONAL ASSOCIATIONS

- Airport Advisory Board
- American Public Power Association, Policy Makers Council
- Central Florida Development Council
- Central Florida Regional Planning Council
- Community Redevelopment Area
- Enterprise Zone Development Agency
- Florida League of Cities
- International City/County Management Association
- Lakeland Area Mass Transit District
- Lakeland Chamber of Commerce
- Lakeland Downtown Development Authority
- Lakeland Economic Development Council
- Lakeland Sister Cities, Inc.
- Lakeland Vision
- National League of Cities
- Orlando Economic Partnership - Congress of Leaders
- Polk County Tourism and Sports Marketing
- Polk Regional Water Cooperative Committee
- Sun n’ Fun Board of Directors
- Transportation Planning Organization

MUNICIPAL BOARDS and COMMITTEES

- Affordable Housing Advisory
- Affordable Housing Review
- Airport Advisory Board
- Beautification Board
- Citizen’s Advisory Committee
- Civil Service Board
- Code Enforcement Board
- Community Redevelopment Area Advisory Board
- Employees’ Pension Board
- Firefighter’s Pension Trust—Board of Trustees
- Historic Preservation Board
- Housing Authority Board
- Nuisance Abatement Board
- Planning and Zoning Board
- Police Officer’s Retirement Fund
- Public Employee Relations Commission
- Public Improvement Endowment Fund
- Utility Committee
- Zoning Board of Adjustment and Appeals

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.

Core Values

Core Values are the guiding principles utilized by the elected officials and staff of the City to carry out our duties and obligations in service to the citizens.

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.

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

Include police presence at recreational areas, street level, crime prevention 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 manner in which 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/business wellness programs and incentives. Continue to support affordable housing in safe neighborhoods, the Housing and Urban Development Plan to address homelessness, more accessible/affordable mental healthcare, and 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, citizens/employees - shared vision, goals, and transparency.

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 public, one-stop-shop for information (website) for citizens and residents, 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 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 "aging boomers" 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, encourage interesting retail and more mixed-use 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 amongst 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 improving 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 "boomers" segment of the 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/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/fund 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 control 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 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

With focus on policy review committee/process, 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, oversight, and support of performance management system, cost-effective business practices; ensure that overhead costs are efficiently managed and are effective in providing support and eliminate 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, in-touch with the needs of the public, strategic and long-term planning, great communication of roles and responsibilities.

Lakeland at a Glance



136 Years Old

Incorporated January 1, 1885



112,641 Citizens

Approximate Population



74.85 Square Miles

Land Size inside City Limits



2,358 Employees

City of Lakeland Workforce



\$763,380,405

Million

Adopted Budget for FY 2022



5.4323

FY 2022 Millage Rate

Population

| | |
|------------------------------|---------|
| 2011 | 97,690 |
| 2012 | 98,200 |
| 2013 | 98,733 |
| 2014 | 100,728 |
| 2015 | 101,517 |
| 2016 | 102,507 |
| 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)

Permitted Space (Square Feet)

| | |
|----------------------------|-----------|
| Warehouse/Industrial Space | 2,708,490 |
| Retail Space | 122,883 |
| Commercial/Office Space | 17,864 |

(2021 Lakeland Demographic Guide)

History of Lakeland

The heart of Polk County, Lakeland's charm creates a beautiful blend of a small town feel with the convenience and amenities of a larger city

In 1882, Abraham Godwin Munn of Louisville, Kentucky bought 80-acres of land in an area of small lakes in Polk County, Florida-sight unseen. Munn arrived in February of 1884 to establish the Lakeland Improvement Company (LIC) with two business partners. LIC platted Munn's 80-acre purchase and began selling lots. Munn persuaded Henry Bradley Plant's South Florida Railroad to locate its depot on LIC land just north of today's Munn Park, helping to ensure the success of the budding town.

After the town's incorporation on January 1, 1885, John Washington Trammell became Lakeland's first Mayor, but only for fifty days. It seems that a dispute may have developed between the Trammell family and those affiliated with Abraham Munn over the location of Lakeland's train depot, for that would become the location of the town. The Trammells had provided for a depot location on their property a few blocks northwest of the Munn property, but Munn being far wealthier, was able to convince Mr. Plant to stop on his property with promise of a two-story depot and the granting of a right-of-way.

The Spanish American War of 1898 was another important event for Lakeland. Approximately six thousand U.S. soldiers encamped here during the war, and many wrote letters about the attractiveness of the city. Because of this favorable impression and free advertising, many soldiers retired here, and Lakeland got its first influx of tourists during the first winter after the war ended.

Similar to other towns in the Southern United States, the economy of Lakeland was initially centered around agriculture. Citrus and strawberries were vital cash crops and industries to the city. In the 1870s, citrus became a greater activity in Lakeland when Archie McLeod moved down from Alabama to plant a grove where Florida Southern College now stands. In fact, it was in Lakeland that the seedless grapefruit was developed by Ed Tison in 1887. Tison sold his nursery to C.M. Marsh who gave his name to the popular fruit.

On May 26, 1891, Lakeland joined Tampa and Jacksonville to become one of the first cities in Florida to have electric lights. Today, the City owns and operates its own electric company, Lakeland Electric, which provides service to thousands of Polk County residents.



Figure A-9:
Abraham Godwin Munn
Founder of Lakeland
Fiscal Year 2022 Annual Budget

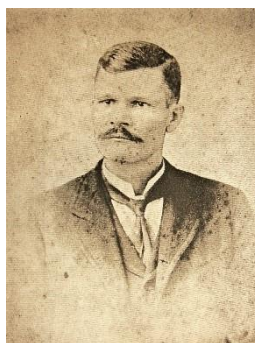


Figure A-10:
John Washington Trammell
First Mayor of Lakeland



Figure A-11:
Henry Plant
Railroad Builder

History of Lakeland

The 1920s economic boom in Florida resulted in the construction of many significant structures in Lakeland, which many are listed on the National Register of Historic Places. The list includes the Terrace Hotel, constructed in 1924, Polk Theatre in 1927, Park Trammell Building in 1927, the Promenade of Lake Mirror in 1928, and many others.

The boom period went bust quickly and years passed before Lakeland recovered. In 1934, Lakeland became the spring training home of the Detroit Tigers, contributing to the reemergence of the city. The development of the Lakeland Linder International Airport as a major facility in Central Florida transportation was another factor. The 1930s also saw the arrival of renowned architect Frank Lloyd Wright, who designed 12 structures for Florida Southern College under the project “A Child of the Sun.”

Swans have long been a part of the ambience of Lakeland. Records and sightings indicate that swans have been on the city’s lakes since at least 1923. For a variety of reasons, the swan population dwindled to zero. In 1956, Mrs. Singhild Pickhardt wrote to Queen Elizabeth inquiring about purchasing a pair of swans for Lakeland. The Lord Chamberlain intervened and in 1956 a pair of Royal Swans were gifted by the Queen to Lakeland, with the city paying an estimated \$300 for the cost of capturing, crating, and shipping. The pair of white mute swans were released on Lake Morton on February 9, 1957. Today, there are over 200 swans which can be found on Lakes Morton, Wire, Mirror and Parker and at Cleveland Heights Golf and Country Club. Many are directly descended from the original royal pair.

In 1965, a group of musicians, led by Florida Southern College professor Dr. Ken Anderson and Lakeland businessman Jay Erwin, organized the Imperial Symphony Orchestra to provide classical music for the community. Today, that small effort has grown into a highly-polished, regional orchestra that plays many concerts each season.

The Junior Welfare League founded the all-volunteer Imperial Youth Museum in 1966. In 1969, the museum was renamed the Polk Public Museum to reflect its broadened emphasis on history and science. It functions as a cultural arts center for the public. Beginning in 1970, the Mayfaire-by-the-Lake Art Festival has been held every Mother’s Day weekend, drawing thousands of visitors each year. Since 1973, Lakeland has been home to the nation’s second largest experimental aircraft convention, the Sun n Fun Fly-In, which attracts aviation enthusiasts from around the world every April. In 1999, the Polk Theatre, originally built in 1927, was completely restored and is now supported by revenue from films, its Performing Art Series, fundraising, rental income, and memberships.



Figure A-12: Singhild and Robert Pickhardt



Figure A-13: Pickhardt Family with swans

History of Lakeland

Hollis Garden, established in 2000, is a formal 1.2-acre botanical garden located on historic Lake Mirror. The garden contains several water features and displays thousands of flowering plants, ornamental shrubs, historic trees, herbs, and vegetables. It was voted one of the “Best of Class Gardens” by the Gulfcoast Research and Education Center

Common Ground Park, constructed in 2009, is Polk County’s first “inclusive play experience” designed for children of varying abilities to play side-by-side. The park was community-developed and funded by many volunteers and donations. Play zones such as Adventure Canyon, Butterfly Meadow, and Gopher Mountain provide easy, intermediate, and challenging play opportunities.

Sunflower Preschool Playground, opened in December of 2010, is the second community-led park project and is designed to target age-appropriate equipment for three- to five-year-olds. The park includes a bright and colorful pallet of play equipment selected for imagination qualities, the ability to provide physical development, and most importantly, fun!

2016 marked the Detroit Tigers’ 80th Spring Training season in Lakeland, extending the longest-lasting relationship between a Major League Baseball team and a current Spring Training host city. The Detroit Tigers began coming to Lakeland for Spring Training in 1934 and have been coming back each year since. Tigertown is the Spring Training headquarters for the Detroit Tigers as well as the regular season home of its Minor League Farm Team in the Class A Florida State League, the Lakeland Flying Tigers. In 2019, the Detroit Tigers began their 83rd Spring Training Season on Publix Field at the newly renovated Joker Marchant Stadium.

In short, linking Lakeland’s past to its present reveals that its natural resources, infrastructure development, favorable climate, and location as a popular Florida destination will continue to attract the quality of people that have made it a historically rich and prosperous city.



History of Lakeland

Interesting Facts About Our City

- 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 Lakeland Flying Tigers have been affiliated with the Detroit Tigers since 1967.
- The City of Lakeland was designated a Bronze Level Bicycle Friendly Community by the League of American Bicyclists in 2012 for its commitment to cycling as a means of recreation and as a mode of transportation.
- During Sun n' Fun, the Lakeland Linder International Airport becomes the busiest airport in the world.
- The Polk Museum of Art, built in 1988, encompasses over 35,000 square feet across ten galleries.
- 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 made U.S. News and World Report's 2017 list of 100 Best Places to Live in the USA, coming in at #64 in the nation and #6 in Florida.
- In 2017, 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 2019 Tree City USA for our commitment to effective urban forest management.



Figure A-14 Bicycle Friendly Community Logo



Figure A-15: Playful City USA Logo



Figure A-16: Walk Friendly Communities Logo



Figure A-17: Tree City USA Logo

City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



Table of Contents

Budget Overview

Section B

| | |
|---|------|
| Budget Overview | B-3 |
| Budget Development Calendar..... | B-8 |
| Budget in Brief | B-10 |
| Budget Summary | B-16 |
| Ad Valorem Taxes | B-24 |
| Position Changes by Fund and Department | B-25 |
| Historical FT and PT Position Changes | B-26 |
| Residents per Employee | B-27 |
| Budget Overview and Financial Policies | B-28 |
| Budgeted Funds Relationship by Program | B-31 |

Budget Overview

Introduction

The FY 2022 Annual Budget was adopted on September 23, 2021. It is the numerical representation of the FY 2021 Strategic and Business Operating Plan. By allocating resources through service prioritization based on strategic alignment with the City of Lakeland Strategies, this budget sets the stage for continued success in the future.

Budget Highlights

The net operating budget for FY 2022 for all fund's totals \$763,380,405. This represents a increase of \$158,357,510 or 26.17% more than the FY 2021 budget. The FY 2022 budget is balanced and responsive to the community needs identified in the Strategic and Business Operating Plan.

Some factors that contributed to the changes in the budget are:

- Eroding levels of revenue in the Federal, State, and Local Grants and Shared Revenues
- Charges for Services, Licenses, and Permits, and All Other Revenues
- Budget development based on citizen needs, a prioritized Strategic Plan, and responsive Target Area Projects

Building the Foundation

The Commission's Annual Retreat held in February 2021 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 information 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 Workshops held in July 2021.

The Strategic Operating Plan links the City's Vision, Mission, and Goals with the Key Target Areas. Additionally, our Performance Management Programs links our Goals to our Services through measurement, allowing us to benchmark against other communities and also proactively approach process improvement.

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

Budget Format

A municipal budget document should provide sufficient, meaningful, and useful information to the public, elected officials, and City staff. To that end, we have developed a budget document that serves four primary functions:

- Policy Document
- Financial Plan
- Operations Guide
- Communication Device

Together these budget elements define what the City of Lakeland has done, what it plans to do, how it will accomplish its objectives, and measures to confirm achievement.

The budget is a program/performance-based plan that links prescribed organizational goals and objectives with the financial resources necessary to achieve them. Each of the budget Programs represents a product or service of the City. Contained within each Program are objectives and achievements. The program/performance budget is integrated with line item financial information to ensure optimal budget control.

This program/performance budget enables the public and the City Commission to analyze the budget by priorities based on program goals and performance objectives rather than line item costs.

In addition, this format provides information so that the public and the City Commission will have a better understanding of both the allocation of resources (workforce, expenses, and revenues) among programs and the measurable work that each department will accomplish.

Approval Process

During the months of June - August recommended operating and capital improvement program budget documents are prepared and presented to the City Manager, the Budget Review Team, and ultimately to the City Commission for review. 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 mid-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.

Budget Overview

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 due to unexpected higher costs of providing the service, 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.

How the Budget Is Created

The City Commission begins an annual process of Strategic Planning designed to identify the issues that must be addressed to achieve our Mission and that will persist throughout the Strategic Plan. Strategies and Action Plans are developed in the Strategic Plan to emphasize the values of our customers.

With the Strategies set, the operations of the City are reviewed and redirected to bring the Strategic Plan to life. Specific programs, capital purchases, staffing requirements, and funding levels are developed in response to the needs identified in the Strategic Plan. The Plan is an outgrowth of the Strategies, capturing the City's Vision in a quantifiable form, improving decision-making and resource allocation. The Strategies, combined with the Strategic Plan, form the Strategic Operating/Business Plan. This process creates a direct link between costs, Programs, Activities, and Core Services. We use this model to monitor our performance by developing process maps that link budget items to activities and identify value-added and non-value-added services.

In developing the fiscal year operating budget, departments analyze existing services and potential services, keeping in mind the Strategic Plan Outcomes. The plan identifies added and removed services, which are then quantified in the line item budget. They reflect not only 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.

Departments set goals to meet the needs identified by the Strategies. To meet these goals, core services within the departments have specific performance measurements. As the culture of continuous improvement and performance management continues to be cultivated in the City of Lakeland, each employee will become more and more involved in understanding what the result should be and how it contributes to the City's Strategic Plan. In this way, the budget becomes a tool for monitoring and improving, rather than just controlling operating performance.

Budget Overview

Program Budgeting

Programs are the driving force behind each Activity's budget, setting the direction of each department. A projected budget based on the previous year's budget, with any new Services appended and any discontinued Services removed, is developed.

From there, Key Success Indicators are developed that relate to the City's Strategic Plan. Goals and Objectives should be realistic and quantifiable, and improvements should support efficiency and effectiveness. Current Goals and Objectives may be used to establish a starting point for the future.

Around April, the Finance Department distributes target budgets to each department for the upcoming fiscal year. These targets are based on projections of current year expenditures as well as prioritized Core and Support Service costs. At the same time, Capital Improvement Program physical inventory worksheets are distributed for department input.

Budget targets are developed and their relationship to achieving the Goals of the Strategic Operating Plan is established. Operating costs are included in this budget target. Department staff members verify all numbers and assumptions made in these categories. Departments also submit all personnel changes such as retirements, projected salary increases, or changes in hours worked.

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 Overview

Budget Methodology

The Budget for the City of Lakeland is a performance-based system. This type of budgeting system identifies a level of performance for each type of service (program) and the resources required to operate it, as well as describes the structure of the departments and the programs into which they are divided. The Performance Budget is separated into Programs and Activities, which are broken down into the following components:

| Component | Description |
|--------------------------|--|
| Program Description | The statement must identify the purpose for the activities and how they relate to the City's overall Mission. |
| Core Services | <p>Products or services provided to the public (external customer) as an actual deliverable and not as a supporting service or step in the process. (Applicable to General Fund Operating Departments and Enterprise Funds)</p> <ul style="list-style-type: none"> • FTE: Number of full-time and part-time employees associated with the completion of the Activity • Personnel Costs: Salary and Benefits • Operational Costs: All costs (other than personnel) attributed with completing the Activity • Debt Service: Acquired debt (if applicable) • Net Cost: Total Activity Cost |
| Support Services | <p>Resources or assistance in support of a Core Service or deliverables provided to a City of Lakeland operation or internal customer (e.g. technology, equipment, or special resources including administrative, technical, maintenance, financial, legal, or other skilled and professional categories). (Applicable to General Fund Governance Departments and Internal Service Funds)</p> <p>Same table structure as identified above for Core Services.</p> |
| Performance Measurements | <p>The performance measurements will focus on accomplishments that have or will be attained within the current year. All will be measurable by the performance indicators supplied. Each performance measure will include explicit links showing how Objectives and their indicators are directly related to the Strategies they support.</p> <p>Performance Measurements may be developed:</p> <ul style="list-style-type: none"> • Operationally • As a specific City-wide Key Success Indicator • Based on Lakeland View Survey Data • Based on an Actionable Item |

Figure B-1: Performance Budget Components

Budget Calendar

Fiscal Year 2022 Strategic Planning and Budget Development Calendar

| DATE | ACTION REQUIRED | RESPONSIBILITIES |
|----------------------------|---|----------------------------|
| January 2021 | Lakeland View (LKLDVIEW.com) Survey | OMB |
| Jan 4 – Feb 1 | Mid-Year PMFs Submitted to OMB | Depts, OMB |
| Feb 1 - 8 | LKLDVIEW Survey Data Analysis | OMB |
| Feb 16 & 17 | City Commission Strategic Planning Workshop | Commission, Staff |
| March 2 – 16 | Complete ALL FY 2022 Personnel Request Forms (PMFs) and Submit to OMB | Depts, OMB |
| March 2 – April 17 | HR Completes necessary Personnel PMF Review and Documentation. Output provided to OMB. | HR, Depts, OMB |
| March 12 | Internal Services Line Item Budgets Available for Input | Finance, Depts |
| April 20 | City Commission Budget Planning Retreat | CC, Depts |
| April 23 | Line Item and CIPs Available for Entry | Finance, Depts. |
| May 4 | Line Item Budgets Completed/Finance Begins Review | Finance, Depts. |
| May 11 | Complete CIP Forms and notify Finance | Departments |
| May 12 | Begin review of CIP Forms | Finance |
| May - June | PMF Review Team Meetings | DCM, ACM, OMB, HR, Finance |
| One week prior mtg. w/ CMO | 1. Return Electronic Meeting Deliverables to OMB 2. Budget Development Forms | Departments |
| June 14 - 24 | Department Budget Meetings - Review Proposed Budgets, PMFs & Accomplishments | Depts., CMO, OMB, Finance |
| June - July | Finalize Budget Development Items: 1. Hyperion System: • Workforce Forms • Central Budget Forms • Performance Budget Forms • CIP Forms 2. Table of Organization (TO) Process (N: Drive) | OMB, Finance, Departments |
| End of June – Early July | O&M, Workforce, Core Services and TO Reconciliation to approved Budgets | Finance, OMB |
| July 1 | Tax Assessment delivered to the City | Property Appraiser |
| July 22 | Publish notice of Public Hearing on Mayor & City Commission Salary | City Clerk |

Figure B-2: Strategic Planning and Budget Development Calendar - Part 1

Fiscal Year 2022
Strategic Planning and Budget Development Calendar

| DATE | ACTION REQUIRED | RESPONSIBILITIES |
|-------------|--|-------------------------------|
| July | City Commission Budget Workshop | CC, CMO, Depts., OMB, Finance |
| July 30 | 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 |
| August 2 | Deliver to Property Appraiser the proposed Tax Millage Rate, Roll-Back Rate and Public Hearing Schedule | Finance |
| August 16 | Publish TRIM Notice for 1st Public Hearing | Property Appraiser |
| August 31 | Complete all Performance Budget Allocations in Hyperion | Depts., OMB |
| Sept 2 | Provide City Commission FY 2022 Proposed Budget (Line Item & CIP) prior to Budget Hearings | Finance |
| Sept 9 | 1st Public Hearing on tentative budget, Proposed Millage Rate, adopt Proposed Millage Rate | City Commission |
| Sept 19 | Publish both the Notice of Proposed Tax Increase/Decrease or Notice of Budget Hearing and adjacent Budget Summary | City Clerk |
| Sept 23 | 2nd Public Hearing to adopt final budget and Millage Rate | City Commission |
| October | Distribute FY 2022 Budget Document | OMB |

Figure B-3: Strategic Planning and Budget Development Calendar - Part 2

Budget in Brief

The Budget in Brief document is a summary of the program budgets used by the City of Lakeland to best allocate financial resources to respond to the desires of the citizens and fulfill the goals of the City Commission.

Community Safety: \$ 83,781,536

The Community Safety Program provides police and fire services to the residents of Lakeland through six programs: Community Police, Dispatching, Firefighting, Investigative, Patrol, and Rescue Services.

Cultural and Community Services: \$13,090,649

Lakeland's three libraries, Public Information Services, and the performances and events at the RP Funding Center are operated under this Program.

Economic and Community Development: \$21,052,077

The Economic and Community Development Program is comprised of the Affordable Housing Programs, Building Inspection and Permitting, Code Enforcement, the Community Redevelopment Agency (CRA) Districts, Development Review, and Economic Development.

Non-Departmental: \$1,376

Environmental and Utility Services: \$527,376,654

This Program is made up of the Electric Utility Production, Transmission and Distribution, and Billing activities, as well as Lakes and Stormwater Management, Solid Waste activities, Water Treatment and Distribution, and Wastewater Collection and Treatment.

Parks, Recreation and Properties: \$ 47,645,577

Aquatics, Cemeteries, Cleveland Heights Golf Course, Parks and Recreation, and Facilities Services are the activities that make up the Parks, Recreation, and Properties Program.

Transportation Services: \$ 48,404,173

The Transportation Services Program covers the Leasing and Operations activities at the Lakeland Linder International Airport, Parking Services downtown, and the Construction and Maintenance of all Transportation Facilities.

Legislative Activities: \$ 5,971,256

The support activities for the City Commission, including City Clerk, City Commission operations, and Community Relations are contained in this program.

Support Services: \$ 16,057,107

This Program contains the various support services that facilitate the operations of the other programs, including Facilities Maintenance, Fleet Management, Governance Administration, Information Technology, and Purchasing and Stores.

Adopted FY 2022 Budget: \$763,380,405



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Budget in Brief

Expenditures by Activity

| | |
|---|----------------------|
| Community Safety | \$83,781,536 |
| Community Police Programs | 8,363,406 |
| Dispatching Services | 7,113,654 |
| Emergency Preparedness | 151,377 |
| Firefighting Services | 16,116,316 |
| Investigative Services | 12,234,453 |
| Patrol Services | 29,350,276 |
| Rescue Services | 10,452,054 |
| Economic and Community Development | \$21,052,077 |
| Affordable Housing Programs | 756,083 |
| Building Inspection and Permitting | 1,451,441 |
| Code Enforcement | 1,277,289 |
| CRA Districts | 13,220,464 |
| Development Review Services | 2,855,561 |
| Economic Development | 285,450 |
| Local Business Taxes | (312,741) |
| Neighborhood Programs | 78,812 |
| Planning Services | 1,439,718 |
| Environmental and Utility Services | \$526,493,488 |
| Energy Production | 235,198,623 |
| Energy Transmission and Distribution | 77,487,887 |
| Energy Utility Billing and Customer Service | 18,779,139 |
| Lakes and Stormwater Management | 44,383,545 |
| Solid Waste - Commercial | 5,934,419 |
| Solid Waste - Recycling | 3,457,896 |
| Solid Waste - Residential | 6,927,318 |
| Water Treatment and Distribution | 58,121,302 |
| Wastewater Collection and Treatment | 76,203,359 |
| Cultural and Community Services | \$13,090,649 |
| Library Services | 3,091,767 |
| Public Information Services | 790,268 |
| The RP Funding Center | 9,208,614 |
| Parks, Recreation, and Properties | \$47,645,577 |
| Aquatics | 1,754,174 |
| Cemeteries | 1,649,123 |
| Cleveland Heights Golf Course | 5,695,239 |
| Parks | 23,191,404 |
| Recreation and Facilities Services | 15,355,637 |

Budget in Brief

Expenditures by Activity

| | |
|--|----------------------|
| Transportation Services | \$48,404,173 |
| Airport - Leasing Activities | 4,393,235 |
| Airport - Operations | 22,813,829 |
| Parking Services | 2,558,431 |
| Transportation Facilities – Construction | 8,242,766 |
| Transportation Facilities – Maintenance | 10,395,912 |
| Legislative Activities | \$5,971,256 |
| City Clerk | 680,887 |
| City Commission | 4,796,489 |
| Community Relations | 493,880 |
| Support Services | \$16,057,107 |
| Facilities Maintenance | 249,007 |
| Fleet Management | 129,429 |
| Governance Administration | 15,104,509 |
| Information Technology | 565,264 |
| Purchasing and Stores | 8,899 |
| Non-Departmental | \$884,542 |
| Total Expenditures | \$763,380,405 |

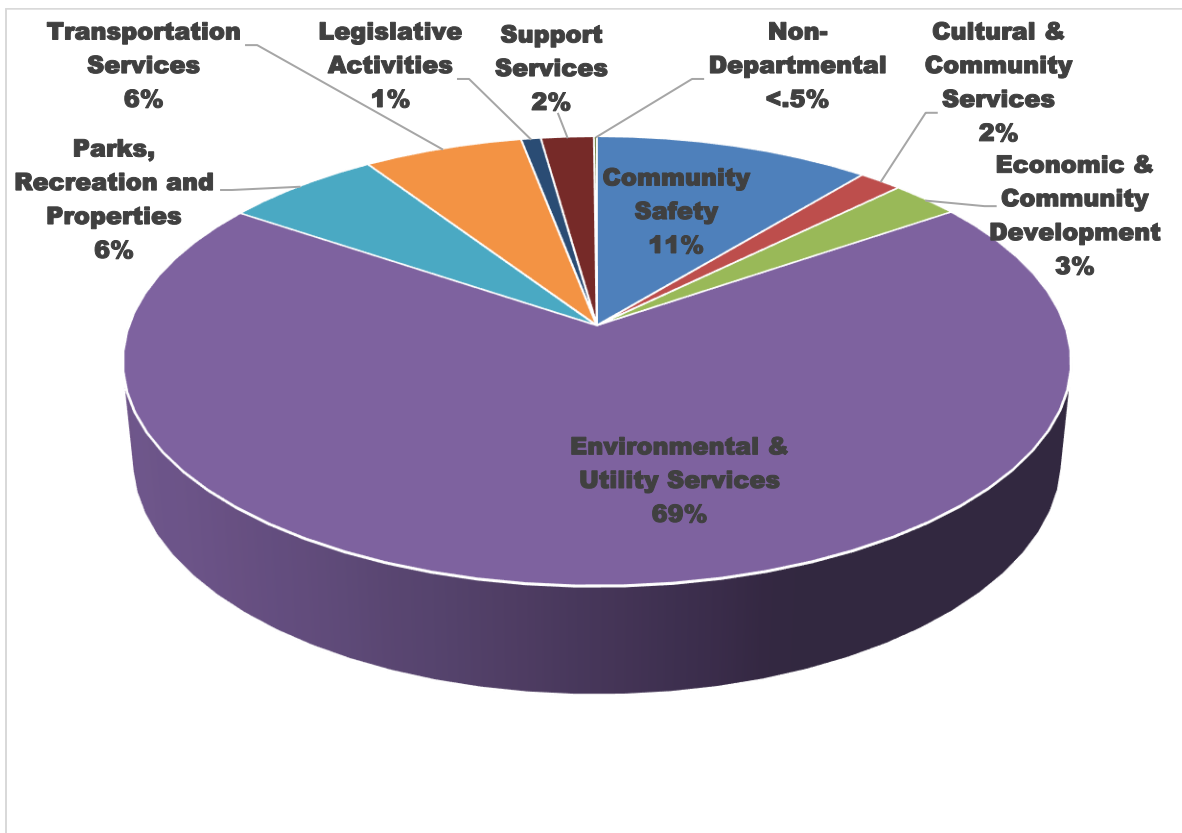


Figure B-4: Expenditures by Activity Pie Chart

Budget in Brief

Revenues by Activity

| | |
|---|----------------------|
| Community Safety | \$14,769,608 |
| Community Police Programs | 3,691,957 |
| Dispatching Services | 818,097 |
| Emergency Preparedness | 67,331 |
| Firefighting Services | 4,385,749 |
| Investigative Services | 1,887,388 |
| Patrol Services | 2,484,039 |
| Rescue Services | 1,435,046 |
| Cultural and Community Services | \$9,581,719 |
| Library Services | 2,541,253 |
| Public Information Services | 563,574 |
| The RP Funding Center | 6,476,892 |
| Economic and Community Development | \$23,431,237 |
| Affordable Housing Programs | 2,233,844 |
| Building Inspection and Permitting | 2,433,336 |
| Code Enforcement | 1,225,489 |
| CRA Districts | 10,708,336 |
| Development Review Services | 2,976,088 |
| Economic Development | 523,735 |
| Local Business Taxes | 2,353,714 |
| Neighborhood Programs | 523,735 |
| Planning Services | 452,960 |
| Environmental and Utility Services | \$574,068,428 |
| Energy Production | 240,560,294 |
| Transmission and Distribution | 77,620,164 |
| Utility Billing and Customer Service | 40,227,793 |
| Lakes and Stormwater Management | 52,423,106 |
| Solid Waste - Commercial | 11,810,992 |
| Solid Waste - Recycling | 2,979,203 |
| Solid Waste - Residential | 10,041,984 |
| Water Treatment and Distribution | 56,544,161 |
| Wastewater Collection and Treatment | 81,860,731 |
| Parks, Recreation, and Properties | \$21,510,526 |
| Aquatics | 212,240 |
| Cemeteries | 967,907 |
| Cleveland Heights Golf Course | 2,066,874 |
| Parks | 13,146,531 |
| Recreation and Facilities Services | 5,116,974 |

Budget in Brief

Revenues by Activity

| | |
|--|----------------------|
| Transportation Services | \$41,230,758 |
| Airport - Leasing Activities | 6,992,998 |
| Airport - Operations | 17,069,889 |
| Parking Services | 1,711,607 |
| Transportation Facilities - Construction | 7,775,241 |
| Transportation Facilities - Maintenance | 7,681,023 |
| Legislative Activities | \$ 0 |
| City Clerk | 0 |
| City Commission | 0 |
| Community Relations | 0 |
| Support Services | \$181,000 |
| Facilities Maintenance | 0 |
| Fleet Management | 0 |
| Governance Administration | 181,000 |
| Information Technology | 0 |
| Purchasing and Stores | 0 |
| Non-Departmental | \$78,607,129 |
| General Fund Services | 78,498,614 |
| Lakeland Regional Medical Center | 108,515 |
| Total Revenues | \$763,380,405 |

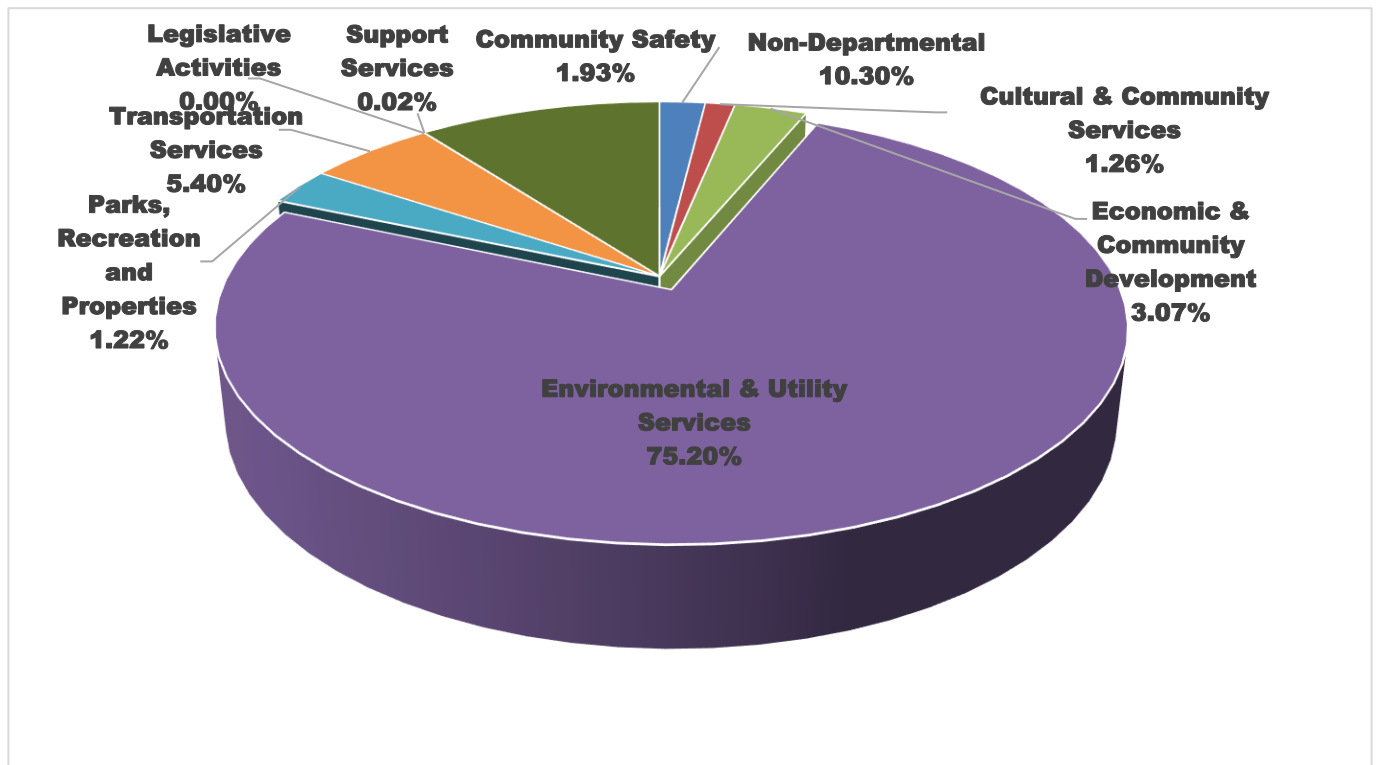


Figure B-5: Revenues by Activity Pie Chart

Budget Summary

Revenue Sources

| Sources | Revenues |
|---|-----------------------------|
| Charges for Services | \$428,909,443 |
| All Other Revenue | 116,760,246 |
| Public Service, Communication, and Gasoline Taxes | 32,020,196 |
| Intergovernmental | 69,554,613 |
| Property Taxes | 50,986,566 |
| Licenses and Permits | 4,845,921 |
| Prior Year Surplus | 60,303,420 |
| Total Revenues | <u>\$763,380,405</u> |

Figure B-6: Revenue Sources List

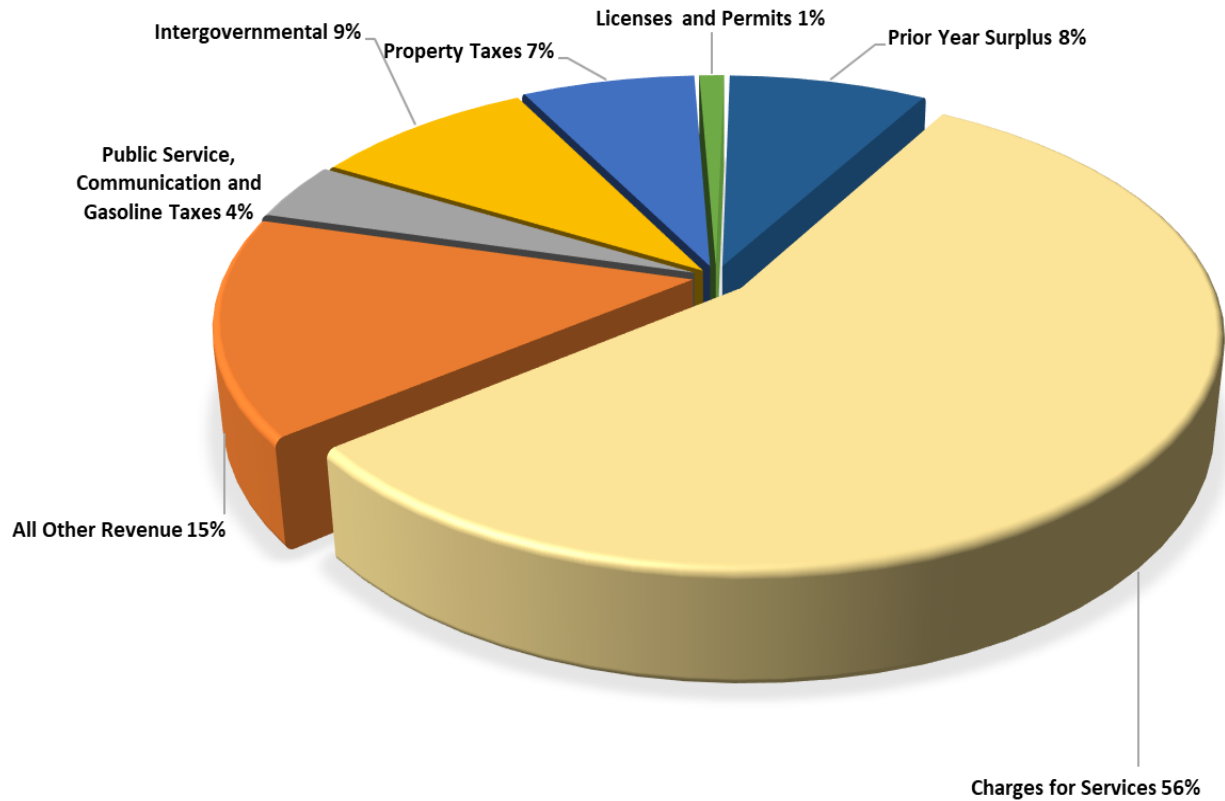


Figure B-7: Revenue Sources Pie Chart

Budget Summary

Expenses by Account

| Account | Expenses |
|--------------------------------------|-----------------------------|
| Fuel and Purchased Power | \$120,597,789 |
| Personnel | 171,388,621 |
| Capital Outlay | 251,871,488 |
| Debt Service | 72,714,531 |
| All Other Operations and Maintenance | 23,689,521 |
| Internal Service Charges | 57,708,949 |
| Professional and Contractual | 41,189,020 |
| Utilities | 13,084,462 |
| Insurance and Fixed Charges | 11,136,024 |
| Total Expenditures | <u>\$763,380,405</u> |

Figure B-8: Expenses by Account

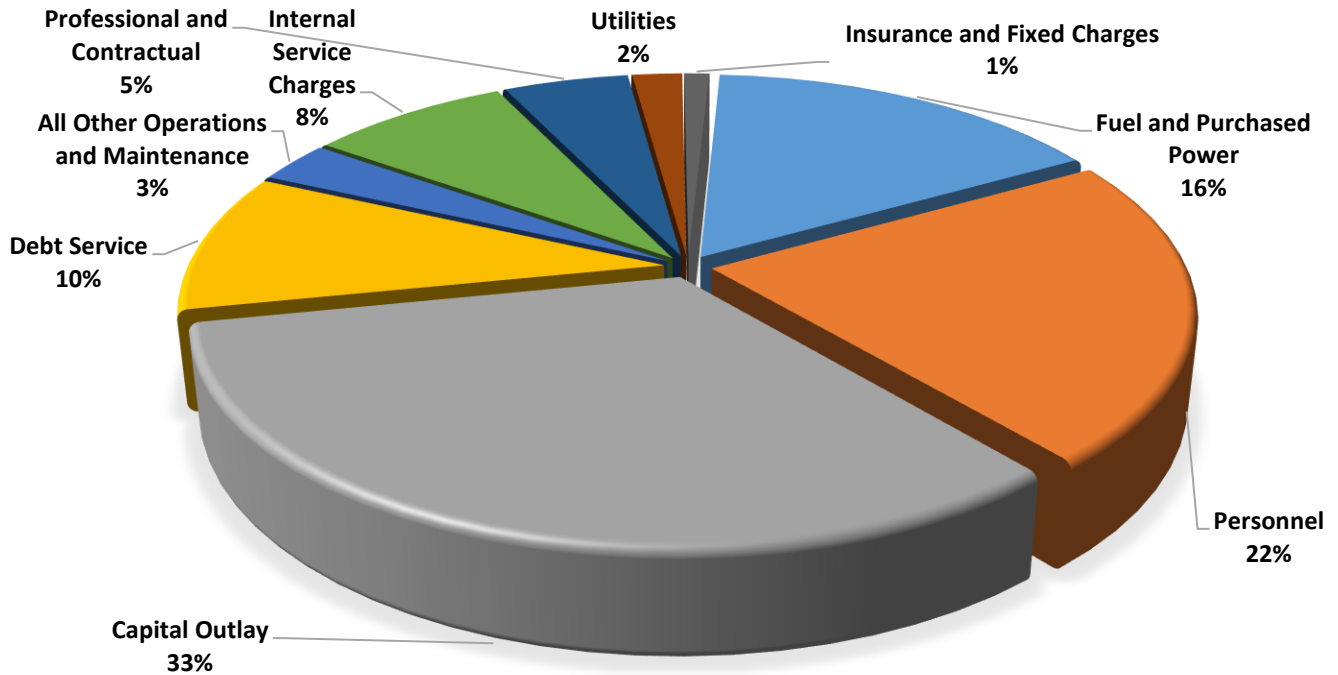


Figure B-9: Expenses by Account Pie Chart

Budget Summary

Summary of All Funds – Revenues

| | Proposed Budget | Less Intracity Transactions | Net Budget |
|---------------------------------------|------------------------|------------------------------------|----------------------|
| Revenues | | | |
| General | \$136,473,582 | \$49,066,133 | \$87,407,449 |
| Transportation | 11,557,011 | 25,000 | 11,532,011 |
| Stormwater Utility | 50,473,331 | | 50,473,331 |
| Public Improvement | 39,707,578 | 14,646,148 | 25,061,430 |
| Community Redevelopment Agency | 9,119,334 | | 9,119,334 |
| Community and Economic Development | 1,384,565 | | 1,384,565 |
| Building Inspection Fund | 3,574,292 | | 3,574,292 |
| Debt Service | 3,494,112 | | 3,494,112 |
| Fleet Management | 28,210,317 | 28,210,317 | |
| Purchasing and Stores | 3,008,684 | 3,008,684 | |
| Facilities Maintenance | 7,495,199 | 7,495,199 | |
| Information Technology | 27,304,269 | 27,304,269 | |
| Wastewater System | 65,863,377 | 10,407,638 | 55,455,739 |
| Water Utilities | 70,392,595 | 19,886,767 | 50,505,828 |
| Parking System | 1,150,090 | 37,500 | 1,112,590 |
| RP Funding Center | 9,419,039 | 3,404,169 | 6,014,870 |
| Lakeland Linder International Airport | 25,775,325 | 7,128,372 | 18,646,953 |
| Solid Waste Management | 17,965,168 | | 17,965,168 |
| Lakeland Electric Utilities | 463,755,924 | 42,123,191 | 421,632,733 |
| Total Revenues | \$976,123,792 | \$212,743,387 | \$763,380,405 |

Figure B-10: List of Revenues by Funds

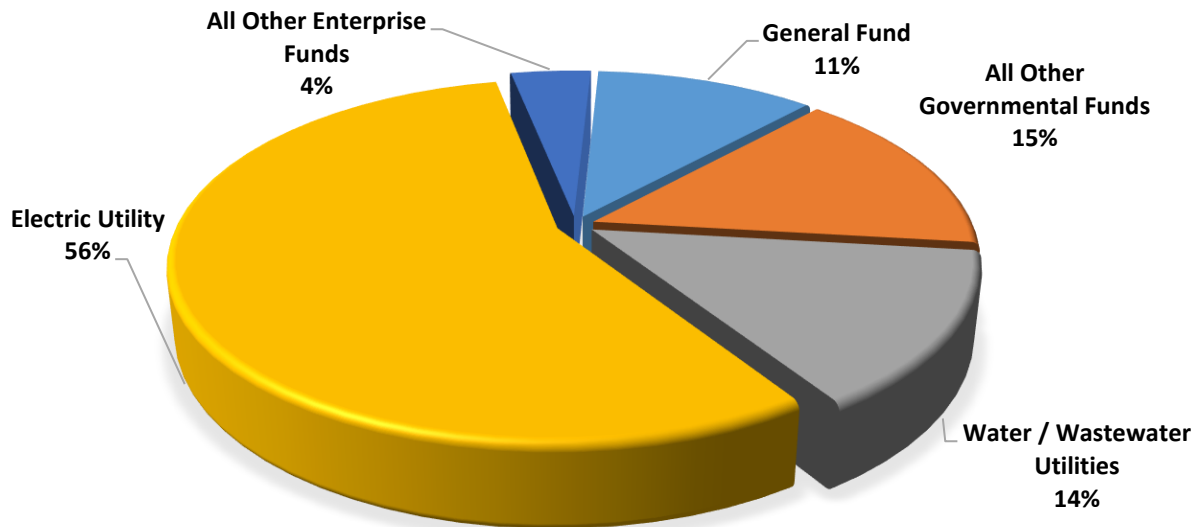


Figure B-11: Revenues by Funds Pie Chart

Budget Summary

Summary of All Funds – Expenditures

| | Proposed Budget | Less Intracity Transactions | Net Budget |
|---------------------------------------|----------------------|-----------------------------------|----------------------|
| Expenditures | | | |
| General | \$136,473,582 | \$2,584,545 | \$133,889,037 |
| Transportation | 11,557,011 | 37,500 | 11,519,511 |
| Stormwater Utility | 50,473,331 | 918 | 50,472,413 |
| Public Improvement | 39,707,578 | 20,766,150 | 18,941,428 |
| Community Redevelopment Agency | 9,119,334 | 296,853 | 8,822,481 |
| Community and Economic Development | 1,384,565 | | 1,384,565 |
| Building Inspection Fund | 3,574,292 | | 3,574,292 |
| Debt Service | 3,494,112 | | 3,494,112 |
| Fleet Management | 28,210,317 | 28,210,317 | |
| Purchasing and Stores | 3,008,684 | 3,008,684 | |
| Facilities Maintenance | 7,495,199 | 7,495,199 | |
| Information Technology | 27,304,269 | 27,304,269 | |
| Wastewater System | 65,863,377 | 15,319,847 | 50,543,530 |
| Water Utilities | 70,392,595 | 24,805,342 | 45,587,253 |
| Parking System | 1,150,090 | 90,622 | 1,059,468 |
| RP Funding Center | 9,419,039 | 5,609 | 9,413,430 |
| Lakeland Linder International Airport | 25,775,325 | 7,630,514 | 18,144,811 |
| Solid Waste Management | 17,965,168 | 1,638,833 | 16,326,335 |
| Lakeland Electric Utilities | 463,755,924 | 73,548,185 | 390,207,739 |
| Total Revenues | \$976,123,792 | \$212,743,387 | \$763,380,405 |

Figure B-12: Expenditures by Funds List

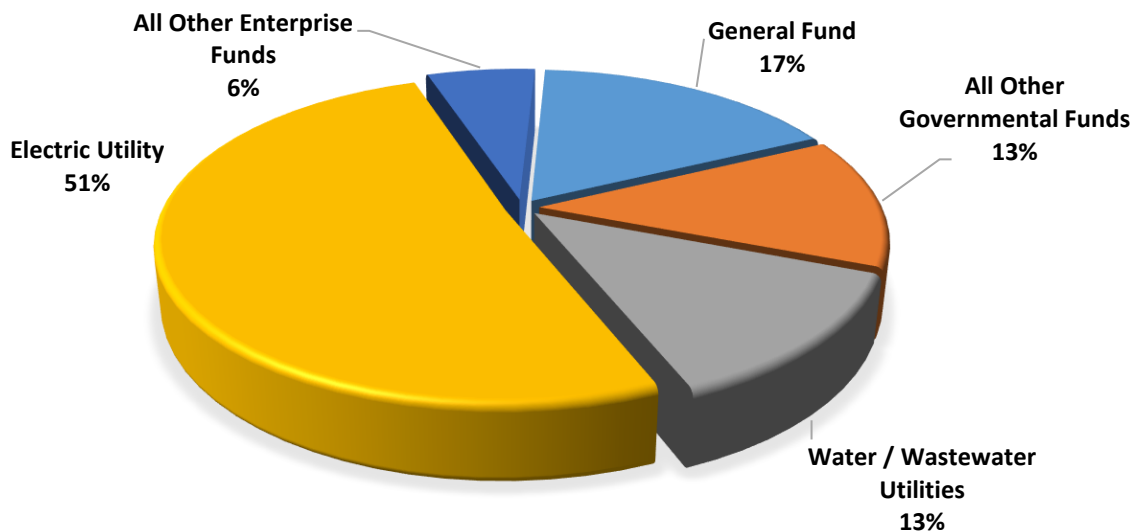


Figure B-13: Expenditures by Funds Pie Chart

Budget Summary

General Governmental Funds* - Revenues

| Source | Revenues |
|-----------------------|-----------------------------|
| Property Taxes | \$42,693,455 |
| Utility Dividend | 42,694,611 |
| LRH Lease | 14,215,434 |
| Charges for Services | 19,353,894 |
| Grants | 49,833,613 |
| Gas Taxes | 5,883,000 |
| Sales & Utility Taxes | 16,446,077 |
| CRA Tax Increment | 8,293,111 |
| All Other | 43,354,603 |
| Prior Year Reserves | 22,435,046 |
| Total Revenues | <u>\$265,202,844</u> |

*Non-Enterprise Funds

Figure B-14: General Government Funds Revenues List

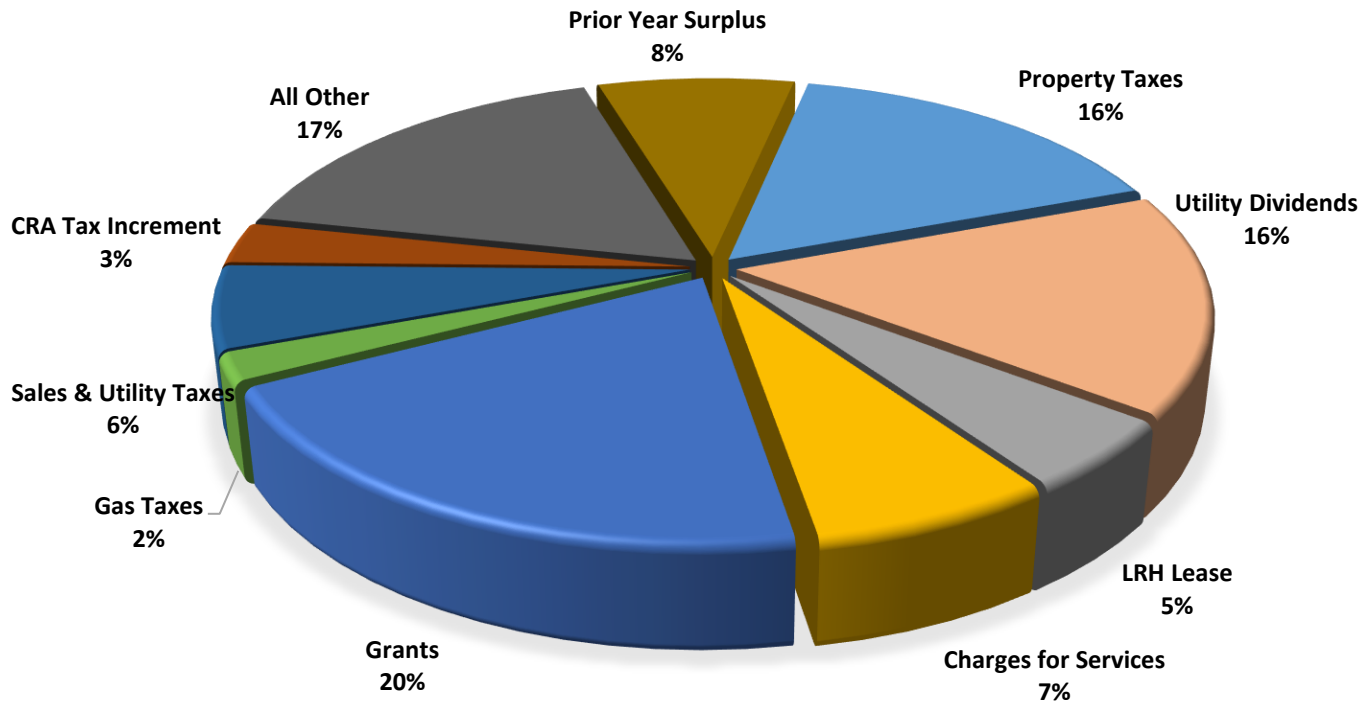


Figure B-15: General Governmental Funds Revenues Pie Chart

Budget Summary

General Governmental Funds* - Expenditures

| Department | Expenses |
|------------------------------------|-----------------------------|
| Police | \$47,735,266 |
| Fire | 22,653,208 |
| Public Works | 7,156,104 |
| Parks and Recreation | 35,687,471 |
| Debt Service | 16,226,841 |
| Capital Outlay | 69,242,751 |
| Community and Economic Development | 9,032,162 |
| General Government | 7,365,566 |
| Street Lighting | 4,362,066 |
| All Other | 45,741,409 |
| Total Expenditures | <u>\$265,202,844</u> |

*Non-Enterprise Funds

Figure B-16: General Government Funds Expenditures List

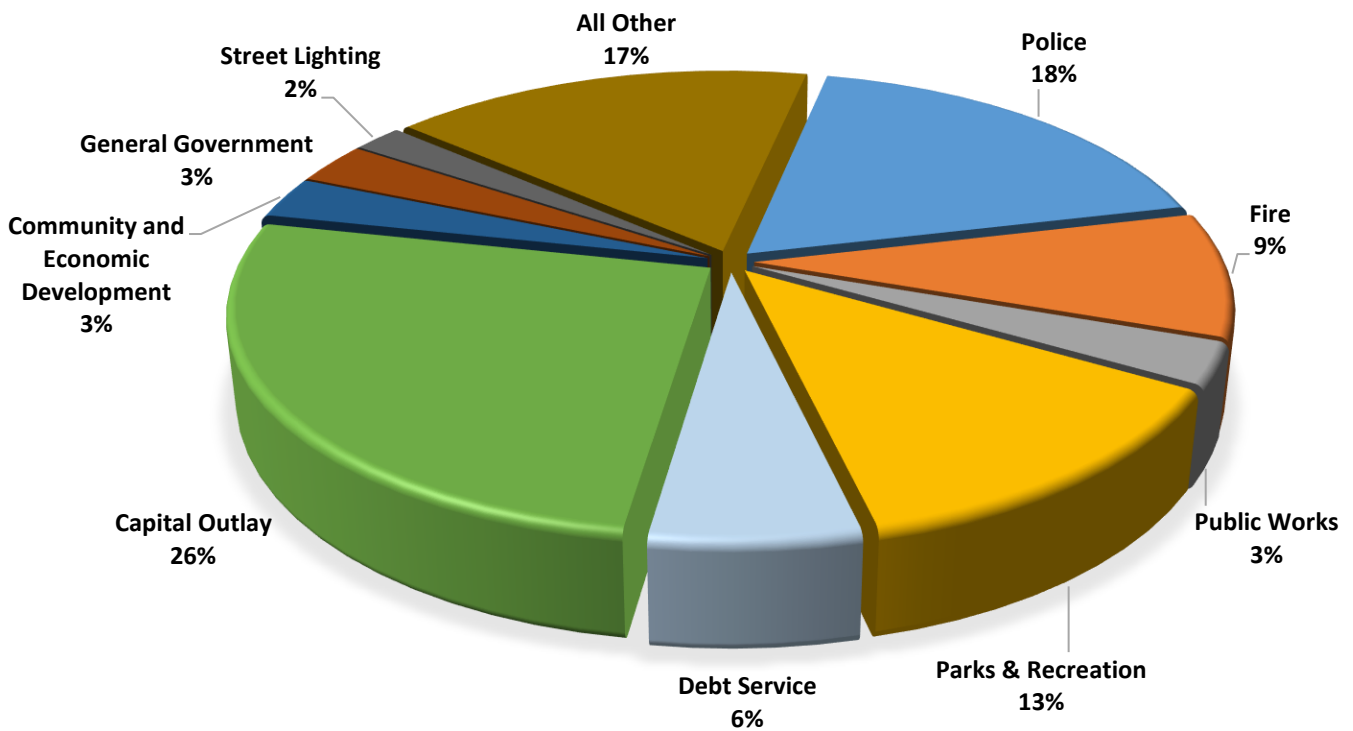


Figure B-17: General Governmental Funds Expenditures Pie Chart

Budget Summary

General Fund - Revenues

| Source | Revenues |
|----------------------------------|-----------------------------|
| Property Taxes | \$42,693,455 |
| Utility Dividend | 42,694,611 |
| Charges for Services | 6,003,118 |
| Grants | 1,889,718 |
| Utility Taxes and Franchise Fees | 16,446,077 |
| State Shared Revenues | 9,691,119 |
| Licenses and Permits | 1,639,214 |
| Fines and Forfeits | 1,922,750 |
| All Other | 10,294,432 |
| Prior Year Reserves | 3,199,088 |
| Total Revenues | <u>\$136,473,582</u> |

Figure B-18: General Fund Revenues List

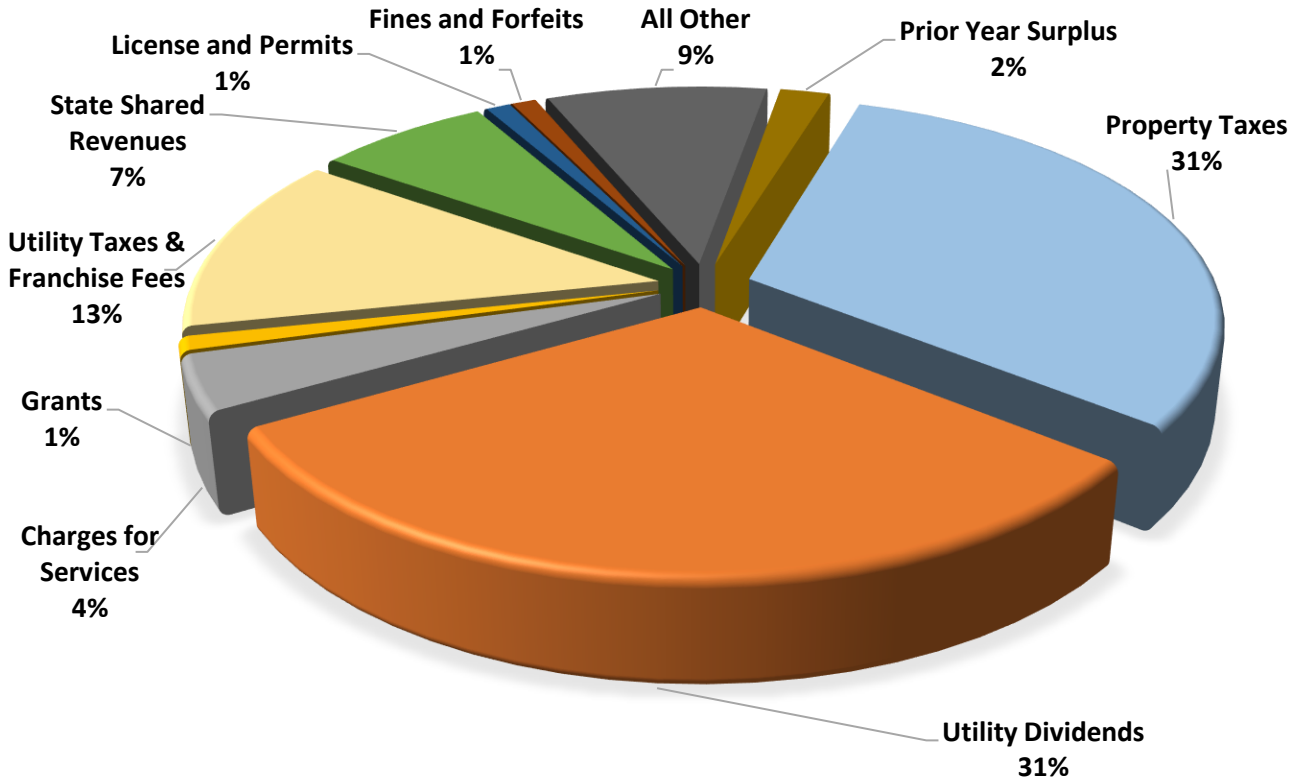


Figure B-19: General Fund Revenues Pie Chart

Budget Summary

General Fund - Expenditures

| Department | Expenses |
|------------------------------------|-----------------------------|
| Police | \$47,735,266 |
| Fire | 22,653,208 |
| Public Works | 7,156,104 |
| Parks and Recreation | 27,992,633 |
| Debt Service | 124,728 |
| Capital Outlay | 1,373,220 |
| Community and Economic Development | 4,073,305 |
| General Government | 7,365,566 |
| Street Lighting | 4,362,066 |
| All Other | 13,637,486 |
| Total Revenues | <u>\$136,473,582</u> |

Figure B-20: General Fund Expenditures List

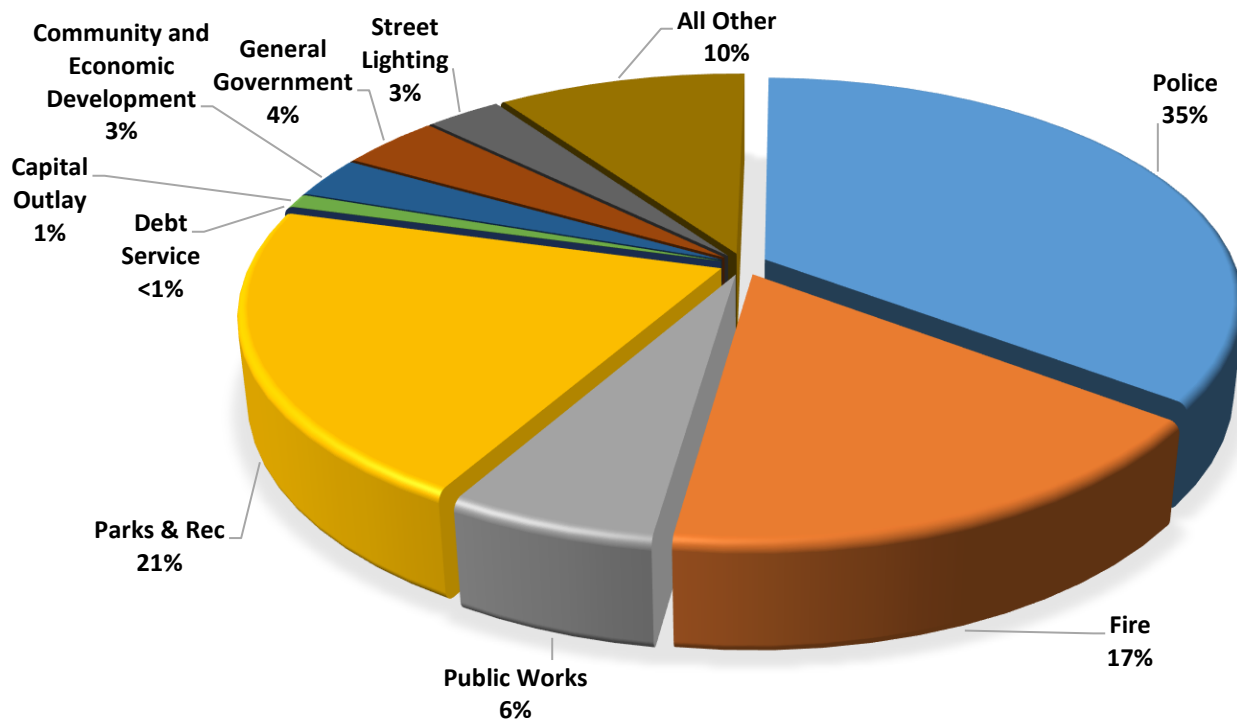


Figure B-21: General Fund Expenditures Pie Chart

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.

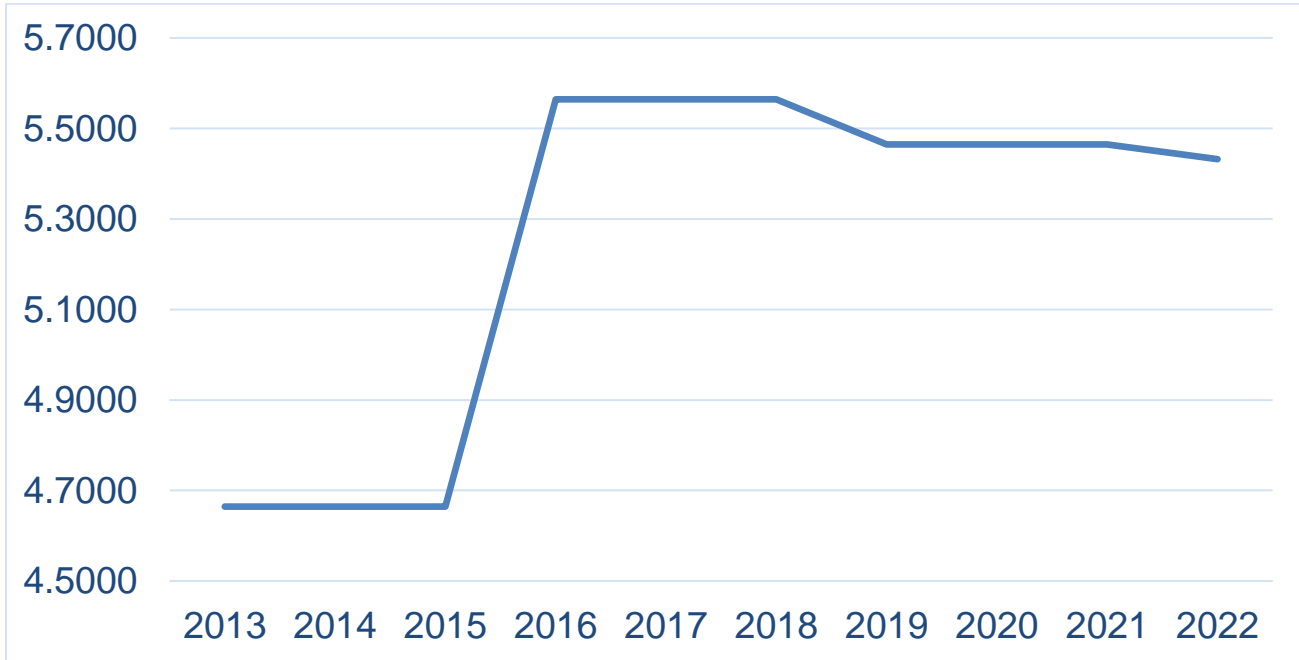


Figure B-22: Historic Millage Rates Graph

| Fiscal Year | Millage |
|-------------|---------|
| 2013 | 4.6644 |
| 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 |

Figure B-23: List of Millage Rates by Year

Position Changes by Fund and Department

| | FY 2020 | | FY 2021 | | FY 2022 | | FY21-22 | |
|--|-------------|------------|-------------|------------|-------------|------------|-------------|-----------|
| | Full-Time | Part-Time | Full-Time | Part-Time | Full-Time | Part-Time | Net Change | |
| | | | | | | | Full-Time | Part-Time |
| City Commission | 1 | 7 | 1 | 7 | 1 | 7 | 0 | 0 |
| City Manager | 15 | 0 | 15 | 0 | 15 | 0 | 0 | 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 | 25 | 1 | 0 | 0 |
| Internal Audit | 2 | 0 | 2 | 0 | 2 | 0 | 0 | 0 |
| Risk Management | 16 | 0 | 16 | 0 | 16 | 0 | 0 | 0 |
| Finance | 44 | 1 | 44 | 1 | 43 | 1 | -1 | 0 |
| Community Development | 64 | 8 | 64 | 8 | 64 | 8 | 0 | 0 |
| Fire | 178 | 1 | 178 | 1 | 182 | 1 | 4 | 0 |
| Police | 368 | 14 | 373 | 11 | 373 | 11 | 0 | 0 |
| Public Works | 117 | 0 | 117 | 0 | 117 | 0 | 0 | 0 |
| Parks and Recreation | 242 | 176 | 242 | 176 | 242 | 173 | 0 | -3 |
| | 1089 | 208 | 1094 | 205 | 1097 | 202 | 3 | -3 |
| Comm Development/ Housing Program | 5 | 0 | 5 | 0 | 5 | 0 | 0 | 0 |
| Fleet Management | 28 | 0 | 28 | 0 | 28 | 0 | 0 | 0 |
| Purchasing and Stores | 16 | 0 | 16 | 0 | 16 | 0 | 0 | 0 |
| Facilities Maintenance | 64 | 0 | 64 | 0 | 64 | 0 | 0 | 0 |
| Information Technology | 80 | 0 | 80 | 0 | 82 | 0 | 2 | 0 |
| | 188 | 0 | 188 | 0 | 190 | 0 | 2 | 0 |
| RP Funding Center | 51 | 305 | 51 | 305 | 45 | 305 | -6 | 0 |
| Lakeland Linder International Airport | 20 | 2 | 20 | 1 | 21 | 1 | 1 | 0 |
| Parking System | 5 | 0 | 5 | 0 | 5 | 0 | 0 | 0 |
| Stormwater | 12 | 0 | 12 | 0 | 12 | 0 | 0 | 0 |
| Solid Waste | 66 | 0 | 66 | 0 | 66 | 0 | 0 | 0 |
| Water | 133 | 2 | 133 | 2 | 136 | 2 | 3 | 0 |
| Wastewater | 97 | 2 | 98 | 2 | 99 | 1 | 1 | -1 |
| Lakeland Electric | 531 | 27 | 519 | 27 | 413 | 27 | -106 | 0 |
| | 915 | 338 | 904 | 337 | 797 | 336 | -107 | -1 |
| Grand Total | 2197 | 546 | 2191 | 542 | 2089 | 538 | -102 | -4 |

Figure B-24: 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.

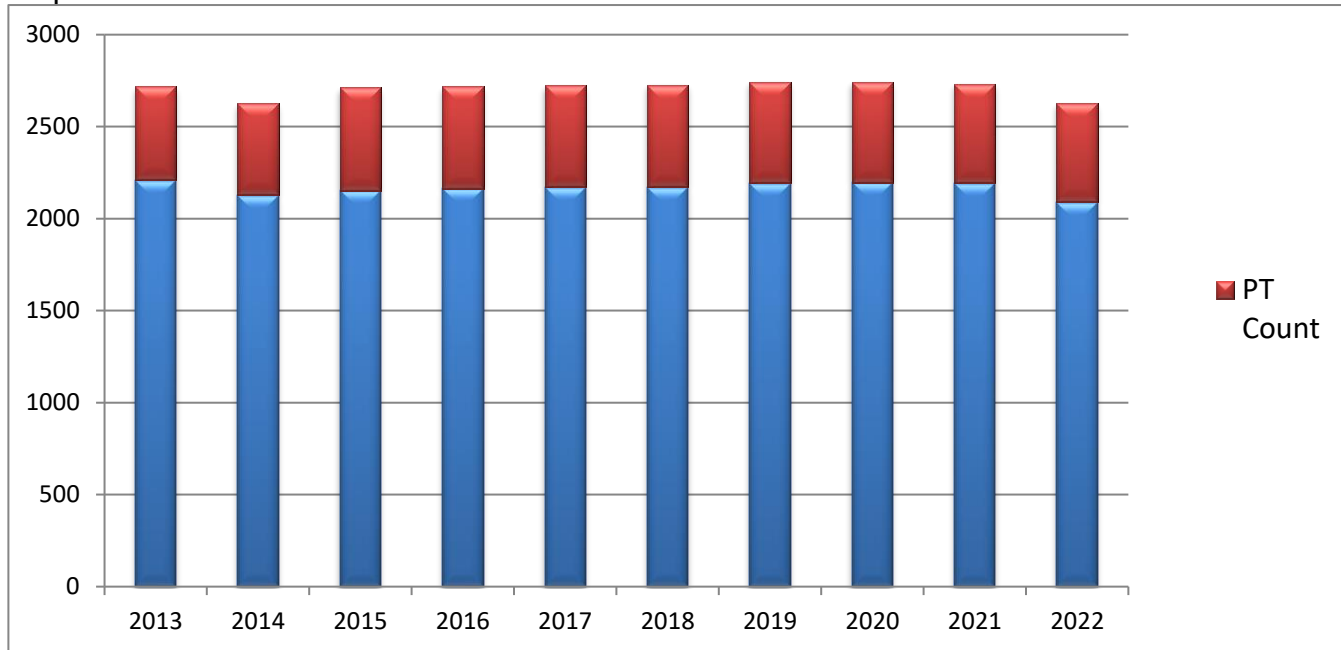


Figure B-25: Historical Full-time and Part-time Position Changes Graph

Position Changes

| Fiscal Year | Full-Time | Part-Time |
|-------------|-----------|-----------|
| 2013 | -5.5 | -7 |
| 2014 | -81.5 | -12 |
| 2015 | 24 | 63 |
| 2016 | 13 | -5 |
| 2017 | 9 | -5 |
| 2018 | 0 | 2 |
| 2019 | 19 | -2 |
| 2020 | 4 | -5 |
| 2021 | -7 | -3 |
| 2022 | -102 | -4 |

Figure B-26: 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.

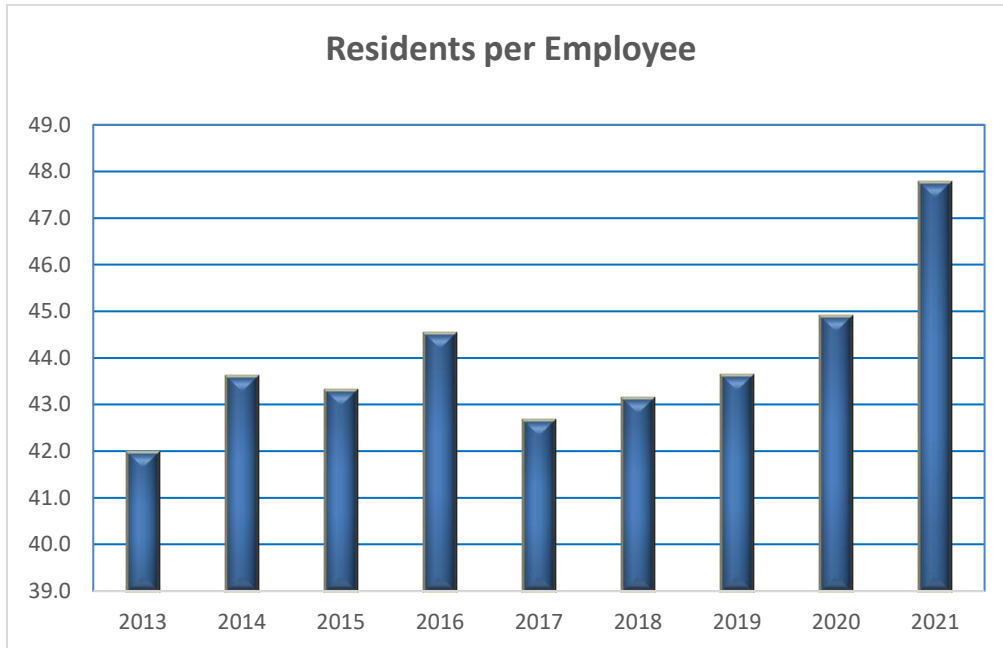


Figure B-27: Residents Per Employee Graph

| Year | Lakeland Population* | LE Service Area Population | Lakeland FTE's | Residents per Employee |
|------|----------------------|----------------------------|----------------|------------------------|
| 2013 | 99,630 | 262,288 | 2,374.00 | 42.0 |
| 2014 | 100,728 | 264,023 | 2,310.00 | 43.6 |
| 2015 | 100,728 | 271,379 | 2,326.67 | 43.3 |
| 2016 | 101,517 | 274,861 | 2,280.39 | 44.5 |
| 2017 | 104,185 | 279,331 | 2,442.00 | 42.7 |
| 2018 | 105,586 | 283,626 | 2,448.00 | 43.1 |
| 2019 | 107,552 | 287,882 | 2,465.50 | 43.6 |
| 2020 | 110,494 | 292,465 | 2,461.50 | 44.9 |
| 2021 | 112,641 | 295,899 | 2,358.50 | 47.8 |

*BEER estimates, unless a Census year (latest 2010).

Figure B-28: Population, Full-Time Equivalents and Residents per Employee by Year

Budget Overview and 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 plant 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 the course of 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.

Budget Overview and 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 matching costs and on-going recurring costs to be financed from local revenue sources. All grant applications shall be authorized by the City Commission.

Budget Overview and 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.

Budgeted Funds Relationship by Program

| OPERATIONS | Program | Activity | Lakeland Linder Intl. Airport | | | | | | | |
|--|------------------------------------|-------------------------------|-------------------------------|-------------------|-----|------------------|-------------|------------|--------------------------|---|
| | | | General | RP Funding Center | CRA | Electric Utility | Solid Waste | Stormwater | Parks, Rec. & Properties | |
| Public Safety \$83.7 Million | Community Safety | Police Services | X | X | | | | X | X | |
| | | Firefighting Services | X | X | | | | X | X | |
| Cultural and Community Services \$13.0 Million | Cultural and Community Services | Library Services | X | | X | | | | | |
| | | Public Information | X | X | X | X | X | X | X | |
| | | RP Funding Center | | X | | X | X | X | X | |
| Economic and Community Development \$21.0 Million | Economic and Community Development | Affordable Housing | X | | X | X | X | X | | |
| | | Building Inspection | X | X | X | X | | X | | |
| | | Code Enforcement | X | X | X | X | X | X | X | |
| | | CRA | | | | | | | | |
| | | Development Review | X | X | X | | | | X | X |
| | | Planning Services | X | X | X | | | X | | |
| Environmental and Utility Service \$527.3 Million | Environmental and Utility Service | Electric Utility | | | | X | | | | |
| | | Lakes and Stormwater | | | | | | X | X | |
| | | Solid Waste | | X | X | X | | | X | X |
| | | Water | | X | X | X | | | X | X |
| | | Wastewater | | X | X | X | | | X | X |
| Legislative Activities \$5.9 Million | Legislative Activities | City Clerk | X | | | | | | | |
| | | City Commission | X | | | | | | | |
| | | Community Relations | X | | | | | | | |
| Parks, Recreation, and Properties \$47.6 Million | Parks, Recreation, and Properties | Aquatics | | | | | X | | X | |
| | | Cemeteries | | | | | | | X | |
| | | Cleveland Heights Golf Course | X | | | X | X | | X | |
| | | Parks | | | | X | X | | X | |
| | | Recreation and Facilities | | | | X | X | X | X | |
| Support Services \$16.0 Million | Support Services | Facilities Maintenance | X | | | | | | X | |
| | | Fleet Management | X | X | X | X | X | X | X | X |
| | | Information Technology | X | X | X | X | X | X | X | X |
| | | Purchasing and Store | X | X | X | X | X | X | X | X |
| | | Governance Administration | X | | | | | | | |
| | | Non-Departmental | X | | | | | | | |
| Transportation Services \$48.4 Million | Transportation | Lakeland Linder Intl. Airport | | | | X | X | X | X | |
| | | Parking Services | | X | | X | | | X | |
| | | Facilities Construction | | | | | | | X | |
| | | Facilities Maintenance | | | | | | | X | |

Figure B-29: Budgeted Funds Relationship by Program



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City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



Table of Contents

Long-Range Planning

Section C

| | |
|------------------------------------|------|
| Long-Range Planning Overview | C-3 |
| Environmental Scan..... | C-4 |
| Financial Health | C-26 |
| Revenue Sources | C-28 |
| Historical Revenues..... | C-32 |
| Debt Management Overview | C-33 |

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 2020, the University of Florida's Bureau of Economic and Business Research (BEBR) estimated the City of Lakeland's population to be 109,238, keeping Lakeland the 21st most populated city in Florida. This estimate depicts a steady 12% increase from the 2010 U.S. Census estimate of 97,422. Looking back 20 years to the 2000 decennial census, the City's population was estimated to be 78,452. In that period, Lakeland's population has expanded by just over 39%, as the City added 30,786 new residents. Supporting a healthy job and housing market, Lakeland's population continues to grow at an average annual pace of more than 1.2% per year.

Households and Families

The U.S. Census Bureau QuickFacts for 2019 estimated that there were 41,276 occupied housing units in Lakeland, of which, 55.6% were owner-occupied and 44.4% renter-occupied. There were 8,338 vacant units, with a homeowner vacancy rate of 4.2% and a rental vacancy rate of 7.01%. The average Lakeland owner-occupied household size during this period was 2.5 people per household while the average family size was 3.15. Also, in 2019, the percentage of families that have occupied the same house for more than one year is 78.9%.

Income

The 2019 QuickFacts estimated Lakeland's median household income at \$47,511 while the personal per capita income for Lakeland was estimated by the Bureau of Economic Analysis at \$36,649 (*these figures are based upon 2019 inflation-adjusted dollars*).

Per Capita Personal Income

| Year | Lakeland | Florida |
|-------------|-----------------|----------------|
| 2010 | \$32,893 | \$38,473 |
| 2011 | \$34,873 | \$40,215 |
| 2012 | \$33,647 | \$41,041 |
| 2013 | \$34,393 | \$41,497 |
| 2014 | \$32,652 | \$42,737 |
| 2015 | \$33,723 | \$44,429 |
| 2016 | \$34,199 | \$45,953 |
| 2017 | \$34,213 | \$47,648 |
| 2018 | \$35,463 | \$50,070 |
| 2019 | \$36,649 | \$52,426 |

Figure C-1: Per Capita Income

Environmental Scan – Demographic Trends

Cultural Factors

As Lakeland’s population approaches 110,000, the city continues to see a shift in diversity. The 2019 QuickFacts data from the U.S. Census shows, 98.2% 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 2.7% listed other as a race. As part of the city’s total population, the 2019 QuickFacts estimates there are 18,390 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 39.91% increase in Lakeland’s Hispanic population since 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 2019 Census QuickFacts shows that 88% of Lakeland residents over the age of 25 had graduated from high school, which marked an 8.8% increase from the 2000 Census estimate. The 2019 survey also reported that 25.9% of Lakeland’s residents over age 25 had a bachelor’s degree or higher.

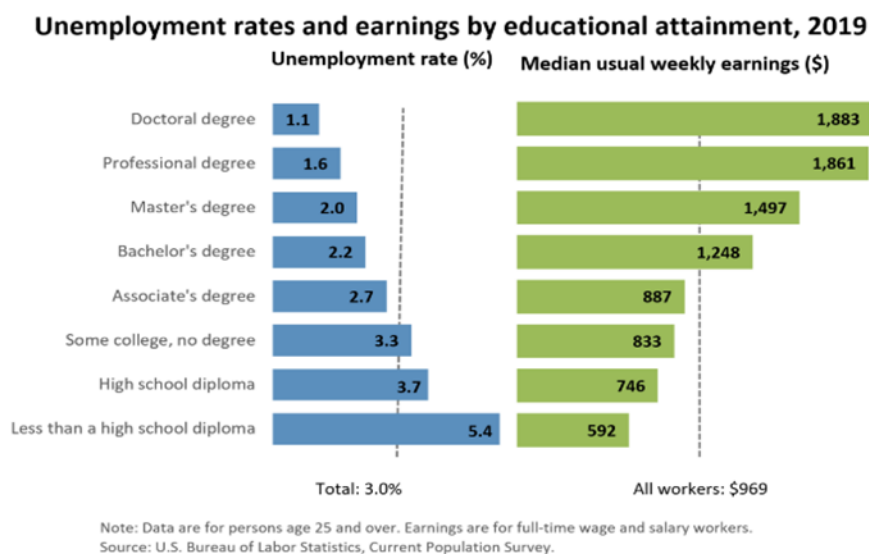


Figure C-2: Unemployment by Education

Environmental Scan – Land Development

Land Development Trends

Single-Family Residential

Single-Family Residential Construction

Residential construction activity in Lakeland continues to accelerate at a blistering pace. Lakeland issued 735 new single-family permits and 403 multi-family permits in 2020. This marked a sharp 103% year-over-year increase from 2019 for single-family permits and a slight decrease for multi-family permits. Single-family permitting in Lakeland has averaged over 400 new permits annually for the past five years, while multi-family has averaged approximately 260 annually during the same period. 2020 marked the most active year on record for new single-family permits in Lakeland.

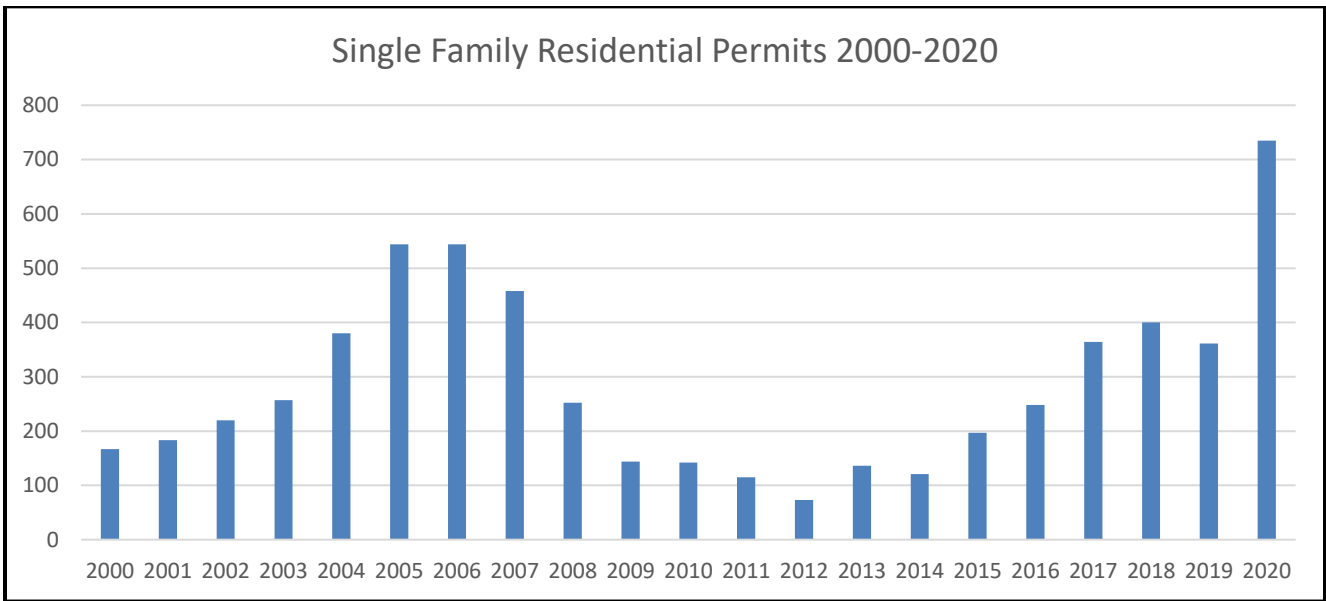


Figure C-3: Chart of Single Family Residential Permits Issued

Lakeland is demonstrating 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 for growth. Historically low interest rates will continue to push single-family activity with great purchasing power, while more affordable multi-family units in lower-density areas will help balance Lakeland’s residential market. **Understanding that the normalization of the economy may be prolonged post-pandemic, many economists recognize that the biggest concerns for new residential construction in 2021 will be the supply of housing and its affordability.**

Single-Family Residential Resale

Consistent with new single-family construction, the residential resale market in Lakeland was extremely busy. 2020 marked one of the most active years for single-family real estate resale, with 4,702 residential units being sold. Balancing this growth, the total units sold in 2020 marked a 94% 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

Environmental Scan – Land Development

price for a home in 2020 was \$234,688, which was a 4.1% year-over-year increase from the prior year and a dramatic net increase of 103% since 2010 when the average purchase price was \$115,075. The Lakeland Association of Realtors (LAR) reported that Lakeland’s local real estate market had only 1.1 months of inventory closing out 2020, which represents approximately 400 units available.

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 market’s competitiveness is evident. With a statistically steady number of buyers, and a defined number of homes for sale, Lakeland’s residential resale market today can be categorized as a strong seller’s 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 | 36 | 0.77% | 106,430 | 29,802 | 28.00% | 41 | 0 | 0.0 |
| \$ 50,000 - 59,999 | 31 | 0.66% | 61,761 | 54,724 | 89.00% | 29 | 0 | 0.0 |
| \$ 60,000 - 69,999 | 45 | 0.96% | 70,155 | 64,524 | 92.00% | 64 | 2 | 0.5 |
| \$ 70,000 - 79,999 | 50 | 1.06% | 79,659 | 74,725 | 94.00% | 51 | 2 | 0.5 |
| \$ 80,000 - 89,999 | 62 | 1.32% | 86,715 | 84,294 | 97.00% | 52 | 4 | 0.8 |
| \$ 90,000 - 99,999 | 66 | 1.40% | 97,526 | 93,486 | 96.00% | 49 | 4 | 0.7 |
| \$ 100,000 - 119,999 | 135 | 2.87% | 113,929 | 109,869 | 96.00% | 53 | 22 | 2.0 |
| \$ 120,000 - 139,999 | 240 | 5.10% | 132,067 | 129,762 | 98.00% | 51 | 23 | 1.2 |
| \$ 140,000 - 159,999 | 293 | 6.23% | 152,745 | 150,215 | 98.00% | 41 | 23 | 0.9 |
| \$ 160,000 - 179,999 | 409 | 8.70% | 172,231 | 169,554 | 98.00% | 36 | 16 | 0.5 |
| \$ 180,000 - 199,999 | 469 | 9.97% | 192,514 | 190,621 | 99.00% | 41 | 32 | 0.8 |
| \$ 200,000 - 249,999 | 1,284 | 27.31% | 227,110 | 224,483 | 99.00% | 46 | 62 | 0.6 |
| \$ 250,000 - 299,999 | 786 | 16.72% | 274,928 | 271,901 | 99.00% | 47 | 82 | 1.3 |
| \$ 300,000 - 349,999 | 337 | 7.17% | 329,077 | 323,651 | 98.00% | 55 | 35 | 1.3 |
| \$ 350,000 - 399,999 | 194 | 4.13% | 375,423 | 370,373 | 99.00% | 46 | 35 | 2.2 |
| \$ 400,000 - 499,999 | 146 | 3.11% | 454,013 | 442,097 | 97.00% | 68 | 23 | 1.9 |
| \$ 500,000 - 599,999 | 60 | 1.28% | 565,617 | 546,308 | 97.00% | 111 | 11 | 2.2 |
| \$ 600,000 - 699,999 | 19 | 0.40% | 670,131 | 647,263 | 97.00% | 80 | 14 | 8.8 |
| \$ 700,000 - 799,999 | 14 | 0.30% | 768,500 | 741,207 | 96.00% | 152 | 5 | 4.3 |
| \$ 800,000 - 899,999 | 12 | 0.26% | 886,008 | 842,242 | 95.00% | 138 | 4 | 4.0 |
| \$ 900,000 - 999,999 | 3 | 0.06% | 1,019,800 | 928,967 | 91.00% | 336 | 1 | 4.0 |
| \$ 1,000,000 - and over | 11 | 0.23% | 2,043,991 | 1,654,091 | 81.00% | 216 | 16 | 17.5 |
| Totals | 4,702 | 100.00% | 240,022 | 234,688 | 98.00% | 49 | 416 | 1.1 |

Figure C-4: Average Home Prices and Units Sold

With this continued momentum, most economists agree that Lakeland’s residential real estate market has not peaked and will continue to grow in 2021. 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.

Commercial and Industrial Properties

Lakeland’s industrial real estate market is heavily reliant on job growth. Leasing activity in Lakeland’s industrial market remained steady throughout 2020, despite the impacts of the COVID-19 pandemic. Ecommerce activities accelerated over the past year as demand outpaced the supply of inventory. With that, Lakeland has added more than 7 million square feet of new industrial space over the past five years, of which, three-quarters of this space was speculative.

That spike in inventory has caused vacancy rates to surge to 9.1% which is a 10-year high. Analysts project that Lakeland’s industrial market is positioned quite well, demonstrating strengths in both affordability and absorption. Last year, users leased 2.4 million square feet of

Environmental Scan – Land Development

new space, making 2020 the most active leasing year on record. With many new industrial projects under construction and planned, 2021 should 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 all of the new inventory being added, I-4 continues to be a primary attractor for tenants locating to and expanding within the region.

Commercial and Industrial Properties

In 2020, industrial vacancy rates in Lakeland rose above 9% for the first time in a decade. This increase follows a recent trend that previously marked the end of an extended period which identified Lakeland as an area that was consistently regarded as an area with one of the lowest overall vacancy rates in the U.S. primary market. Despite the year-over-year increase in vacancy from 7.0% in 2019 to 9.1% in 2020, Lakeland's industrial market is still very healthy as this vacancy rate is tied to the net volume in new industrial space being permitted and constructed. By the start of the fourth quarter of 2020, Lakeland saw 2.2 million square feet of new industrial space completed and another 1.8 million still under construction. Lakeland's consistent demand can be partially attributed to its attractive lease rates. After several years of steady activity, lease rates continue to be steady with 2020 seeing an average asking rate of \$5.31 per square foot, which is a year-over-year increase of just 3.1%. This rate highlights a fair balance in availability, though new space is expected to keep up with the demand shown in the market. Industrial developers continue to have a defined interest in Lakeland and have several large speculative projects currently under construction and new ones being planned in 2021.

Downtown Activity

Lakeland's downtown is going through a meaningful period of transitional growth. After a long wait without any significant new construction, Lakeland is seeing new projects that support, office, residential, retail, and entertainment which will add value for the citizens and downtown. From a residential standpoint, the Mirrorton Development located just north of Lake Mirror is under construction and on track to be completed in the spring of 2021. This market-rate project will consist of 305 apartments and townhomes throughout 28 separate buildings and will feature many amenities that will attract new residents to downtown. Within the Garden District, an additional 90 one-bedroom apartments are under construction on the south side of Lake Mirror and are expected to be complete by the end of 2021. Multi-family interest in Oak Street, between Tennessee and Kentucky Avenues continues as developers explore options for more residential units to accommodate the increase in demand.

Functioning as a successful urban area, Lakeland's downtown growth is hitting every major economic segment. Supporting this growth, the City of Lakeland partnered with Aspyre Properties, Mid Florida Credit Union, and Lakeland Regional Health Systems to construct a new 836 space parking garage in downtown area on the Heritage lot, south of Lemon Street and between Kentucky and Tennessee Avenues. The garage, which officially opened in February of 2020, also features 40,000 square feet of office and retail space which has been built out and partially leased. Lakeland's growing office market will be supported by an additional 18,000 square foot newly constructed office which will be occupied in early 2021 on the east side of Lake Mirror, just west of The Joinery. Adding to the excitement of Lake Mirror, Catapult 3.0 was

Environmental Scan – Land Development

completed and occupied in the spring of 2020. This state-of-the-art facility features a 24,000-square foot co-working and private office space, a 5,000 square foot commissary kitchen, and a 9,000 square foot makers space. Catapult 3.0 will further infuse a culture of small business and entrepreneurialism downtown. Most visibly under construction is the nine story 135,000 square foot Summit Consulting office building which is located on the western edge of Lake Mirror and will bring 500 employees to downtown upon its completion in early 2022. Finally, adding to the central city excitement is Bonnet Springs Park. A private 180-acre park being constructed on a former CSX railyard that is located just ½ mile outside of downtown which will feature nine unique buildings complimented by a variety of trails, paths, water amenities, and open space.

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.

Environmental Scan – Population and Employment

Population

Lakeland’s population continues to grow at a steady pace despite global conditions. In 2020, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated Lakeland’s population at 109,238 and Polk County’s at 715,090. By all accounts, Florida’s population is growing by more than 1,000 residents per day. BEBR estimates that Florida’s 2020 population of 21,596,068, grew by 387,479 from 2019, ranking the state as the third most populated in the U.S. Though Lakeland’s growth is not as rapid as the state, the city has been growing at an annual pace of approximately 1.12% annually since 2010. With regards to Lakeland Electric’s service territory, for 2020, the population is estimated at 296,398 which represents a 1.49% increase from 2019. The increase indicates that the residential construction market in the unincorporated area is expanding at a greater pace than the in-city market.

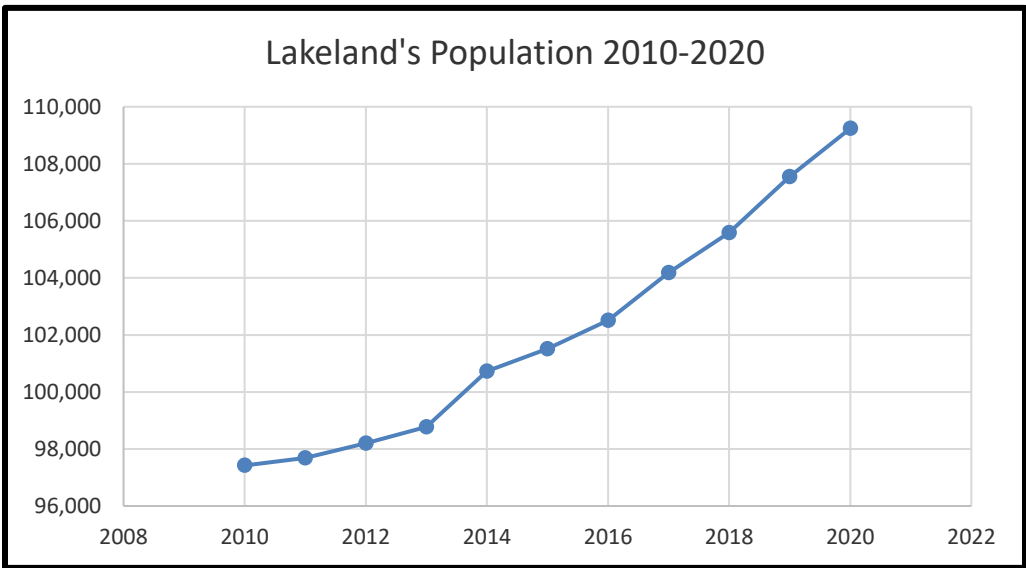


Figure C-5: Lakeland’s Population Growth

Local Employment

Existing and new companies in Lakeland are helping to fuel the city’s growing population which has a direct correlation with to the local unemployment rate. The impacts of the global pandemic have caused unemployment rates to fluctuate throughout 2020. Monthly unemployment rates in Lakeland last year began at 3.8% in January before spiking to 12% in May. Since that period, the city has experienced a gradual decrease in month-over-month rates over the final six months of 2020, ending with a monthly rate of 7.2% for November. This spike in unemployment marks the highest annual average for Lakeland since 2011 when double-digit unemployment rates peaked at 11.1% as a result of the slow rebound from the 2007-2009 Great Recession. The increase also marked the end of a nine-year run of decreases in Lakeland’s year-over-year unemployment rate.

Environmental Scan – Population and Employment

Even with Lakeland's expanding population, the month-over-month labor force for 2020 has essentially remained unchanged, starting the year at 47,649 and ending at 47,719. This is better illustrated by tracking the actual number of unemployed persons within the workforce. 2020 began the year with a 3.8% unemployment rate and 1,827 individuals within the local workforce seeking work. The year closed with an unemployment rate above 7% and more than 3,400 individuals unemployed and actively seeking work. Lakeland's economic health relies on 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 with new residents, thus allowing the city's overall unemployment rate to remain stable and low. For 2021, Lakeland's unemployment will continue to decrease in 2021, though even with strong economic performance, we will likely not see unemployment rates in the 4% range until 2022 and beyond.

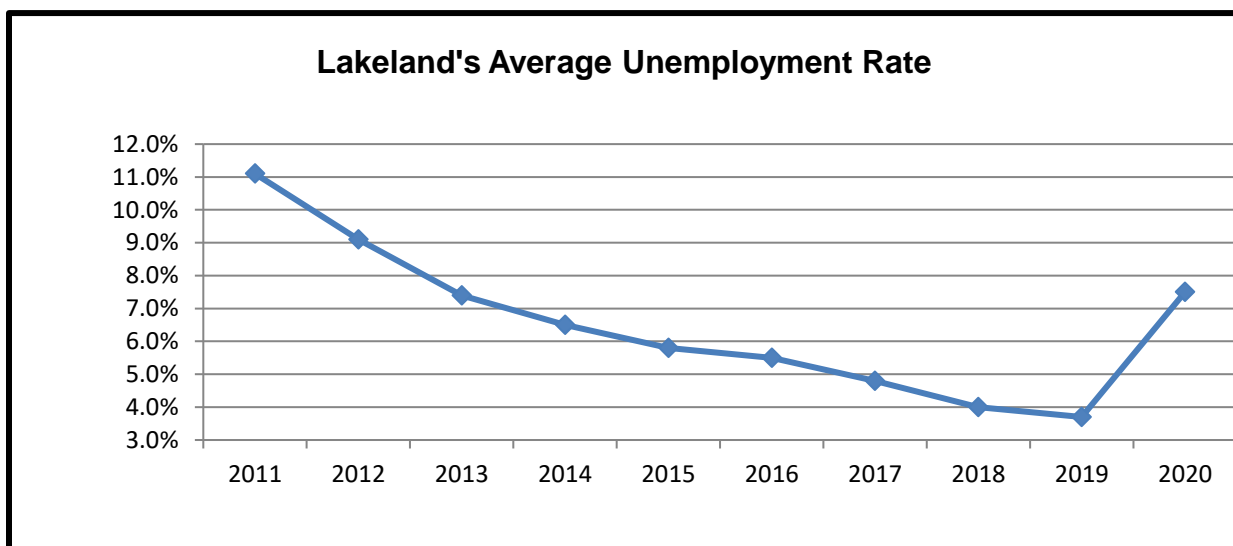


Figure C-6: Unemployment Rate Lakeland 2011-2020

The National Economy

After an unpredictable 2020, the US economy should be on the mend in 2021. 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 positive 2.1% GDP in the final quarter of 2019, GDP then went negative in the first and second quarters of 2020, bottoming out with a 31.4% decrease, before sharply rebounding by 33% in the third quarter of 2020. Much of this dramatic drop and gain can be associated with the financial and employment stresses that the COVID-19 pandemic placed on small businesses. This fluctuation put an end to the 10-year streak of expanded GDP.

While the negative effects of COVID-19 are still lingering, there is much hope that the wild ride of 2020 will come to an end by the middle of 2021. As demonstrated in the most recent GDP report, businesses are reopening and activities that were previously postponed or restricted are now becoming more available. Though much of the initial positive growth was associated with the government's \$3 trillion in pandemic relief, this momentum has given way to a positive belief

Environmental Scan – Population and Employment

that consistent growth, spending, hiring, economic confidence, and a strong housing market will help the U.S. achieve a normal level as vaccination rollouts accelerate. Consumer spending, which accounts for two-thirds of economic activity, grew at a solid pace in the 3rd Quarter of 2020 based on the huge influx of new money. It is hoped that these relief efforts will have a lasting effect on consumer spending which should be activated once a feeling of virus safety is established.

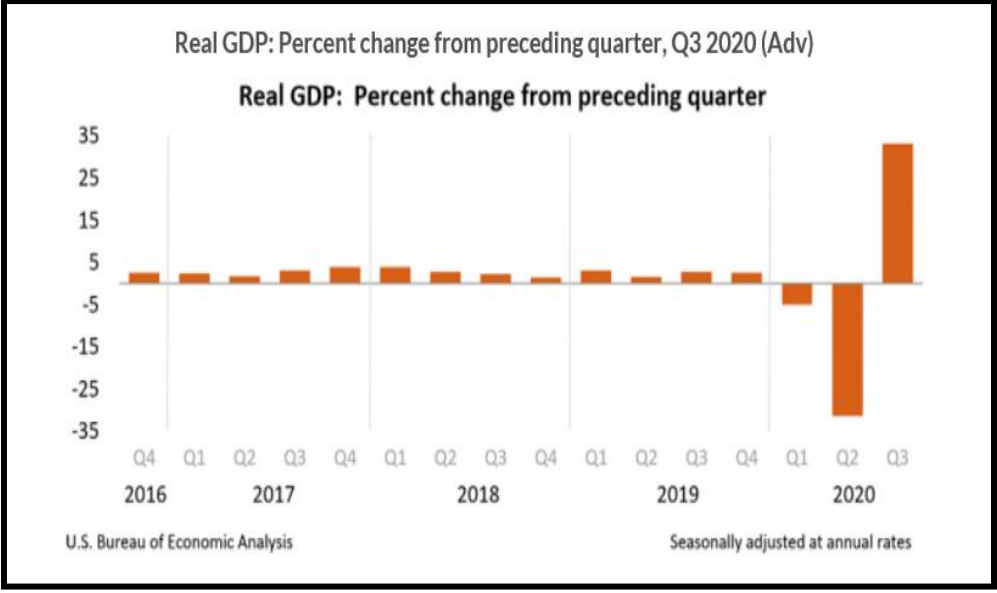


Figure C-7: Lakeland’s Population by Year

After reaching an all-time high in February of 2020, the Stock Market has experienced a brief sell-off that resulted in a 40%+ decline in value in just under two weeks in early March. This sudden and turbulent market has pushed the Federal Reserve to reduce interest rates to 0% in order to help stabilize the financial market. Despite the social and political impacts of the pandemic and the presidential election, the stock market has been able to rebound. Wall Street closed out 2020 on a record high with much optimism related to the COVID-19 vaccine along with the return of the U.S. economy and corporate profits.

Environmental Scan - Economy

Economy

National Employment

The U.S. unemployment rate ended 2020 on a decline after a spike in May that elevated it to a record high of 14.7%. Since that point, the month-over-month rate has decreased dramatically to close out the year with a monthly rate of 6.7% which equates to an annual average of 7.6% for 2020. This rebound in the unemployment rate was attributed to the number of jobs being created and reopened in the U.S. With an estimated 25 million individuals unemployed and out of work, it will take a flexible labor market to create more new jobs while filling existing ones so that the unemployment rate can continue with its downward slide. Forecasters believed early in 2020 that the labor market would tighten with increased job growth, however much of that has been delayed by the pandemic.

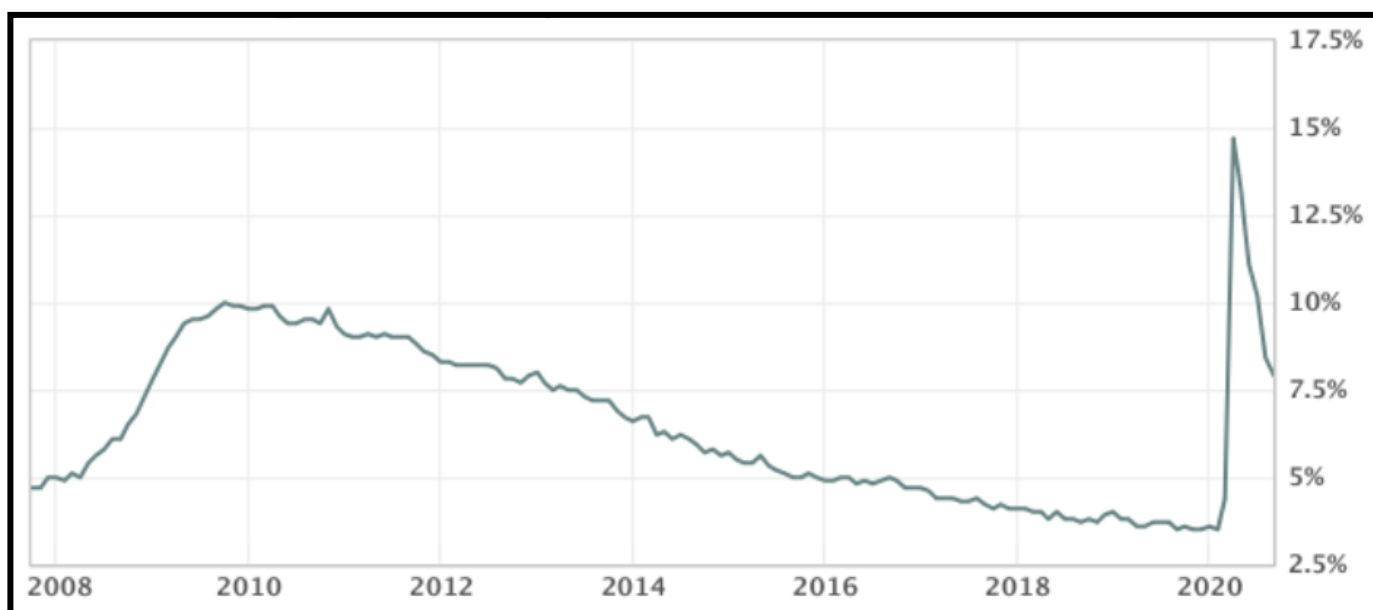


Figure C-8: National Unemployment Rate 2008-2020

Summary

After a solid start to the year, 2020 was overtaken by COVID-19. As the US economy continues to improve, economists are hopeful with the existing indicators and the outlook for 2021. Forecasters believe that U.S. GDP will continue to rebound in the upcoming year, exceeding 4% in 2021 and 3.2% in 2022. Ahead of what seems to be a very fluid and unpredictable time, economists are optimistic about the economic progress made over the past five months despite the unfavorable conditions. Hiring will pick up in 2021 with new jobs being added and tourism and travel returning to a more normal level. With that, the unemployment rate will continue to decline into the 5% range for 2021 and will continue to drop into 2022. To help with the momentum, the Feds will keep long-term interest rates at their historic lows which will encourage spending as it will make borrowing money cheaper, which should help to keep inflation at a nominal rate of less than 2%. With global vaccine rollouts accelerating in January of 2021, the path of recovery will depend on the virus. With a controlled launch, all indicators point to an enthusiastic recovery that will be supported by positive GDP and job growth in 2021.

Environmental Scan - Technology

Technology

COVID-19 has impacted the world in ways we could have never imagined or predicted. Organizations across the globe, including the public sector have had to pivot and strategize to adapt to new ways of doing things. Organizations that are postured to pivot and adapt will be more resilient to all types of disruptions. As we continue to respond to the COVID-19 landscape and explore new ways of providing services and support, we stand ready to support the business units throughout the City. According to Gartner, the top industry technology trends for 2021 are centered around people, location independence, and resilient delivery.

People

People are the greatest asset to an organization and are at the center of all business. Changing how people work and interact through digitalized workflows will be essential in 2021 and beyond.

Location Independence

COVID-19 has disrupted the physical workforce ecosystem. This drives the dependency of technology to support an enterprise virtual workforce ecosystem. This shift is interdependently supported by distributed cloud, anywhere operations and cyber security.

Resilient Delivery

Many processes were not resilient to the COVID-19 disruption. Evaluate and rebuild processes that enables better access, which can augment the information with new insights and can adapt quickly to enhance the decision-making process. The use of AI engineering and hyper automation will play key roles in delivering resilient processes across organizations.

The COVID-19 crisis has accelerated the pace of digitalization across the government sector. The Department of Information Technology stands ready to work with our City partners in driving business capabilities through technology investments to accelerate the pace of digital innovation, service delivery and adaptive operations.



Environmental Scan - Legislation

Coronavirus Pandemic

The Coronavirus Pandemic of 2020 is a public health emergency and economic crisis, unprecedented in the disruption of daily life. Since the middle of March, nearly every American has had to adjust the way they work, learn, visit loved ones, shop for groceries and meals, and conduct their day-to-day routines. For many, losses were more severe as the nation experienced the greatest job loss and unemployment since the 1930's, while the death toll has now surpassed 300,000 in the United States.

Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act on March 27th, providing \$2 trillion in aid to hospitals, small businesses and state and local governments, as well as direct payments to individuals. Florida received \$5.9 billion in CARES funding (\$4.6B for State, \$1.3B for local governments <500,000 population). The CARES funds are to be used to pay for eligible expenses (not fill in budget holes) and are set to expire on December 31st. Polk County received a direct appropriation from the U.S. Treasury of approximately \$125 million, however, those funds did not flow down to the 17 municipalities located in Polk. On March 9th, Governor Ron DeSantis declared a State of Emergency for Florida. On March 20th, the Governor issued an Executive Order suspending Florida Statutes and allowing local governments to conduct their meetings virtually. From March through November 1st, cities and counties were able to conduct their regular meetings on a virtual platform. However, following multiple extensions, the Executive Order expired on November 1st.

On April 1st, Governor DeSantis issued the "Safer at Home" Executive Order, which lasted until April 29th, when he introduced his phased Reopening plan. Despite the partial statewide lockdown, the Governor did not issue any mandates relating to the wearing of masks. Due to the lack of statewide order, many cities and counties throughout the State began adopting their own mask ordinances and penalty structures, beginning in April. On July 2nd, the City of Lakeland adopted a resolution requiring the use of facemasks in indoor locations (other than one's residence). The resolution was effective for 30 days and was extended twice. However, on September 25th, the Governor issued an Executive Order suspending the collection of any fines by local governments on individuals for failing to wear a mask. The Order only applied to individuals, not businesses. The 2021 Legislative Session will be dominated by the State's response to the pandemic and its effects on the economy, businesses and residents. The issues that will need to be addressed by the Legislature are massive in scope and importance. Everything from unemployment compensation to health care facilities and funding to liability protection for businesses and local governments that continue to operate in person. The 2021 Session will be like no other in recent memory.

Position: Support increased funding to State and Local Governments to help offset costs associated with the Coronavirus Pandemic. Ensure distribution of funds to cities within counties that receive direct appropriation from the Treasury. Support flexibility for the continued use of virtual meeting platforms by local governments when conditions merit such action. Support the ability of local governments to enact, and enforce measures to reduce the spread of Coronavirus, and future epidemics, such as the wearing of masks. Monitor legislation relating to liability for businesses and make sure that cities are included in recommendations.

Affordable Housing – SHIP & SAIL

The two primary state housing assistance programs are the State Housing Initiatives Partnership (SHIP) and the State Apartment Incentive Loan (SAIL) programs. The SHIP program provides funds to eligible local governments, using a population-based formula, to address local housing needs as identified in the Local Housing Assistance Plan, for single-family units. The SAIL program provides low-interest loans on a competitive basis for multifamily affordable housing developments. Funding for these programs is provided by the Legislature through the Local Government Housing Trust Fund (SHIP) and the State Housing Trust Fund (SAIL). Estimates from the Revenue Estimating Conference show that the Trust Funds should collect more than \$328M from documentary stamp taxes on real estate transactions for 2019-20. In addition, Governor DeSantis vetoed \$225M in SHIP funds in June of 2020. Those funds remain in the Trust Fund, bringing total available revenues to more than \$500M.



SHIP and SAIL funding are critical components of Lakeland’s affordable housing and neighborhood stabilization efforts. The City uses these funds to leverage additional Federal dollars through CDBG and HOME grants to assist low-income families. However, since the recession in 2009, funding levels for cities through SHIP have been erratic as the funds have been diverted during the State Budget process, making it difficult to properly plan projects. Lakeland is approximately 500-700 housing units short of the need in our community.

Position: Support full funding of the State’s SHIP and SAIL programs in the 2021-22 Budget, including the addition of the \$225 million vetoed in 2020.

Impact Fees

In 2019, the Legislature passed HB 207 which requires a ‘rational nexus’ for the use of funds realized from impact fees at the local level. The bill also delayed the collection of impact fees until the issuance of a building permit. Additional legislation was passed in 2020 prohibiting new or increased impact fees from applying to current or pending applications.

Despite the new law, legislation is routinely introduced that would provide further restrictions and requirements on local governments implementing impact fees, such as one recent proposal that would have required the appointing of a committee that would be tasked with reviewing all proposed impact fees on new development and submit recommendations to the governing board.

Position: Oppose legislation which would place further restrictions on the implementation of impact fees by cities and counties.

Environmental Scan - Legislation

Florida Polytechnic University

Florida Polytechnic University welcomed the first class of students to Florida's 12th University in August 2014. Currently, the 1,424 students are focusing their education on STEM programs, primarily technology and engineering, at the 530- acre campus located at the intersection of I-4 and the Polk Parkway. Florida Polytechnic University is seeking a \$3 million operational funding increase from the Legislature in the 2021-22 Budget, as well as \$15 million to finalize construction of an Applied Research Center.

Position: Support Florida Polytechnic University's 2021-22 operational funding requests, as well as the \$15 million Applied Research Center PECO project.



Polk State College

Polk State College is seeking an increase of \$2 million in recurring operating funds to lessen the academic advisor to student ratio. Polk State predominantly serves low-income and first-generation-in-college students that require comprehensive, personalized services to help them succeed. In addition to the increase in operating dollars, Polk State College is seeking additional PECO funds in the 2021-22 Budget for projects currently underway. \$16 million is necessary for the Winter Haven Building 4 maintenance and renovation.

Position: Support Polk State College's 2020-21 operational funding requests, as well as their \$16 million PECO project.



Communications Services Tax

In 2001, the Legislature restructured taxes on telecommunications, cable, home satellite, and related services. The changes replaced and consolidated seven different state and local taxes and fees into a single tax with two centrally administered parts – the state Communications Services Tax and the local Communications Services Tax (CST). The local CST is one of the main sources of general revenue for Cities, generating more than \$400 million annually statewide. Last year, the CST generated \$4.5 million for the City of Lakeland. The revenue may be used for any public purpose, including public safety, and to secure bonds. In recent years, the Legislature has reduced the State portion of the CST by 1.73%, without reducing the local portion.

Position: Oppose legislation which seeks to reduce the amount that municipalities collect from the Communications Services Tax.

Environmental Scan - Legislation

Local Business Tax

Cities may impose a Local Business Tax on certain businesses, professions or occupations. Cities have very little flexibility in determining the type and amount of the taxes or when any increases may be considered. Revenues from the Local Business Tax are used to assist in funding general government services critical to business, such as zoning, code enforcement, and Police and Fire services. Revenues can also be used to spur economic development programs. Many cities, like Lakeland, use the tax as general revenue funds and have pledged the revenues to secure debt. In addition, the Local Business Tax is also the most comprehensive way of knowing what businesses are operating within the community, which enables the City to allocate resources appropriately. The Local Business Tax generates more than \$120 million annually statewide. Last year, the Local Business Tax generated \$1.5 million for the City of Lakeland.

Position: Oppose legislation which would place restrictions on the authority of municipalities to collect or spend Local Business Taxes.

Commercial Lease Sales Tax

Legislation has been introduced in recent years that would gradually eliminate Florida's sales tax on commercial leases. Florida is the only state that currently collects the tax, approximately \$2 billion per year. Over the past several years, the Legislature has included cuts to the Commercial Lease Sales Tax in the Budget, reducing it by 0.2% in 2017 and 0.3% in 2018. The current rate is 5.5%.

Position: Monitor legislation which would decrease or eliminate the sales tax on commercial leases.

Florida Sports Development Program

Over the past several years, Legislation has been introduced that would repeal the Statute that governs the Florida Sports Development Program. Under the current statute, the Department of Economic Opportunity evaluates proposals from sport franchises and complexes seeking Florida tax revenue. Once a project is approved, the funding must be approved by the Legislative Budget Commission. The State can award up to \$13 million annually for all certified applicants, with a maximum distribution per franchise of \$3 million per year, for up to 30 years.

In recent years, the bill was expanded to include the F.S. 288.11631, which governs Spring Training funding. The City of Lakeland utilized 288.11631 in 2014 to expand and remodel Joker Marchant Stadium. By doing so, Lakeland secured its relationship with the Detroit Tigers as their Spring Training home for another 20 years.

Position: Oppose HB 6011 which would repeal Florida's Sports Development Program.

Environmental Scan - Legislation

Building Inspector Certifications

Local governments throughout Florida are experiencing a shortage of qualified building code inspectors and plans examiners. This shortage of qualified candidates, and inability to fill vacant positions, has led to costly delays for customers throughout the State.

A major contributing factor to the shortage is an interpretation by the Florida Building Code Administrators and Inspectors Board of those individuals qualified to sit for the exams. To be eligible to sit for the exam, a candidate must provide evidence of five (5) years of combined experience in the field of construction, building code inspection or plans review. In order to qualify as a single-family dwelling inspector, the candidate must show experience in building, mechanical, plumbing, and electrical. Instead of interpreting this as 5 years of work, the Inspectors Board interprets it as 5 years in each field, for a total of 20 years of experience before candidate is eligible. Once eligible, the candidate must still sit for 5 exams in each of the specific trades in a one-year period, an arduous task for someone working full-time, with a family.

Legislation will be introduced that will address the experience requirements as well as provide additional time to pass the 5 exams. Lakeland will work with Polk County and the Homebuilders to address this critical issue. Increasing the number of competent, qualified inspectors will have a positive impact on the future growth of the region.

Position: Support legislation which increases the pool of qualified candidates for building code inspector and plans examiner certification.



Public Broadband Access

One of the City of Lakeland's priorities is to create a world class community for its residents and businesses. Affordable high-speed internet access is a key component for economic development, growth, opportunity and innovation, as well as increased quality of life.

Several states have recently considered measures that would severely restrict the ability of municipalities to provide broadband access to their constituents. These restrictions often go beyond the implementation of special taxes on telecommunications services (such as Florida's CST), and instead seek to make it impossible for municipalities to provide telecommunications, cable or broadband services. Such restrictions would only serve to deprive residents and businesses of affordable service.

Position: Oppose legislation which would restrict the authority of municipalities to provide, or partner with internet service providers to provide, public broadband to its citizens and business community.

Environmental Scan - Legislation

Sovereign Immunity

Legislation introduced in 2020 attempted to significantly increase sovereign immunity limits for State and local governments. The bill 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 bill 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 local governments.

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. However, the RRFBs were never intended to serve as a traffic control device by itself. The RRFB concept went through extensive testing in the field and was found to have a much higher rate of driver stopping compliance than markings and signs by themselves.

Its simple design, capability of being solar powered, and minimal structural mounting requirements, keeps the cost low. In these days of limited resources, the lower cost allowed these proven devices to be used at many more locations while enhancing pedestrian safety. In 2020, legislation was introduced that would have required 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.

Automated Traffic Enforcement Systems

Automated traffic enforcement programs (Red Light Cameras) have been shown to be effective in reducing the frequency and severity of intersection crashes. Lakeland enacted its program in 2008 and opposes any provision that would eliminate the City's ability to utilize this effective safety tool.

Position: Oppose HB 6009 which seeks to repeal the Mark Wandall Traffic Safety Statute.

Environmental Scan - Legislation

Law Enforcement Body Cameras

Following the national unrest that arose in 2020 as a result of deadly interactions involving law enforcement, the issue of policy body-worn cameras has become a central debate in communities throughout the country. Police body-worn cameras are small cameras worn on a law enforcement officer's chest or head to record interactions between the officer and the public. The cameras capture sound and have internal data storage to save video footage for later review.

While Florida has already enacted laws allowing for the use and data storage of body-worn cameras, the State has not mandated their use, so the purchase and implementation of camera program is up to each individual police department and sheriff's office. Costs, privacy concerns, transparency issues, and public sentiment are all taken into consideration by cities and counties to determine if a body-worn camera program is appropriate for their community.

Position: Monitor legislation that would mandate the use of body-worn cameras for law enforcement officers, and any potential funding opportunities.

Lakeland Se7en Wetlands

The City of Lakeland's Se7en Wetlands is an existing waste water treatment facility consisting of 1,640 acres. The wetland is a regional facility that impacts the groundwater of Polk, Hardee, Highlands, and Manatee counties and has been in operation since 1987. In 2018, Lakeland opened the wetlands to the public for educational and recreational opportunities, with over 22 miles of pedestrian trails. The facility connects three existing Polk County parks – Lake Highland Scrub, Loyce Harpe Park, and Mulberry Park. The Se7en Wetlands project secured initial State funding in 2019 for an Education Center for visitors. Funding in 2020 was vetoed during budget cuts.

Position: Support additional funding, if possible, for the City of Lakeland's Se7en Wetlands Educational Center project in the 2021-22 Budget.

FRDAP Funding

Lakeland has submitted a grant application for Large Project Funding Florida Recreation Developmental Assistance Program (FRDAP) for \$200,000 for Lake Crago Park. The application provides \$200,000 in CIP City of Lakeland matching funds to construct a restroom, three lighted soccer fields, parking, and landscaping to the existing park facilities. The project is necessary to keep up with community needs recreational program demands for our growing city.



Position: Support funding of the Large Project Funding FRDAP Grant Program in the 2021-22 Budget to include \$200,000 for the Lake Crago Park project.

Environmental Scan - Legislation

State Library Aid Funding

State aid to the Florida Libraries Program is a continuing State grant program authorized by Statute. For more than forty years, the State Aid to Libraries has been an incentive program, designed to encourage counties to provide library service to the residents. Currently, local communities invest approximately \$559 million, statewide, to public libraries. Grant funding from the State goes directly to day-to-day operating expenses to ensure libraries can remain open to the public. Locally, the State Aid grant program represents approximately \$250,000 of the Polk County Library Cooperative budget.

Another resource for local libraries is the Library Cooperative Grant Program. This program reduces costs for libraries by facilitating resource sharing between libraries, such as record enhancement, statewide delivery service support, union catalog support and Development, reciprocal borrowing, digitization, and implementation of or support for innovation in the use of technologies, as well as providing training for 16,000 library staff annually. Lakeland belongs to the Tampa Bay Library Consortium.



Position: Support the Florida Library Association in their position to increase the State Aid Funding to the \$23 million. Support continued funding of the Library Cooperative Grant Program at \$2 million.

I-4/State Road 33 Interchange Funding

The Polk Transportation Planning Organization (TPO) recently approved its 2045 Long-Range Transportation Plan to address transportation needs through the year 2040. The top overall priority project for the TPO is the reconstruction of the Interstate 4/State Road 33 interchange (Exit 38). The interchange is functionally obsolete and requires a full reconstruction. For nearly a decade, Florida Department of Transportation (FDOT) has been funding and performing the PD&E Study, Design, Right-of-Way, and Utility Relocation phases of this reconstruction project, but has not programmed construction funding. Exit 38 is the only interchange in the 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: Support inclusion of the construction phase for Interstate 4/State Road 33 interchange in the FDOT's SIS 2040 Cost-Feasible Plan.

Environmental Scan - Legislation

Municipal Airport Construction Engineering Inspection

Following the tragic bridge collapse next to the Florida International University campus in 2018, the Legislature passed a bill last year requiring that projects partially funded by DOT, and administered by a local government, may not allow the same company to perform both design services and construction engineering and inspection services. Requiring a separate Construction Engineering Inspection company (CEI), possibly a company that lost the original design services contract, leads to increased costs and potential delays in projects. The majority of funding for large projects at Lakeland Linder International Airport are Federal funds, through the FAA and USDOT.

The Federal agencies, which provide oversight on the expenditure of funds and progress of the construction project, do not require separate companies used for design services and CEI. The Florida Airports Council is seeking legislation this year to exempt airports from the requirements of the 2019 bill, the same exemption that seaports received during the bill process.

Position: Support HB 57 exempting airports from duplicative construction engineering inspection requirements.

Municipal Electric Utilities

Municipal electric utilities in the State of Florida collectively serve more than three 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. In 2017, HB 687 passed which allowed wireless providers to place small, wireless facilities on utility poles and support structures within the public right-of-way. The bill further capped the rate for collocation that could be charged by the local government. The bill exempted utility poles owned by municipal electric utilities and electric cooperatives.

In addition, SB 208 relating to renewable energy, has been filed. A provision in the initial draft authorizes 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.

Finally, SB 136 relating to Energy 2040 Task Force, has been filed. The bill creates a Task Force within the Public Service Commission to make recommendations for future energy policy. Lakeland will monitor the legislation to ensure the bill does not substantially affect municipal electric utilities.

Position: Oppose legislation which prohibits municipal electric utilities from returning profits to their local government for city services. Oppose legislation that would remove the municipal electric exemption relating to pole attachments. Monitor SB 208 relating to renewable energy and oppose provision relating to third party electricity generation and sales. Monitor SB 136 relating to the Energy 2040 Task Force.

Environmental Scan - Legislation

Central Florida Water Initiative Proposed Rulemaking

The Central Florida Water Initiative (CFWI) is a collaborative water supply planning effort among the SJRWMD, SFWMD, SWFWMD, FDEP, FDACS, and other stakeholders and is designed to identify the sustainable quantities of traditional groundwater sources available without causing unacceptable harm to those resources. As the result of the latest CFWI planning effort, proposed rulemaking would mandate a reduction of previously permitted withdrawals for Lakeland's Consumptive Use Water Permit, with the proposed reduction being from our current 35.03 MGD to 23.84 MGD by 2025. If adopted, Lakeland and others would have to seek alternative water supplies much sooner than anticipated at a significant cost to our ratepayers.

Position: Oppose any rulemaking, or legislative proposal, that reduces Lakeland's current permitted quantities from the Upper Floridan Aquifer.

Heartland Headwaters Protection and Sustainability Act

In 2017, the Heartland Headwaters Protection and Sustainability Act was enacted to provide for the protection and sustainability of water resources in Polk County; recognize the Green Swamp Area as of 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 and Withlacoochee. The act also recognizes the importance of partnering with the Polk Regional Water Cooperative and local governments to protect water resources.

Position: Support continued funding for PRWC priorities.



Support Florida League of Cities Agenda

The Florida League of Cities supports legislation that strengthens municipal self-governing powers. The League believes that key governmental services are best delivered under a system that leaves each community free to exercise its responsibilities in a manner best suited to the needs of its citizens. Home Rule Authority has been under attack by the Legislature for the last several years, resulting in unfunded mandates placed upon local governments and the reduction of the quality of services that can be provided to the citizens of Florida. The Florida League of Cities has outlined a comprehensive list of legislative actions for the 2021 Session, and support of these initiatives will assist the municipalities of the State in the stewardship of their citizens' interests.

Environmental Scan - Legislation

League of Cities' Priorities for 2021:

- Affordable Housing Full Funding
- Discharges to Surface Waters
- Sales Tax Fairness
- Cybersecurity
- Transportation Funding
- Vacation Rentals
- Annexation

Position: Support the initiatives outlined in the Florida League of Cities 2021 Legislative Policy Statement and Legislative Action Agenda.



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

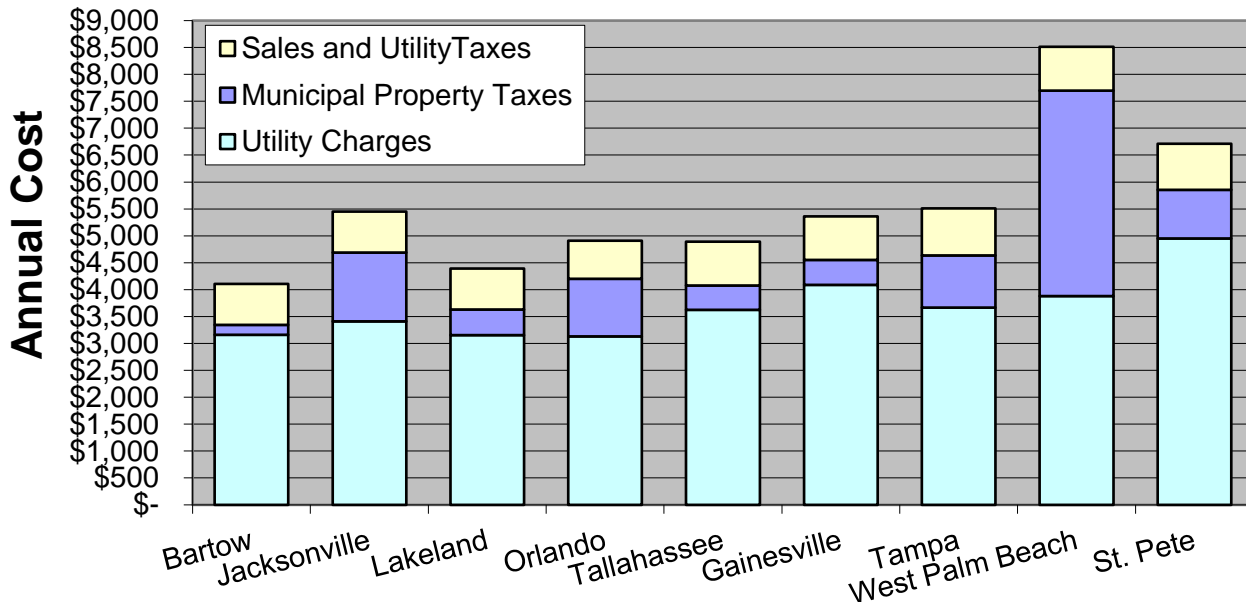


Figure C-9: Comparative Cost of Services

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 FY 2008 and the subsequent reduction in property values, resulting from the economic conditions, has reversed that trend somewhat. The proposed millage rate for FY 2022 is 5.4323 a decrease from FY 2021.

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 FY 2000 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* | |
| 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 |
| 2011 | 22,641,400 | 15,057,722 | 4,943,075 | 247,092 | 4,486,691 | 1,799,097 | 189,840 | 71,750 | 26,410 | 49,463,077 |

*Firefighters' Compensation Tax

Figures C-10: 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, 2020, the City had outstanding long-term debt of \$671.4 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 57% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 15%, 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 or town. 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.

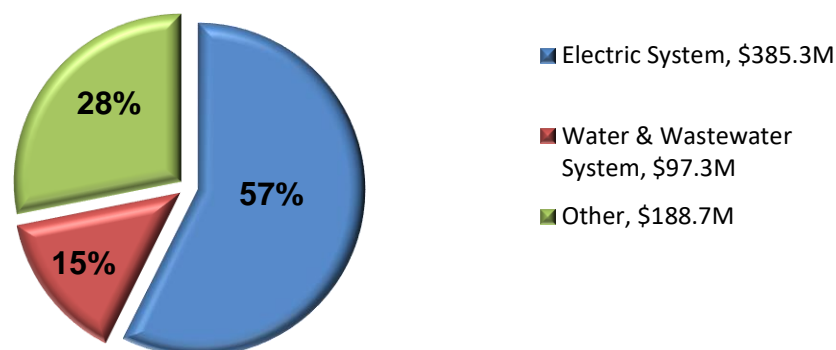


Figure C-11: Outstanding Debt by Use
Fiscal Year 2021 Annual Budget

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, 2020, the City had \$466.7 million of bonds outstanding (67%) along with \$204.7 million of loans or leases (33%).

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 (\$467.6 million or 79%) 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 FY 2020, that limit would have been approximately \$1.173 billion. However, the City has not had any general obligation debt outstanding since 1971.

| City of Lakeland Revenue Bond Programs 9/30/2020 | | | | |
|---|---|--------------------|---------------------|-------------------|
| 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 | \$364.9M | 2037 | 2.00% to 5.25% |
| Water and Wastewater System | Rates, fees, charges (including impact fees) and other operating revenues of the electric system – primarily payments from water and wastewater users | 90.1 [c] | 2041 | 0.00% to 5.00% |
| Capital Improvement | Non-ad valorem revenues from any source legally available (not including ad valorem taxes on real and personal property), subject to availability and appropriation | 211.7M [d] | 2040 | 1.75% to 6.03% |
| [a] Includes \$97.0 million of variable rate debt in the form of bank loan. [b] Coupon rates; effective yields differ due to original issue price and/or federal subsidies. [c] Includes \$8.1 million bank loan and \$50.1 million of State Revolving Fund loans issued under bond indenture [d] Includes \$137.9 million of bank loans | | | | |

Figure C-12: Revenue Bond Programs
Fiscal Year 2021 Annual Budget

Debt Management Overview

Debt Trends

Overall Debt: The City's outstanding debt has dropped, declining by 8% (\$62 million) since FY 2008. The most significant increase in the City's outstanding debt (\$144 million) occurred in FY 2001 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 FY 2008, which was used to fund environmental remediation improvements to the City's coal-fired electric generation plant. City debt peaked in FY 2008 at \$733 million.

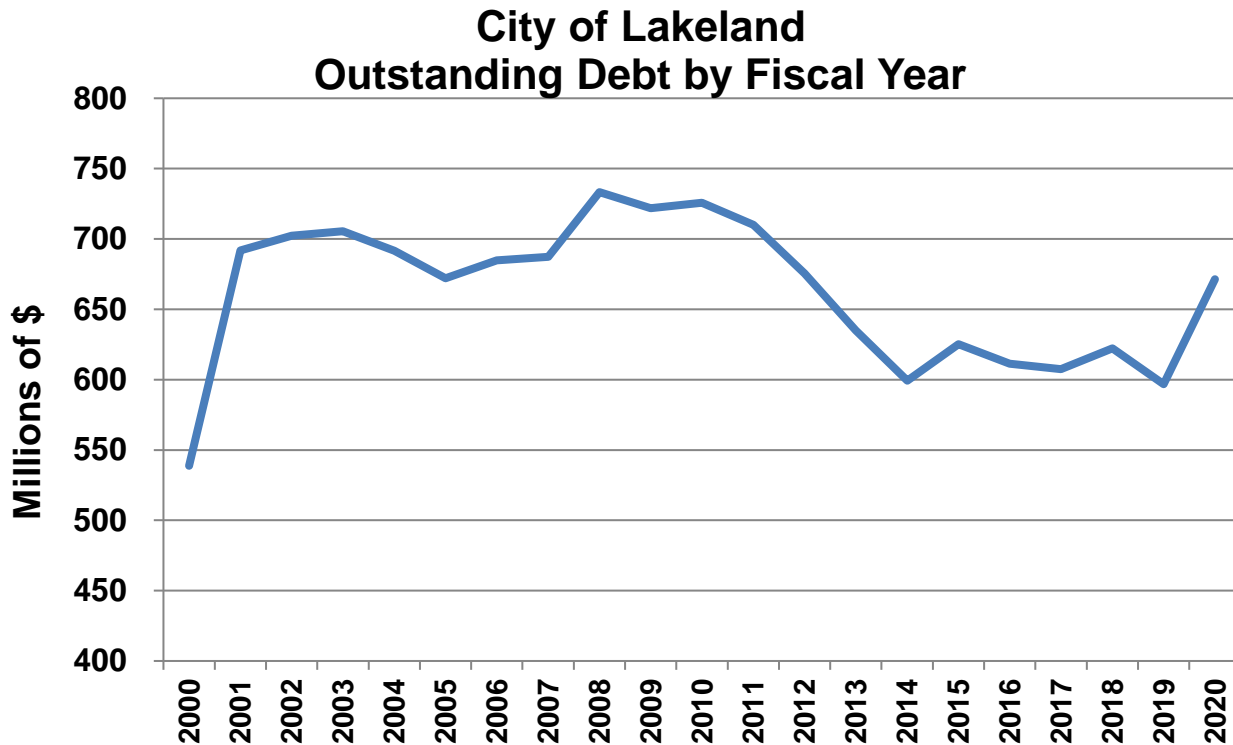


Figure C-13: Outstanding Debt by Fiscal Year

During FY 2020, overall debt increased by approximately \$62 million, primarily due to the issuance of \$81 million of Pension Liability Reduction Notes. During FY 2021, outstanding debt is expected to decrease by about \$35 million due to new issuance of some \$45 million less scheduled principal repayments of \$80 million.

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 29% since peaking in 2002, reaching an estimated \$5,824 per person in 2020. Debt as a percentage of the area's annual personal income declined by 54% over the same period, dropping to an estimated 14.6% as of 2020. Both measures experienced a significant increase during FY 2020 as the result of the City issuing Pension Liability Reduction Notes (See "Recent Debt Management Activities").

Debt Management Overview

Debt Trends (continued)

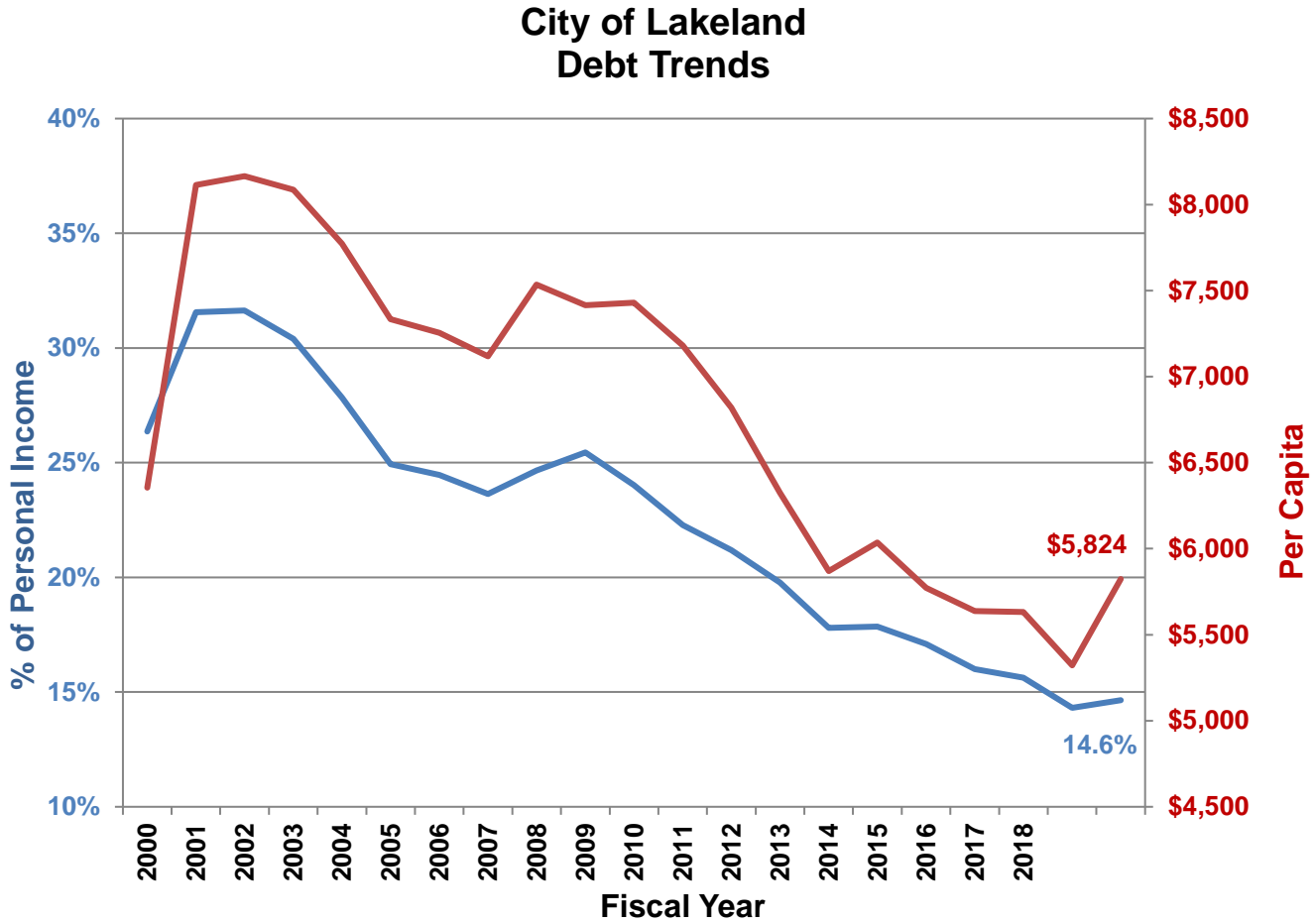


Figure C-14: Debt Trends Graph

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 \$1,779 and debt as a percentage of personal income would be about 4.5%.

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 are expected to be issued on or before 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. As of the end of FY 2020, approximately \$20 million of the line had been utilized. Proceeds of the line are being used to temporarily finance certain improvements at the Lakeland Linder International Airport. The Notes pay a variable rate of interest based on the utilization of the line of credit and mature on February 1, 2021. The City intends to permanently finance the aforementioned projects before the expiration of 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 will be 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.

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 (FY 2022 CAFR)

| <u>Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|-------------|--------------------|--------------------|--------------------|
| 2021 | 70,997,590 | 21,556,540 | 92,554,130 |
| 2022 | 36,811,912 | 19,600,111 | 56,412,023 |
| 2023 | 36,641,841 | 18,217,997 | 54,859,838 |
| 2024 | 34,995,152 | 16,835,723 | 51,830,875 |
| 2025 | 35,885,287 | 15,434,983 | 51,320,270 |
| 2026-2030 | 183,082,029 | 56,130,480 | 239,212,509 |
| 2031-2035 | 168,333,475 | 25,789,554 | 194,123,029 |
| 2036-2040 | 97,190,530 | 3,879,550 | 101,070,080 |
| 2041-2045 | 3,324,392 | 32,919 | 3,357,311 |
| | <u>667,262,208</u> | <u>177,477,857</u> | <u>884,740,065</u> |

Figure C-15: 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. Arguably, 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 markets.

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 C-16: Revenue Bond Ratings

City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



Table of Contents

Performance Management

Section D

| | |
|--|-------|
| Performance Management Overview | D-3 |
| Strategic Operating Plan – Budget Cycle Process & Tasks Descriptions | D-4 |
| 2020 – 2024 Strategic Plan Target Areas - Objectives and Initiatives | D-10 |
| 2021 Mid-Cycle Report..... | D-13 |
| Budgeting by Priorities..... | D-20 |
| Process Improvement and Efficiencies | |
| Process Improvement Overview | D-25 |
| Process Improvement/Methodologies..... | D-26 |
| Efficiencies by Department | D-31 |
| Driving Improvements in our Organization..... | D-44 |
| Performance Measures | |
| Measuring Results Overview | D-47 |
| Key Success Indicators (KSIs) | |
| Quality of Life | D-48 |
| Communication | D-52 |
| Economic Opportunity..... | D-55 |
| Fiscal Management..... | D-57 |
| Growth Management | D-60 |
| Governance | D-63 |
| Measurements | |
| Community Safety Program | D-67 |
| Cultural & Community Services Program..... | D-69 |
| Economic & Community Development Program | D-70 |
| Environmental & Utility Services Program | D-74 |
| Legislative Activities Program | D-77 |
| Parks, Recreation & Properties Program | D-78 |
| Transportation Program | D-81 |
| Support Services Program | D-83 |
| Performance Budget | |
| Performance Budget Programs | D-87 |
| Community Safety Program | D-89 |
| Cultural & Community Services Program..... | D-113 |
| Economic & Community Development Program | D-127 |
| Environmental & Utility Services Program | D-155 |
| Legislative Activities Program | D-183 |
| Parks, Recreation & Properties Program | D-191 |
| Transportation Program | D-205 |
| Support Services Program | D-223 |

Performance Management Overview

Introduction

This Performance Management section details how the City will allocate resources to prioritized goals and core/support services. To assist the reader, these sections compile several steps in the process for greater understanding. A brief description of each section is noted below:

- “Strategic Operating Plan – Budget Cycle” is an overview of the Process and the timeline for developing the Strategic Plan, the Business Plan, the Capital Improvement Plan (CIP) and ultimately the Annual Budget.
- “Strategic Plan” serves as a guide to the business and budgetary direction of the entire organization with overall community implications.
- “Target Area Objectives and Initiatives” outlines tangible plans for making the Strategic Plan a reality.
- “Budgeting by Priorities” overview ensures budgets are properly aligned with the strategic priorities. Once priorities are identified, services are ranked according to how well they align with the priorities and resources are allocated in accordance with the ranking.
- “Process Improvement & Efficiencies” section provides an overview of the various process improvement methodologies used by our organization and allows each department to report their significant accomplishments or efficiencies during the prior fiscal year.
- “Performance Measures” aligns departments’ services and programs with the City Commission strategies enabling departments to systematically measure results and adjust actions and resources.
- “Performance Budget” is separated by Programs along with a definition of the Activities and Services contained within. Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services are defined. Additionally, respective Department Changes and Accomplishments are outlined along with Performance Measures. Each Activity will also have a breakdown of positions, Expenditures and Revenue (if applicable). This breakdown provides the detail to understand the net cost of each service provided by the City.

Strategic Operating Plan – Budget Cycle Process

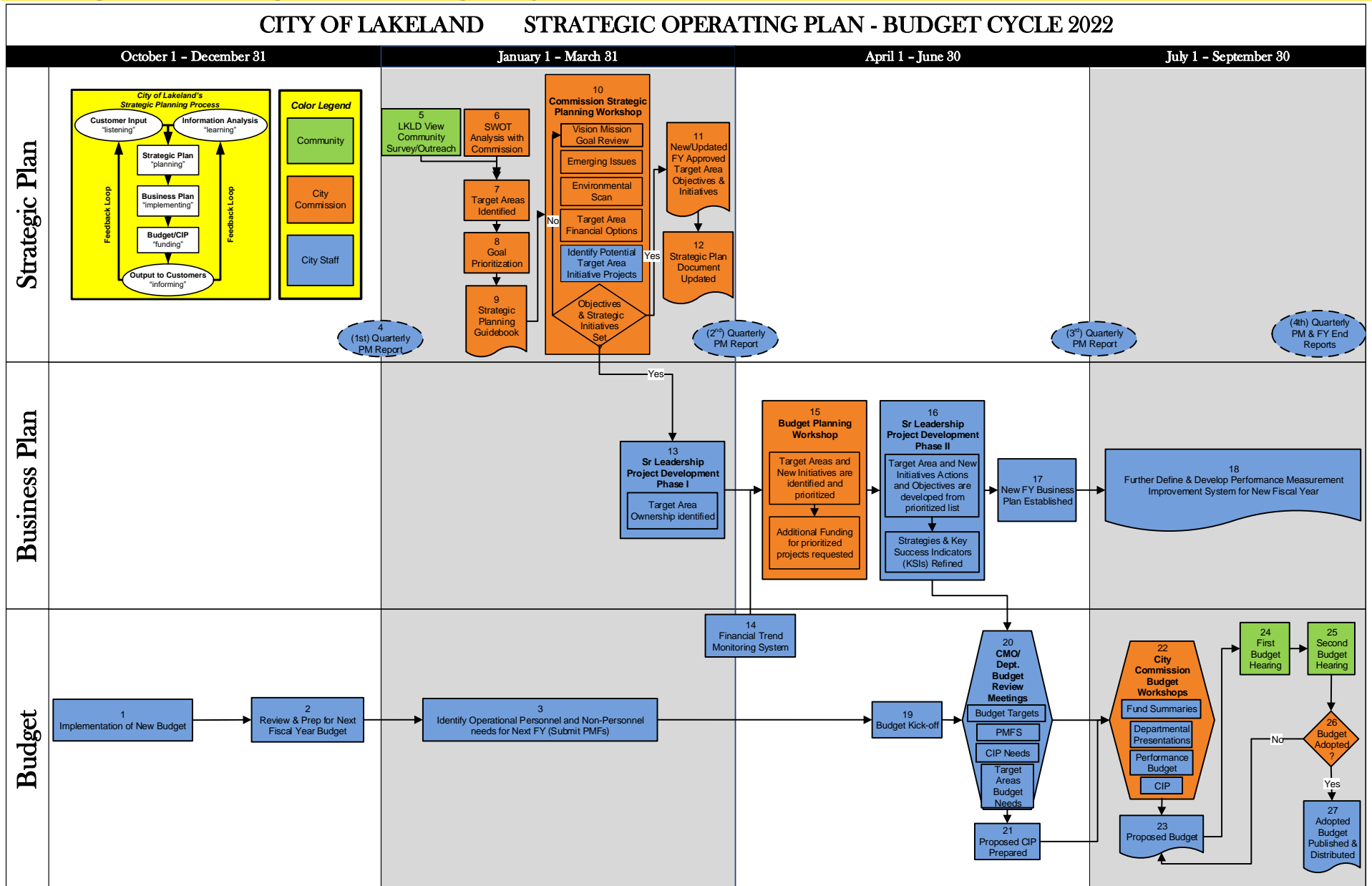


Figure D-1: Strategic Operating Plan and Budget Cycle Flow Chart

Strategic Operating Plan – Budget Cycle Tasks

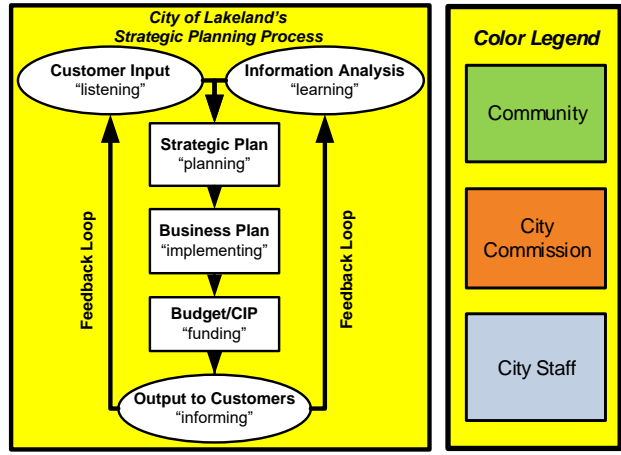


Figure D-2: Process Map Legend

| Process Map Task | Description |
|--|--|
| <i>Budget:</i> | |
| 1st Quarter | |
| 1 Implementation of New Budget | Our fiscal year begins with the implementation of the new budget. |
| 2 Review & Prep for Next Fiscal Year Budget | Preliminary feedback from internal users of City’s budgeting system for process improvement and optimal execution. |
| 3 Identify Operational Personnel needs for Next FY (Submit PMFs) | City staff will identify operational personnel needs for next fiscal year. Program modification forms (PMFs) will be submitted for required personnel to allow time for PMF review and documentation. |
| <i>Strategic Plan</i> | |
| 2nd Quarter | |
| 4 (1st) Quarterly PM Report | City staff report on quarterly performance measures to City Management, the City Commission and Lakeland Citizens based on the Strategic Plan in meeting the City’s Vision, Mission, and Goals along with Target Areas and New Initiative Actions and Objectives |
| 5 Lakeland (LKLD) View Community Survey/Outreach | The Lakeland (LKLD) View Community Survey is used to solicit participation with the Citizenry and used to gauge the overall quality of life in Lakeland. The survey data is provided to the City Commission for their use in strategic planning. |

Figure D-3: Process Map Task Descriptions – Part 1

Strategic Operating Plan – Budget Cycle Tasks Continued

| Process Map Task | Description |
|---|---|
| Strategic Plan Continued: | |
| 2nd Quarter Continued 6 SWOT Analysis with Commission | A SWOT (strengths, weaknesses, opportunities, and threats) analysis is conducted by the Strategic Planning Facilitator with the Commissioners to use in the City’s strategic planning process. |
| 7 Target Areas Identified | Using the SWOT analysis, the Strategic Planning Facilitator conducts individual meetings with each Commissioner. From these meetings Strategic Target Areas are identified. These Target Areas are where the City Commission wants to focus City resources. |
| 8 Goal Prioritization | The City Commissioners individually value the six City goals. This ranking is completed prior to the Strategic Planning Workshop, using the Analytic Hierarchy Process (AHP), a statistically based theory. This ranking is then used to prioritize the City’s services, strategically aligning the services in order of importance to meeting the Goals of the City. |
| 3rd Quarter 9 Commission Strategic Planning Guidebook | The Strategic Planning Guidebook provides the Commission information to use in developing the Strategic Plan for the upcoming year. |
| 10 Commission Strategic Planning Workshop | The City Commission Strategic Planning Workshop includes informational presentations on key issues, brainstorming, and discussions of issues by stakeholder panels and annual assessment and direction of the Strategic Plan by the City Commission. |
| 11 New/Updated FY Approved Target Area Objectives & Initiatives | Based on the previously described strategic planning activities above, new/updated approved Target Area Objectives and Initiatives are finalized for the upcoming fiscal year. |
| 12 Strategic Plan Document | The Strategic Plan Document is updated and serves as a guide to the business and budgetary direction of the entire organization with overall community implications. |

Figure D-4: Process Map Task Descriptions – Part 2

Strategic Operating Plan – Budget Cycle Tasks Continued

| Process Map Task | Description |
|--|--|
| Business Plan: | |
| <p>2nd Quarter</p> <p style="text-align: center;">13</p> <p style="text-align: center;">Senior Leadership Project Development</p> | <p>At Department Head Meetings, the City’s Senior Leadership Staff consisting of the City Manager’s Office, City Attorney’s Office, Department Directors, Assistant Directors and other key staff work together to develop proposed projects, identifying Target Area Ownership, to address issues identified in the City Commission’s Strategic Planning Workshop. Staff also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.</p> |
| Budget | |
| <p>3rd Quarter</p> <p style="text-align: center;">14</p> <p style="text-align: center;">Financial Trend Monitoring System</p> | <p>Analyses comprised of key financial/economic indicators that help measure the financial/economic health of the City. They include indicators, common ratios used to assess financial condition and giving a basis for comparison to other cities or service organizations. Indicators will fall into several categories including debt structure, unfunded liabilities, operating position, per capita revenues and expenditures, as well as non-financial community needs and resource indicators.</p> |
| Business Plan: | |
| <p style="text-align: center;">15</p> <p style="text-align: center;">Budget Planning Workshop</p> <p style="text-align: center;">Target Areas & New Initiatives are identified & prioritized ↓ Additional Funding for prioritized projects requested</p> | <p>A Budget Planning Workshop with the City Commission identifying and prioritizing Target Areas and New Initiatives, along with identifying any additional funding needs.</p> |
| <p style="text-align: center;">16</p> <p style="text-align: center;">Sr. Leadership Project Dev.– Ph. II</p> <p style="text-align: center;">Target Areas & New Initiatives Actions & Objectives are developed from prioritized list ↓ Strategies & Key Success Indicators (KSIs)Refined</p> | <p>At Department Head Meetings, the City’s Senior Leadership Staff consisting of the City Manager’s Office, City Attorney’s Office, Department Directors, Assistant Directors and other key staff work together to further develop Target Areas and New Initiative Actions and Objectives, including Key Success Indicators, from Commission’s Budget Planning Retreat prioritized list. Staff also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.</p> |

Figure D-5: Process Map Task Descriptions – Part 3

Strategic Operating Plan – Budget Cycle Tasks Continued

| Process Map Task | Description |
|---|--|
| Business Plan Continued: | |
| 17 New FY Business Plan established | The new fiscal year Business Plan flows directly from the Strategic Plan document with defined Initiatives supporting the Strategies and Key Success Indicators based from operational performance. |
| 4th Quarter 18 Further Define & Develop Performance Measurement Improvement System for new Fiscal year | Using the Strategic Plan document which includes Suggested Actions for Initiatives and Key Success Indicators, a plan is developed to assist in identifying improvements and/or determining the level of analysis needed for specific processes or services. |
| Budget | |
| 3rd Quarter 19 Budget Kick Off | Administration’s directional strategy and preparation instructions for development of current cycle’s budgetary resources premised on Strategic and Business Planning results. |
| 20 CMO/Dept. Budget Meetings Budget Targets PMFs CIP Needs Target Area Budget Needs | Administrative review of comprehensive departmental operational budgets. Target Areas and New Initiatives, Actions and Objectives budget needs including program modification forms (PMFs), table of organizations (staffing structure), CIP needs identifying new, replacement, or improvement projects and related costs based on departmental assessment with tentative determination by City Manager of proposed budget. |
| 21 Proposed Capital Improvement Plan (CIP) Prepared | Capital Improvement Plan recommended by Finance Department and City Manager’s Office. |

Figure D-6: Process Map Task Descriptions – Part 4

Strategic Operating Plan – Budget Cycle Tasks Continued

| Process Map Task | Description |
|--|--|
| Business Plan Continued: | |
| 4th Quarter 22 City Commission Budget Workshops Fund Summaries Dept. Presentations Performance Budget CIP | Legislative review of comprehensive budget recommended by departments and as proposed by City Manager including fund summaries (revenues and expenditures balance sheet), and presentation of each department's capital projects, operating and performance budgets. |
| 23 Proposed Budget | Tentative budget prepared and made available to City Commission and all stakeholders. |
| 24 First Budget Hearing | Legally required first public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget. |
| 25 Second Budget Hearing | Legally required second public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget. |
| 26 Budget Adopted | Legislative approval by the City Commission of final tax millage rate and budget. |
| 27 Adopted Budget Published & Distributed | Publication of final approved budget by the City Commission. Budget is distributed and application is submitted to GFOA for Distinguished Budget Award. |

Figure D-7: Process Map Task Descriptions – Part 5

The Strategic Plan Target Areas - Objectives and Initiatives

The Strategic Plan is a five-year plan, updated in a series of Senior Leadership workshops, Commission Interviews and Commission Retreat where the environmental issues impacting the City, customer requirements and past performance are explored. The resulting Strategic Plan communicates the shared vision and direction for the City, which all subsequent tactical and financial planning supports. While the Strategic Plan sets out the Vision, the Business Plan outlines tangible plans for making the Vision a reality. In each of the Target Areas.

A Summary of the 2020 – 2024 Strategic Plan Target Areas are listed below. These Target Areas were developed from the data collected by the City’s Community Survey, along with the City Commissioner interviews and the Commission Retreat. They reflect the concerns, views and desires of the citizens and Commission Members of Lakeland

- Target Area 1: Infrastructure**
- Target Area 2: Economic Development**
 - Category #1 Economic Development**
 - Category #2 Innovation District**
 - Category #3 Education**
- Target Area 3: Affordable Housing**
- Target Area 4: City Hall Communication**
- Target Area 5: Parks and Recreation**
- Target Area 6: Resiliency Plans**
- Target Area 7: Public Safety**

During the Strategic Planning Workshop, the members of the City Commission crafted a strategic objective and initiatives for each Target Area. During the Commission’s group discussion, many of the initiatives were prioritized based upon each Commission Member’s choice for the top three. The information that follows lists these objectives and initiatives by Target Area.

TARGET AREA 1: INFRASTRUCTURE

Strategic Objective: Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

Initiatives Prioritized:

1. A sustainable transportation system that is safe (Vision Zero, no fatalities) and serves the transportation needs of our growing City (multi-modal, supporting emerging technologies and connected vehicles today, working towards future autonomous vehicles).
2. Data Collection/Behavioral Shift.
3. Move as a City to become an early adaptor for autonomous vehicle use and growth.
4. Explore alternative opportunities for funding and redistribution of existing funds; redeploy lesser use priorities within Capital Improvement Plan (CIP).

The Strategic Plan Target Areas - Objectives and Initiatives

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 1: Economic Development

Strategic Objective: Create investment opportunities to attract companies who provide jobs at 115+ % AMI

Initiatives Prioritized:

1. Increase Area Median Income (AMI) from 115% to a larger average wage to receive incentives when possible.
2. Investigate and further identify commercial Public-Private Partnership (P3) opportunities.
3. Leverage City resources to gain high-wage jobs with increased focus on supporting education.
4. Catalyst ideas, with photos, to incorporate opportunities from RP Funding to Bonnet Springs Park/Kathleen Rd./West of S. Florida.
5. Pursue two pedestrian walkways and Oak Street garage.
6. Develop a plan for Hamilton Road and Medulla Road, immediately surrounding LLIA, to protect future development.

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 2: Innovation District

Strategic Objective: Create a plan to help implement the vision of the Innovation District.

Initiatives Prioritized:

1. Support the structure and growth of the Innovation District via, but not limited to, specific incentives. Monitor and report back to the City Commission in six months or as developments occur.

TARGET AREA 2: ECONOMIC DEVELOPMENT

Category 3: Education

Strategic Objective: Identify tangible methods to support and strengthen education in Lakeland.

Initiatives Prioritized:

1. Partner with our K-12 (kindergarten through twelfth grade) schools (Public and Private) to advocate for better/alternative funding for teachers and facilities.
2. Leverage City resources to gain high wage-jobs with increased focus on supporting education.
3. Work with Polk County School Board District to build FIRE/EMT Academy and criminal justice academy at one of the Lakeland area high schools.
4. Explore opportunities to provide skill transference for adult education; look for partnerships.
5. Support the intent of Lift Lakeland to equitably develop business opportunities alongside other community partners.

TARGET AREA 3: AFFORDABLE HOUSING

Strategic Objective: Increase the inventory of affordable rental housing units.

Initiatives Prioritized:

1. Partner with Public-Private Partnership (P3) developers to create affordable housing through incentives, infrastructure, and land.
2. Improve skills and provide training to enhance income of existing workers.
3. Create a sustained effort to increase our median income. Restructure incentives for higher wage jobs.
4. Investigate feasibility/desirability of developing an affordable housing trust fund.

The Strategic Plan Target Areas - Objectives and Initiatives

TARGET AREA 4: CITY HALL COMMUNICATION

Strategic Objective: Collaborative environment within City Hall, Commission and Community.

Initiatives Prioritized:

1. Continue to develop and mentor emerging leaders for succession planning.
2. Expand our internship program to include year-round opportunities for both secondary and post-secondary students.
3. Provide practical evaluation tools to finely tune employee progress and growth aligned with the City's Mission, Vision, and Goals.
4. Create a culture ceremony planned and executed by best City Values cheerleaders: Speeches, Lexicon, Symbol.
5. Investigate incorporating the Florida League of Cities (FLC) program "Municipal Youth Council" into our City youth outreach programming.

TARGET AREA 5: PARKS & RECREATION

Strategic Objective: Identify future revenue sources that help to raise funds for future park needs.

Initiatives Prioritized:

1. Maintain dialogue and collaboration with Bonnet Springs Park leadership for longstanding partnership.
2. Identify revenue streams and/or support for "park land" in SW Lakeland.
3. Solicit support from commercial partnerships, promoting development for Public-Private Partnerships (P3s) for support of Parks and Recreation.
4. Pursue opportunities to partner with Polk County School Board to co-locate parks with new schools.

TARGET AREA 6: RESILIENCY PLANS

Strategic Objective: Formalize lessons learned policies and procedures to make it part of the City government's culture.

Initiatives Prioritized:

1. Capture and share lessons learned and innovations developed as a result of pandemic.
2. Continue to develop and share the multi-pronged and multi-department approach to all Emergency Plans. (Include internal and external groups, Subject Matter Experts relative to crisis.)

TARGET AREA 7: PUBLIC SAFETY

Strategic Objective: Continuation of current directives for recruitment, hiring and retention.

Initiatives Prioritized:

1. Continue to promote and enhance current recruiting, hiring, and retention practices with anon-going commitment to developing new and innovative ways to improve our processes.

The Strategic Plan – Update – 2021 Mid-Cycle Report

City of Lakeland 2020-2024 Strategic Plan Mid-Cycle Progress Report. The purpose of this report is to demonstrate ways in which the Strategic Plan is being put into action throughout the City of Lakeland. The City’s Strategic Plan was developed by the Mayor and City Commission. The original plan, which provided strategic direction and focus on short- and long-term goals, can be found on the previous pages. The plan continues to serve as our guide to the future. This Progress Report not only demonstrates how we have moved the needle on strategies originally proposed, but also sets out additional goals and objectives to move the City of Lakeland forward in fulfilling our vision of being a vibrant, innovative, culturally inclusive world-class community. Using our Strategic Plan as a guide, we are excited to continue working with our community to achieve an exceptional quality of life.

INFRASTRUCTURE 1

STRATEGIC OBJECTIVE:
Determine proactive means to fund and shift the traffic and transportation needs for the next decade.

COMPLETED

✓ **SUCCESSFUL ADOPTION**
ACES (Automated/Connected/Electric/Shared) program Included In TPO Momentum 2045 plan In December 2020

✓ **iCASP IMPLEMENTATION**
Intersection Collision Avoidance Safety Program

- Memorial Blvd. at MLK
- Bartow Rd. at N. Crystal Lake Dr.
- S. Florida Ave. at Beacon Rd.
- Memorial Blvd. at Mass. Ave.

IN PROGRESS

↑

- Vision Zero
- Intermodal Center
- S. Florida Ave. Road Realignment
- Intermodal Evaluation Funding Request
- Providence Road
- Central Lakeland Transit Signal Prioritization

Figure D-8: Infrastructure – Part 1 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

ECONOMIC DEVELOPMENT
CATEGORY # 1: ECONOMIC DEVELOPMENT

2

STRATEGIC OBJECTIVE:
Create investment opportunities to attract companies who provide jobs at 115+% AMI.

COMPLETED



SUCCESSFUL ADOPTION
Airport Master Plan



MANUFACTURING & GROWTH EXPANSION
Incentives to Support Higher Wage Jobs



IN PROGRESS



- Amend the Joint Airport Zoning Board (JAZB) regulation maps
- Master Plan Downtown West to include Lake Wire, Lake Beulah and connectivity to downtown core
- Coordinate future development around Hamilton Road/Medulla Road

Figure D-9: Economic Development – Part 2, Category 1 - Economic Development Mid-Year Report

ECONOMIC DEVELOPMENT
CATEGORY # 2: INNOVATION DISTRICT

2

STRATEGIC OBJECTIVE:
Create a plan to help implement the vision of the Innovation District.

IN PROGRESS



Provide City matching funds for Qualified Target Areas.

PLANNED



Water Utilities extension along University Blvd.

Figure D-10: Economic Development – Part 2, Category 2 - Innovation District Mid-Year Report

ECONOMIC DEVELOPMENT
2
CATEGORY #3: EDUCATION

STRATEGIC OBJECTIVE:
Identify tangible methods to support and strengthen education in Lakeland.

COMPLETED



AEROSPACE ACADEMIES

- Lakeland Highlands Middle
- Blake Academy



WATER ACADEMY

Lake Region

IN PROGRESS



Explore opportunities for adult education skill transference



Support Lift Lakeland

PLANNED



Fire/EMT Academy at Lakeland High School - PCSB conveyed expansion of the program is not sustainable and will continue to evaluate other career path opportunities.

Figure D-11: Economic Development – Part 2, Category 3 – Education Mid-Year Report

AFFORDABLE HOUSING

3

STRATEGIC OBJECTIVE:
Increase the Inventory of affordable rental housing units.

COMPLETED

- ✓ **LEVERAGE FUNDS AND RESOURCES**
Provided by P3 Partnerships: Blue Sky, Green Mills, Talbot House, Housing Trust Group (HTG)/Lakeland Housing Authority (LHA)
- ✓ **CRA FUNDING**
Reallocation to Support the Creation of More Units
- ✓ **AFFORDABLE HOUSING WORKSHOP**
City Commission Workshop held March 1, 2021

IN PROGRESS



- Infill Land Bank Program
- Rental Development Program
- Support New Homeowner Education
- Incentive Programs to Support Lift Lakeland
- Amend Local Incentives for Higher Wage Jobs

Figure D-12: Affordable Housing – Part 3 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

CITY HALL COMMUNICATION 4

STRATEGIC OBJECTIVE:
Collaborative environment within City Hall, the City Commission, and the Community.

COMPLETED



DEVELOP / MENTOR EMERGING LEADERS



INVEST
IN YOU

- Succession Planning
- 48 Hours: Leadership Immersion Program for Internal Talent

IN PROGRESS



- Enhance City Internship Program
- Pursue Middle School Engagements
- Internal Communications Audit
- Revise Rewards & Recognition Programs
- Youth Mentorship Programs: COL Hosting Big Brother Big Sisters



PLANNED



Municipal Youth Council

Figure D-13: City Hall Communication – Part 4 Mid-Year Report

PARKS AND RECREATION

5

STRATEGIC OBJECTIVE:
Identify future revenue sources that help to raise funds for future park needs.

COMPLETED

- ✓ **PARK LAND IN SW DISTRICT**
107-Acres for Future Development
- ✓ **MCGEE FAMILY P3:**
Cypress Youth Complex Phase II



IN PROGRESS



Bonnet Springs Park Partnerships



PLANNED



Partner with PCSB to build parks near new schools

Figure D-14: Parks and Recreation – Part 5 Mid-Year Report

The Strategic Plan – Update – Mid-Cycle Report Continued

RESILIENCY PLANS

6

STRATEGIC OBJECTIVE:
Formalize lessons learned policies and procedures to make it part of the City government's culture.

COMPLETED

✓ **WEB EMERGENCY OPERATIONS CENTER (EOC) SOFTWARE**
ARPA Funded

✓ **CLOSED POINT OF DISTRIBUTION (POD) PLAN**
Closed PODs - sites staffed and managed by COL and partner agencies

✓ **POLK COUNTY LOCAL MITIGATION STRATEGY**
Adopted by COL

PLANNED

- ⊖ • Threat and Hazard Identification and Risk Assessment (THIRA)
- Develop Comprehensive Emergency Management Plan (CEMP)

Figure D-15: Resiliency Plans – Part 6 Mid-Year Report

PUBLIC SAFETY

7

STRATEGIC OBJECTIVE:
Continuation of current directives for recruitment, hiring, and retention.

COMPLETED

✓ **SUCCESSFUL NYC RECRUITMENT TRIP**
Lakeland Police Department

IN PROGRESS

↑ **FOCUS and FFCA Foundation Scholarship Recipients**

Figure D-16: Public Safety – Part 7 Mid-Year Report
Fiscal Year 2022 Annual Budget

Budgeting by Priorities

Getting Our Priorities Straight

The City of Lakeland continues to refine its innovative Strategic Operating Plan (SOP). The SOP is not only intended to be a statement of Lakeland’s Goals, Values and Strategies that articulate what the community strives to attain, but also serves as the foundation in which the municipal organization can best align our programs, policies, procedures, human capital and resources in a coordinated fashion in support of the community’s shared vision. The City continues to develop its “Budget by Priorities” process to better define the varied and numerous municipal Core Services (along with their respective costs and revenues) provided to our constituents and comparatively evaluate their respective influence on achieving the SOP’s Goals and Outcomes. This process is designed to provide a higher degree of understanding among decision makers regarding the scope, costs and impact of the various Core Services and better articulate how we value our services, invest in our priorities and ultimately divest ourselves of lower priority services.

During development of the Budget, the “Budget by Priorities” is the cornerstone in which individual departmental budgets are established. This process begins with our City Commission Retreat. At this Retreat, presentations are developed to understand what the expectations are for each of our desired Goal Outcomes. Presentations are from many diverse groups in the City (e.g. Economic Development, Arts and Culture, Education, Religion, Neighborhood Associations, Intergovernmental, Mayor, City Commissioners and Senior City Leadership Staff). A process is used where every presentation provides respective input. The feedback becomes the foundation for development of Outcomes for each of the Goals; the presentations change accordingly to ensure relevance to the Goal. The Mayor and City Commissioners also value the six goals. This ranking is completed prior to the Retreat, using the Analytic Hierarchy Process (AHP), a statistically based theory. This ranking is then used to prioritize the City’s services, strategically aligning the services in order of importance to meeting the Goals of the City. The FY 2021 ranking is as follows:

| Goal | Averaged Score |
|----------------------|----------------|
| Fiscal Management | 28.22% |
| Economic Opportunity | 23.16% |
| Growth Management | 16.44% |
| Governance | 15.03% |
| Quality of Life | 11.92% |
| Communication | 5.23% |

Figure D-17: Ranking of City Goals

The “Budget by Priorities” process better identifies those core services that influence goals and outcomes, and ensures budgets are properly aligned with those services. Progress and final results were communicated with Departments and Commissioners throughout the process and ultimately memorialized in the performance budget section of the Annual Budget document.

Budgeting by Priorities

Budgeting by Priorities is an alternative to incremental budgeting. Using this approach, the government identifies the most important strategic priorities. Once priorities are identified, services are ranked according to how well they align with the priorities and resources are allocated in accordance with the ranking.

Designing a Process that Fits

Designing a process that is fair, accessible, transparent, and adaptable is a challenge, compounded by the natural resistance to change. As the City of Lakeland (COL) has progressed through the development of its Budget by Priorities process there have been many questions, modifications and eliminations to ensure the process fits our needs. The Budgeting by Priorities process was built around tried and true budgeting steps used previously at the City of Lakeland. The following steps outline the hybrid methodology utilized for the COL Budget by Priorities process:

1. Identify Available Resources

Once the amount available to fund operations, one-time initiatives, and capital expenditure resources is identified, the forecasts should be used to educate and inform all stakeholders about what is truly available to spend for the next fiscal year. This information becomes the cornerstone for the COL Commission Strategic Planning Workshop, held this year May 12th, May 13th, and May 29th. Sharing the assumptions behind the revenue projections creates a level of transparency. This transparency establishes the level of trust necessary for success. The intended result is a common understanding throughout the organization about the amount of resources available, the baseline expenditures, necessary capital improvements and economic impacts.

2. Identify/Review Priorities

Budgeting by Priorities is built around a set of organizational Goals (pages A26-31). These Goals capture the fundamental purpose behind the organization or why it exists and are broad enough to have staying power from year-to-year. The priorities are very different from a mission statement; they should be expressed in terms of the results or outcomes that are of value to the public. These Goals should be specific enough to be meaningful and measurable, but not so specific that they outline how the result or outcome will be achieved. The COL Commissioners review these Goals prior to the Strategic Planning Workshop for relevancy and to assign a level of priority, identifying which goals are most important to our Constituents. This prioritization is then used, during Workshop discussions, to determine how well a Core or Support Service aligns with the Goals.

3. Identify/Review Precise Strategies and Strategic Priorities

The foundation of any prioritization effort is the results that define why an organization exists. Organizations must ask what makes them relevant to their Citizens. Achieving relevance by providing the services efficiently that achieve results is the most profound outcome of a prioritization process. Strategies are reviewed and finalized during several Senior Leadership Workshop Conferences during the pre and post-Strategic Planning Workshop timeframe.

Budgeting by Priorities

4. Identify/Review Services

COL Services are further delineated into Core and Support services. The following definitions give clarity to this separation:

- Core Services include products or services provided to the public and external customers as an actual deliverable and not as a supporting service or process step. (*Applicable to General Fund Operating Departments and Enterprise Funds*)
- Support Services include resources or assistance in support of a core service or deliverables provided to a City of Lakeland operation or internal customer [e.g. technology, equipment or special resources including administrative, technical, maintenance, financial, legal or other skilled and professional categories]. (*Applicable to General Fund Governance Departments and Internal Service Funds*)

5. Identify/Review Service Alignment to Goals

Evaluating the Services against the Goals is a vast undertaking by every department of the City. The steps to complete this review are:

- Each department, using a defined scale(s), determines how closely the Service(s) they provide align with the City-wide Goals, identify whether the Service(s) are mandated, provide self-sustaining revenues and measure the current level of demand.
- Once completed by departments, the Grading Review Committee comprised of Senior Leadership from the City Manager's Office, Finance Department and Internal Audit Department, review each grade to ensure consistency, accuracy and completeness.

The compiled information then becomes the prioritized list of Services provided by the City and is used during the budget decision-making steps for providing funding. Although the COL has adopted this Budget by Priorities methodology during tough economic times, this process should ideally be utilized in both economic highs and lows. The root purpose of Budgeting by Priorities is to ensure the monies available for budget are utilized for those Services best aligned with the City's Goals.

This step (and Step 7) is only used in years where substantial increases or decreases are necessary to balance the budget.

6. Evaluate Budgeted Expenditures by Service

Once the organization has identified its Services and more precisely defined how those Services relate to the unique expectations of the community, the next step is to gather the proposed personnel and line-item expenditures for each Service. The Budgeting process utilizes the Hyperion Budgeting Software Package. The expenditures, along with any identified revenues, are combined for each Service and provide a total look at prioritized Services and their respective net costs.

Budgeting by Priorities

7. Evaluate and Align Resources

Using the Quadrant Summary information, department summaries are developed identifying Services by department and respective quadrants and costs. These reports are provided to departments when budget adjustments are set by quadrant alignment and a department is given a directive to adjust their budget based on a defined percentage assigned to each quadrant. For example, Services in quadrant 1 might not be reduced, while Services in the lowest tier receive the largest reductions.

The COL began utilizing the Budget by Priorities approach in FY 2010 during the economic downturn. Budget modifications were determined using two different methods. During FY 2010, reduction percentages were assigned to each quadrant and departments were required to make budget reductions in the aggregate, allowing more flexibility in deciding the precise reduction approach. In FY 2011 the prioritized Services were compared to vacant positions within the City to determine which were least aligned with the Goals of the City. These positions were then identified as possible budget reductions. Of course, under any Budget by Priorities process, the prioritization and suggested reductions are a recommendation to the governing board, and there is give-and-take to negotiate a final budget. During the FY 2021 budget development, quadrants were not identified, and budgets were not reduced based on quadrant reductions. Use of the quadrant adjustment methodology will be revisited each fiscal year.

8. Reporting and Distribution

Upon completion of the Budget by Priorities steps, the Services are further segregated into the Performance Budget, aligning Services with Programs and Activities. Programs and Activities are defined as:

- Programs: Group activities, operations or organizational units directed to attaining specific purposes or objectives.
- Activity: A specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

9. Creating Accountability

The last, and probably most time-consuming step in the Budget for Priorities process is creating a method for making sure the Services delivered provide the results their alignments were based on. The COL utilizes Performance measures, taking shape as City-wide KSIs and Department Performance Measurements. All measurements are reported on by their departments on either a Quarterly, Biannual, or Annual basis, using tracking spreadsheets. The Office of Management and Budget (OMB) communicates with all Departments throughout the fiscal year, requesting input of their most current metrics, as well as a review of most recent data entries. The budget document contains measurement data for the past three years where available. The COL is expanding measurement reporting to include trending and benchmarking, as well as quarterly reporting presentations.

Conclusion

Budgeting for Priorities is a significant change from the traditional budgeting process, but the COL is committed to the methodology and the hybrid COL process. This methodology will ensure we are providing the best Services for our constituents in a way that is easy to understand, analyze and report.



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Process Improvement Overview

The City of Lakeland's success depends on our ability to serve our customers efficiently and effectively. It is every employee's responsibility to do the best job possible and every manager's job is to help employees do the best job possible by monitoring and improving work processes. Best is defined as *"surpassing all others in quality."*

Quality is achieved by giving customer (internal and external) concerns top priority and by studying and constantly improving key work processes. As processes improve, productivity goes up and inefficiency goes down, giving customers better products and services, increasing their satisfaction and ultimately our success. The final product or service must meet or exceed customer expectations, while maintaining a cost-competitive position.

Many different improvement methods are used to achieve quality. The first step in any improvement is to understand the review method that should be used to study the process (see chart).

The City of Lakeland is constantly striving to build a culture of continuous improvement through employee empowerment.

Throughout the years the City of Lakeland has gained improvements through many Process Improvement Project Teams. Each improvement project has specific needs. We have developed a tool to help our employees choose the right process improvement method for their project.

Using this tool, you can see not all process improvement projects fit within the same scope. Some require additional analysis and decision making outside the workgroup's control. Others may require mapping a process to create a standard and establishing measures to evaluate performance.

The process improvement methodologies adopted by the City are designed to bring employees who are performing, and/or impacted by the work, together to identify solutions and actually change the way their work gets done.

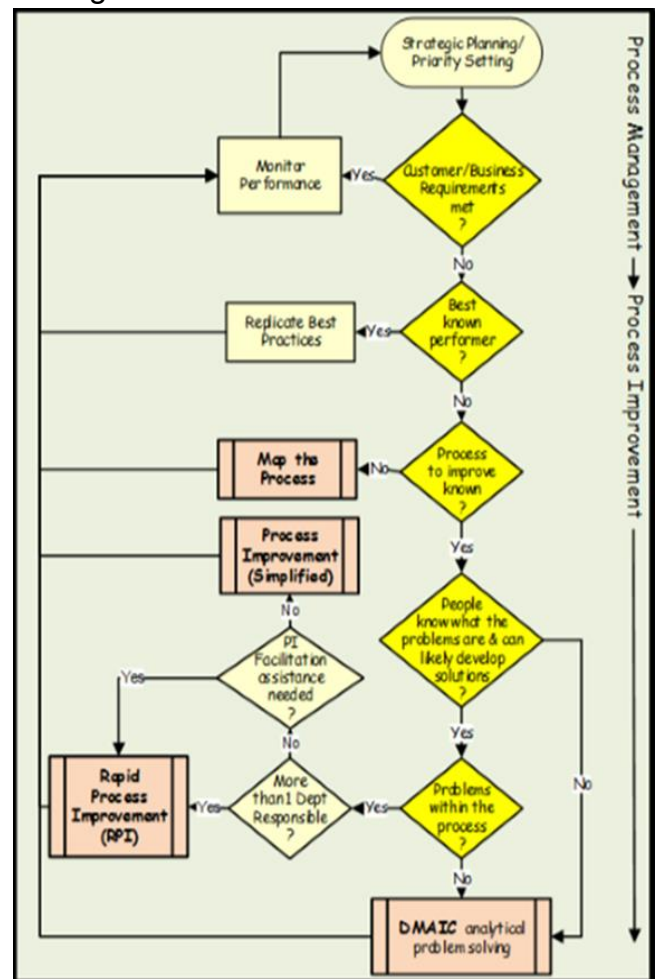


Figure D-18: Choosing the Right Process

Process Improvement Methodologies

Choosing the Right Methodology for your Improvement Project

1. Map the Process
2. Simplified Process Improvement
3. Rapid Process Improvement
4. DMAIC Process Improvement

Figure D-19: Process Improvement Project Types

City of Lakeland’s Process Improvement Methodologies:

1. Map the Process

Process mapping involves gathering everyone involved in the process (administrators, contractors and even front-line employees) and determining what makes the process happen: inputs, outputs, steps and process time.

A process map visually depicts the sequence of events to build a product or produce an outcome.

Using symbols and arrows to display inputs, outputs, tasks performed, and task sequence, the flowchart to your right gives a visual representation of a process, within specified boundaries. For each step throughout the process, these lines and symbols are accompanied by concise wording telling the reader: What is happening? Where it is happening? When it is happening? Who’s doing it?

Process Mapping allows us to create the standard. Without that standard you have no basis for making decisions or taking action.

The map then becomes the foundation for continued improvement of the process.

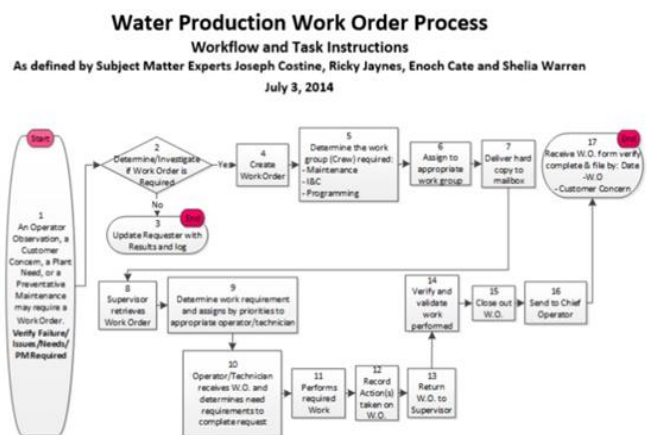


Figure D-20: Process Flow Map Example

| Task | Work Instructions |
|------|---|
| 1 | An Operator Observation, a Customer Concern, a Plant Need, or a Preventative Maintenance may require a Work Order. Verify Failure/Issues/Needs/PM Required. 1. Create a "Template Work Order" in Maximo by selecting appropriate "Maximo icon" on computer. Log in using "User Name" & "Password." 2. Dashboard will appear. Under "Quick Insert," select "New Water Production Work Order" which auto generates a "Work Order Number." 3. Fill in "Summary" of information gathered (may attach electronic documentation) including "Customer information," if appropriate. 4. "Template Work Order" defaults to waiting approval "WAPPR" status. |
| 2 | Determine/Investigate if Work Order is required. In Maximo, Query Work Orders with "WAPPR" status and determine if a Work Order is required. YES If Work Order is required go to appropriate step in Task 4 to update/Create, Assign and Approve Work Order. NO If Work Order is not required "Cancel" Work Order. |
| 3 | Update Requestor with results and log. Create Work Order: 1. Select appropriate "Maximo icon." Log in using "User Name" & "Password." 2. Dashboard will appear. Under "Quick Insert," select "New Water Production Work Order" which auto generates a "Work Order Number." 3. Fill in "Summary" of work to be performed (may attach electronic documentation). 4. Select "Location &/Or Asset." 5. Select appropriate "Work Type." 6. Insert "Customer information" if appropriate. |
| 4 | Determine the Work Group required. Assign to Appropriate Work Group - Note: If Multiple Work Groups, you must create a "Parent Work Order" (see steps 4 – 11 below). 1. In Maximo, review "New Work Orders." 2. In "Responsibility Section" select appropriate "Work Group." 3. "Approve" Work Order. If Multiple Work Groups, create a "Parent Work Order" by: 4. In Responsibility Section select "No Work Group Assigned" 5. Go to "Plans Tab" 6. Complete Summary Details 7. "Scheduling" 8. "Assignment" 9. "Approval" 10. "Save" 11. Repeat steps until all Work Groups "Children Work Orders" have been created and assigned. |
| 5 | Assign to appropriate work group (Crew) required. -Maintenance -IBC -Programming |
| 6 | Assign to appropriate work group. |
| 7 | Deliver hard copy to mailbox. |
| 8 | Supervisor retrieves Work Order. Supervisor retrieves Work Order. On "Start Center," select appropriate "Work Group" and search "TBA" (to be assigned). |
| 9 | Determine work requirement and assign by priorities to appropriate operator/technician. 1. Assign to appropriate Operator/Technician. 2. Print & provide hard copy to appropriate Operator/Technician. |
| 10 | Operator/Technician receives Work Order and determines requirements to complete request. |
| 11 | Performs required work. |
| 12 | Records Action(s) taken on Work Order. |
| 13 | Provides Work Order to Supervisor. |
| 14 | Supervisor verifies and validates work performed. |
| 15 | Closes out Work Order. Change "Work Order Status" to "Field Complete." |
| 16 | Send Work Order to Chief Operator. |
| 17 | Receive Work Order form - verify complete & file by: Date, Work Order & Customer Concern. Query "Field Complete" Work Orders and once verified change status to "Complete." |

Figure D-21: Process Flow Map Instructions

Process Improvement Methodologies

2. Map the Process

Individual or immediate workgroups may utilize the Simplified Improvement Process Methodology for their improvement projects. The seven steps in the method are identified below:

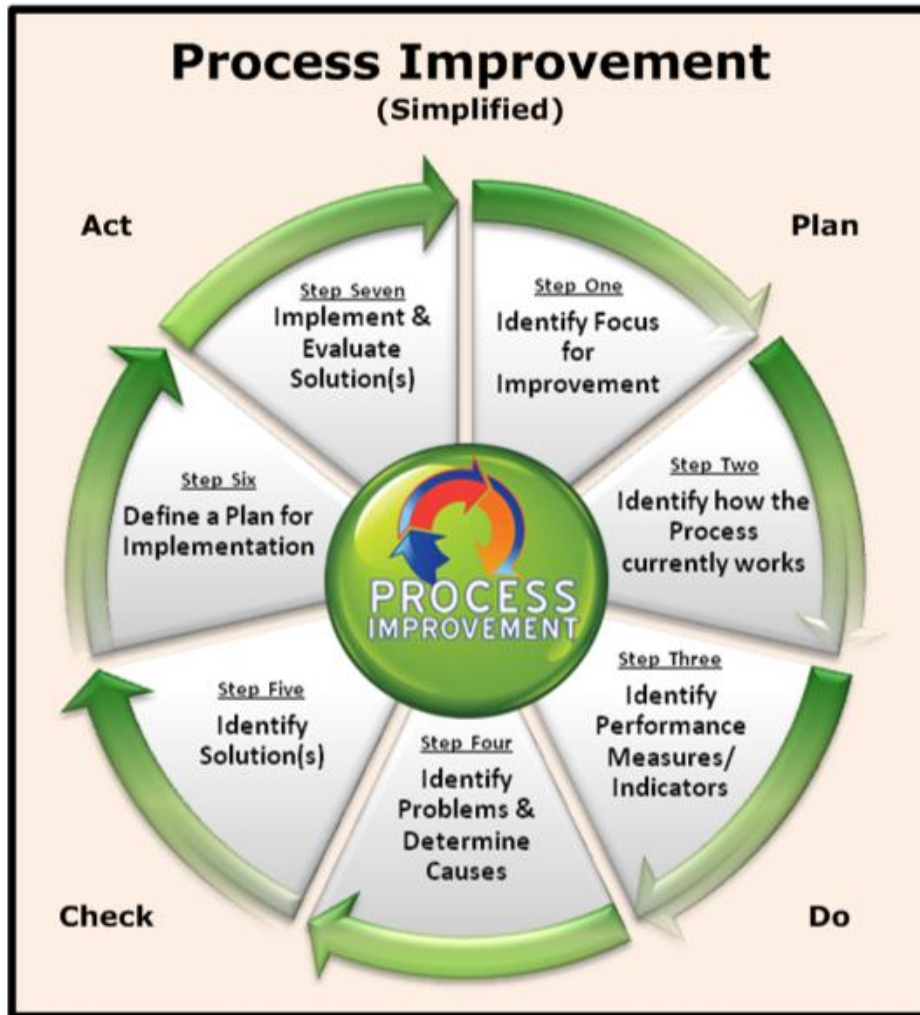


Figure D-22: Process Improvement

- Step 1 - Describe the focus for improvement by identifying: the name of a process; its purpose; stated problems or expectations not being met.
- Step 2 - Identify how the process currently works.
- Step 3 - Identify performance measures.
- Step 4 - Identify the problem/barrier(s) and determine the causes.
- Step 5 - Identify solution(s), expected benefits and any foreseen problems.
- Step 6 - Describe a plan for implementation of the improved process, including costs that may be incurred.
- Step 7 - Provide valid cycles of data and trend the level of improvement achieved after implementation.

Process Improvement Methodologies

3. Rapid Process Improvement (RPI)

In 2008, the City trained 10 facilitators in the Rapid Process Improvement (RPI) method and implemented a city-wide Rapid Process Improvement effort. RPI is designed to bring employees who are performing, and/or impacted by the work, together to identify solutions and actually change the way their work gets done, so it's more efficient. The goal is to identify "low to no cost" solutions and to focus on those improvements that can be implemented immediately. The key to RPI is the word "Rapid." This process is designed to identify cross-functional process improvements in 3 to 5 days.

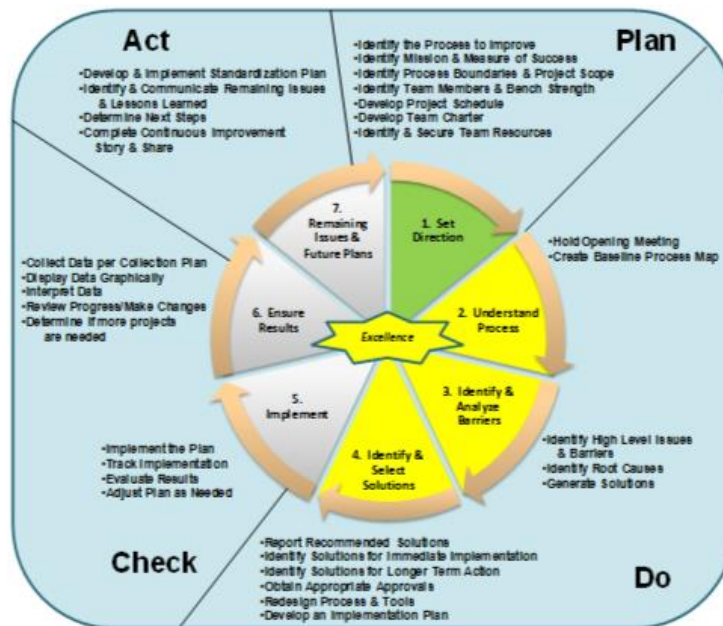


Figure D-23: Rapid Process Improvement Method Steps

Here is a summary from one of the City of Lakeland's RPI Projects – Lakeland Fire Department's (LFD) Daily Minimum Manning Shift Staffing RPI:

- LFD Daily Minimum Manning Shift Staffing process exceeded scheduling deadline (1 hour prior to Shift) by 15 to 45 minutes daily, resulting in costly overtime and the implementation of Mandatory Overtime (OT).
- Scheduling Software Cost: \$100,000 with an annual maintenance fee of \$2,000 – with zero budget for software & maintenance, LFD completed an RPI
- Post RPI, LFD Daily Minimum Manning Shift Staffing is completed within 30 minutes without mandatory OT.
- In addition to the cost savings for the City of Lakeland, when asked about the impact that the changes from the RPI made, LFD's response was, "In terms of reducing stress and anxiety, this was a million-dollar project."

NOTE: RPI Team meetings = two meetings totalling 11 hours

Process Improvement Methodologies

4. DMAIC – Define, Measure, Analyze, Improve and Control

Projects requiring additional analysis and decision making outside a workgroup’s control are facilitated using the five-step DMAIC (Define, Measure, Analyze, Improve & Control) process improvement methodology.

Typical DMAIC projects may take anywhere from three to six months to complete depending on the amount of analysis required for the project and team availability.

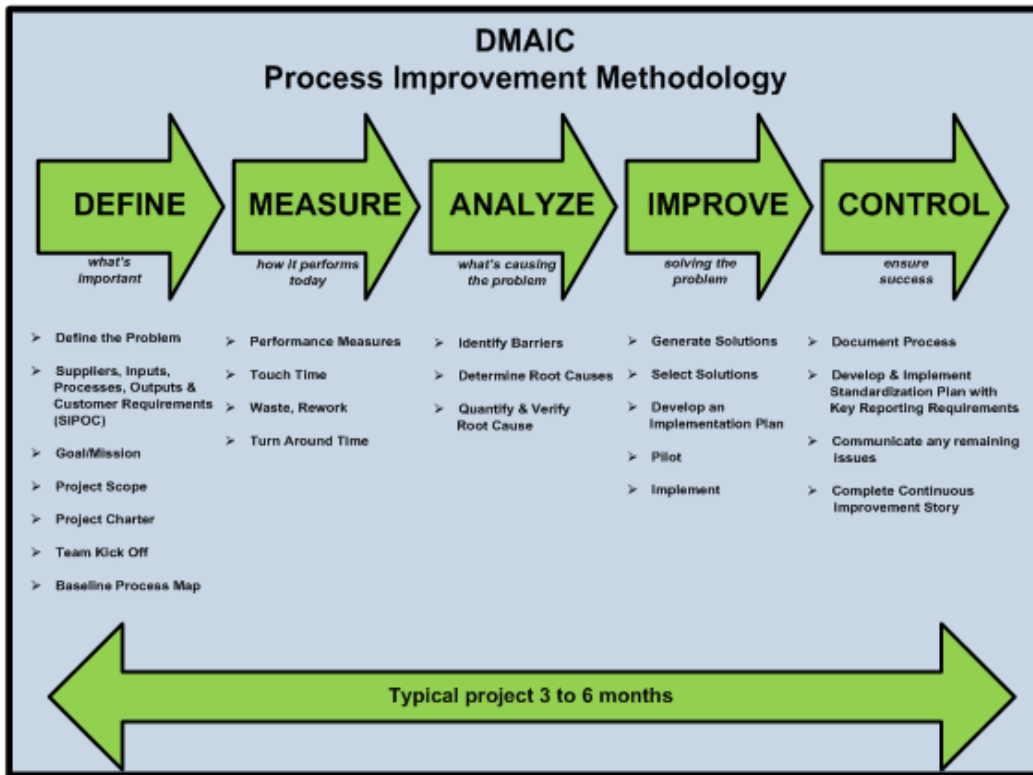


Figure D-24: DMAIC Process Improvement Methodology



Figure D-25: Fire Department Scheduling Project RPI Presentation

Process Improvement Methodologies

Process Improvement Workshop, Facilitation and Assistance

A Process Improvement Workshop is available to all employees at the City of Lakeland. The goal of this workshop is to provide employees the tools and resources to enable them to enhance their job satisfaction and unify their efforts in increasing efficiency and effectiveness in serving the Citizens of the City of Lakeland.

Supervisors may request a workshop for their workgroup, and/or assistance in facilitating any type of process improvement need through the Office of Management & Budget.

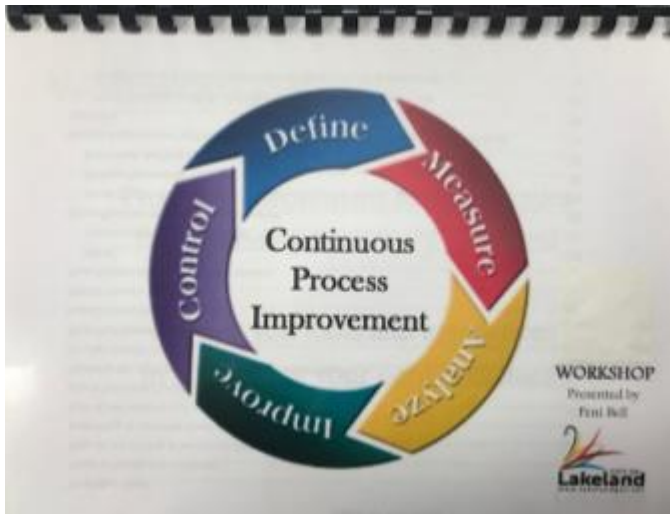


Figure D-26: Process Improvement Workbook

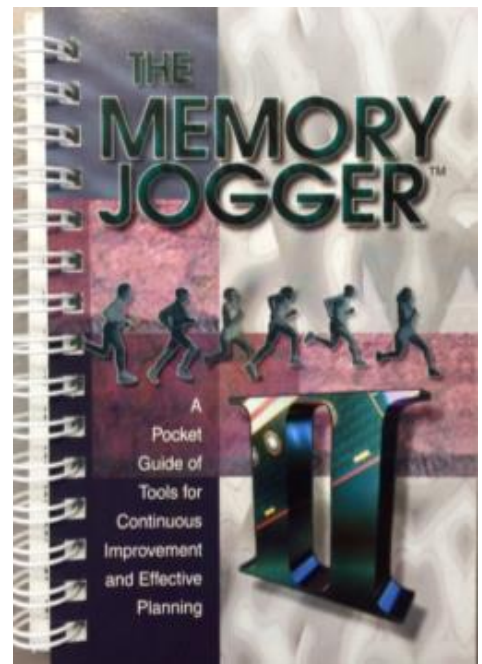


Figure D-27: Tools for Continuous Improvement

Efficiencies by Department

Efficiencies by Department

Listed below are some of the efficiencies achieved over the last year. The overall focus is on continuous improvement. Each department/division is expected to seek out ways to make their operations more efficient and effective while meeting their customer's requirements at a cost-competitive position.

Airport

- Hangar and Office Space is occupied at 99.9% of available, rentable square footage.
- T-Hangars currently have a waiting list.
- HVAC service occurring almost entirely in-house.
- No bad debt reserve used in 2020.
- Drainage area maintenance moved in-house with an average annual savings of \$20,000.

City Manager's Office

Emergency Management (EM)

- Developed business relationships with internal stakeholders to gain support for EM.
- Established guidance for leadership roles in the City EOC, creating functional seating assignments, and identified required technology needs and their functionality in the EOC.
- Prepared kits of needed materials and supplies to open the EOC upon notification.

Information & Data Security

- Transitioned custodial management of our endpoint security platform to DOIT. This removed an unnecessary step in several workflows, allowing DOIT to provide faster turnaround and response. This also allows InfoSec to focus on our core functions.
- Transitioned custodial management of the vulnerability management platform to DOIT. By shifting this responsibility, it allowed InfoSec to focus more on our core functions while also providing DOIT an opportunity to have greater exposure to the vulnerabilities in our technology assets.
- Adopted the CIS framework of security controls as the guiding standard for our cyber security program. This provides a universal benchmark for all technologies and practitioners throughout the organization. By having a common language and target, we can avoid duplicate efforts and resources.

Division of Innovation & Strategy

| Process Improvement Projects (DMAIC, RPI & Mapping) | Departments working with OMB |
|---|------------------------------|
| Submit an Idea @ Lakelandgov.net Process Map | OIS/Communications |
| DOIT PMO (Project Management Office) Project Mapping | IT |
| Pandemic Process Mapping for Employees | HR/LFD EM |
| HR - Class and Compensation | HR |
| Drug & Alcohol Testing Process (Random, Post Accident & Reasonable Suspicion) Mapping | Risk/HR |
| Wire Inventory Management Process Improvement Project | LE & Purchasing |
| Purchase Requisition and Change Order Process Documentation with thresholds for authorization | Purchasing |

- Figure D-28: List of Process Improvement Projects for FY 2021

Efficiencies by Department

Communications

- Communications staff Installed and integrated equipment to provide Closed Captioning across all video platforms for visually impaired. This continuing effort is to meet ADA compliancy.
- During the impacts of COVID-19, Communications staff developed the ability to provide virtual GoToMeeting coverage for all live meetings to assist in audience participation during the pandemic.
- The Communications Department continues to generate a great deal of content with a very limited number of staff members. As good stewards with the taxpayer's money, the Department is always looking at cost saving measures. These measures include exploring ways to minimize staff levels through automation. Even though outputs and deliverables have grown drastically over the past 10 plus-years, the Communications Department is the same size now as it was when originally formed.

Economic & Community Development

Building Inspection Division

- Express Permitting: Since October 1, 2020, 6,618 express permits were processed in an average of 51.15 minutes, with 76% processed in 30 minutes or less. This represents a decrease of 11% in express permits processed from the same period in 2020.
- ePlan: ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2020, 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: Of those permits for new construction issued between October 1, 2020 and May 31, 2021, 75.6% were approved in a single round of reviews in an average of 22 days, 13.26% were approved in two rounds at an average of 61 days, and 8.09% were approved in three or more review cycles at an average of 96 days.

Business Development Division

- The Lakeland Urban Area Street Directory will be available upon request in electronic format, instead of a hard copy. This will avoid costs associated with having the document printed.
- For right-of-way and easement vacations, OREPI are engaging Planning staff to confirm that requests will not impact compliance with Land Development Code.
- Office Support Specialist II is providing intake of zoning applications (for Planning and Zoning Board) and variance applications for consideration by Zoning Board of Appeals and Adjustment.

Code Enforcement Division

- Created and implement a hotline for citizen reporting of illegal dumping, 863-834-DUMP (3867). This resulted in a quicker response to bulk waste and active dumping.
- With increased awareness, public engagement and signage, we were able to identify and confirm 75 illegal dumping violations witnessed by citizens. Other illegal dumping "in progress" were triaged to law enforcement.
- Added an additional Subtype: Illegal Dumping to TRAKiT under Grounds/Care of Premises and changed the compliance deadline for both Illegal dumping from 14 days to 7 days to encourage swift clean ups.

Efficiencies by Department

Economic & Community Development continued

Community Redevelopment Agency

- CRA Staff adopted Microsoft Teams as an operational tool for Project Management tracking. The integration has led to overall improved communication and customer turnaround.
- CRA partnered with Customer Billing to establish unified, single point of contact for tenant invoicing

Director's Office

- Automatic Call Distribution (ACD) was launched department-wide in June 2019, routing calls based on call taker skillset, availability and priority, and all but eliminating phone tree menus in favor of a “you call, we answer” service model.
- Launched ArcGIS Development Tracker, an interactive web map providing real-time planning, zoning, and building permit data filterable by fiscal year, date range, and project type.

Planning & Housing Division

- Maintained business operations for citizen appointed boards during COVID-19 work-at-home period conducting three meetings each for the Planning and Zoning Board, Historic Preservation Board, and Zoning Board of Adjustment and Appeals.
- Efficiently and seamlessly maintained Planner-on-Demand customer service inquiries while working remotely for the duration of the stay-at-home order.
- Transferred maintenance and publication of the Land Development Code from the City website to the Municode platform which is easier for customers to use and significantly reduces staff resources needed to incorporate updates.

Finance

- As a result of various operational efficiencies and automations implemented within the Customer Billing Division, an Account Clerk position was eliminated resulting in \$50,000 in annual savings.
- Created a new in-house application to maintain the Carryover Budgets more efficiently.

Fire

- Developed and amended multiple policies, including new City Social Media Policy utilized by all departments.
- Developed policies, procedures, and implemented response changes to adjust to global pandemic with COVID-19. Developed centralized ordering of personal protective equipment (PPE) through Emergency Management and Risk, providing a constant, trackable supply chain of vital PPE to first responders and all City departments. Coordinated processing employee exposures to COVID-19 between internal departments and Department of Health.
- Developed and implemented County's first Pandemic Plan. This plan established clear path for response and recovery from COVID-19 at the governmental level.

Efficiencies by Department

Human Resources

Employee Engagement & Development (EE&D)

- Procedural changes being are being finalized for the distribution of milestone service award gift options to streamline the overall process, reduce time away from workplace, increase efficiencies, and enhance fiscal controls.
- The service award celebration and breakfast is being transitioned to an annual event (formerly a quarterly event).
- Compliance with mandatory courses of new hires continues to be 100%.
- The delivery platforms tot the COL mandatory class recertification processes (for RED and Preventing Workplace Violence) continue to reap efficiencies for employees and EE&D staff.

Employment Services:

- Human Resource department training on PeopleSoft
- Elimination of LPD interpretation of backgrounds checks to summaries on candidates. This eliminated approximately 30-40 minutes per candidate of the interpretation of these documents.
- Reduction of approval steps from four to three on all exceptions related to pay.

Compensation:

- Developed/implemented a more standardized benchmarking/salary survey list which creates efficiencies in data gathering
- Developed HR PMF Implementation checklist to enable greater efficiency in implementing PMF approved actions
- More effective partnering with HR/Ops in creating efficiency in implementing PMF approved actions and review after implementation

Assessment Services:

Assessment Services affected a yearly decrease in labor expenditure by at least 99.5* hours within the unit by focusing on:

- Moving to an online filing system
- Reducing Assessment Center Development Time
- Improving Applicant Flow (Which will also have an effect on workload for recruitment staff)

In addition, Assessment Services has developed more effective training procedures to help entry-level staff to become effective sooner.

*Note: Estimations only account for new initiatives instituted this year and do not reflect the continued use of process improvements previously in place.

- Began utilizing OnBase (electronic records retention) – Result(s): Estimated yearly decrease in labor expenditure by 20 hours per year within the Assessment Unit by decreasing the filing process and retrieval time along with allowing better long-term access to records. Additionally, there is an undetermined decreased expenditure related to supplies required to file paper materials.
- Revised the LPD Lieutenant Testing Process to reduce development time – Result(s): An average yearly reduction of labor in the unit of 32.5 hours per. (Note 32.5 hours represent half of the 65 hours of savings calculated for the biannual test).
- 21.5 hours per year fewer in development meetings

Efficiencies by Department

Human Resources Continued

Assessment Services Continued

- 11 hours per year fewer on offline tasks related to preparations, data analysis, and administrations
- One of the goals for the year was to devise ways to reduce the workload on the Specialist. After several years of gathering data on LPD promotional processes in an extended job analysis process where we conducted interviews, participated in two mini-academies, and job shadowed members of LPD. We felt that the Lieutenant Assessment Center was our best area of opportunity. Our goal was to reduce the overlap between the Sergeant and Lieutenant Assessment Centers and reduce the development time of the Lieutenant Assessment Center. We determined that we could reduce the Lieutenant process down to a Roleplay scenario, a Situational Judgment Test, and an interview. This also provided LPD with significant relief as they are getting back 97.5 hours annually in subject matter expert time.
- Placed the Crime Analyst Exam online – Result(s): Estimated yearly decrease in labor expenditure by at least 40 hours per year within the Assessment unit related to scheduling 8 in-house test sessions per recruitment and the extensive hand grading process. We also increased the response rate on the exam by 20% resulting in increased applicant flow.
- The Crime Analyst is a test that we historically administer about once per year. The position requires a very high-volume recruitment due to the skill-level required for the job. We targeted it to put online based on our favorable evaluation against candidate deception considerations and software limitations. Assessment Services conducted a validation study to convert the custom computer-based testing to off-the-shelf testing and placed the exam online.
- Placed Recreation Leader Exam online – Result(s): Estimated yearly decrease in labor expenditure by at least 6 hours per year and improving applicant flow by increasing the response rate by 91% resulting in increased applicant flow.
- The Recreation Leader exam is administered about 6 times per year that requires a very high volume recruitment due to the low response rate. We targeted it to put online based on our favorable evaluation against candidate deception if we could pair it with a computer skills test. Assessment Services conducted a validation study to validate an off-the-shelf data entry test to go alongside the custom knowledge test for online delivery. This had the effect of slightly decreasing the pass rate, improving the effectiveness of the testing, while vastly improving the response rates and improving applicant flow.
- Implemented the NEOGOV Text Reminder feature for testing – Results: Based on sample of Office Support Specialist Candidates, there was a 28% increase in response rates for candidates who received text message reminders versus those who did not. Increased response rates increase the number of qualified candidates on a referred list and decrease the likelihood of reposting positions.
- Assessment Services developed a training manual – Result(s): Increased training effectiveness and self-sufficiency of new employees.
- Assessment services utilizes multiple types of software and has numerous procedures that need to be mastered to be successful at performing basic tasks such as scheduling, administering, and grading tests. Assessment Services constructed a manual with more than ninety (90) pages outlining steps for using required software, completing in-house test administration, and describing product offerings. The manual is now a go-to resource for basic information related to Assessment Services.

Efficiencies by Department

Lakeland Electric

Energy Production

- Will reduced table of organization by 100 full-time positions in Energy Production following closure of Unit 3.

Energy Delivery

- Completed three Substation Automation projects.
- Participated in COL Employee sharing program to assist furloughed employees and at-risk Production team members.
- Improved internal processes and implemented CIAC to benefit rate payers.

Customer Service

- Residential, commercial and industrial rates ranked among the lowest in Florida

Other

- Cut 7 vacancies and froze hiring of 20 positions due to pandemic-related recession concerns.

Information Technology

- Continued the expansion use of OnBase and OnBase Workflows providing multiple intradepartmental efficiencies on processes that were decades old, while empowering departmental staff to be self-sufficient with minimal intervention required from DoIT.
- GIS was asked to create the C&ED Permit Search Application. This application is used by both internal and public users for quick research of City of Lakeland C&ED building permits since COL instituted TrakIt. This application consists of a web map displaying permit information and includes a dashboard for quick analytical functions.
- The Lake Parker Park Walking Paths web application is an interactive digital map displaying color coded walking paths which shows customers their real time location along the path.
- Lakeland Linder International Airport GIS buildout. Capture all utility and lighting information on the airport property so that is available to field personal and the airport has similar abilities to do analytical analysis like the other City utility teams.
- Public Safety IT in cooperation with LFD implemented a new Inventory Module in the Fire Records application to streamline the deployment and auditing process
- Public Safety IT and IT Support deployed Panasonic laptops to detectives, providing them access to more tools and the ability to work in the field.
- Microsoft Teams – Improved efficiency and security for the collaboration of projects, virtual meetings, chat, and screen sharing.

Efficiencies by Department

Police

- Members of the Crime Analysis and Information Center were granted greater access to the City of Lakeland network and traffic cameras to allow for planning and monitoring major events. This was utilized during the 2020 civil unrest that took place during May and June.
- LPD reclassified the civilian Planning & Research Sergeant to a Lieutenant and added duties to better split responsibilities between both GSS Lieutenants.
- GSS hired over 50 new members last year with 31 sworn and 23 civilians, however 22 officers separated from the agency so hiring continues at a brisk pace.
- During the pandemic last FY, virtual hiring boards took place to allow the hiring process to continue.
- The General Services Section (GSS) secured the Edward Byrne Memorial Justice Assistance Grant-Countywide (JAGC) of approximately \$23,000 which helped to fund a portion of the Lakeland Police Athletic League (PAL) programs. GSS was also able to apply for and secure grant funds from Coronavirus Emergency Funding (CESF) program. This grant provided approximately \$80,000 for the purchase of COVID-19 related supplies (i.e. N95 masks, respirators, gloves, sanitizer, PPE, air purification systems, etc.).
- The General Services Section (GSS) along with other departmental components that are responsible for recruiting, hiring, and training new employees were recognized for their efforts during the pandemic. The team overcame many barriers that emerged as a result of the coronavirus and hired a record number of police officers in 2020. They will receive the Meritorious Unit Citation during the Annual Awards Ceremony in 2021.
- The General Services Section implemented a new procedure that made the hiring process more efficient and decreased the amount of time it takes to process police applicants. By rearranging the hiring steps, GSS personnel can process and hire applicants in about 60 days, whereas before the process took approximately 120 days. This new efficiency allows us to employ officers faster while also maintaining the integrity of the hiring process. As a result, we have hired close to 35 positions since the beginning of the year to include officer, PSA, Dispatch, part-time officers, Social Media coordinator, etc.
- Interviewing job candidates by video, "GoTo Meetings", was instituted to allow LPD to continue the hiring process for critical positions to include Police Officers and Emergency Communications Specialists. This allowed LPD to continue hiring through the Covid-19 crisis while other agencies shut down their hiring process. Video interviewing will be continued in the future to allow candidates living outside the area to interview without the inconvenience of travelling to Lakeland. This feature will be used as a recruiting tool to increase out of state and military candidates. Additionally, some application reviews prior to interview were also done by phone instead of in-person to keep processes moving forward.
- The department filled the vacant Victim Assistance Coordinator position that will have a significant impact on how services are provided by the Victim Assistance Unit.
- LPD completed the move of the Technical Services Unit to the main station from a remote work site. This eliminates the travel time involved in removing electronic items from evidence to be processed. This also places the TSU detectives in close proximity to other detectives so that questions can be rapidly addressed, and results can be disseminated.

Efficiencies by Department

Parks and Recreation

Cemeteries

- With the help of volunteers, we were able to identify 358 burials in the Tiger Flowers Cemetery and add the information to our cemetery database.
- Received a matching state grant for a weather station and controller through the WISE Program (Water Incentives Supporting Efficiencies).
- Cemetery employee graduated from the New to Supervision Leadership Series at CityU.
- Burials and lot sales have significantly increased over the past year.

Cleveland Heights Golf Course

- Identified and Managed Golf Cart Battery Amp Hours with Golf Rounds Being up 9,624 to FY20 Thru April FY21
- Total Sales up \$180K FY21 to FY20 Thru April FY21
- Managed Tee Sheet/Blocked Tee Times to Avoid Running Out of Golf Carts by Allowing Single Riders
- Creative Scheduling, Using Volunteers Due to Work Force Shortage
- Industry Standards (1) Maintenance Person Per Hole, Minus the Par 3's. CHGC Has 27-Holes and 5 of Them Are Par3's Leaving 22 Holes. CHGC has (15) Maintenance Personnel Including the Superintendent and (2) of Them Are Part-Time. The Maintenance Staff Also Maintains One Mile of Three Parks Trail Bordering CHGC.

Library

- Auto-renewal of library materials on date due – customer convenience, helps avoid overdue fines.
- Provided self-serve options for both checkout and holds pickup.

Parks

- 16 New Benches to be installed at Lake Parker Trials
- 40 New Trash can Holders replaced at Lake Parker
- 28 New Trash can Holders replaced around Lake Hollinsworth
- 2 New pieces of Fitness Equipment installed at Lake Parker
- Nursery Produced/Planted 32,635 Annuals, 688 – Shrubs, 66 – Trees Planted,
- Volunteer Hours at Nursery 1,006, Roses 583
- Landscaping Projects Completed 180 Trees Planted and 806 Shrubs
- 53 Commercial Site Plan Reviews
- 112 Commercial Landscape Inspections
- 2,459 Commercial Trees Planted
- Multiple Clean-up Projects done with Southeastern University throughout the Northeast area.
- 73 New Christmas Decoration Trees Purchased for Kentucky Ave.
- 224 Playground Inspections Completed

Recreation, Aquatics & Facilities Services

- Installed VFD to chiller motor to auto-regulate chiller water operations. Can now operate from App on phone

Efficiencies by Department

Public Works

Construction & Maintenance

- Two (2) Vacuum Recycler Trucks are used by the Public Works Department to clean debris from storm sewer systems maintained and owned by the City.
- This equipment is essential for the City to meet the National Pollutant Elimination System Permit requirements for removing debris from the City's storm water system before it enters the lakes. The Vacuum Recycler Trucks are able to use non-potable water which will ultimately result in time and cost savings. By recycling the water in the City's storm water system, the equipment does not have to leave the work site to obtain more water. Without the ability to recycle, the equipment would need to be refilled with potable water five (5) times a day, which is labor intensive, time-consuming, and reduces overall production. While performing storm pipe cleaning, the two (2) Vacuum Recycler Trucks would save approximately 12,000 gallons of potable water and 8 hours of production daily. The cost per linear foot of storm pipe cleaning has dropped 20 cents per linear foot for a cost saving this year of \$50,000. The new Vacuum trucks have been able to increase production, so a third vacuum truck is not warranted. The additional vacuum truck would have increased the cost to the Storm Water Fund by \$314,880.
- The cost of the Vacuum Recycler Trucks is charged to the Storm Water Utility Fund. While the equipment will be used to accomplish work for a variety of City departments, the Vacuum Recycler Trucks will also serve as a valuable tool for removing debris and sediment after major storm events during emergency operations.

Facilities Maintenance

- Building Automation and Energy Savings of an estimated \$300,000. Estimate is based on City Buildings operating at reduced capacity due to COVID-19
- Mobile Work Order System finalized across entire work division.

Fleet Management

- Metrics as of 6.1.2021, fiscal year to date:
 - Vehicle uptime – 96.87%
 - 0-48-hour vehicle turnaround time – 86% - highest in 12 years
 - Direct labor billing – 73%
- Pass-through expense accounts--13% projected under original budget
- NAPA IBS efficiencies:
 - New training utility provided at no additional cost available to all technicians—ASE prep tests, diagnostic training, virtual labs

Efficiencies by Department

Public Works continued

Lakes & Stormwater

- The Division has applied for SWFWMD CFI grant for a feasibility study to restore a significant stormwater quality improvement project in the Lake Parker drainage basin. The restoration of a 250-acre bay head swamp that has been drastically altered through channelization and canal flows is targeted as an important stormwater and surface water quality treatment project to assist in the removal of sediment, trash and nutrient to Lake Parker. The project cost is yet to be determined; however but will be a significant savings to the City of Lakeland should SWFWMD fund 50% of the cost of construction.
- The Division is actively coordinating with the Florida Department of Environmental Protection (DEP) on the implementation of Ongoing Restoration Activities for City lakes that have been categorized as having impaired surface water quality for TMDL Development. By entering a Nutrient Reduction Plan in lieu of adopting TMDL load allocations, the City is able to forego placement of a surface water body on the verified impaired list for a five-year period to allow the Division the ability to innovatively assess nutrient impairment sources and restoration actions where TMDLs may not be an appropriate control measure. The City has submitted Nutrient Reduction Plans for Lake Parker, Lake Bonnet, Lake Mirror and Lake Morton to the FDEP. By doing so, the City will be able to more cost effectively assess and restore the lakes per their actual nutrient source rather than by following specified steps within a TMDL mandate.
- The Division has been actively utilizing the new aquatic harvester and has already completed two harvesting events in Lake Wire and several months' worth of harvesting in Lake Parker. The anticipated savings by completing the harvesting in house, rather than utilizing a subcontractor, is over \$150,000 to date.

Solid Waste

- FY 21 Solid Waste began using Route Smart Software for Commercial Multi Service Recycling Location to help create routing efficiencies, fuel savings and balance daily workload.
- The Tuesday SW and Thursday NE residential route areas were audited in January 2021 and are ready to take on additional capacity, new service starts, with current staff levels.
- The “Every Blue Cart Makes a Difference” campaign helped the city reduce and then maintain the amount of non-recyclable material showing up in our residential recycling program.
- Recycling audit composition findings. FY18 - 20.5% FY 19 – 8.9% FY 20 – 11.1% These reductions in non-recyclable material help offset the costs of recycling by providing clean and ready to recycle material to the contracted recycling processor.

Efficiencies by Department

Public Works continued

Engineering

- Zero interruptions in customer service during COVID 19 pandemic
- Drane Field Road Roundabout design completed on time and nearly 20% under budget (\$100k savings)
- Negotiated 1857 reduction in staff hours needed for design of the Providence Road Corridor Improvements (\$260k savings)
- Negotiated 4,018 reduction in staff hours needed for Teneroc Trail Segment 1 (\$575,779 savings)
- Negotiated \$100k in savings for Construction Engineering & Inspection Services for Drane Field Road Roundabout.
- Negotiated \$57K in savings for Construction Engineering & Inspection Services for State Road 33 at Interstate 4 Ramp Signalization.

Traffic

- Continued conversion of LPD handbook parking citations to electronic citations is increasing accuracy and assisting patrons in the electronic appeal process.
- The City has invested in the “eco-counter” pedestrian/bicycle counting system and deployed the counters on the Lake Hollingsworth Trail as well as the Three Parks Trail. Almost 311,310 walkers/bikers have used these two trail systems in 2020. Further, we are investing in traffic signal video detectors (instead of loops) which detect motor vehicles as well as bicyclists and count them!
- Recognized a reduction in ParkMobile revenues last year. In calendar 2020, we had a utilization rate of approximately \$25,586 in ParkMobile revenues (36% decrease from 2019).

RP Funding Center

- We are working with less staff in a number of positions, but we are making it work. Going into FY22 we will not be filling 6 positions including: Event Services Manager, Asst. Box Office Supervisor, Grounds Maintenance Worker I, Event Set-up Supervisor, Theatrical Technician and Maintenance Mechanic I. These changes will provide approximately \$422,685 in savings.
- We continue to find ways to reduce our utilities expense, this past year was difficult to gauge, but we believe more efficiencies have been realized.

Retirement Services

- Educated Retiring Employees on distribution/taxes during retirement
- Continuously updating PeopleSoft with accurate pension information, mainly Safety Officers
- Succession Planning in place for Senior leader – completed BA at Polk State and Supervisor Classes with our Assessment Center.
-

Efficiencies by Department

Risk Management/Purchasing

Risk Management

- Processed in-house, all mandatory Healthcare Reform notifications (1095C) to employees and retirees, regarding their health insurance coverage for the fourth year in a row, resulting in a savings of \$20,000.
- The first year of voluntary electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 1398 employees utilizing self-enrollment. This resulted in a savings of operational hours in reduced time to enroll.
- Continue to utilize light duty workers, due to on the job injury, to fill vacant positions that supports both the Purchasing and Risk Management function. This saves the City a minimum of \$97,548.00 per year.

Purchasing

- Developed and implemented a new racking scheme within existing limited, finite space resources for the City's Records Division that increased pallet space and maximized area for "lay down/staging" needs.
- Designed, planned and implemented two secure, self-service areas for Lakeland Electric T & D crews to pick up commonly used small pole line items and transformers, enabling greater operational and economic efficiency for the LE crews and reduced after hour call outs to warehouse staff.
- Designed and implemented a separate, secure self-service area for Water Utilities' crews to pick up commonly used water line and distribution materials to enable same greater operational and economical efficiencies for both Water Utility crews and warehouse staff as noted above for Lakeland Electric.
- During the COVID-19 pandemic, staff quickly adapted to be able to identify immediate types and sources of specific health and safety related supplies and equipment, and provided on-the-spot information to the city emergency manager, public safety staff, as well as facilities and maintenance staff so that timely and efficient decisions to be made in order to aid user departments in the safety of city departments and Lakeland citizens alike.
- Developed and implemented "P-Card 101 Refresher Training" for departmental P-card holders needing a quick review of the City's P-card "do's and don'ts."
- Realized an annual savings of \$6,671,554 achieved through both the sealed bid and request for proposal (RFP) processes.

Efficiencies by Department

Water Utilities

- Glendale Odor Control Blower replacement allows for more efficiency for a longer period of successful operations.
- Eliminated a contract position by transferring an existing full-time position from Wastewater Treatment to Water Engineering which was no longer needed in Treatment.
- Eliminated a Ground Maintenance Worker position no longer needed in Wastewater Treatment to create a Trouble Crew for Wastewater Collections.
- Wastewater Treatment faced with up to \$300k in new disposal costs due to long term disposal arrangement being eliminated, in effort to absorb this budget increase, every Wastewater division cut operating budgets to stay within target.

Driving Improvements

Driving Improvements in our Organization

Leading organizations use performance measurement to gain insight into, and make judgments about, the effectiveness and efficiency of their programs, processes and people. The City will continue to drive organizational improvements through performance measures. Performance measures will not in and of themselves produce higher levels of effectiveness, efficiency and quality, however, they will provide the necessary data to reallocate resources or realign strategic objectives to improve products, services, processes and priorities. The best-in-class organizations decide on what indicators they will use to measure progress toward meeting strategic goals and objectives (actions), then gather and analyze data, and finally use the data to drive improvements in their organization.

Currently the City of Lakeland is in Phase II of our Culture of Quality & Continuous Improvement Program.

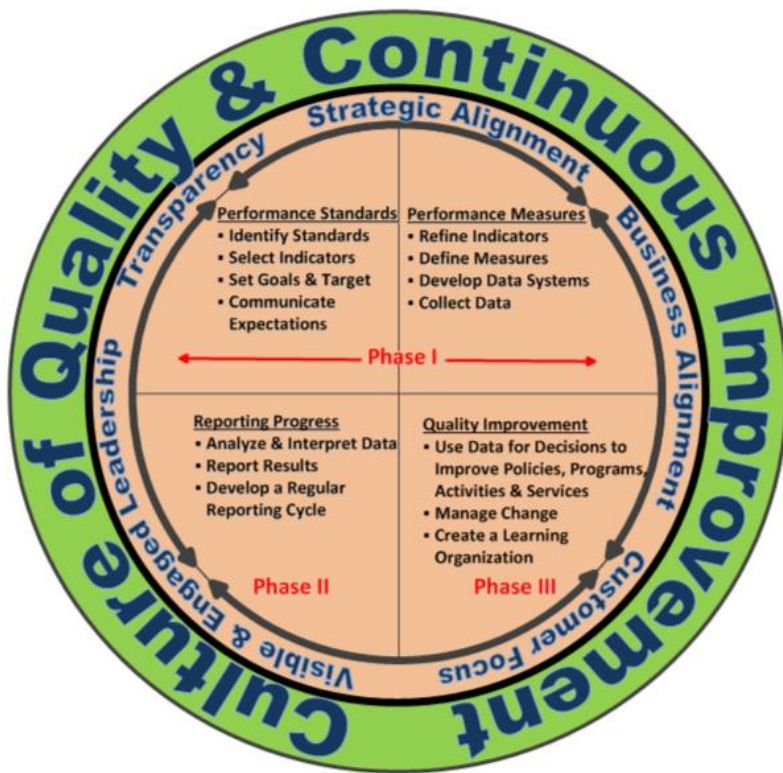


Figure D-29: Culture of Quality and Continuous Improvement Phases

Driving Improvements

Driving Improvements in our Organization

The Performance Measurement Improvement System includes the following tools as the cornerstone of our development.

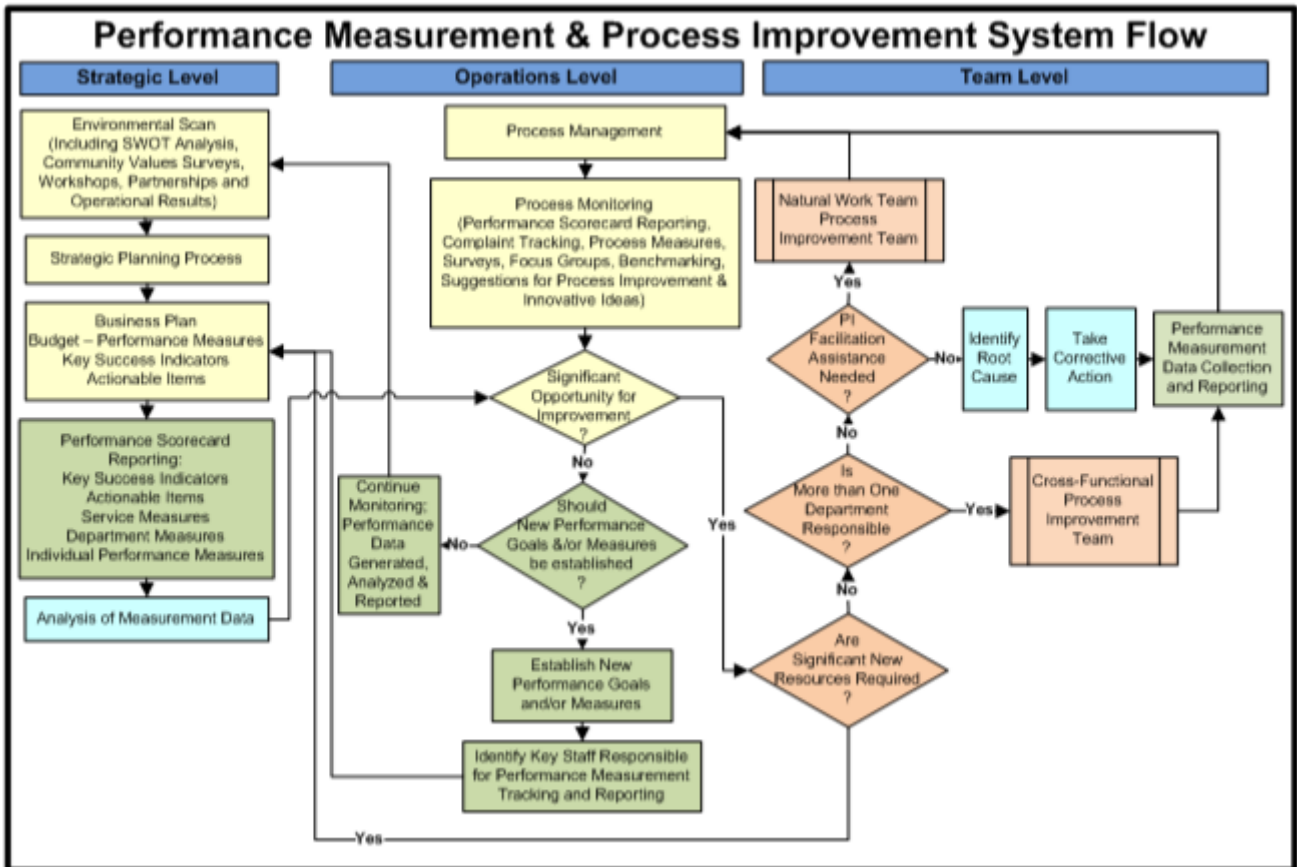
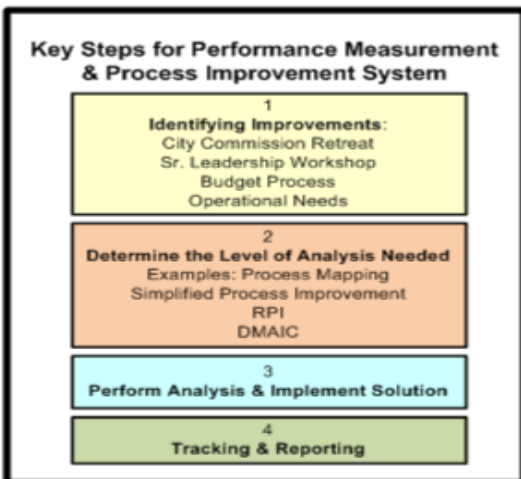


Figure D-30: Performance Measurement and Process Improvement System Flow



The Performance Measurement Improvement System is continuous, focusing on results and strategic planning, and is a management tool to measure performance.

- Figure D-31: Key Steps - Performance Measurement and Process Improvement System



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Measuring Results

The performance management system aligns department services and programs with the City Commission's Strategies identified in the Strategic Plan. The system is designed to enable departments to systematically measure results and adjust actions and resources as necessary to achieve identified Strategies.

The different system components are:

- **Key Success Indicator (KSI)** – These measures are tied to organizational Strategies and show the impact the City is having on each of its visionary Goals. These measures are focused on outcomes that directly affect the lives of our customers and citizens. The data tables used for reporting are first organized by City **Goal**. Under each Goal is the written **Objective** for it. Each **Strategy** is listed and numbered, and an explanation of how the KSIs are tied to the Strategy is provided (**Why We Measure**). The KSI data tables show the **Strategy link** for each KSI, the **Frequency** of reporting and whether the KSI is reported by Fiscal (**FY**) or Calendar (**CY**) year. **Targets** are identified to provide an indication of performance status. In some cases, these targets are based on industry benchmarks or standards, in others the targets are based on historical KSI data. Whenever possible, three years of data are reported. There is also a linked **Chart** that gives a visual representation of the data, and for most KSIs a color (red, yellow, or green), is used as an indicator of performance. Finally, a **Target** for the next forecasted reporting year is also provided. For some KSIs, the data target is identified as **Monitor Only**, since the KSI is for reporting purposes only and not compared against a performance target.
- **Operational Measures** – These are Departmental Operational Performance Measures which show the quantity and/or quality of work by Departments in meeting their individually defined customer service or performance goals. The data tables used for reporting Performance Measures are first organized by Program, and then Activity. The data tables show the **Frequency** of reporting (whether the Performance Measure is reported Annually or Quarterly), and whenever possible three years of data are reported, as well as a **Proposed** target for the next forecasted reporting year.

Quality of Life - Key Success Indicators

Goal: Quality of Life

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

| Strategy | | Why We Measure |
|----------|--|---|
| 1. | Provide outstanding public safety response and prevention services. | Public safety services are crucial to Quality of Life. Indicators of public safety include Police and Fire department response times (Priority 1 calls, 911 emergency call response times), and monitoring the demand for Fire services to ensure response readiness. The Police Department's growing social media presence also has become a valuable method to engage the community and provides a direct connection between public safety and citizens. |
| 2. | Enhance mobility options throughout the city. | Traffic and quality of roads directly impact the daily lives of citizens as they travel throughout the city. Traffic travel times on twenty-four major roads and corridors is monitored quarterly to identify trends or changes, and the average pavement condition index (PCI) of roads maintained by the City is reported on a three-year schedule. Citizens' Quality of Life are also impacted by access to sidewalks, including curb ramps for increased accessibility, so they have a variety of travel options, without relying solely on automobiles. |
| 3. | Provide outstanding (safe and reliable, clean and green) utility and environmental services. | Water, power, and environmental services are necessities of life. These services have a direct impact on Quality of Life in any community. Indicators of these services include the number of boil water notices issued, monitoring the water quality of local lakes and the availability of water and wastewater supplies, the reliability of power services, and the ability to provide services at a reasonable rate of cost. It is equally important to conduct public education outreach, so citizens learn their role in protecting the environment, are encouraged to take an active role in recycling programs, and to reduce waste and pollution of the environment. |
| 4. | Promote arts, culture, life-long learning, and active healthy lifestyles. | Enjoying a high Quality of Life means having access to spaces for recreation and enjoying nature. In an effort to provide greenspace to all residents, the City measures acreage of parks, feet of recreational paths, and urban forestry levels. The City also strives to provide quality learning opportunities for youths through our libraries, recreation programs, and the Police Athletic League. The City's RP Funding Center also serves as a center for arts and cultural activities and entertainment. |

Figure D-32: Quality of Life Strategies and Why We Measure

Quality of Life - Key Success Indicators, Continued

Goal: Quality of Life

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|---------------|--|--|---------------------|--|--|---------------------|
| Percent of citizen generated emergency calls answered within 20 seconds | 1 | CY Quarterly | 98% | 99% | 90% ¹ | 98.9% | Chart 1 | 90% or > |
| Response times to Priority 1 calls ² | 1 | CY Annually | Average 6:20 | Average: 5:42 | Average < 7 minutes | Average: 4:51 | Chart 2 | Average < 7 minutes |
| Police Social Media Engagement ³ (facebook) | 1 | CY Annually | ↑ 59.07% | ↑ 10.29% | Increase | ↑ 29.41% | Chart 3 | Increase |
| Police Social Media Engagement (Twitter) | 1 | CY Annually | ↑ 37.5% | ↑ 12.63% | Increase | ↑ 9.42% | Chart 3 | Increase |
| Police Social Media Engagement (Instagram) | 1 | CY Annually | ↑ 101.73% | ↑ 121.43% | Increase | ↑ 129.03% | Chart 3 | Increase |
| Percent of fires kept to room of origin | 1 | CY Annually | 71.72% | 73.08% | 75% | 75% | Chart 4 | 75% or > |
| Total number of emergency responses by Lakeland Fire Department | 1 | CY Annually | 25,181 | 25,746 | Monitor Only | 26,640 | Chart 5 | Monitor Only |
| Travel time on major road corridors (24 total, 4 th Quarter reported in table) | 2 | FY Quarterly | Longer = 9 Stable = 2 Shorter = 13 | Longer = 18 Stable = 1 Shorter = 5 | Monitor Only | Longer = 15 Stable = 3 Shorter = 6 | Chart 6A Chart 6B Chart 6C | Monitor Only |
| Network Average Pavement Condition Index (PCI) rating of streets ⁴ | 2 | Every 3 Years | Not Available | Not Available | 70% or > | 73% | Chart 7 | 70% or > |
| Linear feet of sidewalks completed to enhance mobility | 2 | FY Annually | 11,955 | 8,823 | Monitor Only | 3,747 | Chart 8 | Monitor Only |
| Curb ramps in ADA compliance | 2 | FY Annually | Not Available | 828 ⁵ | Monitor Only | 269 | Chart 9 | Monitor Only |
| Boil water notices (per 1,000 customers) | 3 | FY Quarterly | 1.19 | 1.14 | 0.69 | 1.12 | Chart 10 | 0.69 or < |
| Water demand ratio to permitted capacity | 3 | FY Quarterly | 0.5963 | 0.6263 | 0.5 | 0.5999 | Chart 11 | 0.5 or < |
| Wastewater demand ratio to permitted capacity | 3 | FY Quarterly | 0.5668 | 0.5455 | 0.5 | 0.6544 | Chart 12 | 0.5 or < |
| Electric System Average Interruption Duration (minutes) | 3 | FY Quarterly | 97.02 | 79.11 | 75.00 or < | 64.66 | Chart 13 | 75.00 or < |
| Electric System Average Interruption Frequency | 3 | FY Quarterly | 1.22 | 1.04 | 1.25 or < | 1.15 | Chart 14 | 1.25 or < |

Figure D-33: Quality of Life KSIs

¹ All years: Target of 90% is based on Florida Statewide Emergency Communications E911 System Plan.

² Priority 1 Calls are those where life is known to be in immediate danger, or a felony is in progress.

³ Engagement is defined as the number of people who liked, shared, or spent time on an item.

⁴ Pavement Condition Index rating data is only available every three years.

⁵ In FY19, the Disability Access Consultants, LLC (DAC) assessed 2,645 curb ramps, not every ramp within city limits was assessed. FY19 data includes new ramps.

Quality of Life - Key Success Indicators Continued

Goal: Quality of Life

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|--------------|--|--|---------------------------------------|--|--|------------------------------------|
| Overall competitive ranking of Lakeland Electric rates | 3 | FY Quarterly | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | 1 st Quartile All Rates | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | Chart 15 | 1 st Quartile all rates |
| Residential recycling participation | 3 | FY Quarterly | 69.87% | 86.01% | 75% or > | 83.37% | Chart 16 | 75% or > |
| Percent of Commercial customers participating in recycling program | 3 | FY Annually | 6.94% | 9.17% | 7% or > | 12.56% | Chart 17 | 7% or > |
| Waste diverted from landfill | 3 | FY Quarterly | 22.72% | 23.64% | 25% or > | 27.84% | Chart 18 | 25% or > |
| Stormwater public education outreach | 3 | FY Annually | 1,034,829 | 2,705,532 | Increase | 3,035,750 | Chart 19A Chart 19B | Increase |
| Percent of monitored lakes with improving water quality | 3 | FY Annually | 50% | 43% | Increase | 43% | Chart 20 | Increase |
| Acreage of parks per 1,000 population | 4 | FY Annually | 17.76 | 17.3 | 12 or > | 16.99 | Chart 21 | 12 or > |
| Change in urban forestry | 4 | FY Annually | Planted: 7,212 Removed: 4,300 | Planted: 5,927 Removed: 2,848 | Increase | Planted: 6,610 Removed: 2,580 | Chart 22 | Increase |
| Total Library Circulation | 4 | FY Annually | 955,352 | 1,002,171 | 1,000,000 | 976,000 ⁶ | Chart 23 | Increase |
| Recreation class/program participation | 4 | FY Annually | Attendance: 444,302 Transactions: 130,271 | Attendance: 385,755 Transactions: 143,080 | Increase | Attendance: 220,292 Transactions: 84,919 | Chart 24A Chart 24B | Increase |

Figure D-34: Quality of Life KSIs

⁶ Impacts from COVID-19 closures.

Quality of Life - Key Success Indicators Continued

Goal: Quality of Life

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|--------------|--------------------|------------------|------------------|----------------------|--|------------------|
| Total number of Police Athletic League (PAL) participants | 4 | CY Annually | Data Not Available | 600 | Increase | 833 | Chart 25A Chart 25B | Increase |
| Attendance at RP Funding Center | 4 | FY Quarterly | 449,683 (Total) | 328,060 (Total) | Increase | 173,305 ⁷ | Chart 26 | Increase |
| Linear feet of recreational paths | 4 | FY Annually | 0 | 63,307 | Increase | 78,672 | Chart 27 | Increase |

Figure D-35: Quality of Life KSIs

⁷ RP Funding Center attendance impacted by COVID-19.
Fiscal Year 2022 Annual Budget

Communication - Key Success Indicators

Goal: Communication

Objective: *Develop an informed and engaged community.*

| Strategy | | Why We Measure |
|----------|---|---|
| 1. | Respond to all customer inquiries in a responsive, efficient, professional, and courteous manner. | Customers should receive courteous and efficient service. Indicators for this strategy focus on the efficiency of resolving customer issues, providing timely customer service, and overall customer satisfaction level. |
| 2. | Provide accurate and timely information. | The City of Lakeland provides information to its citizens in a variety of ways. The city website, (Lakelandgov.net) serves as a hub for city government information. In addition, Citywide social media pages (facebook, Instagram, Twitter), and our Police social media allow us to quickly communicate information impacting our citizens. Other indicators of this strategy include the timeliness of customer services and public perception of transparency in communication from the City of Lakeland. |
| 3. | Maximize use of social media to increase real-time communications to inform and engage citizens. | The City of Lakeland has had a growing social media presence since 2009. The City's Police and Communications departments use several social media platforms to quickly communicate information as news and events happen. Social media is also used to engage citizens by encouraging use of City services, as well as involvement in government, social events, and important community issues. |

Figure D-36: Communication Strategies and Why We Measure

Communication - Key Success Indicators Continued

Goal: Communication

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|--------------|---------------------------------|---------------------------------|------------------|---------------------------------|--------------------------|------------------|
| Lakeland Electric Customer Service percent of first contact resolution | 1, 2 | FY Annually | 97% | 98% | 96% | 97% | Chart 28 | 96% |
| Zoning applications approved within 45 days | 1, 2 | FY Quarterly | Q4 = 88.89% 87.29% (Average) | Q4 = 75% 80.59% (Average) | 95% | Q4 = 80% 68.18% (Average) | Chart 29 | 95% |
| Residential permit reviews completed within 7 calendar days | 1, 2 | FY Quarterly | Q4 = 89.99% 84.85% (Average) | Q4 = 89.36% 88.14% (Average) | 90% | Q4 = 88.27% 88.09% (Average) | Chart 30 | 90% |
| Civil engineered site plans approved within 2 submittals | 1, 2 | FY Quarterly | Q4 = 60% 60.93% (Average) | Q4 = 50% 48.48% (Average) | 95% | Q4 = 50% 42.98% (Average) | Chart 31 | 95% |
| Commercial building plans approved within 2 submittals | 1, 2 | FY Quarterly | Q4 = 75.77% 79.58% (Average) | Q4 = 75.14% 70.64% (Average) | 80% | Q4 = 67% 63.90% (Average) | Chart 32 | 80% |
| Building permit applications approved within 30 days | 1, 2 | FY Quarterly | Q4 = 90.75% 89.80% (Average) | Q4 = 91.14% 91.10% (Average) | 100% | Q4 = 93.3% 92.19% (Average) | Chart 33 | 100% |
| Building Inspection customer experience ⁸ | 1, 2 | FY Quarterly | Q4 = 82% 81.33% (Average) | Q4 = 90.32% 86.71% (Average) | 90% | Q4 = 93.22% 90.13% (Average) | Chart 34 | 90% |
| Commercial permit reviews completed within 7 calendar days | 1 | FY Quarterly | Q4 = 81.3% 76.98% (Average) | Q4 = 84.56% 92.43% (Average) | 90% | Q4 = 96.37% 90.26% (Average) | Chart 35 | 90% |
| Percent of change in unique page view to Lakelandgov.net | 2 | FY Annually | ↓ 6.08% | ↑ 13.84% | Increase | ↑ 11.28% | Chart 36 | Increase |
| City of Lakeland Government being transparent in communication ⁹ | 2 | FY Annually | 46.50% | 56.50% | Increase | 55.26% | Chart 37 | Increase |
| Police social media (facebook – Crime-related posts) Total Number of Views | 2, 3 | CY Quarterly | 635,400 (Total) | 217,500 (Total) | Increase | 455,800 (Total) | Chart 38 | Increase |

Figure D-37: Communication KSIs

⁸ Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

⁹ Data collected via City survey conducted in January 2021 (FY20). 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 (FY20) was 3,557.

Communication - Key Success Indicators Continued

Goal: Communication

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|-------------|--|---|------------------|---|--------------------------|------------------|
| Citywide social media fans/followers | 2, 3 | FY Annually | Facebook: ↑ 3.59% Instagram: ↑ 112.58% Twitter: ↑ 5.61% Next Door: No change | Facebook: ↑ 5.24% Instagram: ↑ 167.65% Twitter: ↑ 13.35% Next Door: No change | Increase | Facebook: ↑ 7.65% Instagram: ↑ 64.27% Twitter: ↑ 9.43% Next Door: ↓ 72.35% | Chart 39 | Increase |
| Citywide social media engagement | 2, 3 | FY Annually | Facebook: ↓ 55.84% Instagram: ↑ 5451% Twitter: ↑ 1473.9% Next Door: No change | Facebook: ↓ 4.12% Instagram: ↑ 5557.4% Twitter: ↑ 1337.9% Next Door: No change | Increase | Facebook: ↑ 23.62% Instagram: ↑ 28.61% Twitter: ↑ 2841% Next Door: No change | Chart 40 | Increase |
| Citywide social media impressions ¹⁰ | 2, 3 | FY Annually | Facebook: ↓ 52.91% Instagram: ↑ 169.99% Twitter: ↑ 92.13% Next Door: ↑ 20215% | Facebook: ↓ 16.23% Instagram: ↑ 317.18% Twitter: ↑ 96.43% Next Door: ↑ 982.18% | Increase | Facebook: ↓ 9.37% Instagram: ↑ 37.54% Twitter: ↑ 98.43% Next Door: ↑ 74.33% | Chart 41 | Increase |

Figure D-38: Communication KSIs

¹⁰ Impression is defined as the number of times City of Lakeland content is displayed.

Economic Opportunity - Key Success Indicators

Goal: Economic Opportunity

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

| Strategy | | Why We Measure |
|----------|---|---|
| 1. | Attract and support high skill, high wage and high technology jobs. | The City of Lakeland continuously works to attract higher paying and highly skilled jobs, while also working to maintain job opportunities for all education levels. The Lakeland Linder International Airport provides an opportunity to attract such jobs to our area (aviation and non-aviation jobs). Another indicator of how well we are achieving this throughout the area is the Per Capita Income in the Lakeland Metropolitan Statistical Area (MSA). |
| 2. | Promote Lakeland as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options. | The City of Lakeland is focused on being a place where people want to live, work, visit and enjoy; a world-class community with a variety of amenities. Indicators for this strategy include the work done by the Department of Community and Economic Development to attract and serve our business and residential customers. |
| 3. | Participate with economic partners creating business opportunities and aligning regional interests. | The City of Lakeland has many strong partnerships within the city, Polk County, and with our neighboring communities. Indicators for this strategy focus on the jobs created and the businesses (newly established and sustained), due in large part to these educational, economic, and public/private partnerships. |
| 4. | Collaborate with business and tourism partners to grow and sustain the economic environment. | The City of Lakeland is always working to grow tourism and economic opportunities. Indicators for this strategy include the work of Community and Economic Development to promote economic job growth, the impact of Lakeland Linder International Airport on business and tourism, and the RP Funding Center's role as a venue for entertainment and business events. |
| 5. | Foster an inclusive and diverse environment that encourages entrepreneurial ventures. | Entrepreneurs create jobs, often drive innovation, and add to a diverse economy. The number and percent of Lakeland business tax renewals are tracked as an indicator of successful businesses. |

Figure D-39: Economic Opportunity Strategies and Why We Measure

Economic Opportunity - Key Success Indicators Continued

Goal: Economic Opportunity

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|--------------|---------------------------------|---------------------------------|------------------|---------------------------------|--------------------------|------------------|
| Jobs increased on Airport property | 1, 3, 4 | FY Annually | 45 | 800 | Increase | 2,200 | Chart 42 | Increase |
| Per Capita Income in Lakeland/MSA (Polk County) as a percent of Florida | 1, 4 | CY Annually | 73.41% | 71.70% | Monitor Only | 69.90% | Chart 43 | Monitor Only |
| Zoning applications approved within 45 days | 2, 4 | FY Quarterly | Q4 = 88.89% 87.29% (Average) | Q4 = 75% 80.59% (Average) | 95% | Q4 = 80% 68.18% (Average) | Chart 44 | 95% |
| Residential permit reviews completed within 7 calendar days | 2 | FY Quarterly | Q4 = 89.99% 84.85% (Average) | Q4 = 89.36% 88.14% (Average) | 90% | Q4 = 88.27% 88.09% (Average) | Chart 45 | 90% |
| Civil Engineered site plans approved within 2 submittals | 2, 4 | FY Quarterly | Q4 = 60% 60.93% (Average) | Q4 = 50% 48.48% (Average) | 95% | Q4 = 50% 42.98% (Average) | Chart 46 | 95% |
| Commercial building plans approved within 2 submittals | 2, 4 | FY Quarterly | Q4 = 75.77% 79.58% (Average) | Q4 = 75.14% 70.64% (Average) | 80% | Q4 = 67% 63.90% (Average) | Chart 47 | 80% |
| Building permit applications approved within 30 days | 2, 4 | FY Quarterly | Q4 = 90.75% 89.80% (Average) | Q4 = 91.14% 91.10% (Average) | 100% | Q4 = 93.3% 92.19% (Average) | Chart 48 | 100% |
| Commercial permit reviews completed within 7 calendar days | 2, 4 | FY Quarterly | Q4 = 81.3% 76.98% (Average) | Q4 = 84.56% 92.43% (Average) | 90% | Q4 = 96.37% 90.26% (Average) | Chart 49 | 90% |
| Lakeland business tax renewals | 3, 5 | FY Annually | 97.8% | 97% | 90% | 88.22% | Chart 50 | 90% |
| Number of new businesses in Lakeland | 3, 4 | FY Annually | 660 | 673 | 750 | 597 | Chart 51 | 750 |
| Building Inspection Customer Experience ¹¹ | 4 | FY Quarterly | Q4 = 82% 81.33% (Average) | Q4 = 90.32% 86.71% (Average) | 90% | Q4 = 93.22% 90.13% (Average) | Chart 52 | 90% |
| Economic impact from Airport operations | 4 | FY Annually | Not Available | \$574,814,000 | Increase | \$1,500,000,000 | Chart 53 | Increase |
| Attendance at the RP Funding Center | 4 | FY Quarterly | 449,683 (Total) | 328,060 (Total) | Increase | 173,305 (Total) ¹² | Chart 54 | Increase |
| RP Funding Center utilization – Arena | 4 | FY Quarterly | 33.75% (Average) | 29.25% (Average) | Increase | 23.75% (Average) ¹³ | Chart 55 | Increase |
| RP Funding Center utilization – Theater | 4 | FY Quarterly | 40.5% (Average) | 33.75% (Average) | Increase | 24% (Average) ¹⁴ | Chart 56 | Increase |
| RP Funding Center utilization - Meeting | 4 | FY Quarterly | 35.75% (Average) | 31.25% (Average) | Increase | 17.5% (Average) ¹⁵ | Chart 57 | Increase |

Figure D-40: Economic Opportunity KSIs

¹¹ Data collected via department survey. Data reflects the percent of customers who indicate they are “Satisfied” or “Very Satisfied” with their Building Inspector experience.

¹² RP Funding Center attendance impacted by COVID-19.

¹³ RP Funding Center utilization percent for FY20 Q3 and Q4 impacted by COVID-19.

¹⁴ Ibid.

¹⁵ Ibid.

Fiscal Management - Key Success Indicators

Goal: Fiscal Management

Objective: *Develop and effectively manage financial resources.*

| Strategy | | Why We Measure |
|----------|--|---|
| 1. | Continually monitor and evaluate business practices for cost effectiveness and efficiency. | Fiscal Management involves tracking internal costs for services, while looking for savings and ways to increase efficiency. Indicators for this strategy include monitoring the competitive ranking of utility rates, the rate of return for the City’s Pension Plan, and tracking costs and savings for Purchasing, Facility, and Municipal services, as measures of efficiency and effectiveness. |
| 2. | Maintain financial stability by aligning resources to both municipal services and regulatory requirements. | Maintaining financial stability involves being good financial stewards, managing current resources effectively, while being fiscally responsible in long-range planning. This strategy includes indicators of fiscal management and stability: tax dollars saved through the Sealed Bid Purchase process, the City’s pension plan rate of return, the number of day’s cash on hand, and the General City bond rating and bond ratings for City utilities. |
| 3. | Maintain transparency in financial and operational reporting. | Transparency in financial reporting includes providing clear and easily understandable information on investments. An Indicator for this strategy is the City’s pension plan rate of return. |

Figure D-41: Fiscal Management Strategies and Why We Measure

Fiscal Management - Key Success Indicators Continued

Goal: Fiscal Management

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|--------------|--|--|------------------------------------|--|--------------------------|------------------------------------|
| Overall competitive ranking of Lakeland Electric rates | 3 | FY Quarterly | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | 1 st Quartile all rates | Residential: 1 st Quartile Commercial: 1 st Quartile Commercial Demand: 1 st Quartile Industrial: 1 st Quartile | Chart 58 | 1 st Quartile all rates |
| Tax dollars saved through sealed bid purchase process | 1, 2 | FY Annually | \$4,841,590 | \$12,075,367 | Monitor Only | \$6,671,554 | Chart 59 | Monitor Only |
| Percent of annual spend attributed to term contracts (Commodities and Services) | 1 | FY Annually | 25% | 30% | 25% | 28% | Chart 60 | 25% |
| Facilities maintenance cost per square foot ¹⁶ | 1 | FY Annually | \$2.62 | \$2.61 | \$2.69 | \$2.79 | Chart 61 | \$2.87 |
| Amount of energy savings for City facilities | 1 | CY Annually | \$1,063,000 | \$765,797 | Monitor Only | \$1,362,044 | Chart 62 | Monitor Only |
| Janitorial maintenance per square foot ¹⁷ | 1 | FY Annually | \$2.22 | \$2.17 | \$2.24 | \$2.24 | Chart 63 | \$2.31 |
| Fire safety maintenance per square foot ¹⁸ | 1 | FY Annually | \$0.44 | \$0.41 | \$0.42 | \$0.36 | Chart 64 | \$0.37 |
| Costs for municipal services (comparison of nine cities) | 1 | FY Annually | 1 st Lowest (of 9) | 3 rd Lowest (of 9) | Monitor Only | 3 rd Lowest (of 9) | Chart 65 | Monitor Only |

Figure D-42: Fiscal Management KSIs

¹⁶ Threshold targets for FY18 through FY20 are based on a 3% maximum increase per year. Threshold targets are reviewed every 3 to 5 years.

¹⁷ Ibid.

¹⁸ Ibid.

Fiscal Management - Key Success Indicators Continued

Goal: Fiscal Management

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|-------------|---|---|------------------|---|--------------------------|------------------|
| Pension plan actuary/auditing | 1, 2, 3 | FY Annually | 8.90 | 3.70 | 7.25 | 7.81 | Chart 66 | 7.25 |
| Number of Days Cash on Hand (General Fund) | 2 | FY Annually | 72 | 79 | 45-60 Days | 79 | Chart 67 | 45-60 Days |
| Bond ratings: General City ¹⁹ | 2 | FY Annually | Standard & Poor's NR Fitch AA – Moody's Aa3 | Standard & Poor's NR Fitch AA – Moody's Aa3 | Monitor Only | Standard & Poor's NR Fitch AA – Moody's Aa3 | Chart 68 | Monitor Only |
| Bond ratings: Electric ²⁰ | 2 | FY Annually | Standard & Poor's AA Fitch AA – Moody's Aa3 | Standard & Poor's AA Fitch AA Moody's Aa3 | Monitor Only | Standard & Poor's AA Fitch AA Moody's Aa3 | Chart 69 | Monitor Only |
| Bond ratings: Water/Wastewater ²¹ | 2 | FY Annually | Standard & Poor's AA Fitch AA + Moody's Aa2 | Standard & Poor's AA Fitch AA + Moody's Aa2 | Monitor Only | Standard & Poor's AA Fitch AA + Moody's Aa2 | Chart 70 | Monitor Only |

Figure D-43: Fiscal Management KSIs

¹⁹ All years: Fiscal Year End data. Covenant to Budget and Appropriate Revenue Debt.

²⁰ All years: Fiscal Year End data.

²¹ Ibid.

Growth Management - Key Success Indicators

Goal: Growth Management

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

| Strategy | | Why We Measure |
|----------|--|--|
| 1. | Maintain diverse, safe, attractive neighborhoods throughout the city. | Growth management involves creating and sustaining great neighborhoods where people want to live. The City of Lakeland provides many services which are critical to establishing and maintaining beautiful neighborhoods. Indicators of this strategy include measures of road quality, street sweeping, garbage collection and recycling, code enforcement and housing, and public safety, including police response times and fire volume of calls, as well as measures of their effectiveness (fires kept to room of origin, violations brought into compliance, and overall feelings of safety). |
| 2. | Plan and direct investment in infrastructure necessary for growth and redevelopment. | The City of Lakeland is focused on planning using smart investment, so that development can thrive while meeting current and future infrastructure demands. Two indicators of investment in growth and infrastructure are the private capital investment at the Lakeland Linder International Airport, and the annual number of new business established in Lakeland. |
| 3. | Effectively align resources to changing environments including green initiatives. | The City of Lakeland encourages green initiatives and development that contributes to a high quality of life for its citizens. Two indicators for this strategy include the amount of energy savings for City facilities and the amount of grant dollars awarded for economic development and expansion projects. |
| 4. | Provide reliable and sustainable infrastructure. | It is critical for cities to have infrastructure that is safe and reliable, so that citizens have basic needs of water and power, can travel throughout the community, and, and the economy can flow and thrive. Indicators for this strategy include the demand to permitted capacity ratios for water and wastewater, measures of the reliability for the power utility, and the percent of total revenues that Lakeland Electric spends on infrastructure. |

Figure D-44: Growth Management and Why We Measure

Growth Management – Key Success Indicators Continued

Goal: Growth Management

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|---------------|---|---|---------------------|---|--------------------------|---------------------|
| Network Average Pavement Condition Index (PCI) rating of streets ²² | 1 | Every 3 Years | Not Available | Not Available | 70% or > | 73% | Chart 71 | 70% or > |
| Pounds of nutrients reduced by street sweeping | 1 | FY Annually | Nitrogen: 3,358.94 Phosphorous 2128.85 | Nitrogen 3,105.11 Phosphorous 1,968.69 | Monitor Only | Nitrogen 2,257.07 Phosphorous 1,427.26 | Chart 72 | Monitor Only |
| Response time to Priority 1 calls | 1 | CY Annually | Average: 6:20 | Average: 5:42 | Average < 7 minutes | Average: 4:51 | Chart 73 | Average < 7 minutes |
| Overall feeling of safety ²³ | 1 | FY Annually | 76.40% | 75% | Increase | 74.66% | Chart 74 | Increase |
| Percent of change in the number of Neighborhood Watch Programs | 1 | CY Annually | ↑ 7.49% | ↑ 8.20% | Increase | ↓ 78.03% ²⁴ | Chart 75 | Increase |
| Percent of fires kept to room of origin | 1 | CY Quarterly | 71.72% | 73.08% | 75% | 75% | Chart 76 | 75% or > |
| Percent of Fire inspection violations brought into compliance | 1 | CY Annually | Not Available | 91% | Increase | 66.12% | Chart 77 | Increase |
| Total number of emergency responses (Lakeland Fire Department) | 1 | CY Annually | 25,181 | 25,746 | Monitor Only | 26,640 | Chart 78 | Monitor Only |
| Residential recycling | 1 | FY Quarterly | 69.87% | 86.01% | 75% | 83.37% | Chart 79 | 75% or > |
| Percent of Commercial customers participating in recycling program | 1 | FY Annually | 6.94% | 9.17% | 7% | 12.56% | Chart 80 | 7% or > |
| Waste diverted from landfill | 1 | FY Quarterly | 22.72% | 23.64% | 25% | 27.84% | Chart 81 | 25% or > |

Figure D-45: Growth Management KSIs

²² Pavement Condition Index rating data is only available every three years.

²³ Data collected via City survey conducted in January 2021 (FY20). Data reflects the percent who rated Lakeland “Excellent” or “Good” in response to the item: “Overall feeling of safety in Lakeland.” The number of survey respondents for 2021 (FY20) was 3,557.

²⁴ CY20 number of programs was greatly reduced due to COVID-19.

Growth Management – Key Success Indicators Continued

Goal: Growth Management

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|--------------|------------------------|------------------------|------------------|------------------------|--------------------------|------------------|
| Code Enforcement cases brought into compliance | 1 | FY Annually | 83.15% | 84.62% | Increase | 77.95% | Chart 82 | Increase |
| Code Enforcement cases resolved within 60 days | 1 | FY Annually | 63.79% | 59.50% | Increase | 57.30% | Chart 83 | Increase |
| Home Purchase – Number of units and clients assisted | 1 | CY Annually | Units 4 Clients 11 | Units 11 Clients 32 | Increase | Units 14 Clients 25 | Chart 84 | Increase |
| Rehabilitation – Number of units and clients assisted | 1 | CY Annually | Units 15 Clients 36 | Units 28 Clients 53 | Increase | Units 18 Clients 30 | Chart 85 | Increase |
| Private capital investment at Lakeland Linder International Airport | 2 | FY Annually | \$10,000,000 | \$130,000,000 | Monitor Only | \$200,000,000 | Chart 86 | Monitor Only |
| Number of new businesses in Lakeland | 2 | FY Annually | 660 | 673 | Monitor Only | 597 | Chart 87 | Monitor Only |
| Amount of energy savings for City facilities | 3 | CY Annually | \$1,063,000 | \$765,797 | Monitor Only | \$1,362,044 | Chart 88 | Monitor Only |
| Grant dollars awarded by FAA/FDOT in economic development and expansion projects | 3 | FY Annually | \$3,500,000 | \$32,000,000 | Monitor Only | \$37,000,000 | Chart 89 | Monitor Only |
| Water demand ratio to permitted capacity | 4 | FY Quarterly | 0.5963 | 0.6263 | 0.5 | 0.5999 | Chart 90 | 0.5 or < |
| Wastewater demand ratio to permitted capacity | 4 | FY Quarterly | 0.5668 | 0.5455 | 0.5 | 0.6544 | Chart 91 | 0.5 or < |
| Electric system average interruption duration | 4 | FY Quarterly | 97.02 | 79.11 | 75.00 | 64.66 | Chart 92 | 75.00 or < |
| Lakeland Electric spending on infrastructure as a percent of total revenues | 4 | FY Annually | 14.90% | 17.20% | Monitor Only | 20.50% | Chart 93 | Monitor Only |
| Electric system average interruption frequency | 4 | FY Quarterly | 1.22 | 1.04 | 1.25 | 1.15 | Chart 94 | 1.25 or < |

Figure D-46: Growth Management KSIs

Governance – Key Success Indicators

Goal: Governance

Objective: *Provide for responsive and responsible governmental service.*

| Strategy | | Why We Measure |
|----------|--|--|
| 1. | Provide services required by Federal, State, and Local laws or policies, or which meet an accreditation or industry standard. | The City of Lakeland strives to provide the highest standard of services for its citizens. Several required services are represented in the indicators for this strategy, including Solid Waste, Purchasing, and Fire. Also, indicators of policy review/revision, and budget reporting. |
| 2. | Provide desired internal services based on customer’s priority and availability of funding. | To meet its customer service goals, the City’s workforce relies on support from departments providing internal services. The Information and Technology department responds to internal (department) calls for assistance so that the workforce can operate efficiently and effectively. An additional indicator for this strategy is the citizens’ perception of Value for Taxes paid, as a measure of how well the workforce meets its customer service goals. |
| 3. | Foster a work environment that includes City Core Values and enriches, informs, encourages and engages all employees to achieve their individual and collective potential. | The City of Lakeland offers training at all levels of the organization, has a tuition reimbursement program, and an employee health and wellness clinic (Healthstat), all in support of employees pursuing their professional, academic, and health goals. Indicators of this strategy include new hires completing compliance training, retention of Leadership and Development training, the percent of employees using tuition reimbursement, and the percent of participating employees with decreased Healthstat risk factors. Additionally, time to fill position vacancies is also tracked as an indicator of the efficiency and effectiveness of the hiring process. |
| 4. | Utilize best practices for timely decisions, transparency, and fiscally accountable governance. | Transparency in financial reporting includes providing clear and easily understandable information on processes and investments. The two indicators of this strategy are examples of this. The City of Lakeland’s Purchasing Department uses best practices to save tax dollars through the Sealed Bid process, and the Annual Audit Report is an indicator of Retirement Services’ stewardship. |

Figure D-47: Governance Strategies and Why We Measure

Governance – Key Success Indicators Continued

Goal: Governance

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|---|---------------|--------------|------------------|------------------|------------------|--------------------------------|---------------------------|------------------|
| Residential recycling | 1 | FY Quarterly | 69.87% | 86.01% | 75% | 83.37% | Chart 95 | 75% or > |
| Percent of Commercial customers participating in recycling program | 1 | FY Annually | 6.94% | 9.17% | 7% | 12.56% | Chart 96 | 7% or > |
| Waste diverted from landfill | 1 | FY Quarterly | 22.72% | 23.64% | 25% | 27.84% | Chart 97 | 25% or > |
| Tax dollars saved through sealed bid purchase process | 1, 4 | FY Annually | \$4,841,590 | \$12,075,367 | Monitor Only | \$6,671,554 | Chart 98 | Monitor Only |
| Number of days to fulfill warehouse inventory order | 1 | FY Quarterly | 19 (Average) | 25 (Average) | Decrease | 7.75 (Average) | Chart 99 | Decrease |
| Sealed bid or Request for Proposal (RFP) response time (Number of days) | 1 | FY Quarterly | 28.25 (Average) | 31.5 (Average) | 30 | 30 (Average) | Chart 100 | 30 |
| Purchase order request response (Number of days) | 1 | FY Quarterly | 2.47 (Average) | 2.26 (Average) | < 10 | 2.9 (Average) | Chart 101 | < 10 |
| Percent of annual spend attributed to term contracts (Commodities and Services) | 1 | FY Annually | 25% | 30% | 25% | 28% | Chart 102 | 25% |
| Percent of building and Fire Department permits reviewed by due date | 1 | FY Quarterly | 95.5% (Average) | 89.5% (Average) | 95% | 90.23% (Average) ²⁵ | Chart 103 | 95% |
| Percent of fire inspection violations brought into compliance | 1 | CY Annually | Not Available | 91% | Increase | 66.12% | Chart 104 | Increase |
| Total number of emergency responses (Lakeland Fire Department) | 1 | CY Annually | 25,181 | 25,746 | Monitor Only | 26,640 | Chart 105 | Monitor Only |
| Total number of Human Resource policies reviewed and/or revised | 1 | FY Annually | 20 | 16 | Monitor Only | 10 | Chart 106 | Monitor Only |
| Comprehensive Annual Financial Reporting (CAFR) audit findings | 1 | FY Annually | 0 | 2 | 0 | 0 | Chart 107 | 0 |

Figure D-48: Governance KSIs

²⁵ FY20 Q1: Under-staffed by one Inspector position for two months.

Governance – Key Success Indicators Continued

Goal: Governance

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|--------------|---|---|--|---|--|--|
| Technology Incident Response Time (Percent Resolved within Timeframe) - Urgent calls (Internal to City of Lakeland Departments) | 2 | FY Quarterly | 99.27% | 100% | 90% | 98.78% | Chart 108A Chart 108B | 90% |
| Technology Incident Response Time (Percent Resolved within Timeframe) - High Priority calls (Internal to City of Lakeland Departments) | 2 | FY Quarterly | 96.11% | 95.25% | 90% | 91.78% | Chart 109 | 90% |
| Technology Incident Response Time (Percent Resolved within Timeframe) - Medium Priority calls (internal to City of Lakeland Departments) | 2 | FY Quarterly | 96.96% | 99.40% | 90% | 99.45% | Chart 110 | 90% |
| Technology Incident Response Time (Percent Resolved within Timeframe) - Low Priority calls (internal to City of Lakeland Departments) | 2 | FY Quarterly | 95.08% | 95.59% | 90% | 88.70% | Chart 111 | 90% |
| Citizen perceived value for taxes paid ²⁶ | 2 | FY Annually | 56.10% | 62.20% | Increase | 61.27% | Chart 112 | Increase |
| New hires completing compliance training | 3 | FY Annually | Not Available | 100% | 95% | 100% | Chart 113 | 95% |
| Leadership and development training content retained | 3 | FY Annually | 90% | 96% | 75% | 96% | Chart 114 | 75% |
| Percent of employees utilizing tuition reimbursement benefit | 3 | FY Annually | 6.4% | 5.5% | 6.2% | 5.71% | Chart 115 | 6.2% |
| Time to fill position vacancies | 3 | FY Annually | Average Number of Days 73 Requisitions 452 | Average Number of Days 89 Requisitions 395 | Average Days – Decrease Number of Requisitions - Increase | Average Number of Days 91 Requisitions 236 | Chart 116A Chart 116B | Average Days – Decrease Number of Requisitions - Increase |

Figure D-49: Governance KSIs

²⁶ Data collected via City survey conducted in January 2021 (FY20). 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 (FY20) was 3,557.

Governance – Key Success Indicators Continued

Goal: Governance

| Key Success Indicator | Strategy Link | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Target | FY2020/21 Actual | Chart | FY2021/22 Target |
|--|---------------|-------------|------------------|------------------|------------------|------------------|---------------------------|------------------|
| Percent of participating employees who have decreased HealthStat risk factors | 3 | FY Annually | 68% | 74% | 66% | 74% | Chart 117 | 66% |
| Retirement services-related Deficiencies or Material Weaknesses in annual audit report | 4 | FY Annually | 2 ²⁷ | 0 | 0 | 0 | Chart 118 | 0 |

Figure D-50: Governance KSIs

²⁷ FY18: Material Weaknesses: 1 – Financial Statements misstated for Alternative Investment – NAV did not match Investment reconciliation. Investment Manager added another audit measure prior to any general ledger entries. 2 – Listed 2017 Deficiency as a carryover.

Operational Measures – Community Safety Program

Community Police Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|-------------------------------------|-----------|------------------|------------------|------------------|--------------------|
| Number of Crime Prevention Programs | Quarterly | 334 | 353 | 234 | 500 |
| Number of victims assisted | Annually | 2,970 | 3,068 | 3,680 Estimate | 3,000 |
| Number of Special Events | Quarterly | 355 | 296 | 62 Estimate | 300 |

Figure D-51: Community Police Services Activity Performance Measures

Dispatching Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of Total calls received in dispatch | Quarterly | 289,426 | 243,406 | 259,767 | 260,000 |
| Police calls for service | Quarterly | 106,946 | 107,789 | 102,011 | 112,000 |
| Fire calls for service | Quarterly | 25,883 | 26,308 | 27,331 | 25,500 |

Figure D-52: Dispatching Services Activity Performance Measures

Firefighting Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of Fires requiring a Fire Investigator to determine cause and origin | Annually | 60 | 25 | 25 | 25 |
| Number of Commercial Buildings Inspected | Annually | 2,059 | 2,000 | 2,000 | 2,500 |
| Number of Construction Plans Reviewed | Annually | 1,896 | 750 | 750 | 1,500 |
| Structure Fire Calls (100 series NFIRS) | Annually | 80 | 150 | 150 | 150 |
| Non-structure Fire Calls (100 series NFIRS) | Annually | 381 | 300 | 300 | 325 |
| NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of first unit to building fire within 5 minutes 20 seconds, 90% of time) | Annually | 61% | 70% | 70% | 70% |
| NFPA 1710 Response to Deployment Analysis (Dispatch to arrival of full complement to building fire within 9 minutes 20 seconds, 90% of time) | Annually | 70% | 70% | 70% | 70% |
| Percent of NFPA Mandated Training Hours Accomplished | Annually | 100% | 100% | 100% | 100% |
| FAR 139 Training Requirements (Percent of monthly training competencies completed) | Annually | 100% | 100% | 100% | 100% |

Figure D-53: Firefighting Services Activity Performance Measures

Operational Measures – Community Safety Program Continued

Investigative Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Total Lab Cases Worked | Quarterly | 1,319 | 1,236 | 1,188 | 1,200 |
| Total Criminal Investigative Cases | Quarterly | 2,016 | 2,106 Estimate | 4,848 | 5,513 |
| Total Special Investigative Cases Worked | Quarterly | 162 | 204 | 185 Estimate | 175 |

Figure D-54: Investigative Services Activity Performance Measures

Patrol Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Calls for Service | Quarterly | 84,046 | 102,011 | 93,858 | NA |
| Driving Under the Influence (DUI) Arrests | Quarterly | 185 | 134 | 112 | NA |
| Traffic Citations | Quarterly | 10,617 | 6,701 | 7,510 | NA |

Figure D-55: Patrol Services Activity Performance Measures

Rescue Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Number of Emergency Medical Responses | Annually | 18,820 | 21,000 | 22,000 | 22,000 |
| Percent of Mandated Medical training hours accomplished | Annually | 100% | 100% | 100% | 100% |

Figure D-56: Rescue Services Activity Performance Measures

Operational Measures – Cultural and Community Services Program

Library Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|-----------------------|-----------------------|--------------------|
| Digital Circulation total (percent of Total Circulation attributed to Digital content) | Annually | 19% | 28% | 29% | 32% |
| Visits to the facilities | Annually | 603,879 | 346,285 ²⁸ | 300,000 ²⁹ | 350,000 |
| Number of programs | Annually | 915 | 472 ³⁰ | 110 ³¹ | 200 |
| Attendance at programs | Annually | 24,790 | 10,522 ³² | 1,400 ³³ | 2,000 |
| Hours of public access computer use | Annually | 78,147 | 49,159 ³⁴ | 34,500 ³⁵ | 50,000 |

Figure D-57: Library Services Activity Performance Measures

Public Information Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Live Meetings | Annually | 140 | 139 | 175 | 175 |
| Records Administration—Number of Department Requests Processed | Annually | 412 | 1150 | 495 | 500 |

Figure D-58: Public Information Services Activity Performance Measures

RP Funding Center Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of events | Quarterly | 374 | 267 | 180 | 219 |
| Occupancy Percent | Quarterly | 37% | 31% | 21% | 29% |
| Total Sales (in millions) | Quarterly | 5.08 | 5.47 | 3.34 | 2.36 |
| Gross Operating Profit (loss) % | Quarterly | -62.50% | -20.7% | -74.5% | -66.8% |
| Total sales of Food & Beverages (in hundred-thousands) | Quarterly | 19.28 | 19.05 | NA | NA |
| Food & Beverages Per Capita Sales | Quarterly | 11.67 | 13.08 | NA | NA |
| Total Commission (in hundred-thousands) | Quarterly | 4.95 | 4.89 | 3.00 | NA |
| Ad Dollars Spent (in hundred-thousands) | Quarterly | 2.82 | 2.67 | 2.52 | 0.17 |
| Number of Unique Visitors to Social Media Outlets | Quarterly | 2,871 | 1,613 | 1,099 | 990 |
| Total Revenue (in millions) | Quarterly | 9.98 | 8.75 | 9.07 | 6.36 |

Figure D-59: RP Funding Center Activity Performance Measures

²⁸ Closures and occupancy limits due to COVID-19.

²⁹ Construction of Main Library.

³⁰ Closures and occupancy limits due to COVID-19.

³¹ Virtual and live; Construction of Main Library.

³² Closures and occupancy limits due to COVID-19.

³³ Virtual and live; Construction of Main Library.

³⁴ Closures and occupancy limits due to COVID-19.

³⁵ No computers for adults at Main Library due to construction.

Operational Measures – Economic and Community Development Program

Affordable Housing Programs Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded | Annually | \$9.31 | \$9.98 | \$7.48 | \$11.06 |

Figure D-60: Affordable Housing Programs Activity Performance Measures

Building Inspection and Permitting Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------------|------------------------|------------------------|------------------------|
| Average Days for Commercial Building Permit Approval | Annually | 2.74 | 2.45 | 5.39 | 5.65 |
| Percent of Commercial Building Plans resubmitted more than once | Annually | 50.2% | 69.62% | 63.50% | 50% |
| Average Days for Residential Building Permit Approval | Annually | 1.92 | 1.86 | 3.58 | 1.75 |
| Percent of Residential Building Plans resubmitted more than once | Annually | 39% | 18.93% | 22.02% | 20% |
| Number and Value of Commercial Building Permits issued | Annually | 2,238 \$411,911,778 | 2,332 \$626,373,478 | 2,037 \$379,564,967 | 2,000 \$350,000,000 |
| Number and Value of Residential Building Permits issued | Annually | 5,956 \$127,904,717 | 6,464 \$179,365,613 | 7,259 \$244,594,506 | 6,000 \$225,000,000 |

Figure D-61: Building Inspection and Permitting Activity Performance Measures

Code Enforcement Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|---------------------|----------------------|--------------------|
| Average Calendar Days from Complaint to First Inspection/Site Visit | Quarterly | 0.39 | 0.6 ³⁶ | 0.6 | 0.5 |
| Median Calendar Days to Achieve Compliance | Quarterly | 26 | 24 | 23 | 24 |
| Percent of Cases Brought into Compliance After More than 6 Months | Quarterly | 5.12% | 6.38% ³⁷ | 14.21% ³⁸ | 5.00% |

Figure D-62: Code Enforcement Activity Performance Measures

CRA Districts Activity: Downtown

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Percent Increase/Decrease in Downtown CRA Taxable Property Value | Annually | 6% | 4% | 10% | 5% |
| Value of Building Permits Issued Within Downtown CRA | Annually | \$51,624,482 | \$97,513,963 | \$20,777,971 | \$10,000,000 |

Figure D-63: CRA Districts Activity Performance Measures

³⁶ Due to COVID-19, the Code Enforcement Office was essentially closed for the month of April and only open for complaints with minimal staffing in May and June 2020.

³⁷ COVID-19 prevented Code Enforcement hearings from March through September 2020.

³⁸ COVID-19 affected violations cited, total cases were down, and impacted compliance inspection response.

Operational Measures - Economic & Community Development Program Continued

CRA Districts Activity: Dixieland

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Percent Increase/Decrease in Downtown CRA Taxable Property Value | Annually | 3% | 4% | 1% | 1% |
| Value of Building Permits Issued Within Downtown CRA | Annually | \$997,917 | \$478,878 | \$445,358 | \$200,000 |
| Number of Design Assistance Grants Awarded in Dixieland CRA | Annually | 1 | 2 | 2 | 2 |
| Amount of Dixieland Façade Improvement Matching Grant Funds Awarded | Annually | 1 | 2 | 1 | 1 |
| Amount of Dixieland Food Service Matching Grant Funds Awarded | Annually | 1 | 0 ³⁹ | 1 | 1 |
| Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded | Annually | \$2.10 | \$1.75 | \$2.90 | \$1.50 |

Figure D-64: CRA Districts Activity Performance Measures

CRA Districts Activity: Midtown

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Percent Increase/Decrease in Mid-town CRA Taxable Property Value | Annually | 8% | 6% | 8% | 5% |
| Value of Building Permits Issued Within Midtown CRA | Annually | \$39,699,649 | \$103,608,458 | \$75,074,731 | \$25,000,000 |
| Amount of Midtown CRA Investment in Public Enhancements | Annually | \$311,947 | \$1,301,160 | \$477,790 | \$500,000 |
| Amount of Economic Development Incentives Awarded | Annually | \$468,765 | \$1,062,629 | \$1,149,952 | \$300,000 |

Figure D-65: CRA Districts Activity Performance Measures

Development Review Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of Site Plans Reviewed | Annually | 63 | 48 | 42 | 40 |
| Average Number of Days for Site Plan Approval | Annually | 139 | 139 | 148 | 145 |
| Total Residential Units Permitted | Annually | 714 | 1,473 | 1,287 | 1,225 |
| Total Square Feet Permitted: Industrial | Annually | 2,511,421 | 2,137,435 | 1,039,843 | 2,000,000 |
| Total Square Feet Permitted: Office | Annually | 182,490 | 211,064 | 5,400 | 125,000 |
| Total Square Feet Permitted: Retail | Annually | 87,272 | 117,452 | 23,505 | 50,000 |
| Total Square Feet Permitted: Institutional | Annually | 100,000 | 191,347 | 125,183 | 100,000 |
| Percent of Permits that Required a Variance | Annually | 0.00% | 0.39% | 0.39% | 0.35% |
| Number of Subdivision Plats/Parcels Reviewed | Annually | 9 | 15 | 7 | 10 |
| Number of Historic Preservation Reviews Completed | Annually | 250 | 223 | 259 | 250 |
| Percent of Reviews Completed: Administrative/Historic Preservation Board | Annually | 86%/14% | 87%/13% | 79%/21% | 90%/10% |
| Average Days for Review: Administrative/Historic Preservation Board | Annually | 1 / 25 | 2.2 / 19 | 2.61 / 33.23 | 2 / 30 |

Figure D-66: CRA Districts Activity Performance Measures

³⁹ None requested.

Operational Measures - Economic & Community Development Program Continued

Economic Development Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Private Investment Generated for Each Public Incentive Dollar Awarded | Annually | \$67.70 | \$86.27 | \$395 | \$150 |
| Number of Incentivized Jobs Created | Annually | 1,115 | 891 | 331 | 500 |
| Public Investment per Job Created | Annually | \$115 | \$2,367 | \$970 | \$1,500 |
| Number of High Skill/High Wage Jobs Created | Annually | 150 | 400 | 400 | 300 |
| Public Investment per High Skill/High Wage Job Created | Annually | \$855 | \$5,274 | \$892 | \$2,500 |

Figure D-67: Economic Development Activity Performance Measures

Local Business Taxes Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of Business Tax Receipts Issued | Annually | 6,127 | 6,079 | 6,281 | 6,200 |
| Total Business Tax Receipt Revenue | Annually | \$1,599,291.85 | \$1,632,357.90 | \$1,750,096 | \$1,725,000 |

Figure D-68: Local Business Taxes Activity Performance Measures

Neighborhood Program Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|---|---|---|--|
| Number of Registered Neighborhood Associations | Annually | 23 | 25 | 27 | 34 |
| Number of Citizens in Attendance at Registered Neighborhood Association Meetings | Annually | 689 | 455 | 400 | 500 |
| Value of Volunteer Service and In-Kind | Annually | 16 partnership grants totaling \$62,000, 1 partnership grant for a 5-year commitment at \$22,300 with a major preservation project for signs \$61,000 | 15 grants, 1 Neighborhood Preservation Project and 7 Sponsorships | 15 grants, 5 Neighborhood Preservation Projects, and 7 Sponsorships | TBD based on new neighborhoods joining coalition and becoming eligible for grant funding |

Figure D-69: Neighborhood Programs Activity Performance Measures

Operational Measures - Economic & Community Development Program Continued

Planning Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|--|---|--|--|
| Percent Increase in City Limits Through Annexation | Annually | 0.0149 | 0.165 | 0 | 0.015 |
| Number of Future Land Use Map Amendments | Annually | 4 | 5 | 3 | 5 |
| Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities | Annually | 0.53 miles/ 7 transit stops improvements | 7.7 miles of sidewalk/ 0.66 miles of new road with bike lanes 21 transit stops improvements | 3 transit stops (Estimate) | 5 transit stops |
| Number of Multi-Modal Facilities Approved on Private Development Sites | Annually | 41 site plans/ 3 subdivision plats- construction plans/ 9 zoning conditions | 28 site plans/ 2 subdivision plats- construction plans/ 16 zoning conditions | 15 site plans/13 subdivisions/15 zoning conditions | 15 site plans/13 subdivisions/15 zoning conditions |
| Grant Funding Awarded for Road, Trail and Other Transportation Improvements | Annually | \$4,150,460 | \$3,414,596 | \$1,010,000 | \$1,000,000 |
| Number of Rezoning Applications, including Planned Unit Developments | Annually | 94 | 92 | 80 | 80 |
| Number of Conditional Use Applications | Annually | 12 | 15 | 9 | 15 |
| Average Number of Calendar Days for Approval of Conditional Use | Annually | 93 | 85 | 107.8 | 90 |

Figure D-70: Planning Services Activity Performance Measures

Operational Measures - Environmental & Utility Services Program

Electric Utility – Energy Production Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Equivalent Availability Rate U5 - Power Production | Quarterly | 93.49% | 98.03% | 78% | 83% |
| Safety-Power Production | Quarterly | 3 LTI | 0 | 1 LTI | 0 |

Figure D-71: Electric Utility – Energy Production Activity Performance Measures

Electric Utility – Transmission and Distribution Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|------------------------------|-----------|------------------|------------------|------------------|--------------------|
| Safety-Energy Delivery | Quarterly | 2 LTI | 0 LTI | 0 LTI | 0 LTI |
| Accounts Served-Systems Plan | Annually | 131,793 | 133,571 | 136,403 | 137,280 |
| GWHR Delivered-System Plan | Annually | 3,131 | 3,187 | 3,236 | 3,238 |

Figure D-72: Electric Utility – Transmission and Distribution Activity Performance Measures

Electric Utility – Billing and Customer Service Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Average Time to Answer (in seconds)-Customer Service | Quarterly | 17 | 36 ⁴⁰ | 26 | 27 |
| Uncollected % of Revenue-Customer Service | Quarterly | 0.17% | 0.15% | 0.14% | 0.24% |
| Water Meter Reading Accuracy-Customer Service | Quarterly | 99.94% | 99.97% | 99.98% | 99.97% |
| Safety-Customer Service | Quarterly | 0 | 0 | 0 | 0 |

Figure D-73: Electric Utility – Billing and Customer Service Activity Performance Measures

Lakeland and Stormwater Management Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Lake shoreline assessment for aquatic plants | Annually | 2,032,524 | 1,511,934 | 1,470,345 | 1,200,000 |
| Stormwater System Inspected (linear foot) | Annually | 197,660 | 225,171 | 297,526 | 115,000 |
| Number of industrial and City facilities inspected | Annually | 14 | 36 | 20 | 15 |
| Number of stormwater - related training classes taught | Annually | 4 | 3 | 2 | 3 |
| Number of water quality education events participated in | Annually | 21 | 16 | 4 | 3 |
| Street curb mile swept | Annually | 19,639 | 18,666 | 18,991 | 16,000 |
| Debris removed from streets & stormwater system (tons) | Annually | 2,033 | 1,896 | 2,400 Estimate | 2,000 |
| Number of lake monitoring/sampling events | Annually | 24 | 24 | 24 | 24 |
| Number of illicit discharge inspections conducted | Annually | 151 | 151 | 163 | 150 |
| Number of lake trash clean-up events | Annually | 15 | 17 | 55 | 15 |
| Number of pollution control devices inspected and cleaned | Annually | 108 | 309 Estimated | 234 | 100 |

Figure D-74: Lakeland and Stormwater Management Activity Performance Measures

⁴⁰ Impacted by COVID-19.

Operational Measures - Environmental & Utility Services Program Continued

Solid Waste - Commercial Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--------------------------------|-----------|------------------|------------------|------------------|--------------------|
| Customers served | Annually | 5,535 | 5,614 | 5,717 | 5,750 |
| Garbage collected (tonnage) | Annually | 40,189 | 39,051 | 41,993 | 40,000 |
| Roll-off tonnage | Annually | 10,321 | 10,135 | 10,241 | 11,250 |
| Roll-off trips to the landfill | Annually | 4,255 | 3,526 | 3,365 | 3,650 |

Figure D-75: Solid Waste – Commercial Activity Performance Measures

Solid Waste – Recycling Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---------------------|-----------|------------------|------------------|------------------|--------------------|
| Curbside tonnage | Annually | 6,219 | 6,060 | 6,110 | NA |
| Commercial tonnage | Annually | 1,370 | 833 | 975 | NA |

Figure D-76: Solid Waste – Recycling Activity Performance Measures

Solid Waste – Residential Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Customers served | Annually | 46,941 | 52,553 | 54,175 | 49,100 |
| Garbage collected (tonnage) | Annually | 29,957 | 31,471 | 33,160 | 32,350 |
| Yard waste collected (tonnage) | Annually | 16,830 | 11,479 | 10,830 | 13,250 |
| Percent of respondents on the Lakeland View Community Survey indicating “Excellent” or “Good” rating for Overall Cleanliness of the city | Annually | NA | 81.4% | 82% | >50% |

Figure D-77: Solid Waste – Residential Activity Performance Measures

Water Treatment and Distribution Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Water losses (% of total) | Quarterly | 8.67% | 7.8% | 8.47% | < 8.00% |
| Distribution cost \$ per 1,000 gallons | Annually | \$1.28 | \$0.93 | \$1.1 | \$1.12 |
| Average Daily Flow (ADF) 12 month rolling (millions of gallons per day) | Quarterly | 21.95 | 22.635 | 23.444 | 23.152 |
| Peak Daily Flow (PDF) | Quarterly | 31.763 | 29.336 | 35.385 | 29 |
| Total Water treated (millions of gallons) | Quarterly | 8010.3 | 8284.53 | 8557.13 | 8450 |
| Treatment cost \$ per 1,000 gallons | Annually | \$1.66 | \$1.81 | \$1.40 | \$1.42 |
| Cost of Service \$ per 1,000 gallons | Annually | \$4.51 | \$4.20 | \$3.84 | \$3.89 |

Figure D-78: Water Treatment and Distribution Activity Performance Measures

Operational Measures - Environmental & Utility Services Program Continued

Wastewater Collection and Treatment Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Number of spills (count) | Quarterly | 8 | 9 | 11 | 0 |
| Cost of Collection \$ per 1,000 gallons | Annually | \$1.75 | \$3.25 | \$2.16 | \$2.19 |
| 12 month rolling Average Daily Flow (millions of gallons) | Quarterly | 11.83 | 11.66 | 11.5 | 12 |
| Peak Daily Flow (PDF) (millions of gallons) | Quarterly | 22.81 | 22.73 | 21.47 | 21 |
| Wastewater Treated Total | Quarterly | 4,320.37 | 4,260.4 | 4,198.34 | 4,380 |
| Cost of Treatment \$ per 1,000 gallons | Annually | \$2.91 | \$1.99 | \$2.95 | \$3.00 |
| Cost of Service \$ per 1,000 gallons | Annually | \$7.02 | \$8.41 | \$7.66 | \$7.77 |
| Reuse Daily Average (millions of gallons per day) | Annually | 9.54 | 8.16 | 8.35 | 10.00 |
| Population Served | Annually | 107,233 | 110,119 | 113,111 | 116,500 |

Figure D-79: Wastewater Collection and Treatment Activity Performance Measures

Operational Measures - Legislative Activities Program

City Clerk Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|------------|------------------|------------------|------------------|--------------------|
| Number of candidate handbooks issued & reviewed | Quarterly | 19 | 0 | 18 | 0 |
| Number of campaign reports received, reviewed, and published to the web | Biannually | 67 | 40 | 31 | 14 |
| Number of absentee ballot signatures verified | Biannually | 5,579 | 11,104 | 15,798 | 20,000 |
| Number of Boards and Committees Applications received and processed and appointments | Annually | 52 | 53 | 61 | NA |
| Number of legal ads published each year | Annually | 39 | 47 | 62 | 50 |
| Number of meetings attended by Clerk's office (Commission, Boards, Task Force) | Quarterly | 127 | 144 | 170 | NA |
| Number of boxes (Records) placed in storage | Annually | 750 | 479 | 674 | 500 |
| Number of boxes (Records) destroyed | Annually | 370 | 870 | 686 | 750 |
| Records Administration — Number of Department Records Requests Processed | Quarterly | 412 | 1,150 | 495 | 500 |

Figure D-80: City Clerk Activity Performance Measures

City Commission Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|-------------------|------------------------------|---------------------------|--------------------|
| Maintain a greater percent of total Worker's Compensation medical claims vs. the percent of total Worker's Compensation indemnity claims | Annually | 78% Medical | 72% Medical | 14% Medical ⁴¹ | 75% Medical |
| Maintain or lower the percent of total open auto & general liability claims based on a five-year running average | Annually | 3.75% AL 4% GL | 7.8% AL 13.8% GL Estimate | 8% AL 12% GL | 9% AL 12% GL |

Figure D-81 City Commission Activity Performance Measures

⁴¹ Data impacted by claims due to COVID-19.

Operational Measures - Park, Recreation & Properties Program

Aquatics Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|-------------------------------------|-----------|------------------|------------------|------------------|--------------------|
| Number of Swim lessons participants | Annually | 613 | 0 ⁴² | 333 | 600 |

Figure D-82: Aquatics Activity Performance Measures

Cemeteries Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|------------------------|-----------|------------------|------------------|------------------|--------------------|
| Interments | Annually | 434 | 421 | 520 | 525 |
| Lot Sales | Annually | 426 | 462 | 623 | 625 |
| Memorial Installations | Annually | 340 | 292 | 330 | 300 |

Figure D-83: Cemeteries Activity Performance Measures

Cleveland Heights Golf Course Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---------------------|-----------|------------------|----------------------|------------------|--------------------|
| Rounds of Golf | Quarterly | 57,396 | 65,271 ⁴³ | 74,631 | 69,000 |
| Memberships | Annually | 58 | 52 | 45 | 50 |
| Tournaments | Annually | 30 | 19 ⁴⁴ | 33 | 35 |

Figure D-84: Cleveland Heights Golf Course Activity Performance Measures

Park Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|---------------------|------------------|--------------------|
| Acres Maintained (Active Parks) | Annually | 643.64 | 643.64 | 643.64 | 644.84 |
| Acres Maintained (Passive Parks) | Annually | 97 | 97 | 97 | 198.5 |
| Acres Maintained (Right of Way Maintenance) | Annually | 72 | 72 | 72 | 72 |
| Volunteer Hours | Annually | 7,753 | 2,182 ⁴⁵ | NA ⁴⁶ | NA |
| Maintenance Cost per acre | Annually | \$6,700 | \$7,487.60 | \$11,738 | \$10,515 |
| Trees Trimmed | Annually | 3,257 | 3,586 | 3,650 | 3,200 |
| Operating Expenditures for Park Maintenance (Labor, Material Equipment- Value) | Annually | \$5,500,000 | \$6,084,727 | \$9,539,420 | \$9,625,668 |

Figure D-85: Park Activity Performance Measures

⁴² Numbers impacted by COVID-19.

⁴³ Closed 38 days due to COVID-19.

⁴⁴ Many events closed or cancelled due to COVID-19.

⁴⁵ Decrease due to COVID-19 restrictions.

⁴⁶ Ibid.

Operational Measures - Park, Recreation & Properties Program Continued

Recreation and Facilities Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Camp Participation | Annually | 399 | 195 | 220 | 285 |
| Number of building Rentals per area: Lake Mirror | Annually | 87 | 119 | 34 | 45 |
| Number of building Rentals per area: Peggy Brown | Annually | 82 | 175 | 36 | 45 |
| Number of building Rentals per area: Magnolia | Annually | 114 | 152 | 38 | 50 |
| Number of building Rentals per area: Coleman Bush Large Room | Annually | 64 | 46 | 51 | 50 |
| Number of building Rentals per area: Coleman Bush Small Room | Annually | 28 | 18 | 18 | 25 |
| Lake Crago Small Activity Room | Annually | NA ⁴⁷ | NA | 31 | 40 |
| Lake Crago Large Activity Room | Annually | NA | NA | 24 | 35 |
| Lake Crago Patio | Annually | NA | NA | 21 | 25 |
| Lake Crago Amphitheater | Annually | NA | NA | 8 | 15 |
| Lake Crago Grand Ballroom | Annually | NA | NA | 30 | 35 |
| Number of Instructional lessons (includes tiny tots) | Quarterly | 400 | 437 | 543 | 550 |
| Number of camp participants | Quarterly | 126 | 96 | 102 | 120 |
| Attendance per Recreation Center: Kelly Rec | Quarterly | 131,403.5 | 98,296 | 98,157 | 100,000 |
| Attendance per Recreation Center: Simpson Park Community Center | Quarterly | 165,782 | 67,685 | 74,183 | 80,000 |
| Attendance per Recreation Center: Gandy Pool | Quarterly | 77,532 | 46,201 | 102,623 | 103,000 |
| Attendance per Recreation Center: Simpson Pool | Quarterly | 11,038 | 8,110 | 3,200 | 3,500 |
| Transaction by Facility: Kelly Rec Center | Quarterly | 65,788 | 37,674 | 53,456 | 60,000 |
| Transaction by Facility: Tennis Courts | Quarterly | 865 | 684 | 832 | 850 |
| Transaction by Facility: Simpson Park Community Center | Quarterly | 31,304 | 18,544 | 22,686 | 25,000 |
| Transaction by Facility: Gandy Pool | Quarterly | 38,948 | 23,027 | 33,852 | 35,000 |
| Transaction by Facility: Simpson Pool | Quarterly | 3,595 | 3,120 | 3,346 | 3,500 |
| Transaction by Facility: Coleman Bush | Quarterly | 2,580 | 1,870 | 2,524 | 2,600 |
| New Patron Sign-ups per Facility: Kelly Rec | Quarterly | 2,358 | 1,313 | 2,181 | 2,500 |
| New Patron Sign-ups per Facility: Tennis Courts | Quarterly | 106 | 84 | 108 | 150 |
| New Patron Sign-ups per Facility: Simpson Park Community Center | Quarterly | 756 | 386 | 723 | 750 |
| New Patron Sign-ups per Facility: Gandy Pool | Quarterly | 1,794 | 827 | 1,264 | 1,300 |
| New Patron Sign-ups per Facility: Simpson Pool | Quarterly | 954 | 688 | 568 | 600 |
| New Patron Sign-ups per Facility: Coleman Bush | Quarterly | 87 | 56 | 84 | 100 |
| New Patron Sign-ups: Online | Quarterly | 59 | 23 | 4 | 10 |
| Number of teams per league: Softball | Quarterly | 227 | 64 | 108 | 150 |
| Number of teams per league: Flag Football | Quarterly | 6 | 5 | 5 | 10 |
| Number of teams per league: Kickball | Quarterly | 21 | 12 | 23 | 30 |
| Number of teams per league: Adult Basketball | Quarterly | 0 | 2 | 0 | 5 |

Figure D-86: Recreation and Facilities Activity Performance Measures

⁴⁷ Lake Crago Recreation Complex opened in October 2020. Data not available until FY21.

Operational Measures - Park, Recreation & Properties Program Continued

Recreation and Facilities Activity, continued

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of teams per league: Summer Teen | Quarterly | 0 | 0 | 0 | 5 |
| Number of teams per league: Youth Basketball | Quarterly | 38 | 45 | 28 | 40 |
| Number of participants in each sport: Softball Leagues | Quarterly | 3,405 | 960 | 0 | 2,250 |
| Number of participants in each sport: Flag Football Leagues | Quarterly | 70 | 60 | 0 | 120 |
| Number of participants in each sport: Kickball Leagues | Quarterly | 315 | 180 | 0 | 450 |
| Number of participants in each sport: Adult Basketball Leagues | Quarterly | 0 | 24 | 0 | 60 |
| Number of participants in each sport: Summer Teen | Quarterly | 0 | 0 | 0 | 60 |
| Number of participants in each sport: Youth Basketball | Quarterly | 472 | 485 | 0 | 480 |

Figure D-87: Recreation and Facilities Activity Performance Measures

Operational Measures - Transportation Service Program

Lakeland Linder International Airport – Leasing Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Gross Revenues | Annually | \$5,578,000 | \$6,200,000 | \$10,000,000 | \$10,898,000 |
| Square Footage Leased (Aviation Tenants) | Annually | 678,600 | 722,600 | 729,000 | 730,000 |
| Square Footage Leased (Non-Aviation Tenants) | Annually | 294,000 | 294,000 | 294,000 | 299,000 |
| Square Footage Vacant (Airport) | Annually | 69,000 | 25,000 | 26,000 | 21,000 |
| Number of Aviation Leases-T Hangars | Annually | 75 | 75 | 75 | 75 |
| Number of Aviation Leases-Other | Annually | 42 | 42 | 44 | 45 |
| Number of Non-Aviation Leases | Annually | 18 | 18 | 18 | 19 |

Figure D-88: Lakeland Linder International Airport – Leasing Activity Performance Measures

Lakeland Linder International Airport – Operations Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Air Traffic Itinerant Operations (takeoffs and landings annually) | Annually | 73,000 | 62,089 | 71,263 | 72,000 |
| Air Traffic Local Operations (takeoffs and landings annually) | Annually | 47,000 | 44,428 | 52,225 | 53,000 |
| Based Aircraft (Total) | Annually | 273 | 243 | 304 | 304 |
| Based Aircraft (Jet) | Annually | 85 | 71 | 73 | 73 |
| Aircraft Fuel Flowage (gallons delivered to the Airport) | Annually | 1,350,000 | 1,900,000 | 12,300,000 | 14,720,000 |
| Dollar Amount of Grants Received | Annually | \$26,407,000 | \$5,800,000 | 6,600,000 | 5,800,000 |

Figure D-89: Lakeland Linder International Airport – Operations Activity Performance Measures

Parking Services Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|-------------------------|-------------------------|--------------------|
| Parking Enforcement-Percent Reduction of Citations | Annually | 991 or 16% | 630 or 16% | 1,026 or 20% | ≤ 15% |
| Leased parking spaces | Quarterly | 98% | 70% ⁴⁸ | 66% ⁴⁹ | 100% |
| Revenue generated by Leases | Quarterly | \$607,615 | \$493,666 ⁵⁰ | \$498,239 ⁵¹ | \$600,000 |

Figure D-90: Parking Services Activity Performance Measures

⁴⁸ COVID-19.

⁴⁹ Ibid.

⁵⁰ Ibid.

⁵¹ Ibid.

Operational Measures - Transportation Service Program Continued

Transportation – Facilities Construction Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|-------------------------------------|-----------|------------------|------------------|------------------|--------------------|
| Number of traffic calming projects | Annually | 8 | 5 | 2 | 5 |
| Parcels acquired | Annually | 8 | 7 | 2 | 13 |
| Parcels condemned | Annually | 0 | 1 | 0 | 0 |
| Bike Lane Construction (Linear Ft.) | Annually | 0 | 0 | 0 | 0 |
| New/Widened roadway lane miles | Annually | 0 | 0 | 0 | 0 |

Figure D-91: Transportation – Facilities Construction Activity Performance Measures

Transportation – Facilities Maintenance Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--------------------|
| Resurfacing (Lane Miles) | Annually | 13 | 31.03 | 36.6 | 37.5 |
| Resurfacing Cost | Annually | \$1,134,012 | \$1,536,090 | \$2,254,874 | \$2,931,815 |
| Right-of-Way Maintenance (acres maintained) | Annually | 321 | 321 | 321 | 321 |
| Sidewalks Repaired (Linear Ft.) | Annually | 5,523 | 5,923 | 7,343 | 6,750 |
| Response Time to Citizen Request for Stormwater and Drainage Maintenance—Average business days from work order to customer notification of work scheduled | Annually | 1 | 1 | 1 | 1 |
| Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair | Annually | 1 | 1 | 1 | 1 |
| Traffic Signals Maintained within City limits | Annually | 174 | 174 | 174 | 174 |
| Number of Traffic Signals online and connected (daily, out of 174) | Annually | 174 | 174 | 174 | 174 |
| Number of Traffic Signals fully operational (daily, out of 174) | Annually | 174 | 174 | 174 | 174 |
| Traffic Signs Maintained | Annually | 19,400 | 19,500 | 18,815 | 18,815 |
| Number of traffic studies performed | Annually | 130 | 130 | 117 | 130 |
| Health (Percent) of CCTV Cameras On-Line | Annually | 99.70% | 99.0% | 95.0% | 95.0% |
| Health (Percent) of video detection Cameras | Annually | 99.71% | 99.0% | 97.5% | 95% |
| Percent of Fiber Optic Cable operating at 95% efficiency or better | Annually | 100% | 100% | 100% | 95% |
| Health of Opticom Devices | Annually | 100% | 100% | 100% | 95% |
| Health of Hub Sites | Annually | 100% | 100% | 100% | 95% |

Figure D-92: Transportation – Facilities Maintenance Activity Performance Measures

Operational Measures - Support Service Program

Facilities Maintenance Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|------------------|--------------------|
| Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial) | Annually | 17,898 | 19,200 | 25,981 | 21,000 |
| Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial) | Annually | 12 days | 12 days | 13 days | 10 |
| Capital Projects Completed (Facility Support) | Annually | 71 | 70 | 68 | 65 |

Figure D-93: Facilities Maintenance Activity Performance Measures

Fleet Management Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|-----------|------------------|------------------|----------------------|--------------------|
| Percent of replacement eligible vehicles | Quarterly | 14.78% | 16.80% | 19.38% | 20% |
| Vehicle turnaround time 0-24 hrs. | Quarterly | 75.50% | 77.75% | 80.50% | 75% |
| Billed labor hours | Quarterly | 64.50% | 70.70% | 63.40% ⁵² | 70% |
| Vehicle Availability | Quarterly | 96.09% | 96.59% | 96.94% | 95% |
| Annual fuel gallons dispensed | Quarterly | 1,084,433 | 1,077,797 | 1,098,911 | 1,050,000 |

Figure D-94: Fleet Management Activity Performance Measures

Information Technology Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|-------------------|--------------------|
| Planned Projects Requested vs. Completed Projects | Quarterly | 133% | 108% | 65% ⁵³ | 54% |

Figure D-95: Information Technology Activity Performance Measures

Purchasing and Stores Activity

| Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|-----------|------------------|------------------|------------------|--|
| Total Number of Inventory Items Issued | Annually | 7,865 | 7,865 | 6,909 | 1.25% ↑ |
| Total Dollar Amount of Inventory | Annually | \$19,062,969 | \$18,557,894 | \$19,336,311 | 1.25% ↑ |
| Total Number of Sealed Bids/RFPs | Annually | 144 | 100 | 96 | 1.25% ↑ |
| Total Dollar Amount of Sealed Bids and RFPs | Annually | \$59,200,537 | \$20,751,477 | \$13,325,367 | 1.25% ↑ |
| Total Annual Cost savings through sealed bids | Annually | \$12,075,367 | \$6,671,554 | \$7,029,406 | 1.25% ↑ |
| Total annual number of purchase orders | Annually | 3,868 | 3,859 | 3,313 | 1.25% ↑ |
| Total number of quotes | Annually | 1,019 | 840 | 554 | 1.25% ↑ |
| Total annual contract purchase order amount | Annually | \$60,098,766 | \$55,275,950 | \$46,779,760 | 1.25% ↑ |
| Annual Contract Percent | Annually | 30% | 28% | 29% | ≥ 25% of the Total annual contract purchase order amount |

Figure D-96: Purchasing and Stores Activity Performance Measures

⁵² Multiple Workman's Compensation absences and vacancies.

⁵³ Due to COVID-19 many Departments put projects on hold.

Operational Measures - Support Service Program Continued

Governance Administration Activity

| Service | Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|---|---|-----------|------------------------|--|------------------------|------------------------|
| Accounts Payable Invoice Processing | Ensure all Invoices from vendors are paid in compliance with the Local Government Prompt Payment Act. | Annually | No findings | No findings | No findings | No findings |
| Audited Financials | Clean Audit Opinion | Annually | No Findings | No Findings | No Findings | No Findings |
| Billing Operations - Solid Waste/Recycling | Accuracy of Billings (number of Customer Complaints & errors) | Annually | <1% of total customers | <1% of total customers | <1% of total customers | <1% of total customers |
| Billing Operations - Solid Waste/Recycling | Meeting Budgeted Revenues - Solid Waste | Annually | 103.7% | 100% | 100.6% | 100% |
| Billing Operations - Stormwater | Accuracy of Billings (number of Customer Complaints & errors) | Annually | <1% of total customers | <1% of total customers | <1% of total customers | <1% of total customers |
| Billing Operations - Stormwater | Meeting Budgeted Revenues - Stormwater | Annually | 100.1% | 101.6% | 104.7% | 100% |
| Billing Operations - Wastewater | Accuracy of Billings (number of Customer Complaints & errors) | Annually | <1% of total customers | <1% of total customers | <1% of total customers | <1% of total customers |
| Billing Operations - Wastewater | Meeting Budgeted Revenues - Wastewater | Annually | 113.4% | <113.7% | 131.5% | 100% |
| Code Enforcement Collections | Percent of Code Enforcement fines processed | Annually | 100% | 100% | 100% | 100% |
| Debt Management | Timely payments of Principal and Interest payments | Quarterly | Yes | Yes | Yes | Yes |
| Grants and Contracts Regulation/ Monitoring | Number of Audit Findings concerning Grants Administration | Quarterly | No Findings | No Findings | No Findings | No Findings |
| Investments and Cash Management | Compliance with Investment Policies | Annually | Yes | Yes | Yes | Yes |
| Investments and Cash Management | Investment Earnings - Meet or exceed investment earnings benchmark | Annually | Yes | Yes | Yes | Yes |
| Budget Development and Financial Monitoring | GFOA Award | Annually | Awarded | Awarded with Special Recognition for CIP | Awarded | NA |
| Civil Service Rules and Compliance | Number of Public Employers Relations Commission Hearings | Annually | 3 | 2 | 2 | 2 |
| Civil Service Rules and Compliance | Number of Arbitration & Mediation Hearings | Annually | 11 | 2 | 4 | 2 |

Figure D-97: Governance Administration Activity Performance Measures

Operational Measures - Support Service Program Continued

Governance Administration Activity, continued

| Service | Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|--|-----------|------------------|------------------|------------------|--------------------|
| Civil Service Rules and Compliance | Number of Policy Developments / Revisions | Annually | 16 | 22 | 22 | 20 |
| Development/ Redevelopment Administration | Number of Site Plans reviewed by both the DRT & SRT | Annually | 162 | 139 | 155 | 150 |
| Emergency and Disaster Recovery and Preparedness | Number of Fire Drills and other Emergency Exercises | Annually | 6 | 4 ⁵⁴ | 2 | 6 |
| Emergency and Disaster Recovery and Preparedness | Number of Events to which Safety Responded | Annually | 0 | 0 | 2 | 2 |
| Employee Engagement Activities | VIP Awards (Total Number of VIP Awards) | Quarterly | 572 | 530 | 283 | NA |
| Employee Wellness Program | Return on Investment (Ratio of money spent vs. savings) | Annually | 4.17:1 | 4.58:1 | 4.95:1 | 4.75:1 |
| Employment Recruitment and Selection | Number of positions filled with existing employees (promotions from within ranks) | Quarterly | 156 | 104 | 238 | 260 |
| Employment Recruitment and Selection | Number of external new hires | Quarterly | 305 | 218 | 205 | 200 |
| Employment Recruitment and Selection | Average number of minimally qualified applicants per requisition | Annually | 22 | 16 | 10 | 20 |
| Health Insurance/Other Benefits Management | Per member/ per year cost | Annually | \$10,126 PM/PY | \$10,800 PM/PY | \$11,000 PM/PY | NA |
| Health Insurance/Other Benefits Management | Number of Active Employees Utilizing Electronic Open Enrollment | Annually | 917 | 1,047 | 1,205 | 1,230 |
| Health Insurance/Other Benefits Management | Total % of eligible reimbursements dollars from Medicare Part D and Stop Loss Insurance | Annually | 100% | 100% | 100% | 100% |
| Investigative Audits | Commencement of investigation in a timely manner (within one business day of notification) | Annually | 100% | 100% | 100% | 100% |
| Labor Relations | Number of Grievances Filed | Quarterly | 7 | 45 | 43 | 30 |
| Labor Relations | Number of Grievances Resolved | Quarterly | 7 | 3 | 32 | 30 |

Figure D-98: Governance Administration Activity Performance Measures

⁵⁴ Impacted by COVID-19.

Operational Measures - Support Service Program Continued

Governance Administration Activity, continued

| Service | Performance Measure | Frequency | FY2018/19 Actual | FY2019/20 Actual | FY2020/21 Actual | FY2021/22 Proposed |
|--|---|------------|------------------|---------------------|------------------|--------------------|
| Occupational Safety Education, Training and Compliance | Number of citywide auto and general liability claims | Annually | 109 AL 259 GL | 117 AL 247 GL | 112 AL 230 GL | 110 AL 221 GL |
| Occupational Safety Education, Training and Compliance | Total Number of Observed Hazards from onsite surveys | Annually | 41 | 41 | 42 | Decrease |
| Occupational Safety Education, Training and Compliance | Total Training Hours Provided to City Employees | Annually | 8,349 | 2,085 ⁵⁵ | 7,334 | 7,900 |
| Operational Audits | Implementation of at least 75% of suggested recommendations for changes to processes | Annually | 85% | 90% | 90% | 90% |
| Pension Board and Policy Administration | Number of Ordinance Changes as needed/ Actuary | Biannually | 0 | 2 | 2 | 1 |
| Pension Board and Policy Administration | Number of significant deficiencies or material weaknesses on the Annual Audit Report | Annually | 1 | 0 Estimated | 0 Estimated | 0 |
| Pension Board and Policy Administration | Timely/Efficient & Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement | Annually | 3 | 3 | 1 | 1 |
| Pension Fund Support | Reporting efficiency: Number of Active, number of retired, deceased, number of transitions | Annually | 1 | 0 Estimated | 0 Estimated | 0 |
| Pension Fund Support | Actual Plan Assets | Annually | 7.25% | 7.25% Estimated | 24.10% | 7.25% |
| Retirement Enrollment and Benefit Services | Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions | Quarterly | 200 | 171 | 222 | 230 |
| Retirement Enrollment and Benefit Services | Number of Educational Opportunity Events | Quarterly | 198 | 54 | 257 | 250 |
| Retirement Enrollment and Benefit Services | Retirement Readiness Metric | Annually | 90% | 92% | 90% | 90% |

Figure D-99: Governance Administration Activity Performance Measure

⁵⁵ Safety Fairs restructured to smaller groups due to COVID-19.



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Core/Support Service Performance Reporting

The Performance Budget is separated by Programs along with a definition of the Activities and Services contained within. To best utilize the additional information in this section, an understanding of the hierarchy of Programs, Activities, and Services is needed (shown in the diagram below).

- **Program** – Group Activities, operations or organizational units directed to attaining specific purposes or objectives.
- **Activity** – A specific and distinguishable service performed by one or more organization components of the City to accomplish a function for which the City is responsible and has programmed.
- **Core/Support Services** – Product or Services provided to the public (external customers) or supporting service (internal customers) as an actual deliverable.

Each Program section begins with a summary page outlining the respective Activities, Personnel Counts, Expenditures and Revenues. Following the Program page, each Activity’s Mission and Services will be defined. Additionally, respective Department Changes and Accomplishments will be outlined. Each Activity will also have a breakdown of positions, Expenditures and Revenue (if applicable). This breakdown provides the detail to understand the net cost of each service provided by the City.

Each of the Core/Support Services are strategically aligned to the City’s Vision/Mission/Goals and Strategies. Reporting data consisting of progress updates, labor hours and non-labor costs will be used by departments to adjust operations as needed.

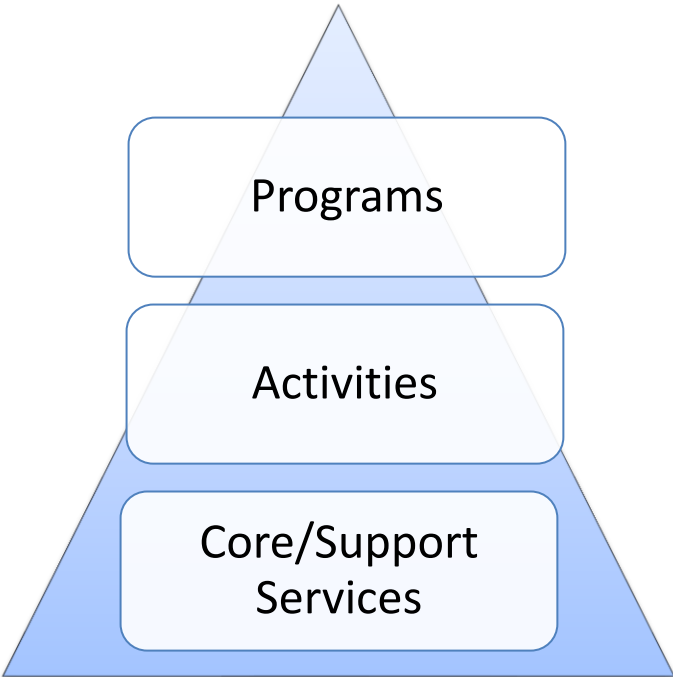


Figure D-100: City Services Pyramid-Programs, Activities, Core/Support Services

Revenue Sources C-26



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Community Safety Program

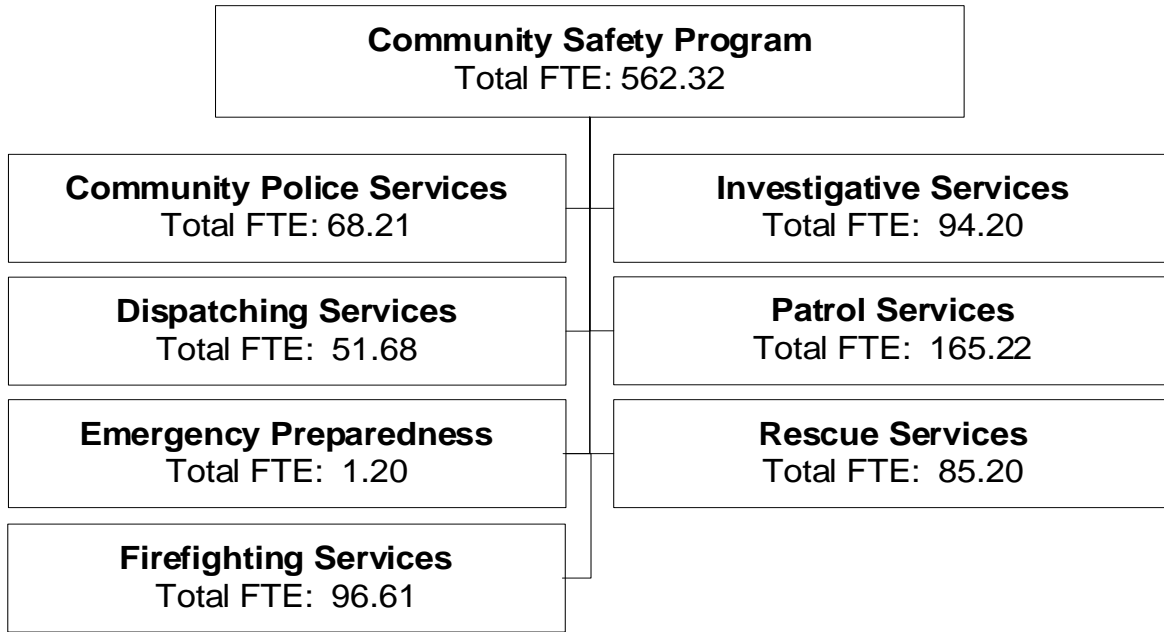


Figure D-101: Community Safety Program

Program Summary

This Program includes providing:

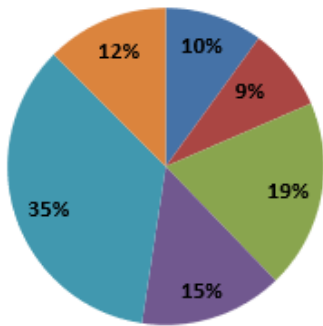
- Prompt, attentive, and compassionate customer service in response to calls for police, emergency and non-emergency services from the residents and visitors of the City of Lakeland.
- Quality follow-up investigations of criminal incidents occurring within the City of Lakeland along with developing an informed and engaged community by providing education designed to help the public avoid becoming crime victims.
- 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.
- 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.
- The most efficient and highest-level emergency medical and rescue services to the citizens of Lakeland in addition to providing professional, high-quality, effective patrol services while reducing crime, ensuring public safety, and providing responsive customer service.

Community Safety Program Continued

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$69,880,478 | \$71,974,346 | \$83,781,536 |
| Revenues Summary | \$50,136,27 | \$5,200,003 | \$14,769,607 |
| Net Cost Summary | \$64,866,851 | \$6,677,433 | \$69,011,929 |
| FTE Summary | 562.02 | 566.72 | 562.32 |

Figure D-102: Community Safety Program Budget Summary

Program Expenditures



- Community Police Services
- Dispatching Services
- Firefighting Services
- Investigative Services
- Patrol Services
- Rescue Services

Program Revenues

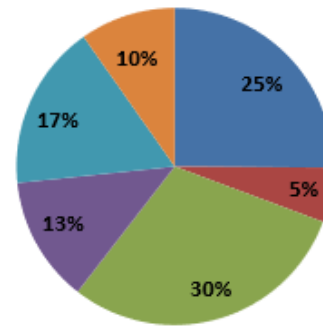


Figure D-103: Community Safety Program Pie Charts

Community Police Services Activity

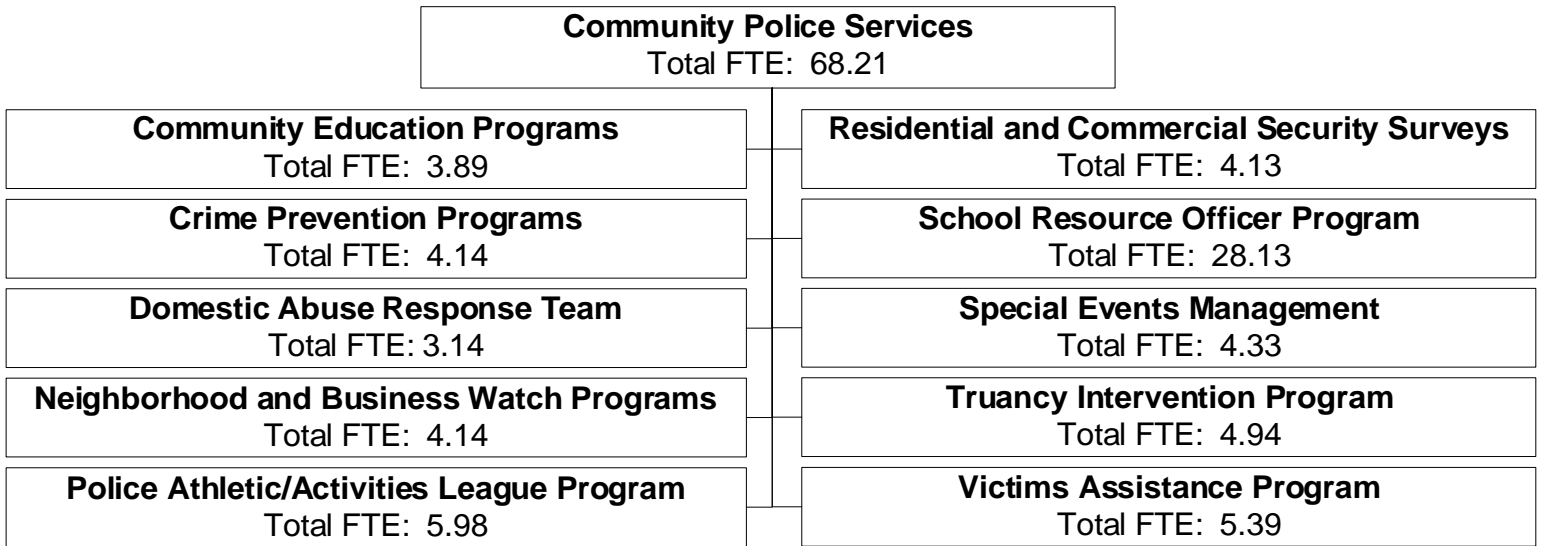


Figure D-104: Community Police Services Activity

Mission

To develop an informed and engaged community by providing education designed to help the public avoid becoming crime victims.

| | FY 2020 Budget | FY 2021 Budget | FY 2022 Budget |
|----------------------|----------------|----------------|----------------|
| Expenditures Summary | \$7,553,028 | \$8,363,406 | \$8,363,406 |
| Revenues Summary | \$1,260,079 | \$1,338,096 | \$3,691,957 |
| Net Cost Summary | \$6,292,949 | \$7,025,310 | \$4,671,449 |
| FTE Summary | 67.00 | 68.21 | 68.21 |

Figure D-105: Community Police Services Activity Budget Summary

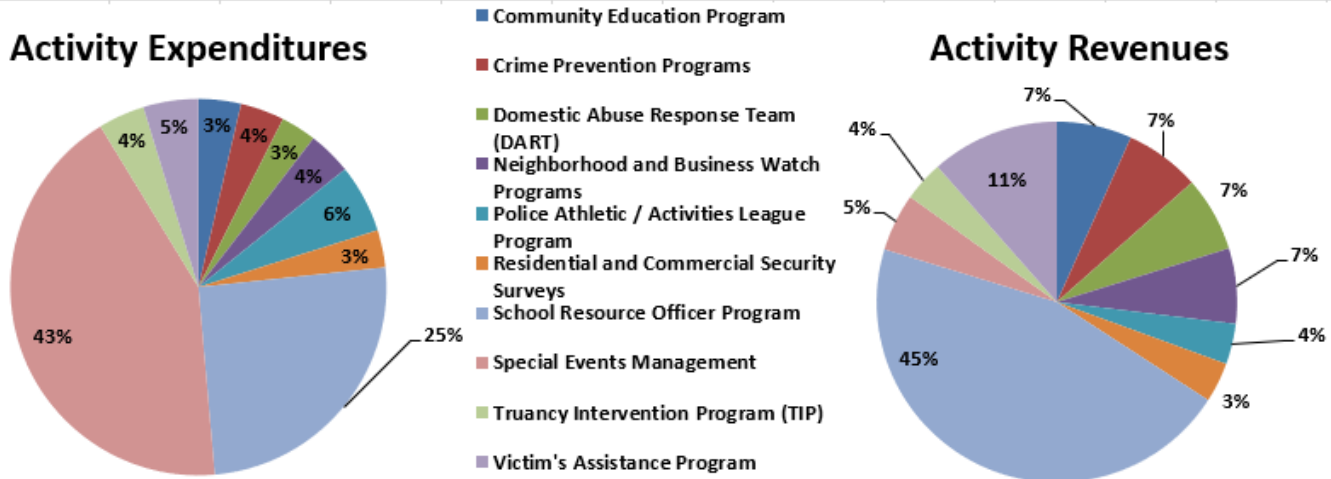


Figure D-106: Community Police Services Activity Pie Charts

Community Police Services Activity Continued

Core Services

Provides both commercial and residential security surveys, which assess the security strengths and weaknesses of a specific location and make appropriate recommendations for improvement. Works with the public in organizing and maintaining Neighborhood Watch and Business Watch programs throughout the City. Also coordinates Victims Assistance and the Domestic Abuse Response Team (DART) and plans special events, such as the Crime Prevention Expo, Lakeland Police Department Open House and the National Night Out Against Crime.

Community Education Programs

Educate the public through programs such as the Citizens Police Academy.

Crime Prevention Programs

Present crime prevention programs to church, civic, neighborhood, school, and business organizations in the City.

Domestic Abuse Response Team

Educate the public and refer the victims of domestic abuse to the appropriate service providers in the community.

Neighborhood and Business Watch Programs

Educate the public and assist in the formation of and support of neighborhood and business watch programs within the city.

Police/Athletic/Activities League Program

Provide after-school athletic, academic, and mentoring programs for at-risk youth in the city.

Residential and Commercial Security Services

Provide residential and commercial security surveys for locations within the City.

School Resource Officer Program

Maintain order by providing on-site law enforcement presence at local middle and high schools.

Special Events Management

Provide police services for special events such as Sun 'n Fun Fly-In and the annual Christmas Parade.

Truancy Intervention Program (TIP)

Keep kids off the streets and out of trouble by enforcing truancy laws and ordinances.

Victim's Assistance Program

Educate the public on victim's rights and assist the victims of crime in obtaining compensation for their losses and refer victims to the appropriate service providers.

Community Police Services Activity Continued

Changes and Accomplishments

- Detective Heather Benthall received the Polk County Police Chief's 2020 Law Enforcement Officer of the Year. She received this honor for heroic actions in talking an armed suicidal veteran into surrounding for a mental health evaluation over a 5-hour negotiation period. The veteran said if it wasn't for her, he would have killed himself.
- Mr. Nick Ivancevich was recognized as our Civilian of the Year, detectives Russ Hurley and Tammy Hathcock were recognized as Detectives of the Year for a homicide case. Officer Ryan McLaughlin received the Officer of the Year Award.
- Lakeland Police Department (LPD) continued to partner with Lakeland Regional Health's (LRH) Trauma Team to conduct bleeding control classes for all sworn officers and first responder personnel. As a result, LPD has had seven total tourniquet application that resulted in members being awarded the LRH Guardian Award for saving a life from traumatic bleeding,
- K-9 – In March 2021, LPD's K-9 Unit participated in the USPCA Regional Trials hosted by the Escambia County Sheriff's Office. Over forty teams from across the state and a few from Alabama and Georgia participated in these regional trials. Teams competed and tested for certification in an array of events, including obedience and agility, suspect and evidence search, and criminal apprehension. The LPD K-9 Unit won 1st place in the four-man team category, Officer Preston Chatman and K-9 Judah were Top Novice and Sergeant Chad Whitaker and K-9 Blizzard took home the TOP DOG award, finishing in first place overall.
- Due to COVID 19, Traffic Court on Thursdays was moved to a virtual setting in our Briefing Room instead of the Lakeland Courthouse. This was a big learning curve but is now more efficient and better for the officers.
- Captain Marvin Tarver completed the Administrative Officers Course for executive development at the Southern Police Institute at the University of Louisville in the fall of 2020. Lieutenant Doug Brown is attending this Spring of 2021.
- Recruiting has focused on hiring and sponsoring people through the Police Academy along with out of state certified officers to increase applicant pool. This has been somewhat of a paradigm shift away from local certified officers applying, but this seems to be helping fill some of the vacant positions. As a result, LPD did its own first ever Job Fair in October of 2020 and another one in March of 2021.
- LPD initiated the transfer of the Police Athletic League (PAL) from the Parks & Recreation Department back under the direction of LPD in January 2020. As such, LPD restricted the PAL unit and added two additional sworn positions (Sergeant & Officer PAL Coordinator) and one civilian PAL Coordinator. The unit was placed under the Community Services Division under the Investigative Services Bureau. In addition, the entire previous PAL Board of Directors resigned, and a new Board of Directors was recruited to serve. The 501(c) (3) corporation was updated, budgets were prepared, and a new Fundraising Committee was established to assist with funding the PAL Programs. The existing programs were restructured, and a new PAL Mobile Community Outreach program was established to reach more of our youth in all sections of the city of Lakeland.

Community Police Services Activity Continued

Changes and Accomplishments Continued

- The LPD Explorers Program has been growing over the past several years. The department is currently updating all aspects of this program to include new uniforms, training documents, and getting the units to assist with department functions as allowed during the pandemic.
- LPD's social media platforms hit milestones in 2020, with some platforms showing the largest following and highest engagement of City Departments. Our LPD Facebook page has reached over 65,000 likes and has over 72,000 followers. To date LPD has over 24,100 followers on Twitter and over 7,700 followers on Instagram. We have successfully built the platform to tell our own stories and often receive feedback from new recruits that our social media platforms were reviewed when deciding to apply at LPD.
- In August 2020, the Lakeland Police Foundation Annual 5K Race raised over \$14,000. Funding goes directly to support Lakeland Officers, civilian team members and their families.
- In January of 2021, LPD added four new K-9's to their team. All four handlers and their canines successfully completed their FLDE certification in March 2021.
- In January of 2021, Detective Tammy Hathcock and Officer Kathy O'Brien were recognized by the President's Roundtable. Officer Kathy Chin was honored with a Distinguished Service Award for her work with the DEA Task Force Pill Mill Operation. Detective Tammy Hathcock was honored with the Public Safety Officer of the Year award for her work in solving the 38-year-old cold case of Linda Slaten.
- Chief Ruben Garcia, Lieutenant Brent Addison, Detective Dave Anderson and Officer Tyler Anderson took home the top 4-man team 2020 Rough Riders Sporting Clays Cop Cup
- The Lakeland Police Explorer's Hosted a Spirit Night Fundraiser in October of 2020 with Tapatios, raising \$1,500 for the program in just three hours.
- NLO Officers and Community Service members participated in "Spooky Stops" reverse trick-or-treating. Hundreds of kids were given trick-or-treat bags with candy and goodies at their homes to ensure they did not miss out on Halloween activities due to Covid-19.
- Grace Lutheran Church donated \$3,500 to our LPD K-9 Unit in September 2020.
- LPD along with LFD hosted the first recognition ceremony of September 11, 2001 at the Lakeland 9/11 Memorial in Veteran's Park
- Five Officers received the Lakeland Regional Health Guardian Awards during late 2020 and early 2021. Officers Benjamin Blommel, Adam Woodring, Kaelb Wilson, Matthew Granas and Zachary Simmons were all honored for separate incidents for their quick response to injured citizens. The Guardian Award is an award that recognizes non-medical responders and community members who provide bleeding control techniques learned in the Bleeding Control Basic Course.

Community Police Services Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Community Education Program | 3.89 | 334,804 | 161,462 | 496,266 | 248,645 | 247,621 |
| Crime Prevention Programs | 4.14 | 353,035 | 159,103 | 512,138 | 248,953 | 263,184 |
| Domestic Abuse Response Team (DART) | 3.14 | 277,780 | 137,290 | 415,070 | 247,720 | 167,350 |
| Neighborhood and Business Watch Programs | 4.14 | 353,035 | 156,588 | 509,623 | 248,953 | 260,670 |
| Police Athletic / Activities League Program | 5.98 | 572,384 | 225,803 | 798,187 | 134,317 | 663,870 |
| Residential and Commercial Security Surveys | 4.13 | 351,064 | 84,555 | 435,619 | 132,036 | 303,583 |
| School Resource Officer Program | 28.13 | 2,885,604 | 547,719 | 3,433,323 | 1,682,850 | 1,750,473 |
| Special Events Management | 4.33 | 386,869 | 192,665 | 579,534 | 190,735 | 388,799 |
| Truancy Intervention Program (TIP) | 4.94 | 441,751 | 100,187 | 541,938 | 133,035 | 408,903 |
| Victim's Assistance Program | 5.39 | 432,668 | 209,041 | 641,709 | 424,712 | 216,997 |
| FY22 Total: | 68.21 | \$6,388,994 | \$1,974,412 | \$8,363,406 | \$3,691,957 | \$4,671,449 |

Figure D-107: Community Police Services Activity Costs

Dispatching Services Activity

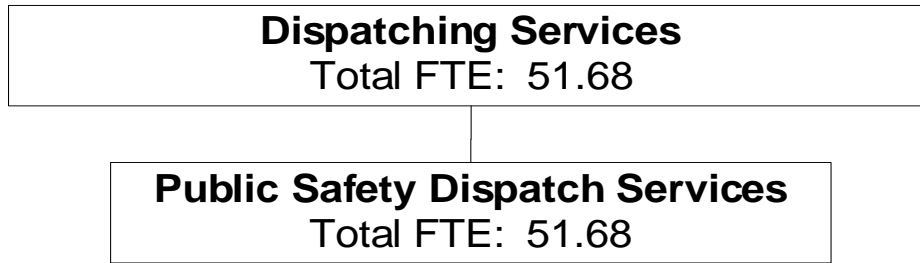


Figure D-108: Dispatching Services Activity

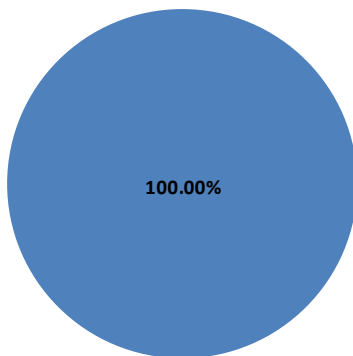
Mission

To provide prompt, attentive, and compassionate customer service in response to calls for emergency and non-emergency services from the residents and visitors of the City of Lakeland.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$6,009,563 | \$5,969,187 | \$7,113,654 |
| Revenues Summary | \$87,065 | \$255,659 | \$818,097 |
| Net Cost Summary | \$5,922,498 | \$5,713,528 | \$6,295,557 |
| FTE Summary | 51.98 | 51,.83 | 51,.68 |

Figure D-109: Dispatching Services Activity Budget Summary

Activity Expenditures



Activity Revenues

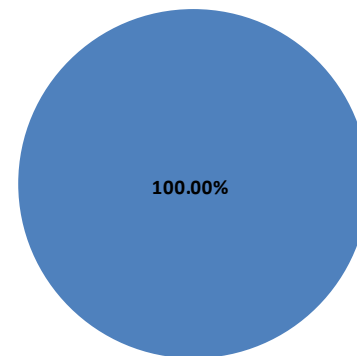


Figure D-110: Dispatching Services Activity Pie Charts

Dispatching Services Activity Continued

Core Services

The Lakeland Police Department (LPD) Communications Center is a 24-hour, 7-days per week operation. The Communications Center answers 911 calls and dispatches for both LPD and the Lakeland Fire Department (LFD).

Public Safety Dispatch Services

Dispatch LPD and LFD units to calls for service throughout the city and contact county EMS for medical emergencies.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------|--------------|--------------------|--------------------|--------------------|------------------|--------------------|
| Public Safety Dispatch Services | 51.68 | 4,347,827 | 2,765,827 | 7,113,654 | 818,097 | 6,295,557 |
| FY22 Total: | 51.68 | \$4,347,827 | \$2,765,827 | \$7,113,654 | \$818,097 | \$6,295,557 |

Figure D-111: Dispatching Services Activity Costs

Firefighting Services Activity

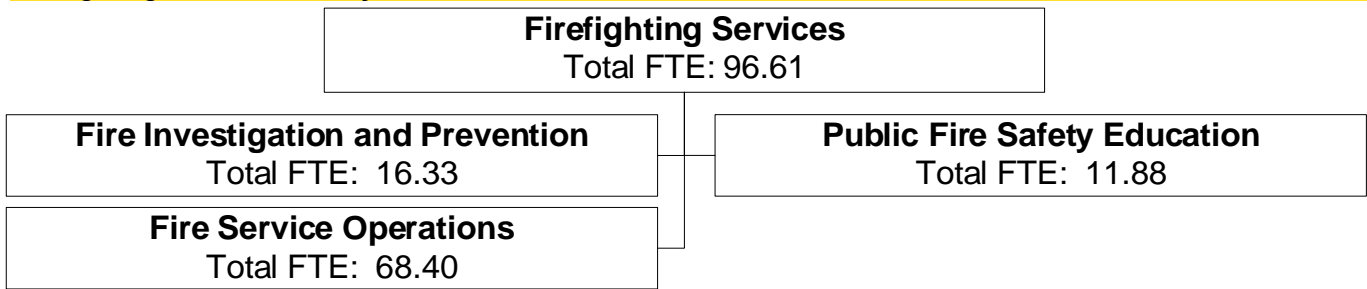


Figure D-112: Firefighting Services Activity

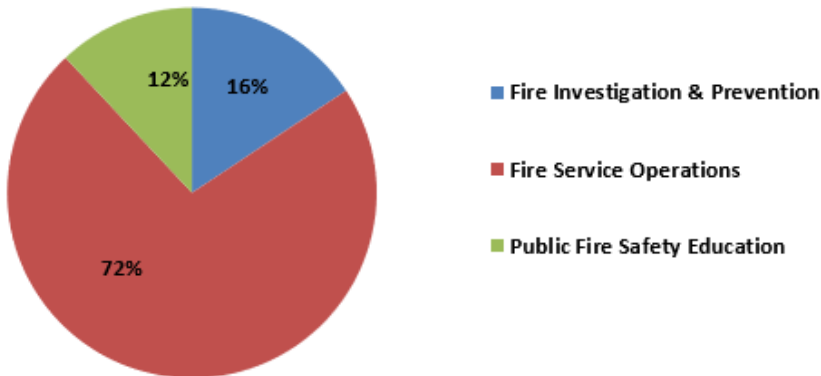
Mission

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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$13,429,882 | \$15,054,477 | \$16,116,316 |
| Revenues Summary | \$1,059,523 | \$1,072,855 | \$4,385,749 |
| Net Cost Summary | \$12,370,359, | \$13,981,622 | \$11,730,567 |
| FTE Summary | 91.10 | 97.95 | 96.61 |

Figure D-113: Firefighting Services Activity Budget Summary

Activity Expenditures



Activity Revenues

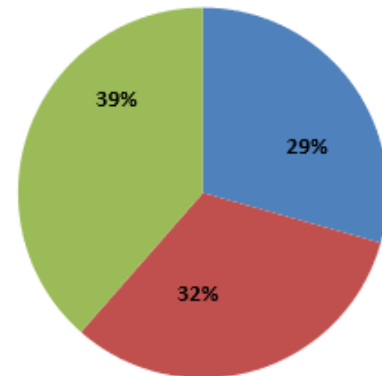


Figure D-114: Firefighting Services Pie Charts

Firefighting Services Activity Continued

Core Services

Perform the management and administration of the Lakeland Fire Department (LFD) budget, policies and procedures providing department-wide leadership and direction. Respond 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. Technical Rescue services are provided by trained LFD personnel on a county-wide basis through a reciprocal agreement with the Polk County Fire Department who in turn provides county-wide hazardous materials response. Firefighting Services is uniquely joined with Rescue Services as the same personnel are required to perform both services.

Fire Investigation and Prevention

Fire investigation provides 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. Fire prevention is the act of reviewing building construction plans for compliance with local and state ordinances and conducting on site building inspections for fire safety and life safety compliance.

Fire Service Operations

Fire service operations is any activity that involves the use of firefighters and equipment to mitigate any threat or event that requires the use of trained firefighters that may include firefighting, building collapse, high angle rescue, confined space rescue, trench rescue, vehicle and/or machinery extraction, hazardous materials response and water rescue.

Public Fire Safety Education

Public fire safety education is a community-wide outreach program that teaches children and adults about the hazards of fire and how to protect themselves from potential fire loss, as well as providing them with a safety plan in case a fire occurs in their home. In addition, fire safety educational classes are provided to local businesses and institutions involving fire extinguishers and fire alarms.

Changes and Accomplishments

Administration

- Chief Riley was elected as 1st Vice President for the Florida Fire Chiefs' Association (FFCA), also receiving designation of Florida Fire Chief of the Year.
- Evaluated by Insurance Service Office (ISO) and maintained department's Rating of #1, the highest rating achievable. This evaluation resulted in individual scores that were higher than our previous Rating of #1, validating the group effort for providing superior fire service to the community.
- Completed the Collective Bargaining Agreement Year 3 economic reopener with IAFF.
- Completed first year of enhanced firefighter annual physicals with LifeScan. Results found very few medical issues of concern with overall health profile of the department positive.
- Construction completed on new Lakeland Fire Department (LFD) Training Center. This facility affords a safe, modern environment for current and future employees to develop and maintain critical firefighting skill sets.

Firefighting Services Activity Continued

Changes and Accomplishments Continued

Administration Continued

- Assisted with selection and foundational implementation of new Computer Aided Dispatch (CAD).
- Chief Williams functioned as County Fire Chief Coordinator, maintaining information flow related to COVID-19 and resource needs between local response agencies and the State of Florida.
- Development of workflow processes between internal City departments to facilitate cancer coverage for firefighters as mandated by State Statute. One firefighter is currently battling Non-Hodgkin's Lymphoma under the policy.
- Establishment of Inspector II position, affording succession planning opportunities within the Prevention Division.
- New security system/badging was installed on Fire Administration Building.
- In vehicle radio repeater system was approved for purchase, eliminating the costly purchase by business owners that have occupancies that fail mandated radio wave thresholds.
- Hosted Certified Fire Plans Examiner course with (4) LFD Inspectors obtaining certification.
- Completed Paramedic Orientation in-house program for two new LFD Paramedics.
- Strengthened internal peer support network under guidance of Chief Hartzog, including assisting with launch of Redline Rescue to support responders in a broader statewide audience.
- Creation of partnership with Lakeland Regional Health Center where discrete services are offered to responders suffering from mental health issues such as PTSD, under the direction of Chief Reynolds.
- Designed and placed order for (1) new engine with clean cab concept, affording firefighters with advanced contamination reduction.
- Continued participation and active engagement with firefighter safety organizations such as the Florida Firefighter Safety and Health Collaborative, maintaining current safety procedures and equipment for personnel.

Public Relations

- Continued community partnerships with non-profit organizations to include: SPCA, Central Florida Speech and Hearing Center, Talbot House, PACE Center, Dream Center of Lakeland, Polk County Chapter of American Cancer Society, and Volunteers in Service to the Elderly.
- Selected (3) Fire Service Opportunity and Career for Under-served Students (F.O.C.U.S.) scholarship to (3) minority recipients.
- Completed the 2020 firefighter toy drive for underserved children in our community, resulted in largest number of toys donated to date.
- Established unique methods for providing public fire safety information in the COVID-19 environment, finding success with endeavors such as digital fire station tours for children.

Operations

- Coordinated and completed training on new aircraft and processing facility for Amazon at the Lakeland Linder International Airport (LLIA).

Firefighting Services Activity Continued

Changes and Accomplishments Continued Operations Continued

- Successfully managed public safety for (2) airshows at LLIA, the Holiday Flying Festival and Car Show, and the 2021 SUN' n Fun. The 2021 SUN n' Fun show was their largest in history, requiring significant support staff from LFD to manage the weeklong event.
- Hired 6 new firefighters and (1) firefighter intern, of which (5) of the (7) were minorities. All (7) completed the first Lakeland Fire Department Mini-Academy at the new training center under Chief Almskog.
- Policy, training, and implementation of Active Shooter guidelines for first responders. Ballistic vests and helmets placed on apparatus for responder use.
- LFD successfully completed Aircraft Rescue & Firefighting (ARFF) annual inspection by the Federal Aviation Administration, having completed 100% of mandated training.
- Uniformity was gained with all medical equipment on LFD apparatus color coded for ease of identification and use.
- Sent two members of management to Manatee County Piney Point Phosphate Release for multi-day incident management under Florida Division of Emergency Management.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------|--------------|-------------------|------------------|--------------------|------------------|-------------------|
| Fire Investigation & Prevention | 16.33 | 1,773,397 | 756,647 | 2,530,044 | 1,287,366 | 1,242,678 |
| Fire Service Operations | 68.40 | 7,598,845 | 4,054,067 | 11,652,912 | 1,408,288 | 10,244,624 |
| Public Fire Safety Education | 11.88 | 1,238,322 | 695,038 | 1,933,360 | 1,690,094 | 243,266 |
| FY22 Total: | 96.61 | 10,610,564 | 5,505,752 | 16,116,316 | 4,385,749 | 11,730,567 |

Figure D-115: Firefighting Services Activity Costs

Investigative Services Activity

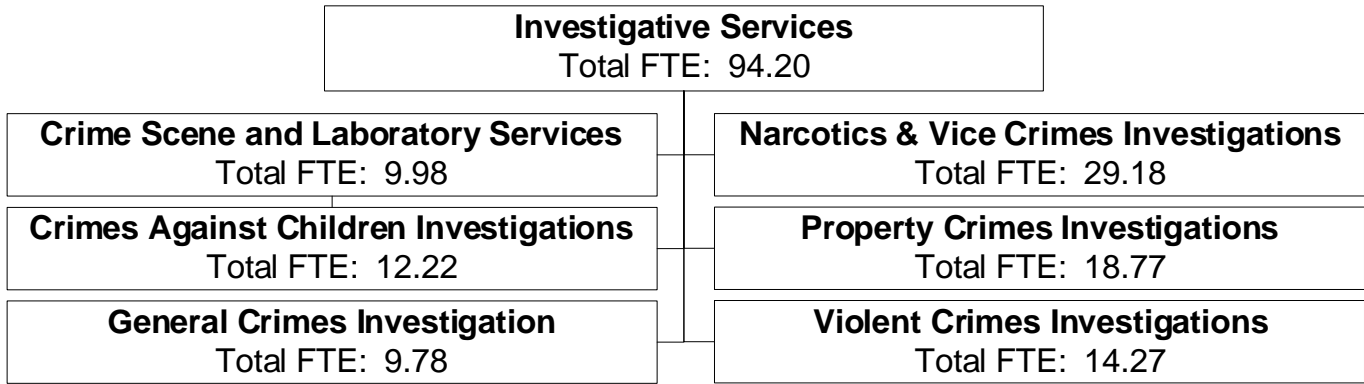


Figure D-116: Investigative Services Activity

Mission

To provide quality follow-up investigations of criminal incidents occurring within the City of Lakeland.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$11,438,365 | \$11,247,455 | \$12,234,453 |
| Revenues Summary | \$120,150 | \$115,488 | \$1,887,388 |
| Net Cost Summary | \$11,318,215 | \$11,131,967 | \$10,347,065 |
| FTE Summary | 93.76 | 91.60 | 94.20 |

Figure D-117: Investigative Services Activity Budget Summary



Figure D-118: Investigative Services Activity Pie Charts

Investigative Services Activity Continued

Core Services

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 related to child abuse and molestation.

Special Investigations (SIS) 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.

Crime Scene and Laboratory Services

Collect and process evidence from crime scenes in the city and testify in court.

Crimes Against Children Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of crimes against children.

General Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of crimes of auto theft and general economic crimes.

Narcotics and Vice Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of narcotics and vice crimes.

Property Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of property crimes.

Violent Crimes Investigations

Investigate crimes, arrest perpetrators, prepare case files, submit for prosecution, and testify in trials for those accused of violent crimes.

Investigative Services Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|--------------|------------------|------------------|--------------------|------------------|-------------------|
| Crime Scene and Laboratory Services | 9.98 | 931,680 | 342,445 | 1,274,125 | 307,006 | 967,119 |
| Crimes Against Children Investigations | 12.22 | 1,263,859 | 349,678 | 1,613,537 | 309,020 | 1,304,517 |
| General Crimes Investigations | 9.78 | 1,006,851 | 309,006 | 1,315,857 | 306,167 | 1,009,689 |
| Narcotics and Vice Crimes Investigations | 29.18 | 2,848,847 | 859,541 | 3,708,388 | 333,771 | 3,374,617 |
| Property Crimes Investigations | 18.77 | 1,914,498 | 497,479 | 2,411,977 | 319,388 | 2,092,589 |
| Violent Crimes Investigations | 14.27 | 1,517,914 | 392,656 | 1,910,570 | 312,035 | 1,598,534 |
| FY22 Total: | 94.20 | 9,483,649 | 2,750,804 | 12,234,453 | 1,887,388 | 10,347,065 |

Figure D-119: Investigative Services Activity Costs

Patrol Services Activity

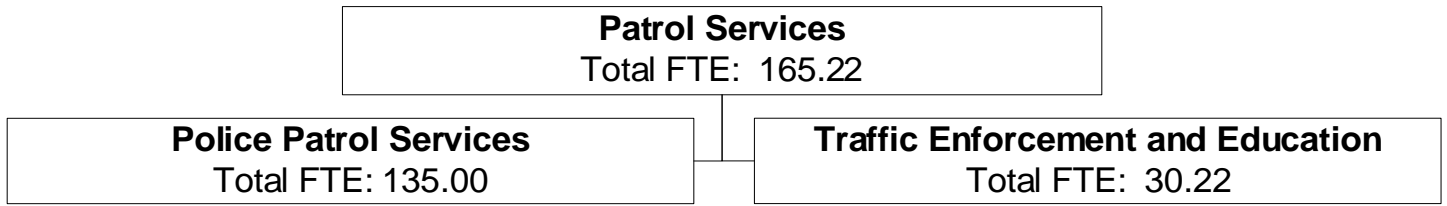


Figure D-120: Patrol Services Activity

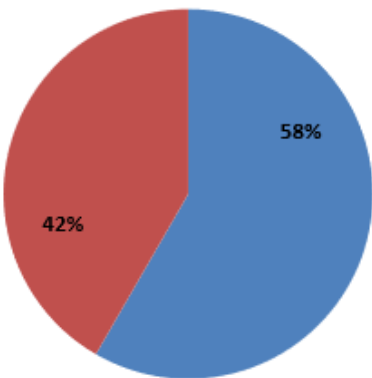
Mission

To provide professional, high-quality, effective patrol services while reducing crime, ensuring public safety, and providing responsive customer service.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$20,804,843 | \$21,116,539 | \$29,350,276 |
| Revenues Summary | \$2,068,814 | \$1,954,903 | \$2,484,039 |
| Net Cost Summary | \$18,736,029 | \$19,161,636 | \$26,866,237 |
| FTE Summary | 170.53 | 176.33 | 165.22 |

Figure D-121: Patrol Services Activity Budget Summary

Activity Expenditures



Activity Revenues

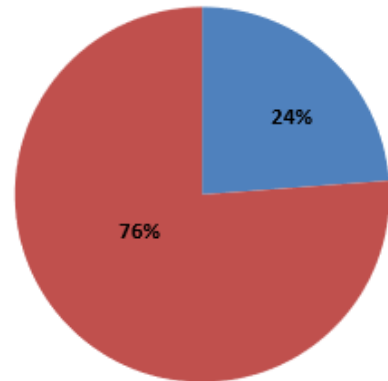


Figure D-122: Patrol Services Activity Pie Charts

Patrol Services Activity Continued

Core Services

Community Policing includes responding to emergency and non-emergency calls for service, the development and maintenance of collaborative community partnerships and pro-active neighborhood problem-solving.

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.

Focus on crime analysis reports and pro-active patrols by the Neighborhood Enforcement Team (NET) to reduce violent crimes and property crimes.

Police Patrol Services

Respond to emergency and non-emergency calls for service as well as proactively patrolling the City on a 24/7 basis.

Traffic Enforcement and Education

Enforce traffic laws and educate the public to reduce property damage and bodily injury resulting from traffic crashes.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------------------|---------------|---------------------|---------------------|---------------------|--------------------|---------------------|
| Police Patrol Services | 135.00 | 12,840,069 | 4,280,186 | 17,120,245 | 591,543 | 16,528,702 |
| Traffic Enforcement and Education | 30.22 | 2,848,823 | 9,381,209 | 12,230,032 | 1,892,496 | 10,337,535 |
| FY22 Total: | 165.22 | \$15,688,882 | \$13,661,394 | \$29,350,276 | \$2,484,039 | \$26,866,237 |

Figure D-123- Patrol Services Activity Costs

Rescue Services Activity

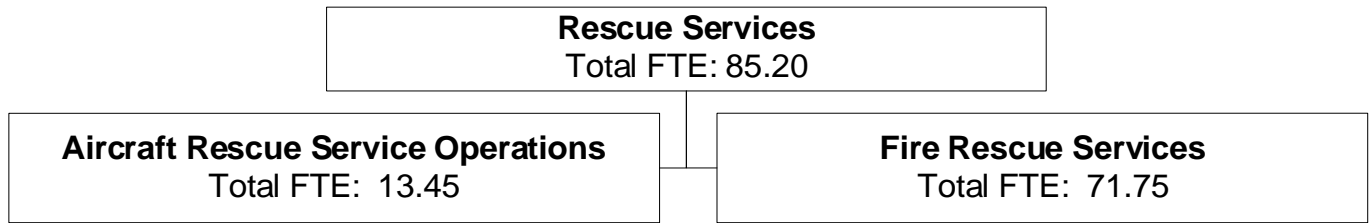


Figure D-124: Rescue Services Activity

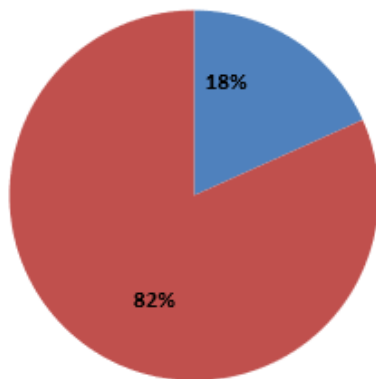
Mission

To provide the most efficient and highest-level emergency medical and rescue services to the Citizens of Lakeland.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$10,496,943 | \$10,075,776 | \$10,452,054 |
| Revenues Summary | \$417,996 | \$403,012 | \$1,435,046 |
| Net Cost Summary | \$10,078,947 | \$9,672,764 | \$9,017,008 |
| FTE Summary | 86.65 | 79,60 | 85.20 |

Figure D-125: Rescue Services Activity Budget Summary

Activity Expenditures



Activity Revenues

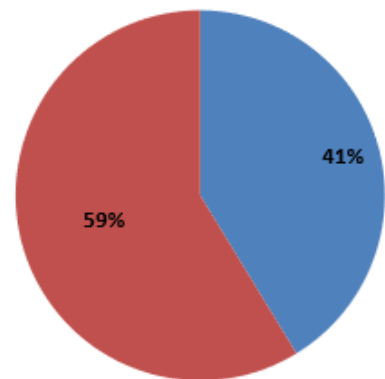


Figure D-126: Rescue Services Activity Pie Charts

Rescue Services Activity Continued

Core Services

Fire based Emergency Medical Services provide dual response with Polk County for both basic and advanced life-support, within the Lakeland City limits. Rescue Services is uniquely joined with Firefighting Services as the same personnel are required to perform both services.

Aircraft Rescue Service Operations

Aircraft rescue and firefighting operations involves responding to any potential aircraft emergency or rescue event and mitigate the hazard to the aircraft and its occupants at Lakeland Linder International Airport.

Fire Rescue Services

Fire rescue services is any activity that involves the use of firefighters and equipment to mitigate any threat or medical event. This requires the use of firefighters trained to the level of emergency medical technicians to provide basic life support techniques and/or firefighters trained to the level of paramedic to provide advanced life support techniques.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|------------------------------------|--------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| Aircraft Rescue Service Operations | 13.45 | 1,525,990 | 387,424 | 1,913,414 | 592,320 | 1,321,094 |
| Fire Rescue Services | 71.75 | 7,909,073 | 629,567 | 8,538,640 | 842,726 | 7,695,914 |
| FY22 Total: | 85.20 | \$9,435,063 | \$1,016,991 | \$10,452,054 | \$1,435,046 | \$9,017,008 |

Figure D-127: Rescue Services Activity Costs

Emergency Preparedness Services Activity

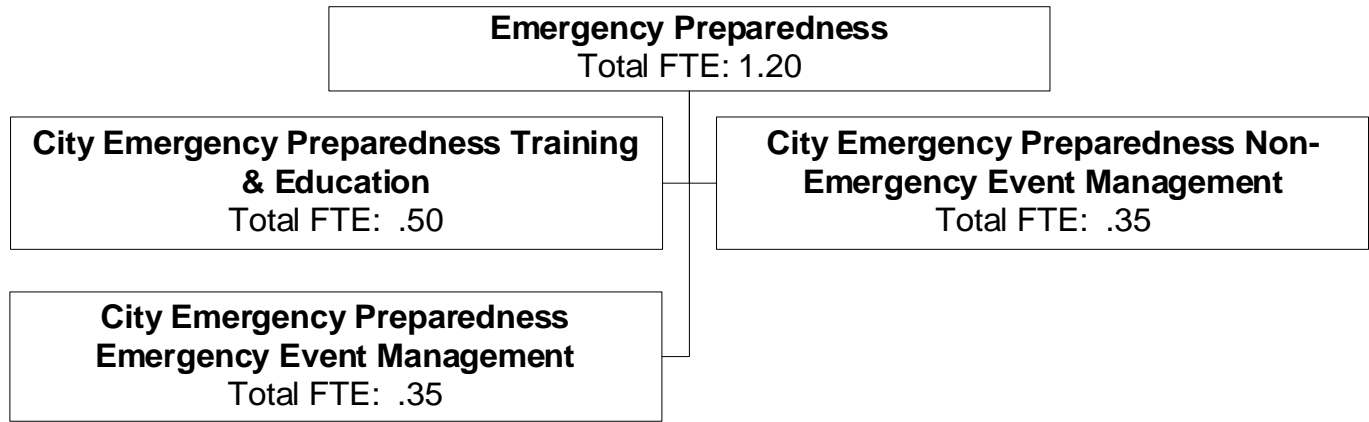


Figure D-128: Emergency Preparedness Services Activity

Mission

To provide the most efficient and highest-level emergency preparedness to the Citizens of Lakeland.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$147,854 | \$147,506, | \$151,377 |
| Revenues Summary | 0 | \$59,990 | \$67,331 |
| Net Cost Summary | \$147,854, | \$87,516 | \$84,046 |
| FTE Summary | 1 | 1.20 | 1.20 |

Figure D-129: Emergency Preparedness Services Activity Budget Summary

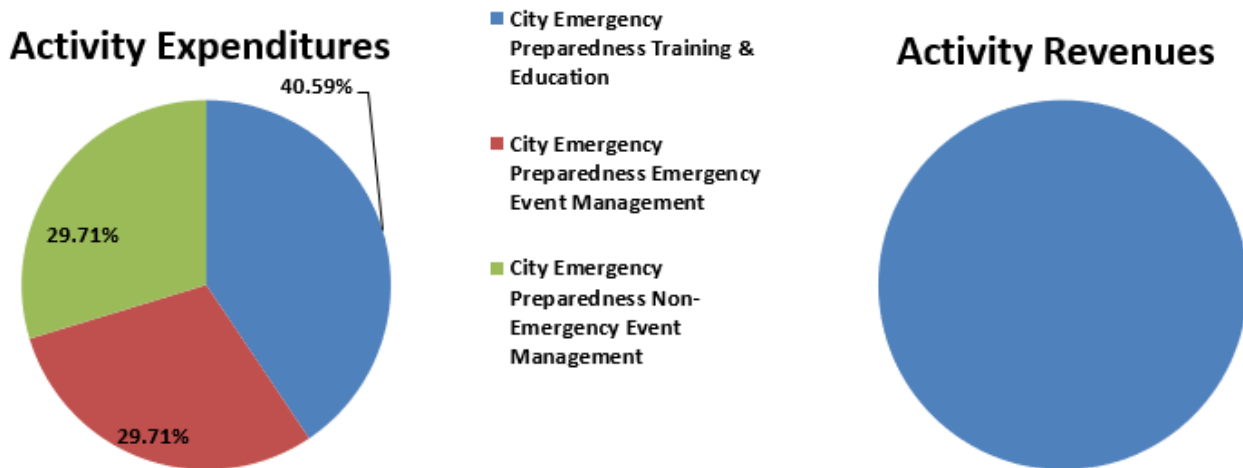


Figure D-130: Emergency Preparedness Services Activity Pie Charts

Emergency Preparedness Services Activity Continued

Core Services

City Emergency Preparedness Training & Education

The Emergency Manager designs and administers emergency/disaster preparedness courses to prepare the City of Lakeland to remain resilient in the event of natural or manmade disasters. Through collaboration with public and private partners, the Emergency Manager will identify resources and needs for crisis management, while preparing City of Lakeland departments to function cohesively under the Incident Command System during an emergency incident. The Emergency Manager will identify logistical needs and services that may be required during an emergency and coordinate contractual agreements through established guidelines while serving as the liaison to the Polk County Emergency Manager.

City Emergency Event Management

Through the development and administration of the Municipal Comprehensive Emergency Management Plan, the Emergency Manager will coordinate disaster response activities that serve to protect the public and provide continuity of operations for the City of Lakeland. The Emergency Manager may serve as the EOC Coordinator during an emergency event, providing leadership and direction to City Management.

City Non-Emergency Event Management

The Emergency Manager will coordinate permitted non-emergency events occurring in the City of Lakeland through collaboration with internal and external stakeholders. These events may require the creation and implementation of an Incident Action Plan to ensure safe and efficient service delivery during the event. The Emergency Manager will work directly with City, County, and State partners to develop professional relationships that foster teamwork and inclusion in the delivery of services during non-emergency events.

Changes and Accomplishments

- Developed Pandemic Plan for City of Lakeland as a tool for guiding organization from response to recovery under COVID-19 environment. This plan was the first such active plan in Polk County.
- Participated in the development, application, and maintenance of a centralized logistical process for COVID-19 supplies. This centralized process provided an uninterrupted supply chain of scarce personal protective equipment and supplies necessary to maintain emergency services, as well as all internal departments. Provided tracking mechanism necessary to seek FEMA reimbursement.
- Maintained situational awareness with pandemic, briefing elected and appointed officials and partners in the community. Assisted City Team with local state of emergency declaration.
- Provided support and direction for policy implementation concerning internal employee exposures to COVID-19, providing intake support for employees, and establishing testing appointments.
- Participated in multiple grant writing opportunities.
- Assisted Legal with adopting Polk County's Local Mitigation Strategy which provides opportunities for federal mitigation dollars for Lakeland.

Emergency Preparedness Services Activity Continued

Changes and Accomplishments Continued

- Provided support for all internal departments in creating departmental emergency operations guidelines.
- Created working draft outline for Municipal Emergency Management Plan.
- Participated in bi-weekly special events planning meetings to provide direction on safety/COVID-19 related variables with public gatherings. Assisted Parks and Recreation with pandemic related concerns associated with Major League Baseball.

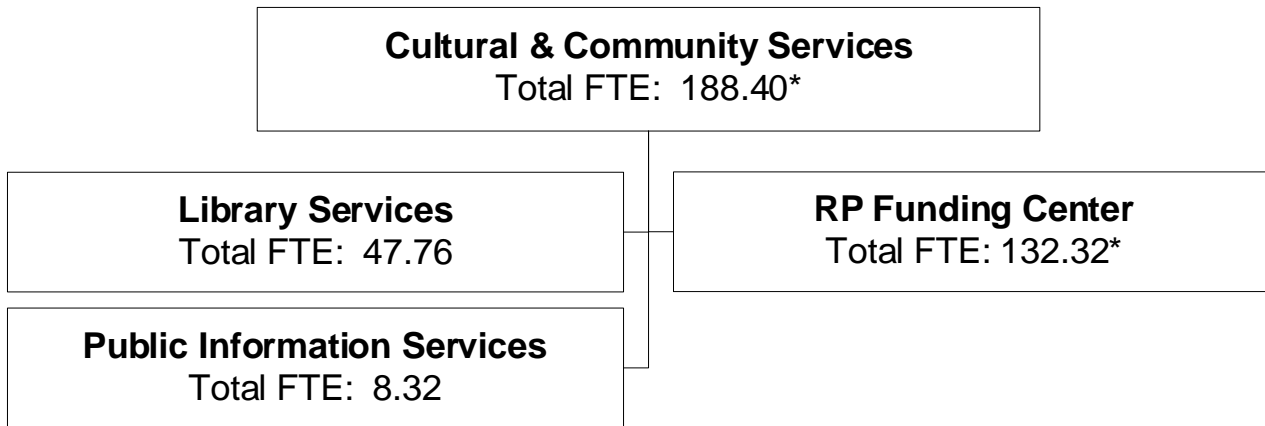
| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|-------------|----------------|------------------|--------------------|---------------|---------------|
| City Emergency Preparedness Training & Education | 0.50 | 57,634 | 12,451 | 61,441 | 28,055 | 33,387 |
| City Emergency Preparedness Emergency Event Management | 0.35 | 47,850 | 5,761 | 44,968 | 19,638 | 25,329 |
| City Emergency Preparedness Non-Emergency Event Management | 0.35 | 47,850 | 5,761 | 44,968 | 19,638 | 25,329 |
| FY22 Total: | 1.20 | 153,334 | 23,974 | 151,377 | 67,331 | 84,046 |

Figure D-131: Emergency Preparedness Services Activity Costs



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Cultural and Community Services Program



*Includes Pooled Employees

Figure D-132: Cultural and Community Services Program

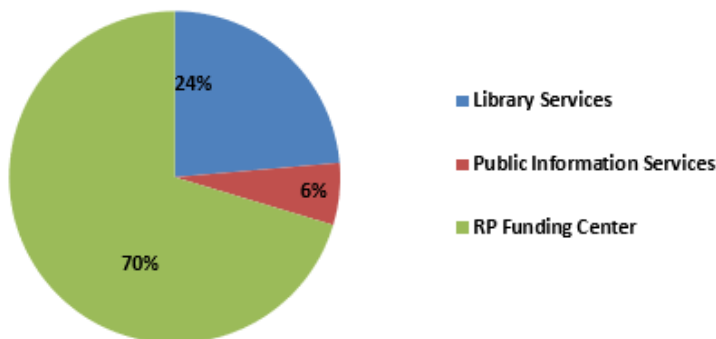
Program Summary

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$15,917,259 | \$15,001,963 | \$13,090,649 |
| Revenues Summary | \$7,528,344 | \$6,039,173 | \$9,581,719 |
| Net Cost Summary | \$8,388,915 | \$8,962,790 | \$3,508,930 |
| FTE Summary | 193.52 | 239.10* | 188.40* |

Figure D-133: Cultural and Community Services Program Budget Summary

Program Expenditures



Program Revenues

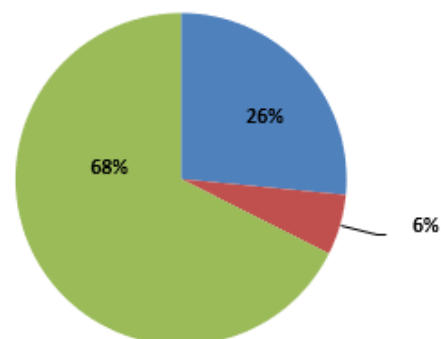


Figure D-134: Cultural and Community Services Program Pie Charts

Library Services Activity

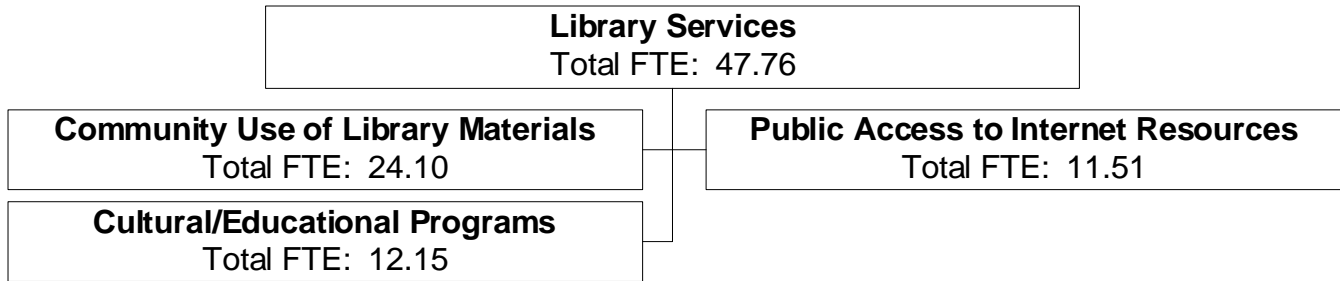


Figure D-135: Library Services Activity

Mission

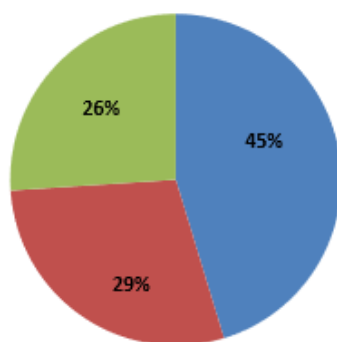
This Program includes providing:

- Residents, employees and the media, educational information regarding the City of Lakeland's functions, challenges, and achievements by building and maintaining open channels of communication.
- Customers with high quality public library services in response to the pursuit of their education, recreation, and information needs.
- 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$4,578,637 | \$4,477,729 | \$3,091,767 |
| Revenues Summary | \$1,396,323 | \$1,480,135 | \$2,541,253 |
| Net Cost Summary | \$3,182,314 | \$2,997,594 | \$550,514 |
| FTE Summary | 48.20 | 47.81 | 47.76 |

Figure D-136: Library Services Activity Budget Summary

Activity Expenditures



Activity Revenues

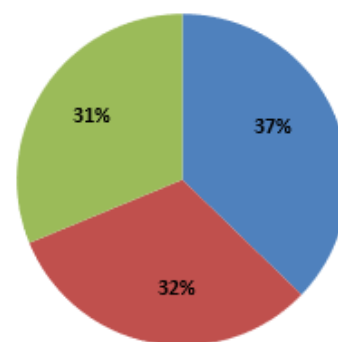


Figure D-137: Library Services Activity Pie Charts

Library Services Activity Continued

Core Services

Library services to the public include access to material loans, digital content, programming for children/adults, reference services, local history resources, public access computers, free wireless connectivity, and meeting rooms available for library customers. Access to the Library's collection and research databases is offered through www.lakelandgov.net/library or by visiting the Main Library, the Larry R. Jackson Branch Library, or the e-library South Lakeland at Lake Miriam Square. Lakeland is a member of the Polk County Library Cooperative (PCLC) and serves all Polk County residents free of charge.

Community Use of Library Materials

Materials in multiple formats for age-appropriate audiences are repeatedly selected, purchased, processed, shelved, and circulated. Formats include traditional books, digital content, music CDs, DVDs, and books on CD.

Cultural/Educational Programs

Staff plan and prepare access to Music, Art, Literacy, Storytelling, Film, Book Discussions, Guest Authors, and History programs for a wide range of audiences in the greater Lakeland Community. Summer programs are hosted offsite to accommodate the crowds. The Friends of the Library of Lakeland, Inc. underwrite the costs of the guest entertainers/educators for the summer programs as well as the music series, the book discussions and the film series at the Main Library and the Larry R. Jackson Branch Library.

Public Access to Internet Resources

The Libraries offer internet access through both wired and wireless connections. The internet provides many Citizens access to eGovernment sites, job searching and application submissions, communication with family/friends as well as access to research databases. In addition, the Library uses Social Media sites such as Facebook and Twitter to promote its resources.

Changes and Accomplishments

- Main Library began Phase 1 of the HVAC replacement and Lakeland History and Culture Center construction project in March 2021. The collection and shelving were move to an offsite location but remain available for holds. Staff was re-located to the offsite location and the Larry R Jackson Branch and the elibrary South Lakeland to help offset the reduction of library services at the Main Library.
- CARES grant monies available to Lakeland through the Polk County Library Cooperative will go to purchase another Self-checkout station and Self-Serve Book Lockers to be housed at Kelly Recreation Center.
- Effective May 2021, CARES grant monies from Tampabay Library Consortium (TBLC) now allows both remote and in-house use of the New York Times newspaper free of charge through the library website for all in Polk County.

Library Services Activity Continued

Changes and Accomplishments Continued

- Worked with Straughn Trout Architects to provide a conceptual drawing for a Public Library space within the Kelly Recreation Center. This space is proposed to be a replacement for the elibrary South Lakeland, at the Lake Miriam Shopping Plaza, when the lease expires in April 2023. At that point, it is likely that the Polk County Library Cooperative will no longer provide funding for that service outlet.
- Developed and RFQ and worked with a committee and various city departments to select an Exhibit Design, Fabrication and Installation firm to provide the Lakeland History and Culture Center's first exhibit. Experience Design was the firm selected and the agreement approved by the City Commission in May 2021.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-------------------------------------|--------------|--------------------|------------------|--------------------|--------------------|------------------|
| Community Use of Library Materials | 24.10 | 1,323,029 | 77,286 | 1,400,315 | 945,471 | 454,844 |
| Cultural / Educational Programs | 12.15 | 824,911 | 61,236 | 886,147 | 802,112 | 84,035 |
| Public Access to Internet Resources | 11.51 | 746,557 | 58,748 | 805,305 | 793,670 | 11,635 |
| FY22 Total: | 47.76 | \$2,894,497 | \$197,270 | \$3,091,767 | \$2,541,253 | \$550,514 |

Figure D-138: Library Services Activity Costs

Public Information Services Activity

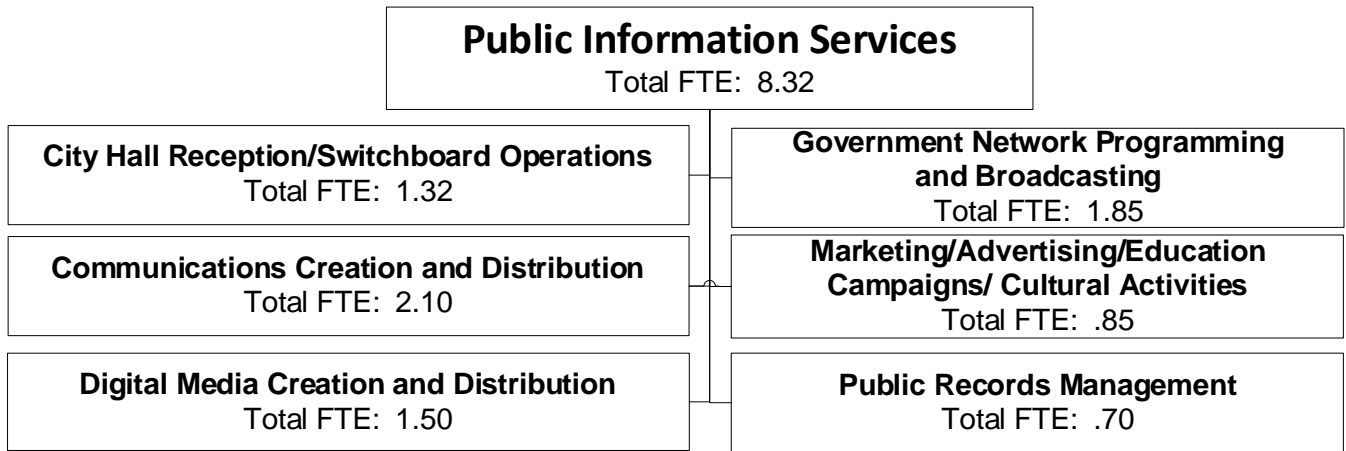


Figure D-139: Public Information Services Activity

Mission

To educate residents, employees and the media regarding the City of Lakeland’s functions, challenges, and achievements by building and maintaining open channels of communication.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$753,275 | \$681,108 | \$790,268 |
| Revenues Summary | \$20,000 | \$21,000 | \$563,574 |
| Net Cost Summary | \$733,275 | \$660,108 | \$226,694 |
| FTE Summary | 7.00 | 8.25 | 8.32 |

Figure D-140: Public Information Services Activity Budget Summary



Figure D-141: Public Information Services Activity Pie Charts

Public Information Services Activity Continued

Core Services

Providing a centralized communications group servicing all City Departments in graphic design, public relations, marketing and advertising, while overseeing internal and external communications, including web and social media. Develops and produces government access television programming on Lakeland Government Network (LGN), broadcasting throughout the County on Frontier Communications Channel 43 & 615 and streaming on the web at www.Lakelandgov.net. Live broadcasts include: City Commission, Utility Committee, Planning and Zoning, Code Enforcement Board, Code Enforcement Hearing Officer, Zoning Board of Adjustments and Appeals and other specially called meetings. Meetings and City of Lakeland videos can also be found available as video-on-demand at www.Lakelandgov.net (meetings are posted by individual agenda items). LGN spotlights the Quality of Life in Lakeland, highlighting City services and activities through short informational videos and some special events and cultural programs are recorded and broadcast on LGN.

City Hall Reception/Switchboard Operations

Specialized staff who greet walk-in customers, answer general telephone calls to the organization and maintain internal communication through phone and email by directing patrons to their ultimate destination. This a first touch for many of our customers and Lakeland City Hall is known to go above and beyond in assisting our customers, especially in switchboard operations. Switchboard operators also act as a first layer of security for those entering City Hall. City Hall reception/switchboard is managed through the Public Work's Director's Office.

Communications Creation and Distribution

The design, development and dissemination of communication materials using key ideas to convey a consistent City message. Communication materials must convey project information in a clear, concise manner with interesting graphical elements that help tell the City story. Information is distributed through traditional media channels as well as newer non-traditional electronic media outlets such as the internet, intranet, social media, government access television and mobile applications. Materials used to support marketing initiatives and on-going public education efforts are strategically developed to form a campaign. Successful campaigns tend to be carefully researched, well thought out and focused on details and execution rather than resting on a single idea.

Digital Media Creation and Distribution

Digital media creation includes content designed for web and social media consumption. It is specifically created to be viewed from a mobile device as well as a desktop computer. Digital Media Content Creation is the development of content with specific styles in writing, graphic design and marketing that includes psychology of content and algorithm optimization, so content appears in social media newsfeeds. Distribution of digital media is done through the City's various web properties including the out-facing lakelandgov.net and the City's intranet as well as all the City's social media channels.

Public Information Services Activity Continued

Core Services Continued

Government Network Programming and Broadcasting

City of Lakeland television facilities, equipment and capabilities are a major resource for the dissemination of information about City services, current events and issues facing local government. Television can be used to greatly enhance the City's ability to communicate with residents in a timely and informative manner. The City of Lakeland produces programming that is broadcast to cable television subscribers on Spectrum channel 643 & Fios Channel 43 and streamed over the City's website. All programming is also available as video on demand thru the City's website. The mission of LGN is to encourage community spirit, educational progress and local government support through television and internet web streaming.

Marketing/Advertising/Education Campaigns/Cultural Activities

A Coordinated series of linked efforts to increase service awareness. The effort can include promotion via print, TV or online and devoting significant resources to generate awareness. Provide an 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.

Public Records Management

Public officials are legally responsible for creating and maintaining records that document the transactions of government. These records provide evidence of the operations of government and accountability to its Citizens. A public records management program is implemented in order to aid and assist government officials in making informed policy and program judgments; enable Citizens to judge the conduct of the government by providing administrative, fiscal, and legal accountability; allow information to be open for observation and access while safeguarding privacy and confidentiality; assure the documentation of government actions; and maintain good business practices in accordance with Florida's open records laws and policies.

Changes and Accomplishments

- The City of Lakeland has launched an updated mobile app as just another way to connect with citizens. The app is now available in the Apple iTunes app store and the Android Google Play store. The app is full of features allowing citizens to access the City to find the latest news, information on events, report an issue and view live meetings with the touch of a button. The newest feature allows citizens to submit an idea on ways to improve City services. Users can easily find the app by searching lakelandgov in the app stores.
- The Communications Department launched a YouTube Channel, and all live meetings are aired on the channel. This makes it easy for end users that have Roku, Firestick and similar devices on their smart televisions. This effort is just another way of making local government accessible to our citizens.

Public Information Services Activity Continued

Changes and Accomplishments Continued

- Developed the ability to provide virtual GoToMeeting coverage and meeting management for all live meetings during the impacts of COVID-19. This also includes the set-up and delivery of hybrid meetings that may have a virtual component with participants joining the live meeting remotely.
- Developed coloring books for Parks and Recreation that are used to educate swan safety, for the Fire Department emphasizing fire safety, and one that teaches school aged children how to grow Florida Friendly plants.
- **Videos / Series**
 - Acceso Lakeland – Video series targeting our Hispanic customers
 - VIBE (Continued)
 - Hands On Experience (Continued)
 - HOW – Video series on How to do things with the City
 - COVID Updates
 - Closures
 - Reopening the City
 - Mayor’s encouragement videos
 - Parks & Recreation
 - Testing
- **Internet/Digital**
 - LIFT LAKELAND - Community initiative to bridge social gaps
 - 834-DUMP – Program to report illegal dumping
 - CARE Program (CED)
 - CARE Videos
 - Online application
 - English/Spanish
 - COVID Page
 - Daily stats published daily
 - Testing Sites
 - Mask Resolution/Info
 - Community Resources
 - State Hotspots
 - FAQs
 - Safer at Home Guide
 - Vaccine Information
 - Health Care Provide updates

Public Information Services Activity Continued

Changes and Accomplishments Continued

- **Internet/Digital, continued**

- Solid Waste / RSS Campaign
 - Contests:
 - Why do you recycle?
 - Stick it to win it
- Ongoing social media campaign around new recycling measures (don't recycle bags, etc.)
- Recycling Superstar – Celebrate solid waste customers who recycle

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|-------------|------------------|------------------|--------------------|------------------|------------------|
| City Hall Reception / Switchboard Operations | 1.32 | 98,314 | 31,809 | 60,607 | 108,515 | (47,908) |
| Communications Creation and Distribution | 2.10 | 197,678 | 107,277 | 246,742 | 108,515 | 138,227 |
| Government Network Programming and Broadcasting | 1.85 | 190,224 | 78,333 | 210,344 | 108,515 | 101,829 |
| Marketing / Advertising / Education Campaigns | 0.85 | 88,346 | 42,556 | 72,689 | 129,515 | (56,826) |
| Public Records Management | 0.70 | 71,851 | 37,189 | 50,827 | 108,515 | (57,688) |
| Digital Media Creation and Distribution | 1.50 | 141,462 | 65,811 | 149,060 | - | 149,060 |
| FY22 Total: | 8.32 | \$787,784 | \$362,974 | \$790,268 | \$563,574 | \$226,695 |

Figure D-142: Public Information Services Activity Costs

RP Funding Center Activity

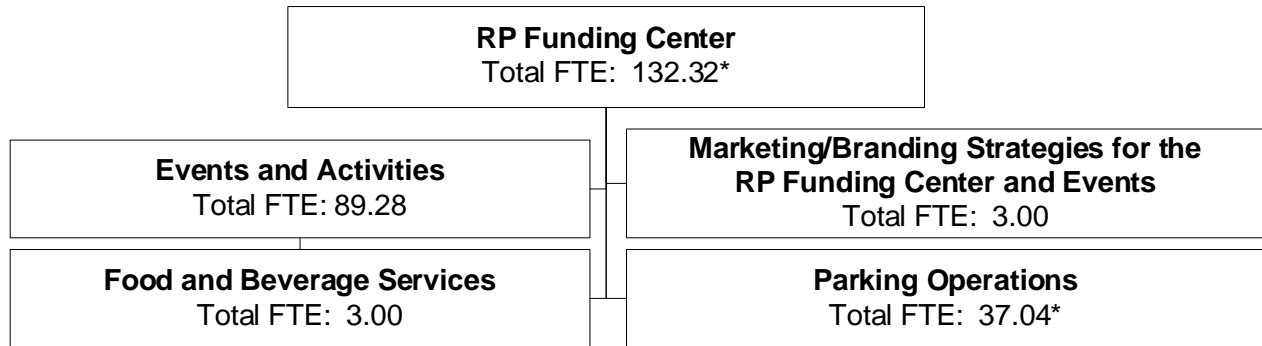


Figure D-143: RP Funding Center Activity

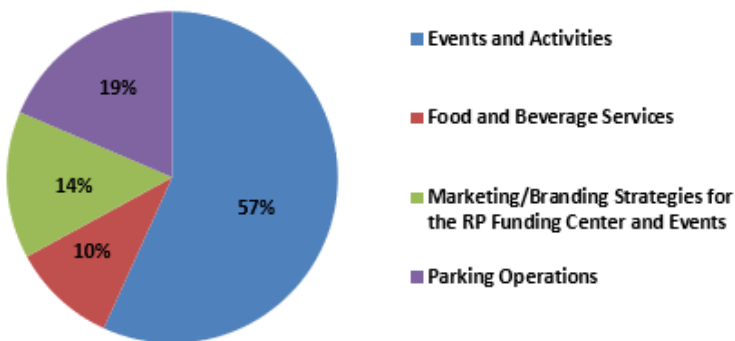
Mission

To be considered the venue of choice for the greater Lakeland and Polk County area by providing superior facilities and outstanding events.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$10,585,347 | \$9,843,126 | \$9,208,614 |
| Revenues Summary | \$6,112,021 | \$4,538,038 | \$6,476,892 |
| Net Cost Summary | \$4,473,326 | \$5,305,088 | \$2,731,722 |
| FTE Summary | 138.32 | 183.04* | 132.32* |

Figure D-144: RP Funding Center Activity Budget Summary

Activity Expenditures



Activity Revenues

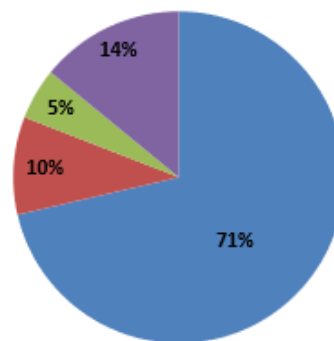


Figure D-145: RP Funding Center Activity Pie Charts

RP Funding Center Activity Continued

Core Services

Serving 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 60,000 square feet of combined space for a variety of events as well as corporate trade shows and meetings.
- The Youkey Theatre seats 2,296 and is home to the City-sponsored Entertainment and Broadway series, the Imperial Symphony Orchestra and a number of special engagements.
- Smaller meeting rooms heavily utilized by community and non-profit groups.

Events and Activities

The RP Funding Center facilities host a variety of Convention, Entertainment, Sports, and Family shows in three separate facilities. The 8,500 seat Jenkins arena, 2,296 seat Youkey Theater, and Sikes Hall and Exhibit Hall form the nucleus of Lakeland's major public assembly facilities. The RP Funding Center staff provide comprehensive event services including, but not limited to, security, production, technical, medical, marketing support, and other services associated with hosting the events.

Food and Beverage Services

The RP Funding Center, through its in-house contractor, provides catering services, concessions operations and sales, and other required food services in support of the events and activities at the Center. It also works to support the marketing and sales efforts of the Center staff through their own in-house Marketing team. Menus, sales materials, and associated materials are developed jointly.

RP Funding Center & Events Marketing/Branding Strategies

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

Parking Operations

The RP Funding Center staff provides public parking services, security, and lot access in support of events. Revenue from Parking Services goes to support RP Funding Center operations as well as long-term operation and improvement of the lots.

Changes and Accomplishments

- To say this past year has been difficult would be a tremendous understatement...and we are now just getting back to normal. Covid has been the most challenging time in my career including 911 and the Great Recession. The RPFC staff has done everything possible to keep business flowing and working extra hard to move events until they were ready to happen.
- Beginning in March of 2020 with the cancellation of the Magic season, most events started to postpone or cancel. Because of so much uncertainty, we kept close contact with our clients, moving them first, but in most cases cancelling them in the end. Our goal was always to find a way to make the event happen, move them and/or re-book them for a future date. This strategy started to see some progress in September of 2020 as some event started to happen again, albeit with strict Covid protocols in place.
- As Covid started to take shape, we worked quickly to establish the protocols we thought would be beneficial to us moving forward. We relied on our industry in general for best practices, we all learned from each other. Because the state, city and county did not seem to be in sync, we hung our hat on CDC Guidelines, including social distancing, hand washing, temp checks and masks. As time moved forward, I believe we were on track and doing what was necessary to be safe. We eventually obtained our distinction as a GBAC Star Facility joining an elite group of facilities worldwide that clean and disinfect to higher standards. The process took several months with our Operations Department taking the lead and we feel this will give us an advantage with our customers moving forward.
- In our quest to be part of the solution to this pandemic, we hosted Covid Testing in our parking lot from April through June 2020. We also helped with vaccines as the County did their Mega Vaccination of 3500+ people on April 5 (first shot) and March 10 (second shot), 2021.
- Our staff, although smaller than when this all started has been resilient. I am proud that we have continued to work hard for our business to return and we haven't missed a beat as events started to take place. I believe our team took the furloughs in stride, this was not an easy time and we all certainly learned from it. Hopefully as we see things getting back to normal, we will have no need for further furloughs.
- Most years we have plenty of event related information to share, this year has been different, but encouraging of late. We began to host a few events with protocols in place in September with Repticon and Bucklers Arts and Crafts Fair. Also, with us being the biggest and most well-suited venue for indoor events, the City of Lakeland hosted many of its meetings with us over the past year. In November, we saw some annual events take place, The Quilting and Sewing Show had an abbreviated event, the Athena Awards became our first seated dinner during the pandemic. Annual events like Collectorama and Florida Elite Cheer also took place.

Changes and Accomplishments Continued

- December was slow, but we were able to host a few events. January proved to be a much better month with the Florida Tropics beginning their season with several games. Returning events included G&L Wholesalers and the Garden Bros. Circus. We also picked up the FHSAA
- Cheerleading State Championships when their host venue in Gainesville would not allow them to take place. This event was not only great for us but was also great for the local economy with hotels filling up in our general area.
- In February we hosted a very successful Bare-Knuckle Boxing event with limited capacity for social distancing and masks strongly recommended, the event was well attended. In addition, it was a pay-per-view event that showcased our wonderful facility on the world stage. The Tropics continued their season and dance shows returned. We have pretty much hosted a dance and or cheer event every weekend since.
- The end of February and the beginning of March brought us the FHSAA Boys and Girls State Basketball Championships. Although we worked with limited capacity, we were able to pull off a very successful event for girls and boys. We are in the process of working on a contract for next year. March also brought us a new indoor football team, the Tampa Bay Tornadoes, more cheer and dance, another Quilting and Sewing event and another Repticon.
- Our football team continued to host games in April, we had a dance or cheer event every weekend and hosted the first of many graduations. Plus, we had our first big plated dinner for 500 with our new catering company Levy, A Women's Choice Awards.
- As we return to normal, we are working with Levy to get them acclimated to our business and our events. They have really hit the ground running with many concession events and have more catering events soon.
- Our renovation continues with the restroom project. We will bring that project to the Commission in the next few weeks. That project will be taking place as space is available throughout the summer months.
- I have not mentioned much about the Magic since their season was held in a bubble in Orlando these past few months. However, it was exciting for them to win their first G-league title. So, moving into next year will be exciting. The office staff was reduced to two, so they will be re-building a new management team in the coming months.
- The Tropics indoor soccer team's fifth season was also very different. They pretty much had to find teams to agree to play and often had several games with the same team to make the season work. They made the playoffs and were a favorite to win but lost in the payoffs.

RP Funding Center Activity Continued

Changes and Accomplishments Continued

- The Marketing team gained a new employee in Lindsay Lobur to replace Erica Turchin as our Marketing Manager focusing on Group Sales and Digital Design.
- Having a new partner in the Marriot Springhill Suites in addition to the Hyatt Place will be a huge advantage for us in future sales. We have already seen this in the events over the past few months.
- It is difficult to discuss the budget and devastation of Covid, we ended last fiscal year down approx. \$1.9 million in event revenue for TY 2020. Although 21 looks better, I am encouraged as we prepare the FY22 budget and a return to normalcy.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|---------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Events and Activities | 89.28 | 2,782,399 | 2,447,318 | 5,229,717 | 4,622,574 | 607,144 |
| Food and Beverage Services | 3.00 | 287,372 | 658,007 | 945,379 | 616,751 | 328,628 |
| Marketing / Branding Strategies for The Lakeland Center and Events | 3.00 | 287,372 | 1,034,530 | 1,321,902 | 325,361 | 996,541 |
| Parking Operations | 37.04 | 672,032 | 1,039,583 | 1,711,615 | 912,206 | 799,409 |
| FY22 Total: | 132.32 | \$4,029,175 | \$5,179,439 | \$9,208,614 | \$6,476,892 | \$2,731,722 |

Figure D-146: RP Funding Center Activity Costs

Economic and Community Development Program

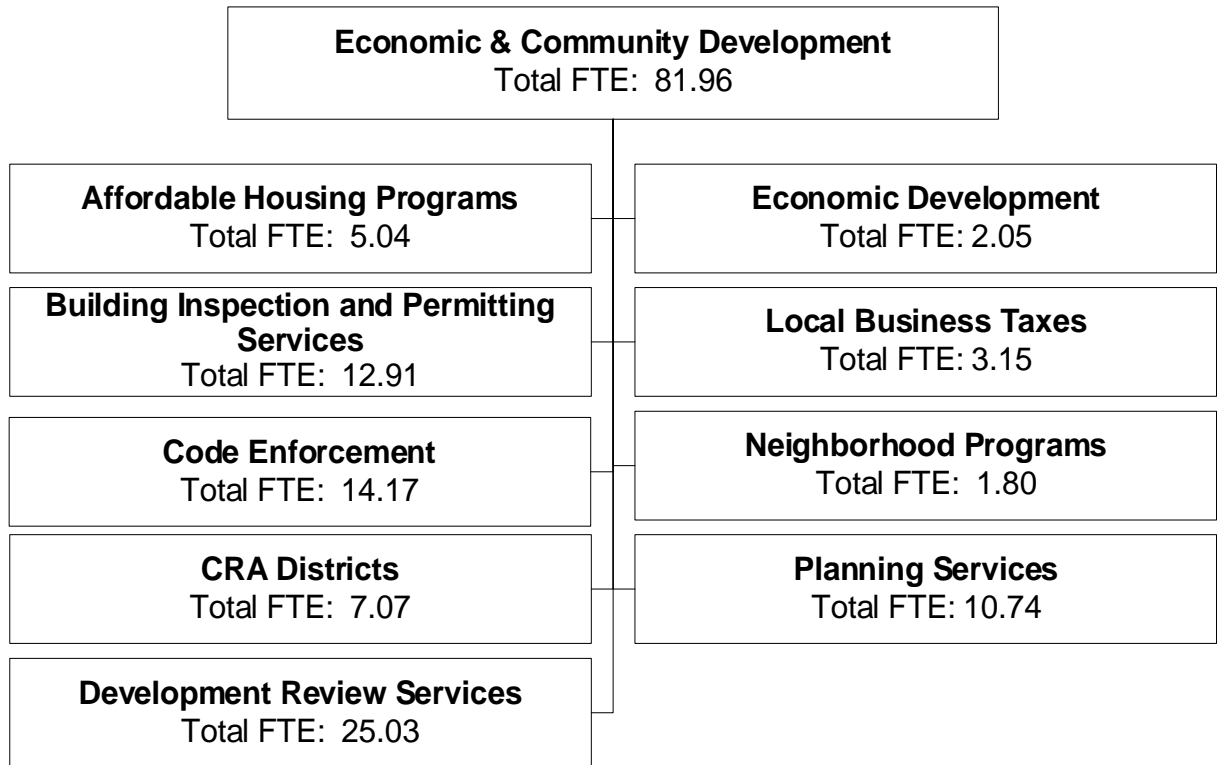


Figure D-147: Economic and Community Development Program

Program Summary

- Provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment. Proposed development adheres to all requirements and conditions including zoning, concurrency, and engineering standards.
- Maintain safe, attractive neighborhoods and commercial/industrial districts by ensuring compliance with the City’s codes and ordinances while ensuring 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.
- 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.
- 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.
- Create self-sustaining environments to grow, attract and retain a creative, talented, educated and technically qualified workforce.
- 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, acting as a catalyst for change in some of Lakeland’s most distressed neighborhoods and encouraging the preservation of the area’s historic character.

Economic and Community Development Program Continued

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$22,286,488 | \$20,965,210 | \$21,052,077 |
| Revenues Summary | \$15,913,464 | \$16,715,187 | \$23,431,237 |
| Net Cost Summary | \$6,373,024 | \$4,250,023 | (\$2,379,160) |
| FTE Summary | 81.46 | 81.50 | 81.96 |

Figure D-148: Economic and Community Development Program Budget Summary



Figure D-149: Economic and Community Development Program Pie Charts

Affordable Housing Programs Activity

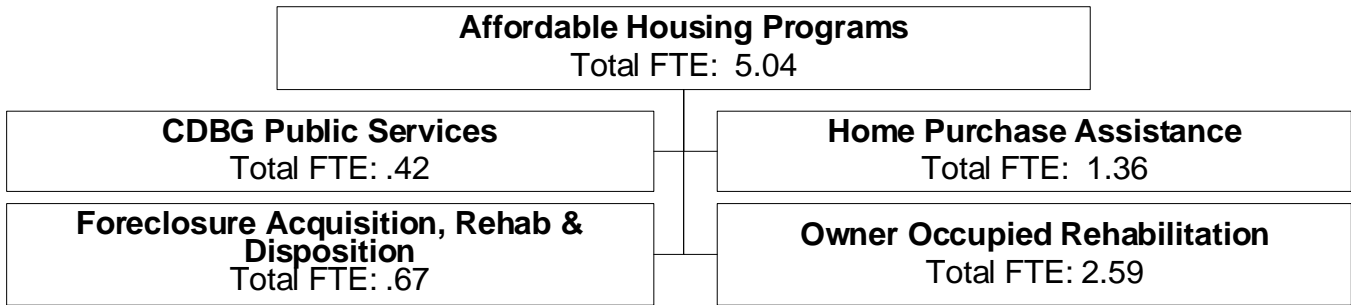


Figure D-150: Affordable Housing Programs Activity

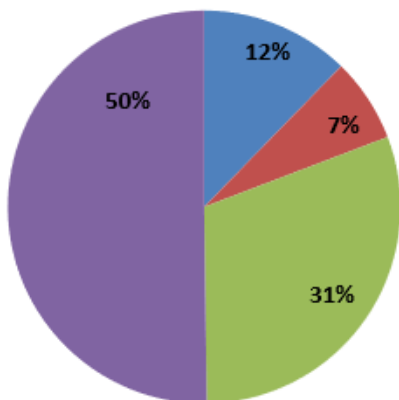
Mission

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,218,867 | \$1,458,986 | \$756,083 |
| Revenues Summary | \$1,305,578 | \$1,474,414 | \$2,233,844 |
| Net Cost Summary | (\$86,711) | (\$15,428) | (\$1,477,761) |
| FTE Summary | 5.14 | 5.14 | 5.04 |

Figure D-151: Affordable Housing Programs Activity Budget Summary

Activity Expenditures



Activity Revenues

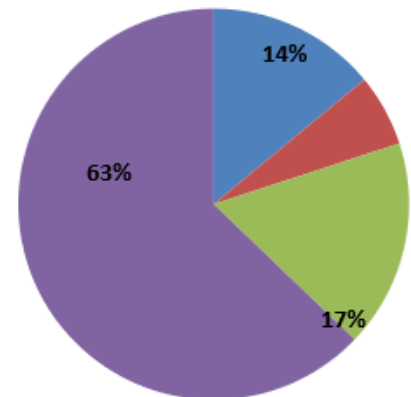


Figure D-152: Affordable Housing Programs Activity Pie Charts

Affordable Housing Programs Activity Continued

Core Services

Administer the City's federally funded Community Development Block Grant (CDBG), HOME Investment Partnership Program (HOME), Neighborhood Stabilization Program (NSP), and State Housing Initiatives Partnership Program (SHIP). Provides the City's low to moderate income residents with housing rehabilitation, home purchase assistance, public facilities, code enforcement, sidewalk and street paving, and public service grants.

Services are primarily provided through three programs:

- The Owner-Occupied Housing Rehabilitation Program addresses health and safety issues, code violations and handicap accessibility need through rehabilitation. This includes reconstruction on the same lot and new construction on a different lot. Rehabilitation may be concentrated in target neighborhoods to help facilitate a larger redevelopment effort. Recipients execute a 5, 10, 15 or 30-year deferred payment lien.
- The Home Purchase Assistance Program aids through a non-profit loan processor, Keystone Challenge Fund, Inc. Homeownership class attendance is required, and recipients execute a 30-year deferred payment lien.
- The Neighborhood Stabilization Program (NSP) provided the City with two rounds of federal funding (NSP1 and NSP3) in 2009 and 2011 totaling approximately \$3.3 million with which to acquire, rehabilitate or redevelop, and sell or rent foreclosed and abandoned residential properties.

CDBG Public Services

As a local government grantee of the federal Community Development Block Grant (CDBG) program, the City uses up to 15% of its annual CDBG entitlement to fund qualified nonprofit public service agencies and local government programs serving low to moderate income clients in the areas of childcare, drug abuse counseling/treatment, education, fair housing counseling, health care, homelessness, public safety, recreation, senior citizens, and special needs. Funded agencies are monitored by the City's Affordable Housing Office for strict compliance with CDBG program requirements.

Foreclosure Acquisition, Rehab and Disposition

The City of Lakeland has received two rounds of federal funding through the Neighborhood Stabilization Program, with which to acquire, rehabilitate or redevelop, and sell or rent foreclosed and abandoned residential properties. Program activities are limited to Areas of Greatest Need outlined in the NSP Plans experiencing high rates of vacancy and foreclosure, high incidence of subprime mortgage lending, and those areas predicted to experience an increase in delinquency and foreclosure.

Home Purchase Assistance

The Affordable Housing Office uses a portion of its funding to subsidize the purchase of homes by qualified buyers. Income requirements and subsidy levels vary by program and funding source, but all require completion of a HUD-approved homebuyer education class. Keystone Challenge Fund, Inc. partners with the City to provide homebuyer counseling and other services which further the City's home purchase assistance activities.

Affordable Housing Programs Activity Continued

Core Services Continued

Owner Occupied Rehabilitation

The Affordable Housing Office provides housing rehabilitation services to income qualified homeowners, making repairs to correct code violations and to provide general renovation of the housing stock. Assistance provided is secured through a 0% interest loan, repayment of which is deferred with the balance forgiven over time provided the homeowner continues to meet program requirements.

Changes and Accomplishments

- Reviewed 1,403 applications for assistance through the Coronavirus Aid for Residential Expenses (CARE) program resulting in the disbursement of more than \$1.5 million to assist over 452 income-eligible households with mortgage, rent and utility payments.
- Awarded \$1.5 million to affordable housing developers for the construction of 252 units.
- Awarded 49 properties to seventeen builders to construct affordable housing units.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|-------------|------------------|------------------|--------------------|--------------------|----------------------|
| CDBG Public Services | 0.42 | 27,223 | 65,732 | 92,955 | 312,934 | (219,979) |
| Foreclosure Acquisition, Rehab & Disposition | 0.67 | 43,796 | 8,458 | 52,254 | 133,291 | (81,036) |
| Home Purchase Assistance | 1.36 | 89,039 | 142,190 | 231,229 | 384,248 | (153,019) |
| Owner Occupied Rehabilitation | 2.59 | 170,848 | 208,798 | 379,646 | 1,403,371 | (1,023,725) |
| FY22 Total: | 5.04 | \$330,906 | \$425,177 | \$756,083 | \$2,233,844 | \$(1,477,760) |

Figure D-153: Affordable Housing Programs Activity Costs

Building Inspection and Permitting Activity

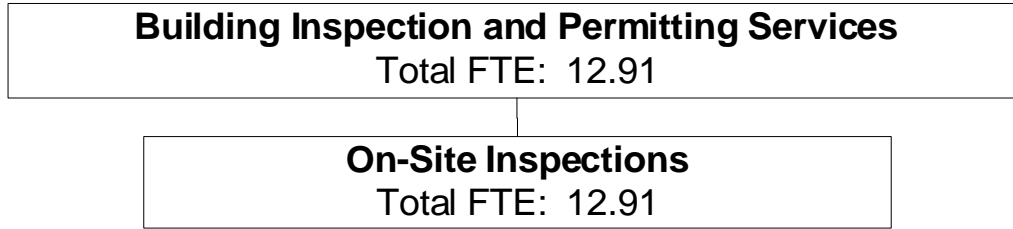


Figure D-154: Building Inspection and Permitting Activity

Mission

To ensure that 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,255,672 | \$1,408,516 | \$1,451,441 |
| Revenues Summary | \$1,627,488 | \$1,227,239 | \$2,433,336 |
| Net Cost Summary | (\$371,816) | \$181,277 | (\$981,895) |
| FTE Summary | 9.51 | 8.71 | 12.91 |

Figure D-155: Building Inspection and Permitting Activity Budget Summary



Figure D-156: Building Inspection and Permitting Activity Pie Charts

Building Inspection and Permitting Activity Continued

Core Services

Building Plans Review and Permitting reviews permit applications and plans for adherence to applicable Federal, State and local building codes that are designed to protect the health, safety and welfare of the public 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. Administrative efforts are coordinated by qualified permit technicians and include contractor licensing, registration, and permit processing. Additionally, preliminary zoning and construction plan reviews are conducted to expedite the construction and variance application process.

Building Inspection Services monitors building construction activity to ensure conformance with applicable codes and compliance with approved construction plans. Administrative efforts include taking enforcement action against unlicensed contractors and un-permitted construction activity.

On-Site Inspections

Conducts pre-determined inspections to ensure conformance with applicable codes and compliance with approved construction plans.

Changes and Accomplishments

- From October 1, 2020 through May 31, 2021, issued 6,180 permits for construction valued at \$487 million, representing an increase of 5% in permits and decrease of 19% in value.
- Of those 6,180 permits, 3,275 or 52.99% were approved the same day, 1,750 or 28.32% were approved in 1-10 days, 948 or 15.34% were approved in 11-60 days and 207 or 3.35% took more than 60 days to approve. These percentages were comparable to the same period from last year.
- Completed 37,654 inspections since October 1, 2020, 99.9% of which were completed the day they were requested by the customer.
- In late March 2020, virtual inspections were launched to provide customers additional options for social distancing as a result of the Coronavirus pandemic, minimizing contact between inspectors, customers, contractors, etc. 1,426 virtual/affidavit inspections have been completed.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------|--------------|--------------------|------------------|--------------------|--------------------|--------------------|
| On-Site Inspections | 12.91 | 1,175,224 | 276,217 | 1,451,441 | 2,433,336 | (981,894) |
| FY22 Total: | 12.91 | \$1,175,224 | \$276,217 | \$1,451,441 | \$2,433,336 | \$(981,894) |

Figure D-157: Building Inspection and Permitting Activity Costs

Code Enforcement Activity

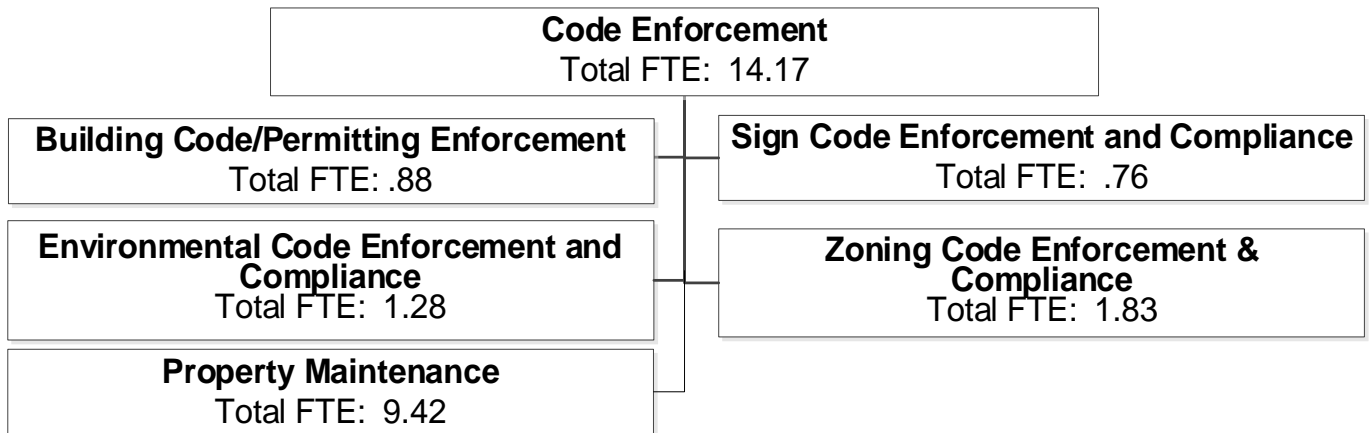


Figure D-158: Code Enforcement Activity

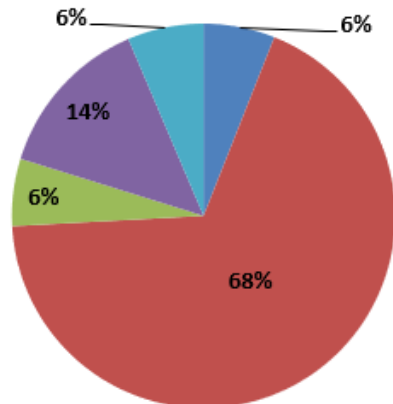
Mission

To maintain safe, attractive neighborhoods and commercial/industrial districts by ensuring compliance with the City’s codes and ordinances.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,512,209 | \$1,447,419 | \$1,277,289 |
| Revenues Summary | \$971,049 | \$858,380 | \$1,225,489 |
| Net Cost Summary | \$541,160 | \$589,039 | \$51,800 |
| FTE Summary | 14.66 | 13.79 | 14.17 |

Figure D-159: Code Enforcement Activity Budget Summary

Activity Expenditures



Activity Revenues

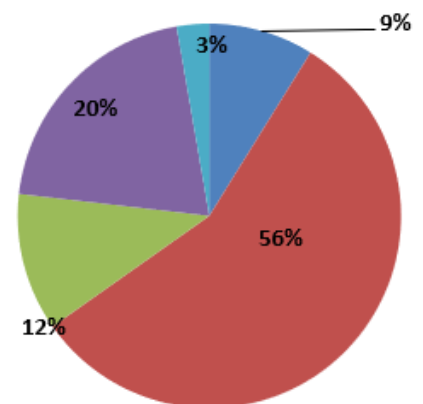


Figure D-160: Code Enforcement Activity Pie Charts

Code Enforcement Activity Continued

Core Services

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. Code Enforcement is responsible for the administration of sign and news rack regulations, administering contracts for regular maintenance of City-owned vacant infill properties and performs private property lot clearing and demolition activities through the special assessment process. Code Enforcement also manages the Community Clean-Up Fund by performing periodic neighborhood cleanups in conjunction with the Neighborhood Planning area of the Community and Economic Development Department and the Public Works Department including the Lakeland Clean and Beautiful volunteer group.

Building Code/Permitting Enforcement

Enforcement of building code compliance related to construction activity initiated without proper building permits and/or undertaken by unlicensed contractors. Includes building construction and sign installations.

Environmental Code Enforcement and Compliance

Enforcement of codes and ordinances related to illicit discharges into the City's stormwater system, construction site best management practices (BMPs), mitigating stormwater runoff, placement of solid waste containers and materials, and illegal dumping.

Property Maintenance

Enforcement of the various codes and ordinances related to the maintenance of private property, including housing, care of premises, and derelict vehicles. Includes administration of Code Enforcement Board and Hearing Officer proceedings for property maintenance violations, as well as the special assessment lot cleaning and clearing program.

Sign Code Enforcement and Compliance

Enforcement of the City's sign regulations, notably prohibited signs including banners, pennants, streamers, inflatable's, and signs placed illegally in public rights-of-way. Includes administration of Code Enforcement Board and Hearing Officer proceedings for sign code violations.

Zoning Code Enforcement and Compliance

Enforcement of the City's land development regulations, including but not limited to permitted and conditional uses, fences, parking and storage of recreational vehicles and boats, parking and storage of commercial vehicles and construction equipment, and news racks. Includes administration of Code Enforcement Board and Hearing Officer proceedings for zoning code violations.

Code Enforcement Activity Continued

Changes and Accomplishments

- Between October 1, 2020 and May 31, 2021, opened 4115 cases for code violations and investigated 1,359 citizen complaints, with an average initial response of 0.65 calendar days.
- Fiscal year-to-date, realized a compliance rate of 76.51% with average calendar days for compliance of 92.41.
- Contracted for the cutting and cleaning of 300 private properties and demolished 3 blighted structures since October 1, 2020.
- Removed 3,480 illegally placed signs from the City's public rights-of-way since October 1, 2020.
- Since October 1, 2020, scheduled and completed hearings for 661 red light camera violations either contested or for which payment extensions were requested.
- Fully transitioned the permitting enforcement function from Building Inspection to Code Enforcement.
- Trained 2 new Code Enforcement Administrative staff.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|------------------|--------------------|--------------------|-----------------|
| Building Code / Permitting Enforcement | 0.88 | 55,989 | 22,079 | 76,924 | 108,515 | (31,591) |
| Property Maintenance | 9.42 | 652,643 | 446,629 | 870,090 | 690,930 | 179,161 |
| Sign Code Enforcement and Compliance | 0.76 | 53,953 | 19,293 | 72,276 | 142,015 | (69,738) |
| Zoning Code Enforcement and Compliance | 1.83 | 131,727 | 46,580 | 176,033 | 250,530 | (74,497) |
| Environmental Code Enforcement and Compliance | 1.28 | \$110,205 | \$31,397 | \$81,966 | \$33,500 | \$48,466 |
| FY22 Total: | 14.17 | \$1,004,516 | \$565,977 | \$1,277,289 | \$1,225,489 | \$51,801 |

Figure D-161: Code Enforcement Activity Costs

CRA Districts Activity

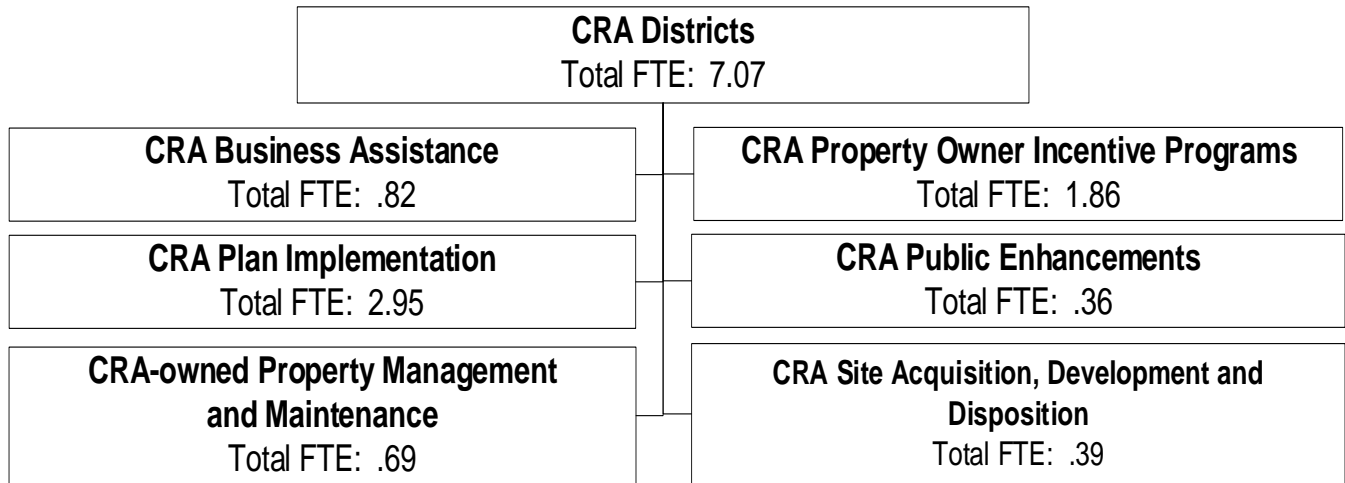


Figure D-162: CRA Districts Activity

Mission

To improve the economic vitality and enhance the visual image of the Dixieland commercial corridor and surrounding neighborhoods by creating and implementing a redevelopment plan, promoting economic growth, and encouraging preservation of the area's historic character.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$9,909,559 | \$11,845,933 | \$13,220,464 |
| Revenues Summary | \$7,681,919 | \$8,793,093 | \$10,708,336 |
| Net Cost Summary | \$2,227,640 | \$3,052,840 | \$2,512,128 |
| FTE Summary | 5.55 | 7.08 | 7.07 |

Figure D-163: CRA Districts Activity Budget Summary



Figure D-164: CRA Districts Activity Pie Charts

CRA Districts Activity Continued

Core Services

CRA Business Assistance

Incentive programs, marketing and technical assistance provided by LCRA staff or third parties for implementing adopted redevelopment plans.

CRA Plan Implementation

Per requirements of CRA Statute – implementation of adopted redevelopment plans. Updating, reporting, etc. as required by Florida law.

CRA-owned Property Management and Maintenance

Management and maintenance of CRA-owned properties.

CRA Property Owner Incentive Programs

Incentive programs, marketing and technical assistance provided by LCRA staff or third parties for implementing adopted redevelopment plans.

CRA Public Enhancements

Capital improvement projects per the redevelopment plans. Most enhancements or infrastructure improvements are intended to stimulate private development.

CRA Site Acquisition, Development and Disposition

Property acquisition, demolition of structures and disposition of real property as required to implement adopted redevelopment plans.

Changes and Accomplishments

- Overall, CRA Expended over \$8.27 million dollars in TIF Revenues. Highlights include:
 - \$288,000 in Community Improvement Initiatives
 - \$2,007,500 in Economic Development Incentives
 - Nearly \$300,000 in Property Acquisition/Blight Mitigation
 - \$255,000 in Residential Incentives
 - \$662,000 on Affordable Housing Initiatives
- Major Project Highlights Include
 - The Well (initiated)
 - Mirrorton (initiated)
 - Midtown Lofts (initiated)
 - The Workshop Space (completed)
 - Dixieland Corridor Enhancement Projects (initiated)
 - Mass Market Area Master Plan (completed)
 - Robinson Kyles Office Renovation (completed)
 - West Lake Parker Shared Use Path & Art Walk (completed)
 - W. 14th Street Pedestrian Improvements (initiated)
- \$82,147,299 of combined building permit activity in the three CRAs
- Roughly 10:1 private investment versus CRA contribution

CRA Districts Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|-------------|------------------|---------------------|---------------------|---------------------|--------------------|
| Community Redevelopment Area Business Assistance | 0.82 | 93,469 | 989,410 | 1,082,879 | 194,604 | 888,275 |
| Community Redevelopment Area Plan Implementation | 2.95 | 275,855 | 6,860,780 | 7,136,635 | 1,561,595 | 5,575,040 |
| Community Redevelopment Property Owner Incentive Programs | 1.86 | 169,128 | 2,429,129 | 2,598,257 | 2,856,175 | (257,919) |
| Community Redevelopment Public Enhancements | 0.36 | 34,523 | 262,873 | 297,396 | 2,405,559 | (2,108,163) |
| Community Redevelopment Site Acquisition, Development and Disposition | 0.39 | 44,123 | 372,079 | 416,202 | 2,869,430 | (2,453,228) |
| Community Redevelopment-owned Property Management and Maintenance | 0.69 | 58,005 | 1,631,090 | 1,689,095 | 820,971 | 868,124 |
| FY22 Total: | 7.07 | \$675,103 | \$12,545,361 | \$13,220,464 | \$10,708,336 | \$2,512,129 |

Figure D-165: CRA Districts Activity Costs

Development Review Activity

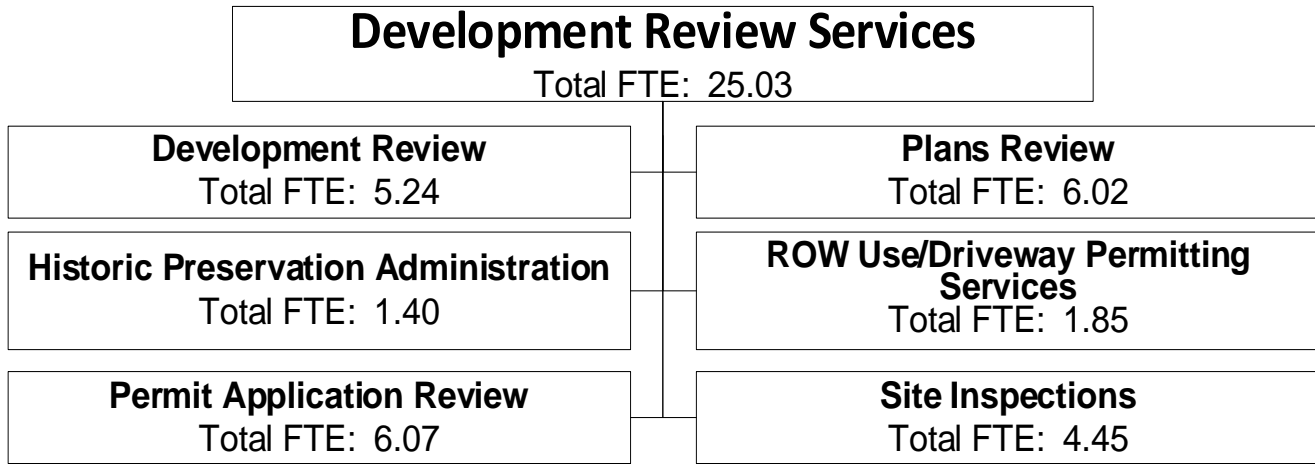


Figure D-166: Development Review Activity

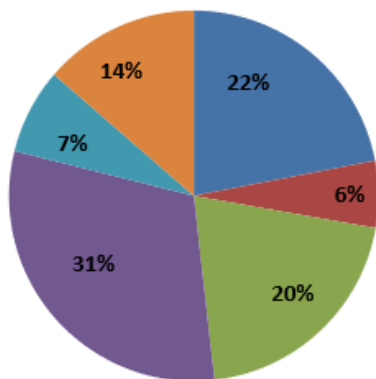
Mission

To ensure that proposed development adheres to all code requirements and conditions including zoning, concurrency, and engineering standards.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$3,013,613 | \$3,570,175 | \$2,855,561 |
| Revenues Summary | \$1,395,841 | \$1,480,275 | \$2,976,088 |
| Net Cost Summary | \$1,617,772 | \$2,089,900 | (\$120,527) |
| FTE Summary | 25.60 | 26.95 | 25.03 |

Figure D-167: Development Budget Summary

Activity Expenditures



Activity Revenues

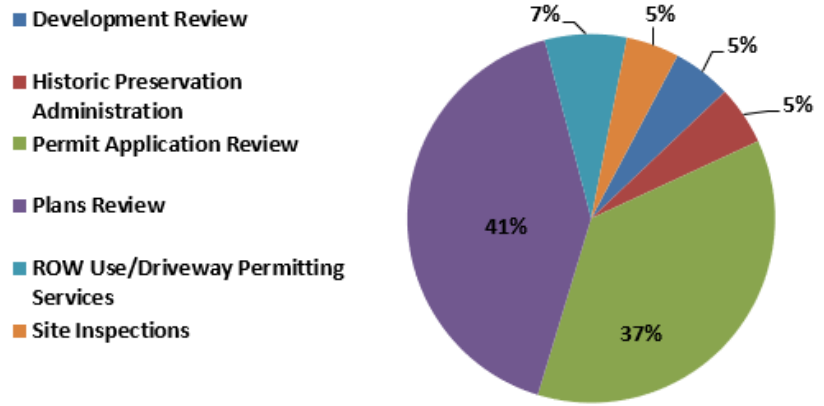


Figure D-168: Development Review Activity Pie Charts

Development Review Activity Continued

Core Services

Core Services include commercial site plan review, subdivision plat and construction plan review, Fire Department construction plan review, administration of impact fees, administration of the concurrency management system and evaluation of requests for zoning variances.

Development Review

Review subdivision plat and site development plans by a multi-department Development Review Team (DRT) which reviews for compliance with multiple zoning, engineering, utility, transportation, landscaping and other public safety related requirements. The DRT process is designed with a central point of customer contact, located in the Permit Center at City Hall.

Historic Preservation Administration

Administer the City's historic preservation program in conjunction with the Historic Preservation Board, including architectural design review and assistance. Provide professional and logistical support to the Historic Preservation Board through the preparation of monthly agenda packets that include written staff recommendations for each application.

Permit Application Review

Review building and sign permit applications to ensure compliance with Federal, State and Local regulations and determine appropriate fees.

Plans Review

Review building construction plans through the Building Inspection Division and all City Departments that require approval to ensure compliance with Federal, State and Local regulations. During the plans review process, all appropriate permit and related Impact Fees are calculated and collected at the time all plans are approved and a permit is issued.

ROW Use/Driveway Permitting Services

Coordinate and administer multi-agency reviews of all Right-of-Way Use permit applications for any activity proposed to be conducted within public rights-of-way throughout the City.

Site Inspections

Conduct inspections of work being completed in the Public Right-of-way to ensure that it is completed to meet or exceed engineering standards.

Development Review Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|--------------|--------------------|------------------|--------------------|--------------------|--------------------|
| Development Review | 5.24 | 532,831 | 99,938 | 626,769 | 140,288 | 223,831 |
| Historic Preservation Administration | 1.40 | 143,478 | 23,034 | 166,512 | 140,288 | 26,224 |
| Permit Application Review | 6.07 | 418,045 | 165,258 | 583,303 | 992,519 | (409,216) |
| Plans Review | 6.02 | 715,841 | 160,384 | 876,225 | 1,118,628 | (242,403) |
| ROW Use / Driveway Permitting Services | 1.85 | 190,223 | 23,016 | 213,239 | 195,606 | 17,633 |
| Site Inspections | 4.45 | 352,891 | 36,623 | 389,514 | 126,110 | 263,404 |
| FY22 Total: | 25.03 | \$2,353,309 | \$502,252 | \$2,855,561 | \$2,976,088 | \$(120,526) |

Figure D-169: Development Review Activity Costs

Economic Development Activity

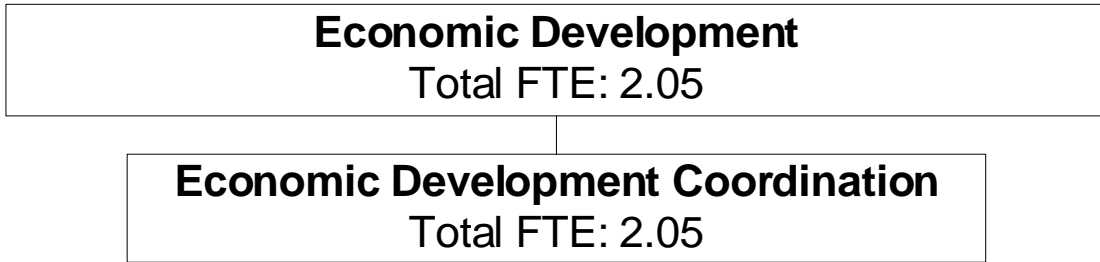


Figure D-170: Economic Development Activity

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$286,021 | \$230,750 | \$285,450 |
| Revenues Summary | \$0 | \$0 | \$0 |
| Net Cost Summary | \$286,021 | \$230,750 | (\$238,285) |
| FTE Summary | 2.38 | 2.18 | 2.05 |

Figure D-171: Economic Development Budget Summary

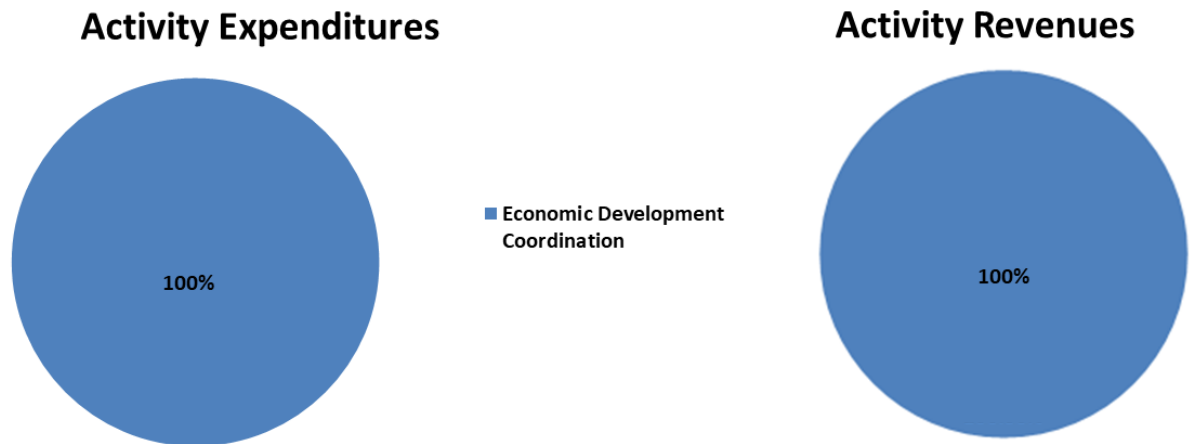


Figure D-172: Economic Development Activity Pie Charts

Economic Development Activity Continued

Core Services

Managing Lakeland's Enterprise Zone Program. Marketing of the City and facilities to both existing and prospective parties for quality economic growth in the areas of industrial, commercial, office and housing developments. To promote quality growth, the City supports the Lakeland Economic Development Council (LEDC), the Lakeland Area Chamber of Commerce and the Tampa Bay Partnership. The City is also a supporting member of the LEDC's "High Skills Initiative" which was established in 2002 for the express purpose of bringing and retaining high-skill jobs to the Lakeland area and to increase the average household income in the Lakeland urban area. As part of the High Skills Initiative, the City of Lakeland also supports the State of Florida's Qualified Target Industry (QTI) program that provides a tax refund for high-skilled jobs created by new or existing Florida businesses.

City staff supports this activity through the preliminary meetings and planning efforts associated with development proposals and inquiries. The City works collaboratively with personnel from the LEDC and the Chamber of Commerce on projects that involve a multi-discipline approach in order to provide a full array of services to interested investors in the community. Other efforts include targeted communication activities with numerous existing large industrial customers regarding municipal services and programs, and assistance with retention and expansion projects.

Economic Development Coordination

Economic development plays a very broad role within the City of Lakeland. Based in the Community and Economic Development Department, the position of economic development coordinator works with and provides support to a variety of City Divisions and Departments as well as various other public agencies, development groups, businesses and property owners.

Changes and Accomplishments

- The Office of Real Estate and Property (OREPI) processed 17 sale of 17 City-owned property requests, collecting \$25,616.00 in revenues (\$20,000 for a CRA Project and \$5,616.00 for a City Project). There are 5 pending projects scheduled to be presented to the RETC and CC on June 21, 2021. If approved, the projects will collect \$35,476.00 in revenue.
- OREPI has processed and successfully completed 5 applications to request the vacation of public utility easements, collecting \$875.00 in revenues from fees. OREPI also processed and completed 2 applications to request the vacation of public right-of-way, collecting \$3,058.00. There are 21 requests to vacate public utility easements and/or public right-of-way at various stages of the vacate process.
- OREPI verified 3,423 New Location Addresses for Lakeland Electric Accounts and assigned 3,163 new addresses for Residential/Commercial subdivisions. OREPI also completed 6 individual address changes for E9-1-1 and utility billing purposes.

Economic Development Activity Continued

Changes and Accomplishments Continued

- 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 2020, the Distribution Amount for LPD was \$1,071,675.00 and the Distribution Amount for LFD was \$821,318.95.
- Business Tax Office received 761 new business applications, which is 141 more than the previous year.
- BTO has collected \$1,745,844.94 with an increase of over \$114,000.00 over the previous year.
- The Business Development Coordinator managed and facilitated nearly 101 projects, anywhere from conceptual level to engineered plan review, building permits, Inspections, Temporary Certificate of Occupancy (TCO), Certificate of Occupancy (CO), Alcohol license, and troubleshooting various problems/hurdles involved in the development process.
- Business Development Coordinator reviewed and approved 54 Alcohol licenses, 4 Site Alteration Permits, and 7 Site Work Permits since last June. Since October, 39 Alcohol licenses, 4 Site Alteration Permits, and 5 Site Work Permits.
- Conducted intake and coordinated reviews for 99 Concept Plans (7,680,133 sf) and 44 Site Plans (827,386 sf) since last June. Since October, 78 Concept Plans (7,411,423 sf) and 30 Site Plans (813,136 sf) were processed and reviewed.
- Conducted intake and coordinated reviews for construction plans and plats for Villages at Bridgewater, Riverstone, Lakes at Laurel Highlands, Hawthorne Mill and Publix County Line Road/Gresham Farms.
- Prepared funding requests through Congressman Scott Franklin’s Office for the construction phases of the Interstate 4/State Road 33 (Exit 38) Reconstruction and South Wabash Avenue Extension projects.
- Prepared State Senate Appropriations Request for the Exit 38 reconstruction project, which was submitted to Senator Kelli Stargel’s office for consideration during the 2021 State Legislative Session.
- Worked with the Lakeland Area Mass Transit District to facilitate the City Commission ratification of over 900 acres of lands into its taxing district boundaries.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------------------|-------------|------------------|------------------|--------------------|------------------|--------------------|
| Economic Development Coordination | 2.05 | 193,485 | 91,965 | 285,450 | 523,735 | (238,284) |
| FY22 Total: | 2.05 | \$193,485 | \$91,965 | \$285,450 | \$523,735 | \$(238,284) |

Figure D-173: Economic Development Activity Costs

Local Business Taxes Activity

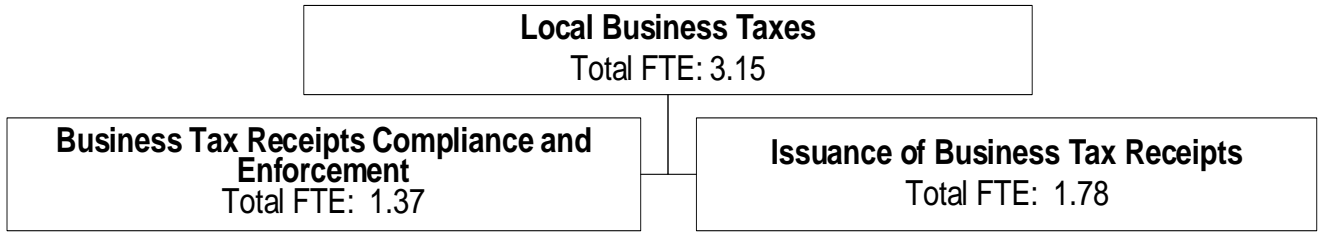


Figure D-174: Local Business Taxes Activity

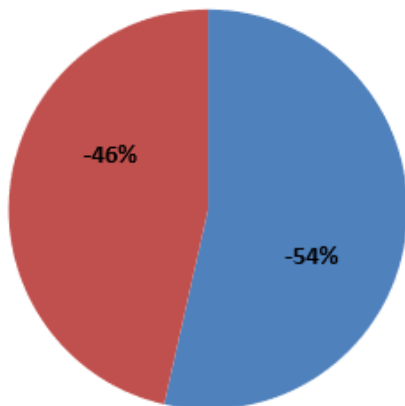
Mission

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$284,748 | \$290,069 | (\$312,741) |
| Revenues Summary | \$1,589,925 | \$1,721,200 | \$2,353,714 |
| Net Cost Summary | (\$1,308,177) | (\$1,431,131) | (\$2,666,455) |
| FTE Summary | 3.20 | 3.25 | 3.15 |

Figure D-175: Local Business Taxes Budget Summary

Activity Expenditures



Activity Revenues

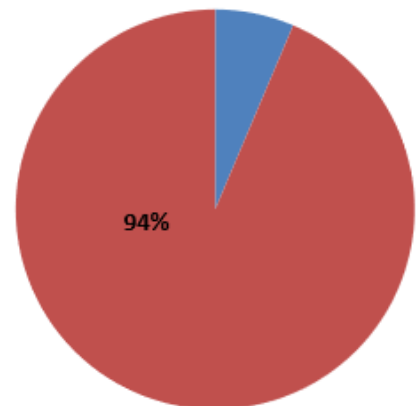


Figure D-176: Local Business Taxes Activity Pie Charts

Local Business Taxes Activity Continued

Core Services

Processes business tax applications for individuals doing business within the City limits and assures conformance with all requirements and regulations to obtain a business tax receipt. Also monitors unlicensed businesses, solicitors, peddlers and transient merchants and conducts on-site investigations to ensure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required. The rate structure for these revenues is regulated by State statute with allowances to increase rates every two years.

Business Tax Receipts Compliance and Enforcement

The Business Tax office also monitors unlicensed businesses, solicitors, peddlers, and transient merchants and conducts on-site investigations to ensure compliance with the City Code. Business taxes and delinquent fee revenues are collected as required.

Issuance of Business Tax Receipts

Business tax receipts are issued throughout the year to new businesses locating within the City limits and to all existing businesses on an annual renewal basis. Prior to the issuance of a Business Tax Receipt for a new business or new location, each property is also evaluated by the Building Inspection Division and Fire Department to ensure conformity with the underlying zoning, and appropriate Building and Fire codes.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|-------------|------------------|------------------|--------------------|--------------------|----------------------|
| Issuance of Business Tax Receipts | 1.37 | 93,614 | (261,065) | (167,451) | 150,579 | (318,029) |
| Business Tax Receipts Compliance and Enforcement | 1.78 | 141,380 | (286,670) | (145,290) | 2,203,135 | (2,348,425) |
| FY22 Total: | 3.15 | \$234,994 | (547,735) | (312,741) | \$2,353,714 | \$(2,666,454) |

Figure D-177: Local Business Taxes Activity Costs

Neighborhood Programs Activity

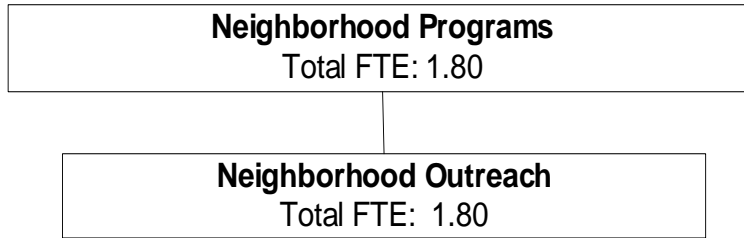


Figure D-178: Neighborhood Programs Activity

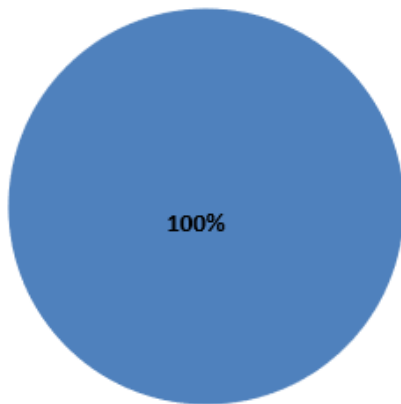
Mission

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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$368,045 | \$369,578 | \$78,812 |
| Revenues Summary | \$0 | \$0 | \$523,735 |
| Net Cost Summary | \$368,045 | \$369,578 | (\$444,923) |
| FTE Summary | 1.94 | 1.90 | 1.80 |

Figure D-179: Neighborhood Programs Activity Budget Summary

Activity Expenditures



■ Neighborhood Outreach

Activity Revenues

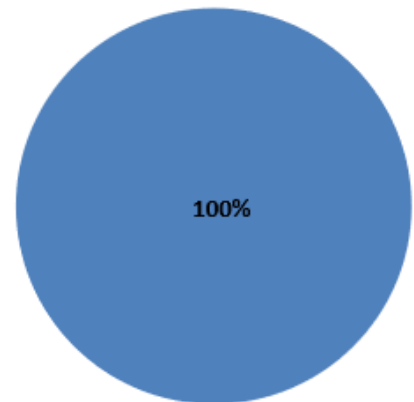


Figure D-180: Neighborhood Programs Activity Pie Chart

Neighborhood Programs Activity Continued

Core Services

Includes the implementation of plans for specific neighborhoods or sectors; administration of the City's historic preservation program in conjunction with the Historic Preservation Board; logistical support to the Neighborhood Association Coalition and individual neighborhood associations; and acting as a community resource for the Community Redevelopment Agency. Additional services include administration of neighborhood matching grants, data collection, training and education, and continued citizen outreach.

A Historic Home Workshop and a Neighborhood Summit are offered in alternating years to provide support and education for residents in the historic districts and other neighborhoods throughout the community.

Neighborhood Outreach

Principles:

- Emphasis is on providing tools, access to resources, building knowledge and fostering communication rather than providing direct services.
- Citywide orientation. All neighborhoods are important whether presently organized or not.
- Focus is on groups and organizations rather than individuals, but not limited to formal neighborhood associations.
- Help neighborhoods help themselves. Become information central, not complaint central.
- Make best use of available technology.
- Be proactive. Work in advance to identify issues and act to forestall problems.
- Encourage neighborhood partnerships with faith-based and non-profit community organizations.

Roles:

Facilitation:

- Assist neighborhoods in organizing and registering neighborhood associations.
- Provide logistical support for the Neighborhood Association Coalition.
- Facilitate official outreach and public participation activities and marshal neighborhood volunteers on an as-needed basis for special area plans, zoning changes, CRA work, historic preservation, neighborhood sweeps, neighborhood cleanups, etc.
- Coordinate meetings between neighborhood representatives and City staff or elected officials as needed concerning issues of interest to specific neighborhoods.
- Administer Neighborhood Matching Grant Program as funded by the City Commission.

Data Collection:

- Identify and map all Lakeland neighborhoods. Adjust map as needed as neighborhoods organize and determine their own boundaries. Maintain basic data on each neighborhood (demographics, housing data, crime stats, code enforcement stats, etc.).

Training and Education:

- Publish or make available how-to information.
- Organize training workshops, seminars.
- Coordinate resident participation at state and local neighborhood conferences/training.

Neighborhood Programs Activity Continued

Core Services Continued

Communication:

- Maintain neighborhood outreach material on the City's web site.
- Assist neighborhoods in establishing web sites (May require outside consultants funded through the Neighborhood Matching Grant Program).
- Make space available for neighborhood news in quarterly ECHO newsletters.
- Work closely with the Communications Department.

Resources and Referrals:

- Maintain information on, and contacts with, all City departments and services.
- Maintain contact list of Neighborhood Associations, other non-profit neighborhood and community organizations, community and neighborhood leaders, governmental agencies, etc.

Changes and Accomplishments

- Automatic Call Distribution (ACD) was launched department-wide in June 2019, routing calls based on call taker skillset, availability and priority, and all but eliminating phone tree menus in favor of a "you call, we answer" service model.
- Launched ArcGIS Development Tracker, an interactive web map providing real-time planning, zoning, and building permit data filterable by fiscal year, date range, and project type.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------|-------------|------------------|------------------|--------------------|------------------|--------------------|
| Neighborhood Outreach | 1.80 | 160,167 | 520,586 | 78,812 | 523,735 | (444,922) |
| FY22 Total: | 1.80 | \$160,167 | \$520,586 | \$78,812 | \$523,735 | \$(444,922) |

Figure D-181: Neighborhood Programs Activity Costs

Planning Services Activity

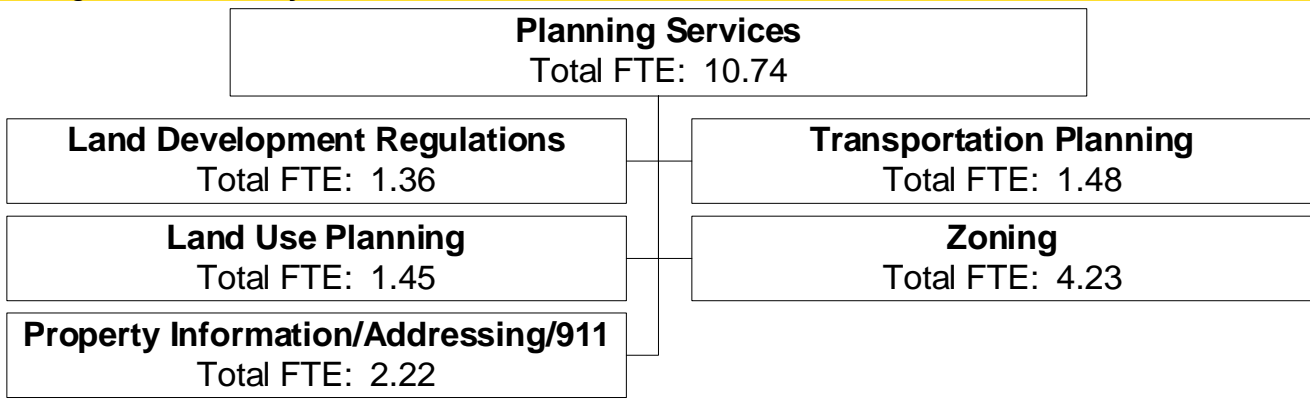


Figure D-182: Planning Services Activity

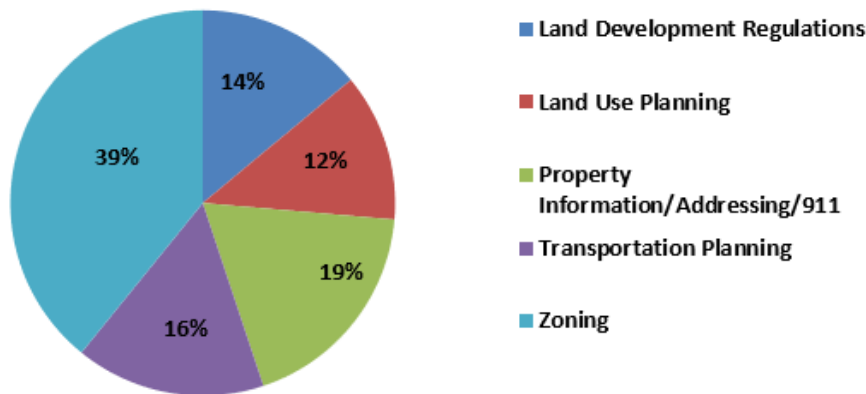
Mission

To provide excellent long-range and current planning services used to guide future development of the City as a quality urban environment.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,789,371 | \$2,058,025 | \$1,439,718 |
| Revenues Summary | \$51,867 | \$127,450 | \$452,960 |
| Net Cost Summary | \$1,737,504 | \$1,930,575 | \$986,758 |
| FTE Summary | 12.38 | 11.66 | 10.74 |

Figure D-183 Planning Services Activity Budget Summary

Activity Expenditures



Activity Revenues

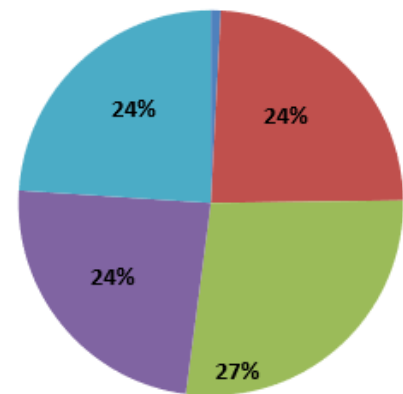


Figure D-184: Planning Services Activity Pie Charts

Planning Services Activity Continued

Core Services

- **Long-Range Planning** includes establishing long-range land use plans and making periodic amendments to those plans. The most important of which is the City of Lakeland Comprehensive Plan which incorporates Goals, Objectives and Policies and the Future Land Use Map. This service area also includes assisting with multi-jurisdiction plans such as the Polk County Transportation Planning Organization's Long-Range Transportation Plan and reviewing large projects with a build out of 15-20 years identified as Developments of Regional Impact.
- **Current Planning** includes the establishment and maintenance of supporting codes, especially the Land Development Regulations (LDRs) which incorporate zoning, subdivisions, parking, landscaping and other regulations. This service area also includes evaluating requests for the rezoning of property, including conditional use requests and maintaining of the Official Zoning Map.
- **Property Information Office (PIO)** assigns new street addresses in newly developed areas, reassigns addresses in existing areas when required for E911 purposes, and provides a wide variety of property information to the public such as legal descriptions. The PIO provides these services for all properties located within the City of Lakeland and outside the city limits. Other miscellaneous planning service activities include planning for and coordinating annexations; updating impact fee studies; the collection, analysis and publication of planning data and maps; the dissemination of planning information to the public; and planning-related studies and research.

Planning Services includes five Core Services in the following areas:

Land Development Regulations

The City's Land Development Regulations (LDRs) encompass most of the development regulations that affect the development and/or redevelopment of properties within the City, including zoning, parking, landscaping and others. Review and maintenance of these regulations is an ongoing function involving multiple City Departments. Any changes to the LDRs require final approval by the City Commission.

Land Use Planning

Preparation and administration of the City's Long-range Comprehensive Plan in accordance with State regulatory requirements and a locally identified vision for Lakeland's future growth and development; may include sector plans, housing studies, etc.

Property Information/Addressing/E911 Standards

Assign and maintain all addressing functions for properties located within the Lakeland Electric Service area. Property addresses are maintained in conformance with Federally established E911 addressing standards. Addresses are also assigned to electric meters, utility locations, accessory structures, signs and a wide variety of physical features that are captured for use by multiple departments including Lakeland Electric, Water Utilities, Police, Fire and Public Works. This comprehensive addressing database provides the benchmark for most of the City's permitting, billing, and emergency response activities.

Planning Services Activity Continued

Core Services Continued

Transportation Planning

This service 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 over the next 20+ years. As Lakeland becomes increasingly urban in nature, transportation planning seeks to create a more walkable community that offers multiple means of connectivity to all major activity centers throughout the city.

Zoning

The zoning review process involves both professional planning staff and community input through a series of public hearings before the Planning and Zoning Board and/or the City Commission. With an increased focus on urban redevelopment rather than continued suburban sprawl, Form-based Code incorporates development standards based on the context in which the development is proposed. A greater mix of uses is permitted to allow higher concentrations of retail/office and residential development opportunities where appropriate.

Changes and Accomplishments

- Completed 10-year update to Comprehensive Plan (July 2021 adoption).
- Completed update to Design Guidelines for Historic Districts and closed out State grant.
- Reviewed applications for 340 historic preservation projects; 22 zoning cases; 27 variances; 9 administrative adjustments; 77 concept plan reviews totaling 7.4 million sq. ft.; and 30 site plans totaling 813,136 sq. ft.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|------------------|--------------------|------------------|------------------|
| Land Development Regulations | 1.36 | 151,952 | 49,320 | 201,272 | 3,750 | 197,522 |
| Land Use Planning | 1.45 | 129,467 | 48,939 | 178,407 | 108,515 | 69,892 |
| Property Information / Addressing / 911 | 2.22 | 192,109 | 74,563 | 266,672 | 123,665 | 143,007 |
| Transportation Planning | 1.48 | 179,885 | 49,938 | 229,823 | 108,515 | 121,308 |
| Zoning | 4.23 | 422,096 | 141,449 | 563,545 | 108,515 | 455,030 |
| FY22 Total: | 10.74 | \$1,075,509 | \$364,209 | \$1,439,718 | \$452,960 | \$986,759 |

Figure D-185: Planning Services 1wActivity Costs



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Environmental and Utility Services Program

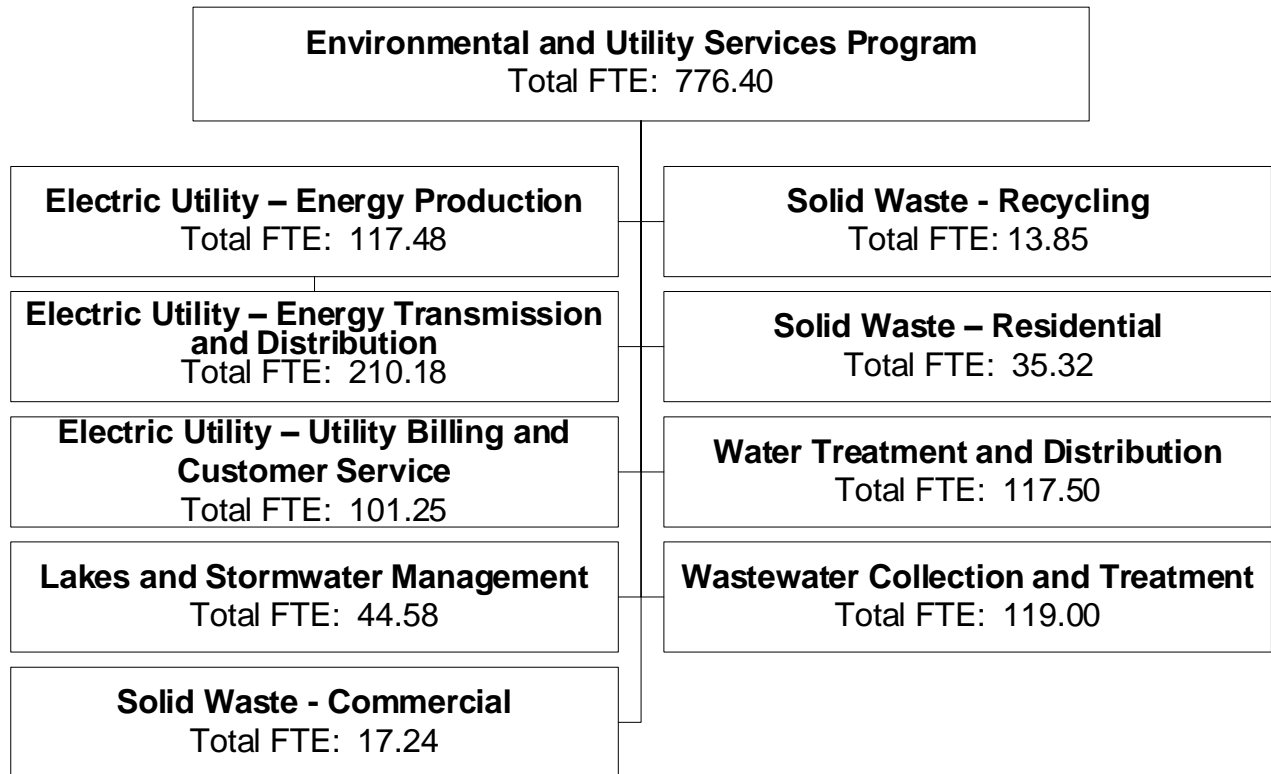


Figure D-186: Environmental and Utility Services Program

Program Summary

To provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$412,773,336 | \$402,494,068 | \$527,376,654 |
| Revenues Summary | \$459,126,712 | \$444,655,678 | \$574,068,428 |
| Net Cost Summary | (\$46,353,376) | (\$42,161,610) | (\$46,691,774) |
| FTE Summary | 895.90 | 855.50 | 776.40 |

Figure D-187: Environmental and Utility Services Program Budget Summary

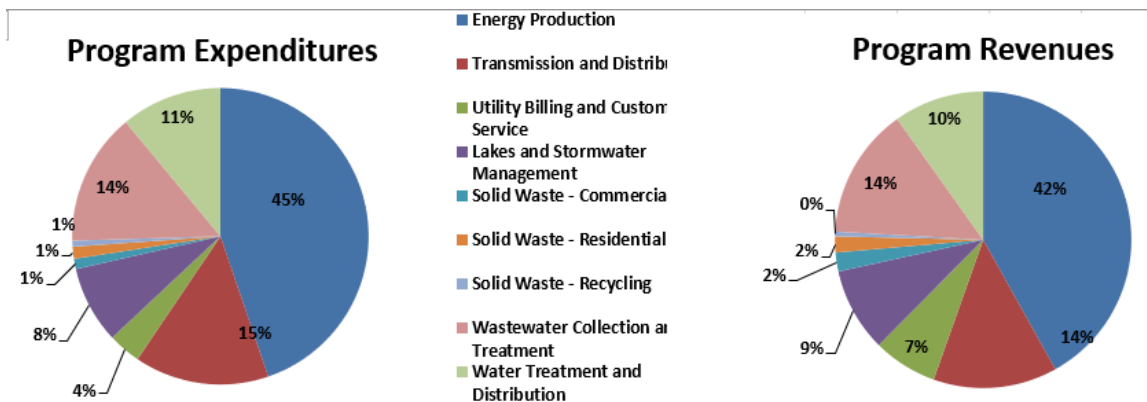


Figure D-188: Environmental and Utility Services Program Pie Charts

Electric Utility – Energy Production Activity

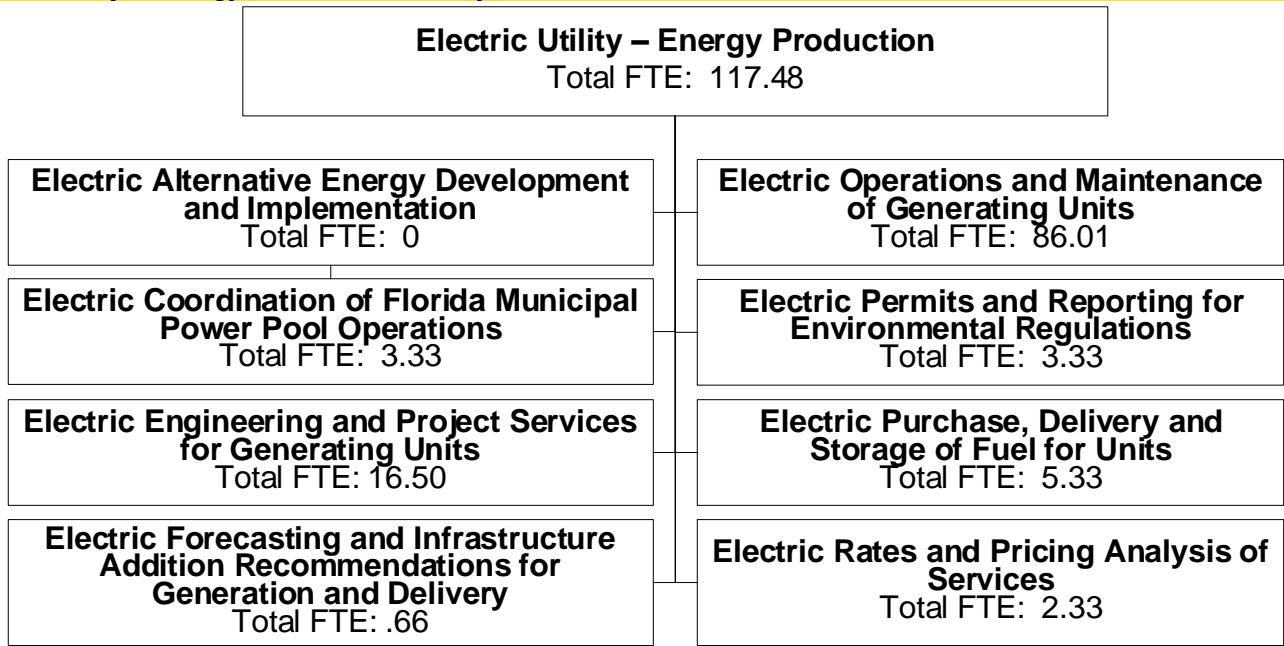


Figure D-189 Electric Utility – Energy Production Activity

Mission

To provide reliable, cost effective and environmentally compliant electric generation in a safe work environment to service the needs of our customers.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$213,628,659 | \$199,215,332 | \$236,081,789 |
| Revenues Summary | \$240,740,751 | \$210,234,767 | \$240,560,294 |
| Net Cost Summary | (\$27,112,092) | (\$11,019,435) | (\$4,478,505) |
| FTE Summary | 225.32 | 207.26 | 117.48 |

Figure D-190: Electric Utility – Energy Production Activity Budget Summary



Figure D-191: Electric Utility – Energy Production Activity Pie Charts

Electric Utility – Energy Production Activity Continued

Core Services

To meet the electric needs of our customers, Lakeland Electric has a generation capacity of approximately 1,000 megawatts (mw) of which 21% is coal-fired and 79% is gas and oil. Lakeland Electric is a member of the Florida Municipal Power Pool (FMPP) with Orlando Utility Commission (OUC) and Florida Municipal Power Agency (FMPPA). The purpose of the pool is to provide economic dispatch of the pooled generation power to meet the needs of the members. FMPP operates an hourly energy pool with all members' capacity committed and dispatched jointly. To reduce the volatility of fuel prices and lower fuel costs, a fuel hedging program is utilized.

Unit 3, the coal unit, is jointly owned with OUC holding a 40% undivided interest in the unit.

Electric Alternative Energy Development and Implementation

To track the utility industry adoption of renewable energy technologies with a mindful emphasis on economic comparisons of competing renewable options. To cost effectively develop renewable infrastructures that will meet or exceed legislative and regulatory expectations while keeping a competitive eye on the overall utility community.

The Alternative Energy Office staff attends informational gatherings and webinars, stays abreast of utility interests and investments in traditional renewable activities, evaluates new fuels and technologies as they emerge, and monitors continuing advancements in existing renewable products' development, with the overall goal of accurately anticipating and forecasting regulatory compliance requirements.

Electric Coordination of Florida Municipal Power Pool Operations

To provide electric reliability at the best value for Lakeland Electric's Customers, through capacity and energy purchases and maximization of revenues on assets to the City of Lakeland through capacity and energy sales.

Power Pool Coordinator is responsible for overseeing bulk power purchases and sales for Lakeland Electric. Responsible for the planning and administration of wholesale energy purchases and sales including emergency purchases of energy to supplement Lakeland Electric's generating units for Lakeland's native load requirements and any firm sales obligations. Perform functions related to planning and initiating Lakeland's short-term load forecast, provide input and recommendations as required to support the Power Pool short-term load forecast, bulk power trades and unit generation commitments, within limits of established policy, at the Florida Municipal Power Pool (FMPP). Participation in various local, state, and national events, committees and task forces as necessary to monitor and stay abreast of the energy markets in which Lakeland Electric and the Florida Municipal Power Pool participates.

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Engineering and Project Services for Generating Units

Provides Engineering and Project services to all our generating Units during planned/forced outage events or just during the day-to-day operation to keep all our generating Units running safely, reliably and efficiently.

The scope of work of the Engineering/projects group ranges from the day-to-day check-up/testing of Units to major Projects ranging from a few thousand dollars to several million. This group is also responsible for keeping all generating units in compliance with all written environmental regulations currently in place and those upcoming in the next few years.

Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery

Provides forecasting and infrastructure addition recommendations to cost effectively serve the electric customer with safe and reliable electric power and energy in accordance with national, state, city, department, and section standards, guides, criteria, or directives.

The System Planning Section performs load and energy forecasting, electric resource planning, transmission system planning, distribution system planning, system statistics reporting and analysis, and regulatory compliance functions. Staff represents the department and participates in various state-wide utility forecasting, reliability, coordination, and planning committees and task forces.

Electric Operations and Maintenance of Generating Units

Operates and maintains all of Lakeland Electric's generating units totaling close to 1,000 MWs to provide safe, reliable, competitive, and environmentally friendly electricity to all customers.

The Lakeland Electric fleet of Units consists of a diverse mix of technologies and sizes ranging from 2.5 to over 365 MWs in capacity individually. The Units also burn different types of fuel (coal, gas, oil, diesel) which makes the operation and proper maintenance of these Facilities a very complex day-to-day, hour-to-hour, minute-by-minute endeavor.

Electric Permits and Reporting for Environmental Regulations

Obtains all workable permits necessary for the operation of the Lakeland Electric Utility with permit conditions which are cost effective for customers, with minimum interruptions to operation. Provide education of Lakeland Electric personnel with an appreciation for the importance of Environmental Laws, Regulations, and compliance.

Environmental Permitting performs compliance reporting, monitoring and obtains permitting as required for all operational groups within Lakeland Electric. Personnel in the Environmental Permitting section also keep in contact with outside regulatory agencies to maintain compliance and keep up to date with regulations governing the operations of Lakeland Electric.

Electric Utility – Energy Production Activity Continued

Core Services Continued

Electric Purchase, Delivery and Storage of Fuel for Units

Provides Fuel Purchase, Delivery and Storage services for Lakeland Electric's generating units totaling close to \$145 million dollars. Lakeland Electric's fuel mix consists of about 67% natural gas, 32.99% coal and .01% oil/diesel.

Each type of fuel has two components which comprise total cost: supply and transportation. In the case of coal, transportation is done by railcars or by vessel and trucks. In the case of gas, the fuel is delivered through a pipeline. Oil and diesel are trucked to our sites. Fuel costs are a direct pass-through to our customers.

Electric Rates and Pricing Analysis of Services

Lakeland Electric (LE) strives to provide the lowest rates possible for all customers while being able to support operations, capital improvement, and customer service objectives. This analysis includes the use of operational data to compare our rates to other utilities, using benchmarking and cost-of-service data, while analyzing current pricing by customer-tier to ensure LE will continue to be a sustainable presence in the community.

Changes and Accomplishments

- McIntosh Power Plant Unit 3 was successfully retired on April 4, 2021.
- 17 employees have found jobs with LE and City
- HR assisted with resume writing and interview skills and other outplacement activities
- Completed RFP process for 120 MW replacement of Unit 3's capacity with purchase of six MAN-ES RICE engines.
- Entered into 125 MW Power Purchase Agreement with OUC to bridge gap between closure of Unit 3 and start-up of RICE engines
- McIntosh Power Plant Unit 5 completed the NextGen hot gas path upgrade, which increased its capacity by 23 MWs (summer capacity 368 MWs and winter capacity 395 MWs).

Electric Utility – Energy Production Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|---------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| Electric Alternative Energy Development and Implementation | - | - | 688 | 688 | 114,993 | (114,305) |
| Electric Coordination of Florida Municipal Power Pool Operations | 3.33 | 490,167 | 415,003 | 905,170 | 2,162,570 | (1,257,400) |
| Electric Engineering and Project Services for Generating Units | 16.50 | 2,286,803 | 83,277,349 | 85,564,152 | 633,439 | 84,930,713 |
| Electric Forecasting and Infrastructure Addition Recommendations for Generation and Delivery | 0.66 | 60,580 | 556,574 | 617,154 | 4,178,530 | (3,561,376) |
| Electric Operations and Maintenance of Generating Units | 86.01 | 11,001,076 | 61,580,974 | 72,582,050 | 78,413,482 | (5,831,432) |
| Electric Permits and Reporting for Environmental Regulations | 3.33 | 554,244 | 606,149 | 1,160,393 | 2,173,032 | (1,012,639) |
| Electric Purchase, Delivery and Storage of Fuel for Units | 5.33 | 634,387 | 74,080,794 | 74,715,181 | 150,743,075 | (76,027,894) |
| Electric Rates and Pricing Analysis of Services | 2.33 | 258,363 | 278,638 | 537,001 | 2,141,173 | (1,604,172) |
| FY22 Total: | 117.48 | \$15,285,620 | \$220,796,169 | \$236,081,789 | \$240,560,294 | \$(4,478,505) |

Figure D-192: Electric Utility – Energy Production Activity Costs

Electric Utility – Transmission and Distribution Activity

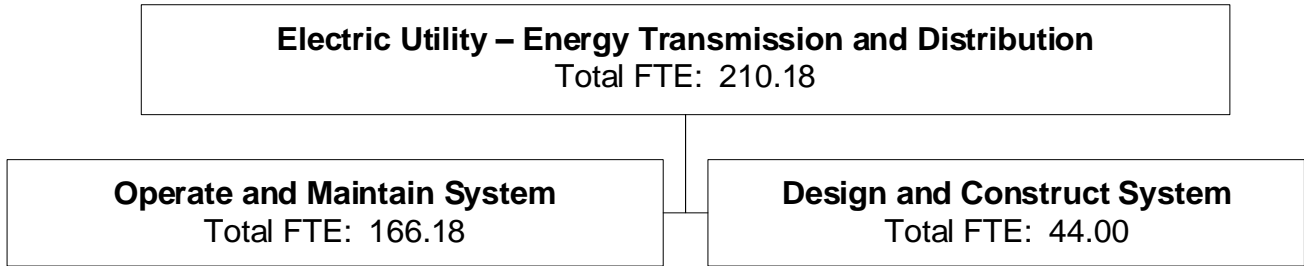


Figure D-193: Electric Utility – Transmission and Distribution Activity

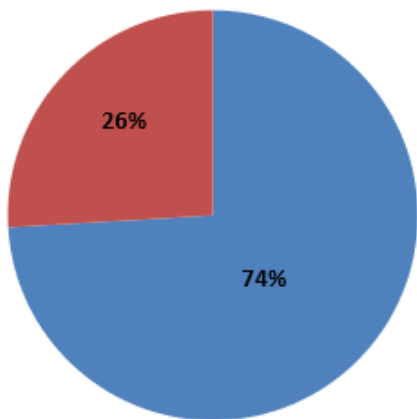
Mission

To 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.

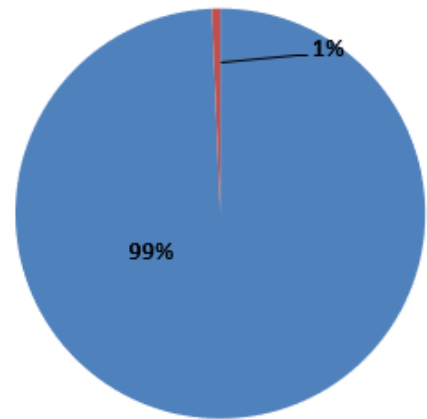
| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$72,988,646 | \$70,864,802 | \$77,487,887 |
| Revenues Summary | \$75,597,545 | \$74,658,103 | \$77,620,164 |
| Net Cost Summary | (\$3,608,899) | (\$3,793,301) | (\$132,277) |
| FTE Summary | 219.04 | 218.21 | 210.18 |

Figure D-194: Electric Utility – Transmission and Distribution Activity Budget Summary

Activity Expenditures



Activity Revenues



- Electric Transmission and Distribution - Operate and Maintain System
- Electric Transmission and Distribution - Design and Construct System

Figure D-195: Electric Utility – Transmission and Distribution Activity Pie Charts

Electric Utility – Transmission and Distribution Activity Continued

Core Services

Energy Transmission and Distribution is responsible for the short-range planning, design, construction, operation and maintenance of all electric transmission and distribution lines, substations, and electrical service connections to all residential, commercial and industrial customers. Additional services include providing private area lighting and roadway lighting services.

Operate and Maintain System

Electric power is delivered to Lakeland Electric’s customers through 27 power substations, 151 miles of transmission lines, and over 1800 miles of distribution lines. This delivery system requires continuous monitoring and routine as well as emergency response activities 24 hours a day to maintain safe, reliable, and regulatory compliant operations. By its very nature of being exposed to weather and other natural elements, animals, vehicle accidents, and effects of aging, maintenance activities are required for continual service. The single most costly expense in this activity is the vegetation maintenance work performed to complete tree trimming work around all overhead power lines throughout the entire T&D system on a three-year cycle. In addition to electrical repairs and operating activities on the electrical system, over 24,000 roadway and private area lights are maintained for the safety of roadway, public, and private spaces.

Design and Construct System

New electric transmission, distribution, substation, and roadway lighting facilities are designed and constructed to meet new customer requirements throughout the system. Additionally, as the T&D system ages and becomes deficient, the system facilities need to be replaced or upgraded to maintain or improve the reliability of electric service to customers. As part of a storm hardening effort, Lakeland Electric is having all power poles inspected on a seven-year rotation to find and replace poles and other components that do not meet strength requirements. Projects also include power line relocations alongside roadways that are widened.

Changes and Accomplishments

- Completed \$1 million FEMA Recloser-Mitigation Project
- Set record reliability numbers (SAIDI, CAIDI and SAIFI)
- Met and exceeded developer expectations for historic new development growth.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|---------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Electric Transmission and Distribution - Operate and Maintain System | 166.18 | 19,302,237 | 38,090,373 | 57,392,610 | 77,104,820 | (19,712,210) |
| Electric Transmission and Distribution - Design and Construct System | 44.00 | 5,289,566 | 14,805,711 | 20,095,277 | 515,344 | 19,579,934 |
| FY22 Total: | 210.18 | \$24,591,803 | \$52,896,084 | \$77,487,887 | \$77,620,164 | \$(132,276) |

Figure D-196: Electric Utility – Transmission and Distribution Activity Costs

Electric Utility – Billing and Customer Service Activity

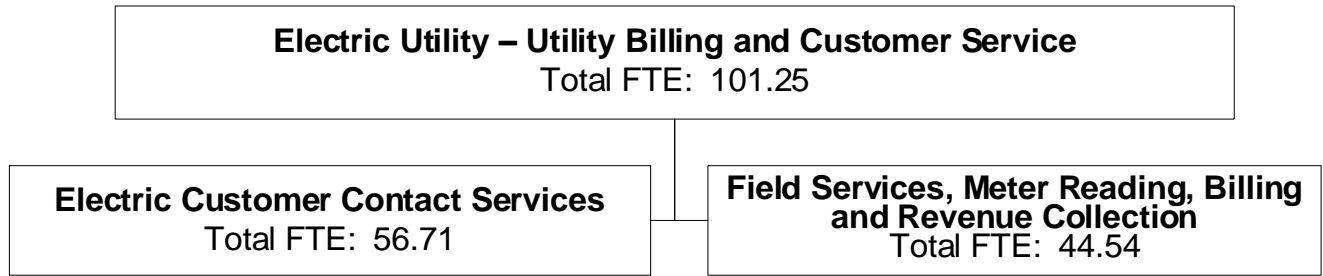


Figure D-197: Electric Utility – Billing and Customer Service Activity

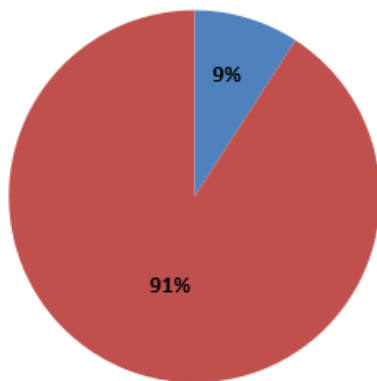
Mission

To 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.

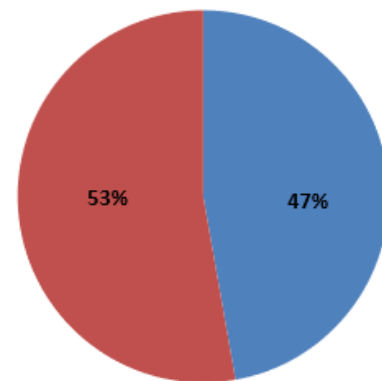
| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$18,516,306 | \$20,670,819 | \$18,779,139 |
| Revenues Summary | \$18,691,175 | \$35,815,720 | \$40,227,793 |
| Net Cost Summary | (\$174,869) | (\$15,144,901) | (\$21,448,654) |
| FTE Summary | 105.54 | 102.10 | 101.25 |

Figure D-198: Electric Utility – Billing and Customer Service Activity Budget Summary

Activity Expenditures



Activity Revenues



■ Electric Customer Contact Services
 ■ Electric Field Services, Meter Reading, Billing and Revenue Collection

Figure D-199: Electric Utility – Billing and Customer Service Activity Pie Charts

Electric Utility – Billing and Customer Service Activity Continued

Core Services

Utility Billing and Customer Service responsibilities include activating and maintaining residential and commercial utility accounts; billing and collections of utility revenues; processing field services connect/disconnect work orders; reading customer meters; installing and maintaining residential surge protection; handling large commercial account customer inquiries; conducting residential and commercial audits; managing utility marketing products and programs and investigating utility consumption theft claims.

Electric Customer Contact Services

Customer Contact Services is responsible for responding to customers of Lakeland Electric and the City of Lakeland Water Utility through their phone calls, letters, emails, and walk-in traffic at the Lakeland Electric Administration building. The services are offered via a Call Center in the Administration building, with operating hours of 7:30 AM to 8:00 PM, Monday through Friday. We also provide 24-hour phone service through an Interactive Voice Response Unit and online bill presentment and payment services. Walk-in service is provided from 8:00 AM to 5:00 PM, Monday through Friday. The Call Center responds to 450,000 inbound phone calls per year, the walk-in service is utilized by 13,000 customers per year. The most frequent transactions are bill payments, payment arrangements, and service on/off orders.

Field Services, Meter Reading, Billing and Revenue Collection

Field Services is responsible for performing electric and water service on/off orders at the meter, theft of service investigations, and disconnect/reconnect services for accounts with payment delinquencies. The Field Service group performs 116,000 of these orders per year. Meter Reading is responsible for securing 2,205,000 electric and water meter reads per year, the reads are used to calculate the bills for water and electric customers. The electric service reads are secured electronically through our Smart Grid system, water reads are secured by physically visiting each customer location once per month. Billing and Revenue Collection is responsible for generating electric and water customer bills, auditing and adjusting customer bills, and securing payments. Billing produces 1,475,000 utility statements per year; Revenue Collection produces 250,000 collection letters per year and manages \$2,900,000 per month in delinquent payments.

Changes and Accomplishments

- Continued to achieve top quartile performance in customer service metrics:
 - First contact resolution (98%), CSR Productivity (97%), Meter Reading Accuracy (99.98%), and Average Time to Answer (19 seconds).
 - Delinquent accounts (9%) and write-offs (0.23%) both top quartile in annual benchmarking survey.
- Launched new Interactive Voice Response Unit (IVR) and new Lakeland Electric web site to better meet customer needs

Electric Utility – Billing and Customer Service Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|---------------|--------------------|----------------------|---------------------|---------------------|-----------------------|
| Electric Customer Contact Services | 56.71 | 4,171,703 | 5,259,593 | 9,431,296 | 18,994,910 | (9,563,614) |
| Electric Field Services, Meter Reading, Billing and Revenue Collection | 44.54 | 3,577,702 | 5,770,141 | 9,347,843 | 21,232,883 | (11,885,040) |
| FY22 Total: | 101.25 | \$7,749,405 | \$110,029,734 | \$18,779,139 | \$40,227,793 | \$(21,448,653) |

Figure D-200: Electric Utility – Billing and Customer Service Activity Costs

Lakes and Stormwater Management Activity

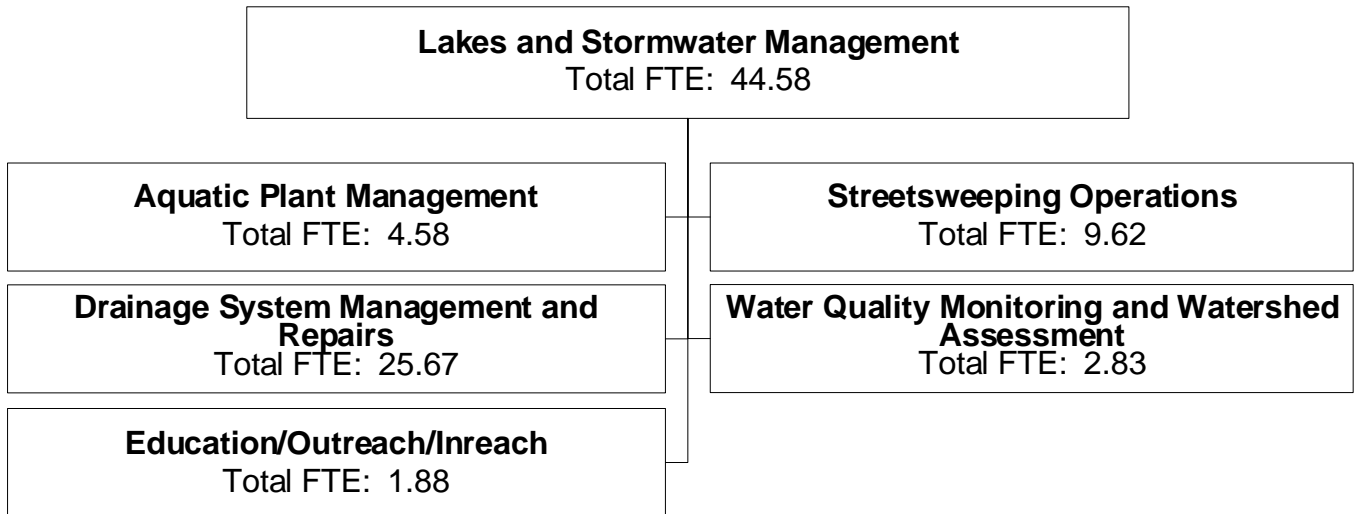


Figure D-201: Lakes and Stormwater Management Activity

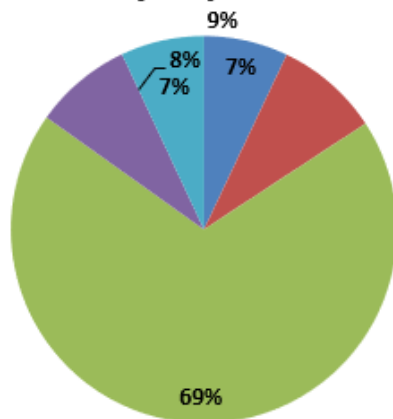
Mission

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$8,756,834 | \$8,313,887 | \$44,383,545 |
| Revenues Summary | \$7,821,730 | \$7,456,224 | \$52,423,106 |
| Net Cost Summary | \$935,104 | \$857,663 | (\$8,039,561) |
| FTE Summary | 44.78 | 44.51 | 44.58 |

Figure D-202: Lakes and Stormwater Management Activity Budget Summary

Activity Expenditures



- Aquatic Plant Management
- Drainage System Management and Repairs
- Education/Outreach/Inreach
- Streetsweeping Operations
- Water Quality Monitoring & Watershed Assessment

Activity Revenues

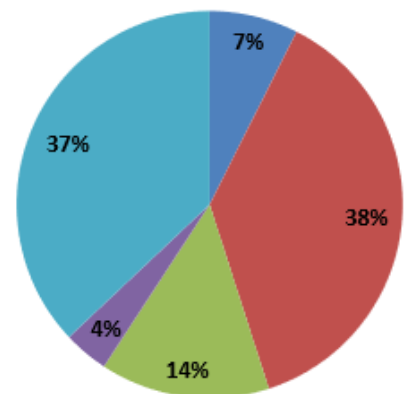


Figure D-203: Lakes and Stormwater Management Activity Pie Charts

Lakes and Stormwater Management Activity Continued

Core Services

Planning, construction, operation, street sweeping, ditches and maintenance of facilities designed to enhance the quality and conveyance of surface waters and prevent flooding. Protection of lakes and streams, through watershed management principles, to develop projects and programs that enhance water quality and other natural resources in the City's lakes, streams, and wetlands.

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. Engineering studies and construction projects are being conducted to address local flooding problems. 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.

Lakes and Stormwater is also 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.

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. Aquatic plant management involving both the planting of desirable vegetation and the removal of exotic and nuisance plants.

Aquatic Plant Management

Managing plants that thrive in wet environments is a specialized and necessary activity that if left unchecked could result in obstructions that cause flooding, invasive species proliferation, that destroys wildlife habitat, and aesthetic degradation for the Citizens of Lakeland. The aquatic plant management is in place to serve the function of managing the plant communities so that they can provide benefits such as nutrient and pollutant processing, habitat for fish and wildlife and beautification for the Citizens and visitors to Lakeland. The activities occur in drainage ditches shorelines and stormwater treatment ponds.

Drainage System Management and Repairs

Drainage system maintenance and repairs are necessary for proper function of the City's stormwater conveyance system to provide flood protection for life and property. Rotational schedules of inspection as well as storm preparation efforts are performed by Public Works Maintenance crews. Activities include but are not limited to periodic sediment removal, pipe repair and replacement, vegetation management, and erosion control. This activity is labor and machine intensive and is a requirement under the City's State Stormwater Permit.

Lakes and Stormwater Management Activity Continued

Core Services Continued

Education/Outreach/Inreach

Education is the cornerstone of the City's stormwater pollution prevention program. Awareness of the myriad of ways everyone contributes to the stormwater pollution problem and what they can do to help is a first step to acceptance of the programs and cost needed to improve the surface water quality. The City's presence at public events, intra-city training, school presentations, volunteer clean-up events, and static displays are a few examples of how the various stormwater messages are conveyed to the public.

Streetsweeping Operations

Streetsweeping is a necessary component of every stormwater pollution prevention program. Preventing material from being washed into our lakes and streams is a cost-effective way to prevent water quality degradation. Once material has entered the lakes, pollutants are dissolved in the water. Other components clog pipes, smother desirable aquatic communities, and encourage undesirable species such as blind mosquitoes. Currently, the City's streetsweepers routinely remove incidental debris from our streets and are not intended to be a solid waste program for yard debris and grass clippings placed in the streets by residents or maintenance personnel. Streetsweeper operators are required to bypass these ordinance violations and report the location for follow-up by Lakes and Stormwater staff for education and possible enforcement.

Water Quality Monitoring and Watershed Assessment

Water quality monitoring is necessary to assess the health of our water bodies and determine what pollutant constituents may need to be addressed through other parts of the Stormwater and Lakes Management Program. City Biologists routinely sample 17 of the City's 38 named lakes and submit this data to the state centralized database. Data is also sent to the Water Atlas database where it is accessible by the public. Data is used by Lakes and Stormwater staff and contracted environmental consultants to develop watershed management plans needed to comply with permit requirements and ultimately improve water quality and provide a sustainable environment.

Lakes and Stormwater Management Activity Continued

Changes and Accomplishments

- The Division applied for a \$53 million grant fully reimbursable Federally funded Community Development Block Grant administered by the State of Florida Department of Economic Opportunity (DEO) to mitigate ongoing and future flood hazard risks in the Lake Bonnet drainage basin. The DEO awarded \$42.9 million of the requested \$53 million for the project. The funds will be used to increase surface water and stormwater storage, quality and recharge within Lake Bonnet and alleviate chronic flooding in the surrounding downgradient drainage basin. These measures will revitalize the Lake Bonnet neighborhood by providing hazard mitigations and contribute to the economic growth within the community and improve the quality of life of residents of the City of Lakeland, as well as have an overall regional impact through improvement of stormwater and surface water from Lake Bonnet to the Gulf of Mexico.
- Completion of Lake Hunter Stormwater BMP treatment facility project on the south side of RP Funding Center. The project will remove sediment, trash and nutrients from previously untreated stormwater drained from downtown areas prior to its discharge to Lake Hunter. Improved stormwater quality entering Lake Hunter will result in improved surface water quality and ongoing compliance with state and federal Total Maximum Daily Load (TMDL) reduction requirements. The work was completed under a 50% matching Cooperative Funding Initiative (CFI) grant from the Southwest Florida Water Management District (SWFWMD). This project is being submitted for a Project of Excellence award to the American Public Works Association.
- The Division took delivery of an aquatic vegetation harvester that is being used on larger scale invasive and nuisance aquatic vegetation control. The harvester has been used in Lakes Wire and Lake Hunter and within the first year of operation has already removed more than 10,000 tons of aquatic vegetation from the lakes. The manual removal of the aquatic vegetation has reduced the amount of herbicide application and subsequently reduced the amount of decaying vegetation that would contribute to increased nutrient release within the lakes and has significantly improved wildlife habitat and the aesthetics of the lakes.
- Received a SWFWMD CFI grant award to complete a Sediment Nutrient Reduction Feasibility Study of Crystal Lake to evaluate the efficacy of selected restoration products on reduction of nutrient flux from sediments in Lakes Crystal and Parker. The study results will be used to design and implement surface water and sediment restoration projects with Crystal Lake and Lake Parker, with the anticipation of continued 50% matching funds to be acquired from SWFWMD throughout the restoration phases.
- Significant progress is being made on the Stormwater Management Master Plan as the modeling of Citywide drainage conveyances, ponds, lakes, streams, and Environmental Resource Permits of one acre and more have been nearly completed. Newly flown LiDAR (light detection and ranging through laser technology) will be incorporated into the model next to fully establish accurate and up to date topography and land uses. The model will be used to identify vulnerable areas for stormwater management and control as well as significantly improve the site design review team in their evaluation of proposed development and redevelopment projects within the City.

Lakes and Stormwater Management Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| Aquatic Plant Management | 4.58 | 359,145 | 7,917,078 | 8,276,223 | 3,902,208 | 4,374,015 |
| Drainage System Management and Repairs | 25.67 | 951,901 | 9,279,036 | 10,230,937 | 19,707,370 | (9,476,433) |
| Educational / Outreach / Inreach | 1.88 | 179,186 | 7,917,078 | 8,096,264 | 7,436,707 | 659,557 |
| Streetsweeping Operations | 9.62 | 419,237 | 9,182,000 | 9,601,237 | 1,976,472 | 7,624,765 |
| Water Quality Monitoring & Watershed Assessment | 2.83 | 258,050 | 7,920,835 | 8,178,885 | 19,400,349 | (11,221,464) |
| FY22 Total: | 44.58 | \$2,167,519 | \$42,216,026 | \$44,383,545 | \$52,423,106 | \$(8,039,560) |

Figure D-204: Lakes and Stormwater Management Activity Costs

Solid Waste - Commercial Activity

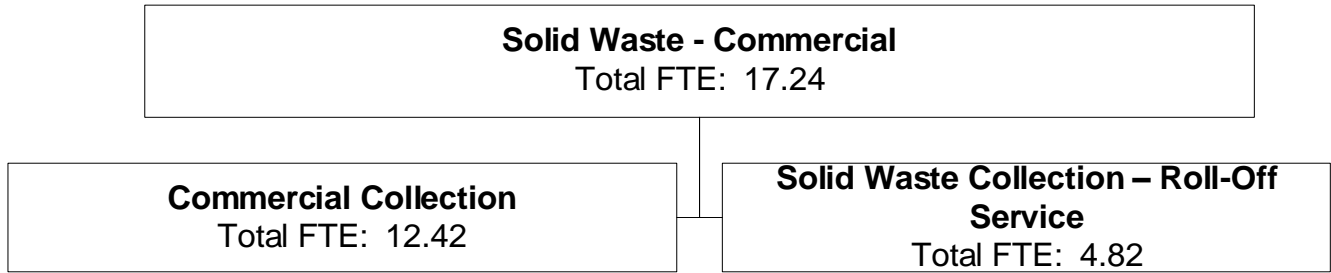


Figure D-205: Solid Waste - Commercial Activity

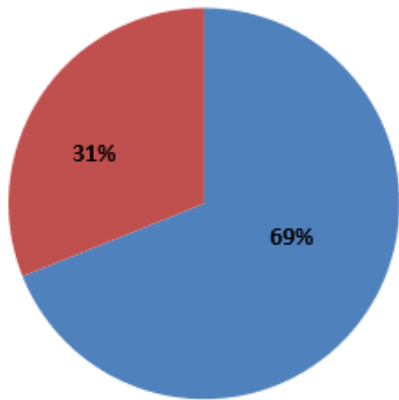
Mission

To provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective, and environmentally conscious commercial solid waste collection services.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$6,155,210 | \$6,034,337 | \$5,934,419 |
| Revenues Summary | \$11,685,400 | \$10,293,395 | \$11,810,992 |
| Net Cost Summary | (\$5,530,190) | (\$4,259,058) | (\$5,876,573) |
| FTE Summary | 18.82 | 16.32 | 17.24 |

Figure D-206: Solid Waste - Commercial Activity Budget Summary

Activity Expenditures



Activity Revenues

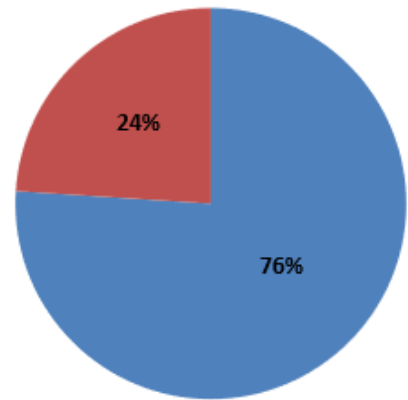


Figure D-207: Solid Waste - Commercial Activity Pie Charts

Solid Waste - Commercial Activity Continued

Core Services

Commercial Collection

The Solid Waste Management Division provides municipal solid waste collection for commercial customers one to six days per week by offering Front-Loader and Roll-Off service. Both services offer various sizes of dumpster containers. Commercial yard trash collection and recycling collection are available on a fee-based schedule.

Solid Waste Roll-off

The City of Lakeland Solid Waste Management Division offers roll-off service for high volume waste generators within the City's incorporated area. The City offers various size roll-off containers that will best fit your specific need. We offer 20, 30 and 40-yard roll-offs and we can provide service if you have your own container.

Changes and Accomplishments

- Residential Customer Growth is indicated by the delivery of new carts and addresses going into service. New service starts FY18 - 532, FY19 – 554, FY20 – 1044, FY21 – 1114 to date.
- On November 20, 2020, approximately 1400 customers in the Tuesday residential service area moved to the Friday service area to allow for continued growth in SW area of the city.
- Article “Impactful Outreach” was published in Resource Recycling Magazine, May 2021 featuring the City of Lakeland’s successful education campaign.
- April of FY20 Solid Waste added foot pedals to all Big Belly Containers Downtown to give users a touch free option to dispose of their trash.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|--------------------|--------------------|---------------------|----------------------|
| Commercial Collection | 12.42 | 873,729 | 3,217,335 | 4,091,064 | 8,978,681 | (4,887,616) |
| Solid Waste Collection - Roll-Off Service | 4.82 | 361,117 | 1,482,238 | 1,843,355 | 2,832,311 | (988,956) |
| FY22 Total: | 17.24 | \$1,234,846 | \$4,699,573 | \$5,934,419 | \$11,810,992 | \$(5,876,572) |

Figure D-208: Solid Waste - Commercial Activity Costs

Solid Waste - Recycling Activity

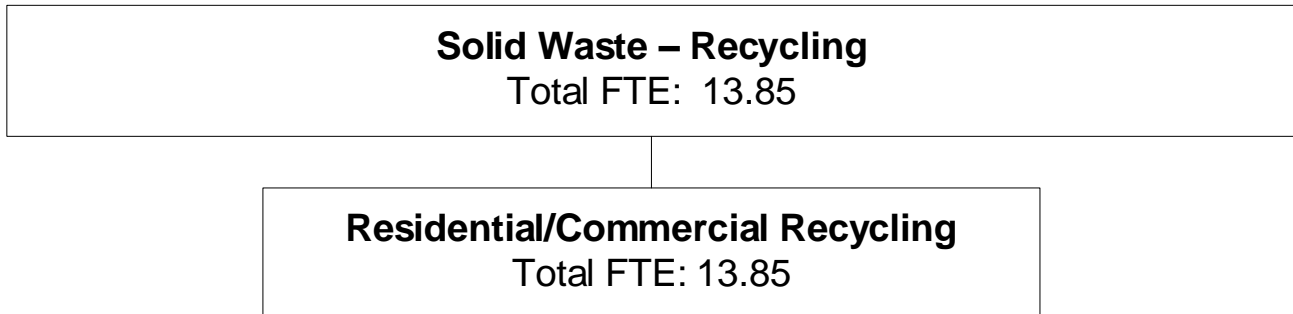


Figure D-209: Solid Waste - Recycling Activity

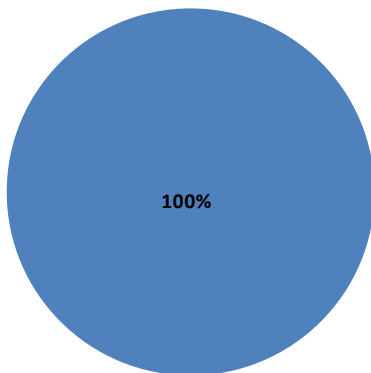
Mission

To provide Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious recycling collection services.

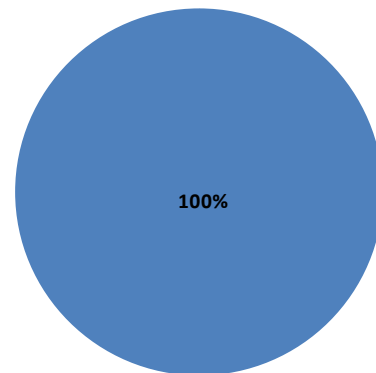
| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$3,105,381 | \$3,126,983 | \$3,457,896 |
| Revenues Summary | \$1,499,559 | \$641,690 | \$2,979,203 |
| Net Cost Summary | \$1,605,822 | \$2,485,293 | \$478,693 |
| FTE Summary | 11.64 | 13.87 | 13.85 |

Figure D-210: Solid Waste - Recycling Activity Budget Summary

Activity Expenditures



Activity Revenues



■ Residential/Commercial Recycling

Figure D-211: Solid Waste - Recycling Activity Pie Charts

Solid Waste - Recycling Activity Continued

Core Services

Residential/Commercial Recycling

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. Phonebooks are collected annually at curbside and established drop-off locations during January, February and March. Educational programs and recycling presentations are available upon request.

Changes and Accomplishments

- The City of Lakeland and Resource Recycling Systems were invited to the National Waste Expo in June 2021 as speakers for the Cart Smarts: Changing Behavior to Combat Contamination Event.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|------------------------------------|--------------|------------------|--------------------|--------------------|--------------------|------------------|
| Residential / Commercial Recycling | 13.85 | 985,871 | 2,472,025 | 3,457,896 | 2,979,203 | 478,694 |
| FY22 Total: | 13.85 | \$985,871 | \$2,472,025 | \$3,457,896 | \$2,979,203 | \$478,694 |

Figure D-212: Solid Waste - Recycling Activity Costs

Solid Waste - Residential Activity

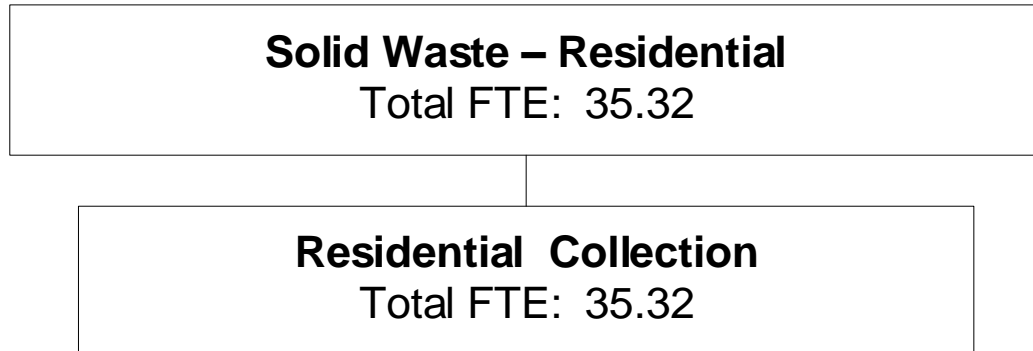


Figure D-213: Solid Waste - Residential Activity

Mission

To provide the Citizens and businesses of Lakeland with efficient, reliable, cost effective and environmentally conscious residential solid waste collection services.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$7,149,437 | \$7,036,021 | \$6,927,318 |
| Revenues Summary | \$10,361,740 | \$8,804,611 | \$10,041,984 |
| Net Cost Summary | (\$3,212,303) | (\$1,768,590) | (\$3,114,666) |
| FTE Summary | 37.24 | 36.39 | 35.32 |

Figure D-214: Solid Waste - Residential Activity Budget Summary

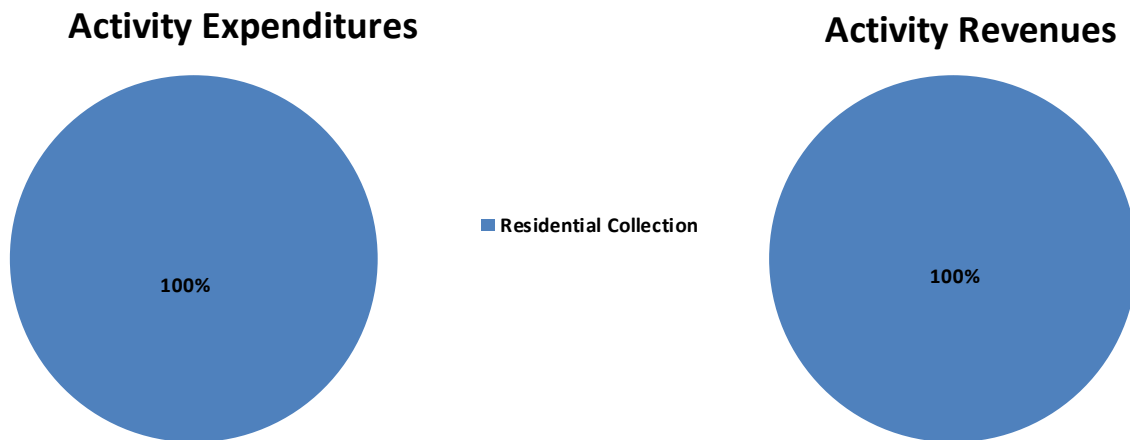


Figure D-215: Solid Waste - Residential Activity Pie Charts

Solid Waste - Residential Activity Continued

Core Service

Residential Collection

The Solid Waste Management Division provides curbside collection service to residential customers for municipal solid waste and regular yard trash collection. Also, bulk yard trash (limitation of up to 20 cubic yards once a quarter), appliances, junk, and tires (customer must call for pick-up) are collected at no additional cost to the residential customer. We have converted from a manual twice-per-week collection system to a once –per-week, pay-as-you-throw automated collection system.

Changes and Accomplishments

- The “Every Blue Cart Makes a Difference” recycling campaign received two awards from the Public Relations Society of America for 2020 Best of Show and 2020 Community Relations.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|------------------------|--------------|--------------------|--------------------|--------------------|---------------------|----------------------|
| Residential Collection | 35.32 | 2,208,698 | 4,718,620 | 6,927,318 | 10,041,984 | (3,114,665) |
| FY22 Total: | 35.32 | \$2,208,698 | \$4,718,620 | \$6,927,318 | \$10,041,984 | \$(3,114,665) |

Figure D-216: Solid Waste - Residential Activity Costs

Water Treatment and Distribution Activity

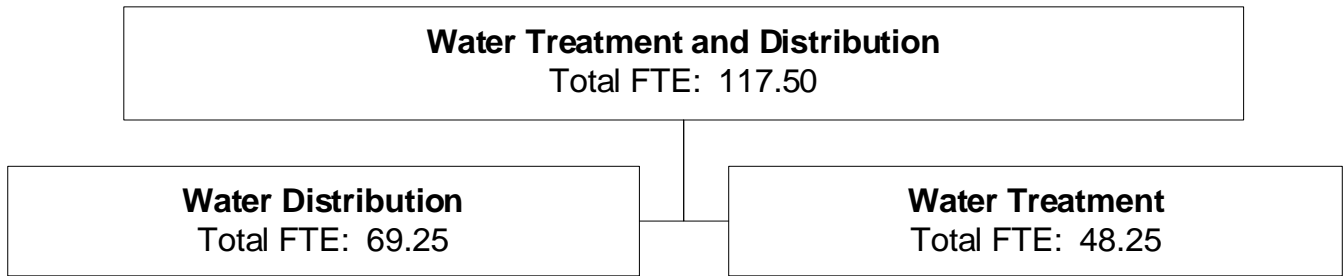


Figure D-217: Water Treatment and Distribution Activity

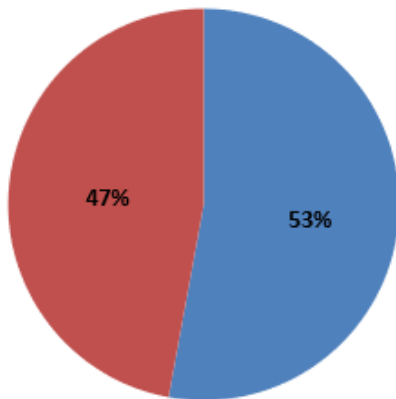
Mission

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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$33,701,131 | \$35,583,634 | \$58,121,302 |
| Revenues Summary | \$39,669,001 | \$41,416,718 | \$56,544,161 |
| Net Cost Summary | (\$5,967,870) | (\$5,833,084) | \$1,577,141 |
| FTE Summary | 115.76 | 115.50 | 117.50 |

Figure D-218: Water Treatment and Distribution Activity Budget Summary

Activity Expenditures



Activity Revenues

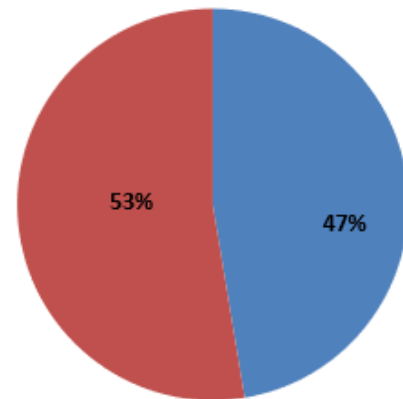


Figure D-219: Water Treatment and Distribution Activity Pie Charts

Water Treatment and Distribution Activity Continued

Core Services

Provide an excellent and reliable product, meeting public health standards by providing 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

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. State-licensed personnel also maintain 24/7 stand-by duty for emergencies.

Water Treatment

Responsible for the operation, maintenance, and regulatory compliance of all City of Lakeland water production facilities. This includes two lime-softening water treatment plants, four ground storage tanks, nineteen potable water production wells, two well fields, three pumping stations, and over eighty environmental monitoring sites. State-licensed operators' man the plants 24/7.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--------------------|---------------|--------------------|---------------------|---------------------|---------------------|--------------------|
| Water Distribution | 69.25 | 4,416,469 | 26,316,230 | 30,732,699 | 26,797,005 | 3,935,694 |
| Water Treatment | 48.25 | 4,344,166 | 23,044,437 | 27,388,603 | 29,747,156 | (2,358,552) |
| FY22 Total: | 117.50 | \$8,760,635 | \$49,360,667 | \$58,121,302 | \$56,544,161 | \$1,577,142 |

Figure D-220: Water Treatment and Distribution Activity Costs

Wastewater Collection and Treatment Activity

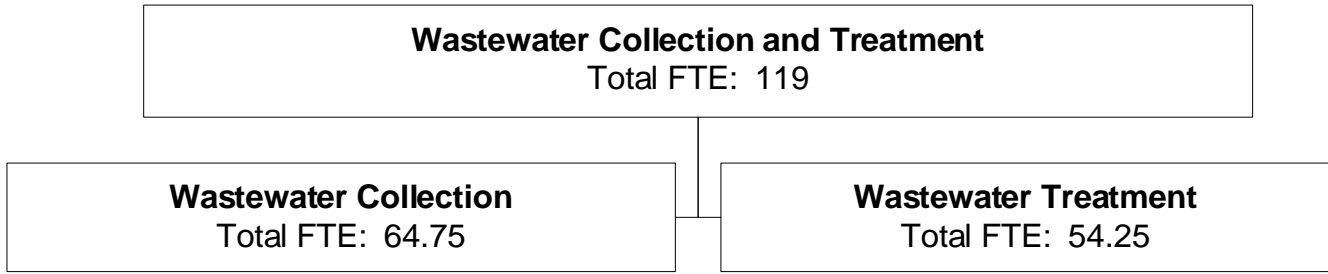


Figure D-221: Water Collection and Treatment Activity

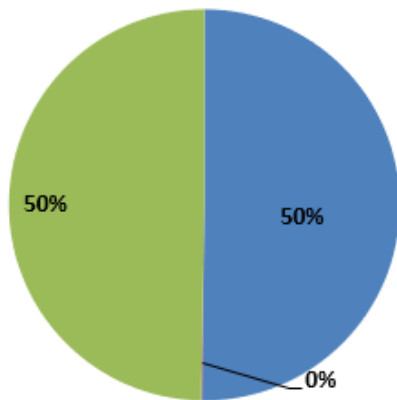
Mission

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 wastewater and residual products.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$43,771,732 | \$51,648,253 | \$76,203,359 |
| Revenues Summary | \$52,059,811 | \$55,334,450 | \$81,860,731 |
| Net Cost Summary | (\$3,288,079) | (\$3,686,197) | (\$5,657,372) |
| FTE Summary | 117.76 | 118 | 119 |

Figure D-222: Water Collection and Treatment Activity Budget Summary

Activity Expenditures



Activity Revenues

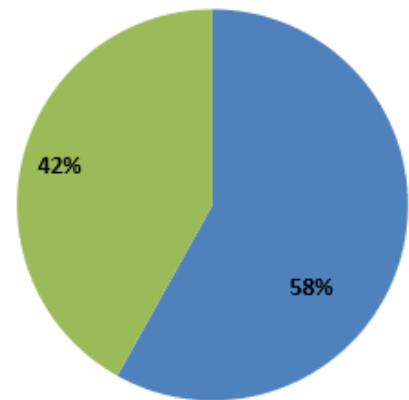


Figure D-223: Water Collection and Treatment Activity Pie Charts

Wastewater Collection and Treatment Activity Continued

Core Services

Utilizing the 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. Included in the treatment process is the removal of solids which leads to the production of Class A/B sludge and reclaimed water meeting industrial reuse standards.

Wastewater Collection

The wastewater collection service is the conveyance system that delivers wastewater from the point of service to a treatment plant. Included in this operation are gravity sewers, lift stations and force mains. Auxiliary services are grease abatement, industrial pretreatment and the mechanical/electrical maintenance functions for wastewater.

Wastewater Treatment

Wastewater treatment services are provided by two major wastewater plants. Additional services are operation of a pretreatment plant and a wetlands treatment system. Also included in this function is sludge treatment/disposal and compliance with State/Federal permit conditions.

Changes and Accomplishments

- Replacement of the 39-year-old Clearwell at TB Williams Water Plant funded by a low interest State Revolving loan costs \$19.6m, expected completion November 2021.
- Interdepartmental support provided to several departments including Lakeland Electric with pump replacement at LE Admin Building as well as pump replacement at Cypress Park Youth Complex.
- Construction of Water Distribution's new facility nearing completion with 2 of 3 phases complete total expected cost \$8.1m, taking 20 months to complete.
- 75-year-old water meter test bench replaced.
- Water Asset Management Study underway, \$15.4m in water line replacements identified will be budgeted over the next 9 years.
- Smartgrid Water Meter Project continues to move forward with 31% of meter population complete.
- Glendale Operations Building Expansion completed which accommodated larger restrooms and full kitchen to accommodate a growing staff.
- Replacement of 61-year-old manhole located at Hershel St. and Dade St.
- Completed data acquisition upgrades and connection to the wastewater SCADA network for remote monitoring of flows, levels, and water quality.
- Awarded \$238,000 in federal funding for completion of park trails around Wetlands 3 to 7 and connection to Mulberry Park.
- Seven Wetlands Park:
 - Reached over 140,000 people through presentations and media coverage
 - 463 volunteer hours equating to over \$12,500 in labor
 - 1,280 native plants installed including Wetland 2 Boardwalk restoration

Wastewater Collection and Treatment Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------------|---------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| Wastewater Collection | 64.75 | 4,777,590 | 33,474,122 | 38,251,712 | 47,561,841 | (9,310,129) |
| Wastewater System Capital Improvement | - | - | 60,694 | 60,694 | - | 60,694 |
| Wastewater Treatment | 54.25 | 4,578,860 | 33,312,093 | 37,890,953 | 34,298,889 | 3,592,064 |
| FY22 Total: | 119.00 | \$9,356,450 | \$66,846,909 | \$76,203,359 | \$81,860,731 | \$(5,657,371) |

Figure D-224: Water Collection and Treatment Activity Costs



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Legislative Activities Program

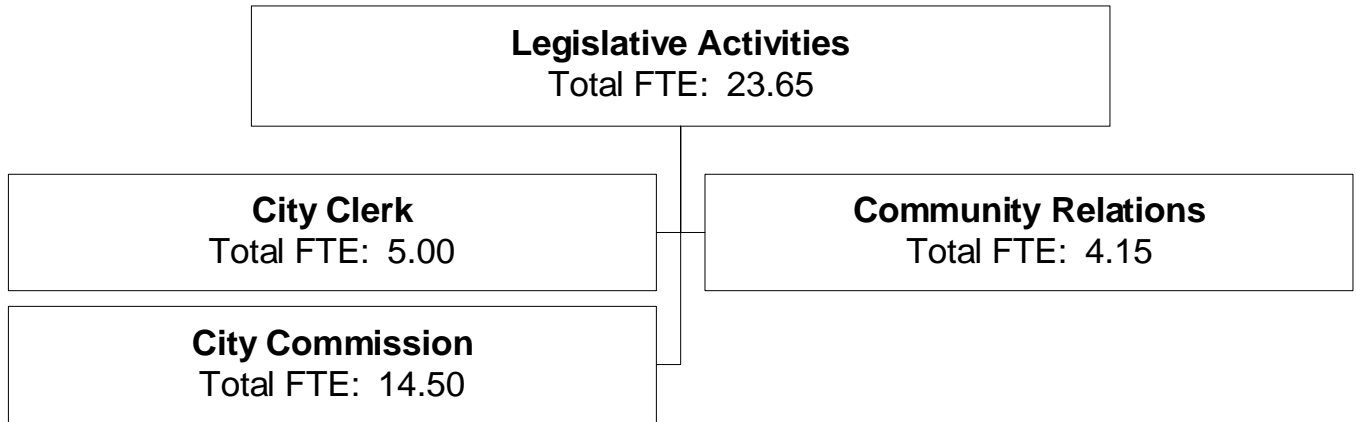


Figure D-225: Legislative Activities Program

Program Summary

This Program includes:

- Protecting and promoting a quality of life in Lakeland that includes the health, safety and general welfare of the citizenry.
- Support for 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.
- An effective communications and networking system with representatives of federal, state and municipal governments and other local government agencies to advance interests of importance to the City of Lakeland.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$5,932,951 | \$5,855,964 | \$5,971,256 |
| FTE Summary | 23.64 | 24.14 | 23.65 |

Figure D-226: Legislative Activities Program Budget Summary

Program Expenditures

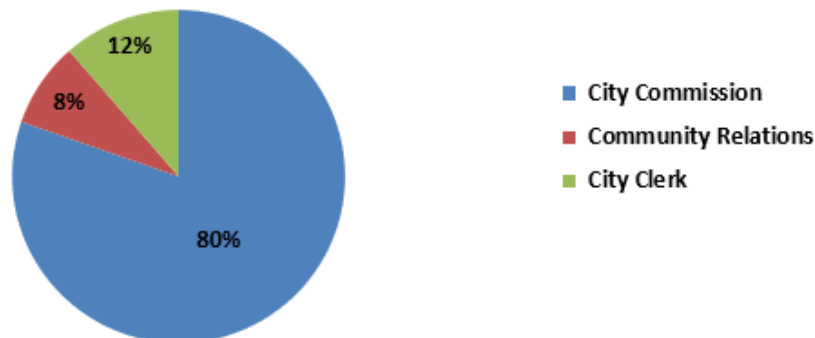


Figure D-227: Legislative Activities Program Pie Charts

City Clerk Activity

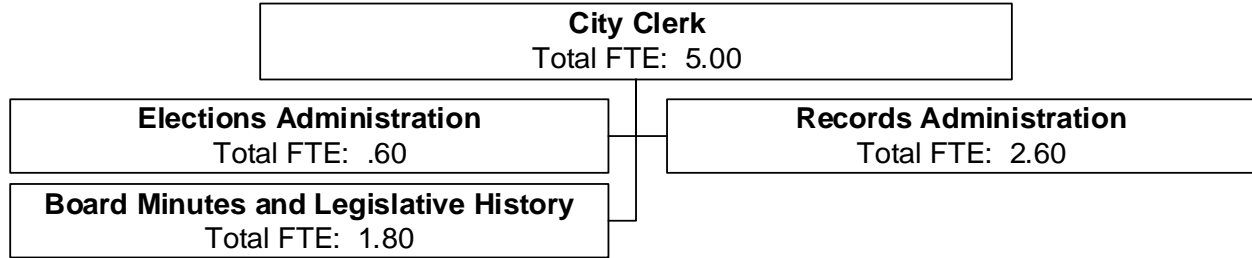


Figure D-228: City Clerk Activity

Mission

To be supportive of an informed and engaged citizenry by maintaining a timely and complete legislative history record of the City Commission’s activities and make those related documents accessible to staff and the public.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$654,263 | \$712,907 | \$680,887 |
| Net Cost Summary | 5.00 | 5.00 | 5.00 |

Figure D-229: City Clerk Activity Budget Summary

Activity Expenditures

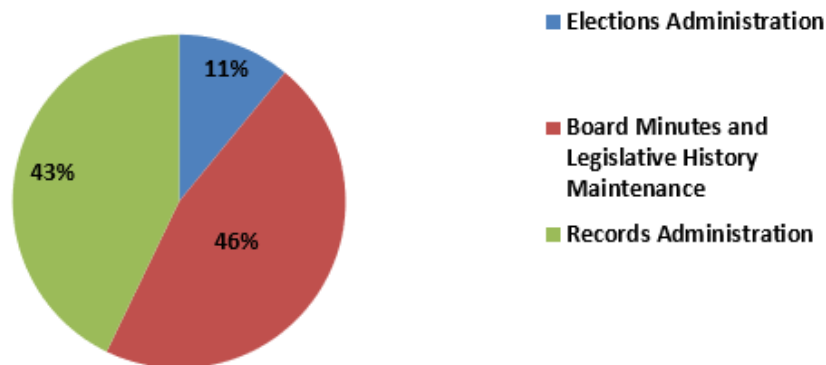


Figure D-230: City Clerk Activity Pie Chart

City Clerk Activity Continued

Core Services

Administers the Lakeland Municipal elections, the Lakeland Downtown Development Authority (LDDA) Board elections, Civil Service Board, and the Pension Board elections. Maintains the legislative history of the City Commission, secures the City Seal and all City contracts, leases, deeds, easements, and other legal documents while ensuring compliance with the State Statute for records storage and disposal. Process record requests from the public and City staff.

Elections Administration

The administration of municipal elections within the City of Lakeland, including the election of the Mayor and Commissioners, the Lakeland Downtown Development Authority election, the Employee Pension Board and Employee Civil Service Board elections. This also includes any referendums or issues on the ballot.

Board Minutes and Legislative History Maintenance

Responsibilities include maintaining written records of Municipal Board minutes as well as all legislative action taken by the Commission. Administers appointments to the various Municipal Boards.

Records Administration

Maintains the Records Management system for the City. Provides long-term records storage for departments as well as guidelines for management, retention, and disposition of materials. Responds to public records requests in concert with the Communications Department and the City Attorney to ensure that all requirements and guidelines are followed. Maintains the official/record copy of all contracts/agreements with the City of Lakeland and maintains custody of the City Seal.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|-------------|------------------|------------------|--------------------|--------------|------------------|
| Elections Administration | 0.60 | 67,928 | 21,924 | 74,652 | - | 74,652 |
| Board Minutes and Legislative History Maintenance | 1.80 | 175,008 | 185,192 | 314,601 | - | 314,601 |
| Records Administration | 2.60 | 199,398 | 158,102 | 291,634 | - | 291,634 |
| FY22 Total: | 5.00 | \$442,334 | \$365,217 | \$680,887 | \$0 | \$680,887 |

Figure D-231: City Clerk Activity Costs

City Commission Activity

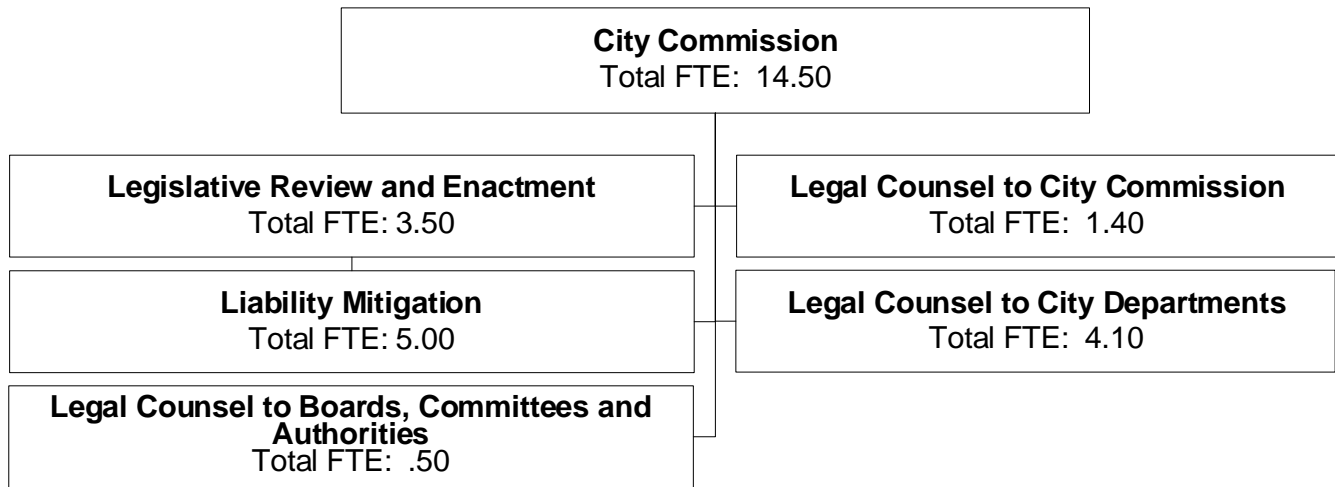


Figure D-232: City Commission Activity

Mission

To protect and promote a quality of life in Lakeland that includes the health, safety, and general welfare of the citizenry.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$4,417,510 | \$4,586,823 | \$4,796,489 |
| FTE Summary | 14.39 | 14.99 | 14.50 |

Figure D-233: City Commission Activity Budget Summary

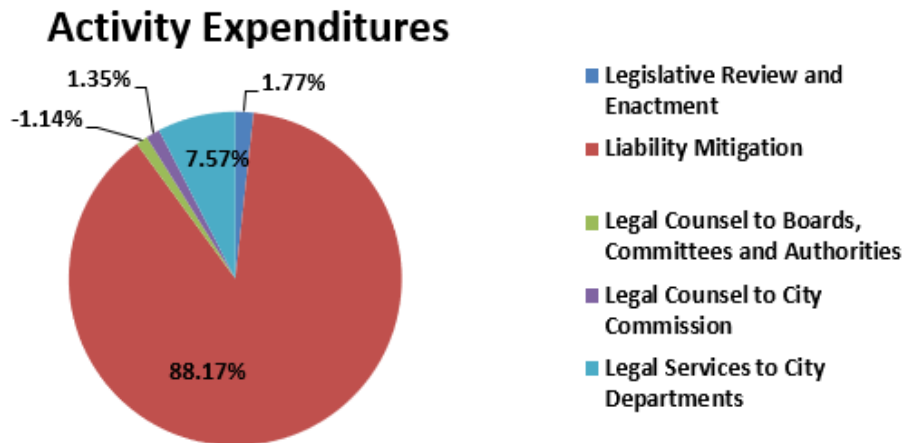


Figure D-234: City Commission Activity Pie Charts

City Commission Activity Continued

Core Services

Legislative Review and Enactment - Entails drafting and reviewing ordinances, resolutions and other legislation that impacts the City at the local, state and federal level.

Liability Mitigation - Providing legal counsel to City departments and staff regarding the development of programs, policies and other City matters to ensure that City operations and services are conducted in compliance with applicable regulations and laws at the local, state, and federal level to reduce the City's overall exposure to risk and liability.

Legal Counsel to Boards, Committees and Authorities - Providing legal representation, which includes both verbal and written opinions of law, related to conducting matters that come before such entities and their representatives in their official capacity.

Legal Counsel to City Commission - Furnishes legal advice in all matters related to the City governance and to the City commission in its official capacity, which includes preparing and reviewing all necessary legal written instruments, initiating, and defending litigation for and on behalf of the City and any other legal services necessary to ensure the effective and efficient administration of City government.

Legal Counsel to City Departments - Review and draft contracts and other legal documents necessary for carrying out City business. Furnish legal opinions to City staff relating to their duties, services being provided and other related City functions to ensure compliance with applicable local, state, and federal laws, regulations and policies.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|--------------------|--------------------|--------------|--------------------|
| Legislative Review and Enactment | 3.50 | 116,512 | 166,563 | 86,668 | - | 86,668 |
| Liability Mitigation | 5.00 | 394,752 | 4,243,046 | 4,327,895 | - | 4,327,895 |
| Legal Counsel to Boards, Committees and Authorities | 0.50 | 70,920 | 130,685 | (56,051) | - | (56,051) |
| Legal Counsel to City Commission | 1.40 | 193,141 | 130,685 | 66,170 | - | 66,170 |
| Legal Counsel to City Departments | 4.10 | 498,778 | 130,685 | 371,807 | - | 371,807 |
| FY22 Total: | 14.50 | \$1,274,103 | \$4,801,664 | \$4,796,489 | \$0 | \$4,796,489 |

Figure D-235: City Commission Activity Costs

Community Relations Activity

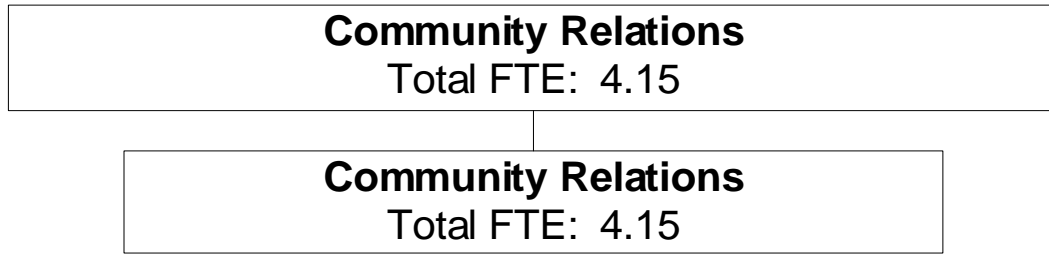


Figure D-236: Community Relations Activity

Mission

To protect and promote a quality of life in Lakeland that includes the health, safety, and general welfare of the citizenry.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$861,178 | \$556,234 | \$493,880 |
| FTE Summary | 4.25 | 4.15 | 4.15 |

Figure D-237: Community Relations Activity Budget Summary

Activity Expenditures

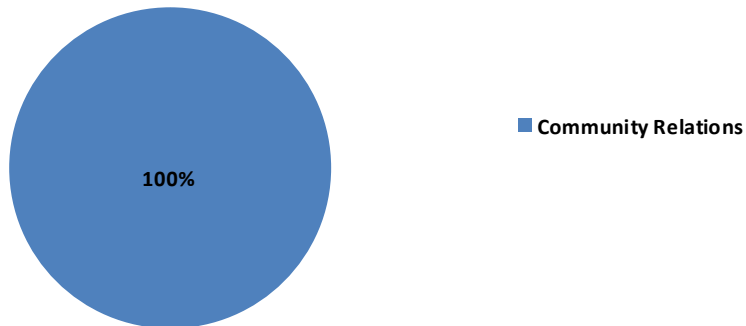


Figure D-238: Community Relations Activity Pie Chart

Community Relations Activity Continued

Core Services

Community Relations - Relations between different groups with a community, or between governmental agencies or other organizations and the community they serve.

As a local government, the City of Lakeland's vast and diverse operations and services are subjected to a litany of federal and state statutes, regulations, and policies. To provide the most cost effective and responsive array of services, the City monitors and evaluates the potential positive and negative implications associated with proposed amendments to federal and state laws, statutes and regulations related to local operations.

To assist in this endeavor, the Mayor, City Commission, and City Managers actively participate in the organizations listed below. Each organization employs staff that offers research and advocacy assistance to member communities to provide timely information to local governments, which affords improved communications with key decision-makers as public policy issues are developed both in Washington, D.C. and in Tallahassee, Florida.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------|-------------|------------------|------------------|--------------------|--------------|------------------|
| Community Relations | 4.15 | 228,038 | 544,788 | 493,880 | 0 | 493,880 |
| FY22 Total: | 4.15 | \$228,038 | \$544,788 | \$493,880 | \$0 | \$493,880 |

Figure D-239: Community Relations Activity Costs



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Parks, Recreation and Properties Program

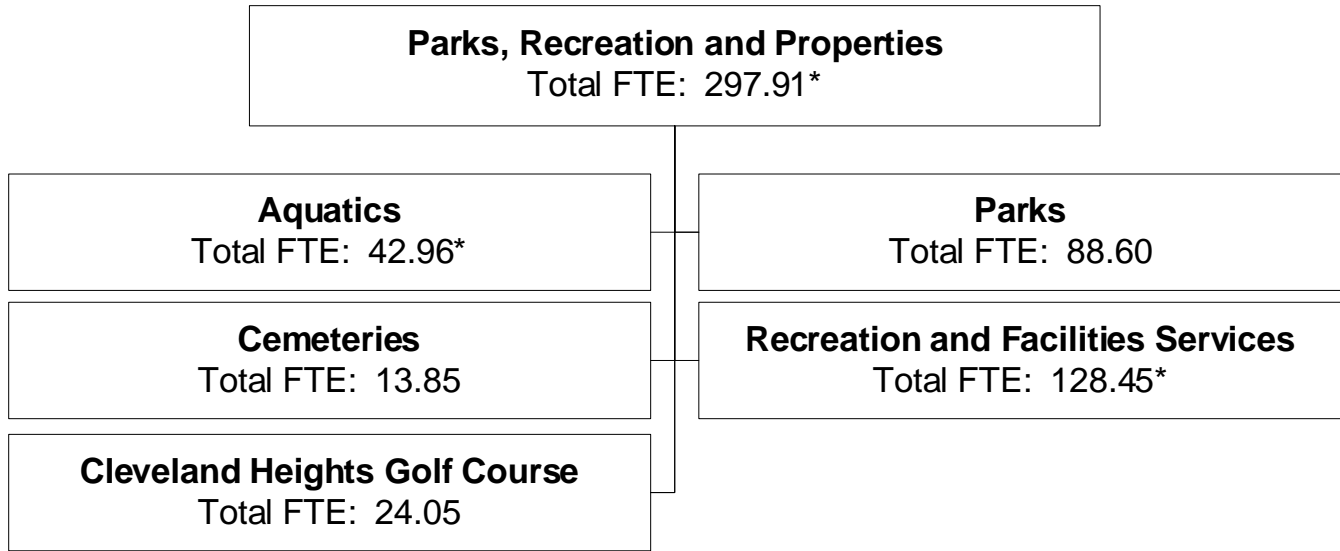


Figure D-240: Parks, Recreation and Properties Program

Program Summary

The Program includes providing:

- Citizens with safe, visually pleasing, and enjoyable experiences utilizing public facilities, parks, athletic complexes, and public rights-of-way.
- A variety of activities, programs, athletic leagues, day camps and special events.
- 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.
- Both family-oriented safe and secure aquatics facilities and superior golf-related recreation and leisure opportunities offering instructional classes and specialized programs for both recreational and competitive participants.
- Lakeland Citizens with respectful, attractive, and well-maintained burial parks.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$36,141,822 | \$35,184,717 | \$47,645,577 |
| Revenues Summary | \$7,645,414 | \$9,651,968 | \$21,510,526 |
| Net Cost Summary | \$28,496,408 | \$25,562,749 | \$26,135,051 |
| | | | |
| FTE Summary | 304.31 | 298.99* | 297.91* |

*Includes Pooled Employees

Figure D-241: Parks, Recreation and Properties Program

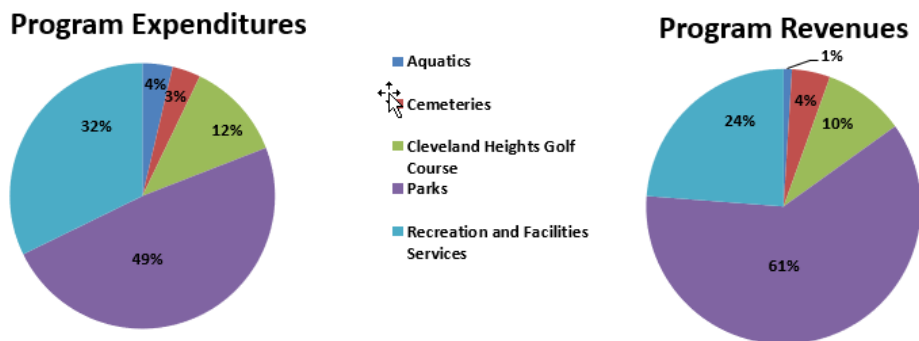


Figure D-242: Parks, Recreation and Properties Program Pie Charts

Fiscal Year 2022 Annual Budget

Aquatics Activity

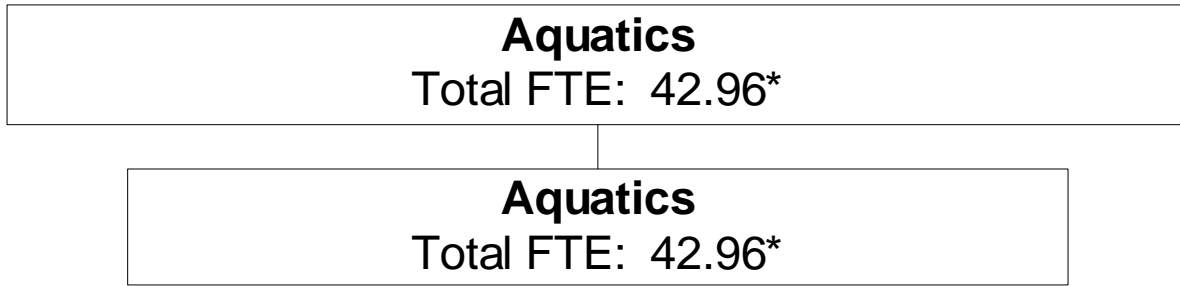


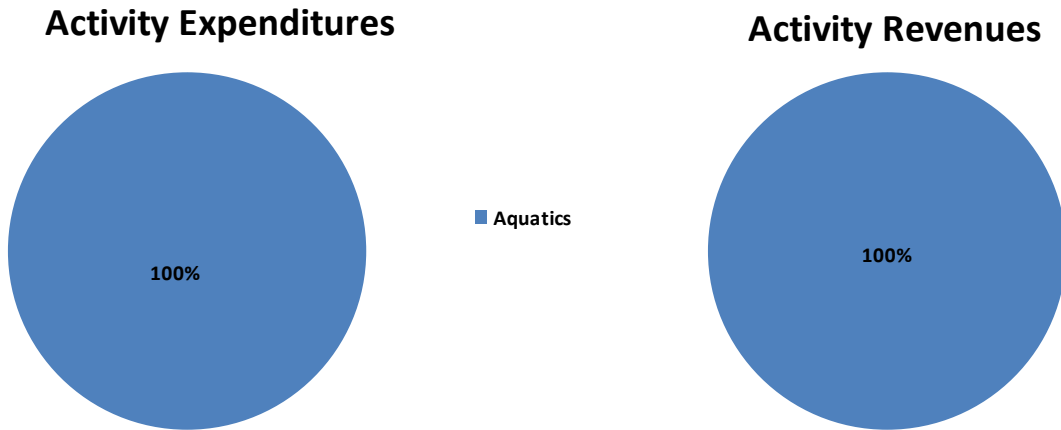
Figure D-243: Aquatics Activity

Mission

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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,706,256 | \$1,759,630 | \$1,754,174 |
| Revenues Summary | \$159,050 | \$87,725 | \$212,240 |
| Net Cost Summary | \$1,547,206 | \$1,671,905 | \$1,541,934 |
| FTE Summary | 43.55 | 43.70* | 42.96* |

Figure D-244: Aquatics Activity Budget Summary



*Includes Pooled Employees

Figure D-245: Aquatics Activity Pie Charts

Aquatics Activity Continued

Core Services

Aquatics offers fall and summer swim lessons beginning with Parent/Toddler ranging up to Adult lessons. Junior Lifeguard classes help develop a valuable resource for future applicants. The City benefits from a heated pool with year-round programs such as Splashercise, Aqua Therapy and Aqua Massage. The facilities are also home to several local high school swim teams and one competitive swim team. Specialty classes consist of scuba, Junior Lifeguard, Club Splash, and synchronized swimming.

Aquatics

Aquatics oversees two swimming pools, Gandy and Simpson, and an interactive fountain. Gandy Pool features a 10-lane, 25-yard short course heated pool with a one-meter diving board. Simpson Pool features a 10-lane, 50-meter-long course pool and separate diving well with two one-meter diving boards. Swim lessons are offered year-round along with a fitness class for seniors called Splashercise. Specialty programs include Honor Roll for students, Dive-In Movies, Karaoke Idol, Junior Lifeguard, Club Splash, and Adult Bingo.

Changes and Accomplishments

- Added local swim team to start using Simpson Park Pool
- Certified 3 Lifeguard Instructors to teach four lifeguard classes and certify 25 new lifeguards
- Gave Water Safety Presentations to after-school tutoring programs and on International Water Safety Day.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--------------------|--------------|--------------------|------------------|--------------------|------------------|--------------------|
| Aquatics | 42.96 | 1,234,228 | 519,946 | 1,754,174 | 212,240 | 1,541,934 |
| FY22 Total: | 42.96 | \$1,234,228 | \$519,946 | \$1,754,174 | \$212,240 | \$1,541,934 |

Figure D-246: Aquatics Activity Costs

Cemeteries Activity

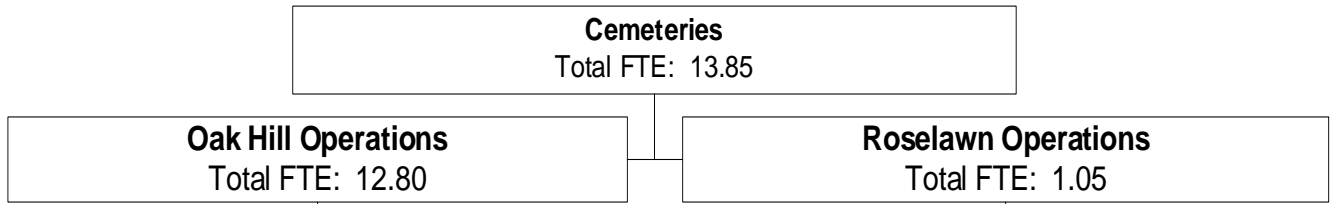


Figure D-247: Cemeteries Activity

Mission

To provide Lakeland Citizens with respectful, attractive, and well-maintained burial parks.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,403,763 | \$1,388,881 | \$1,649,123 |
| Revenues Summary | \$686,805 | \$664,697 | \$967,907 |
| Net Cost Summary | \$716,958 | \$724,184 | \$681,216 |
| FTE Summary | 13.71 | 13.63 | 13.85 |

Figure D-248: Cemeteries Activity Budget Summary



Figure D-249: Cemeteries Activity Pie Charts

Cemeteries Activity Continued

Core Services

Oak Hill Operations

Oak Hill Cemetery is approximately 120 acres of developed cemetery and 20 acres of open area. There are ten acres of space reserved for the next 12 years of burials, while the Cemetery Master plan has identified additional areas sufficient for 30 years of burials. Oak Hill has 312 spaces sold this year and has had 398 burials.

Roselawn Operations

Roselawn Cemetery is 50 acres, with 12 burials per year. All burial spaces are sold out.

Changes and Accomplishments

- The Polk County Veterans Council has agreed to partner with the City of Lakeland in placing a Veterans Monument at Oak Hill Burial Park.
- Opened a new inground cremation area adding 160 cremation spaces to a block.
- Ordered a 48-cremation niche columbarium.
- Removed 20 Washingtonia Palms and re-landscaped the front entrance to Oak Hill.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------|--------------|------------------|------------------|--------------------|------------------|------------------|
| Oak Hill Operations | 12.80 | 896,083 | 530,988 | 1,427,071 | 857,306 | 569,765 |
| Roselawn Operations | 1.05 | 73,355 | 148,698 | 222,052 | 110,601 | 111,452 |
| FY22 Total: | 13.85 | \$969,438 | \$679,686 | \$1,649,123 | \$967,907 | \$681,217 |

Figure D-250: Cemeteries Activity Costs

Cleveland Heights Golf Course Activity

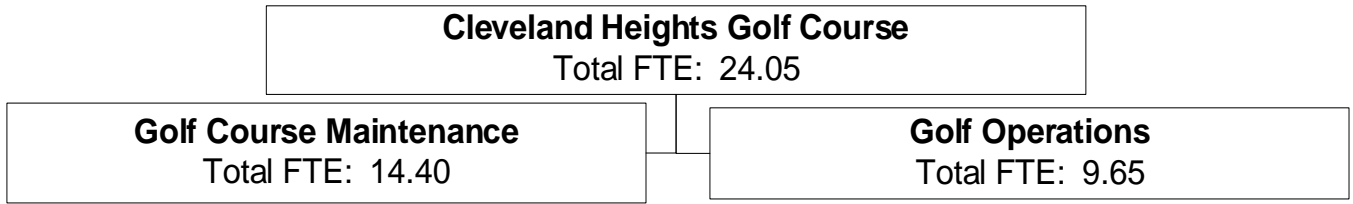


Figure D-251: Cleveland Heights Golf Course Activity

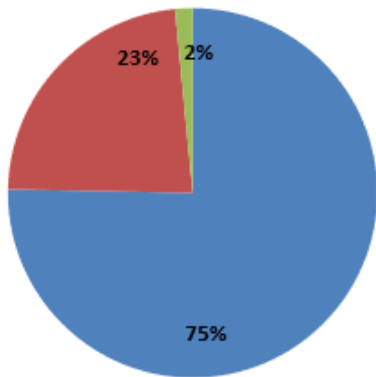
Mission

To provide quality public space and programming designed to offer superior golf-related recreation and leisure opportunities for quality family, individual and corporate experiences.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$2,633,281 | \$2,645,537 | \$5,693,864 |
| Revenues Summary | \$1,356,118 | \$1,423,923 | \$2,066,874 |
| Net Cost Summary | \$1,277,163 | \$1,221,614 | \$3,626,990 |
| FTE Summary | 24.23 | 24.45 | 24.05 |

Figure D-252: Cleveland Heights Golf Course Activity Budget Summary

Activity Expenditures



Activity Revenues

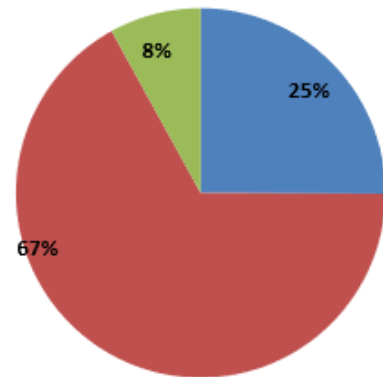


Figure D-253: Cleveland Heights Golf Course Activity Pie Charts

Cleveland Heights Golf Course Activity Continued

Core Services

Daily guest operations of pro-shop and clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies. Staffing for special events and catering activities are also offered. Maintenance of the 200-acre City facility, which includes a 27-hole golf course, includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Food & Beverage Operations

To offer quality food and beverage service experience to our customers through an on-sight restaurant partnership through contract.

Golf Course Maintenance

Maintaining 27-hole golf course exceeding 200 acres. The maintenance includes mowing, trimming, weeding, pesticide applications and equipment maintenance.

Golf Operations

Daily golf operations of the pro-shop and the clubhouse include managing tee times, directing golf lessons and clinics, tournament administration, merchandise sales and the stocking of golf apparel and supplies.

Changes and Accomplishments

- Hosted High School Boys & Girls County Golf Tournaments
- Keith Wightman (Golf Pro) Retired / New Golf Pro Paul Sisemore
- 1,100 Irrigation Decoders Replaced by TORO Due to Bad Manufacturing (Warranty)
- Hole 9A Best Par 3 Along Florida Historic Golf Trail / Golf Central Magazine
- Great Places to Drink and Dine Along Florida Historic Golf Trail (1916 Irish Pub)
- Voted Best of The Best Golf Course Lakeland Ledger
- Hosted The 55th Annual 4-Ball Golf Tournament (316 players) / Scoring Record From 1992 Broken
- Featured on Charlie's Belcher "Charlie's World" (Good Day Tampa Bay Channel 13) / Able to Showcase Golf Course History, 1916 Irish Pub, Walking Trail and Dog Park
- Entered New (4) Year Golf Cart Lease With E-Z-GO Golf Carts

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|----------------------------|--------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Food Service | - | - | 688 | 688 | - | 688 |
| Golf Course Maintenance | 14.40 | 828,508 | 3,459,978 | 4,288,486 | 518,215 | 3,770,271 |
| Golf Operations | 9.65 | 324,419 | 993,623 | 1,318,043 | 1,383,145 | (65,102) |
| Lounge Operations | - | - | 688 | 688 | - | 688 |
| Food & Beverage Operations | - | - | 87,335 | 87,335 | 165,515 | (78,180) |
| FY22 Total: | 24.05 | \$1,152,927 | \$4,542,312 | \$5,695,239 | \$2,066,874 | \$3,628,365 |

Figure D-254: Cleveland Heights Golf Course Activity

Parks Activity

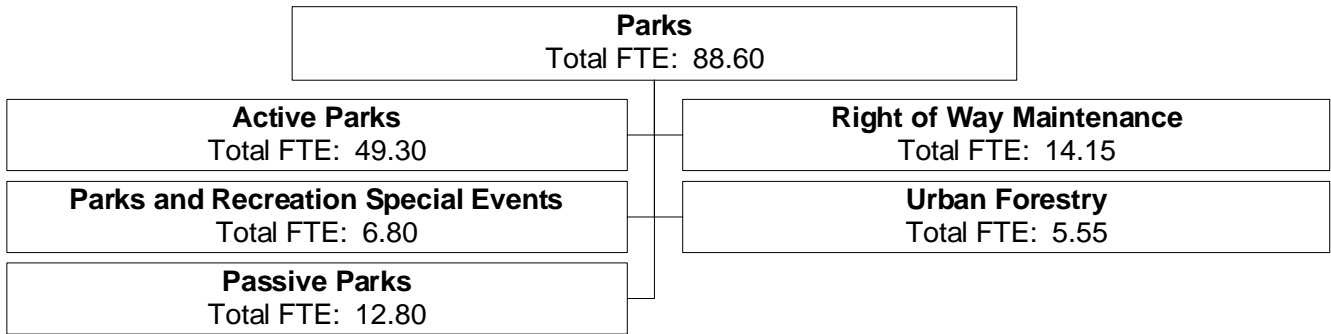


Figure D-255: Parks Activity

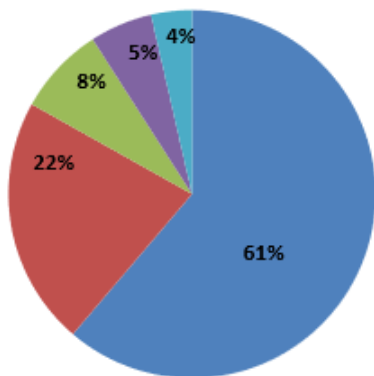
Mission

To provide Citizens with safe, visually pleasing, and enjoyable experiences utilizing public facilities parks, athletic complexes, and public rights-of-way.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$15,942,695 | \$16,602,746 | \$23,192,779 |
| Revenues Summary | \$1,491,140 | \$3,848,718 | \$13,146,531 |
| Net Cost Summary | \$14,451,555 | \$12,754,028 | \$10,046,248 |
| | | | |
| FTE Summary | 90.25 | 89.88 | 88.60 |

Figure D-256: Parks Activity Budget Summary

Activity Expenditures



Activity Revenues

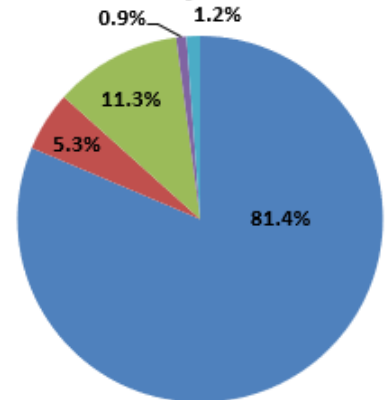


Figure D-257: Parks Activity Pie Charts

Parks Activity Continued

Core Services

Maintenance of 1,291 acres of public open space including: parks, athletic playing surfaces, neighborhood cul-de-sacs, medians, rights-of-way, parking, vacant lots, beautification gateways scenic areas and lake fronts, conservation sites, playgrounds and building facilities. A tree crew maintains the City's urban forest of approximately 55,000 trees. The Parks Division also maintains and facilitates the year-round Detroit Tigers' operation. Lakeland baseball program, athletic tournaments, facility rentals and special events which create over 4,700 annual facility rentals.

Active Parks

Park land that has active sports facilities located in the park such as ball fields, playgrounds, community centers, etc. Also includes neighborhood/pocket parks.

Parks and Recreation Special Events

A special event is any public gathering, festival, run/walk, parade, block party or citywide holiday celebration that takes place on public property.

Passive Parks

Park land that has at least 85% of its area maintained in its natural state, no active sports facilities. Amenities such as trails, bike paths, picnic areas would be appropriate.

Rights-of-Way Maintenance

Maintenance land that borders roadways. This includes medians.

Urban Forestry

Rights-of-way trees and trees located at City Parks and City buildings.

Changes and Accomplishments

- Constructed 6 New Pickleball Courts out of the Old Roller Hockey Rink at Lake Parker, with existing Lights on 4 courts
- Bridges (3) completely refurbished – sandblasted, painted, and new wood planks at Lake Parker
- Walking Trail Lines repainted (Red, Blue, Green, Yellow) at Lake Parker
- Signs – New Trail Marking, GPS enabled walking path map and Locators installed at Lake Parker Park Trails
- New Asphalt laid on Basketball Courts at Glendale and 7th Street Parks, with new painted lines, New Backboards and Goals
- NABA Butterfly Garden Re-Certification at Hollis Gardens
- Wall Padding (All) Replaced with new Advertisement Signs at Joker Marchant Stadium
- New Aluminum and Bigger (12 x 41) Dugout Completed on Minor League Fields
- LED Lights installed on Field #3 at Peterson Park (2 of 4 complete)
- Landscaping Projects throughout the City
 - Butterfly Garden Re-designed/Re-planted
 - Orange Street Parking Garage
 - Aida, North Florida Ave, Sunflower Park, Airport Terminal, Common Ground Park, City Hall, Lake Mirror Center, Main Library, Magnolia Building

Parks Activity Continued

Changes and Accomplishments Continued

- 16 New Benches to be installed at Lake Parker Trials
- 40 New Trash Can Holders replaced at Lake Parker
- 28 New Trash Can Holders replaced around Lake Hollingsworth
- 2 New pieces of Fitness Equipment installed at Lake Parker
- Nursery Produced/Planted
 - 32,635 Annuals, 688 – Shrubs, 66 – Trees Planted,
 - Volunteer Hours at Nursery 1,006, Roses 583
- Landscaping Projects Completed
 - 180 Trees Planted
 - 806 Shrubs
- 53 Commercial Site Plan Reviews
- 112 Commercial Landscape Inspections
- 2,459 Commercial Trees Planted
- Multiple Clean-up Projects done with Southeastern University throughout the Northeast area.
- 73 New Christmas Decoration Trees Purchased for Kentucky Ave.
- 224 Playground Inspections Completed

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|------------------------------------|--------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| Active Parks | 49.30 | 3,030,319 | 11,171,799 | 14,202,118 | 10,694,798 | 35,078,319 |
| Park and Recreation Special Events | 6.80 | 450,433 | 4,624,498 | 5,074,931 | 692,234 | 4,382,697 |
| Passive Parks | 12.80 | 800,556 | 1,006,695 | 1,807,251 | 1,483,200 | 324,051 |
| Right of Way Maintenance | 14.15 | 857,499 | 418,512 | 1,276,011 | 118,349 | 1,157,662 |
| Urban Forestry | 5.55 | 409,834 | 422,634 | 832,468 | 157,950 | 674,518 |
| FY22 Total: | 88.60 | \$5,548,642 | \$17,644,138 | \$23,192,779 | \$13,146,531 | \$10,046,247 |

Figure D-258: Parks Activity Costs

Recreation and Facilities Activity

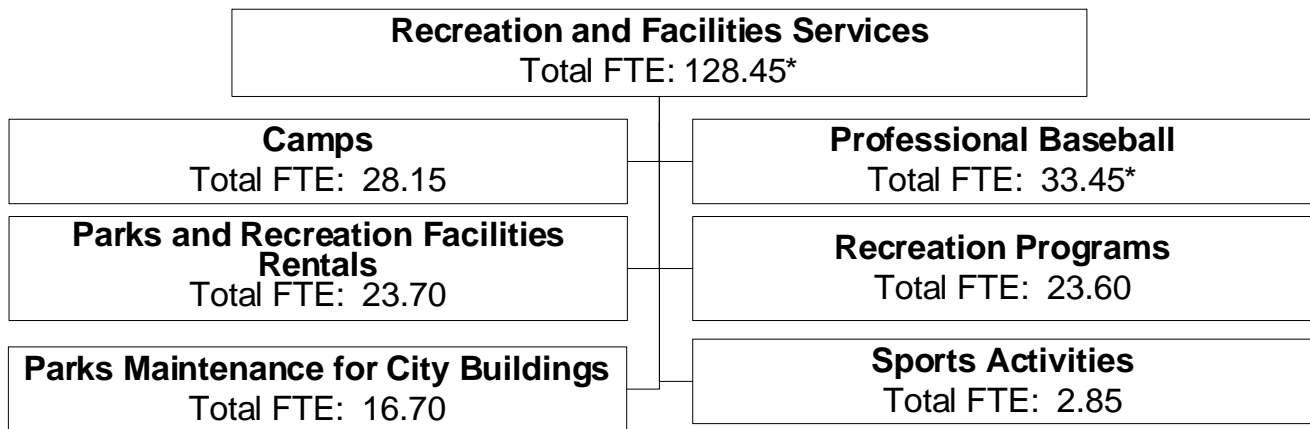


Figure D-259: Recreation and Facilities Activity

Mission

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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$14,455,827 | \$12,787,923 | \$15,355,637 |
| Revenues Summary | \$3,952,301 | \$3,596,905 | \$5,116,974 |
| Net Cost Summary | \$10,503,526 | \$9,191,018 | \$10,238,663 |
| FTE Summary | 132.57 | 127.33* | 128.45* |

Figure D-260: Recreation and Facilities Activity Budget Summary



*Includes Pooled Employees

Figure D-261: Recreation and Facilities Activity Pie Charts

Recreation and Facilities Activity Continued

Core Services

The Recreation Division maintains eight recreational facilities; providing places for numerous social clubs to meet and which are available for public rental. The Division serves the needs of a diverse population by creating programming options to attract new customers and excite existing patrons. Programs and classes offered at the recreational facilities include quilting, art, martial arts, dance, music, educational, etiquette, fitness programs and sport leagues tailored for children and adults. A website is maintained by staff, identifying programming options and schedules. The Recreation Division also oversees special events celebrating Martin Luther King Day, Independence Day and various other holidays.

Camps

Eight-week action packed summer camp for children who have completed Kindergarten through 5th grade; camp offers daily enrichment including games, activities, sports and arts and crafts. Weekly trips include bowling, swimming, and movies. Trips to Lakeland Community Theater, roller-skating, community-based tours and Circle B Bar Reserve educational sessions are also on the schedule. Incoming site programming includes voting education, and various community education partnerships. We also provide a community service-oriented camp for completed grades 6th through 8th - TASC-Teen Adventure Service Camp.

Parks and Recreation Facility Rentals

Recreation provides several rental locations indoor and outdoor for special occasions-family reunions, banquets, receptions, class reunions, trade fairs, etc. Lake Mirror Complex and Coleman Bush Building serves as the rental facilities provided under the Recreation Division. Reservations of the public spaces and buildings ensures equal availability to everyone. The rental staff also coordinates with the Police and Traffic Departments and business stakeholders to be sure that the public parks are a safe and clean place for the public to enjoy.

Parks Maintenance for City Buildings

Maintenance and Beautification for all land associated with City Buildings.

Professional Baseball

Baseball Operations that consist of Detroit Tigers Fantasy Camp, Spring Training, Florida State Minor League, Fall Instructional Baseball and Camps organized by the Tigers.

Recreation Program

The Recreation Division provides numerous leisure activities for a diverse population both young and old. Activities include classes in dance, martial arts, fitness, and arts. We also provide educational opportunities, i.e., summer tutoring and after school tutoring. Recreation also provides computers for educational research and/or leisurely fun. Social clubs, such as Contract Duplicate Bridge, Buttons and Bows square dance club, Senior Recreation Club, Polk Golden Club of the Deaf, Stamp Collectors Club and Noah's Ark provide hobbies for many citizens. Lake Mirror Theatre is the home the Lakeland Community Theatre providing quality community theatre at an affordable price for the people of Lakeland.

Recreation and Facilities Activity Continued

Core Services Continued

Sports Activities

The Recreation Division provides a department for all our sporting activities which include a wide variety for all ages. Leagues for adults consist of Coed Softball, Coed Kickball, Men's Flag Football and Men's Basketball. Specialty programs include our Indoor Triathlon, Publix Cup Tournament, and a Coed Volleyball Tournament. Our youth sports programs consist of T-ball league, and a basketball league of approximately 450 kids each year.

Changes and Accomplishments

- Partnered with FWC for their fishing program
- Discovery Trail - adjusted activity in lieu of Black History Festival. Created a partnership with LPD, LFD, and other internal partners providing an opportunity for the Community to visit City Buildings and learn about impact of Black leaders in Lakeland through our history. An additional virtual component was created allowing for people to complete the trail online.
- All Recreation classes listed on Lakelandgov.net allowing ADA access
- Free Spring Activities for kids. The Recreation Centers and pools provided a variety of free activities for families to participate in safely while our Spring events and camps were on hold due to Covid-19 www.lakelandgov.net/SpringActivities
- Created OT cost recovery program for Recreation Division for rentals
- Arts & Rec Teaming up with Lakeland Art Crawl Organizer for Phase I of putting local artists art in Laker Crago and Kelly Recreation Buildings. Phase II will be Simpson Park and Coleman Bush
- Ran virtual MLK message to public using staff and community leaders
- In process of redesigning weight room at Kelly Rec and Simpson Park
- In process of re redesigning game room at Simpson Park
- In process of replacing 5 software applications and housing everything under one application for better online and in-person service.
- Added Kayak Vendor Lake Crago
- No COVID outbreaks at any of the facilities
- Added boxing class for Parkinson's group via a sponsor
- Added Free classes to seniors at Simpson Park via a sponsor
- Resurfaced 2 Tennis Courts and 6 pickleball courts

Recreation and Facilities Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------------|---------------|--------------------|---------------------|---------------------|--------------------|---------------------|
| Camps | 28.15 | 426,658 | 221,982 | 648,040 | 175,588 | 473,052 |
| Parks and Recreation Facility Rentals | 23.70 | 1,398,255 | 816,541 | 2,214,796 | 601,374 | 1,613,422 |
| Parks Maintenance for City Buildings | 16.70 | 1,033,978 | 3,309,922 | 4,343,900 | 152,775 | 4,191,125 |
| Professional Baseball | 33.45 | 884,148 | 4,062,994 | 4,947,142 | 3,493,633 | 1,453,509 |
| Recreation Programs | 23.60 | 1,362,535 | 1,219,200 | 2,581,735 | 507,756 | 2,073,979 |
| Sports Activities | 2.85 | 205,903 | 413,520 | 619,423 | 185,850 | 433,574 |
| FY22 Total: | 128.45 | \$5,311,477 | \$10,044,160 | \$15,355,637 | \$5,116,974 | \$10,238,662 |

Figure D-262: Recreation and Facilities Activity Costs

Transportation Services Program

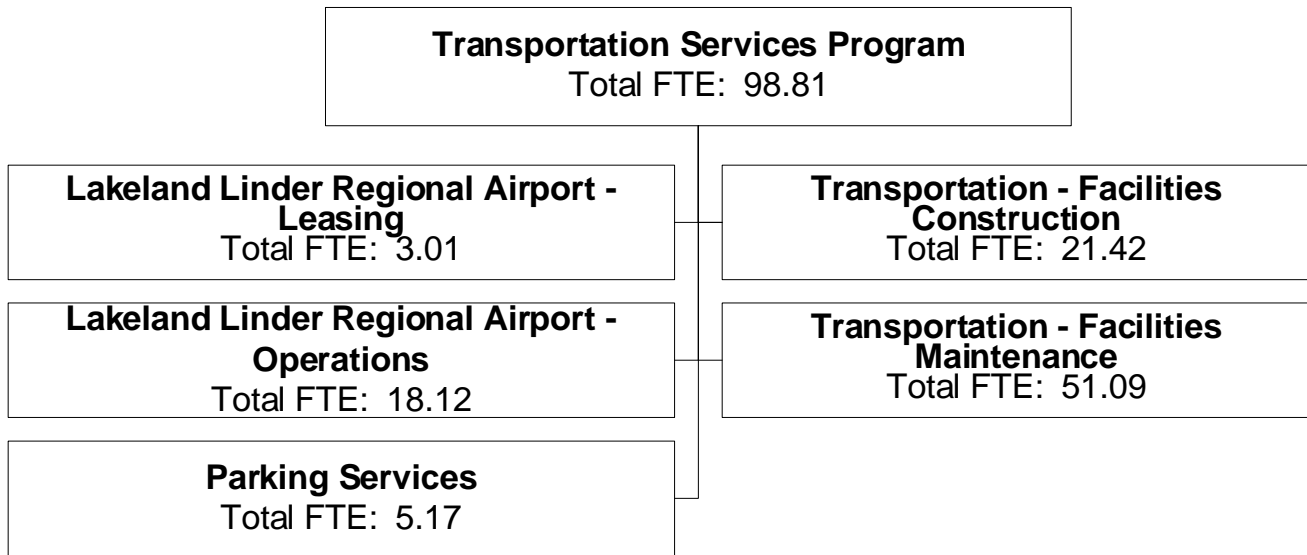


Figure D-263: Transportation Services Program

Program Summary

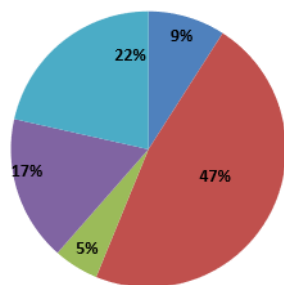
This Program includes providing:

- For the construction of transportation facilities throughout the City of Lakeland and to acquire the necessary right-of-way (ROW) for transportation-related facilities proposed throughout the City.
- Support for safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.
- Safe, convenient parking facilities to assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.
- A safe, secure, self-sustaining, and convenient airport that promotes compatible economic growth within a dynamic aviation market.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$52,376,159 | \$45,831,121 | \$48,404,173 |
| Revenues Summary | \$42,169,113 | \$33,695,176 | \$41,230,758 |
| Net Cost Summary | \$10,207,046 | \$12,135,945 | \$7,173,415 |
| FTE Summary | 98.56 | 97.91 | 98.81 |

Figure D-264: Transportation Services Program Budget Summary

Program Expenditures



- LLIA - Leasing
- LLIA - Operations
- Parking Services
- Transportation - Facilities Construction
- Transportation - Facilities Maintenance

Program Revenues

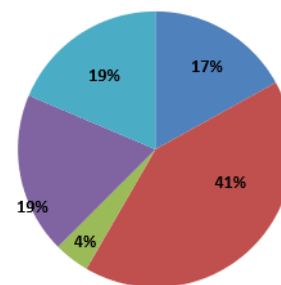


Figure D-265: Transportation Services Program Pie Charts

Lakeland Linder International Airport - Leasing Activity

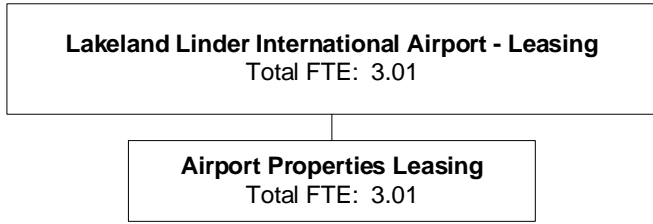


Figure D-266: Lakeland Linder International Airport – Leasing Activity

Mission

To provide airport funding sources for both operational and capital needs by leasing and maintaining aviation and non-aviation facilities.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$4,123,757 | \$9,180,346 | \$4,393,235 |
| Revenues Summary | \$7,161,063 | \$9,451,245 | \$6,992,998 |
| Net Cost Summary | (\$3,037,306) | (\$270,899) | (\$2,599,763) |
| FTE Summary | 3.95 | 3.95 | 3.01 |

Figure D-267: Lakeland Linder International Airport – Leasing Activity Budget Summary

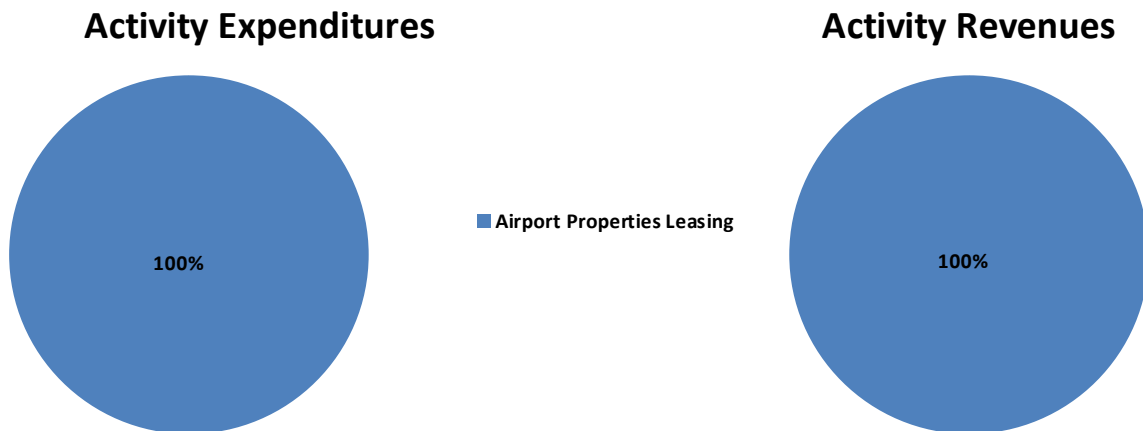


Figure D-268: Lakeland Linder International Airport – Leasing Activity Pie Charts

Lakeland Linder International Airport - Leasing Activity Continued

Core Services

Airport Properties Leasing

Provide leasing opportunities for Airside/Landside properties consisting 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 Lakeland Linder Regional Airport 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.

Changes and Accomplishments

- \$1.5 Billion in Economic Impact on the Region and 3,000+ jobs on the airport as determined by Kimley Horn.
- The airport leveraged \$42mm in FAA and FDOT projects in 2020 and 2021.
- FAA Southern Region 2020 General Aviation Airport Safety Award for our Runway Rehabilitation and SA CAT II ILS Project.
- FDOT 2020 General Aviation Airport Project of the Year for the Intermodal Project.
- SEC – AAAE 2021 General Aviation Airport Airfield Project of the Year Award for the SA CAT II and Runway Rehabilitation Project.
- In 2021, completed renovation and expansion of NOAA facility. \$13.7 mm total project.
- Finalized twenty-year lease agreement with NOAA anticipating 130-140 high paying jobs at the facility.
- In 2021, completed taxiway A, B, and C improvements. \$6.2mm total project.
- In 2021, the Airport Master Plan was formally adopted by the City. The planning horizon for the Master Plan is 20 years. Over 180 people participated in the airport master planning sessions.
- Replaced the Polk State College and Publix roof on Aviation Drive.
- Informal preferential runway use program to reduce noise implemented between 10 p.m. and 7 a.m.
- Noise reduction mitigation actions developed in cooperation with FAA and Amazon commenced.
- CAT III is under construction, including in-pavement lighting on Runway 9/27.
- Completed design for the rehabilitation for TWY E/ S and P, in anticipation of Federal Aviation Administration available funds.
- New Fixed Based Operator, Aero Center Lakeland, with an investment of \$8 million and 12 employees.
- Revenue Impacts from NOAA and Amazon have significantly increased the Airport's revenues from \$7.7mm in 2020 to \$10.1 mm in 2021 and forecasted revenues in 2022 of \$10.7 mm.

Lakeland Linder International Airport - Leasing Activity Continued

Changes and Accomplishments Continued

- An estimated 215,476,00 pounds of cargo will fly in and out of Lakeland in 2021.
- An estimated \$560,000 in landing fees and \$520,000 in fuel fees will be collected in 2021. This is an increase of \$560,000 and \$478,000, respectively since 2019.
- Completed public hearing regarding the expansion of Amazon facility.
- Post-pandemic return of SUN 'n FUN Aerospace Expo and Fly-in with the airport absorbing rent waived to assist with COVID recovery.
- Facilitation of \$23,000 in aviation charity donations through two unique Sun 'N Run 5k events conducted on the taxiways and runways at KLAL.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|----------------------------|-------------|------------------|--------------------|--------------------|--------------------|----------------------|
| Airport Properties Leasing | 3.01 | 304,898 | 4,088,338 | 4,393,235 | 6,992,998 | (2,599,763) |
| FY22 Total: | 3.01 | \$304,898 | \$4,088,338 | \$4,393,235 | \$6,992,998 | \$(2,599,763) |

Figure D-269: Lakeland Linder International Airport – Leasing Activity Costs

Lakeland Linder International Airport - Operations Activity



Figure D-270: Lakeland Linder International Airport – Operations Activity

Mission

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$28,418,746 | \$21,699,106 | \$22,813,829 |
| Revenues Summary | \$25,418,724 | \$16,543,353 | \$17,069,889 |
| Net Cost Summary | \$3,000,022 | \$5,155,753 | \$5,743,940 |
| FTE Summary | 16.31 | 16.31 | 18.12 |

Figure D-271: Lakeland Linder International Airport – Operations Activity Summary

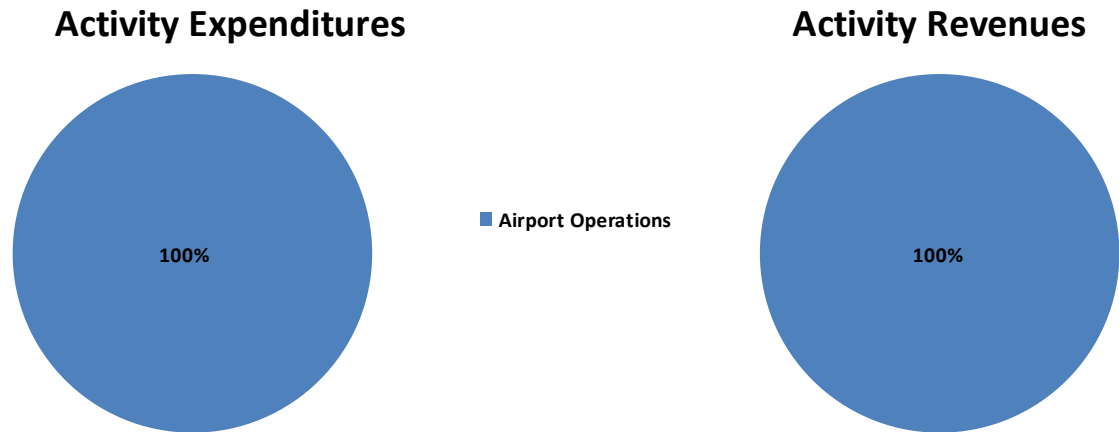


Figure D-272: Lakeland Linder International Airport – Operations Activity Pie Charts

Lakeland Linder International Airport - Operations Activity Cont'd

Core Services

Airport Operations

Maintains the Airport Operating Area (AOA). 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 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.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--------------------|--------------|--------------------|---------------------|---------------------|---------------------|--------------------|
| Airport Operations | 18.12 | 1,520,940 | 21,292,889 | 22,813,829 | 17,069,889 | 5,743,939 |
| FY22 Total: | 18.12 | \$1,520,940 | \$21,292,889 | \$22,813,829 | \$17,069,889 | \$5,743,939 |

Figure D-273: Lakeland Linder International Airport – Operations Activity Costs

Parking Services Activity

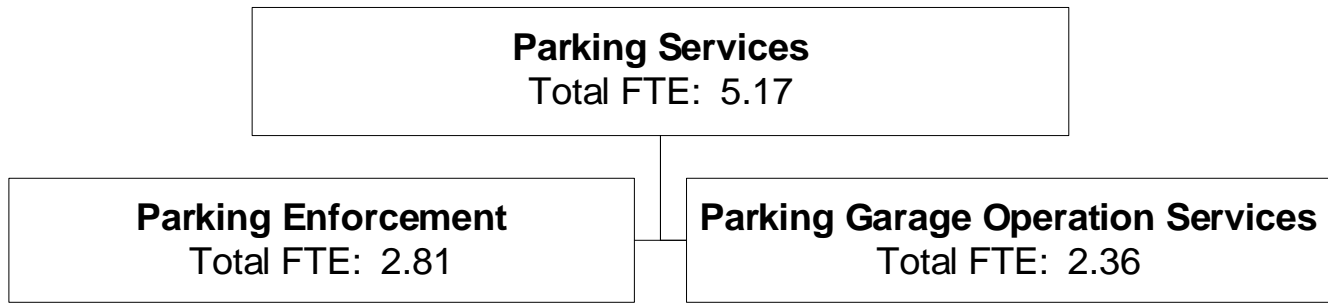


Figure D-274: Parking Services Activity

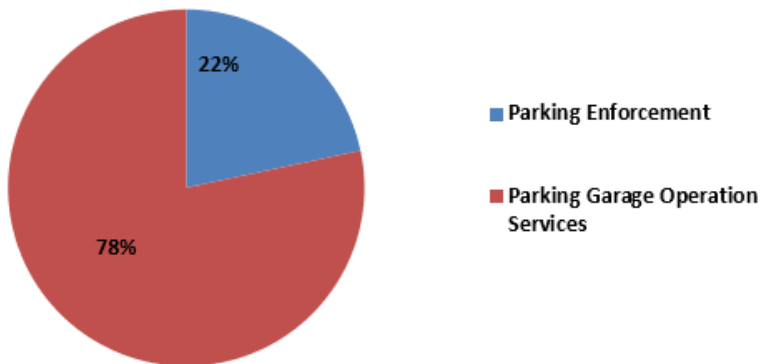
Mission

To provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$1,805,058 | \$1,634,377 | \$2,558,431 |
| Revenues Summary | \$1,665,386 | \$1,501,528 | \$1,711,607 |
| Net Cost Summary | \$139,672 | \$132,849 | \$846,824 |
| FTE Summary | 5.29 | 5.17 | 5.17 |

Figure D-275: Parking Services Activity Budget Summary

Activity Expenditures



Activity Revenues

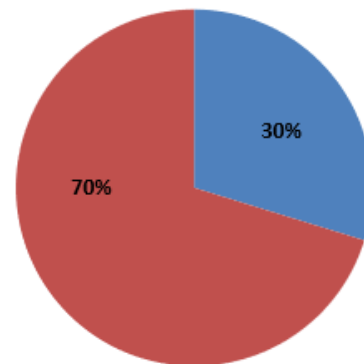


Figure D-276: Parking Services Activity Pie Charts

Parking Services Activity Continued

Core Services

Parking Services 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, thereby 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.

Parking Enforcement

Parking Enforcement provides a better “Quality of Life” by providing improved public space and supports safe areas for the public to park and safe areas for the walking and biking public. By enforcing both state law and city ordinance, as it pertains to parking services, “Economic Opportunity” is encouraged by providing businesses with areas to park and ensure the access to parking by their customers which encourage business with the Central Business District. “Governance” is possible by providing an essential link with the businesses in the City.

Parking Garage Operation Services

Parking Services provides operation and maintenance of the City-owned parking garages providing a clean and safe environment for public parking areas within the City owned parking garages. Parking Services ensures the public areas are maintained and structural integrity are kept to high standards. Parking Services now use video security installed in the Main St garage to enhance security and has been useful for vandalism. The Orange St garage has an automated gate on the Kentucky St side to provide security for the employees that use that garage.

Changes and Accomplishments

- Traffic Operations partners with the City of Lakeland Mayor’s goal of achieving zero fatalities through his “Project Zero” program, a sub-set of the Universal “Vision Zero” program.
- Crash reduction benefits continue with the implementation of a 5 second advance walk signal (pedestrians receive a 5-second head-start), Leading Pedestrian Interval (LPI) at all the 30 intersections in the Central Business District CBD. Up to 40% reduction in trendline injury crashes have been recorded, at virtually no cost to the City. This LPI feature is of benefit to persons with accessibility needs.
- All traffic signals within the City of Lakeland that have pedestrian movements, are equipped with “Pedestrian Countdown” signals.
- Replaced Video Detection Cameras with more reliable cameras at 5 intersections. This brings the total number of intersections to 48, 35% are city intersections (17) and 30% are FDOT intersections (31).
- Replaced 29 Traffic Signal Controllers with Cobalt Controllers giving more capabilities with Centrac Software and advanced technology (i.e. Video Detection CV). The total number of replaced Controllers is 121 out of 174, roughly 70%.

Parking Services Activity Continued

Changes and Accomplishments Continued

- Working with FDOT D-1, on our Intersection Crash Avoidance Safety Program (iCASP) for motorists and pedestrians/bicyclists. This program predicts when a red-light run will occur and extends the “All-Red” phase and delays the “Green” signal/walk signal. We have installed at 4 intersections: Memorial Blvd & MLK Blvd, Memorial Blvd & Massachusetts Ave, S. Florida Ave & Beacon Rd and Bartow Rd & N. Crystal Lake Dr.
- The TOPS team has invested in RRFB’s through the City with a view of enhancing motorists’ awareness of pedestrians in crosswalks. National studies as well as our own studies have shown that yielding to pedestrians increased from about 5-10% without RRFB’s to about 80% or more with RRFB’s; making eye-contact with the motorists is also critical. The photo shows an example of “double-sided RRFB’s” under construction at the RP Funding Center with “Raised Crosswalks”. I have also attached a photo of the Edgewood Drive/Carolina Avenue (Cleveland Court Elem. School) RRFB system.
- Our local studies have revealed that over a five-month period (random days):
 - 38 out of 39 (97.4%) motorists did not yield/stop when the RRFB system was not activated.
 - 35 out of 41 (85.4%) motorists did yield/stop when the RRFB system was activated.
 - To date the City has installed 23 RRFB’s with six additional systems planned for 2021. We also have a “high (8) / medium (13) / low (7)” candidate list for future consideration.
- Installed video detection sensor system at the following intersections:
 - Memorial Boulevard & Brunnell Parkway
 - Edgewood Drive & Lincoln Avenue
 - Beacon Road & Lincoln Avenue
 - US 92 & Publix Warehouse Entrance
- Total number of CCTV Cameras: 103
- Consideration is being given to including “eco-counters” for the FDOT study of the proposed
- We have continued to implement our streamlined Traffic Calming Program. The City of Lakeland sent over 40 petitions for traffic calming on local streets to residents in FY 2021 as part of the program.
- Additional CCTV cameras were installed in the Main St. Garage allowing for better security & safety of citizens, employees, and property.
- Zone 2725 (right) was modified to allow citizens to reserve their parking space date & time. This allows full use of the 2 hours free parking, and a seamless transition to paid on street parking which benefits many downtown workers as well as customers.
- The Main St. garage has begun renovations to bring it into ADA compliance as well as improve the structural integrity and longevity of the building.
- Currently there are open proposals for renovations to the Orange St. garage as well.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------------------|-------------|------------------|--------------------|--------------------|--------------------|------------------|
| Parking Enforcement | 2.81 | 172,053 | 387,735 | 553,996 | 509,465 | 44,531 |
| Parking Garage Operation Services | 2.36 | 141,685 | 1,865,911 | 2,004,436 | 1,202,142 | 802,294 |
| FY22 Total: | 5.17 | \$313,738 | \$2,253,646 | \$2,558,431 | \$1,711,607 | \$846,824 |

Figure D-277: Parking Services Activity Costs

Transportation – Facilities Construction Activity

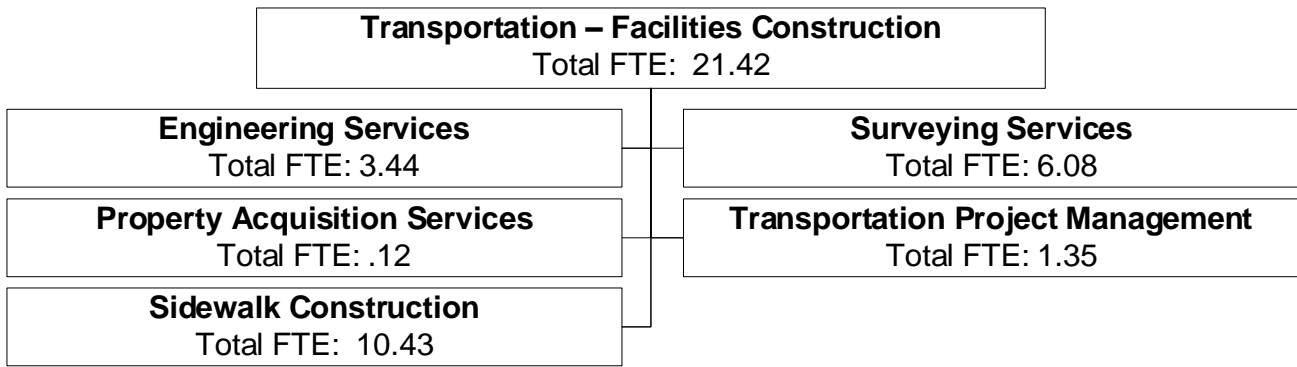


Figure D-278: Transportation – Facilities Construction Activity

Mission

To 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.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$3,479,497 | \$1,656,815 | \$8,242,766 |
| Revenues Summary | \$3,536,344 | \$1,021,072 | \$7,775,241 |
| Net Cost Summary | (\$56,847) | \$635,743 | \$467,525 |
| | | | |
| FTE Summary | 23.88 | 18.16 | 21.42 |

Figure D-279: Transportation – Facilities Construction Activity Budget Summary

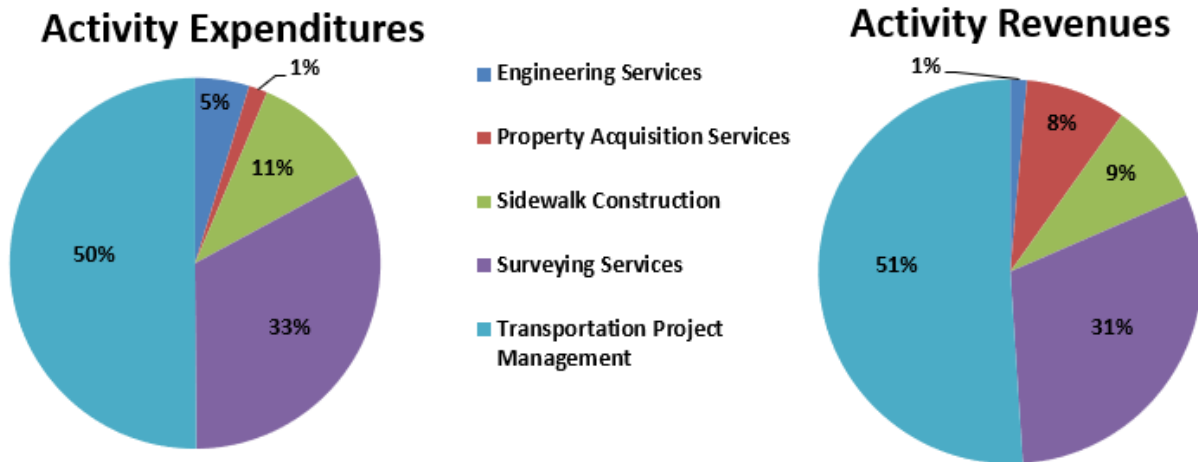


Figure D-280: Transportation – Facilities Construction Activity Pie Charts

Transportation – Facilities Construction Activity Continued

Core Services

Transportation facility projects are managed and constructed by the Public Works Department. Transportation Facilities Construction services include sidewalk construction, streetscape construction (enhanced sidewalk with pavers, landscaping, and antique streetlights), intersection improvements, traffic calming construction, traffic signalization, new road construction, street widening, preparation and management of contract documents for construction services, and construction management services associated with major transportation capital projects. To provide the necessary services for ROW acquisition for transportation related capital projects including the preparation of acquisition documentation, management of contractual services for survey and appraisal services, acquisition negotiations and management of eminent domain litigation.

Engineering Services

Public Works Engineering Division provides civil engineering services for the City in the areas of surveying, design, permitting and inspection for transportation and stormwater projects, and plans and plats review and inspection for subdivision and commercial development projects in the City.

Property Acquisition Services

The Public Works Director's Office manages and coordinates property acquisition services for Capital Improvement Plan (CIP) projects. Services include alignment studies, appraisal, negotiation, mediation, and management of eminent domain litigation. The Director's Office assembles the team of experts which may include planners, engineers, surveyors, appraisers, business damage experts, and legal counsel.

Sidewalk Construction

Sidewalks are constructed to current ADA Standards.

Surveying Services

Surveying and mapping for design of Transportation CIP projects and site layout for construction of these CIP projects. Also included in this function are surveying and preparation of legal documents for right-of-way or easement transactions for City properties and reviewing and approving plats of subdivision developments within the City limits.

Transportation Project Management

The Public Works Director's Office provides project management services for CIP projects. The projects are typically implemented using engineering consultant services and contractors.

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments

Completed Engineering Plans for the following projects:

- Drane Field Road at Don Emerson Drive Roundabout
- Josephine Street Sidewalk (LAP Project)
- Oak Hill Cemetery Expansion (Parks and Project)
- North Florida Avenue Sidewalk (Community Development Block Grant Project)
- West 14th Sidewalk (CRA Funded Project)
- North Crystal Lake Drive Sidewalk (LAP Project)
- Olive Street Sidewalk
- East Bay Street Streetscape
- State Road 33 at Interchange 4 Ramp Signalization

Ongoing Design Effort

- Teneroc Trail Segment I (LAP-PD&E)
- Lake Hunter Drive Sidewalk and Drainage Improvement
- Providence Road Corridor Improvements
- Tradeport Boulevard Alternative Corridor Evaluation (FDOT JPA)
- Lake Beulah Roundabout
- Three Parks Trail West (LAP)
- South Edgewood Drive Sidewalk
- West Beacon Road Sidewalk
- Sandpiper Drive Sidewalk
- East Main Street Streetscape Plaza
- North Florida Avenue Alleyway Improvement (CRA)

Survey Support

- 16 plat reviews (October 1, 2019 – April 1, 2020)
- Complete Design Surveys for 4 Public Works Capital Improvement Projects
- Provide Construction Stakeout for 6 Public Works Capital Improvement Projects
- Provide support services for 22 Lakeland Electric projects
- Provide support services for 10 Lakeland Water Utilities projects
- Provide support services for 7 Community Development/CRA Projects
- Provide support services for 1 Parks and Recreation project
- Collect survey information for storm water GIS inventory

Development Reviews and Support (October 1, 2019 – April 20, 2020)

- 123 Right of Way Use Permits Processed
- 51 Concept Plan Reviews
- 72 Commercial Site Plan Reviews
- 22 Subdivision Plan Reviews
- 35 Building Permit Reviews
- 1530 Driveway Inspections
- 250 Commercial Site Inspections

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments Continued

- 300 Subdivision Inspections
- 90 Demolition Inspections
- Provides Construction Inspection for 6 Public Works Capital Improvement Projects

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------------------|--------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Engineering Services | 3.44 | 304,402 | 110,856 | 389,453 | 108,515 | 280,938 |
| Property Acquisition Services | 0.12 | 19,632 | 120,804 | 134,116 | 657,788 | (523,672) |
| Sidewalk Construction | 10.43 | 472,487 | 414,401 | 886,361 | 671,267 | 215,094 |
| Surveying Services | 6.08 | 337,423 | 2,366,993 | 2,703,100 | 2,369,175 | 333,925 |
| Transportation Project Management | 1.35 | 154,483 | 4,046,348 | 4,129,735 | 3,968,497 | 161,238 |
| FY22 Total: | 21.42 | \$1,288,428 | \$7,059,403 | \$8,242,766 | \$7,775,241 | \$467,524 |

Figure D-281: Transportation – Facilities Construction Activity Costs

Transportation – Facilities Maintenance Activity

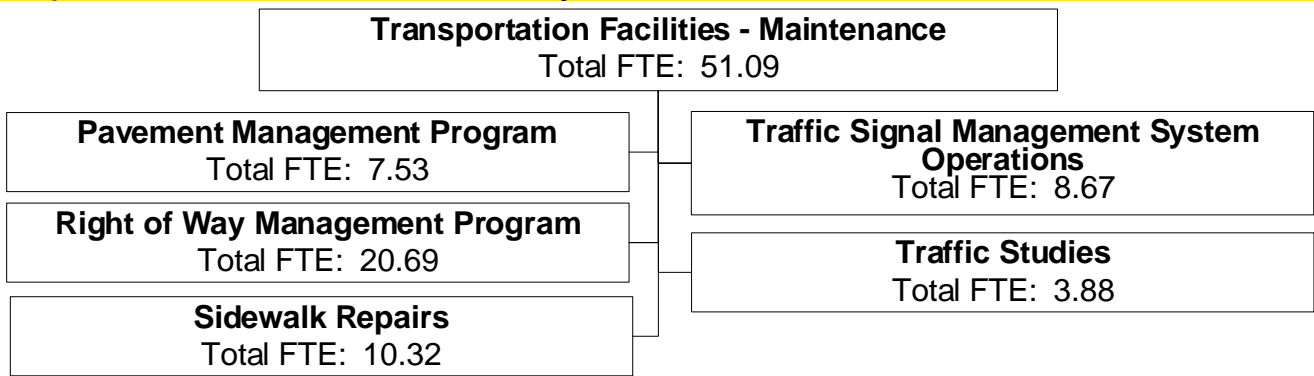


Figure D-282: Transportation – Facilities Maintenance Activity

Mission

To support safe and attractive neighborhoods and public spaces through the continuous maintenance of all streets, sidewalks, drainage facilities and alleys within the City.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$14,549,101 | \$11,660,477 | \$10,395,912 |
| Revenues Summary | \$4,387,596 | \$5,177,978 | \$7,681,023 |
| Net Cost Summary | \$10,161,505 | \$6,482,499 | \$2,714,889 |
| | | | |
| FTE Summary | 49.13 | 54.32 | 51.09 |

Figure D-283: Transportation – Facilities Maintenance Activity Budget Summary

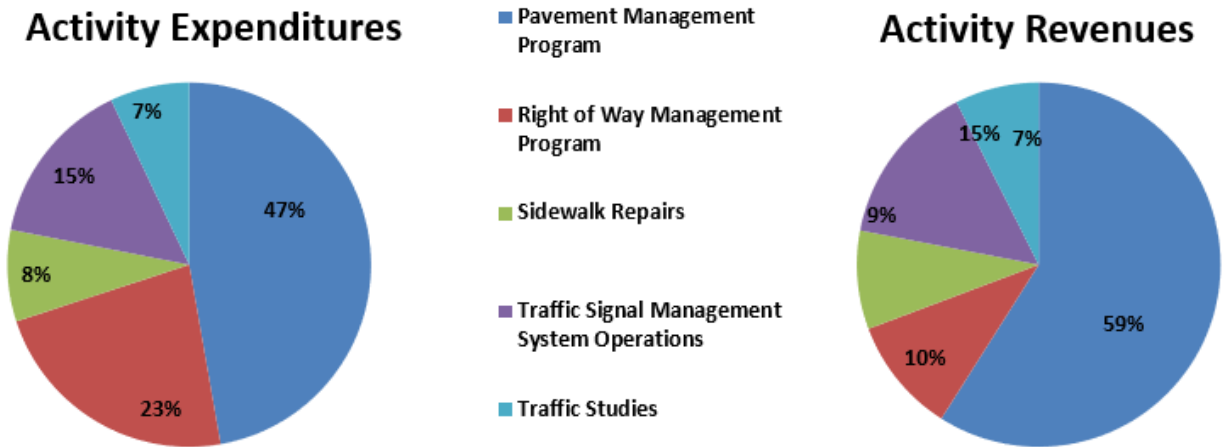


Figure D-284: Transportation – Facilities Maintenance Activity Pie Charts

Transportation – Facilities Maintenance Activity Continued

Core Services

The Transportation Facilities Maintenance Program includes, mowing and trimming along streets and alleys, repairs of damaged road surfaces, upkeep of sidewalks and streetscape, maintenance of traffic signals, traffic studies and pavement markings, installation and repair of street signs, maintenance of storm drains, catch basins, and retention ponds.

Pavement Management Program

Pavement Management is a computerized program named “Micropaver” that information about each street is entered and it analyzes the pavement conditions and provides a pavement condition index for each street section. Using this information, it develops the strategies for each street and when that strategy needs to be applied. The information is used to develop a yearly resurfacing program.

Rights-of-Way Management Program

Maintenance crews are used to keep the rights-of-ways along the street clean and safe for both vehicular and pedestrian traffic. Signs are being updated to the latest standards for both text height and visibility with improved reflective sheeting.

Sidewalk Repairs

Sidewalks are repaired to current ADA Standards.

Traffic Signal Management System Operations/Traffic Studies

Traffic Operations 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.

Changes and Accomplishments

Streets Maintenance and Drainage Section

- Reconstructed 35 ADA Accessible curb ramps or 1.4% of the total inventory of curb ramps
- Constructed 6,973 Linear feet of new sidewalk for ADA Accessibility for a .46 % increase in sidewalk inventory
- Replaced 5,371 Linear Feet of damaged sidewalk that is .35% of the total inventory.
- Constructed 5,538 Square Feet of New Streetscape
- Removed and Replaced 4,418 Square feet of damaged streetscape.
- Mill and resurfaced 15 lane miles of roadways.
- Applied pavement preservation treatments to 38 lane miles of roadways.
- Cleaned 100,631 Linear feet of Storm Sewer that is 5.8% of the total inventory.
- Televised 58,615 Linear Feet of Storm Sewer that is 3.36 % of the total inventory.
- East Main St. Streetscape Modifications.

Storm sewer pipe Retrofit (Lined)

- 1003 Lk. Hollingsworth Dr. –100’ of 36” HDPE.
- 11 Lk. Hollingsworth Dr. - 197’ of 18” RCP.
- 3003 Balfour St. –115’ of 18” RCP

Transportation – Facilities Maintenance Activity Continued

Changes and Accomplishments Continued

- 1431 Glendale St. –82' of 36" ECMP, 95' of 24" ECMP.
- 1419 Glendale St. –92' of 24" ECMP
- Harvard St W (5248 US 98 N) –95' of 24" RCP.
- 2202 Olney Rd. –124' of 18" CMP.
- RP Funding Center south parking lot –70' of 24" CMP.
- 1419 Amos Av. –261' of 30" CMP.
- Williamstown Bl. (4324 US 98 N)– 225' of 36" RCP.
- Totals 436' of 18" - 352' OF 24" - 261' of 30" - 407' of 36".

Sidewalk Grinding – Various locations

- Bridgewater subdivision (Village Lakes Bl.)
- Martin Luther King Jr Bl. area (Martin L King BL., N. Webster St., 5th St., 6th St., 8th St.)
- Shore acres' area (Shore acres, Holly Pl., Elgin, Interlachen Pkwy., Dixie Pl., Fern Rd.)
- East Gary Rd.
- East Main St. (Rose St., Alicia St., Interlachen Pkwy.)
- Lake Bonny Dr. (Lk. Bonny Dr., Buddwood)
- Lake Hollingsworth area (Maxwell, Harvard, Duke, Columbia)
- Totals - 2,846 locations 13,376 linear feet of grinding.

Construction Projects

- Completed Choctaw Ave. pedestrian enhancement project. Which consisted of 900 LF. of new sidewalk, 3 new ADA curb ramps, and 10 replaced driveway aprons.
- Completed Lake Miriam Pedestrian enhancement project. Which consisted of 580 LF. of new sidewalk, 6 new ADA ramps, and 3 new marked crosswalks.
- Completed N. Florida Ave pedestrian enhancement project. Which consisted of 3,000 LF. of new sidewalk, 16 ADA curb ramps, 8 new marked crosswalks, and 8 replaced driveway aprons.
- Completed W. 14th Street pedestrian & drainage enhancement project. Which consisted of 1,400 LF of new sidewalk, 18 ADA curb ramps, 9 new marked crosswalks, 2 relocated drainage structures, and 2 new type P-3 inlet tops.
- Completed Luce Rd. drainage enhancement project. Which consisted of 2 relocated drainage structures, 2 new type P-3 inlet tops, 2 new ADA curb ramps, and 1 new marked crosswalk.
- Completed Plum St. pedestrian enhancement & parking lot project. Which consisted of 525 LF of new sidewalk, 4 new ADA curb ramps, 2 new marked crosswalks, 1 new driveway, and 44 parking spaces.
- Completed East Bay St. Streetscape pedestrian enhancement project. Which consisted of 6,800 Sq. Ft. of new streetscape & base.
- Completed N. Iowa & E. Peachtree restoration project. Which consisted of 2,667 SY. Of road base installation.
- Completed Oak Hill Cemetery Expansion project. Which consisted of 2.75 acres of expansion.

Transportation – Facilities Maintenance Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|--------------|--------------------|--------------------|---------------------|--------------------|--------------------|
| Pavement Management Program | 7.53 | 319,296 | 4,651,888 | 4,910,620 | 4,531,249 | 379,371 |
| Right of Way Management Program | 20.69 | 1,150,844 | 1,222,417 | 2,362,728 | 789,849 | 1,572,880 |
| Sidewalk Repairs | 10.32 | 449,805 | 397,448 | 844,093 | 671,267 | 172,825 |
| Traffic Signal Management System Operations | 8.67 | 552,770 | 1,000,820 | 1,544,637 | 1,115,839 | 428,798 |
| Traffic Studies | 3.88 | 341,474 | 401,840 | 733,835 | 572,819 | 161,016 |
| FY22 Total: | 51.09 | \$2,814,188 | \$7,674,413 | \$10,395,912 | \$7,681,023 | \$2,714,890 |

Figure D-285: Transportation – Facilities Maintenance Activity Costs



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Support Services Program

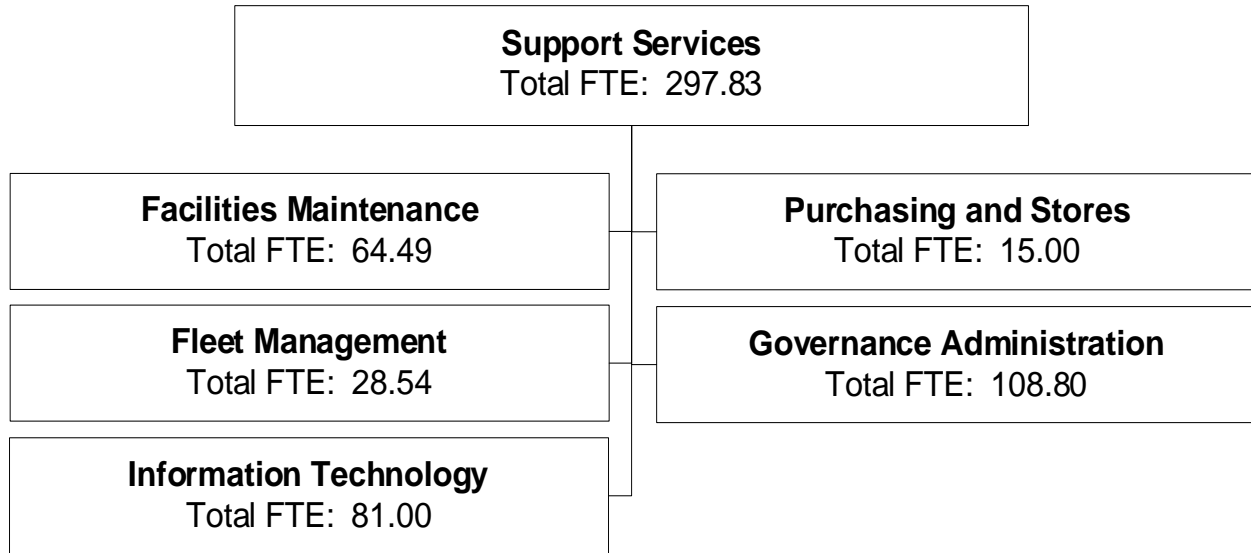


Figure D-286: Support Services Program

Program Summary

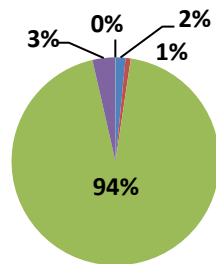
To provide the administrative overhead and structure to enable the City of Lakeland's Departments and operational Divisions to effectively carry out their respective missions by:

- Maintaining and constructing safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.
- Acquiring and maintaining safe, reliable, cost effective vehicles and equipment which meet the specific needs of City Departments.
- Ensuring the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.
- Working together to provide planning, implementation and support of information technologies enabling efficient City operations.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$11,501,890 | \$8,369,726 | \$16,057,107 |
| Revenues Summary | \$2,516,026 | \$173,735 | \$181,000 |
| Net Cost Summary | \$8,985,864 | \$8,195,991 | \$15,876,107 |
| FTE Summary | 308.09 | 297.34 | 297.83 |

Figure D-287: Support Services Program Budget Summary

Program Expenditures



- Facilities Maintenance
- Fleet Management
- Governance Administration
- Information Technology
- Purchasing and Stores

Figure D-288: Support Services Program Pie Chart

Facilities Maintenance Activity

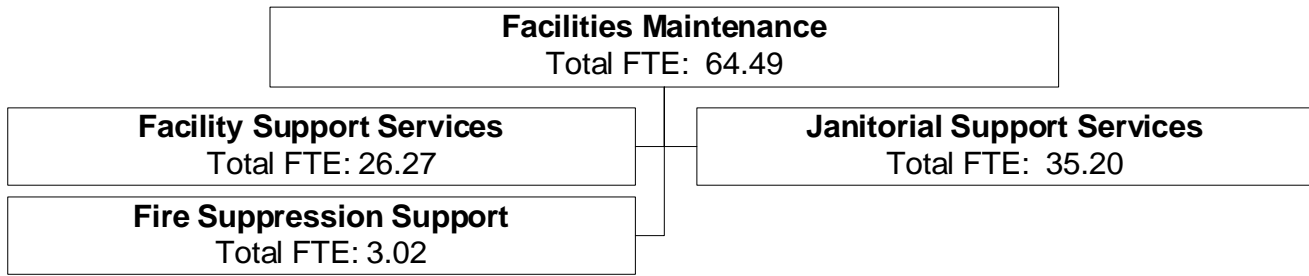


Figure D-289: Facilities Maintenance Activity

Mission

To maintain and construct safe, clean, and secure City facilities for visitors and City employees in a cost effective and efficient manner.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$232,274 | \$243,432 | \$249,007 |
| FTE Summary | 64.70 | 64.49 | 64.49 |

Figure D-290: Facilities Maintenance Activity Budget Summary

Activity Expenditures

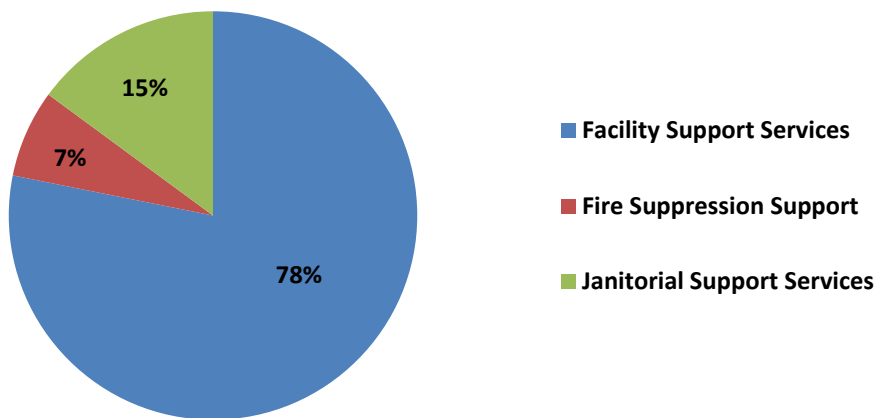


Figure D-291: Facilities Maintenance Activity Pie Chart

Facilities Maintenance Activity Continued

Support Services

Provide maintenance, janitorial, safety and construction support services for the City's 186 facilities to include: structural, heating, ventilation, air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security and fire alarms and suppression systems.

Facility Support Services

Provide maintenance, construction, and physical security support services for the City's 186 facilities.

Fire Suppression Support

Provide testing, maintenance, repairs and construction of the Fire Alarm and Suppression Systems for the City's Facilities excluding the Power Production areas of Lakeland Electric (LE).

Janitorial Support Services

Provide janitorial support services, regular cleaning, floor care and supplies to a majority of the City's facilities.

Changes and Accomplishments

- Lakeland Fire Training Center
- Water Distribution Office
- Lakeland Police Department Sealing and Painting
- T&D Warehouse Building Sealing and Painting
- Structural Repair to Bridges at Lake Parker Park
- Mass Notification System at City Hall
- Program Maintenance Schedule on all Fire Station Automatic Bay Doors
- Additional Square Footage added at Lake Crago, Fire Training, Water Distribution, NOAA and Glendale

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|-----------------------------|--------------|-----------------|------------------|--------------------|--------------|------------------|
| Facility Support Services | 26.27 | 23,891 | 177,025 | 194,596 | - | 194,596 |
| Fire Suppression Support | 3.02 | 3,540 | 14,788 | 17,275 | - | 17,275 |
| Janitorial Support Services | 35.20 | 7,969 | 31,800 | 37,136 | - | 37,136 |
| FY22 Total: | 64.49 | \$35,400 | \$223,613 | \$249,007 | \$0 | \$249,007 |

Figure D-292: Facilities Maintenance Activity Costs

Fleet Management Activity

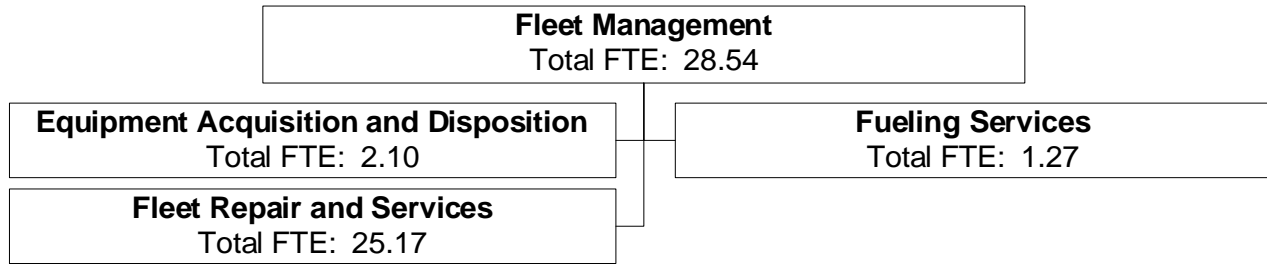


Figure D-293: Fleet Management Activity

Mission

To effectively purchase, manage, maintain, and service reliable, cost-effective vehicles and equipment while providing exceptional customer service.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$104,244 | \$107,688 | \$129,428 |
| FTE Summary | 28.58 | 28.54 | 28.54 |

Figure D-294: Fleet Management Activity Budget Summary

Activity Expenditures

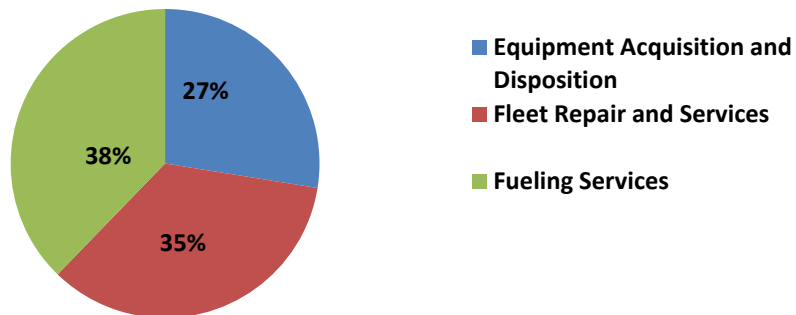


Figure D-295: Fleet Management Activity Pie Chart

Fleet Management Activity Continued

Support Services

City of Lakeland Fleet Management, selected as one of Government Fleet Magazine's "100 Best Fleets" in 2011, 2012, 2013, 2014, 2016, and one of the "50 Leading Fleets in 2014 and 2016," oversees the maintenance, acquisition, disposal, and fueling of the City's vehicle and equipment fleet, totaling over 1,300 units. Fleet Management incorporates public-private partnerships, teaming its staff of 28 City employees with commercial vendors such as Genuine Parts Company, GCR Tire Center, and several repairs, dealership, towing, and washing companies to accomplish its daily mission. 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. Annual fleet replacement purchases average 100 units, totaling \$5,000,000-\$6,000,000. Fleet Management dispenses over a million gallons of gasoline, diesel, and ethanol-85 fuel annually.

Equipment Acquisition and Disposition

Acquisition:

Fleet Management purchases all City vehicles and equipment—exceptions include Fire Department assets and several specialized pieces of equipment managed by Lakeland Electric, Parks and Recreation, and Water/Wastewater. Fleet utilizes existing State, Florida Sheriffs, and local government contracts approved for piggyback and writes specifications for unique applications if required. Fleet Management prepares all newly received vehicles for service prior to delivery to the customer.

Disposition:

Fleet Management disposes of vehicles, equipment, and obsolete installed equipment through Manheim Imperial Auctions. Additionally, Fleet has researched virtual auction companies such as Copart/Property Room for potential better auction revenue returns.

Fleet Repair and Services

Fleet Management provides the following repair and services for our customers:

- Preventive maintenance (In-house).
- Unscheduled minor, intermediate, and major repair (In-house).
- Warranty, recall, and overflow repair work (Privatized, various dealerships and OEM repair sites).
- Major component replacement (In-house and privatized, various dealerships and OEM repair sites).
- Minor and intermediate body repair (In-house).
- Major body, paint, and accident repair (Privatized, Lakeland Auto Mall).
- Fabrication and welding (In-house).
- Road service regular and after hours (in-house).
- Tire repair, replacement, and servicing (Privatized In-house, GPC/NAPA and GCR Tire Center).
- Parts and material purchase support (Privatized in-house with GPC/NAPA).
- Analysis products for departments on demand (fuel consumption, maintenance trends, replacement analysis, etc.).
- Towing service (Privatized, Webb's Towing).
- Vehicle washing (Privatized, Superior Car Wash).

Fleet Management Activity Continued

Support Services Continued

Fueling Services

Fleet Management operates the City's only fuel station at the Evelyn Ave. facility. Unleaded gasoline, diesel, and E-85 fuel is provided. Additional fueling capability under emergency conditions is available at the Fleetwing facility on Combee Rd.

Fleet Management provides on-site fuel delivery to various departments for generators and off-road equipment, on request.

Changes and Accomplishments

- COVID triumphs:
 - Fielded revolutionary nanotechnology disinfecting product, zero chemicals, 90-day persistence, cut cost by thousands over a year compared to abandoned products
 - Zero infections from vehicle or staff contact
 - Full mission capability throughout the pandemic, retained uptimes and actually have gotten faster even with vacancies
- Pilot programs:
 - Telematics GPS product evaluations ongoing—multiple products will be assessed for future deployment
 - Tire telematics pilot program—technology provides real-time tire pressure and tread depth for Solid Waste vehicles; promises to save tens of thousands annually
- Networking involvement: FLAGFA President, Florida Benchmarking Consortium Fleet Management Service Lead, Government Fleet Magazine Advisory Committee
- Selected as one of the 100 Best Fleets in the Americas for 2021 #11 ranking

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------------|--------------|-----------------|------------------|--------------------|--------------|------------------|
| Equipment Acquisition and Disposition | 2.10 | 18,221 | 22,688 | 35,643 | - | 35,643 |
| Fleet Repair and Services | 25.17 | 29,617 | 24,264 | 44,928 | - | 44,928 |
| Fueling Services | 1.27 | 40,690 | 22,386 | 48,857 | - | 48,857 |
| FY22 Total: | 28.54 | \$88,528 | \$69,339 | \$129,429 | \$0 | \$129,429 |

Figure D-296: Fleet Management Activity Costs

Information Technology Activity

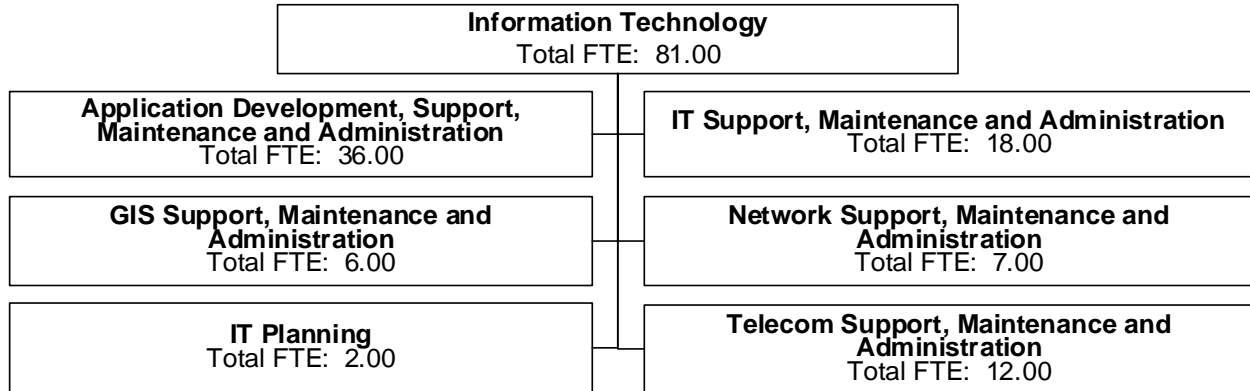


Figure D-297: Information Technology Activity

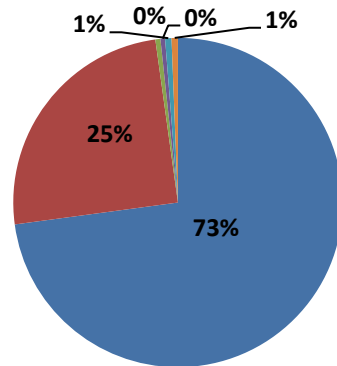
Mission

An organization working together to provide planning, implementation and support of information technologies enabling efficient City operations

| | FY 2020 Budget | FY 2021 Budget | FY 2022 Budget |
|----------------------|----------------|----------------|----------------|
| Expenditures Summary | \$667,746 | \$654,635 | \$565,264 |
| FTE Summary | 81.00 | 80.00 | 81.00 |

Figure D-298: Information Technology Activity Budget Summary

Activity Expenditures



- Application Development, Support, Maintenance and Administration
- GIS Support, Maintenance and Administration
- IT Planning
- IT Support, Maintenance and Administration
- Network Support, Maintenance and Administration

Figure D-299: Information Technology Activity Pie Chart

Information Technology Activity Continued

Support Services

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.

Application Development, Support, Maintenance and Administration

Application design, selection, development, maintenance, and support including enterprise (Oracle EBS, PeopleSoft, Maximo, UMS, etc.) and departmental applications (OMS, BICEPS, etc.). Database administration and support including Oracle and SQL technologies. Program and project management.

GIS Support, Maintenance and Administration

Geographic Information Systems (GIS) services, maintenance, administration, and support. Coordination with other municipalities and Public Safety organizations.

IT Planning

Establishing Vision and Mission and directing planning for all IT Divisions. City-wide business process improvement developing information technology. Business operations including billing, vendor management, asset management, personnel administration and DOIT finance.

IT Support, Maintenance and Administration

Help Desk problem determination and resolution. Desktop administration, maintenance and support including workstation, laptop, display, wireless, smartphone, copier, and printer technologies.

Network Support, Maintenance and Administration

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. Backup and Recovery, Business Continuity and Security administration.

Telecom Support, Maintenance and Administration

Telecommunications administration, design and support including switch, phone, Sonet network, fiber, and radio technologies.

Information Technology Activity Continued

Changes and Accomplishments

Networks

- Virtual Server Infrastructure Replacement
- Phase II Edge Switch Replacements
- Deployed LPD's CAD Replacement Infrastructure
- Installed two SurfLakeland Digital Divide Locations
- Relocated Network Infrastructure at Parker Street
- Relocated Network Infrastructure at new Water Building
- Upgraded Code on Edge Switches
- Deployed Network Attached Storage for LPD
- Assumed Management of Sophos Endpoint Protection (transferred from Info Sec)
- Assumed Management of Nessus Vulnerability Scanner (transferred from Info Sec)

PC Support

- Implementation of Teams to replace Skype and Go to Meeting. Transitioned conference call dependencies for admin staff away from Go to Meeting with additional licensing from Microsoft.
- Implementation of Maas 360 to better track ipad and tablets.
- Upgrade of windows 7 to windows 10. There are a few left pending 3rd party software updates.
- Working with staff required for business continuity to transition them from desktops to laptops for more efficient transition to WFH.
- Assisted with patch panel cabling upgrade at LPD to make cable and connection management more efficient.

Application Development

- Project management Office Set-Up & Implementation
- GraniteNet to Maximo Integration for Wastewater
- Genetec – Security Center Mobile
- MDM Datamart Tool (Phase 2)
- eServices API Integration Kubra (iPortal)
- Lucity –Playground Inspections
- Twitter Sentiment Analysis Dashboard
- Ungerboeck – Cloud Migration
- OnBase – Upgrade to v19 (Foundation)

GIS

- Airport GIS Engagement and Build Out
- ArcGIS Enterprise 10 6 – Foundation moves to Production
- ArcMAP Client upgrade to 10_6_1
- Lake Parker Park Mapping Application
- City of Lakeland C&ED Permit Search Application
- Electric Energy Delivery Engineering AS-Builts

Information Technology Activity Continued

Changes and Accomplishments Continued

Telecommunications

- Telecom has changed out about 700 VoIP phones (almost ½ of the total) and added the users to our new system.
- Completed the fiber install for Surf Lakeland at the Boys and Girls Club.
- Completed the fiber install for Surf Lakeland at New Life Ministries.
- Completed re-cabling of entire LPD Building to be able to comply with CJIS requirements.

Public Safety

- CAD & LPD RMS Replacement (Server Configuration)
- LFD Fireworks Inventory Module Implementation
- LPD Structured Cabling Improvements
- LPD Connection to PCSO
- LPD Digital Evidence & In-Car-Video System
- Wireless Upgrade
- Deployment of new DVRs
- Digital Persona Upgrade
- LPD Thermal Printer Deployment

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|--------------|----------------|------------------|--------------------|--------------|------------------|
| Application Development, Support, Maintenance and Administration | 36.00 | 1827 | 410,106 | 411,933 | - | 411,933 |
| GIS Support, Maintenance and Administration | 6.00 | 3761 | 137,161 | 140,922 | - | 140,922 |
| IT Planning | 2.00 | 2116 | 688 | 2,804 | - | 2,804 |
| IT Support, Maintenance and Administration | 18.00 | 1872 | 688 | 2,560 | - | 2,560 |
| Network Support, Maintenance and Administration | 7.00 | 2847 | 688 | 3,535 | - | 3,535 |
| Telecom Support, Maintenance and Administration | 12.00 | 1793 | 1,717 | 3,510 | - | 3,510 |
| FY22 Total: | 81.00 | 14216 | \$551,048 | \$565,264 | \$0 | \$565,264 |

Figure D-300: Information Technology Activity Costs

Purchasing and Stores Activity

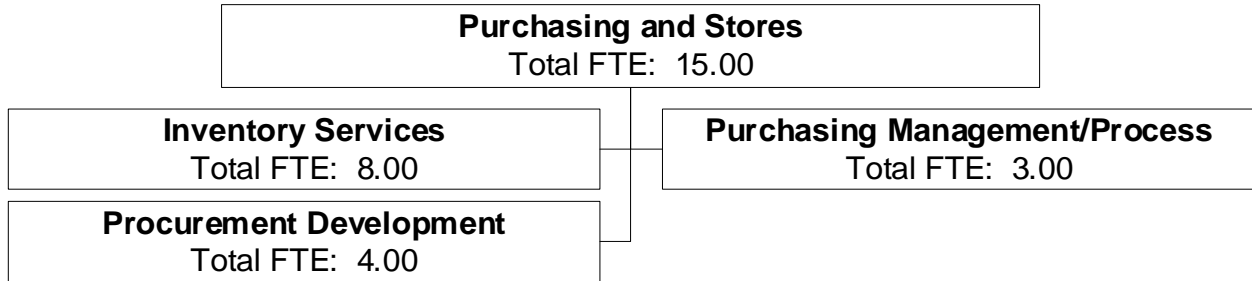


Figure D-301: Purchasing and Stores Activity

Mission

To ensure the acquisition of quality goods and services at the best value for the City in addition to providing a readily available supply of required items for immediate pick-up by City Departments as a support for their respective services.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$15,987 | \$20,431 | \$8,899 |
| Revenues Summary | \$2,354,826 | 0 | 0 |
| Net Cost Summary | (\$1,256,367) | (\$1,256,367) | (\$1,256,367) |
| FTE Summary | 15.00 | 15.00 | 15.00 |

Figure D-302: Purchasing and Stores Activity Budget Summary

Activity Expenditures

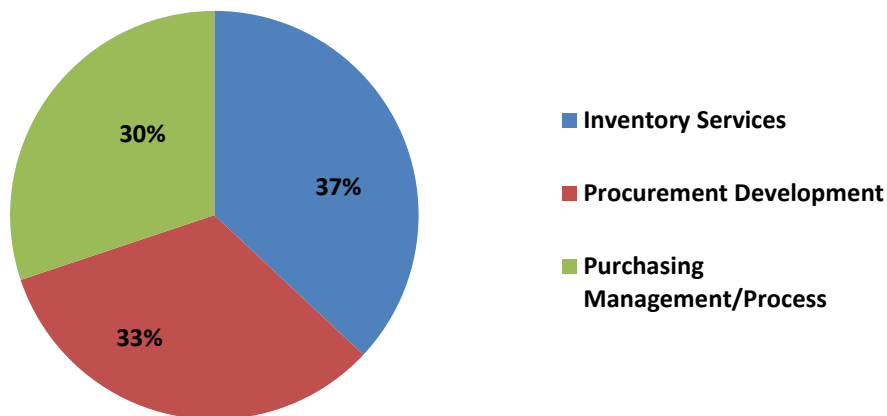


Figure D-303: Purchasing and Stores Activity Pie Chart

Purchasing and Stores Activity Continued

Support Services

The Purchasing and Stores Division is responsible for preparing all competitive solicitation for sealed bids and quotes for all City Departments. 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. Responsible for annual contract process and management. Reviews, approves, and processes all purchase requisitions, purchase orders, and change orders. Maintains supervision and distribution of 3,700+ separate stock items. Central Stores stages and palletizes supplies and system components for the Electric and Water Utilities crew trucks daily. Inventory is carefully monitored, and re-orders are established based upon historical usage patterns. Central Stores maintains safety and emergency stock for out of the ordinary situations (e.g., hurricanes, tornados, etc.). Responsible for sale of scrap metal program and Used Material (Lamps, Ballasts, Bulbs, Cardboard) Recycling and Disposal Program.

Inventory Services

The accurate and timely application of these services are crucial to maintaining proper inventory levels in meeting the needs of our City departments; also, these services tie directly to the safeguarding and efficient management of \$10 million of centrally warehoused inventory used by City departments in the successful operation and maintenance of City utilities, roads, and environments.

Procurement Development

These services are responsible for obtaining competitive bidding; the cost savings thereby derived through this process ensures proper and efficient management of fiscal resources as well as transparent and efficient business practices and is key to efficient benchmarking and establishing best practices. Working with City staff to obtain goods and services through this process directly achieves an informed and engaged workforce based on the communication between agencies. This service also is effective and essential in maximizing leadership and decision-making in daily and strategic, long-term planning, and ensures compliance with federal, state, and local policies and procedures, particularly State of Florida statutes regarding the Consultants' Competitive Negotiation Act (CCNA) as well as the City Charter.

Purchasing Management/Process

This is the key process used to initiate and document all requested materials, supplies, equipment, and services from all City departments as well as authorize vendors, suppliers, and contractors to ship goods or perform services and subsequently invoice the City for such. Also, establishing annual contracts saves administrative costs by reducing the need for procurements for common needs while stabilizing prices over a period, which greatly impact these outcomes. Successful management of the multitudes of small dollar purchases made via P-cards is essential in achieving careful, responsible fiscal management of City funds, and maintaining efficient operational and business missions throughout the City. Focusing on benchmarking and other entities' best practices will increase the City's knowledge and understanding of best utilization of this process.

Purchasing and Stores Activity Continued

Changes and Accomplishments

- Began conducting quarterly outreach/training sessions regarding the City’s procurement process called “Purchasing 101 for Vendors: How to Do Business with the City of Lakeland.”
 - February 19, 2021 – Presented at HB Holmes Presents: Polk County Procurement Workshop
 - March 31, 2021 – Presented at Central Florida Business Diversity Council Meeting
- Collaboration / Partnering:
 - Ongoing discussions for an action plan with Dr. Sallie Brisbane-Stone, Founder and CEO of The Well, regarding a certification program for subcontractors and suppliers, as well as partnership for classes and presentations.
 - Discussion with Cory Skeates, Lakeland Chamber of Commerce, to add Ryan Reis, Director of Public Affairs, to iSupplier vendor registry to share opportunities with Chamber investors to participate in COL solicitations.
 - Ongoing membership and participation with Central Florida Business Diversity Council.
 - Collaborated with Finance and Internal Audit Departments to establish partnership with Amazon Business to continue our efforts to simplify the purchasing process and allow departments to take advantage of the wide selection and competitive prices on the Amazon Business marketplace. The consolidation of individual Prime membership account holders throughout the City under one corporate account resulted in a cost saving of \$60,879 in membership fees.
- Completed changes to Local Vendor Preference (LVP) Program as defined in Ordinance No. 5850 adopted by the City Commission on November 16, 2020.
- Updated City’s Purchasing Manual that is pending final approval.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---------------------------------|--------------|----------------|------------------|--------------------|--------------|----------------|
| Inventory Services | 8.00 | 2603 | 688 | 3,291 | - | 3,291 |
| Procurement Development | 4.00 | 2238 | 688 | 2,926 | - | 2,926 |
| Purchasing Management / Process | 3.00 | 1994 | 688 | 2,682 | - | 2,682 |
| FY22 Total: | 15.00 | \$6,835 | \$2,064 | \$8,899 | \$0 | \$8,899 |

Figure D-304: Purchasing and Stores Activity Costs

Governance Administration Activity

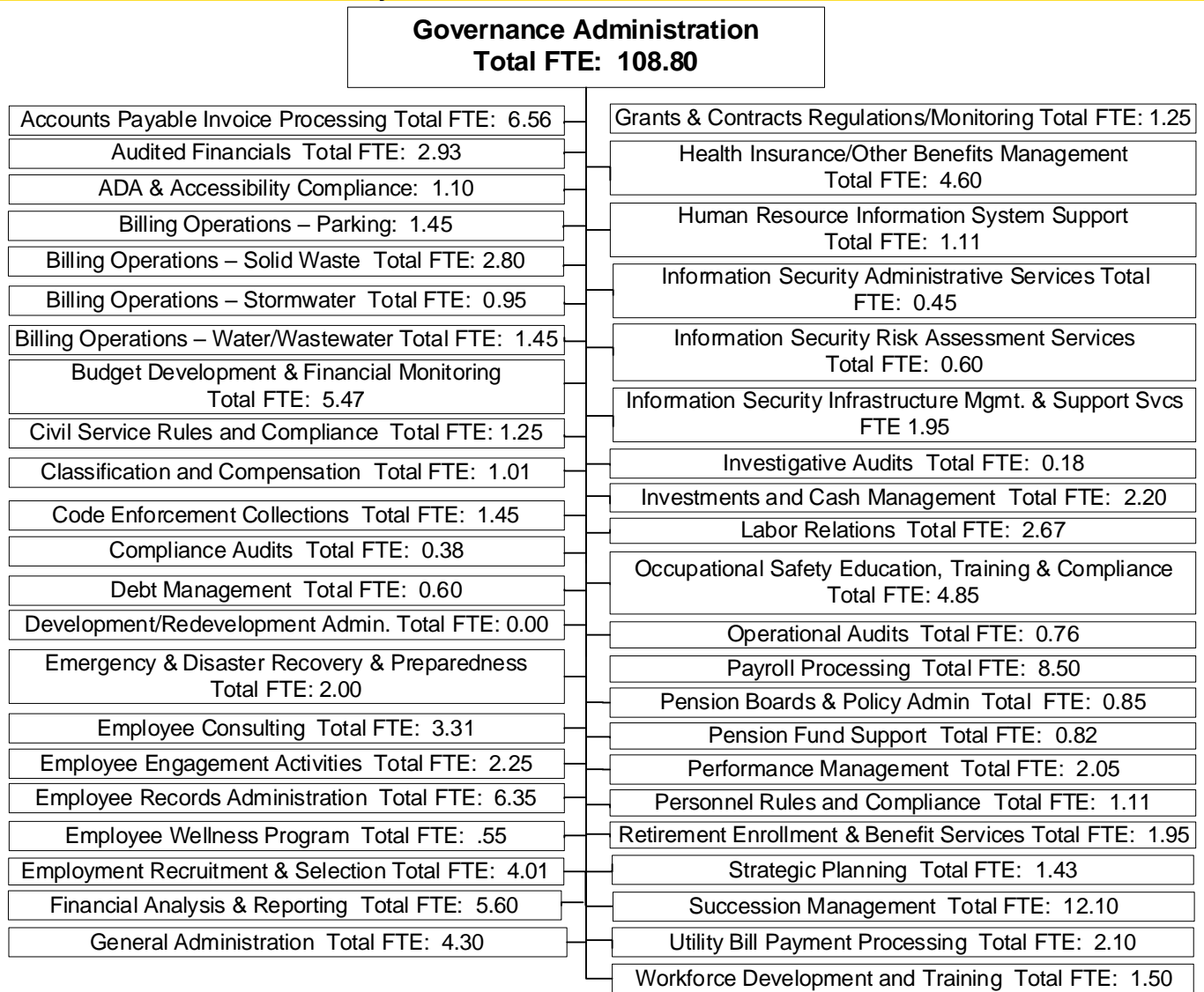


Figure D-305: Governance Administration Activity

Mission

The Governance Administration Support Services provide the administrative overhead and structure that enables the departments of the City of Lakeland to effectively carry out their respective missions.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$8,390,639 | \$7,343,540 | \$15,104,509 |
| Revenues Summary | \$161,200 | \$173,735 | \$181,000 |
| Net Cost Summary | \$8,229,439 | \$7,169,805 | \$14,923,509 |
| FTE Summary | 118.81 | 109.31 | 108.80 |

Figure D-306: Governance Administration Activity Budget Summary

Governance Administration Activity Continued

Support Services

The Governance Administration section differs from the sections presented previously. The services in the following pages do not have outcomes or outputs that explicitly benefit external customers, but rather support the outcomes and outputs of the other departments. These services are broadly grouped under the Governance Administration Activity. Governance Administration services included in the following pages are: City Manager, Civil Service, Finance, Human Resources, Information Security, Internal Audit, Office of Management and Budget, Retirement Services and Risk Management.

Accounts Payable Invoice Processing

Auditing and processing of all payments to vendors for goods and services provided to the City.

ADA & Accessibility Compliance

Ensuring compliance with the Department of Justice's published Americans with Disabilities Act.

Audited Financials

This core service is comprised of two principal activities. First is the assistance to the external auditors in the planning and completion of the annual CAFR audit, the bi-annual Certified State of Florida Sales Tax audit and any other City of Lakeland audits they may be asked to perform. The second activity under this core service would be a review of financial transactions or activities from principally a financial aspect (supporting or proving the reasonableness of a balance). A project of this type could be either City-wide or departmental/divisional in nature.

Billing Operations - Parking

Processes monthly invoicing and collection of permit parking in addition to providing collections and general customer service for parking citations.

Billing Operations - Solid Waste

Assists in establishing and maintaining accounts for new commercial services and implementation of all rate changes for the Solid Waste System.

Billing Operations - Stormwater

Implements all rate changes for the Stormwater System.

Billing Operations - Water/Wastewater

Monitors usage and issues impact fee billings for Water and Wastewater customers. Implements all rate changes for the Water/Wastewater System.

Budget Development and Financial Monitoring

Performs professional budget and financial analysis work related to budget development, publication, and financial monitoring. Develops financial forecasts for all City Departments. Preparation of funding plans for annual and multi-year proposed budget, including establishment of operating expense targets and associated revenue requirements. Compilation and verification of user charges for services provided by all Enterprise and Internal Service Funds of the City. Preparation of revenue forecast and ten-year spending plans for all capital improvement programs. Year-round management of the revenues and expenditures of the City to ensure that the Budget is complied with fully, including monitoring of workforce levels.

Governance Administration Activity Continued

Support Services Continued

Civil Service Rules and Compliance

The Civil Service Board shall adopt and may amend a code of rules and regulations which it shall enforce, providing for the selection, examination, qualification, registration, employment, promotion, removal, suspension, demotion, reduction and discharge of employees within Civil Service.

Classification and Compensation

Job descriptions, reclassifications, recommendations for pay grades or steps based on candidate qualification review. Validation of pay ranges through internal & external comparisons. Ensure compliance regarding FLSA (exempt and non-exempt classification). Analyze & design pay structures and systems.

Code Enforcement Collections

Collection of code enforcement fines and penalties levied by the Neighborhood Services Division of Community and Economic Development.

Compliance Audits

This core service represents review and testing of accounts and activities to determine whether they follow federal and state law or City policies.

Debt Management

Management of the long and short-term debt held by the City and its departments. This function includes oversight and recommendations for action based on past and current fiscal trends, management of all new bonded debt issuances, and verification of compliance with bond covenant requirements.

Development/Redevelopment Administration

Uses tax increment financing to improve the economic vitality and aesthetic appearance of Downtown, Dixieland and Midtown CRA districts. Promote and facilitate the implementation of the three redevelopment plans which were created to eliminate blight. Establish long-term partnerships with various agencies to improve all public infrastructure, enhance communication with business and property owners and leverage CRA resources to maximize impact within the districts.

Emergency and Disaster Recovery and Preparedness

To safeguard assets, which include but are not limited to the health and welfare of our Citizens and employees, the City of Lakeland's Office of Risk Management developed and maintains a clearly defined and understood emergency plan that will enable us to mitigate the impact of any emergency that may occur as well as expedite recovery.

Employee Consulting

Consultations with various employees regarding policies, employee benefits, recruitment, job forecasting, assessment processes, disciplines, EEOC compliance, etc.

Governance Administration Activity Continued

Support Services Continued

Employee Engagement Activities

City-wide Human Resource (HR) compliance training, orientation, HR initiative implementation and projects. Employee Recognition and Engagement support (Suggestion Awards). Work with Employee Engagement division to ensure recognition activities.

Employee Records Program

Digitized collection and maintenance of all employee records.

Employee Wellness Program

This program is essential to improving the overall health and welfare of the City of Lakeland's employees. This is accomplished by providing convenient, affordable access to disease management and episodic care, which is offered through the City's on-site wellness clinic. In addition, 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 in addition to providing treatment for employees, who are injured on the job. Through its due diligence, and the offering of a health and wellness program and clinic to the City's employees, the Office of Risk Management has achieved a savings of an estimated total of 7 million dollars through a reduction in the medical claims trend, disease management, occupational medicine, and Workers' Compensation claims over the last year. Moreover, a total of \$418,770.00 in manpower hours by employees utilizing the clinic for treatment of episodic conditions was saved, and an additional \$275,246.00 in manpower hours was saved due to utilization of the clinic by employees for treatment of on-the-job injuries.

Employment Recruitment and Selection

All advertising/posting, review and qualification, testing and assessment, and other activities necessary to maintain an adequate and qualified workforce for the City of Lakeland shall be carried under this service.

Financial Analysis and Reporting

Providing analysis and recommendations based on the fiscal impacts of proposed policy actions.

General Administration

Operational costs not directly related to providing a Service.

Grants and Contracts Regulation/Monitoring

Ensuring compliance with all grant and contract requirements. This includes requests for drawdown and monitoring for compliance with fiscal requirements.

Health Insurance/Other Benefits Management

Through prudent fiscal management, the City of Lakeland's Office of Risk Management can maintain health and other insurances that are offered to safeguard our workforce and retirees. This is done through the utilization of efficient business practices as well as the implementation of plan modifications. Benefit education of employees and retirees is an important function of this office.

Governance Administration Activity Continued

Support Services Continued

Human Resource Information System Support

Support for PeopleSoft, Crystal, NeoGov, and Microsoft products necessary to ensure effective and efficient attainment of HR related goals. Maintain system for FMLA administration.

Information Security Administrative Services

Focuses on policymaking and enforcement, setting the direction for information technology risk management and oversight.

Information Security Risk Assessment Services

Includes the day-to-day operational support processes for information risk management, including vulnerability assessments and policy compliance audits.

Information Security Infrastructure Management & Support Services

The majority of cyber security engineering functions and day-to-day support of cyber security controls and infrastructure.

Investigative Audits

Investigative audits principally focus on potential or alleged employee misconduct. These reviews would include both attempting to determine whether actual misconduct has occurred and determining the financial impact of such misconduct has had on the City.

Investments and Cash Management

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.

Labor Relations

Managing the relationships with the various collective bargaining units of the City. This includes contract negotiation for pay and benefits, performance measures, organizational structures, and disciplinary actions. Labor relations also include the management of the individuals that work for the City that may not be covered by a collective bargaining agreement.

Occupational Safety Education, Training, and Compliance

Through the administration of prudent safety practices and training, injury to City employees as well as damage to City property is minimized. Strict compliance with state and federal regulations is stressed to avoid fines, resulting from violations.

Operational Audits

This core service includes procedures and testing performed in relation to City systems, processes, and procedures. The focus of these types of projects would include reviews for improvements, efficiencies, and redundancies. Also, instances in which departments/divisions are attempting to make such changes and request input as to whether the changes they are purposing make sense and still maintain adequate levels of controls to safeguard City assets. Note: Many Internal Audit projects may include several or all the above services.

Governance Administration Activity Continued

Support Services Continued

Payroll Processing

Biweekly processing of the payroll for all City's full and part-time employees and all retirees of the general pension plan.

Pension Boards and Policy Administration

Working knowledge of actuarial, legislative, and legal aspects of Trust administration. Staff shall carry out the policies set forth in ordinance and City policy to administer plans in compliance with local, State and Federal laws.

Pension Fund Support

Administrative reporting, data analysis, etc. relating to Trusts. Works closely with Board, consultant, custodian, and finance in the application of accurate recordkeeping, disbursements, contributions, and mandate funding.

Performance Management

Includes activities to ensure that goals are consistently being met in an effective and efficient manner. Performance management focuses on performance of the organization, whether it is a department, processes, or employees. These activities are targeted at improving the operations and realizing enhancements in the performance of the organization. Process Improvement is a part of Performance Management where processes are reviewed and/or revised, promoting a culture of continuous improvement.

Personnel Rules & Compliance

Provide Policy Manual to all new employee's along with revisions on a continual basis to ensure that all City of Lakeland employees are aware of the policies set forth by the City. Administer sick leave pool. Be available to interpret policies and rules for the different departments.

Retirement Enrollment and Benefit Services

Full-service model applied from initial communication, education, enrollment to retirement processing and on-going support to the Retirees (individual and COLAR).

Strategic Planning

Strategic planning is conducted through the City Commission in concert with the 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.

Succession Management

Includes costs associated with processes for identifying, selecting, and managing successors, as well as the processes of career planning and talent migration.

Utility Bill Payment Processing

The Finance Department monitors the outsourcing of payment processing for customers of Lakeland Electric, Water, Wastewater, Solid Waste, and Stormwater utilities.

Governance Administration Activity Continued

Support Services Continued

Workforce Development and Training

Development of job analysis, competency models, and/or job audits leading to assessments, which in turn leads to training needs analysis and individual development plans.

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|------|----------------|------------------|--------------------|--------------|-----------|
| Accounts Payable Invoice Processing | 6.56 | 515,144 | 55,979 | 571,123 | 0 | 571,123 |
| ADA & Accessibility Compliance | 1.10 | 108,057 | 2,320,572 | 2,428,629 | - | 2,428,629 |
| Audited Financials | 2.93 | 330,494 | 66,921 | 397,415 | 0 | 397,415 |
| Billing Operations - Parking | 1.45 | 100,958 | 22,175 | 123,133 | - | 123,133 |
| Billing Operations - Solid Waste | 2.80 | 193,162 | 23,302 | 216,464 | - | 216,464 |
| Billing Operations - Stormwater | 0.95 | 63,463 | 21,900 | 85,363 | - | 85,363 |
| Billing Operations - Water / Wastewater | 1.45 | 104,572 | 22,279 | 126,851 | - | 126,851 |
| Budget Development and Financial Monitoring | 5.47 | 689,894 | 174,634 | 864,528 | 0 | 864,528 |
| Civil Service Rules and Compliance | 1.25 | 146,164 | 28,771 | 174,935 | - | 174,935 |
| Classification and Compensation | 1.01 | 106,589 | 29,666 | 136,255 | - | 136,255 |
| Code Enforcement Collections | 1.45 | 97,656 | 22,279 | 119,935 | 97,000 | 22,935 |
| Compliance Audits | 0.38 | 40,643 | 6,368 | 47,011 | - | 47,011 |
| Debt Management | 0.60 | 97,292 | 57,614 | 154,906 | - | 154,906 |
| Development / Redevelopment Administration | - | - | 572 | 572 | - | 572 |
| Emergency and Disaster Recovery and Preparedness | 2.00 | 232,961 | 56,581 | 289,542 | - | 289,542 |
| Employee Consulting | 3.31 | 363,271 | 44,722 | 407,993 | - | 407,993 |

Figure D-307: Governance Administration Activity Costs - Part 1

Governance Administration Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|--|------|----------------|------------------|--------------------|--------------|----------|
| Emergency and Disaster Recovery and Preparedness | 2.00 | 232,961 | 56,581 | 289,542 | - | 289,542 |
| Employee Consulting | 3.31 | 363,271 | 44,722 | 407,993 | - | 407,993 |
| Employee Engagement Activities | 2.25 | 237,175 | 131,221 | 368,396 | - | 368,396 |
| Employee Records Administration | 6.35 | 410,657 | 143,895 | 554,552 | - | 554,552 |
| Employee Wellness Program | 0.55 | 61,468 | 21,178 | 82,646 | - | 82,646 |
| Employment Recruitment and Selection | 4.01 | 334,415 | 61,211 | 395,626 | - | 395,626 |
| Financial Analysis & Reporting | 5.60 | 576,053 | 92,002 | 668,055 | 8,400 | 659,655 |
| General Administration | 4.30 | 383,409 | 445,277 | 828,686 | - | 828,686 |
| Grants and Contracts Regulations / Monitoring | 1.25 | 114,353 | 55,979 | 170,332 | 0 | 170,332 |
| Health Insurance / Other Benefits Management | 4.60 | 373,906 | 120,063 | 493,969 | - | 493,969 |
| Human Resource Information System Support | 1.11 | 109,860 | 34,151 | 144,011 | - | 144,011 |
| Investigative Audits | 0.18 | 19,252 | 3,317 | 22,569 | - | 22,569 |
| Investments and Cash Management | 2.20 | 305,279 | 64,010 | 369,289 | 0 | 369,289 |
| Labor Relations | 2.67 | 380,408 | 114,183 | 494,591 | 0 | 494,591 |
| Occupational Safety Education, Training and Compliance | 4.85 | 466,494 | 126,167 | 592,661 | - | 592,661 |
| Operational Audits | 0.76 | 81,285 | 12,164 | 93,449 | - | 93,449 |
| Payroll Processing | 8.50 | 803,297 | 56,510 | 859,807 | - | 859,807 |
| Pension Boards and Policy Administration | 0.85 | 98,410 | 14,979 | 113,389 | 8,400 | 104,989 |
| Pension Fund Support | 0.82 | 104,542 | 56,510 | 161,052 | - | 161,052 |
| Performance Management | 2.05 | 236,767 | 74,034 | 310,801 | 0 | 310,801 |

Figure D-308: Governance Administration Activity Costs – Part 2

Governance Administration Activity Continued

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|---------------|--------------------|--------------------|---------------------|------------------|---------------------|
| Personnel Rules and Compliance | 1.11 | 143,467 | 27,037 | 170,504 | - | 170,504 |
| Retirement Enrollment and Benefit Services | 1.95 | 132,132 | 9,443 | 141,575 | 67,200 | 74,375 |
| Strategic Planning | 1.43 | 163,234 | 35,010 | 198,244 | - | 198,244 |
| Utility Bill Payment Processing | 2.10 | 149,102 | 109,216 | 258,318 | - | 258,318 |
| Workforce Development and Training | 1.50 | 148,456 | 123,437 | 271,893 | - | 271,893 |
| Information Security Administrative Services | 0.45 | 74,073 | 67,272 | 141,345 | - | 141,345 |
| Information Security Risk Assessment Services | 0.60 | 85,768 | 118,906 | 204,674 | - | 204,674 |
| Information Security Infrastructure Management and Support Services | 1.95 | 254,235 | 152,892 | 407,127 | - | 407,127 |
| Succession Management | 12.10 | 307,889 | 134,404 | 442,293 | - | 442,293 |
| FY22 Total: | 108.80 | \$9,745,707 | \$5,358,803 | \$15,104,509 | \$181,000 | \$14,923,509 |

Figure D-309: Governance Administration Activity Costs – Part 3

Non-Departmental

Mission

Budgetary revenues and expenses that are not uniquely and exclusively attributable to another single, defined departmental cost center.

| | <u>FY 2020 Budget</u> | <u>FY 2021 Budget</u> | <u>FY 2022 Budget</u> |
|----------------------|-----------------------|-----------------------|-----------------------|
| Expenditures Summary | \$918 | \$1,385 | \$884,542 |
| Revenues Summary | (\$89,898,601) | (\$88,921,975) | (\$78,607,129) |
| Net Cost Summary | (\$86,897,683) | (\$88,920,590) | (\$77,722,587) |

Figure D-310: Non-Departmental

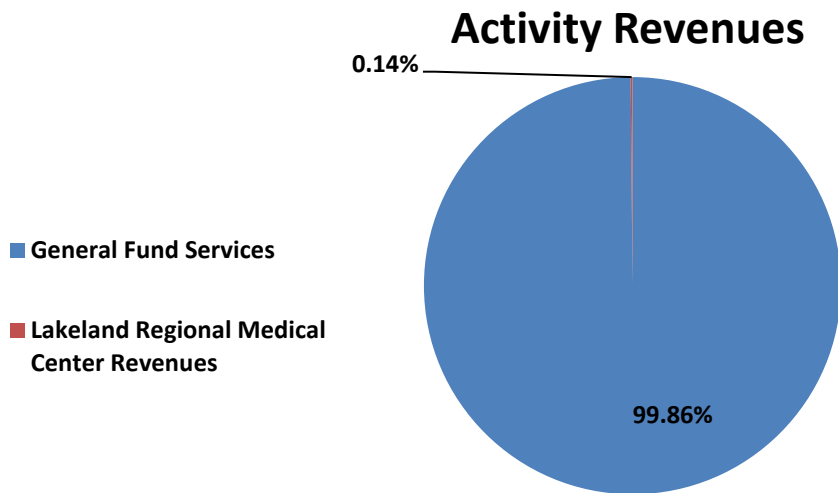


Figure D-311: Non-Departmental Pie Chart

| | FTE | Personnel Cost | Operational Cost | Total Expenditures | Net Revenues | Net Cost |
|---|-------------|----------------|------------------|--------------------|---------------------|-----------------------|
| General Fund Services | - | - | 883,854 | 883,854 | 78,498,614 | (77,614,760) |
| Lakeland Regional Medical Center Revenues | - | - | 688 | 688 | 108,515 | (107,827) |
| FY22 Total: | 0.00 | \$0 | \$884,542 | \$884,542 | \$78,607,129 | \$(77,722,586) |

Figure D-312: Non-Departmental Costs



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City of Lakeland, Florida Annual Budget Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



Table of Contents

| Line Item Budget | Section E |
|---|------------------|
| Funds Overview | E-3 |
| Budgeted Funds Structure | E-7 |
| Line Items | |
| General Fund | E-9 |
| Community & Economic Dev/Affordable Housing | E-89 |
| Lakeland Community Redevelopment Agency | E-91 |
| Lakes and Stormwater | E-101 |
| Building Inspection | E-109 |
| Fleet Management | E-113 |
| Purchasing and Stores | E-119 |
| Facilities Maintenance | E-125 |
| Information Technology | E-133 |
| Parking | E-149 |
| RP Funding Center | E-157 |
| Lakeland Linder International Airport | E-165 |
| Solid Waste | E-173 |
| Wastewater Utility | E-181 |
| Water Utility | E-201 |
| Electric Utility | E-213 |
| Debt Service | E-221 |

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 (see below and through page E-7 for more information).

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 general 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

RP Funding Center Fund

Accounts for operating and maintaining the RP Funding Center for public shows, civic and cultural events, entertainment and other activities.

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[†]

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[†]

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.

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[†]

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

Police Officers' Supplemental Pension and Retirement System Fund[†]

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[†]

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[†]

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[†]

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[†]

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

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 a City-owned hospital facility to a not-for-profit corporation. 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[†]

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[†]

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 Structure

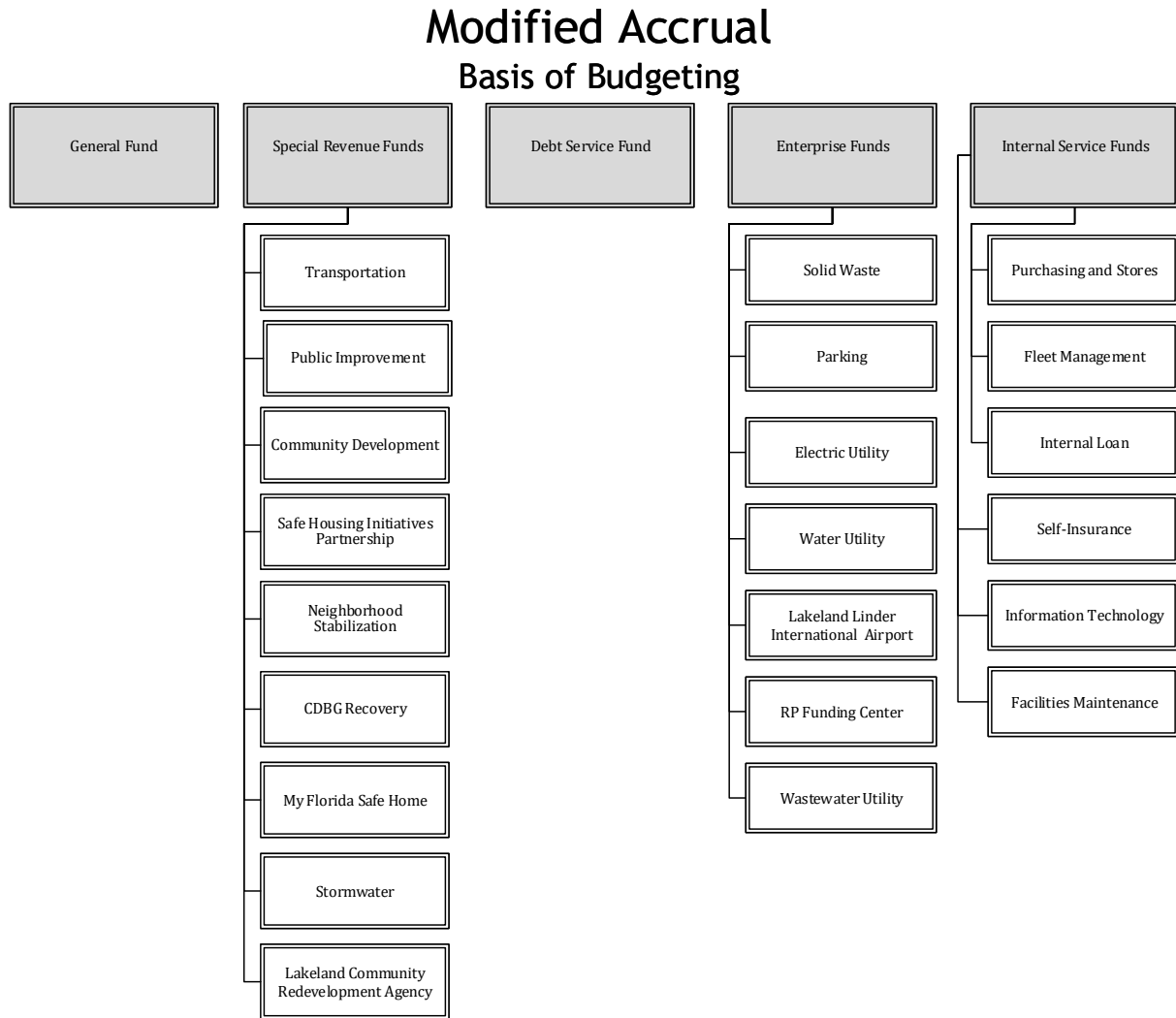


Figure E-1: Modified Accrual Basis of Accounting by Fund



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REVENUE AND EXPENDITURE SUMMARY GENERAL FUND

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 61,714,443 | 66,372,896 | 61,409,992 | 67,494,751 |
| Fringe Benefits | 62,197,959 | 24,757,123 | 21,883,955 | 25,222,466 |
| Total Personnel | 123,912,401 | 91,130,019 | 83,293,947 | 92,717,217 |
| Non-Personnel | | | | |
| Utilities | 7,093,859 | 7,375,954 | 6,971,474 | 7,245,672 |
| Professional and Contractual | 1,801,487 | 1,716,593 | 1,722,203 | 1,482,918 |
| Insurance and Fixed Charges | 3,658,048 | 3,910,111 | 3,950,974 | 4,397,301 |
| Grants and Aid | 301,123 | 280,236 | 280,286 | 271,036 |
| Arts and Cultural | 226,999 | 250,671 | 235,622 | 275,000 |
| Fuel and Purchased Power | 5,648 | 25,000 | 12,000 | 12,250 |
| Internal Service Charges | 16,371,509 | 17,538,324 | 16,736,967 | 17,674,836 |
| All Other Operations & Maintenance | 7,360,373 | 10,467,603 | 10,389,579 | 9,597,564 |
| Debt Service | 619,043 | 184,796 | 184,734 | 124,728 |
| Capital Outlay | 193,940 | 744,196 | 793,262 | 1,373,220 |
| Maintenance and Special Projects | 7,693,900 | 12,883,833 | 12,835,757 | 9,671,076 |
| Total Non-Personnel | 45,325,930 | 55,377,317 | 54,112,858 | 52,125,601 |
| Total Expenditures | 169,238,331 | 146,507,336 | 137,406,805 | 144,842,818 |
| Transfers | | | | |
| Cost Allocations and Recoveries | (10,601,896) | (11,045,146) | (11,045,146) | (11,859,748) |
| Transfers In | 48,636,007 | 48,063,140 | 48,108,323 | 48,942,287 |
| Transfers Out | 10,053,082 | 3,678,437 | 3,678,437 | 3,090,134 |
| Net Transfers | 49,184,820 | 55,429,849 | 55,475,032 | 57,711,901 |
| Revenue Sources | | | | |
| Taxes | 52,398,860 | 54,734,423 | 55,440,489 | 59,139,532 |
| License and Permits | 1,539,695 | 1,725,440 | 1,829,222 | 1,639,214 |
| Intergovernmental Revenues | 11,875,321 | 10,882,318 | 13,350,272 | 11,580,837 |
| Charges for Services | 6,504,501 | 6,291,128 | 6,899,880 | 6,003,118 |
| Interest Income | (2,534,687) | 2,042,831 | 2,081,210 | 2,055,675 |
| Fines and Forfeits | 2,408,859 | 2,490,063 | 2,268,489 | 1,922,750 |
| All Other Revenue | 45,107,998 | 2,035,905 | 2,509,753 | 1,590,703 |
| Total Revenue | 117,300,547 | 80,202,108 | 84,379,315 | 83,931,829 |
| Funding to be Provided | 2,752,965 | 10,875,379 | (2,447,542) | 3,199,088 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|--|------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| TAXES | | | | |
| Franchise Fees | 221,492 | 234,885 | 288,753 | 271,748 |
| Property Taxes | 36,362,875 | 38,803,196 | 39,340,331 | 42,693,455 |
| Utility Taxes | 15,814,493 | 15,696,342 | 15,811,405 | 16,174,329 |
| LICENSES & PERMITS | | | | |
| Building Inspection Fee | 140 | | | |
| Business Tax Licenses | 1,539,555 | 1,725,440 | 1,829,222 | 1,639,214 |
| INTERGOVERNMENTAL REVENUES | | | | |
| Federal Grants | 29,686 | 117,977 | 117,977 | 39,579 |
| Local Grants | | 2,756 | 2,756 | |
| State Grants | 606,670 | 588,836 | 673,456 | 581,665 |
| County Shared Revenues | 1,126,228 | 1,273,034 | 1,246,844 | 1,268,474 |
| State Shared Revenues | 10,112,738 | 8,899,715 | 11,309,239 | 9,691,119 |
| CHARGES FOR SERVICES | | | | |
| Other Charges for Services | 2,292 | 1,750 | 6,131 | 2,001 |
| General Government Charges for Services | 398,737 | 357,220 | 465,905 | 417,515 |
| Public Safety Charges for Services | 2,729,343 | 2,432,005 | 2,500,864 | 2,010,358 |
| Other Physical Environment Charges for Services | 233,516 | 251,711 | 285,545 | 223,500 |
| Cemetery Charges for Services | 698,981 | 659,770 | 920,245 | 749,777 |
| Transportation Charges for Services | 10,445 | 10,465 | 11,079 | 7,388 |
| Parks & Recreation Activities Charges for Services | 543,938 | 598,609 | 798,403 | 503,209 |
| Golf Course Charges for Services | 1,302,481 | 1,317,225 | 1,507,905 | 1,427,200 |
| Special Facilities - Stadiums | 313,342 | 352,215 | 180,563 | 305,000 |
| Special Facilities - Buildings | 222,897 | 245,535 | 171,090 | 303,445 |
| Special Facilities - Other | 48,529 | 64,623 | 52,150 | 53,725 |
| FINES AND FORFEITS | | | | |
| Court Cases | 754,951 | 287,994 | 236,933 | 185,500 |
| Library Fines | 21,686 | 52,500 | 15,848 | 21,650 |
| Violations of Local Ordinances | 1,610,785 | 2,067,194 | 1,994,372 | 1,660,000 |
| Other Miscellaneous Fines and Forfeits | 21,436 | 82,375 | 21,336 | 55,600 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| MISCELLANEOUS REVENUE | | | | |
| Interest Earnings | (2,534,687) | 2,042,831 | 2,081,210 | 2,055,675 |
| Contributions and Donations | 76,878 | 106,660 | 171,645 | 24,450 |
| Other Miscellaneous Revenue | 1,082,789 | 936,358 | 1,128,676 | 946,134 |
| Reimbursements | 502,521 | 422,605 | 525,324 | 220,422 |
| Rents and Royalties | 180,583 | 190,865 | 200,034 | 197,242 |
| Sale of Fixed Assets | 3,089 | 164,828 | 269,485 | 15,000 |
| Transfer from Trust Funds | 232,609 | 214,589 | 214,589 | 187,455 |
| Proceeds Issuance of Long Term Debt | 43,029,529 | | | |
| NON-OPERATING REVENUES | | | | |
| Transfers In | 48,636,007 | 48,063,140 | 48,108,323 | 48,942,287 |
| PRIOR YEAR SURPLUS | 2,752,964 | 10,875,379 | (2,447,542) | 3,199,088 |
| TOTAL REVENUES | <u>168,689,517</u> | <u>139,140,627</u> | <u>130,040,096</u> | <u>136,073,204</u> |

GENERAL FUND EXPENSES

| | FY20 | FY21 | FY21 | FY22 |
|---|------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| City Commission | 168,771 | 163,031 | 138,624 | 163,339 |
| Office of the City Manager | 776,055 | 1,965,041 | 1,753,129 | 663,765 |
| Office of Innovation & Strategy | 231,469 | 273,355 | 35,168 | 248,574 |
| Information Security | 16,850 | 78,322 | 58,337 | 94,241 |
| Communications Department | 611,610 | 594,119 | 601,276 | 659,530 |
| Legal Department | 376,878 | 394,119 | 354,717 | 379,917 |
| Retirement Services | 36,663 | 155,386 | 76,160 | 161,435 |
| Internal Auditor | 60,128 | 72,619 | 75,914 | 65,865 |
| Human Resources: | | | | |
| Office of the Human Resources Director | 205,200 | 257,590 | 204,559 | 267,626 |
| Employment Services | 502,764 | 745,129 | 554,230 | 725,256 |
| Engagement and Development | 561,224 | 571,937 | 466,154 | 706,151 |
| Policy and Labor Relations | 157,510 | 187,240 | 181,534 | 204,785 |
| Risk Management Office | 746,875 | 1,100,478 | 984,146 | 1,027,204 |
| Community and Economic Development: | | | | |
| Planning | 2,649,288 | 3,879,887 | 3,443,469 | 2,525,793 |
| Code Enforcement | 1,171,327 | 1,449,480 | 1,179,781 | 1,316,866 |
| Building Inspection | 1,943,123 | | | |
| Business Tax Office | 212,169 | 223,470 | 219,843 | 233,216 |
| Finance Department: | | | | |
| Central Accounting | 1,248,886 | 1,400,933 | 1,181,240 | 1,289,818 |
| City Treasurer | (15,375) | 46,627 | 54,035 | 28,006 |
| Finance - Customer Billing | (41,094) | 77,894 | 54,733 | 13,186 |
| City Clerk / Records Retention | 628,133 | 691,430 | 674,603 | 678,868 |
| Fire Department | 25,447,981 | 22,018,300 | 21,278,964 | 22,658,358 |
| Police Department | 61,190,129 | 48,684,144 | 47,076,574 | 48,827,620 |
| Public Works: | | | | |
| Traffic Operations | 1,548,803 | 1,678,862 | 1,585,554 | 1,844,484 |
| Office Of The Public Works Director | 529,245 | 572,591 | 532,781 | 589,781 |
| Engineering | 1,425,786 | 1,698,696 | 1,474,852 | 1,438,075 |
| Public Works Construction & Maintenance | 2,395,067 | 3,728,985 | 2,533,517 | 3,288,737 |

GENERAL FUND EXPENSES

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Parks and Recreation: | | | | |
| Office Of Parks & Recreation Director | 545,093 | 629,989 | 628,348 | 674,478 |
| Parks | 11,426,241 | 12,856,478 | 11,664,366 | 12,645,593 |
| Recreation | 5,176,330 | 6,926,717 | 5,917,960 | 6,860,601 |
| Cleveland Heights Course | 2,215,985 | 2,485,319 | 2,395,702 | 2,546,503 |
| Libraries | 3,527,981 | 4,238,486 | 3,748,513 | 3,792,927 |
| Larry R. Jackson Branch Library | 450,789 | 479,665 | 407,530 | 482,577 |
| Cemeteries | 1,114,804 | 1,183,071 | 1,127,052 | 1,220,855 |
| Non-Departmental | 39,446,829 | 17,631,237 | 17,376,731 | 17,749,174 |
| TOTAL EXPENSES | 168,689,517 | 139,140,627 | 130,040,096 | 136,073,204 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| TAXES | | | | |
| PROPERTY TAXES | | | | |
| Current Ad Valorem Taxes | 37,581,149 | 40,688,831 | 40,688,831 | 44,774,384 |
| Delinquent Ad Valorem Taxes | 79,405 | 78,707 | 65,000 | 83,484 |
| Ad Valorem Tax Discounts & Costs | (1,368,984) | (2,034,442) | (1,485,000) | (2,238,719) |
| Interest On Delinquent Ad Valorem Taxes | 71,306 | 70,100 | 71,500 | 74,306 |
| | <u>36,362,875</u> | <u>38,803,196</u> | <u>39,340,331</u> | <u>42,693,455</u> |
| FRANCHISE FEES | | | | |
| Gas Companies - Franchise | 221,492 | 234,885 | 288,753 | 271,748 |
| | <u>221,492</u> | <u>234,885</u> | <u>288,753</u> | <u>271,748</u> |
| UTILITY TAXES | | | | |
| Utility Tax-Propane-7-Eleven, Inc. | 3,585 | 3,965 | 4,627 | 3,733 |
| Utility Tax-Propane-P.G.S. | 129,720 | 130,935 | 154,331 | 137,027 |
| Utility Tax-Propane - Ameri Gas | 42,111 | 42,932 | 56,150 | 52,136 |
| Utility Tax-Propane - Parker/Knowl | 978 | 775 | 902 | 783 |
| Utility Tax-Propane - Suburban Pro | 43,792 | 46,845 | 49,087 | 52,888 |
| Utility Tax-Propane - U-Haul | 2,494 | 2,815 | 2,076 | 2,333 |
| Utility Tax-Propane - Walmart | 16,820 | 18,825 | 14,759 | 15,756 |
| Utility Tax-Fuel - Circle K Stores, Inc. | 1,651 | 1,840 | 1,833 | 1,717 |
| Utility Tax-Fuel - Target | 187 | 210 | 213 | 226 |
| Utility Tax - Fuel - Ferrellgas | 4,361 | 3,635 | 5,611 | 4,818 |
| Utility Tax - Fuel - BP Energy Co. | 7,351 | 8,135 | 4,908 | 7,525 |
| Utility Tax - Propane - Winn Dixie Stores | 1,081 | 1,175 | 1,324 | 1,327 |
| Utility Tax - Propane - CVS Caremark | 630 | 675 | 784 | 596 |
| Utility Tax-Propane-Publix | 4,513 | 4,800 | 6,110 | 5,476 |
| Utility Tax-Water | 2,002,255 | 2,099,640 | 2,089,506 | 2,235,332 |
| Utility Tax-Electric | 9,039,423 | 9,024,118 | 9,289,652 | 9,170,247 |
| Telecommunication Revenues | 4,327,607 | 4,109,500 | 3,960,015 | 4,287,004 |
| Telecommunications Revenues - Prior Year Catch Up | 50,090 | 50,000 | 50,000 | 50,500 |
| Utility Tax-Propane-Walgreens | 1,681 | 1,865 | 2,455 | 1,447 |
| Utility Tax - RaceTrac | 541 | 555 | 529 | 414 |
| Utility Tax - Tiger, Inc | 2,723 | 2,980 | 2,752 | 2,288 |
| Utility Tax-Infinite Energy | 6,646 | 8,445 | 3,392 | 3,274 |
| Utility Tax - Natural Gas - Interconn Resources | 98,709 | 102,842 | 80,063 | 103,870 |
| Utility Tax - Natural Gas - Gas South | 25,186 | 28,500 | 30,278 | 33,566 |
| Utility Tax - Propane - Thompson Gas | 357 | 335 | 48 | 46 |
| | <u>15,814,493</u> | <u>15,696,342</u> | <u>15,811,405</u> | <u>16,174,329</u> |
| TOTAL TAXES AND FRANCHISE FEES | <u>52,398,860</u> | <u>54,734,423</u> | <u>55,440,489</u> | <u>59,139,532</u> |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| LICENSE AND PERMITS | | | | |
| BUILDING INSPECTION FEES | | | | |
| Building Inspection Fees | 140 | | | |
| | 140 | | | |
| BUSINESS TAX LICENSE | | | | |
| Occupational License Tax | 1,524,133 | 1,709,925 | 1,800,740 | 1,623,499 |
| Penalties-Occupational License | 15,239 | 15,300 | 28,047 | 15,500 |
| Transfer & Dup Fees-Occupational License | 183 | 215 | 435 | 215 |
| | 1,539,555 | 1,725,440 | 1,829,222 | 1,639,214 |
| TOTAL LICENSE AND PERMITS | 1,539,695 | 1,725,440 | 1,829,222 | 1,639,214 |
| INTERGOVERNMENTAL REVENUE | | | | |
| STATE REVENUE SHARING | | | | |
| Alcoholic Beverage License Tax | 111,735 | 104,500 | 115,433 | 103,619 |
| 11 Cent Cigarette Tax | 2,764,643 | 2,600,000 | 3,358,557 | 2,687,198 |
| Mobile Home License Fees | 267,367 | 237,815 | 285,568 | 271,185 |
| Local Government Half-Cent Sales Tax | 6,894,873 | 5,886,000 | 7,478,281 | 6,554,917 |
| Firefighters Compensation Tax | 74,119 | 71,400 | 71,400 | 74,200 |
| | 10,112,738 | 8,899,715 | 11,309,239 | 9,691,119 |
| OTHER LOCAL UNITS REVENUE SHARING | | | | |
| County Occupation License Tax | 71,972 | 66,000 | 56,235 | 77,500 |
| County-Wide Library Revenues | 1,054,255 | 1,207,034 | 1,190,609 | 1,190,974 |
| | 1,126,228 | 1,273,034 | 1,246,844 | 1,268,474 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| FEDERAL GRANTS | | | | |
| DOJ-Justice Assistance Grant | 24,979 | 22,908 | 22,908 | 24,979 |
| Department of Health Child Care Food Program | 4,707 | 14,588 | 14,588 | 14,600 |
| BJA-Coronavirus Emergency Supplemental Funding Program (CESF) | | 80,481 | 80,481 | |
| | <u>29,686</u> | <u>117,977</u> | <u>117,977</u> | <u>39,579</u> |
| STATE GRANTS | | | | |
| FDOT-Hwy Lighting & Traffic Signal Maint. Agreements | 391,238 | 400,890 | 402,975 | 412,917 |
| Urban Search and Rescue Team (USAR) | | 17,010 | 17,010 | |
| FOAG Victim Assistance (VOCA) | 143,241 | 148,920 | 148,920 | 148,290 |
| FDLE-Byrne Police Athletic League (PAL) | 20,874 | 22,016 | 104,551 | 20,458 |
| Lakeland Residential Historic Districts Design Guidelines Revision | 50,000 | | | |
| FDLE ESST/CHT Task Force | 1,316 | | | |
| | <u>606,669</u> | <u>588,836</u> | <u>673,456</u> | <u>581,665</u> |
| LOCAL GRANTS | | | | |
| SWFWMD WISE Grant - Turf Wireless Weather Station | | 2,756 | 2,756 | |
| | | <u>2,756</u> | <u>2,756</u> | |
| TOTAL INTERGOVERNMENTAL | <u>11,875,321</u> | <u>10,882,318</u> | <u>13,350,272</u> | <u>11,580,837</u> |
| CHARGES FOR SERVICES | | | | |
| GENERAL GOVERNMENT | | | | |
| Zoning & Subdivision Fees | 120,605 | 121,145 | 135,638 | 122,000 |
| Sales- Maps & Publication | 103 | 168 | 105 | 150 |
| Certification Copying Research Fees | 693 | 980 | 2,901 | 368 |
| County Impact Fees-Administration | 3,239 | 1,400 | 3,884 | 3,585 |
| Garnishment Fees | 6,028 | 7,320 | 6,063 | 7,280 |
| LPD Union Dues Administration Fees | 1,607 | 1,725 | 142 | 1,061 |
| School Impact Fees Admin. Charges | 30,370 | 14,995 | 44,883 | 35,500 |
| Fire Union Dues Administration Fees | 1,095 | 1,150 | 1,079 | 1,177 |
| Zoning Verification Letters | 3,660 | 3,675 | 3,690 | 3,750 |
| Special Assessment/Application Fees/All other | 2,890 | 4,200 | 5,610 | 3,570 |
| UWUA Union Dues Administration Fees | 1,027 | 1,055 | 893 | 960 |
| Payoff Request Fee | 96,300 | 89,735 | 116,213 | 97,000 |
| IBEW Union Dues Administration Fees | 12 | 12 | 8 | 14 |
| Transportation Impact Fee Admin Fee | 27,721 | 10,305 | 24,552 | 22,500 |
| Chauffeurs Permits | 473 | 335 | 335 | 300 |
| Site and Concept Plan Review Fees | 67,884 | 67,085 | 75,780 | 60,500 |
| Driveway Permit Fee | 35,030 | 31,935 | 44,129 | 57,800 |
| | <u>398,737</u> | <u>357,220</u> | <u>465,905</u> | <u>417,515</u> |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|-----------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PUBLIC SAFETY | | | | |
| Police Services Reimbursement | 1,984,841 | 1,914,260 | 1,944,935 | 1,414,408 |
| Court Witness Fees | 67 | | 75 | |
| Other Public Safety Charges | 93,617 | 103,230 | 94,068 | 88,650 |
| Permitted Fire Inspections | 50,300 | 49,445 | 69,350 | 140,300 |
| One Time Fire Permits Fee | 143,415 | 146,880 | 106,343 | 147,000 |
| Construction Plan Review Fee | 457,102 | 218,190 | 286,093 | 220,000 |
| | <u>2,729,343</u> | <u>2,432,005</u> | <u>2,500,864</u> | <u>2,010,358</u> |
| OTHER PHYSICAL ENVIRONMENT | | | | |
| Lot Clearing Prior To Assessment | 130,382 | 165,000 | 186,813 | 140,000 |
| Lot Mowing & Clearing Assessments | 3,160 | | | |
| Lot Mowing & Clearing-Interest | 29,197 | 27,111 | 57,553 | 28,500 |
| Demolition Of Bldgs-Prior | 68,227 | 59,600 | 41,179 | 55,000 |
| Demolition Of Bldgs-Assessments | 2,550 | | | |
| | <u>233,516</u> | <u>251,711</u> | <u>285,545</u> | <u>223,500</u> |
| CEMETERY | | | | |
| Opening Graves-Oakhill | 140,673 | 185,000 | 158,783 | 157,463 |
| Opening Graves-Roselawn | 1,626 | 2,000 | 1,791 | 1,986 |
| Opening Graves-Laurel Hill | 2,658 | 5,125 | 2,700 | 2,700 |
| All Other Revenues-Oakhill | 42,241 | 44,730 | 50,112 | 42,241 |
| All Other Revenues -Laurel Hill | 209 | 735 | 400 | 200 |
| Cemetery Lots-Oak Hill | 408,691 | 420,945 | 565,118 | 425,484 |
| Cemetery Lots-Laurel Hill | | 1,000 | | |
| All Other Revenues -Roselawn | 70 | 235 | 70 | 100 |
| Opening Graves-Oakhill-Overtime | 102,813 | | 141,271 | 119,603 |
| | <u>698,981</u> | <u>659,770</u> | <u>920,245</u> | <u>749,777</u> |
| TRANSPORTATION | | | | |
| Other Transportation Receipts | 10,445 | 10,465 | 11,079 | 7,388 |
| | <u>10,445</u> | <u>10,465</u> | <u>11,079</u> | <u>7,388</u> |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PARKS AND RECREATION | | | | |
| Recreation: | | | | |
| Program Activity Fees | 202,443 | 219,700 | 319,941 | 225,530 |
| Swimming Pools | 75,369 | 77,500 | 109,962 | 95,150 |
| Swimming Classes | 294 | 4,450 | 18,727 | 5,350 |
| Tennis Court Fees | 14,545 | 16,565 | 9,577 | 14,550 |
| Tournament Fees | 1,288 | 2,900 | 16,334 | 1,800 |
| Recreation Fees | 5,932 | | 35 | |
| Concessions-Contractual | 105 | 195 | 122 | 95 |
| Parade Entry Fee | 3,440 | 5,250 | | 5,250 |
| Locker Rental | 96 | 100 | 87 | 100 |
| Weight Room Fees | 54,679 | 48,712 | 73,299 | 58,200 |
| Payroll Charges - Recreation | | 37,026 | 46,665 | 11,500 |
| Personal Trainer Facility Use Fees | 8,742 | 9,868 | 11,840 | 10,100 |
| Base Fee Surcharge | 6,476 | 6,517 | 6,633 | 6,775 |
| LCT Ticket Sales | 2,359 | 2,359 | 4,685 | 2,359 |
| Activity Card Fees | 12,840 | 20,000 | 17,238 | 16,000 |
| | 388,607 | 451,142 | 635,145 | 452,759 |
| Parks: | | | | |
| All Other Park & Rec Fees | 39,029 | 42,516 | 47,673 | 44,250 |
| Overtime Charges - Parks | 110,216 | 98,809 | 109,369 | |
| Proceeds from Swan Feeders | 6,085 | 5,160 | 6,216 | 6,200 |
| Hourly Fee Surcharge | | 982 | | |
| | 155,331 | 147,467 | 163,258 | 50,450 |
| Golf Course: | | | | |
| Cart Fees | 95,740 | 110,250 | 92,206 | 81,500 |
| Green Fees | 795,831 | 789,600 | 918,320 | 900,000 |
| Range Fees | 36,413 | 24,150 | 45,527 | 45,800 |
| Membership Dues | 57,020 | 52,500 | 44,270 | 45,000 |
| Food Sales | 29,196 | 31,500 | 27,575 | 17,000 |
| Merchandise Sales | 65,160 | 75,075 | 73,265 | 58,900 |
| Greens Replacement Fee | 176,560 | 129,150 | 211,117 | 182,000 |
| Golf Lessons | 4,995 | 8,400 | 6,250 | 5,500 |
| Golf Course Tournament Fees | 41,566 | 96,600 | 89,375 | 91,500 |
| | 1,302,481 | 1,317,225 | 1,507,905 | 1,427,200 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PARKS & RECREATION FACILITIES - STADIUMS | | | | |
| Tigertown Dorm Rental | | 16,215 | 16,215 | |
| Marchant Stadium Parking | 164,632 | 231,000 | 49,906 | 200,000 |
| Marchant Stadium-Training | 148,710 | 105,000 | 114,442 | 105,000 |
| | <u>313,342</u> | <u>352,215</u> | <u>180,563</u> | <u>305,000</u> |
| SPECIAL PARKS & RECREATION FACILITIES - BUILDINGS | | | | |
| Lake Mirror Center | 40,509 | 55,000 | 11,772 | 50,420 |
| Lake Mirror Theater | | 1,000 | 1,000 | 1,000 |
| Lake Mirror Loggia | 3,462 | 3,180 | 4,032 | 3,500 |
| Lake Mirror Glass Lounge | 904 | 900 | 900 | 900 |
| Magnolia Building | 77,479 | 75,000 | 44,237 | 99,075 |
| Coleman-Bush Building-East | 1,536 | 1,280 | 1,536 | 1,550 |
| Coleman-Bush Building-West | 22,797 | 15,425 | 14,474 | 27,500 |
| Peggy Brown Building - Upstairs | 32,732 | 45,000 | 26,350 | 50,300 |
| Peggy Brown Building - Downstairs | 449 | 500 | 868 | 1,000 |
| Facility Rentals | 43,030 | 48,250 | 50,628 | 58,000 |
| Lake Crago Large Room | | | 3,942 | 600 |
| Lake Crago Activity Room Lg | | | 3,844 | 3,500 |
| Lake Crago Activity Room Sm | | | 2,397 | 1,500 |
| Lake Crago Education Amphitheater | | | 1,428 | 1,000 |
| Lake Crago Patio | | | 3,682 | 3,600 |
| | <u>222,897</u> | <u>245,535</u> | <u>171,090</u> | <u>303,445</u> |
| SPECIAL PARKS & RECREATION FACILITIES - OTHER | | | | |
| Lake Mirror Park Fees | 13,920 | 17,735 | 7,765 | 14,800 |
| Hollis Gardens Rentals | 12,661 | 11,470 | 12,334 | 12,750 |
| The Mirrors Pavilion | | | 200 | |
| Common Ground Park-Pavilions | 10,199 | 12,705 | 13,680 | 11,500 |
| Railroad Pavilion | 488 | 400 | 535 | 500 |
| Lake Parker Park-Pavilions | 9,856 | 18,977 | 16,036 | 12,500 |
| Bowling Greens | 293 | 325 | 300 | 325 |
| Shuffleboard Club | 645 | 1,594 | 650 | 650 |
| Main St. Overlook Park | | 116 | | 200 |
| Skate Park | 468 | 1,301 | 650 | 500 |
| | <u>48,529</u> | <u>64,623</u> | <u>52,150</u> | <u>53,725</u> |
| OTHER CHARGES FOR SERVICES | | | | |
| Building Leases - Other | 1 | | 1 | 1 |
| Non-Utility Right of Way Use Permit | 2,045 | 1,750 | 2,000 | 2,000 |
| Clearing Account | 246 | | 1,730 | |
| Parking Leases | | | 2,400 | |
| | <u>2,292</u> | <u>1,750</u> | <u>6,131</u> | <u>2,001</u> |
| TOTAL CHARGES FOR SERVICES | <u>6,504,501</u> | <u>6,291,128</u> | <u>6,899,880</u> | <u>6,003,118</u> |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| FINES AND FORFEITS | | | | |
| Court Cases | 130,881 | 211,470 | 161,868 | 157,500 |
| Confiscated Cash-Statute 932 | 600,013 | 47,124 | 47,124 | |
| Police Education | 24,058 | 29,400 | 27,941 | 28,000 |
| Library Fines | 21,686 | 52,500 | 15,848 | 21,650 |
| Code Enforcement Board | 288,737 | 442,194 | 442,194 | 335,000 |
| Bad Check Charges | 646 | 1,045 | 60 | 650 |
| Red Light Camera Citation Revenue | 1,322,049 | 1,625,000 | 1,552,178 | 1,325,000 |
| Tree Fines and Fees | 4,100 | 66,950 | 2,975 | 38,300 |
| Penalties on Assessments | 16,691 | 14,380 | 18,301 | 16,650 |
| TOTAL FINES AND FORFEITS | 2,408,859 | 2,490,063 | 2,268,489 | 1,922,750 |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Scrap Sales | 1,145 | 1,835 | 5,243 | 1,800 |
| Insurance Proceeds - Workers Comp Claims | 76,521 | 126,000 | 149,522 | 92,800 |
| All Other Misc Revenue | 304,671 | 163,992 | 139,702 | 205,785 |
| Refund of Prior Year Expenses | 158,061 | 143 | 58,106 | |
| Commissions | 530,000 | 530,000 | 530,000 | 530,991 |
| Prior Years Revenue | | | 2,410 | |
| DC Plan Forfeitures | | 84,000 | 207,630 | 84,000 |
| Non-Utility Revenue - Fiber | | 21,588 | 21,588 | 21,588 |
| Cash Over And Short | 60 | | 101 | 20 |
| Credit Card Convenience Fees | 11,057 | 8,800 | 12,488 | 9,150 |
| Cancellation Fees | 1,275 | | 1,886 | |
| Transfer from Trust Funds | 232,609 | 214,589 | 214,589 | 187,455 |
| Proceeds Issuance of Long Term Debt | 43,029,529 | | | |
| | 44,344,927 | 1,150,947 | 1,343,265 | 1,133,589 |
| SALES OF FIXED ASSETS | | | | |
| Surplus Land Sales | | 149,828 | 144,922 | |
| Surplus Furniture & Equipment Sales | | | 14,400 | |
| Proceeds from Sale of Easements & Right of Ways | 3,089 | 15,000 | 110,163 | 15,000 |
| | 3,089 | 164,828 | 269,485 | 15,000 |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| CONTRIBUTIONS & DONATIONS | | | | |
| Do the Right Thing - Donations | | 4,000 | 4,000 | |
| Red White & Kaboom Celebration | 100 | 21,000 | 22,319 | 21,000 |
| AED Units for LPD Patrol Cars | | 25,000 | 25,000 | |
| Tree Trust Fund | | 1,000 | 57,650 | 250 |
| Downtown Street Furniture | 3,600 | | | |
| Holly Jolly Jinglebell Jog | 15,228 | 11,340 | 11,340 | |
| UHC Communications | 9,852 | | | |
| MLK Festivities | 3,505 | | | 3,200 |
| Miscellaneous Contributions & Donations | 44,593 | 44,320 | 51,336 | |
| | <u>76,878</u> | <u>106,660</u> | <u>171,645</u> | <u>24,450</u> |
| REIMBURSEMENTS | | | | |
| All Other Reimbursements & Recoveries | 1,484 | | 299 | |
| Investigative Cost Reimbursement | 168,678 | 153,208 | 181,675 | 135,000 |
| Sun'N' Fun Reimbursements | 97,786 | 86,692 | 83,562 | 85,422 |
| Reimbursements / Loss Recovery | 234,574 | 182,705 | 259,788 | |
| | <u>502,521</u> | <u>422,605</u> | <u>525,324</u> | <u>220,422</u> |
| RENTS AND ROYALTIES | | | | |
| PCC Lease Of Police Vehicles | | 1,575 | 1,500 | 1,500 |
| Tower Space Rental | 28,693 | 21,700 | 29,415 | 30,159 |
| Rental Income | 6,656 | 6,656 | 6,789 | 3,000 |
| Buildings-Amtrak Lease | 57,464 | 58,221 | 60,161 | 61,128 |
| Magnolia Building - Garden Bistro | 17,705 | 17,705 | 18,253 | 17,995 |
| Alltel Tower Rent | 57,286 | 59,448 | 58,356 | 57,900 |
| Parking Garage - Sun Trust - Leased | 12,780 | 25,560 | 25,560 | 25,560 |
| | <u>180,583</u> | <u>190,865</u> | <u>200,034</u> | <u>197,242</u> |
| INVESTMENT INCOME | | | | |
| Interest On Investments | 169 | | | |
| Interest on Pooled Investments | 1,808,076 | 2,021,621 | 2,060,000 | 2,034,250 |
| Interest From County | 21,133 | 21,210 | 21,210 | 21,425 |
| Market Value Restatement | (4,364,064) | | | |
| | <u>(2,534,687)</u> | <u>2,042,831</u> | <u>2,081,210</u> | <u>2,055,675</u> |
| TOTAL MISCELLANEOUS REVENUE | <u>42,573,312</u> | <u>4,078,736</u> | <u>4,590,963</u> | <u>3,646,378</u> |

GENERAL FUND REVENUES

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from Public Improvement Fund | 4,827,000 | 5,000,000 | 5,000,000 | 4,900,000 |
| Transfer from Fleet Mgmt Fund | 2,856 | 2,856 | 2,856 | 2,856 |
| Transfer from Purchasing & Stores | 1,632 | 1,632 | 1,632 | 1,632 |
| Transfer from WW Operations | 4,536,542 | 4,672,338 | 4,672,338 | 4,812,209 |
| Transfer from WW R&R | | 175,000 | 175,000 | 100,000 |
| Transfer from Parking System | 60,715 | 63,725 | 63,725 | 65,622 |
| Transfer from RP Funding Center | 5,609 | 5,609 | 5,609 | 5,609 |
| Transfer from Lakeland Linder International Airport | 50,642 | 150,642 | 150,642 | 502,142 |
| Transfer from Solid Waste Management | 1,819,833 | 2,653,083 | 2,653,083 | 1,638,833 |
| Transfer from Water Operations | 4,540,112 | 4,678,664 | 4,678,664 | 4,818,575 |
| Transfer from Water R&R | | 175,000 | 175,000 | 100,000 |
| Transfer from Stormwater Utilities Fund | 918 | 918 | 918 | 918 |
| Transfer from Facilities Maintenance Fund | 6,527 | 6,527 | 6,527 | 6,527 |
| Transfer from Information Technology | 8,261 | 8,261 | 8,261 | 8,261 |
| Transfer from Electric Operations | 31,588,683 | 30,037,038 | 30,037,038 | 31,424,994 |
| Transfer from CRA | 288,207 | 288,207 | 288,207 | 296,853 |
| Transfer from Building Inspection Fund | 705,044 | | | |
| Transfer from Impact Fees | 193,426 | 143,640 | 188,823 | 257,256 |
| TOTAL TRANSFERS FROM OTHER FUNDS | 48,636,007 | 48,063,140 | 48,108,323 | 48,942,287 |
| SUB-TOTAL | 165,936,553 | 128,265,248 | 132,487,638 | 132,874,116 |
| PRIOR YEAR SURPLUS | 2,752,964 | 10,875,379 | (2,447,542) | 3,199,088 |
| TOTAL REVENUES | 168,689,517 | 139,140,627 | 130,040,096 | 136,073,204 |

**GENERAL FUND
City Commission**

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | <u>348,431</u> | <u>346,585</u> | <u>324,671</u> | <u>349,404</u> |
| UTILITIES | | | | |
| Water Service | 220 | 226 | 227 | 237 |
| Electric Service | 3,343 | 3,370 | 3,627 | 3,620 |
| Wastewater Service | 247 | 256 | 252 | 261 |
| Solid Waste Service | 397 | 397 | 397 | 397 |
| Solid Waste Service - Recycling | 37 | 37 | 37 | 40 |
| | <u>4,244</u> | <u>4,286</u> | <u>4,540</u> | <u>4,555</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 14,141 | 14,447 | 13,408 | 12,394 |
| Intra-Departmental Charges - Telephone | 6,123 | 5,880 | 5,880 | 5,052 |
| Intra-Departmental Charges - Facilities | 10,369 | 10,396 | 10,396 | 10,855 |
| Intra-Departmental Charges - Janitorial | 7,835 | 8,108 | 8,108 | 7,878 |
| Intra-Departmental Charges - Training Ctr | 49 | 49 | 49 | 53 |
| Intra-Departmental Charges - IT Operations - Application Dev | 5,252 | 5,571 | 5,571 | 7,106 |
| Intra-Departmental Charges - IT Operations - Network Support | 10,173 | 10,183 | 9,257 | 8,482 |
| | <u>54,375</u> | <u>55,046</u> | <u>53,081</u> | <u>52,282</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 3,800 | 5,300 | 4,728 | 3,857 |
| Advertising | | 577 | 577 | 585 |
| Printing & Photography | 108 | 587 | 587 | 596 |
| Postage & Mailing | 1,319 | 1,049 | 1,500 | 1,523 |
| Subscription & Membership | 23,403 | 24,755 | 23,945 | 27,100 |
| Telephone Communications | 86 | 1 | | |
| Travel | 8,960 | 18,388 | 18,388 | 32,000 |
| Training | | 126 | 126 | 2,157 |
| All Other Sundry Charges | 5,708 | 10,432 | 10,432 | 6,020 |
| Expense Allowance | 13,957 | 13,800 | 13,800 | 14,007 |
| Ridge League Meeting Expenses | | 15,090 | 15,240 | 15,500 |
| Office Supplies | 3,793 | 2,309 | 2,309 | 3,460 |
| Equipment - Noncapital | | 586 | 586 | 595 |
| | <u>61,135</u> | <u>93,000</u> | <u>92,218</u> | <u>107,400</u> |

**GENERAL FUND
City Commission**

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Youth Task Force | | 1,000 | 1,000 | 1,000 |
| Gang Taskforce | 9,206 | 10,000 | 10,000 | 10,000 |
| Sister Cities International | 5,000 | 5,000 | 5,000 | 5,000 |
| City Commission Retreat | 9,556 | 24,151 | 24,151 | 24,513 |
| Citizen of the Quarter | | 2,000 | 2,000 | 2,000 |
| | <u>23,762</u> | <u>42,151</u> | <u>42,151</u> | <u>42,513</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (4,252) | (4,974) | (4,974) | (5,036) |
| Cost Allocated - Purchasing | (4,252) | (4,974) | (4,974) | (5,036) |
| Cost Allocated - RP Funding Center | (12,757) | (14,923) | (14,923) | |
| Cost Allocated - Solid Waste Management | (8,505) | (9,948) | (9,948) | (6,698) |
| Cost Allocated - Airport | (12,757) | (14,923) | (14,923) | (25,634) |
| Cost Allocated - Parking | (12,757) | (14,923) | (14,923) | (15,562) |
| Cost Allocated - Wastewater | (23,388) | (27,358) | (27,358) | (29,360) |
| Cost Allocated - Electric | (204,110) | (238,760) | (238,760) | (250,042) |
| Cost Allocated - Water | (23,388) | (27,358) | (27,358) | (29,814) |
| Cost Allocated - Stormwater Utility | (8,505) | (9,948) | (9,948) | (10,072) |
| Cost Allocated - Facilities Maintenance Fund | (4,252) | (4,974) | (4,974) | (5,489) |
| Cost Allocated - Information Technology | (4,252) | (4,974) | (4,974) | (5,036) |
| Cost Allocated - Building Inspection Fund | | | | (5,036) |
| | <u>(323,175)</u> | <u>(378,037)</u> | <u>(378,037)</u> | <u>(392,815)</u> |
| GRAND TOTAL | <u>168,771</u> | <u>163,031</u> | <u>138,624</u> | <u>163,339</u> |

**GENERAL FUND
City Manager**

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,051,435 | 1,108,725 | 929,831 | 1,058,398 |
| UTILITIES | | | | |
| Water Service | 361 | 325 | 371 | 342 |
| Electric Service | 4,812 | 4,855 | 5,221 | 5,211 |
| Wastewater Service | 356 | 368 | 363 | 376 |
| Solid Waste Service | 572 | 572 | 572 | 572 |
| Solid Waste Service - Recycling | 53 | 53 | 53 | 58 |
| | <u>6,153</u> | <u>6,173</u> | <u>6,580</u> | <u>6,559</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 53,328 | 2,881 | 2,881 | 9,696 |
| Intra-Departmental Charges - PC & Network Support | 13,387 | 13,617 | 12,638 | 11,757 |
| Intra-Departmental Charges - Telephone | 2,826 | 2,714 | 2,714 | 2,332 |
| Intra-Departmental Charges - Radios | 569 | 571 | 571 | 481 |
| Intra-Departmental Charges - Facilities | 15,568 | 15,609 | 15,609 | 16,298 |
| Intra-Departmental Charges - Janitorial | 11,763 | 12,174 | 12,174 | 11,829 |
| Intra-Departmental Charges - Training Ctr | 247 | 247 | 247 | 373 |
| Intra-Departmental Charges - IT Operations - GIS | 3,982 | 2,215 | 2,215 | 1,767 |
| Intra-Departmental Charges - IT Operations - Application Dev | 17,385 | 25,640 | 25,640 | 23,381 |
| Intra-Departmental Charges - IT Operations - Network Support | 9,849 | 9,943 | 9,017 | 8,230 |
| | <u>128,904</u> | <u>85,611</u> | <u>83,706</u> | <u>86,144</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 15,000 | 17,098 | 17,098 | 7,000 |
| Printing & Photography | | | | |
| Postage & Mailing | | 100 | 100 | 102 |
| Subscription & Membership | 9,438 | 10,000 | 10,000 | 6,000 |
| Telephone Communications | 2,649 | 3,000 | 3,000 | 3,045 |
| Travel | 5,164 | 17,300 | 17,300 | 32,200 |
| Training | 296 | 2,000 | 2,000 | 2,030 |
| All Other Sundry Charges | 76 | 1,460 | 1,460 | 1,482 |
| Software License & Maintenance | 22,050 | 22,290 | 22,290 | 22,624 |
| Office Supplies | 1,046 | 2,500 | 2,500 | 2,538 |
| | <u>55,719</u> | <u>75,748</u> | <u>75,748</u> | <u>77,021</u> |

**GENERAL FUND
City Manager**

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-------------------------|-------------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Targeted Economic Opportunities | | 450,000 | 450,000 | 200,000 |
| Catalyst Site Evaluations | | 986,250 | 986,250 | |
| City Manager Recruitment | 14,000 | 41,000 | 9,480 | |
| Day of Unity | 2,000 | | | |
| Department Head Retreat | | | | 1,500 |
| | <u>16,000</u> | <u>1,477,250</u> | <u>1,445,730</u> | <u>201,500</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (11,396) | (12,717) | (12,717) | (12,353) |
| Cost Allocated - Purchasing | (22,792) | (25,434) | (25,434) | (24,705) |
| Cost Allocated - RP Funding Center | (22,792) | (25,434) | (25,434) | |
| Cost Allocated - Solid Waste Management | (22,792) | (25,434) | (25,434) | (27,423) |
| Cost Allocated - Airport | (22,792) | (25,434) | (25,434) | (25,446) |
| Cost Allocated - Parking | (22,792) | (25,434) | (25,434) | (25,446) |
| Cost Allocated - Wastewater | (125,356) | (139,890) | (139,890) | (138,595) |
| Cost Allocated - Electric | (250,712) | (279,779) | (279,779) | (285,343) |
| Cost Allocated - Water | (125,356) | (139,890) | (139,890) | (139,336) |
| Cost Allocated - Stormwater Utility | (11,396) | (12,717) | (12,717) | (12,353) |
| Cost Allocated - Facilities Maintenance Fund | (22,792) | (25,434) | (25,434) | (24,705) |
| Cost Allocated - Information Technology | (34,188) | (38,152) | (38,152) | (37,058) |
| Cost Allocated - Building Inspection Fund | | (12,717) | (12,717) | (13,094) |
| | <u>(695,156)</u> | <u>(788,466)</u> | <u>(788,466)</u> | <u>(765,857)</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer to Downtown CRA Fund | 213,000 | | | |
| | <u>213,000</u> | | | |
| GRAND TOTAL | <u>776,055</u> | <u>1,965,041</u> | <u>1,753,129</u> | <u>663,765</u> |

GENERAL FUND
Office of Innovation and Strategy

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 524,875 | 536,478 | 298,291 | 487,008 |
| INSURANCES | | | | |
| Insurance - Fire | | | | 275 |
| | | | | <u>275</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 466 | 412 | 412 | 476 |
| Intra-Departmental Charges - PC & Network Support | 8,630 | 8,689 | 8,689 | 8,307 |
| Lakeland Electric Charges | 26,376 | 27,167 | 27,167 | 29,731 |
| Intra-Departmental Charges - Telephone | 3,320 | 2,714 | 2,714 | 2,332 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 266 |
| Intra-Departmental Charges - IT Operations - GIS | | | | 2,001 |
| Intra-Departmental Charges - IT Operations - Application Dev | 20,121 | 30,622 | 30,622 | 11,486 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,523 | 6,480 | 6,480 | 5,938 |
| | <u>65,733</u> | <u>76,381</u> | <u>76,381</u> | <u>60,537</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 1,899 | 8,767 | 8,767 | 8,898 |
| Annual Audit | 1,285 | 733 | 733 | 1,324 |
| Printing & Photography | 2,696 | 8,292 | 8,292 | 8,416 |
| Subscription & Membership | 442 | 1,558 | 1,558 | 1,581 |
| Telephone Communications | 899 | 2,018 | 2,018 | 2,048 |
| Travel | | 4,000 | 4,000 | 4,060 |
| Training | 337 | 2,500 | 2,500 | 2,537 |
| All Other Sundry Charges | | 224 | 224 | 227 |
| Software License & Maintenance | | 960 | 960 | 488 |
| Office Supplies | 317 | 690 | 690 | 700 |
| Equipment - Noncapital | | 2,166 | 2,166 | 2,198 |
| | <u>7,874</u> | <u>31,908</u> | <u>31,908</u> | <u>32,477</u> |
| DEBT SERVICE | | | | |
| Interest Expense - Konica | 18 | | | |
| Principal Payment - Konica | 1,623 | | | |
| | <u>1,641</u> | | | |
| SPECIAL PROJECTS | | | | |
| Florida Benchmarking Consortium (FBC) | 3,000 | | | |
| Process Improvement Events | 408 | 2,721 | 2,721 | 2,762 |
| | <u>3,408</u> | <u>2,721</u> | <u>2,721</u> | <u>2,762</u> |

GENERAL FUND
Office of Innovation and Strategy

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (19,932) | (19,691) | (19,691) | (17,605) |
| Cost Allocated - Purchasing | (6,644) | (6,564) | (6,564) | (5,868) |
| Cost Allocated - RP Funding Center | (19,932) | (19,691) | (19,691) | |
| Cost Allocated - Solid Waste Management | (33,220) | (32,819) | (32,819) | (31,277) |
| Cost Allocated - Airport | (13,288) | (13,127) | (13,127) | (12,264) |
| Cost Allocated - Parking | (13,288) | (13,127) | (13,127) | (12,264) |
| Cost Allocated - Wastewater | (33,220) | (32,819) | (32,819) | (31,277) |
| Cost Allocated - Electric | (132,879) | (131,275) | (131,275) | (127,046) |
| Cost Allocated - Water | (33,220) | (32,819) | (32,819) | (31,806) |
| Cost Allocated - Stormwater Utility | (13,288) | (13,127) | (13,127) | (11,736) |
| Cost Allocated - Facilities Maintenance Fund | (19,932) | (19,691) | (19,691) | (17,605) |
| Cost Allocated - Information Technology | (33,220) | (32,819) | (32,819) | (29,341) |
| Cost Allocated - Building Inspection Fund | | (6,564) | (6,564) | (6,396) |
| | <u>(372,063)</u> | <u>(374,133)</u> | <u>(374,133)</u> | <u>(334,485)</u> |
| GRAND TOTAL | 231,469 | 273,355 | 35,168 | 248,574 |

GENERAL FUND Information Security

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 386,994 | 407,673 | 387,360 | 414,104 |
| INSURANCES | | | | |
| Insurance - Cyber Liability | | | | 150,000 |
| | | | | 150,000 |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 397 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 10,055 | 10,012 | 10,340 | 9,581 |
| Lakeland Electric Charges | 6,087 | 6,270 | 6,270 | 6,860 |
| Intra-Departmental Charges - Telephone | 1,413 | 1,357 | 1,357 | 1,165 |
| Intra-Departmental Charges - Training Ctr | 99 | 99 | 99 | 160 |
| Intra-Departmental Charges - IT Operations - Application Dev | 12,335 | 13,463 | 13,463 | 13,577 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,042 | 6,004 | 6,004 | 5,466 |
| | 36,427 | 37,617 | 37,945 | 37,271 |
| ALL OTHER O&M | | | | |
| Contractual Services | 3,575 | 13,750 | 13,750 | 13,750 |
| Telephone Communications | 1,175 | 1,500 | 1,500 | 1,500 |
| Training | 2,998 | 20,000 | 20,000 | 11,000 |
| Software License & Maintenance | 154,765 | 158,000 | 158,000 | 158,000 |
| Computer Software | 7,770 | 30,450 | 30,450 | 30,450 |
| Office Supplies | 106 | 800 | 800 | 800 |
| Equipment - Noncapital | 125 | 2,790 | 2,790 | 2,790 |
| | 170,514 | 227,290 | 227,290 | 218,290 |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (26,786) | (27,122) | (27,122) | (34,728) |
| Cost Allocated - Purchasing | (26,786) | (27,122) | (27,122) | (34,728) |
| Cost Allocated - RP Funding Center | (26,786) | (27,122) | (27,122) | |
| Cost Allocated - Solid Waste Management | (26,786) | (27,122) | (27,122) | (38,548) |
| Cost Allocated - Airport | (26,786) | (27,122) | (27,122) | (35,770) |
| Cost Allocated - Parking | (26,786) | (27,122) | (27,122) | (35,770) |
| Cost Allocated - Wastewater | (26,786) | (27,122) | (27,122) | (38,548) |
| Cost Allocated - Electric | (148,511) | (157,595) | (157,595) | (185,403) |
| Cost Allocated - Water | (26,786) | (27,122) | (27,122) | (39,590) |
| Cost Allocated - Stormwater Utility | (26,786) | (27,122) | (27,122) | (34,728) |
| Cost Allocated - Facilities Maintenance Fund | (26,786) | (27,122) | (27,122) | (34,728) |
| Cost Allocated - Information Technology | (160,714) | (162,731) | (162,731) | (208,368) |
| Cost Allocated - Building Inspection Fund | | (2,712) | (2,712) | (4,515) |
| | (577,085) | (594,258) | (594,258) | (725,424) |
| GRAND TOTAL | 16,850 | 78,322 | 58,337 | 94,241 |

GENERAL FUND Communications

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 650,239 | 667,802 | 656,578 | 689,624 |
| UTILITIES | | | | |
| Water Service | 188 | 240 | 198 | 252 |
| Electric Service | 3,554 | 3,582 | 3,500 | 3,849 |
| Wastewater Service | 263 | 272 | 265 | 278 |
| Solid Waste Service | 422 | 422 | 422 | 422 |
| Solid Waste Service - Recycling | 39 | 39 | 39 | 43 |
| | <u>4,466</u> | <u>4,555</u> | <u>4,424</u> | <u>4,844</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 3,743 | 3,498 | 3,743 | 3,304 |
| Gasoline - Fleet Management | 215 | 177 | 125 | 175 |
| Maintenance - Fleet Management | 3,715 | 3,516 | 1,884 | 3,464 |
| Purchasing & Stores Service | 11,273 | 15,000 | 15,000 | 11,081 |
| Intra-Departmental Charges - PC & Network Support | 18,306 | 17,871 | 19,422 | 17,962 |
| Intra-Departmental Charges - Telephone | 5,181 | 7,000 | 7,000 | 5,052 |
| Intra-Departmental Charges - Radios | 569 | 571 | 571 | 481 |
| Intra-Departmental Charges - Facilities | 10,369 | 10,396 | 10,396 | 10,855 |
| Intra-Departmental Charges - Janitorial | 7,835 | 8,108 | 8,108 | 7,878 |
| Intra-Departmental Charges - Training Ctr | 396 | 1,000 | 396 | 373 |
| Intra-Departmental Charges - IT Operations - Application Dev | 123,584 | 5,000 | 5,000 | 114,781 |
| Intra-Departmental Charges - IT Operations - Network Support | 13,188 | 250 | 13,645 | 12,472 |
| | <u>198,374</u> | <u>72,387</u> | <u>85,290</u> | <u>187,878</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 1,920 | 15,000 | 15,000 | 15,000 |
| Leases | | | | |
| Repair Of Equipment | 276 | 1,000 | 1,000 | 1,000 |
| Printing & Photography | 3,418 | 5,391 | 5,000 | 5,000 |
| Postage & Mailing | | 250 | 250 | 250 |
| Subscription & Membership | 1,715 | 3,040 | 3,040 | 3,050 |
| Telephone Communications | 2,777 | 3,200 | 3,200 | 3,200 |
| Travel | 2,429 | 3,300 | 3,300 | 3,300 |
| Training | 100 | 3,500 | 3,500 | 3,500 |
| All Other Sundry Charges | 188 | 300 | 300 | 300 |
| Software License & Maintenance | | 960 | 960 | 960 |
| Office Supplies | 6,217 | 7,000 | 7,000 | 7,000 |
| Equipment - Noncapital | 16,732 | 17,000 | 17,000 | 10,000 |
| Food Purchases | 76 | 700 | 700 | 700 |
| | <u>35,848</u> | <u>60,641</u> | <u>60,250</u> | <u>53,260</u> |

GENERAL FUND Communications

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| DEBT SERVICE | | | | |
| Interest Expense - Canon | 180 | | | |
| Principal Payment - Canon | 2,137 | | | |
| | <u>2,317</u> | | | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | 8,598 | 6,000 | 12,000 | 12,000 |
| | <u>8,598</u> | <u>6,000</u> | <u>12,000</u> | <u>12,000</u> |
| SPECIAL PROJECTS | | | | |
| Employee / City Manager Annual Meeting | 5,458 | 7,145 | 7,145 | |
| Web Re-Design | 2,085 | 4,000 | 4,000 | 4,000 |
| Citizens' Academy | 440 | 1,300 | 1,300 | 1,400 |
| Red White & Kaboom Celebration | | 21,800 | 21,800 | 21,800 |
| Access Lakeland Newsletter | 13,800 | 9,000 | 9,000 | 9,000 |
| Web & Social Media Monitoring | 15,953 | 25,000 | 25,000 | 25,000 |
| Canned Tuna Concerts | | 5,000 | 5,000 | |
| | <u>37,737</u> | <u>73,245</u> | <u>73,245</u> | <u>61,200</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (18,627) | (16,139) | (16,139) | (19,404) |
| Cost Allocated - RP Funding Center | (9,313) | (8,070) | (8,070) | |
| Cost Allocated - Solid Waste Management | (65,194) | (56,488) | (56,488) | (68,982) |
| Cost Allocated - Airport | (18,627) | (16,139) | (16,139) | (19,695) |
| Cost Allocated - Parking | (9,313) | (8,070) | (8,070) | (9,993) |
| Cost Allocated - Wastewater | (46,567) | (40,349) | (40,349) | (49,578) |
| Cost Allocated - Electric | (74,508) | (64,558) | (64,558) | (82,954) |
| Cost Allocated - Water | (46,567) | (40,349) | (40,349) | (49,869) |
| Cost Allocated - Stormwater Utility | (9,313) | (8,070) | (8,070) | (9,702) |
| Cost Allocated - Facilities Maintenance Fund | (9,313) | (8,070) | (8,070) | (9,702) |
| Cost Allocated - Information Technology | (18,627) | (16,139) | (16,139) | (19,404) |
| Cost Allocated - Building Inspection Fund | | (8,070) | (8,070) | (9,993) |
| | <u>(325,969)</u> | <u>(290,511)</u> | <u>(290,511)</u> | <u>(349,276)</u> |
| GRAND TOTAL | <u>611,610</u> | <u>594,119</u> | <u>601,276</u> | <u>659,530</u> |

GENERAL FUND
Legal

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | <u>674,249</u> | <u>741,910</u> | <u>702,057</u> | <u>762,894</u> |
| UTILITIES | | | | |
| Water Service | 386 | 396 | 398 | 416 |
| Electric Service | 5,859 | 5,908 | 6,356 | 6,345 |
| Wastewater Service | 433 | 448 | 442 | 458 |
| Solid Waste Service | 696 | 696 | 696 | 696 |
| Solid Waste Service - Recycling | 65 | 65 | 65 | 70 |
| | <u>7,439</u> | <u>7,513</u> | <u>7,957</u> | <u>7,985</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 11,852 | 11,971 | 12,279 | 11,487 |
| Intra-Departmental Charges - Telephone | 4,710 | 4,523 | 4,523 | 3,885 |
| Intra-Departmental Charges - Facilities | 18,168 | 18,215 | 18,215 | 19,020 |
| Intra-Departmental Charges - Janitorial | 13,728 | 14,206 | 14,206 | 13,804 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 320 |
| Intra-Departmental Charges - IT Operations - GIS | | 150 | | 127 |
| Intra-Departmental Charges - IT Operations - Application Dev | 21,496 | 14,552 | 14,552 | 15,902 |
| Intra-Departmental Charges - IT Operations - Network Support | 10,066 | 10,093 | 9,942 | 9,079 |
| | <u>80,750</u> | <u>74,419</u> | <u>74,426</u> | <u>74,086</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 25 | 6,460 | 6,460 | 8,450 |
| Legal Fees | 383,590 | 237,631 | 237,631 | 241,196 |
| Professional Services | 7,009 | 4,685 | 4,685 | 8,815 |
| Repair Of Equipment | | 205 | 205 | 208 |
| Printing & Photography | 386 | 467 | 467 | 474 |
| Postage & Mailing | 1,144 | 1,571 | 1,571 | 1,595 |
| Subscription & Membership | 38,598 | 39,008 | 39,008 | 31,473 |
| Telephone Communications | 767 | 1,076 | 1,076 | 1,092 |
| Travel | | 3,908 | 3,908 | 8,027 |
| Training | | 124 | 124 | 126 |
| Software License & Maintenance | | 960 | 960 | 974 |
| Office Supplies | 3,093 | 4,432 | 4,432 | 4,498 |
| Equipment - Noncapital | | 2,842 | 2,842 | 992 |
| | <u>434,612</u> | <u>303,369</u> | <u>303,369</u> | <u>307,920</u> |

GENERAL FUND
Legal

| | FY20 | FY21 | FY21 | FY22 |
|---|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Purchasing | (25,630) | (22,557) | (22,557) | (23,265) |
| Cost Allocated - RP Funding Center | (12,815) | (11,278) | (11,278) | |
| Cost Allocated - Solid Waste Management | (25,630) | (22,557) | (22,557) | (24,544) |
| Cost Allocated - Airport | (25,630) | (22,557) | (22,557) | (23,614) |
| Cost Allocated - Parking | (12,815) | (11,278) | (11,278) | (11,981) |
| Cost Allocated - Wastewater | (115,337) | (101,505) | (101,505) | (105,971) |
| Cost Allocated - Electric | (461,348) | (406,020) | (406,020) | (430,396) |
| Cost Allocated - Water | (115,337) | (101,505) | (101,505) | (106,319) |
| Cost Allocated - Stormwater Utility | | | | (11,632) |
| Cost Allocated - Information Technology | (25,630) | (22,557) | (22,557) | (23,265) |
| Cost Allocated - Building Inspection Fund | | (11,278) | (11,278) | (11,981) |
| | (820,172) | (733,092) | (733,092) | (772,968) |
| GRAND TOTAL | 376,878 | 394,119 | 354,717 | 379,917 |

**GENERAL FUND
Retirement Services**

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 246,719 | 340,839 | 261,331 | 348,459 |
| UTILITIES | | | | |
| Water Service | 59 | 61 | 67 | 60 |
| Electric Service | 631 | 662 | 704 | 622 |
| Wastewater Service | 70 | 76 | 72 | 71 |
| Solid Waste Service | 345 | 345 | 345 | 345 |
| | <u>1,104</u> | <u>1,144</u> | <u>1,188</u> | <u>1,098</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 5,079 |
| Intra-Departmental Charges - PC & Network Support | 6,178 | 6,154 | 6,393 | 5,932 |
| Intra-Departmental Charges - Telephone | 2,355 | 2,714 | 2,714 | 2,332 |
| Intra-Departmental Charges - Facilities | 2,341 | 2,347 | 2,347 | 2,451 |
| Intra-Departmental Charges - Janitorial | 1,769 | 1,830 | 1,830 | 1,779 |
| Intra-Departmental Charges - Training Ctr | 148 | 148 | 148 | 213 |
| Intra-Departmental Charges - IT Operations - Application Dev | 13,560 | 9,597 | 9,597 | 9,731 |
| Intra-Departmental Charges - IT Operations - Network Support | 4,810 | 4,779 | 4,778 | 4,366 |
| | <u>31,594</u> | <u>27,981</u> | <u>28,219</u> | <u>31,883</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 210 | 500 | 500 | 508 |
| Professional Services | | 700 | 700 | 711 |
| Recruitment Expenses | | 100 | 100 | 102 |
| Rentals | | 100 | 100 | 102 |
| Repair Of Equipment | | 100 | 100 | 102 |
| Printing & Photography | | 100 | 100 | 102 |
| Postage & Mailing | 1,013 | 900 | 900 | 200 |
| Subscription & Membership | 202 | 184 | 184 | 187 |
| Telephone Communications | 731 | 874 | 874 | 887 |
| Travel | 1,633 | 2,672 | 2,672 | 3,426 |
| Training | 19 | 500 | 500 | 508 |
| All Other Sundry Charges | 55 | 120 | 120 | 122 |
| Office Supplies | 689 | 700 | 700 | 710 |
| | <u>4,553</u> | <u>7,550</u> | <u>7,550</u> | <u>7,667</u> |

GENERAL FUND
Retirement Services

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (4,303) | (3,179) | (3,179) | (4,322) |
| Cost Allocated - Purchasing | (2,582) | (1,907) | (1,907) | (2,327) |
| Cost Allocated - RP Funding Center | (34,425) | (25,432) | (25,432) | |
| Cost Allocated - Solid Waste Management | (11,188) | (8,265) | (8,265) | (10,906) |
| Cost Allocated - Airport | (4,733) | (3,497) | (3,497) | (3,591) |
| Cost Allocated - Parking | (861) | (636) | (636) | (931) |
| Cost Allocated - Wastewater | (15,491) | (11,444) | (11,444) | (15,560) |
| Cost Allocated - Electric | (98,110) | (72,481) | (72,481) | (83,387) |
| Cost Allocated - Water | (21,946) | (16,213) | (16,213) | (21,113) |
| Cost Allocated - Stormwater Utility | (861) | (636) | (636) | (1,662) |
| Cost Allocated - Facilities Maintenance Fund | (9,897) | (7,312) | (7,312) | (9,310) |
| Cost Allocated - Information Technology | (12,909) | (9,537) | (9,537) | (11,637) |
| Cost Allocated-General Pension Plan | (30,000) | (60,000) | (60,000) | (60,000) |
| Cost Allocated - Building Inspection Fund | | (1,589) | (1,589) | (2,926) |
| | <u>(247,306)</u> | <u>(222,128)</u> | <u>(222,128)</u> | <u>(227,672)</u> |
| GRAND TOTAL | 36,663 | 155,386 | 76,160 | 161,435 |

**GENERAL FUND
Internal Audit**

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 203,270 | 206,499 | 209,752 | 213,927 |
| UTILITIES | | | | |
| Water Service | 104 | 107 | 108 | 112 |
| Electric Service | 1,579 | 1,596 | 1,556 | 1,711 |
| Wastewater Service | 117 | 121 | 118 | 124 |
| Solid Waste Service | 188 | 188 | 188 | 188 |
| Solid Waste Service - Recycling | 18 | 18 | 18 | 19 |
| | <u>2,005</u> | <u>2,030</u> | <u>1,988</u> | <u>2,154</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 3,648 | 3,737 | 3,821 | 3,547 |
| Intra-Departmental Charges - Telephone | 1,413 | 1,357 | 1,357 | 1,165 |
| Intra-Departmental Charges - Facilities | 4,895 | 4,908 | 4,908 | 5,125 |
| Intra-Departmental Charges - Janitorial | 3,699 | 3,828 | 3,828 | 3,720 |
| Intra-Departmental Charges - Training Ctr | 99 | 99 | 99 | 107 |
| Intra-Departmental Charges - IT Operations - Application Dev | 8,406 | 12,780 | 12,780 | 13,925 |
| Intra-Departmental Charges - IT Operations - Network Support | 2,796 | 2,777 | 2,777 | 2,545 |
| | <u>25,389</u> | <u>29,898</u> | <u>29,982</u> | <u>30,596</u> |
| ALL OTHER O&M | | | | |
| Subscription & Membership | 510 | 510 | 510 | 510 |
| Telephone Communications | 624 | 704 | 704 | 715 |
| Travel | | 52 | 52 | 52 |
| Training | 275 | 1,619 | 1,619 | 1,643 |
| Office Supplies | 205 | 977 | 977 | 1,000 |
| Equipment - Noncapital | 494 | | | |
| | <u>2,108</u> | <u>3,862</u> | <u>3,862</u> | <u>3,920</u> |

**GENERAL FUND
Internal Audit**

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (12,511) | (12,119) | (12,119) | (12,829) |
| Cost Allocated - Purchasing | (12,511) | (12,119) | (12,119) | (12,829) |
| Cost Allocated - RP Funding Center | (10,008) | (9,695) | (9,695) | |
| Cost Allocated - Solid Waste Management | (5,004) | (4,848) | (4,848) | (6,543) |
| Cost Allocated - Airport | (7,506) | (7,272) | (7,272) | (5,516) |
| Cost Allocated - Parking | | | | (385) |
| Cost Allocated - Wastewater | (7,506) | (7,272) | (7,272) | (9,108) |
| Cost Allocated - Electric | (100,084) | (96,954) | (96,954) | (109,684) |
| Cost Allocated - Water | (10,008) | (9,695) | (9,695) | (12,059) |
| Cost Allocated - Stormwater Utility | | | | (2,566) |
| Cost Allocated - Facilities Maintenance Fund | (2,502) | (2,424) | (2,424) | (2,566) |
| Cost Allocated - Information Technology | (5,004) | (4,848) | (4,848) | (5,131) |
| Cost Allocated - Building Inspection Fund | | (2,424) | (2,424) | (5,516) |
| | (172,644) | (169,670) | (169,670) | (184,732) |
| GRAND TOTAL | 60,128 | 72,619 | 75,914 | 65,865 |

GENERAL FUND
Human Resources - Office of the Director

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 305,979 | 367,126 | 311,613 | 375,793 |
| UTILITIES | | | | |
| Water Service | 278 | 285 | 290 | 300 |
| Electric Service | 4,224 | 4,261 | 4,160 | 4,575 |
| Wastewater Service | 312 | 323 | 315 | 330 |
| Solid Waste Service | 502 | 502 | 502 | 502 |
| Solid Waste Service - Recycling | 67 | 47 | 67 | 51 |
| | <u>5,384</u> | <u>5,418</u> | <u>5,334</u> | <u>5,758</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 11,365 | 11,129 | 12,615 | 10,975 |
| Intra-Departmental Charges - Telephone | 7,536 | 7,237 | 7,237 | 6,217 |
| Intra-Departmental Charges - Facilities | 13,103 | 13,138 | 13,138 | 13,718 |
| Intra-Departmental Charges - Janitorial | 9,901 | 10,246 | 10,246 | 9,956 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 160 |
| Intra-Departmental Charges - IT Operations - Application Dev | 42,799 | 41,225 | 41,225 | 41,105 |
| Intra-Departmental Charges - IT Operations - Network Support | 9,150 | 9,017 | 10,097 | 8,230 |
| | <u>94,583</u> | <u>92,701</u> | <u>95,267</u> | <u>90,823</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 3,435 | 4,000 | 4,000 | 4,060 |
| Contract Labor | | 16,489 | 16,489 | 16,736 |
| Rentals | | 274 | 274 | 278 |
| Printing & Photography | 1,147 | 2,923 | 2,923 | 2,967 |
| Postage & Mailing | 550 | 1,827 | 1,827 | 1,854 |
| Subscription & Membership | 5,512 | 3,981 | 3,981 | 4,041 |
| Telephone Communications | 925 | 5,968 | 5,968 | 6,058 |
| Travel | 1,762 | 4,515 | 4,515 | 4,583 |
| Training | 2,772 | 3,279 | 3,279 | 3,328 |
| All Other Sundry Charges | 454 | 3,279 | 3,279 | 3,328 |
| Office Supplies | 4,134 | 5,589 | 5,589 | 5,673 |
| Equipment - Noncapital | 4,770 | 4,091 | 4,091 | 4,152 |
| | <u>25,461</u> | <u>56,215</u> | <u>56,215</u> | <u>57,058</u> |

GENERAL FUND
Human Resources - Office of the Director

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Background Checks | 8,493 | | | |
| General Employee Pay Analysis | | 10,000 | 10,000 | 10,150 |
| | <u>8,493</u> | <u>10,000</u> | <u>10,000</u> | <u>10,150</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (5,013) | (5,738) | (5,738) | (6,616) |
| Cost Allocated - Purchasing | (3,190) | (3,652) | (3,652) | (3,859) |
| Cost Allocated - RP Funding Center | (35,547) | (40,689) | (40,689) | |
| Cost Allocated - Solid Waste Management | (12,305) | (14,085) | (14,085) | (18,083) |
| Cost Allocated - Airport | (4,102) | (4,695) | (4,695) | (5,954) |
| Cost Allocated - Parking | (911) | (1,043) | (1,043) | (1,544) |
| Cost Allocated - Wastewater | (16,406) | (18,780) | (18,780) | (25,249) |
| Cost Allocated - Electric | (107,097) | (122,589) | (122,589) | (134,407) |
| Cost Allocated - Water | (23,698) | (27,126) | (27,126) | (33,905) |
| Cost Allocated - Stormwater Utility | (911) | (1,043) | (1,043) | (2,756) |
| Cost Allocated - Facilities Maintenance Fund | (10,938) | (12,520) | (12,520) | (15,988) |
| Cost Allocated - Information Technology | (14,583) | (16,693) | (16,693) | (18,744) |
| Cost Allocated - Building Inspection Fund | | (5,217) | (5,217) | (4,851) |
| | <u>(234,701)</u> | <u>(273,870)</u> | <u>(273,870)</u> | <u>(271,956)</u> |
| GRAND TOTAL | 205,200 | 257,590 | 204,559 | 267,626 |

GENERAL FUND
Human Resources - Employment Services

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 921,711 | 1,101,010 | 911,030 | 1,133,332 |
| UTILITIES | | | | |
| Water Service | 251 | 263 | 251 | 257 |
| Electric Service | 2,697 | 2,834 | 2,582 | 2,659 |
| Wastewater Service | 298 | 323 | 294 | 301 |
| Solid Waste Service | 1,474 | 1,474 | 1,474 | 1,474 |
| | <u>4,719</u> | <u>4,894</u> | <u>4,601</u> | <u>4,691</u> |
| INTER-CITY SERVICES | | | | |
| Gasoline - Fleet Management | | 110 | | |
| Maintenance - Fleet Management | 1,126 | 1,968 | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 24,841 | 25,358 | 26,206 | 24,313 |
| Intra-Departmental Charges - Telephone | 8,478 | 7,690 | 7,834 | 6,995 |
| Intra-Departmental Charges - Facilities | 27,220 | 27,291 | 27,291 | 28,496 |
| Intra-Departmental Charges - Janitorial | 20,568 | 21,284 | 21,284 | 20,682 |
| Intra-Departmental Charges - Training Ctr | 396 | 396 | 396 | 639 |
| Intra-Departmental Charges - IT Operations - Application Dev | 9,743 | 10,004 | 10,004 | 9,052 |
| Intra-Departmental Charges - IT Operations - Network Support | 15,658 | 15,737 | 15,731 | 14,420 |
| | <u>108,463</u> | <u>110,250</u> | <u>109,158</u> | <u>105,059</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 10,351 | 52,964 | 52,964 | 20,300 |
| Professional Services | | 200 | 200 | 203 |
| Advertising | 431 | 8,000 | 6,000 | 8,120 |
| Visa/Mastercard Bank Charges | | 300 | 300 | 305 |
| Contract Labor | | | 2,466 | |
| Rentals | | 6,750 | 6,750 | 6,851 |
| Printing & Photography | 71 | 338 | 338 | 343 |
| Postage & Mailing | 1 | 524 | 524 | 532 |
| Subscription & Membership | 1,770 | 7,843 | 7,843 | 7,961 |
| Telephone Communications | 695 | 2,771 | 2,771 | 2,813 |
| Travel | 628 | 4,707 | 4,707 | 4,778 |
| Training | 2,125 | 5,068 | 5,068 | 5,144 |
| All Other Sundry Charges | 351 | 1,014 | 1,014 | 1,029 |
| Office Supplies | 3,664 | 8,000 | 8,000 | 8,120 |
| Equipment - Noncapital | 248 | 1,500 | 1,500 | 1,523 |
| | <u>20,334</u> | <u>99,979</u> | <u>100,445</u> | <u>68,022</u> |

GENERAL FUND
Human Resources - Employment Services

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Internship Program | | 31,762 | 31,762 | 32,238 |
| JobAps Online Employment Center | 33,030 | 32,120 | 32,120 | 33,050 |
| Background Checks | | 20,820 | 20,820 | 21,135 |
| LPD/Fire Position Testing Materials | | 5,750 | 5,750 | 5,836 |
| | <u>33,030</u> | <u>90,452</u> | <u>90,452</u> | <u>92,259</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (11,594) | (12,844) | (12,844) | (17,845) |
| Cost Allocated - Purchasing | (8,116) | (8,991) | (8,991) | (10,982) |
| Cost Allocated - RP Funding Center | (85,795) | (95,044) | (95,044) | |
| Cost Allocated - Solid Waste Management | (32,463) | (35,963) | (35,963) | (45,985) |
| Cost Allocated - Airport | (11,594) | (12,844) | (12,844) | (18,806) |
| Cost Allocated - Parking | (2,319) | (2,569) | (2,569) | (3,706) |
| Cost Allocated - Wastewater | (40,579) | (44,953) | (44,953) | (62,457) |
| Cost Allocated - Electric | (264,341) | (292,838) | (292,838) | (324,915) |
| Cost Allocated - Water | (59,129) | (65,503) | (65,503) | (86,754) |
| Cost Allocated - Stormwater Utility | (3,478) | (3,853) | (3,853) | (6,863) |
| Cost Allocated - Facilities Maintenance Fund | (30,144) | (33,394) | (33,394) | (42,553) |
| Cost Allocated - Information Technology | (35,941) | (39,816) | (39,816) | (45,299) |
| Cost Allocated - Building Inspection Fund | | (12,844) | (12,844) | (11,942) |
| | <u>(585,493)</u> | <u>(661,456)</u> | <u>(661,456)</u> | <u>(678,107)</u> |
| GRAND TOTAL | 502,764 | 745,129 | 554,230 | 725,256 |

GENERAL FUND
Human Resources - Engagement and Development

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 583,565 | 663,422 | 556,665 | 678,631 |
| UTILITIES | | | | |
| Water Service | 404 | 417 | 443 | 454 |
| Electric Service | 13,808 | 15,393 | 13,884 | 14,301 |
| Wastewater Service | 735 | 771 | 797 | 817 |
| Solid Waste Service | 3,274 | 3,274 | 3,274 | 3,274 |
| | <u>18,221</u> | <u>19,855</u> | <u>18,398</u> | <u>18,846</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 46,825 | 46,575 | 48,883 | 45,105 |
| Intra-Departmental Charges - Telephone | 2,826 | 2,714 | 2,714 | 2,332 |
| Intra-Departmental Charges - Facilities | 17,211 | 17,256 | 17,256 | 18,018 |
| Intra-Departmental Charges - Janitorial | 13,005 | 13,458 | 13,458 | 13,077 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 373 |
| Intra-Departmental Charges - IT Operations - Application Dev | 24,142 | 30,881 | 30,881 | 31,402 |
| Intra-Departmental Charges - IT Operations - Network Support | 35,865 | 34,937 | 35,861 | 32,830 |
| | <u>140,604</u> | <u>146,530</u> | <u>149,762</u> | <u>143,599</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 4,186 | 1,000 | 1,000 | 34,473 |
| Tuition Refund Program | 130,255 | 130,000 | 130,000 | 131,950 |
| Rentals | | | | 2,576 |
| Subscription & Membership | 1,087 | 2,498 | 2,498 | 2,535 |
| Telephone Communications | | (429) | | 52 |
| Travel | | 1,661 | 1,661 | 4,731 |
| Training | 10,424 | 5,281 | 5,281 | 5,360 |
| All Other Sundry Charges | 299 | 2,186 | 2,186 | 2,219 |
| Software License & Maintenance | | 960 | 960 | 487 |
| Office Supplies | | 15,714 | 15,714 | 17,198 |
| Equipment - Noncapital | 270 | 4,373 | 4,373 | 4,439 |
| Service Awards & Plaques | 43,699 | 50,725 | 50,725 | 51,486 |
| | <u>190,220</u> | <u>213,969</u> | <u>214,398</u> | <u>257,506</u> |
| SPECIAL PROJECTS | | | | |
| Employee Programs | 10,161 | 29,679 | 29,679 | 24,503 |
| Internship Program | 668 | | | 75,000 |
| Succession Management | 25,811 | 33,167 | 33,167 | 33,665 |
| CityU Program | 6,328 | 12,182 | 10,952 | 11,116 |
| Leadership Development | 13,347 | 16,941 | 16,941 | 17,196 |
| | <u>56,314</u> | <u>91,969</u> | <u>90,739</u> | <u>161,480</u> |

GENERAL FUND
Human Resources - Engagement and Development

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|----------------|----------------|-----------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (9,135) | (11,927) | (11,927) | (13,350) |
| Cost Allocated - Purchasing | (5,813) | (7,590) | (7,590) | (7,787) |
| Cost Allocated - RP Funding Center | (64,778) | (84,571) | (84,571) | |
| Cost Allocated - Solid Waste Management | (22,423) | (29,275) | (29,275) | (35,155) |
| Cost Allocated - Airport | (7,474) | (9,758) | (9,758) | (10,791) |
| Cost Allocated - Parking | (1,661) | (2,168) | (2,168) | (3,004) |
| Cost Allocated - Wastewater | (29,898) | (39,033) | (39,033) | (51,842) |
| Cost Allocated - Electric | (195,165) | (254,798) | (254,798) | (276,122) |
| Cost Allocated - Water | (43,185) | (56,381) | (56,381) | (69,420) |
| Cost Allocated - Stormwater Utility | (1,661) | (2,168) | (2,168) | (5,562) |
| Cost Allocated - Facilities Maintenance Fund | (19,932) | (26,022) | (26,022) | (31,150) |
| Cost Allocated - Information Technology | (26,576) | (34,696) | (34,696) | (38,937) |
| Cost Allocated - Building Inspection Fund | | (5,421) | (5,421) | (10,791) |
| | (427,701) | (563,808) | (563,808) | (553,911) |
| GRAND TOTAL | 561,224 | 571,937 | 466,154 | 706,151 |

GENERAL FUND
Human Resources - Policy and Labor Relations

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 333,536 | 372,581 | 366,905 | 383,179 |
| UTILITIES | | | | |
| Water Service | 119 | 122 | 124 | 128 |
| Electric Service | 1,809 | 1,825 | 1,782 | 1,959 |
| Wastewater Service | 134 | 138 | 135 | 141 |
| Solid Waste Service | 215 | 215 | 215 | 215 |
| Solid Waste Service - Recycling | | 20 | | 22 |
| | <u>2,277</u> | <u>2,320</u> | <u>2,256</u> | <u>2,465</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 1,391 | 1,404 | 1,438 | 1,356 |
| Intra-Departmental Charges - Telephone | 471 | 452 | 452 | 388 |
| Intra-Departmental Charges - Facilities | 5,616 | 5,630 | 5,630 | 5,879 |
| Intra-Departmental Charges - Janitorial | 4,243 | 4,391 | 4,391 | 4,267 |
| Intra-Departmental Charges - Training Ctr | 148 | 148 | 148 | 160 |
| Intra-Departmental Charges - IT Operations - Network Support | 1,082 | 1,076 | 1,076 | 973 |
| | <u>13,384</u> | <u>13,513</u> | <u>13,547</u> | <u>13,485</u> |
| ALL OTHER O&M | | | | |
| Subscription & Membership | 698 | 569 | 569 | 578 |
| Telephone Communications | 1,928 | 1,061 | 1,061 | 1,077 |
| Travel | 515 | 1,500 | 1,500 | 1,523 |
| Training | 1,877 | 3,000 | 3,000 | 3,045 |
| | <u>5,018</u> | <u>6,130</u> | <u>6,130</u> | <u>6,223</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (4,201) | (4,343) | (4,343) | (4,879) |
| Cost Allocated - Purchasing | (2,674) | (2,764) | (2,764) | (2,846) |
| Cost Allocated - RP Funding Center | (29,792) | (30,799) | (30,799) | |
| Cost Allocated - Solid Waste Management | (10,313) | (10,661) | (10,661) | (13,336) |
| Cost Allocated - Airport | (3,438) | (3,554) | (3,554) | (4,391) |
| Cost Allocated - Parking | (764) | (790) | (790) | (1,138) |
| Cost Allocated - Wastewater | (13,750) | (14,215) | (14,215) | (18,621) |
| Cost Allocated - Electric | (89,758) | (92,793) | (92,793) | (99,125) |
| Cost Allocated - Water | (19,861) | (20,533) | (20,533) | (25,005) |
| Cost Allocated - Stormwater Utility | (764) | (790) | (790) | (2,033) |
| Cost Allocated - Facilities Maintenance Fund | (9,167) | (9,477) | (9,477) | (11,791) |
| Cost Allocated - Information Technology | (12,222) | (12,636) | (12,636) | (13,824) |
| Cost Allocated - Building Inspection Fund | | (3,949) | (3,949) | (3,578) |
| | <u>(196,704)</u> | <u>(207,304)</u> | <u>(207,304)</u> | <u>(200,567)</u> |
| GRAND TOTAL | 157,510 | 187,240 | 181,534 | 204,785 |

GENERAL FUND Risk Management

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,348,504 | 1,490,348 | 1,312,613 | 1,538,737 |
| UTILITIES | | | | |
| Water Service | 168 | 174 | 180 | 182 |
| Electric Service | 4,820 | 4,786 | 5,405 | 3,991 |
| Wastewater Service | 305 | 322 | 326 | 330 |
| Solid Waste Service | 2,183 | 2,183 | 2,195 | 2,207 |
| Solid Waste Service - Recycling | 102 | 102 | 102 | 102 |
| | <u>7,577</u> | <u>7,567</u> | <u>8,208</u> | <u>6,812</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 9,693 | 9,985 | 9,693 | 10,282 |
| Gasoline - Fleet Management | 4,046 | 7,130 | 4,183 | 7,183 |
| Maintenance - Fleet Management | 8,875 | 7,985 | 8,769 | 8,033 |
| Purchasing & Stores Service | 23,846 | 11,526 | 11,526 | 8,311 |
| Intra-Departmental Charges - PC & Network Support | 26,377 | 27,361 | 27,182 | 25,629 |
| Intra-Departmental Charges - Telephone | 14,602 | 13,570 | 13,570 | 11,657 |
| Intra-Departmental Charges - Radios | 3,980 | 3,999 | 3,999 | 8,174 |
| Intra-Departmental Charges - Facilities | 12,754 | 12,788 | 12,788 | 13,353 |
| Intra-Departmental Charges - Janitorial | 9,638 | 9,974 | 9,974 | 9,691 |
| Intra-Departmental Charges - Training Ctr | 866 | 841 | 841 | 853 |
| Intra-Departmental Charges - IT Operations - Application Dev | 33,945 | 46,523 | 46,523 | 49,406 |
| Intra-Departmental Charges - IT Operations - Network Support | 20,871 | 21,201 | 20,212 | 18,536 |
| | <u>169,493</u> | <u>172,883</u> | <u>169,260</u> | <u>171,108</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | | 5,895 | 5,895 | 500 |
| Professional Services | | 10,000 | 10,000 | 10,150 |
| Contract Labor | 30,214 | 42,500 | 42,500 | 43,138 |
| Rentals | 612 | 1,185 | 1,185 | 1,203 |
| Repair Of Equipment | | 212 | 212 | 215 |
| Printing & Photography | 1,519 | 2,851 | 2,851 | 2,894 |
| Postage & Mailing | 74 | 2,410 | 2,410 | 2,446 |
| Subscription & Membership | 317 | 1,056 | 1,056 | 1,072 |
| Telephone Communications | 3,806 | 4,399 | 4,399 | 4,465 |
| Travel | | 1,513 | 1,513 | 1,000 |
| Training | 1,106 | 2,112 | 2,112 | 2,000 |
| All Other Sundry Charges | | 132 | 132 | 25 |
| Software License & Maintenance | | 960 | 960 | 974 |
| Licenses & Permits | 241 | 189 | 189 | 192 |
| Office Supplies | 7,298 | 7,822 | 7,822 | 7,822 |
| Equipment - Noncapital | 7,692 | 2,640 | 2,640 | 2,640 |
| All Other Materials & Supplies | 1,831 | 4,540 | 4,540 | 2,000 |

GENERAL FUND Risk Management

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-------------------------|-----------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Uniforms | | 1,850 | 1,850 | 1,000 |
| Recoveries-From Outside City | (200) | | | |
| | <u>54,510</u> | <u>92,266</u> | <u>92,266</u> | <u>83,736</u> |
| SPECIAL PROJECTS | | | | |
| Safety Program | 18,413 | 27,554 | 27,554 | 35,854 |
| Emergency Management | 5,011 | 13,388 | 13,388 | 21,709 |
| HealthStat Clinic Services | 59,780 | 113,296 | 113,296 | 114,995 |
| Drivers License Checks | 4,071 | 6,604 | 6,604 | 5,282 |
| UHC Wellness Program | 37,509 | 139,769 | 139,769 | |
| Non-Departmental Environmental Clean-Up | | 30,375 | 30,375 | 30,831 |
| UHC Communications | 4,029 | 5,812 | 5,812 | 5,899 |
| Excess Workers Comp Carriers Equipment Expense | (14) | | | |
| Firefighter Annual Physicals | | | 64,385 | 65,910 |
| | <u>128,799</u> | <u>336,798</u> | <u>401,183</u> | <u>280,480</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (11,981) | (13,526) | (13,526) | (16,452) |
| Cost Allocated - Purchasing | (5,823) | (6,763) | (6,763) | (11,145) |
| Cost Allocated - RP Funding Center | (74,593) | (74,392) | (74,392) | |
| Cost Allocated - Solid Waste Management | (103,768) | (103,134) | (103,134) | (56,609) |
| Cost Allocated - Airport | (11,114) | (11,835) | (11,835) | (25,828) |
| Cost Allocated - Parking | (3,163) | (3,381) | (3,381) | (7,784) |
| Cost Allocated - Wastewater | (69,069) | (72,701) | (72,701) | (98,358) |
| Cost Allocated - Electric | (507,548) | (525,529) | (525,529) | (613,534) |
| Cost Allocated - Water | (118,012) | (121,732) | (121,732) | (104,196) |
| Cost Allocated - Stormwater Utility | (2,827) | (3,381) | (3,381) | (13,798) |
| Cost Allocated - Facilities Maintenance Fund | (23,289) | (27,051) | (27,051) | (47,233) |
| Cost Allocated - Information Technology | (30,820) | (35,505) | (35,505) | (44,226) |
| Cost Allocated - Building Inspection Fund | | (8,454) | (8,454) | (14,506) |
| | <u>(962,007)</u> | <u>(1,007,384)</u> | <u>(1,007,384)</u> | <u>(1,053,669)</u> |
| GRAND TOTAL | <u>746,875</u> | <u>1,100,478</u> | <u>984,146</u> | <u>1,027,204</u> |

GENERAL FUND
Community & Economic Development - Planning

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | <u>1,918,146</u> | <u>2,217,450</u> | <u>1,792,336</u> | <u>2,300,292</u> |
| INSURANCES | | | | |
| Self-Insurance Services | 2,517 | 2,771 | 2,771 | 5,270 |
| | <u>2,517</u> | <u>2,771</u> | <u>2,771</u> | <u>5,270</u> |
| UTILITIES | | | | |
| Water Service | 766 | 821 | 790 | 863 |
| Electric Service | 12,158 | 12,266 | 13,191 | 13,168 |
| Wastewater Service | 899 | 930 | 918 | 951 |
| Solid Waste Service | 1,445 | 1,445 | 1,445 | 1,445 |
| Solid Waste Service - Recycling | 135 | 135 | 135 | 146 |
| | <u>15,403</u> | <u>15,597</u> | <u>16,479</u> | <u>16,573</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 5,864 | 6,180 | 4,485 | 6,116 |
| Gasoline - Fleet Management | 507 | 1,218 | 330 | 1,034 |
| Maintenance - Fleet Management | 6,237 | 4,187 | 2,331 | 4,164 |
| Purchasing & Stores Service | 22,112 | 27,168 | 27,168 | 38,322 |
| Intra-Departmental Charges - PC & Network Support | 52,323 | 54,460 | 53,467 | 50,919 |
| Intra-Departmental Charges - Telephone | 13,188 | 12,665 | 12,665 | 12,046 |
| Intra-Departmental Charges - Radios | | 1,142 | 1,142 | 962 |
| Intra-Departmental Charges - Facilities | 44,385 | 44,502 | 44,502 | 46,468 |
| Intra-Departmental Charges - Janitorial | 27,407 | 28,363 | 28,363 | 27,560 |
| Intra-Departmental Charges - Training Ctr | 1,386 | 1,386 | 1,386 | 1,438 |
| Intra-Departmental Charges - IT Operations - GIS | 54,884 | 67,538 | 67,538 | 48,717 |
| Intra-Departmental Charges - IT Operations - Application Dev | 164,438 | 181,274 | 181,274 | 175,970 |
| Intra-Departmental Charges - IT Operations - Network Support | 37,240 | 38,704 | 36,162 | 34,432 |
| | <u>429,971</u> | <u>468,787</u> | <u>460,813</u> | <u>448,148</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 21,050 | | | |
| Advertising | 13,718 | 20,000 | 20,000 | 20,000 |
| Visa/Mastercard Bank Charges | 2,703 | 1,600 | 2,888 | 1,600 |
| Contract Labor | | 6,500 | 1,000 | |
| Printing & Photography | 2,114 | 8,500 | 8,500 | 8,500 |
| Postage & Mailing | 2,456 | 3,500 | 3,500 | 3,500 |
| Subscription & Membership | 5,838 | 6,018 | 6,018 | 5,000 |
| Telephone Communications | 2,639 | 3,100 | 3,100 | 3,100 |
| Travel | 875 | 5,000 | 5,000 | 4,000 |
| Training | 2,026 | 6,000 | 6,000 | 6,000 |
| Software License & Maintenance | | 3,173 | 3,173 | 3,200 |
| Refund Of Prior Years Revenue | | | | |

GENERAL FUND
Community & Economic Development - Planning

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Office Supplies | 6,431 | 12,809 | 12,809 | 15,000 |
| Equipment - Noncapital | 4,653 | 3,000 | 3,000 | 3,500 |
| | <u>64,503</u> | <u>79,200</u> | <u>74,988</u> | <u>73,400</u> |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | | 2,570 | 2,570 | 2,570 |
| | | <u>2,570</u> | <u>2,570</u> | <u>2,570</u> |
| SPECIAL PROJECTS | | | | |
| Community Events | | 1,000 | 1,000 | 1,000 |
| Neighborhood Clean Up Project | 2,071 | 4,700 | 4,700 | 5,000 |
| Historic Preservation Board | 1,528 | 14,770 | 14,770 | 14,770 |
| Comprehensive Plan Update & Reprint | 182,019 | 253,781 | 253,781 | |
| Planning-Affordable Housing Incentive Plan | | 9,991 | 9,991 | |
| Title Clearing Expense - Foreclosed Property | 59 | 750 | 750 | |
| Transportation & Planning Consultant | 14,621 | 175,400 | 175,400 | |
| Annexation Referendum | 487 | 1,000 | 1,000 | |
| Land Development Regulation Update | 8,775 | 67,823 | 67,823 | |
| Infill Housing Construction Incentive | | 4,906 | 4,906 | |
| NAC/Summer Werx program | 10,000 | 10,000 | 10,000 | 10,000 |
| Neighborhood Stabilization & Revitalization | | 340,922 | 340,922 | |
| Downtown Master Plan | 1,396 | 49,654 | 49,654 | |
| Affordable Housing Strategies | | 250,000 | 250,000 | 250,000 |
| Lakeland Residential Historic Districts Design Guidelines Revision | 134,058 | 14,892 | 14,892 | |
| Illegal Dumping Intervention | | 25,000 | 25,000 | |
| | <u>355,013</u> | <u>1,224,589</u> | <u>1,224,589</u> | <u>280,770</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Electric | (136,266) | (131,077) | (131,077) | (144,965) |
| Cost Allocated - Building Inspection Fund | | | | (283,879) |
| Cost Allocated - Mid-Town CRA | | | | (57,462) |
| Cost Allocated - Downtown CRA | | | | (57,462) |
| Cost Allocated - Dixieland CRA | | | | (57,462) |
| | <u>(136,266)</u> | <u>(131,077)</u> | <u>(131,077)</u> | <u>(601,230)</u> |
| GRAND TOTAL | <u>2,649,288</u> | <u>3,879,887</u> | <u>3,443,469</u> | <u>2,525,793</u> |

GENERAL FUND
Community & Economic Development - Code Enforcement

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 704,779 | 903,913 | 665,343 | 839,075 |
| UTILITIES | | | | |
| Water Service | 319 | 342 | 284 | 296 |
| Electric Service | 2,064 | 2,130 | 2,281 | 1,893 |
| Wastewater Service | 292 | 305 | 298 | 303 |
| Solid Waste Service | 348 | 348 | 348 | 348 |
| | 3,023 | 3,125 | 3,211 | 2,840 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 20,084 | 20,155 | 20,390 | 20,558 |
| Gasoline - Fleet Management | 12,653 | 19,195 | 15,143 | 18,850 |
| Maintenance - Fleet Management | 35,849 | 28,360 | 23,105 | 28,603 |
| Purchasing & Stores Service | 27,065 | 25,933 | 25,933 | 16,160 |
| Intra-Departmental Charges - PC & Network Support | 23,780 | 23,364 | 23,612 | 21,786 |
| Intra-Departmental Charges - Telephone | 3,794 | 3,619 | 3,619 | 2,720 |
| Intra-Departmental Charges - Radios | 6,852 | 5,712 | 5,712 | 4,808 |
| Intra-Departmental Charges - Facilities | 8,114 | 8,135 | 8,135 | 8,495 |
| Intra-Departmental Charges - Janitorial | 10,984 | 10,984 | 10,984 | 11,314 |
| Intra-Departmental Charges - Training Ctr | 544 | 544 | 544 | 746 |
| Intra-Departmental Charges - IT Operations - GIS | 32,068 | 31,786 | 31,786 | 25,317 |
| Intra-Departmental Charges - IT Operations - Application Dev | 89,931 | 82,110 | 82,110 | 75,640 |
| Intra-Departmental Charges - IT Operations - Network Support | 15,828 | 15,497 | 14,802 | 13,321 |
| | 287,547 | 275,394 | 265,875 | 248,318 |
| ALL OTHER O&M | | | | |
| Contractual Services | 27,158 | 31,298 | 31,298 | 30,000 |
| Printing & Photography | 406 | 800 | 800 | 250 |
| Postage & Mailing | 7,066 | 9,450 | 9,450 | 9,000 |
| Subscription & Membership | 480 | 800 | 800 | 500 |
| Telephone Communications | 10,193 | 9,575 | 9,575 | 8,500 |
| Travel | 224 | 2,000 | 2,000 | 2,000 |
| Training | 882 | 2,000 | 2,000 | 2,000 |
| Office Supplies | 5,060 | 5,500 | 5,500 | 5,500 |
| Equipment - Noncapital | 230 | 2,500 | 2,500 | 1,500 |
| Uniforms | 2,141 | 2,500 | 2,500 | 2,000 |
| | 53,840 | 66,423 | 66,423 | 61,250 |

GENERAL FUND
Community & Economic Development - Code Enforcement

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Lot Clearings | 65,230 | 109,900 | 109,900 | 109,900 |
| Demolition of Condemned Buildings | 31,208 | 79,175 | 79,175 | 80,250 |
| Code Enforcement Board Exp | 25,268 | 37,650 | 37,650 | 37,650 |
| Orangewood Land Maintenance | 3,500 | 3,500 | 3,500 | 3,500 |
| Neighborhood Stabilization & Revitalization | 68,218 | 72,861 | 51,165 | 82,645 |
| | <u>193,424</u> | <u>303,086</u> | <u>281,390</u> | <u>313,945</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Solid Waste Management | (17,498) | (18,289) | (18,289) | (18,840) |
| Cost Allocated - Stormwater Utility | (53,787) | (56,219) | (56,219) | (57,913) |
| Cost Allocated - Building Inspection Fund | | (27,953) | (27,953) | (71,809) |
| | <u>(71,285)</u> | <u>(102,461)</u> | <u>(102,461)</u> | <u>(148,562)</u> |
| GRAND TOTAL | <u>1,171,327</u> | <u>1,449,480</u> | <u>1,179,781</u> | <u>1,316,866</u> |

GENERAL FUND
Community & Economic Development - Business Tax
Office

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 165,557 | 170,209 | 169,254 | 216,740 |
| UTILITIES | | | | |
| Water Service | 83 | 85 | 85 | 89 |
| Electric Service | 1,258 | 1,273 | 1,365 | 1,363 |
| Wastewater Service | 93 | 97 | 95 | 98 |
| Solid Waste Service | 150 | 150 | 150 | 150 |
| Solid Waste Service - Recycling | 14 | 14 | 14 | 15 |
| | <u>1,597</u> | <u>1,619</u> | <u>1,709</u> | <u>1,715</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 2,225 | 4,584 | 2,225 | 4,720 |
| Gasoline - Fleet Management | 38 | 143 | 39 | 975 |
| Maintenance - Fleet Management | 1,622 | 1,396 | 1,770 | 3,432 |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 7,932 | 9,883 | 7,081 | 6,600 |
| Intra-Departmental Charges - Telephone | 2,355 | 2,262 | 2,262 | 1,943 |
| Intra-Departmental Charges - Facilities | 3,898 | 3,908 | 3,908 | 4,080 |
| Intra-Departmental Charges - Janitorial | 2,945 | 3,048 | 3,048 | 2,962 |
| Intra-Departmental Charges - Training Ctr | 148 | 148 | 148 | 160 |
| Intra-Departmental Charges - IT Operations - GIS | | 150 | | 127 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,756 | 8,331 | 5,554 | 5,090 |
| | <u>28,353</u> | <u>34,265</u> | <u>26,447</u> | <u>30,551</u> |
| ALL OTHER O&M | | | | |
| Visa/Mastercard Bank Charges | 5,441 | 3,422 | 9,945 | 3,473 |
| Printing & Photography | 2,090 | 2,658 | 2,702 | 1,309 |
| Postage & Mailing | 6,616 | 7,011 | 5,500 | 7,116 |
| Subscription & Membership | 130 | 135 | 135 | 137 |
| Telephone Communications | 910 | 945 | 945 | 959 |
| Travel | 310 | 850 | 850 | 500 |
| Training | | 569 | 569 | 578 |
| Office Supplies | 508 | 312 | 312 | 500 |
| Equipment - Noncapital | 227 | 1,299 | 1,299 | 500 |
| Uniforms | 430 | 176 | 176 | 500 |
| | <u>16,662</u> | <u>17,377</u> | <u>22,433</u> | <u>15,572</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Building Inspection Fund | | | | (31,362) |
| | | | | <u>(31,362)</u> |
| GRAND TOTAL | <u>212,169</u> | <u>223,470</u> | <u>219,843</u> | <u>233,216</u> |

GENERAL FUND
Finance - Central Accounting

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 2,397,573 | 2,590,700 | 2,386,153 | 2,541,524 |
| UTILITIES | | | | |
| Water Service | 633 | 649 | 660 | 682 |
| Electric Service | 9,605 | 9,694 | 9,461 | 10,403 |
| Wastewater Service | 710 | 735 | 716 | 751 |
| Solid Waste Service | 1,142 | 1,142 | 1,142 | 1,142 |
| Solid Waste Service - Recycling | 107 | 107 | 107 | 115 |
| | <u>12,196</u> | <u>12,327</u> | <u>12,086</u> | <u>13,093</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 2,058 | 2,058 | 5,079 |
| Intra-Departmental Charges - PC & Network Support | 52,043 | 55,129 | 49,125 | 44,727 |
| Intra-Departmental Charges - Telephone | 16,486 | 15,379 | 15,379 | 12,823 |
| Intra-Departmental Charges - Facilities | 29,144 | 29,221 | 29,221 | 30,511 |
| Intra-Departmental Charges - Janitorial | 22,022 | 22,789 | 22,789 | 22,144 |
| Intra-Departmental Charges - Training Ctr | 1,138 | 1,138 | 1,138 | 1,332 |
| Intra-Departmental Charges - IT Operations - Application Dev | 372,324 | 383,183 | 383,183 | 343,159 |
| Intra-Departmental Charges - IT Operations - Network Support | 36,684 | 39,480 | 32,423 | 29,343 |
| | <u>530,274</u> | <u>548,377</u> | <u>535,316</u> | <u>489,118</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 4,395 | 5,067 | 5,067 | 5,143 |
| Banking Service | 8,628 | 15,951 | 14,107 | 14,389 |
| Professional Services | | 522 | 522 | 530 |
| Advertising | 216 | 522 | 522 | 530 |
| Annual Audit | 39,669 | 58,940 | 58,940 | 65,708 |
| Repair Of Equipment | 3,672 | 2,360 | 2,360 | 2,086 |
| Printing & Photography | 4,108 | 5,111 | 5,111 | 5,188 |
| Postage & Mailing | 25,774 | 23,711 | 23,711 | 25,082 |
| Subscription & Membership | 3,637 | 4,312 | 4,312 | 3,964 |
| Telephone Communications | 1,482 | 2,086 | 2,086 | 2,117 |
| Travel | 30 | 2,235 | 2,235 | 2,268 |
| Training | 4,230 | 4,344 | 4,344 | 4,409 |
| All Other Sundry Charges | | 468 | 468 | 1,356 |
| Software License & Maintenance | 5,249 | 6,503 | 6,503 | 5,870 |
| Office Supplies | 12,434 | 13,086 | 13,086 | 15,353 |
| Equipment - Noncapital | 2,247 | 5,919 | 5,919 | 3,000 |
| | <u>115,771</u> | <u>151,137</u> | <u>149,293</u> | <u>156,993</u> |

GENERAL FUND
Finance - Central Accounting

| | FY20 | FY21 | FY21 | FY22 |
|--|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (100,999) | (104,826) | (104,826) | (95,562) |
| Cost Allocated - Purchasing | (72,593) | (75,344) | (75,344) | (72,495) |
| Cost Allocated - RP Funding Center | (119,936) | (124,481) | (124,481) | |
| Cost Allocated - Solid Waste Management | (85,218) | (88,447) | (88,447) | (91,278) |
| Cost Allocated - Airport | (83,639) | (86,809) | (86,809) | (128,514) |
| Cost Allocated - Parking | (47,343) | (49,137) | (49,137) | (98,857) |
| Cost Allocated - Wastewater | (100,999) | (104,826) | (104,826) | (144,002) |
| Cost Allocated - Electric | (795,364) | (825,504) | (825,504) | (737,146) |
| Cost Allocated - Water | (138,873) | (144,136) | (144,136) | (160,808) |
| Cost Allocated - Stormwater Utility | (53,655) | (55,689) | (55,689) | (56,019) |
| Cost Allocated - Facilities Maintenance Fund | (82,061) | (85,171) | (85,171) | (82,381) |
| Cost Allocated - Information Technology | (126,248) | (131,032) | (131,032) | (115,334) |
| Cost Allocated - Building Inspection Fund | | (26,206) | (26,206) | (128,514) |
| | <u>(1,806,928)</u> | <u>(1,901,608)</u> | <u>(1,901,608)</u> | <u>(1,910,910)</u> |
| GRAND TOTAL | 1,248,886 | 1,400,933 | 1,181,240 | 1,289,818 |

GENERAL FUND Finance - Customer Billing

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 651,924 | 674,806 | 653,637 | 641,181 |
| UTILITIES | | | | |
| Water Service | 234 | 227 | 244 | 252 |
| Electric Service | 3,554 | 3,383 | 3,500 | 3,849 |
| Wastewater Service | 263 | 257 | 265 | 278 |
| Solid Waste Service | 422 | 422 | 422 | 422 |
| Solid Waste Service - Recycling | 39 | 37 | 39 | 43 |
| | <u>4,512</u> | <u>4,326</u> | <u>4,470</u> | <u>4,844</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 1,235 | 1,235 | 462 |
| Intra-Departmental Charges - PC & Network Support | 16,434 | 16,537 | 17,002 | 15,709 |
| Intra-Departmental Charges - Telephone | 6,594 | 6,333 | 6,333 | 5,440 |
| Intra-Departmental Charges - Facilities | 11,033 | 11,062 | 11,062 | 11,550 |
| Intra-Departmental Charges - Janitorial | 8,336 | 8,627 | 8,627 | 8,383 |
| Intra-Departmental Charges - Training Ctr | 495 | 495 | 495 | 533 |
| Intra-Departmental Charges - IT Operations - GIS | 23,891 | 24,363 | 24,363 | 21,211 |
| Intra-Departmental Charges - IT Operations - Application Dev | 52,083 | 47,393 | 47,393 | 58,595 |
| Intra-Departmental Charges - IT Operations - Network Support | 11,483 | 11,409 | 11,408 | 10,430 |
| | <u>130,782</u> | <u>127,454</u> | <u>127,918</u> | <u>132,313</u> |
| ALL OTHER O&M | | | | |
| Repair Of Equipment | 1,329 | 1,800 | 1,200 | 1,300 |
| Printing & Photography | 1,100 | 1,289 | 1,289 | 1,100 |
| Postage & Mailing | 6,924 | 9,100 | 7,100 | 8,200 |
| Subscription & Membership | | 273 | 273 | |
| Travel | 40 | | | 3,000 |
| Training | 199 | 500 | 500 | 2,700 |
| Software License & Maintenance | | 480 | 480 | 240 |
| Office Supplies | 1,770 | 3,015 | 3,015 | 2,400 |
| Equipment - Noncapital | | 4,250 | 4,250 | |
| | <u>11,362</u> | <u>20,707</u> | <u>18,107</u> | <u>18,940</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Solid Waste Management | (186,594) | (165,613) | (165,613) | (173,280) |
| Cost Allocated - Parking | (27,989) | (24,842) | (24,842) | (25,992) |
| Cost Allocated - Wastewater | (186,594) | (165,613) | (165,613) | (173,280) |
| Cost Allocated - Electric | (139,946) | (124,210) | (124,210) | (129,960) |
| Cost Allocated - Water | (186,594) | (165,613) | (165,613) | (173,280) |
| Cost Allocated - Stormwater Utility | (111,957) | (99,368) | (99,368) | (103,968) |
| Cost Allocated - Building Inspection Fund | | (4,140) | (4,140) | (4,332) |
| | <u>(839,674)</u> | <u>(749,399)</u> | <u>(749,399)</u> | <u>(784,092)</u> |

GENERAL FUND
Finance - Customer Billing

| | FY20 | FY21 | FY21 | FY22 |
|--------------------|-----------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| GRAND TOTAL | (41,094) | 77,894 | 54,733 | 13,186 |

GENERAL FUND
Finance - Treasurer

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 438,393 | 458,805 | 466,624 | 447,747 |
| INSURANCES | | | | |
| Insurance - Position Bond | 685 | 685 | 685 | 685 |
| | 685 | 685 | 685 | 685 |
| UTILITIES | | | | |
| Water Service | 17 | 18 | 18 | 18 |
| Electric Service | 257 | 263 | 253 | 278 |
| Wastewater Service | 19 | 20 | 19 | 20 |
| Solid Waste Service | 31 | 31 | 31 | 31 |
| Solid Waste Service - Recycling | 3 | 3 | 3 | 3 |
| | 327 | 335 | 324 | 350 |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 4,329 | 4,352 | 4,352 | 4,137 |
| Intra-Departmental Charges - Telephone | 3,297 | 3,166 | 3,166 | 2,720 |
| Intra-Departmental Charges - Facilities | 638 | 639 | 639 | 668 |
| Intra-Departmental Charges - Janitorial | 283 | 293 | 293 | 285 |
| Intra-Departmental Charges - Training Ctr | 198 | 198 | 198 | 213 |
| Intra-Departmental Charges - IT Operations - Application Dev | 17,343 | 17,487 | 17,487 | 17,134 |
| Intra-Departmental Charges - IT Operations - Network Support | 2,796 | 2,777 | 2,777 | 2,545 |
| | 29,316 | 29,324 | 29,324 | 28,164 |
| ALL OTHER O&M | | | | |
| Contractual Services | 97,537 | 140,836 | 140,836 | 110,000 |
| Repair Of Equipment | 488 | 650 | 650 | 660 |
| Printing & Photography | 241 | 400 | 400 | 406 |
| Postage & Mailing | 1,716 | 2,500 | 2,500 | 2,030 |
| Subscription & Membership | 495 | 500 | 500 | 508 |
| Telephone Communications | 364 | 400 | 400 | 406 |
| Training | 100 | 500 | 500 | 1,015 |
| Software License & Maintenance | | 800 | 400 | 406 |
| Office Supplies | 1,513 | 2,350 | 2,350 | 2,790 |
| | 102,454 | 148,936 | 148,536 | 118,221 |

GENERAL FUND
Finance - Treasurer

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (11,639) | (11,636) | (11,636) | (14,162) |
| Cost Allocated - Purchasing | (316) | (316) | (316) | (379) |
| Cost Allocated - RP Funding Center | (696) | (696) | (696) | |
| Cost Allocated - Solid Waste Management | (37,889) | (37,879) | (37,879) | (37,806) |
| Cost Allocated - Airport | (1,771) | (1,771) | (1,771) | (3,224) |
| Cost Allocated - Parking | (1,898) | (1,897) | (1,897) | (2,150) |
| Cost Allocated - Wastewater | (50,919) | (50,906) | (50,906) | (59,997) |
| Cost Allocated - Electric | (384,771) | (384,672) | (384,672) | (339,247) |
| Cost Allocated - Water | (60,850) | (60,834) | (60,834) | (65,877) |
| Cost Allocated - Stormwater Utility | (33,651) | (33,642) | (33,642) | (34,140) |
| Cost Allocated - Facilities Maintenance Fund | (443) | (443) | (443) | (443) |
| Cost Allocated - Information Technology | (1,708) | (1,707) | (1,707) | (4,615) |
| Cost Allocated - Building Inspection Fund | | (5,059) | (5,059) | (5,121) |
| | <u>(586,551)</u> | <u>(591,458)</u> | <u>(591,458)</u> | <u>(567,161)</u> |
| GRAND TOTAL | (15,375) | 46,627 | 54,035 | 28,006 |

GENERAL FUND
Finance - City Clerk

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 425,899 | 443,968 | 426,672 | 442,379 |
| UTILITIES | | | | |
| Water Service | 292 | 298 | 301 | 309 |
| Electric Service | 9,286 | 9,637 | 9,153 | 9,428 |
| Wastewater Service | 389 | 399 | 389 | 399 |
| Solid Waste Service | 4,751 | 4,727 | 4,940 | 4,940 |
| Solid Waste Service - Recycling | 116 | 116 | 116 | 116 |
| | <u>14,834</u> | <u>15,177</u> | <u>14,899</u> | <u>15,192</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 2,470 | 2,470 | 1,385 |
| Intra-Departmental Charges - PC & Network Support | 10,703 | 10,756 | 11,349 | 10,231 |
| Intra-Departmental Charges - Telephone | 2,826 | 2,714 | 2,714 | 2,332 |
| Intra-Departmental Charges - Facilities | 49,568 | 49,698 | 49,698 | 51,892 |
| Intra-Departmental Charges - Janitorial | 59,039 | 61,096 | 61,096 | 59,367 |
| Intra-Departmental Charges - Training Ctr | 247 | 247 | 247 | 266 |
| Intra-Departmental Charges - IT Operations - Application Dev | 14,831 | 10,782 | 10,782 | 15,779 |
| Intra-Departmental Charges - IT Operations - Network Support | 7,605 | 7,556 | 7,710 | 6,912 |
| | <u>145,252</u> | <u>145,319</u> | <u>146,066</u> | <u>148,164</u> |
| ALL OTHER O&M | | | | |
| Advertising | 12,137 | 14,142 | 14,142 | 14,354 |
| Repair Of Equipment | 955 | 997 | 997 | 1,012 |
| Postage & Mailing | 378 | 401 | 401 | 407 |
| Subscription & Membership | 1,539 | 1,266 | 1,266 | 1,285 |
| Telephone Communications | 364 | 360 | 360 | 360 |
| Travel | 1,371 | 5,414 | 5,414 | 4,495 |
| Training | 441 | 554 | 554 | 562 |
| All Other Sundry Charges | 125 | 160 | 160 | 162 |
| Software License & Maintenance | 1,912 | 2,012 | 2,012 | 2,042 |
| Office Supplies | 1,369 | 2,052 | 2,052 | 2,083 |
| Equipment - Noncapital | 449 | 483 | 483 | 490 |
| | <u>21,040</u> | <u>27,841</u> | <u>27,841</u> | <u>27,252</u> |

GENERAL FUND
Finance - City Clerk

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Easy Vote Software | 3,250 | 2,500 | 2,500 | 2,500 |
| Boards & Committee Dinner | | 10,656 | 10,656 | |
| Election Expense | 141,056 | 169,000 | 169,000 | 169,000 |
| Document Shredding | 663 | 1,030 | 1,030 | 1,045 |
| | <u>144,968</u> | <u>183,186</u> | <u>183,186</u> | <u>172,545</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Purchasing | (20,222) | (20,255) | (20,255) | (20,575) |
| Cost Allocated - Solid Waste Management | (1,896) | (1,899) | (1,899) | (1,929) |
| Cost Allocated - Airport | (632) | (633) | (633) | (643) |
| Cost Allocated - Wastewater | (17,062) | (17,090) | (17,090) | (17,360) |
| Cost Allocated - Electric | (58,139) | (58,232) | (58,232) | (59,152) |
| Cost Allocated - Water | (18,326) | (18,356) | (18,356) | (18,646) |
| Cost Allocated - Stormwater Utility | (632) | (633) | (633) | (643) |
| Cost Allocated - Facilities Maintenance Fund | (6,319) | (6,330) | (6,330) | (6,430) |
| Cost Allocated - Information Technology | (632) | (633) | (633) | (643) |
| Cost Allocated - Building Inspection Fund | | | | (643) |
| | <u>(123,860)</u> | <u>(124,061)</u> | <u>(124,061)</u> | <u>(126,664)</u> |
| GRAND TOTAL | <u>628,133</u> | <u>691,430</u> | <u>674,603</u> | <u>678,868</u> |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 5,586,362 | 1,247,458 | 1,229,121 | 1,294,839 |
| | | | | |
| INSURANCE | | | | |
| Uninsured Loss Reimbursement | | 500 | | |
| | | 500 | | |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 15,608 | 10,291 | 10,291 | 10,291 |
| Intra-Departmental Charges - PC & Network Support | 26,525 | 28,288 | 27,207 | 25,382 |
| Intra-Departmental Charges - Telephone | 10,362 | 10,856 | 10,856 | 9,326 |
| Intra-Departmental Charges - Radios | 66,517 | 70,833 | 70,833 | 60,163 |
| Intra-Departmental Charges - Facilities | 23,723 | 23,786 | 23,786 | 24,836 |
| Intra-Departmental Charges - Janitorial | 17,926 | 18,551 | 18,551 | 18,026 |
| Intra-Departmental Charges - Training Ctr | 8,411 | 8,411 | 8,411 | 9,484 |
| Intra-Departmental Charges - IT Operations - GIS | 13,388 | 5,003 | 5,003 | 4,060 |
| Intra-Departmental Charges - IT Operations - Application Dev | 141,110 | 161,418 | 161,418 | 203,923 |
| Intra-Departmental Charges - IT Operations - Public Safety | 60,819 | 76,652 | 76,652 | 65,892 |
| Intra-Departmental Charges - IT Operations - Network Support | 20,396 | 21,737 | 19,113 | 17,311 |
| | 404,786 | 435,826 | 432,121 | 448,694 |
| ALL OTHER O&M | | | | |
| Contractual Services | | | 594 | 603 |
| Rentals | | | | 583 |
| Printing & Photography | 1,098 | 695 | 695 | 2,761 |
| Postage & Mailing | 107 | 156 | 156 | 158 |
| Subscription & Membership | 1,615 | 1,545 | 1,545 | 1,228 |
| Telephone Communications | 3,491 | 4,411 | 4,411 | 4,477 |
| Travel | 2 | 2,789 | 2,789 | 2,623 |
| Laundry & Dry Cleaning | 2,142 | 2,611 | 2,611 | 4,173 |
| All Other Sundry Charges | 375 | 93 | 93 | 724 |
| Licenses & Permits | | 32 | 32 | 428 |
| Office Supplies | 1,662 | 2,015 | 2,015 | 2,985 |
| Equipment - Noncapital | 1,882 | 6,950 | 6,950 | 9,359 |
| All Other Materials & Supplies | 561 | 2,383 | 2,383 | 1,334 |
| Uniforms | 728 | 1,816 | 1,816 | 1,843 |
| | 13,664 | 25,496 | 26,090 | 33,279 |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | 4,953 | 5,000 | 5,000 | 5,150 |
| | 4,953 | 5,000 | 5,000 | 5,150 |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | 49,964 | 66,552 | 37,948 | 67,017 |
| Fire Prevention Week | 2,226 | 3,282 | 3,282 | 3,331 |
| Public Education | 14,262 | 21,161 | 21,161 | 21,479 |
| Repeater System | | 39,425 | | |
| | <u>66,452</u> | <u>130,420</u> | <u>62,391</u> | <u>91,827</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To Public Impr Fund | 135,173 | 135,173 | 135,173 | 135,417 |
| Transfer To Debt Service Fund | 1,368,198 | | | |
| Transfer To Fleet Mgmt Reserve | 25,398 | | | |
| Transfer To Fleet Mgmt Reserve | | | | 27,236 |
| | <u>1,528,769</u> | <u>135,173</u> | <u>135,173</u> | <u>162,653</u> |
| SUB-TOTAL | <u>7,604,985</u> | <u>1,979,873</u> | <u>1,889,896</u> | <u>2,036,442</u> |
| OPERATIONS | | | | |
| PERSONAL SERVICES | <u>15,197,548</u> | <u>17,074,159</u> | <u>16,450,168</u> | <u>17,462,696</u> |
| UTILITIES | | | | |
| Water Service | 29,796 | 29,684 | 26,946 | 27,620 |
| Electric Service | 100,094 | 102,312 | 99,336 | 102,316 |
| Wastewater Service | 35,537 | 35,801 | 32,674 | 33,491 |
| Solid Waste Service | 19,099 | 19,099 | 19,099 | 19,099 |
| Solid Waste Service - Recycling | 918 | 918 | 960 | 960 |
| | <u>185,445</u> | <u>187,814</u> | <u>179,015</u> | <u>183,486</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 66,694 | 66,907 | 70,407 | 65,668 |
| Intra-Departmental Charges - Telephone | 41,921 | 40,257 | 40,257 | 34,583 |
| Intra-Departmental Charges - Facilities | 293,376 | 294,146 | 294,146 | 307,135 |
| Intra-Departmental Charges - Janitorial | 19,845 | 20,531 | 20,531 | 19,950 |
| Intra-Departmental Charges - IT Operations - Network Support | 42,868 | 42,583 | 43,276 | 39,868 |
| | <u>464,704</u> | <u>464,424</u> | <u>468,617</u> | <u>467,204</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 4,446 | 5,223 | 6,223 | 6,316 |
| Printing & Photography | 283 | 259 | 259 | 615 |
| Subscription & Membership | 595 | 696 | 696 | 727 |
| Telephone Communications | 13,941 | 20,806 | 20,806 | 21,118 |
| Travel | 1,649 | 2,234 | 2,234 | 4,298 |
| Laundry & Dry Cleaning | 4,680 | 8,371 | 8,371 | 17,632 |
| All Other Sundry Charges | 168 | 968 | 968 | 983 |
| Office Supplies | 1,848 | 1,253 | 1,253 | 2,187 |
| Equipment - Noncapital | 9,595 | 27,912 | 27,912 | 9,922 |
| All Other Materials & Supplies | 8,653 | 10,369 | 10,369 | 10,525 |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|-------------------|-------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Uniforms | 53,775 | 76,423 | 76,423 | 89,569 |
| Chemicals | 5,588 | 6,486 | 6,486 | 5,518 |
| Fire Fighting Accessories | 114,835 | 119,110 | 119,110 | 110,747 |
| | <u>220,056</u> | <u>280,110</u> | <u>281,110</u> | <u>280,157</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | 11,000 | 11,000 | |
| | | <u>11,000</u> | <u>11,000</u> | |
| SPECIAL PROJECTS | | | | |
| EMS Operations | 14,522 | 16,159 | 16,159 | 16,401 |
| Maintenance & Replacement of Fire Hose | 2,933 | 6,565 | 6,565 | 6,663 |
| Urban Search and Rescue Team (USAR) | 16,244 | 12,772 | 12,772 | 18,040 |
| ARFF Training | 26,745 | 44,231 | 44,231 | 44,364 |
| Replace AED & Accessories | | 1,255 | 1,255 | 127,383 |
| Special Event Sponsorship | 5,749 | | 4,425 | |
| Special Events - Reimbursable | 25,714 | 19,679 | 67,873 | |
| Mutual Aid - Piney Point Gypsum Stack Release | | | 7,530 | |
| | <u>91,906</u> | <u>100,661</u> | <u>160,810</u> | <u>212,851</u> |
| SUB-TOTAL | <u>16,159,659</u> | <u>18,118,168</u> | <u>17,550,720</u> | <u>18,606,394</u> |
| TRAINING | | | | |
| PERSONAL SERVICES | <u>207,630</u> | <u>172,330</u> | <u>220,849</u> | <u>167,338</u> |
| UTILITIES | | | | |
| Water Service | 10,290 | 14,734 | 7,343 | 7,527 |
| Electric Service | 9,477 | 9,285 | 11,454 | 11,798 |
| Wastewater Service | 7,806 | 11,258 | 2,188 | 2,243 |
| Solid Waste Service | 1,091 | 1,091 | 1,710 | 1,710 |
| | <u>28,665</u> | <u>36,368</u> | <u>22,695</u> | <u>23,278</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 4,418 | 4,585 | 4,677 | 4,151 |
| Intra-Departmental Charges - Telephone | 4,710 | 4,523 | 4,523 | 4,663 |
| Intra-Departmental Charges - Facilities | 21,656 | 21,713 | 21,713 | 66,283 |
| Intra-Departmental Charges - Janitorial | | | | 15,677 |
| Intra-Departmental Charges - IT Operations - Network Support | 2,718 | 2,777 | 2,777 | 2,545 |
| | <u>33,502</u> | <u>33,598</u> | <u>33,690</u> | <u>93,319</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | | 1,629 | 1,629 | 1,653 |
| Subscription & Membership | 16,816 | 15,681 | 15,681 | 15,916 |
| Telephone Communications | 69 | 296 | 296 | 300 |
| Travel | 7 | | | |
| Laundry & Dry Cleaning | 479 | 554 | 554 | 562 |
| Training | 10,467 | 23,467 | 23,467 | 34,279 |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|----------------|----------------|-----------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| All Other Sundry Charges | | 224 | 224 | 127 |
| A7397 | | 1,600 | 1,600 | |
| Equipment - Noncapital | 5,604 | 432 | 432 | 3,483 |
| All Other Materials & Supplies | 248 | 1,335 | 1,335 | 1,045 |
| Uniforms | | 514 | 514 | 522 |
| Fire Fighting Accessories | 263 | | | |
| | <u>33,953</u> | <u>45,732</u> | <u>45,732</u> | <u>57,887</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | 12,740 | 12,740 | |
| | | <u>12,740</u> | <u>12,740</u> | |
| SPECIAL PROJECTS | | | | |
| Paramedics Training | 565 | 27,258 | 27,258 | 27,667 |
| City University | 2,700 | 3,811 | 3,811 | 3,868 |
| Fire Academy | | 1,925 | 1,925 | 589 |
| | <u>3,265</u> | <u>32,994</u> | <u>32,994</u> | <u>32,124</u> |
| SUB-TOTAL | <u>307,015</u> | <u>333,762</u> | <u>368,700</u> | <u>373,946</u> |
| FIRE SAFETY MANAGEMENT | | | | |
| PERSONAL SERVICES | <u>689,967</u> | <u>684,648</u> | <u>696,025</u> | <u>837,718</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 10,378 | 10,392 | 10,711 | 9,998 |
| Intra-Departmental Charges - Telephone | 942 | 905 | 905 | 777 |
| Intra-Departmental Charges - Facilities | 23,723 | 23,786 | 23,786 | 24,836 |
| Intra-Departmental Charges - Janitorial | 17,926 | 18,551 | 18,551 | 18,026 |
| Intra-Departmental Charges - IT Operations - Network Support | 7,455 | 7,406 | 7,405 | 6,786 |
| | <u>60,424</u> | <u>61,040</u> | <u>61,358</u> | <u>60,423</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 393 | 806 | 1,106 | 1,123 |
| Printing & Photography | 162 | 132 | 132 | 337 |
| Subscription & Membership | 2,291 | 1,659 | 1,659 | 1,684 |
| Telephone Communications | 6,576 | 6,166 | 6,166 | 6,942 |
| Travel | 1,351 | 1,486 | 1,486 | 1,508 |
| Laundry & Dry Cleaning | 456 | 373 | 373 | 3,931 |
| Office Supplies | 144 | 1,230 | 1,230 | 2,063 |
| Equipment - Noncapital | 1,512 | 6,865 | 6,865 | 1,693 |
| All Other Materials & Supplies | 4,383 | 2,056 | 2,056 | 2,087 |
| Uniforms | 1,330 | 1,542 | 1,542 | 5,990 |
| | <u>18,598</u> | <u>22,315</u> | <u>22,615</u> | <u>27,358</u> |
| SPECIAL PROJECTS | | | | |
| Fire Safety Management | | 530 | 530 | 538 |
| | | <u>530</u> | <u>530</u> | <u>538</u> |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|------------------|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SUB-TOTAL | 768,989 | 768,533 | 780,528 | 926,037 |

**GENERAL FUND
Fire**

| | FY20 | FY21 | FY21 | FY22 |
|--|--------------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| | MAINTENANCE | | | |
| PERSONAL SERVICES | 315,873 | 314,927 | 316,828 | 322,727 |
| INTER-CITY SERVICES | | | | |
| Maintenance - Fleet Management | | 123,770 | | |
| Intra-Departmental Charges - PC & Network Support | 1,266 | 1,288 | 1,313 | 1,233 |
| Intra-Departmental Charges - IT Operations - Network Support | 932 | 926 | 926 | 848 |
| | 2,198 | 125,984 | 2,239 | 2,081 |
| ALL OTHER O&M | | | | |
| Contractual Services | 2,856 | 3,398 | 3,398 | 3,449 |
| Repair Of Equipment | 23,329 | 81,568 | 74,568 | 75,687 |
| Laundry & Dry Cleaning | 995 | 1,744 | 1,744 | 1,770 |
| Repair Of Motor Equipment | 133,712 | 146,349 | 146,349 | 148,544 |
| Software License & Maintenance | | 877 | 877 | 890 |
| Auto/Heavy Equipment Fuel | 124,692 | 132,576 | 132,576 | 149,790 |
| Office Supplies | | 367 | 367 | 273 |
| Equipment - Noncapital | | 3,980 | 3,980 | 4,040 |
| All Other Materials & Supplies | 726 | 920 | 920 | 934 |
| Uniforms | | 771 | 771 | 783 |
| Tools & Implements | 2,375 | 3,984 | 3,984 | 4,044 |
| License Tags | 519 | 519 | 519 | 527 |
| Use Tax Allocation | (8) | | | |
| Recoveries-Other Funds | (64) | | | |
| | 289,131 | 377,053 | 370,053 | 390,731 |
| SPECIAL PROJECTS | | | | |
| ARFF Training | | 130 | | |
| | | 130 | | |
| SUB-TOTAL | 607,332 | 817,964 | 689,120 | 715,539 |
| GRAND TOTAL | 25,447,981 | 22,018,300 | 21,278,964 | 22,658,358 |

**GENERAL FUND
Police**

| | FY20 | FY21 | FY21 | FY22 |
|--|------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 48,206,783 | 32,432,608 | 31,288,507 | 33,895,618 |
| INSURANCE | | | | |
| Uninsured Loss Reimbursement | 750 | | | |
| | 750 | | | |
| UTILITIES | | | | |
| Water Service | 14,517 | 15,988 | 11,849 | 12,145 |
| Stormwater Service | 1,055 | 1,090 | 1,178 | 1,237 |
| Electric Service | 183,420 | 196,502 | 176,271 | 181,559 |
| Wastewater Service | 9,775 | 10,027 | 10,118 | 10,371 |
| Solid Waste Service | 9,500 | 9,500 | 11,684 | 11,684 |
| | 218,267 | 233,107 | 211,100 | 216,996 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 1,400,930 | 1,430,178 | 1,392,702 | 1,741,798 |
| Gasoline - Fleet Management | 514,234 | 736,590 | 441,653 | 751,150 |
| Maintenance - Fleet Management | 1,015,874 | 1,169,284 | 1,072,872 | 1,211,440 |
| Fleet - New Equip - O&M Charges | | | | 2,920 |
| Purchasing & Stores Service | 14,755 | 28,403 | 28,403 | 29,088 |
| Intra-Departmental Charges - PC & Network Support | 756,645 | 765,619 | 805,177 | 742,971 |
| Intra-Departmental Charges - Telephone | 150,255 | 143,386 | 143,386 | 122,791 |
| Intra-Departmental Charges - Radios | 370,105 | 371,873 | 371,873 | 313,013 |
| Intra-Departmental Charges - Facilities | 342,457 | 347,757 | 347,757 | 363,113 |
| Intra-Departmental Charges - Janitorial | 299,074 | 312,933 | 312,933 | 304,076 |
| Intra-Departmental Charges - Training Ctr | 17,567 | 17,567 | 17,567 | 19,821 |
| Intra-Departmental Charges - IT Operations - GIS | 25,148 | 26,944 | 26,944 | 21,743 |
| Intra-Departmental Charges - IT Operations - Application Dev | 445,948 | 452,566 | 452,566 | 544,107 |
| Intra-Departmental Charges - IT Operations - Public Safety | 1,155,568 | 1,456,384 | 1,456,384 | 1,251,947 |
| Intra-Departmental Charges - IT Operations - Network Support | 465,367 | 470,109 | 476,574 | 438,008 |
| | 6,973,925 | 7,729,593 | 7,346,791 | 7,857,986 |
| ALL OTHER O&M | | | | |
| Contractual Services | 155,173 | 151,356 | 134,511 | 157,669 |
| Legal Fees | 187,248 | 187,000 | 187,000 | |
| Professional Services | 12,973 | 15,000 | 15,510 | 15,000 |
| Advertising | 352 | 600 | 600 | 500 |
| Visa/Mastercard Bank Charges | 286 | 500 | 500 | 500 |
| Contract Labor | 84,596 | 13,920 | 13,920 | |
| Rentals | 231,929 | 277,354 | 265,500 | 205,948 |
| Maintenance Of Facilities | 210 | 400 | 125 | 400 |
| Repair Of Equipment | 42,773 | 38,506 | 38,106 | 43,444 |

**GENERAL FUND
Police**

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Printing & Photography | 13,606 | 20,500 | 20,500 | 20,500 |
| Postage & Mailing | 10,726 | 10,545 | 10,545 | 10,545 |
| Subscription & Membership | 29,487 | 34,718 | 29,747 | 40,956 |
| Telephone Communications | 71,726 | 85,408 | 80,908 | 86,990 |
| Laundry & Dry Cleaning | 75,646 | 118,000 | 105,000 | 119,000 |
| All Other Sundry Charges | 9,404 | 8,100 | 8,237 | 9,300 |
| Software License & Maintenance | | 960 | 480 | |
| Refund Of Prior Years Revenue | | | 158 | |
| Confidential Informants | 20,000 | 35,000 | 35,000 | 35,000 |
| Gift Certificates | 1,320 | | | |
| Office Supplies | 73,821 | 85,585 | 81,207 | 88,519 |
| Equipment - Noncapital | 91,897 | 158,180 | 154,851 | 99,753 |
| All Other Materials & Supplies | 32,575 | 47,578 | 47,158 | 50,813 |
| Uniforms | 141,557 | 150,461 | 151,955 | 153,300 |
| License Tags | 680 | 1,500 | 850 | 1,500 |
| Use Tax Allocation | (12) | (40) | (86) | (40) |
| Food & Supplies for Animals | 12,579 | 13,500 | 13,990 | 12,500 |
| Training - Ammunition | 14,866 | 15,946 | 13,565 | 15,000 |
| | <u>1,315,418</u> | <u>1,470,577</u> | <u>1,409,837</u> | <u>1,167,097</u> |
| DEBT SERVICE | | | | |
| A/C Chiller Replacements | 120,197 | 60,068 | 60,006 | |
| | <u>120,197</u> | <u>60,068</u> | <u>60,006</u> | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | 16,120 | 50,445 | 50,445 | 1,092,354 |
| | <u>16,120</u> | <u>50,445</u> | <u>50,445</u> | <u>1,092,354</u> |
| SPECIAL PROJECTS | | | | |
| Florida Southern College - SRO | 330,563 | 480,349 | 450,360 | 542,100 |
| Polk County School Board-SRO | 1,044,354 | 1,176,819 | 1,166,491 | 1,173,261 |
| Crime Watch | 13,282 | 22,881 | 22,881 | 40,000 |
| Special Overtime | 225,525 | 80,000 | 80,300 | 88,000 |
| Emergency Preparedness | 1,690 | 2,500 | 2,500 | 2,500 |
| Recruitment | 51,461 | 40,582 | 40,402 | 40,582 |
| Victim Assistance Program | 25,000 | 25,000 | 25,000 | 25,000 |
| Training Center | 83,452 | 186,747 | 186,747 | 93,960 |
| Police Educations | 25,087 | 28,000 | 28,000 | 28,000 |
| Canine Training - Donations | | 68,474 | 68,474 | |
| Investigative Costs Reimbursement | 130,138 | 257,109 | 257,109 | 135,000 |
| Do the Right Thing - Donations | 294 | 7,885 | 7,885 | |
| School Resource Officers - Donations | | 4,216 | 4,216 | |
| Polk Community College IPS Coordinator | 121,867 | 117,411 | 124,897 | 123,458 |
| Drug Prevention Resource Center | 21,000 | | | |
| Red Light Cameras | 936,559 | 957,355 | 945,701 | 967,580 |

**GENERAL FUND
Police**

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| LPD Explorer Program - Donations | 1,148 | 17,414 | 17,414 | |
| COPS For Christmas - Donations | 12,836 | 11,878 | 11,878 | |
| Lakeland Police Dept. - Donations | | 4,417 | 4,417 | |
| SWAT Medic Program | 5,258 | 7,500 | 7,500 | 7,000 |
| AED Units for LPD Patrol Cars | 6,427 | 15,000 | 15,000 | 10,000 |
| Special Event Sponsorship | 16,589 | 28,000 | 28,000 | 28,000 |
| FOAG Victim Assistance (VOCA) | 165,067 | 165,875 | 159,176 | 179,120 |
| FDLE-Byrne Police Athletic League (PAL) | 17,875 | 22,016 | 22,016 | 20,458 |
| DOJ-Justice Assistance Grant | 109,926 | 159,203 | 184,857 | 120,357 |
| Community Policing Innovation | 205,371 | 196,751 | 220,097 | 227,175 |
| New Beginnings - SRO | 94,687 | 97,791 | 107,951 | 112,073 |
| Ballistic Vest Replacements | 24,161 | 117,291 | 117,291 | 55,000 |
| Lakeland Christian - SRO | 87,734 | 92,120 | 87,493 | 86,480 |
| Accommodations for Programs and Services | | 10,000 | 10,000 | 10,000 |
| Magnolia Montessori Academy - SRO | 80,618 | 80,623 | 89,967 | 89,625 |
| Conducted Electrical Weapon Replacements | | 54,416 | 54,416 | 30,000 |
| FDLE ESST/CHT Task Force | 1,316 | | 133 | |
| BJA-Coronavirus Emergency Supplemental Funding Program (CESF) | | 80,481 | 80,481 | |
| LPD New Technology and Equipment Replacement | | 27,000 | 27,000 | 30,000 |
| | <u>3,839,287</u> | <u>4,643,104</u> | <u>4,656,050</u> | <u>4,264,729</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To Public Impr Fund | | 150,000 | 150,000 | |
| Transfer To Debt Service Fund | 254,709 | | | |
| Transfer To Fleet Mgmt Reserve | 30,320 | 115,000 | 115,000 | |
| Transfer To Fleet Mgmt Reserve | 53,935 | 38,465 | 38,465 | |
| Transfer To IT Equip Replacement Fund | | | | 42,840 |
| | <u>338,964</u> | <u>303,465</u> | <u>303,465</u> | <u>42,840</u> |
| SUB-TOTAL | <u>42,086,814</u> | <u>46,922,967</u> | <u>45,326,201</u> | <u>48,537,620</u> |

**GENERAL FUND
Police**

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| LAW ENFORCEMENT TRUST FUND | | | | |
| ALL OTHER O&M | | | | |
| All Other Administrative | 24,224 | 119,833 | 119,833 | |
| Equipment - Noncapital | | 8,533 | 6,544 | |
| | 24,224 | 128,366 | 126,377 | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | | 184,133 | 184,133 | |
| | | 184,133 | 184,133 | |
| SUB-TOTAL | 24,224 | 312,499 | 310,510 | |
| FEDERALLY FORFEITED PROPERTY | | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | 2,000 | | | |
| Training | | 11,255 | 11,255 | |
| All Other Administrative | | 1,040,158 | 1,040,158 | |
| Equipment - Noncapital | 31,315 | 105,001 | 96,186 | |
| | 33,315 | 1,156,414 | 1,147,599 | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | 102,880 | 287,546 | 287,546 | |
| | 102,880 | 287,546 | 287,546 | |
| SPECIAL PROJECTS | | | | |
| Fed Law Enforcement Trust - Treasury Funds | | 4,718 | 4,718 | |
| | | 4,718 | 4,718 | |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To Fleet Mgmt Reserve | | | | 290,000 |
| | | | | 290,000 |
| SUB-TOTAL | 136,195 | 1,448,678 | 1,439,863 | 290,000 |
| GRAND TOTAL | 61,190,129 | 48,684,144 | 47,076,574 | 48,827,620 |

GENERAL FUND
Public Works - Director

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 820,849 | 879,773 | 836,374 | 851,570 |
| UTILITIES | | | | |
| Water Service | 244 | 208 | 254 | 263 |
| Electric Service | 3,701 | 3,105 | 3,645 | 4,008 |
| Wastewater Service | 274 | 235 | 276 | 289 |
| Solid Waste Service | 440 | 440 | 440 | 440 |
| Solid Waste Service - Recycling | 41 | 34 | 41 | 44 |
| | <u>4,699</u> | <u>4,022</u> | <u>4,656</u> | <u>5,044</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 15,608 | 13,172 | 13,172 | 56,329 |
| Intra-Departmental Charges - PC & Network Support | 14,719 | 13,582 | 15,612 | 13,999 |
| Intra-Departmental Charges - Telephone | 3,297 | 3,166 | 3,166 | 2,720 |
| Intra-Departmental Charges - Radios | 1,137 | 3,427 | 3,427 | 2,885 |
| Intra-Departmental Charges - Facilities | 11,475 | 11,505 | 11,505 | 12,013 |
| Intra-Departmental Charges - Janitorial | 8,671 | 8,973 | 8,973 | 8,719 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 480 |
| Intra-Departmental Charges - IT Operations - GIS | 18,547 | 17,865 | 17,865 | 14,354 |
| Intra-Departmental Charges - IT Operations - Application Dev | 44,762 | 48,697 | 48,697 | 49,210 |
| Intra-Departmental Charges - IT Operations - Network Support | 10,546 | 9,707 | 10,632 | 9,707 |
| | <u>129,059</u> | <u>130,391</u> | <u>133,346</u> | <u>170,416</u> |
| ALL OTHER O&M | | | | |
| Contract Labor | | 500 | 500 | 500 |
| Repair Of Equipment | 559 | 1,700 | 1,700 | 1,700 |
| Printing & Photography | 19 | 150 | 150 | 150 |
| Postage & Mailing | 211 | 450 | 450 | 450 |
| Subscription & Membership | 1,038 | 3,600 | 3,600 | 3,564 |
| Telephone Communications | 2,973 | 3,400 | 3,400 | 3,400 |
| Travel | 1,721 | 9,000 | 9,000 | 9,000 |
| Training | 36 | 8,000 | 8,000 | 8,000 |
| All Other Sundry Charges | 598 | 1,340 | 1,340 | 1,340 |
| Software License & Maintenance | | 960 | 960 | 960 |
| Office Supplies | 985 | 2,800 | 2,800 | 2,800 |
| Equipment - Noncapital | 2,236 | 3,500 | 3,500 | 3,500 |
| Uniforms | | 350 | 350 | 350 |
| Use Tax Allocation | | | | |
| | <u>10,376</u> | <u>35,750</u> | <u>35,750</u> | <u>35,714</u> |
| SPECIAL PROJECTS | | | | |
| Limited English Proficiency | | 1,000 | 1,000 | 1,015 |
| | | <u>1,000</u> | <u>1,000</u> | <u>1,015</u> |

GENERAL FUND
Public Works - Director

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|----------------|----------------|-----------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (101,859) | (112,223) | (112,223) | (110,715) |
| Cost Allocated - Purchasing | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - RP Funding Center | (6,047) | (6,452) | (6,452) | |
| Cost Allocated - Solid Waste Management | (149,309) | (164,604) | (164,604) | (162,269) |
| Cost Allocated - Airport | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - Parking | (22,472) | (24,584) | (24,584) | (24,462) |
| Cost Allocated - Wastewater | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - Electric | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - Water | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - Stormwater Utility | (59,884) | (65,885) | (65,885) | (65,110) |
| Cost Allocated - Facilities Maintenance Fund | (59,884) | (65,885) | (65,885) | (65,110) |
| Cost Allocated - Information Technology | (6,047) | (6,452) | (6,452) | (6,616) |
| Cost Allocated - Building Inspection Fund | | | | (6,616) |
| | (435,737) | (478,345) | (478,345) | (473,978) |
| GRAND TOTAL | 529,245 | 572,591 | 532,781 | 589,781 |

GENERAL FUND
Public Works - Traffic

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,037,601 | 1,067,820 | 994,185 | 1,237,708 |
| UTILITIES | | | | |
| Water Service | 1,218 | 1,282 | 1,252 | 1,283 |
| Electric Service | 14,031 | 14,638 | 13,022 | 13,413 |
| Wastewater Service | 535 | 452 | 453 | 464 |
| Solid Waste Service | 1,637 | 1,637 | 1,637 | 1,637 |
| Solid Waste Service - Recycling | 102 | 102 | 102 | 102 |
| | <u>17,523</u> | <u>18,111</u> | <u>16,466</u> | <u>16,899</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 56,125 | 58,787 | 56,125 | 59,168 |
| Gasoline - Fleet Management | 15,383 | 20,778 | 19,203 | 20,920 |
| Maintenance - Fleet Management | 37,468 | 45,239 | 34,899 | 45,655 |
| Purchasing & Stores Service | 18,210 | 13,584 | 13,584 | 462 |
| Intra-Departmental Charges - PC & Network Support | 34,073 | 34,581 | 34,662 | 30,919 |
| Intra-Departmental Charges - Telephone | 7,065 | 6,785 | 6,785 | 5,829 |
| Intra-Departmental Charges - Radios | 7,391 | 7,997 | 7,997 | 6,732 |
| Intra-Departmental Charges - Facilities | 31,916 | 32,000 | 32,000 | 33,413 |
| Intra-Departmental Charges - Janitorial | 21,395 | 22,141 | 22,141 | 21,514 |
| Intra-Departmental Charges - Training Ctr | 891 | 891 | 891 | 1,012 |
| Intra-Departmental Charges - IT Operations - GIS | 13,037 | 12,185 | 12,185 | 9,768 |
| Intra-Departmental Charges - IT Operations - Application Dev | 48,736 | 42,168 | 42,168 | 43,492 |
| Intra-Departmental Charges - IT Operations - Network Support | 22,585 | 22,903 | 21,976 | 20,107 |
| | <u>314,275</u> | <u>320,039</u> | <u>304,616</u> | <u>298,991</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | | 45,213 | 45,213 | 45,000 |
| Rentals | 1,035 | 98 | 350 | 4,188 |
| Repair Of Equipment | 2,302 | 685 | 685 | 7,189 |
| Printing & Photography | 100 | | | 101 |
| Postage & Mailing | 307 | 327 | 327 | 308 |
| Subscription & Membership | 2,459 | 2,288 | 2,288 | 2,288 |
| Telephone Communications | 7,401 | 8,341 | 8,341 | 5,569 |
| Travel | 1,303 | 363 | 363 | 1,505 |
| Training | 3,562 | 4,622 | 4,622 | 5,117 |
| All Other Sundry Charges | 35 | | | 51 |
| Software License & Maintenance | | 480 | 480 | 480 |
| Auto/Heavy Equipment Fuel | 67 | 145 | 145 | 49 |
| Office Supplies | 1,178 | 1,358 | 1,358 | 2,481 |
| Equipment - Noncapital | 650 | 1,822 | 1,822 | 1,835 |
| All Other Materials & Supplies | 79,255 | 101,675 | 101,675 | 84,000 |
| Uniforms | 4,329 | 5,162 | 5,162 | 5,113 |
| Tools & Implements | 1,493 | 1,186 | 1,186 | 1,520 |

**GENERAL FUND
Public Works - Traffic**

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Use Tax Allocation | (113) | | | |
| | 105,362 | 173,765 | 174,017 | 166,794 |
| SPECIAL PROJECTS | | | | |
| ITS Maintenance | 30,914 | 74,449 | 71,592 | 71,592 |
| Sign Fabrication | 20,562 | 16,345 | 16,345 | 24,500 |
| Special Event Sponsorship | 22,667 | 8,333 | 8,333 | 28,000 |
| Other Projects - From Outside City | (101) | | | |
| | 74,042 | 99,127 | 96,270 | 124,092 |
| GRAND TOTAL | 1,548,803 | 1,678,862 | 1,585,554 | 1,844,484 |

GENERAL FUND
Public Works - Engineering

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,151,333 | 1,360,900 | 1,123,416 | 1,200,219 |
| UTILITIES | | | | |
| Water Service | 422 | 359 | 440 | 454 |
| Electric Service | 6,400 | 5,370 | 6,304 | 6,932 |
| Wastewater Service | 473 | 407 | 477 | 501 |
| Solid Waste Service | 761 | 761 | 761 | 761 |
| Solid Waste Service - Recycling | 71 | 59 | 71 | 77 |
| | <u>8,127</u> | <u>6,956</u> | <u>8,053</u> | <u>8,725</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 26,379 | 26,679 | 26,319 | 26,895 |
| Gasoline - Fleet Management | 3,796 | 8,780 | 5,240 | 11,822 |
| Maintenance - Fleet Management | 18,986 | 12,463 | 29,580 | 15,000 |
| Purchasing & Stores Service | 3,468 | 14,407 | 14,407 | 14,313 |
| Intra-Departmental Charges - PC & Network Support | 22,919 | 23,123 | 23,376 | 20,838 |
| Intra-Departmental Charges - Telephone | 5,652 | 5,428 | 5,428 | 4,275 |
| Intra-Departmental Charges - Radios | 3,980 | 3,999 | 3,999 | 3,365 |
| Intra-Departmental Charges - Facilities | 19,852 | 19,904 | 19,904 | 20,783 |
| Intra-Departmental Charges - Janitorial | 15,001 | 15,523 | 15,523 | 15,084 |
| Intra-Departmental Charges - Training Ctr | 841 | 841 | 841 | 906 |
| Intra-Departmental Charges - IT Operations - GIS | 45,058 | 33,515 | 33,515 | 26,940 |
| Intra-Departmental Charges - IT Operations - Application Dev | 52,658 | 50,481 | 50,481 | 52,603 |
| Intra-Departmental Charges - IT Operations - Network Support | 14,672 | 14,962 | 14,035 | 12,850 |
| | <u>233,262</u> | <u>230,105</u> | <u>242,648</u> | <u>225,674</u> |
| ALL OTHER O&M | | | | |
| Contract Labor | 9,496 | | | |
| Repair Of Equipment | 965 | 2,000 | 2,000 | 1,500 |
| Printing & Photography | 58 | 200 | 200 | 203 |
| Postage & Mailing | 9 | 100 | 100 | 102 |
| Subscription & Membership | 2,079 | 3,000 | 3,000 | 3,045 |
| Telephone Communications | 7,640 | 7,500 | 7,500 | 7,612 |
| Travel | 912 | 2,616 | 2,616 | 3,670 |
| Training | 1,383 | 6,000 | 6,000 | 9,135 |
| All Other Sundry Charges | 742 | 900 | 900 | 508 |
| Software License & Maintenance | 9,777 | 10,634 | 10,634 | 10,794 |
| Office Supplies | 1,942 | 4,800 | 4,800 | 4,250 |
| Equipment - Noncapital | 1,107 | 3,700 | 3,700 | 2,300 |
| Uniforms | 3,337 | 4,000 | 4,000 | 4,060 |
| Tools & Implements | 1,709 | 2,600 | 2,600 | 2,538 |
| | <u>41,157</u> | <u>48,050</u> | <u>48,050</u> | <u>49,717</u> |

GENERAL FUND
Public Works - Engineering

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | | 4,900 | 4,900 | 4,973 |
| | | 4,900 | 4,900 | 4,973 |
| SPECIAL PROJECTS | | | | |
| FDOT County Line Rd @ US 92 | 2,415 | 16,291 | 16,291 | |
| Lakes at Laurel Highland Quality Control | 12,600 | | | |
| Downtown Master Plan | 2,828 | | | |
| FDOT-Tenoroc Trail - Segment 1 | 13,159 | 66,815 | 66,815 | |
| Structural Plan Review | (517) | 17,374 | 17,374 | |
| Other Projects - From Outside City | (99) | | | |
| | 30,386 | 100,480 | 100,480 | |
| ALLOCATIONS | | | | |
| Cost Allocated - Stormwater Utility | (38,479) | (38,479) | (38,479) | (39,635) |
| Cost Allocated - Building Inspection Fund | | (14,216) | (14,216) | (11,598) |
| | (38,479) | (52,695) | (52,695) | (51,233) |
| GRAND TOTAL | 1,425,786 | 1,698,696 | 1,474,852 | 1,438,075 |

GENERAL FUND
Public Works - Construction & Maintenance

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,301,856 | 2,364,589 | 1,279,215 | 2,009,861 |
| INSURANCES | | | | |
| Uninsured Loss Reimbursement | 250 | | | |
| | 250 | | | |
| UTILITIES | | | | |
| Water Service | 18,214 | 18,981 | 19,944 | 20,443 |
| Electric Service | 30,689 | 29,547 | 29,614 | 30,502 |
| Wastewater Service | 17,679 | 17,847 | 20,088 | 20,590 |
| Solid Waste Service | 50,908 | 32,199 | 21,379 | 21,379 |
| Solid Waste Service - Recycling | 102 | 102 | 102 | 102 |
| | 117,592 | 98,676 | 91,127 | 93,016 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 56,844 | 127,388 | 74,875 | 439,534 |
| Gasoline - Fleet Management | 106,455 | 72,267 | 92,367 | 249,939 |
| Maintenance - Fleet Management | 85,801 | 118,133 | 99,429 | 425,528 |
| Fleet Mgmt Project Charges | | | 7,957 | |
| Fleet Mgmt Charges Recoveries | | | | (850,000) |
| Purchasing & Stores Service | 65,035 | 86,443 | 86,443 | 42,478 |
| Other City Department Charges | (141,610) | | (59,512) | |
| Intra-Departmental Charges - PC & Network Support | 32,332 | 32,416 | 33,007 | 30,805 |
| Intra-Departmental Charges - Telephone | 9,891 | 9,499 | 9,499 | 7,772 |
| Intra-Departmental Charges - Radios | 27,289 | 26,848 | 26,848 | 22,598 |
| Intra-Departmental Charges - Facilities | 153,590 | 153,994 | 153,994 | 160,793 |
| Intra-Departmental Charges - Janitorial | 29,199 | 30,217 | 30,217 | 29,361 |
| Intra-Departmental Charges - Training Ctr | 3,463 | 3,463 | 3,463 | 3,836 |
| Intra-Departmental Charges - IT Operations - GIS | 71,224 | 57,623 | 57,623 | 50,079 |
| Intra-Departmental Charges - IT Operations - Application Dev | 98,447 | 106,342 | 106,342 | 116,671 |
| Intra-Departmental Charges - IT Operations - Network Support | 23,886 | 23,738 | 23,274 | 21,677 |
| | 621,846 | 848,371 | 745,826 | 751,071 |
| ALL OTHER O&M | | | | |
| Contractual Services | 15,327 | 10,259 | 10,259 | 10,256 |
| Contract Labor | | 1,000 | 1,000 | 514 |
| Leases | | 113,160 | 113,160 | 187,682 |
| Rentals | 2,299 | 3,346 | 3,346 | 3,346 |
| Repair Of Equipment | 2,002 | 10,000 | 10,000 | 10,000 |
| Printing & Photography | | 481 | 481 | 481 |
| Postage & Mailing | 109 | 412 | 412 | 412 |
| Subscription & Membership | 1,853 | 1,500 | 1,500 | 1,500 |
| Telephone Communications | 8,237 | 12,465 | 12,465 | 12,465 |

GENERAL FUND
Public Works - Construction & Maintenance

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Travel | 3,535 | 6,257 | 6,257 | 6,257 |
| Training | 1,012 | 17,000 | 17,000 | 17,000 |
| All Other Sundry Charges | | 144 | 144 | 144 |
| Software License & Maintenance | | 2,500 | 2,500 | 2,500 |
| Auto/Heavy Equipment Fuel | | 1,700 | 1,700 | 1,700 |
| Office Supplies | 2,502 | 6,489 | 6,489 | 6,489 |
| Equipment - Noncapital | 10,159 | 8,940 | 8,940 | 13,078 |
| All Other Materials & Supplies | 16,035 | 29,700 | 29,700 | 29,700 |
| Uniforms | 28,926 | 35,000 | 35,000 | 35,000 |
| Construction Material | 7,670 | 40,000 | 40,000 | 40,000 |
| Chemicals | 2,773 | 4,635 | 4,635 | 4,635 |
| Tools & Implements | 9,121 | 10,300 | 10,300 | 10,300 |
| Personal Safety Equipment | 11,100 | 15,000 | 15,000 | 15,000 |
| Parts For Equipment | 8,818 | 26,330 | 26,330 | 26,330 |
| Use Tax Allocation | (7) | | | |
| Recoveries-From Outside City | (7,996) | | | |
| | <u>123,475</u> | <u>356,618</u> | <u>356,618</u> | <u>434,789</u> |
| DEBT SERVICE | | | | |
| Interest Expense - Leasing2 | 26,139 | | | |
| Principal Payment - Leasing2 | <u>128,188</u> | | | |
| | <u>154,328</u> | | | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | <u>7,916</u> | <u>7,916</u> | <u>7,916</u> | |
| | <u>7,916</u> | <u>7,916</u> | <u>7,916</u> | |
| SPECIAL PROJECTS | | | | |
| Other Projects - City Departments | 57,990 | | | |
| Cleaning & Painting Downtown Streetscape | <u>9,815</u> | <u>52,815</u> | <u>52,815</u> | |
| | <u>67,804</u> | <u>52,815</u> | <u>52,815</u> | |
| GRAND TOTAL | <u>2,395,067</u> | <u>3,728,985</u> | <u>2,533,517</u> | <u>3,288,737</u> |

GENERAL FUND
Parks and Recreation - Director

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 419,405 | 424,843 | 421,637 | 477,962 |
| UTILITIES | | | | |
| Water Service | 138 | 118 | 144 | 149 |
| Electric Service | 2,094 | 1,757 | 2,062 | 2,268 |
| Wastewater Service | 155 | 133 | 156 | 164 |
| Solid Waste Service | 249 | 249 | 249 | 249 |
| Solid Waste Service - Recycling | 23 | 19 | 23 | 25 |
| | <u>2,659</u> | <u>2,276</u> | <u>2,634</u> | <u>2,855</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 19,944 | 18,935 | 18,935 | 27,241 |
| Intra-Departmental Charges - PC & Network Support | 6,957 | 7,832 | 8,354 | 8,568 |
| Intra-Departmental Charges - Telephone | 3,768 | 3,619 | 3,619 | 3,108 |
| Intra-Departmental Charges - Facilities | 6,497 | 6,514 | 6,514 | 6,802 |
| Intra-Departmental Charges - Janitorial | 4,909 | 5,081 | 5,081 | 4,937 |
| Intra-Departmental Charges - Training Ctr | 297 | 297 | 297 | 160 |
| Intra-Departmental Charges - IT Operations - Application Dev | 27,927 | 27,144 | 27,144 | 25,703 |
| Intra-Departmental Charges - IT Operations - Network Support | 8,750 | 8,296 | 8,981 | 8,073 |
| | <u>79,049</u> | <u>77,718</u> | <u>78,925</u> | <u>84,592</u> |
| ALL OTHER O&M | | | | |
| Rentals | 914 | 1,100 | 1,100 | 1,117 |
| Repair Of Equipment | | 520 | 520 | 528 |
| Printing & Photography | 475 | 1,600 | 1,600 | 1,624 |
| Postage & Mailing | 126 | 300 | 300 | 305 |
| Subscription & Membership | 1,620 | 3,560 | 3,560 | 3,613 |
| Telephone Communications | 3,113 | 4,500 | 4,500 | 4,568 |
| Travel | 467 | 6,600 | 6,600 | 6,699 |
| Training | 775 | 5,672 | 5,672 | 5,757 |
| Software License & Maintenance | | 50,480 | 50,480 | 51,237 |
| Office Supplies | 233 | 1,600 | 1,600 | 1,624 |
| Equipment - Noncapital | 5,025 | 2,454 | 2,454 | 2,491 |
| | <u>12,749</u> | <u>78,386</u> | <u>78,386</u> | <u>79,563</u> |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | | 4,836 | 4,836 | 4,908 |
| | | <u>4,836</u> | <u>4,836</u> | <u>4,908</u> |

GENERAL FUND
Parks and Recreation - Director

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Sculpture Competition | 20,573 | 26,000 | 26,000 | 8,430 |
| Volunteers in Public Service | | 500 | 500 | 507 |
| Downtown Wayfinding | 5,706 | 7,000 | 7,000 | 7,105 |
| Downtown Street Furniture | 4,952 | 8,430 | 8,430 | 8,556 |
| | <u>31,231</u> | <u>41,930</u> | <u>41,930</u> | <u>24,598</u> |
| GRAND TOTAL | 545,093 | 629,989 | 628,348 | 674,478 |

GENERAL FUND
Parks and Recreation - Parks

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 6,999,550 | 7,882,290 | 6,916,143 | 7,804,508 |
| INSURANCE | | | | |
| Insurance - Fire | 2,296 | 1,168 | 944 | 991 |
| | 2,296 | 1,168 | 944 | 991 |
| UTILITIES | | | | |
| Water Service | 619,556 | 600,963 | 539,707 | 553,200 |
| Stormwater Service | 3,530 | 8,430 | 3,505 | 3,680 |
| Electric Service | 252,351 | 239,478 | 286,553 | 295,149 |
| Wastewater Service | 84,059 | 68,579 | 91,863 | 94,160 |
| Solid Waste Service | 175,865 | 220,008 | 139,705 | 139,705 |
| Solid Waste Service - Recycling | 23 | 23 | 23 | 23 |
| | 1,135,384 | 1,137,481 | 1,061,356 | 1,085,917 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 496,674 | 512,525 | 504,351 | 534,743 |
| Gasoline - Fleet Management | 144,358 | 189,267 | 115,020 | 191,159 |
| Maintenance - Fleet Management | 350,521 | 313,277 | 281,558 | 315,367 |
| Purchasing & Stores Service | 34,252 | 29,638 | 29,638 | 22,624 |
| Intra-Departmental Charges - PC & Network Support | 38,323 | 39,215 | 39,439 | 36,737 |
| Intra-Departmental Charges - Telephone | 14,131 | 13,570 | 13,570 | 12,046 |
| Intra-Departmental Charges - Radios | 42,070 | 42,271 | 42,271 | 35,581 |
| Intra-Departmental Charges - Facilities | 1,133,691 | 1,136,672 | 1,136,672 | 1,177,671 |
| Intra-Departmental Charges - Janitorial | 11,712 | 12,121 | 12,121 | 19,189 |
| Intra-Departmental Charges - Training Ctr | 5,987 | 5,987 | 5,987 | 6,554 |
| Intra-Departmental Charges - IT Operations - GIS | 18,547 | 20,080 | 20,080 | 16,121 |
| Intra-Departmental Charges - IT Operations - Application Dev | 187,118 | 249,577 | 249,577 | 257,253 |
| Intra-Departmental Charges - IT Operations - Network Support | 30,037 | 30,754 | 29,141 | 26,641 |
| | 2,507,421 | 2,594,954 | 2,479,425 | 2,651,686 |

GENERAL FUND
Parks and Recreation - Parks

| | FY20 | FY21 | FY21 | FY22 |
|---|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 189,848 | 219,881 | 219,881 | 203,486 |
| Rentals | | 578 | 578 | 1,134 |
| Maintenance Of Facilities | 23,890 | 36,859 | 36,859 | 33,182 |
| Repair Of Equipment | 45,011 | 41,805 | 41,805 | 46,005 |
| Printing & Photography | 350 | 613 | 613 | 1,123 |
| Postage & Mailing | 2 | | | 83 |
| Subscription & Membership | 1,383 | 895 | 895 | 1,120 |
| Telephone Communications | 21,532 | 19,129 | 19,129 | 14,148 |
| Travel | 2,851 | | | 1,601 |
| Training | 1,833 | 4,942 | 4,942 | 4,675 |
| All Other Sundry Charges | 14,499 | 12,603 | 9,823 | 11,384 |
| Ad Valorem Taxes | 698 | 700 | 700 | 700 |
| Bad Debt Expense | 115 | | | |
| Auto/Heavy Equipment Fuel | 2,477 | 2,307 | 2,307 | 2,307 |
| Office Supplies | 5,885 | 3,200 | 3,200 | 8,352 |
| Equipment - Noncapital | 9,756 | 19,525 | 19,525 | 7,001 |
| All Other Materials & Supplies | 34,312 | 30,024 | 29,997 | 29,526 |
| Uniforms | 37,588 | 49,237 | 49,237 | 50,295 |
| Cleaning & Janitor Supply | 40,584 | 50,067 | 50,067 | 60,671 |
| Construction Material | 4,038 | 4,477 | 4,477 | 2,818 |
| Chemicals | 98,150 | 97,838 | 97,838 | 97,768 |
| Tools & Implements | 15,787 | 13,586 | 13,586 | 13,779 |
| Electrical Hardware & Plumbing Supplies | 11,889 | 17,624 | 17,624 | 19,650 |
| Agricultural & Horticultural Supplies | 124,997 | 140,493 | 140,493 | 125,115 |
| Recreational Supplies | 17,491 | 19,785 | 19,785 | 20,972 |
| Use Tax Allocation | (38) | | | |
| Food & Supplies for Animals | 14,564 | 11,325 | 11,560 | 11,205 |
| Irrigation Supplies | 26,185 | 27,201 | 27,191 | 25,553 |
| | <u>745,675</u> | <u>824,694</u> | <u>822,112</u> | <u>793,653</u> |
| DEBT SERVICE | | | | |
| Parks & Recreation Energy Conservation | <u>97,727</u> | <u>99,782</u> | <u>99,782</u> | <u>99,782</u> |
| | <u>97,727</u> | <u>99,782</u> | <u>99,782</u> | <u>99,782</u> |
| CAPITAL EQUIPMENT | | | | |
| Contingency | | | | 15,929 |
| Equipment - Capital | <u>20,434</u> | <u>25,529</u> | <u>25,529</u> | <u>25,529</u> |
| | <u>20,434</u> | <u>25,529</u> | <u>25,529</u> | <u>41,458</u> |

GENERAL FUND
Parks and Recreation - Parks

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| City Swans - Medical & Veterinary Services | | | | 15,000 |
| Tigers Spring Training | 57,809 | 80,000 | 80,000 | 85,000 |
| Special Overtime | 113,304 | 200,000 | 200,000 | 220,000 |
| Replace Parks Equipment | 48,261 | 53,600 | 50,000 | 55,000 |
| Holiday Decorations | 2,415 | 2,718 | 2,718 | 2,800 |
| Tree And Palm Program | 19,251 | 18,321 | 18,321 | 19,000 |
| Landscape Renovations | 21,685 | 21,618 | 21,618 | 24,000 |
| Irrigation Modernization | 14,923 | 18,967 | 18,967 | 17,000 |
| Resigning Of Parks | 1,705 | 1,855 | 1,855 | 3,600 |
| Replace Swan Pens | 1,420 | 2,526 | 2,526 | 1,500 |
| Spring Training Preparation | 75,472 | 73,202 | 73,202 | 79,000 |
| Install Master Key System - Tigertown Peterson & Lake Parker Park | | 546 | 546 | 550 |
| Landscape Renovations - FDOT | 11,179 | 23,795 | 23,795 | 25,000 |
| Hollis Garden | 22,456 | 22,404 | 22,404 | 25,000 |
| Sportsfield Lighting | 33,350 | 89,313 | 89,313 | 60,000 |
| Tree Trust Fund | 23,503 | 98,530 | 98,530 | |
| Parking Lot C Landscape | 2,037 | (2,050) | | |
| N New York Ave to Florida Ave between 3rd and 4th Street | | 44,922 | 44,922 | |
| | <u>448,771</u> | <u>750,267</u> | <u>748,717</u> | <u>632,450</u> |
| ALLOCATIONS | | | | |
| Cost Allocated - Fleet Mgmt | (12,074) | (11,617) | (11,617) | (11,648) |
| Cost Allocated - Purchasing | (36,222) | (34,851) | (34,851) | (34,944) |
| Cost Allocated - RP Funding Center | (325,995) | (313,662) | (313,662) | |
| Cost Allocated - Solid Waste Management | | | | (34,944) |
| Cost Allocated - Airport | | | | (9,318) |
| Cost Allocated - Parking | (60,370) | (58,086) | (58,086) | (67,558) |
| Cost Allocated - Wastewater | | | | (34,944) |
| Cost Allocated - Electric | (144,887) | (139,405) | (139,405) | (313,331) |
| Cost Allocated - Water | (24,148) | (23,234) | (23,234) | (67,558) |
| Cost Allocated - Building Inspection Fund | | (58,086) | (58,086) | (67,558) |
| | <u>(603,696)</u> | <u>(638,941)</u> | <u>(638,941)</u> | <u>(641,803)</u> |
| SUB-TOTAL | <u>11,353,562</u> | <u>12,677,224</u> | <u>11,515,067</u> | <u>12,468,642</u> |

GENERAL FUND
Parks and Recreation - Parks

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Detroit Minor League | | | | |
| PERSONAL SERVICES | (458) | 43,309 | | |
| ALL OTHER O&M | | | | |
| Ad Valorem Taxes | 509 | 551 | 551 | 551 |
| | 509 | 551 | 551 | 551 |
| SPECIAL PROJECTS | | | | |
| Extended Spring Training | | 14,994 | 14,994 | |
| Gulf Coast League | | | 16,392 | |
| Fall Instructional | 3,067 | | 20,708 | 56,000 |
| Lakeland Flying Tigers | | | 3,934 | |
| Tryouts & Evaluations / Other | 1,019 | | 205 | |
| | 4,086 | 14,994 | 56,233 | 56,000 |
| SUB-TOTAL | 4,136 | 58,854 | 56,784 | 56,551 |
| Detroit Major League | | | | |
| PERSONAL SERVICES | 1 | 120,400 | | |
| SPECIAL PROJECTS | | | | |
| Spring Training | 61,097 | | 92,515 | 120,400 |
| Fantasy Camp | 6,212 | | | |
| Tryouts & Evaluations / Other | 1,232 | | | |
| | 68,541 | | 92,515 | 120,400 |
| SUB-TOTAL | 68,542 | 120,400 | 92,515 | 120,400 |
| GRAND TOTAL | 11,426,241 | 12,856,478 | 11,664,366 | 12,645,593 |

GENERAL FUND
Parks and Recreation - Recreation

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 3,270,974 | 4,069,285 | 3,215,979 | 4,159,187 |
| UTILITIES | | | | |
| Water Service | 36,764 | 46,240 | 43,255 | 49,243 |
| Stormwater Service | 123 | | | |
| Electric Service | 219,516 | 257,469 | 215,935 | 229,677 |
| Wastewater Service | 31,129 | 44,482 | 43,431 | 52,837 |
| Solid Waste Service | 33,862 | 38,468 | 34,580 | 36,626 |
| Solid Waste Service - Recycling | 329 | 325 | 329 | 331 |
| | <u>321,723</u> | <u>386,984</u> | <u>337,530</u> | <u>368,714</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 30,019 | 25,462 | 24,996 | 26,411 |
| Gasoline - Fleet Management | 5,401 | 11,060 | 2,864 | 4,034 |
| Maintenance - Fleet Management | 21,109 | 14,860 | 13,946 | 18,501 |
| Purchasing & Stores Service | 3,609 | 4,941 | 4,941 | 9,236 |
| Intra-Departmental Charges - PC & Network Support | 86,316 | 89,371 | 87,647 | 82,673 |
| Intra-Departmental Charges - Telephone | 24,963 | 26,240 | 24,827 | 20,984 |
| Intra-Departmental Charges - Facilities | 575,825 | 572,935 | 572,935 | 645,497 |
| Intra-Departmental Charges - Janitorial | 13,235 | 10,264 | 10,264 | 9,974 |
| Intra-Departmental Charges - IT New Equip O&M Charges | | 1,456 | 1,456 | |
| Intra-Departmental Charges - Training Ctr | 2,424 | 2,424 | 2,424 | 2,504 |
| Intra-Departmental Charges - IT Operations - Application Dev | 139,834 | 152,966 | 150,308 | 173,401 |
| Intra-Departmental Charges - IT Operations - Network Support | 74,656 | 76,910 | 72,476 | 66,100 |
| | <u>977,391</u> | <u>988,889</u> | <u>969,084</u> | <u>1,059,315</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 60,063 | 123,211 | 120,211 | 121,248 |
| Visa/Mastercard Bank Charges | 12,626 | 25,000 | 17,365 | 17,365 |
| Rentals | 622 | | | |
| Maintenance Of Facilities | 29,699 | 16,135 | 16,635 | 17,135 |
| Repair Of Equipment | 72,762 | 99,450 | 99,039 | 97,275 |
| Subscription & Membership | 681 | 2,335 | 2,335 | 3,325 |
| Telephone Communications | 6,767 | 12,710 | 12,710 | 12,710 |
| Travel | 1,636 | 5,500 | 5,500 | 5,500 |
| Training | 13,884 | 20,790 | 20,640 | 20,640 |
| Software License & Maintenance | | 480 | 480 | 500 |
| Licenses & Permits | 700 | 760 | 760 | 760 |
| Bad Debt Expense | (81) | | | |
| Office Supplies | 10,986 | 23,165 | 22,191 | 22,127 |
| Equipment - Noncapital | 20,078 | 21,814 | 18,500 | 14,300 |
| Uniforms | 14,904 | 20,590 | 21,590 | 22,090 |

**GENERAL FUND
Parks and Recreation - Recreation**

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Cleaning & Janitor Supply | 53,136 | 85,100 | 87,800 | 86,525 |
| Chemicals | 37,274 | 69,284 | 69,284 | 68,000 |
| Tools & Implements | 3,386 | 7,169 | 6,042 | 4,362 |
| Electrical Hardware & Plumbing Supplies | 914 | 4,198 | 3,198 | 1,750 |
| Recreational Supplies | 5,048 | 13,615 | 10,540 | 9,040 |
| Recoveries-Intra Department Charges | (10,984) | (10,984) | (10,984) | (11,314) |
| | <u>334,101</u> | <u>540,322</u> | <u>523,836</u> | <u>513,338</u> |
| FUEL | | | | |
| Fuel-Pool Operations | 5,648 | 25,000 | 12,000 | 12,250 |
| | <u>5,648</u> | <u>25,000</u> | <u>12,000</u> | <u>12,250</u> |
| DEBT SERVICE | | | | |
| Parks & Recreation Energy Conservation | 18,324 | 18,709 | 18,709 | 18,709 |
| | <u>18,324</u> | <u>18,709</u> | <u>18,709</u> | <u>18,709</u> |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | 20,060 | 4,307 | 47,373 | 29,307 |
| | <u>20,060</u> | <u>4,307</u> | <u>47,373</u> | <u>29,307</u> |
| SPECIAL PROJECTS | | | | |
| Resurface Tennis Courts | | 61,928 | 61,928 | 55,000 |
| Christmas Parade | 13,190 | 13,900 | 13,900 | 13,900 |
| Special Events Program | 32,230 | 63,152 | 63,152 | 58,652 |
| Program Activity Costs | 126,069 | 339,079 | 298,663 | 298,081 |
| Tournament Costs | 10,657 | 21,900 | 20,800 | 20,800 |
| Martin Luther King Parade | 9,460 | 9,500 | 5,495 | 9,500 |
| Weight Room Equipment Replacement | 5,950 | 49,141 | 6,075 | 12,000 |
| Expanded Cultural Opportunities | 3,536 | 5,000 | 5,000 | 5,165 |
| Special Event Sponsorship | 8,575 | 275,651 | 275,651 | 183,907 |
| Holly Jolly Jinglebell Jog | 11,322 | 36,428 | 26,588 | 26,588 |
| Department of Health Child Care Food Program | 4,460 | 14,588 | 14,588 | 14,588 |
| MLK Festivities | 2,661 | 2,954 | 1,609 | 1,600 |
| | <u>228,109</u> | <u>893,221</u> | <u>793,449</u> | <u>699,781</u> |
| GRAND TOTAL | <u>5,176,330</u> | <u>6,926,717</u> | <u>5,917,960</u> | <u>6,860,601</u> |

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | <u>950,332</u> | <u>1,125,639</u> | <u>1,040,926</u> | <u>1,127,028</u> |
| INSURANCES | | | | |
| Insurance - Fire | 20,865 | 25,038 | 22,971 | 24,245 |
| Insurance - Position Bond | 424 | 222 | 212 | 222 |
| Self-Insurance Services | 28,967 | 31,365 | 31,365 | 34,925 |
| Insurance Consultant | 390 | 390 | 845 | 845 |
| Insurance - Excess Liability (Auto, General) | 905 | 951 | 808 | 1,212 |
| | <u>51,551</u> | <u>57,966</u> | <u>56,201</u> | <u>61,449</u> |
| UTILITIES | | | | |
| Water Service | 13,309 | 13,740 | 13,776 | 14,121 |
| Stormwater Service | 12,674 | 13,307 | 12,673 | 13,307 |
| Electric Service | 75,831 | 82,625 | 80,291 | 79,892 |
| Wastewater Service | 8,078 | 8,842 | 8,926 | 8,547 |
| Solid Waste Service | 12,677 | 13,157 | 13,258 | 13,258 |
| | <u>122,568</u> | <u>131,671</u> | <u>128,924</u> | <u>129,125</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 13,369 | 19,575 | 15,869 | 17,894 |
| Gasoline - Fleet Management | 19,305 | 26,667 | 24,891 | 26,676 |
| Maintenance - Fleet Management | 15,069 | 15,563 | 9,148 | 15,631 |
| Purchasing & Stores Service | 5,203 | 13,584 | 13,584 | 5,079 |
| Intra-Departmental Charges - PC & Network Support | 8,372 | 8,402 | 8,657 | 8,236 |
| Intra-Departmental Charges - Telephone | 7,065 | 5,428 | 5,428 | 4,664 |
| Intra-Departmental Charges - Facilities | 92,786 | 93,028 | 93,028 | 97,137 |
| Intra-Departmental Charges - Janitorial | 30,826 | 31,900 | 31,900 | 30,998 |
| Intra-Departmental Charges - Training Ctr | 742 | 742 | 742 | 799 |
| Intra-Departmental Charges - IT Operations - Application Dev | 22,114 | 23,577 | 23,577 | 30,767 |
| Intra-Departmental Charges - IT Operations - Network Support | 7,893 | 7,851 | 7,851 | 7,133 |
| | <u>222,744</u> | <u>246,317</u> | <u>234,675</u> | <u>245,014</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 33,146 | 41,270 | 46,000 | 49,000 |
| Banking Service | 784 | 800 | 1,053 | 855 |
| Advertising | 7,968 | 11,500 | 11,500 | 11,500 |
| Annual Audit | 6,576 | 5,000 | 5,013 | 6,773 |
| Visa/Mastercard Bank Charges | 25,857 | 21,000 | 26,676 | 24,000 |
| Leases | | 206,601 | 206,601 | 253,434 |
| Rentals | | | | 1,000 |
| Repair Of Equipment | 5,300 | 12,000 | 12,000 | 10,000 |
| Printing & Photography | 841 | 1,500 | 1,500 | 3,000 |
| Postage & Mailing | | 240 | 240 | 240 |

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Subscription & Membership | 2,591 | 4,530 | 4,530 | 4,800 |
| Telephone Communications | 2,382 | 4,500 | 4,500 | 4,500 |
| Training | 1,085 | 1,180 | 1,180 | 1,500 |
| Maintenance of Lakes | 2,040 | | | 2,000 |
| Bad Debt Expense | 118 | 100 | 100 | 100 |
| Tournament Expenses | 1,914 | 4,000 | 4,000 | 2,500 |
| Office Supplies | 2,775 | 4,635 | 4,635 | 4,135 |
| Equipment - Noncapital | 430 | 2,781 | 2,781 | 3,500 |
| All Other Materials & Supplies | 32,769 | 36,000 | 36,000 | 36,000 |
| Uniforms | 4,608 | 5,801 | 5,801 | 6,500 |
| Cleaning & Janitor Supply | 450 | 1,200 | 1,200 | 2,000 |
| Chemicals | 87,857 | 95,149 | 95,727 | 93,000 |
| Tools & Implements | 1,350 | 1,613 | 1,613 | 4,000 |
| Agricultural & Horticultural Supplies | 47,368 | 44,847 | 44,847 | 45,000 |
| Merchandise | 45,434 | 65,000 | 65,000 | 65,000 |
| Tires & Tubes | 2,099 | 2,000 | 2,000 | 2,000 |
| Parts For Equipment | 35,946 | 36,319 | 36,319 | 34,500 |
| Food Purchases | 16,087 | 18,000 | 18,000 | 18,000 |
| Fertilizer | 80,741 | 85,110 | 85,110 | 85,000 |
| Irrigation Supplies | 7,675 | 9,800 | 9,800 | 8,800 |
| | <u>456,188</u> | <u>722,476</u> | <u>733,726</u> | <u>782,637</u> |
| DEBT SERVICE | | | | |
| CHGC Maintenance Equipment | 12,863 | | | |
| Operations | 205,538 | | | |
| | <u>218,401</u> | | | |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | | 2,500 | 2,500 | 2,500 |
| | | <u>2,500</u> | <u>2,500</u> | <u>2,500</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To Public Impr Fund | 193,913 | 198,750 | 198,750 | 198,750 |
| Transfer To Information Technology | 287 | | | |
| | <u>194,200</u> | <u>198,750</u> | <u>198,750</u> | <u>198,750</u> |
| GRAND TOTAL | <u>2,215,985</u> | <u>2,485,319</u> | <u>2,395,702</u> | <u>2,546,503</u> |

GENERAL FUND
Parks and Recreation - Main Library

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | MAIN LIBRARY | | | |
| PERSONAL SERVICES | 1,717,420 | 1,849,164 | 1,538,638 | 1,887,741 |
| UTILITIES | | | | |
| Water Service | 5,681 | 5,239 | 10,486 | 10,748 |
| Electric Service | 46,954 | 49,428 | 43,566 | 44,873 |
| Wastewater Service | 2,509 | 3,140 | 2,468 | 2,530 |
| Solid Waste Service | 4,299 | 4,299 | 4,299 | 4,299 |
| | <u>59,443</u> | <u>62,106</u> | <u>60,819</u> | <u>62,450</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 2,059 | 1,888 | 2,059 | 2,740 |
| Gasoline - Fleet Management | 60 | 135 | 42 | 130 |
| Maintenance - Fleet Management | 807 | 773 | 432 | 782 |
| Purchasing & Stores Service | 75,016 | 72,448 | 72,448 | 82,186 |
| Intra-Departmental Charges - PC & Network Support | 42,134 | 42,422 | 42,796 | 40,225 |
| Intra-Departmental Charges - Telephone | 17,899 | 17,188 | 17,188 | 14,766 |
| Intra-Departmental Charges - Facilities | 140,749 | 141,119 | 141,119 | 147,350 |
| Intra-Departmental Charges - Training Ctr | 1,583 | 1,583 | 1,583 | 1,918 |
| Intra-Departmental Charges - IT Operations - Application Dev | 62,872 | 67,789 | 67,789 | 70,885 |
| Intra-Departmental Charges - IT Operations - Network Support | 28,424 | 27,772 | 27,308 | 25,447 |
| | <u>371,602</u> | <u>373,117</u> | <u>372,764</u> | <u>386,429</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 25,538 | 26,900 | 27,000 | 28,000 |
| Visa/Mastercard Bank Charges | 2,178 | 3,500 | 6,853 | 4,000 |
| Repair Of Equipment | 189 | 200 | 200 | 200 |
| Postage & Mailing | 7,884 | 14,600 | 13,100 | 9,500 |
| Subscription & Membership | 285 | 300 | 300 | 300 |
| Telephone Communications | 364 | 750 | 750 | 750 |
| Travel | 494 | 100 | 100 | |
| All Other Sundry Charges | 2,807 | 3,100 | 3,100 | 3,000 |
| Binding & Processing | 781 | 2,000 | 2,000 | 1,250 |
| Bad Debt Expense | 20 | | | |
| Office Supplies | 5,855 | 9,084 | 6,500 | 11,500 |
| Equipment - Noncapital | 2,891 | 2,118 | 2,118 | 2,000 |
| Cleaning & Janitor Supply | 7,437 | 8,000 | 8,000 | 8,000 |
| Library Materials | 142,895 | 153,783 | 153,783 | 93,851 |
| | <u>199,619</u> | <u>224,435</u> | <u>223,804</u> | <u>162,351</u> |
| DEBT SERVICE | | | | |
| Parks & Recreation Energy Conservation | 6,108 | 6,237 | 6,237 | 6,237 |
| | <u>6,108</u> | <u>6,237</u> | <u>6,237</u> | <u>6,237</u> |

GENERAL FUND
Parks and Recreation - Main Library

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Library Foundation - Reference Section | | 3,944 | 3,571 | |
| Library Foundation - Special Collections Section | | 2,560 | 2,187 | |
| Library Foundation - Fine Arts Collections Section | | 5,782 | 5,409 | |
| Serena Bailey Foundation - Reference Section | 16,185 | 42,277 | 42,277 | |
| Serena Bailey Foundation - Special Collections Section | 6,591 | 112,716 | 112,716 | |
| Serena Bailey Foundation - Fine Arts Collections Section | 5,759 | 125,832 | 125,832 | |
| Louise K Padar Bequest | | 65,658 | 65,658 | |
| | <u>28,534</u> | <u>358,769</u> | <u>357,650</u> | |
| SUB-TOTAL | <u>2,382,726</u> | <u>2,873,828</u> | <u>2,559,912</u> | <u>2,505,208</u> |
| E- LIBRARY | | | | |
| PERSONAL SERVICES | <u>187,233</u> | <u>196,246</u> | <u>191,436</u> | <u>199,550</u> |
| UTILITIES | | | | |
| Water Service | 188 | 220 | 189 | 194 |
| Electric Service | 4,294 | 4,067 | 3,829 | 3,944 |
| Wastewater Service | 819 | 919 | 806 | 826 |
| Solid Waste Service | <u>273</u> | <u>273</u> | <u>273</u> | <u>273</u> |
| | <u>5,573</u> | <u>5,479</u> | <u>5,097</u> | <u>5,237</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - Facilities | <u>16,975</u> | <u>17,019</u> | <u>17,019</u> | <u>17,771</u> |
| | <u>16,975</u> | <u>17,019</u> | <u>17,019</u> | <u>17,771</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 3,004 | 6,320 | 6,320 | 6,300 |
| Leases | 79,675 | 79,500 | 79,500 | 79,500 |
| All Other Sundry Charges | 267 | 1,000 | 1,000 | 2,000 |
| Software License & Maintenance | | 480 | 480 | 480 |
| Office Supplies | 661 | 3,000 | 3,000 | 3,027 |
| Equipment - Noncapital | 2,019 | 1,500 | 1,500 | 1,200 |
| Cleaning & Janitor Supply | <u>472</u> | <u>1,500</u> | <u>1,500</u> | <u>1,000</u> |
| | <u>86,098</u> | <u>93,300</u> | <u>93,300</u> | <u>93,507</u> |
| SUB-TOTAL | <u>295,879</u> | <u>312,044</u> | <u>306,852</u> | <u>316,065</u> |

GENERAL FUND
Parks and Recreation - Main Library

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| COUNTY-WIDE LIBRARY COOPERATIVE | | | | |
| PERSONAL SERVICES | 409,022 | 602,614 | 387,119 | 431,633 |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - Facilities | | | | 23,768 |
| Intra-Departmental Charges - Janitorial | | | | 17,250 |
| | | | | 41,018 |
| ALL OTHER O&M | | | | |
| Contractual Services | 54,959 | 43,560 | 43,560 | 38,000 |
| Leases | | | 44,630 | 25,503 |
| Repair Of Equipment | 349 | 1,000 | 1,000 | 1,000 |
| Subscription & Membership | 1,122 | 2,000 | 2,000 | 2,000 |
| Travel | 1,384 | | | 7,000 |
| Training | 1,019 | 3,500 | 3,500 | 3,000 |
| All Other Sundry Charges | 1,211 | 5,000 | 5,000 | 5,000 |
| Software License & Maintenance | | 1,440 | 1,440 | 1,500 |
| Binding & Processing | 3,499 | 3,500 | 3,500 | 3,500 |
| Office Supplies | 11,392 | 16,000 | 16,000 | 16,000 |
| Equipment - Noncapital | 8,045 | 8,000 | 8,000 | 6,000 |
| Uniforms | 1,196 | 2,500 | 2,500 | 2,500 |
| Cleaning & Janitor Supply | 4,422 | 8,000 | 8,000 | 8,000 |
| Library Materials | 341,757 | 345,500 | 345,500 | 370,000 |
| | 430,354 | 440,000 | 484,630 | 489,003 |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | 9,999 | 10,000 | 10,000 | 10,000 |
| | 9,999 | 10,000 | 10,000 | 10,000 |
| SUB-TOTAL | 849,375 | 1,052,614 | 881,749 | 971,654 |
| GRAND TOTAL | 3,527,981 | 4,238,486 | 3,748,513 | 3,792,927 |

GENERAL FUND
Parks and Recreation - Branch Library

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 324,333 | 344,648 | 271,675 | 341,931 |
| UTILITIES | | | | |
| Water Service | 1,500 | 1,557 | 1,522 | 1,560 |
| Electric Service | 22,089 | 22,803 | 23,158 | 23,853 |
| Wastewater Service | 1,998 | 2,126 | 2,005 | 2,055 |
| Solid Waste Service | 1,604 | 1,604 | 1,604 | 1,604 |
| | <u>27,191</u> | <u>28,090</u> | <u>28,289</u> | <u>29,072</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 1,937 | 1,995 | 1,937 | 2,213 |
| Gasoline - Fleet Management | 96 | 338 | 86 | 325 |
| Maintenance - Fleet Management | 1,179 | 773 | 432 | 782 |
| Purchasing & Stores Service | 433 | 412 | 412 | 462 |
| Intra-Departmental Charges - PC & Network Support | 3,208 | 3,402 | 4,152 | 4,104 |
| Intra-Departmental Charges - Telephone | 6,123 | 5,880 | 5,880 | 5,052 |
| Intra-Departmental Charges - Facilities | 59,139 | 59,295 | 59,295 | 61,913 |
| Intra-Departmental Charges - Training Ctr | 247 | 247 | 247 | 266 |
| Intra-Departmental Charges - IT Operations - Application Dev | 3,765 | 3,560 | 3,560 | 4,392 |
| Intra-Departmental Charges - IT Operations - Network Support | 2,718 | 2,777 | 3,317 | 3,393 |
| | <u>78,844</u> | <u>78,679</u> | <u>79,318</u> | <u>82,902</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 14,375 | 20,168 | 20,168 | 20,500 |
| All Other Sundry Charges | 397 | 300 | 300 | 392 |
| Software License & Maintenance | | 480 | 480 | 480 |
| Office Supplies | 2,399 | 3,600 | 3,600 | 3,600 |
| Cleaning & Janitor Supply | 3,250 | 3,700 | 3,700 | 3,700 |
| | <u>20,421</u> | <u>28,248</u> | <u>28,248</u> | <u>28,672</u> |
| GRAND TOTAL | <u>450,789</u> | <u>479,665</u> | <u>407,530</u> | <u>482,577</u> |

GENERAL FUND
Parks and Recreation - Cemeteries

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 843,116 | 904,891 | 866,046 | 937,357 |
| UTILITIES | | | | |
| Water Service | 21,344 | 23,789 | 13,296 | 13,628 |
| Electric Service | 16,329 | 17,638 | 13,947 | 14,365 |
| Wastewater Service | 4,507 | 4,850 | 2,249 | 2,305 |
| Solid Waste Service | 10,168 | 10,428 | 9,035 | 9,035 |
| | <u>52,348</u> | <u>56,705</u> | <u>38,527</u> | <u>39,333</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 31,726 | 32,432 | 32,180 | 33,878 |
| Gasoline - Fleet Management | 12,992 | 22,917 | 7,505 | 23,094 |
| Maintenance - Fleet Management | 41,013 | 31,911 | 28,781 | 32,227 |
| Purchasing & Stores Service | 433 | 1,235 | 1,235 | 462 |
| Intra-Departmental Charges - PC & Network Support | 6,001 | 5,995 | 6,470 | 6,002 |
| Intra-Departmental Charges - Telephone | 3,297 | 3,166 | 3,166 | 2,720 |
| Intra-Departmental Charges - Facilities | 21,930 | 21,988 | 21,988 | 22,959 |
| Intra-Departmental Charges - Janitorial | 5,975 | 6,184 | 6,184 | 6,009 |
| Intra-Departmental Charges - Training Ctr | 594 | 594 | 594 | 693 |
| Intra-Departmental Charges - IT Operations - GIS | | 451 | | 381 |
| Intra-Departmental Charges - IT Operations - Application Dev | 10,953 | 12,599 | 12,599 | 15,418 |
| Intra-Departmental Charges - IT Operations - Network Support | 4,660 | 4,629 | 4,628 | 4,241 |
| | <u>139,573</u> | <u>144,101</u> | <u>125,330</u> | <u>148,084</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 13,877 | 18,955 | 18,955 | 23,440 |
| Visa/Mastercard Bank Charges | 4,181 | 3,885 | 6,240 | 9,062 |
| Repair Of Equipment | 10,003 | 7,003 | 7,003 | 7,003 |
| Printing & Photography | 442 | 1,698 | 1,698 | 1,442 |
| Postage & Mailing | 352 | 416 | 416 | 416 |
| Subscription & Membership | 176 | 156 | 156 | 156 |
| Telephone Communications | 3,320 | 3,255 | 3,255 | 3,255 |
| Training | | | 100 | 100 |
| All Other Sundry Charges | 61 | 59 | 59 | 215 |
| Refund Of Prior Years Revenue | 12,469 | | 17,320 | |
| Office Supplies | 3,187 | 3,209 | 3,209 | 3,209 |
| Equipment - Noncapital | 3,693 | 3,200 | 3,200 | 3,340 |
| All Other Materials & Supplies | 3,098 | 3,160 | 3,160 | 3,160 |
| Uniforms | 4,773 | 4,803 | 4,803 | 4,803 |
| Construction Material | 1,047 | 2,200 | 2,200 | 2,480 |
| Tools & Implements | 765 | 2,000 | 2,000 | 2,000 |
| Agricultural & Horticultural Supplies | 11,239 | 10,000 | 10,000 | 10,000 |

GENERAL FUND
Parks and Recreation - Cemeteries

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Merchandise | 4,112 | 4,000 | 4,000 | 4,000 |
| Use Tax Allocation | (6) | | | |
| | <u>76,787</u> | <u>67,999</u> | <u>87,774</u> | <u>78,081</u> |
| CAPITAL OUTLAY | | | | |
| Equipment - Capital | <u>2,979</u> | <u>3,864</u> | <u>3,864</u> | <u>18,000</u> |
| | <u>2,979</u> | <u>3,864</u> | <u>3,864</u> | <u>18,000</u> |
| SPECIAL PROJECTS | | | | |
| SWFWMD WISE Grant - Turf Wireless Weather Station | | 5,511 | 5,511 | |
| | | <u>5,511</u> | <u>5,511</u> | |
| GRAND TOTAL | <u>1,114,804</u> | <u>1,183,071</u> | <u>1,127,052</u> | <u>1,220,855</u> |

**GENERAL FUND
Non-Departmental**

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 20,402,759 | 759,243 | 608,063 | 639,231 |
| INSURANCES | | | | |
| Insurance - Fire | 301,282 | 361,513 | 401,149 | 425,921 |
| Insurance - Position Bond | 13,390 | 7,023 | 6,701 | 7,131 |
| Self-Insurance Services | 3,115,325 | 3,300,964 | 3,300,964 | 3,622,308 |
| Insurance Consultant | 19,656 | 19,656 | 42,592 | 31,606 |
| Insurance - Excess Liability (Auto, General) | 109,691 | 115,176 | 97,872 | 91,665 |
| Insurance - Cyber Liability | 40,656 | 42,689 | 41,095 | |
| | <u>3,600,000</u> | <u>3,847,021</u> | <u>3,890,373</u> | <u>4,178,631</u> |
| UTILITIES | | | | |
| Electric Service | 491 | 250 | 1,792 | 1,829 |
| Fire Hydrants | 652,014 | 652,014 | 652,014 | 668,314 |
| Street Lights & Christmas | 3,922,084 | 4,107,591 | 3,904,244 | 4,088,085 |
| Traffic Signals | 86,563 | 91,974 | 88,466 | 86,905 |
| Solid Waste Service | 10,018 | 10,018 | 10,018 | 10,018 |
| | <u>4,671,170</u> | <u>4,861,847</u> | <u>4,656,534</u> | <u>4,855,151</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 6,204 | 6,390 | 6,204 | 6,014 |
| Gasoline - Fleet Management | 1,099 | 1,707 | 1,445 | 1,704 |
| Maintenance - Fleet Management | 3,058 | 5,925 | 3,743 | 5,939 |
| | <u>10,361</u> | <u>14,022</u> | <u>11,392</u> | <u>13,657</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 23,000 | | 14,378 | |
| Paying Agent Trustee Fees | 203,500 | | | |
| Agency Commission | 240 | 1,450 | 917 | 500 |
| Telephone Communications | 433 | 450 | 450 | 450 |
| Ad Valorem Taxes | 5,422 | 9,815 | 9,815 | 10,747 |
| Downtown CRA Tax Increment | 749,322 | 796,300 | 793,958 | 915,821 |
| Refund Of Prior Years Revenue | 25 | | | |
| Bad Check Expense | (7,347) | 2,500 | 2,500 | 2,500 |
| Midtown CRA Tax Increment | 1,911,912 | 2,174,883 | 2,160,316 | 2,463,879 |
| Dixieland CRA Tax Increment | 129,587 | 140,296 | 140,296 | 142,501 |
| Hardin CRA | 511,860 | 563,313 | 563,313 | 604,766 |
| Transfer To Trust Funds | 59,208 | 60,743 | 60,743 | 61,304 |
| | <u>3,587,161</u> | <u>3,749,750</u> | <u>3,746,686</u> | <u>4,202,468</u> |

**GENERAL FUND
Non-Departmental**

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| GRANTS AND AID TO AGENCIES | | | | |
| Coalition For Homeless | 10,000 | 10,000 | 10,000 | 10,000 |
| VISTE | | 20,000 | 20,000 | 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 | 2,496 |
| Salvation Army - Homeless | | | | 10,000 |
| Girls Incorporated | 10,000 | 5,000 | 5,000 | 7,000 |
| Sunrise Communities | 11,500 | 13,942 | 13,942 | |
| Peace River Center | 12,014 | | | |
| Senior Olympics - RP Funding Center | | 1,200 | 1,200 | |
| Catholic Social Services | 7,500 | 7,500 | 7,500 | 10,000 |
| Florida Economic Development Trust Fund | 90,662 | 75,000 | 75,000 | 75,000 |
| Sister Citites | | 5,000 | 5,000 | |
| New Life Ministries | 9,960 | 5,000 | 5,050 | 5,000 |
| Early Childhood Resources | | 5,000 | 5,000 | 5,000 |
| Polk County Vision | 20,000 | 10,000 | 10,000 | 10,000 |
| Faith In Action - North | 4,965 | | | 5,000 |
| Women's Resource Center | | | | 5,000 |
| Elder Point Ministries | 5,000 | 7,500 | 7,500 | |
| Lakeland Vision Seniors Project | 20,000 | 30,000 | 30,000 | 30,000 |
| The Dream Center | 12,500 | 11,058 | 11,058 | 10,000 |
| Big Brothers & Big Sisters | 5,986 | | | |
| LUCA Foundation, Inc. | | 5,000 | 5,000 | |
| Lakeland Economic Development Council (LEDC) | 25,000 | 25,000 | 25,000 | 25,000 |
| Achievement Academy | 16,000 | | | |
| KidsPACK, Inc | 6,000 | 10,000 | 10,000 | 10,000 |
| Florida Rural Legal Service | | | | 10,000 |
| | 301,123 | 280,236 | 280,286 | 271,036 |

**GENERAL FUND
Non-Departmental**

| | FY20 | FY21 | FY21 | FY22 |
|--|--------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| CULTURAL ARTS | | | | |
| Lakeland Imperial Symphony | 24,462 | 23,760 | 23,760 | |
| Polk Theatre | 31,885 | 39,811 | 39,811 | |
| Explorations Inc. | 28,000 | 36,900 | 36,900 | |
| Lakeland Community Band | 949 | | | |
| Florida Dance Theatre | 10,909 | 13,390 | 13,390 | |
| Platform Florida | 7,314 | 9,405 | 9,405 | |
| Lakeland Community Theatre | 16,000 | 25,332 | 25,332 | |
| Polk Museum Of Art | 81,423 | 81,965 | 81,965 | |
| Contributions To Other Agencies | | 14,378 | | 275,000 |
| Givewell Community Foundation | 26,057 | 671 | | |
| ART/ifact Studios | | 1,400 | 1,400 | |
| Florida Dance Arts, Inc. | | 916 | 916 | |
| Lakeland Art Guild | | 560 | 560 | |
| Lakeland Choral Society, Inc. | | 2,183 | 2,183 | |
| | <u>226,999</u> | <u>250,671</u> | <u>235,622</u> | <u>275,000</u> |
| CAPITAL OUTLAY | | | | |
| Contingency | | 112,910 | 112,910 | 150,000 |
| | | <u>112,910</u> | <u>112,910</u> | <u>150,000</u> |
| SPECIAL PROJECTS | | | | |
| FDOT-Hwy Lighting & Traffic Signal Maint. Agreements | 471,338 | 460,557 | 540,578 | 550,822 |
| Community Visioning Project | 38,600 | 38,600 | 38,600 | 38,600 |
| Train Station-Maintenance | 55,400 | 56,653 | 55,960 | 56,456 |
| Legislative Advisory Services | 60,641 | 60,000 | 60,000 | 60,000 |
| Sun Trust Parking Garage - Lease | 25,943 | 25,943 | 25,943 | 26,332 |
| Chamber of Commerce | 27,175 | 27,246 | 27,246 | 28,449 |
| Retiree's Association Expenses | 700 | 700 | 700 | 700 |
| Red Light Cameras | | 5,000 | 5,000 | 2,500 |
| VIP Volunteer Program | | 1,000 | 1,000 | 1,000 |
| Leadership Lakeland - City Day | 183 | 750 | 750 | 750 |
| Homeless Initiative | 131,394 | 35,539 | 35,539 | |
| Accommodations for Programs and Services | 450 | 2,500 | 2,500 | 2,500 |
| | <u>811,823</u> | <u>714,488</u> | <u>793,816</u> | <u>768,109</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To Public Impr Fund | | 160,000 | 160,000 | |
| Transfer To Debt Service Fund | 1,792,718 | | | |
| Transfer To RP Funding Center | 3,438,630 | 2,300,000 | 2,300,000 | 1,850,000 |
| Transfer To Information Technology | 584,378 | 545,891 | 545,891 | 545,891 |
| Transfer To IT Equip Replacement Fund | 8,086 | 35,158 | 35,158 | |
| Transfer to Community Development | 325 | | | |
| | <u>5,824,137</u> | <u>3,041,049</u> | <u>3,041,049</u> | <u>2,395,891</u> |
| GRAND TOTAL | <u>39,435,535</u> | <u>17,631,237</u> | <u>17,376,731</u> | <u>17,749,174</u> |

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PROJECTS | | | | |
| CDBG Program: | | | | |
| CDBG-Administration | 138,267 | 146,700 | 110,840 | 150,000 |
| CDBG-Code Enforcement | 62,777 | 56,025 | 32,724 | 56,172 |
| CDBG-Housing Division | 225,621 | 194,000 | 112,596 | 200,000 |
| CDBG-Coleman Bush Tutoring Program | 8,976 | 14,600 | 14,600 | 14,800 |
| CDBG-Rehabilitation of Private Property | 770,825 | 1,080,688 | 1,223,667 | 426,199 |
| Summer Recreation Program - Simpson Park/Lincoln Academy | 6,050 | 23,837 | 23,837 | 25,900 |
| CDBG-Talbot House | 10,000 | 10,000 | 10,000 | 10,000 |
| CDBG-Boys & Girls Club Keystone | 10,000 | 10,000 | 10,000 | 10,000 |
| CDBG - Coleman Bush Summer Tutoring Program | 3,108 | 4,200 | 4,200 | 4,400 |
| Big Brothers & Big Sisters Inc. | | | | 7,500 |
| Swimming Lessons - NW Area | | 5,000 | 5,000 | 5,000 |
| VISTE - Hot Meals for the Elderly | 20,000 | | | |
| Simpson Park - Art Classes | 2,704 | 2,740 | 3,276 | 3,240 |
| Coleman Bush Bldg - After School Program | 1,551 | 3,550 | 3,550 | 3,150 |
| Lakeland Volunteers in Medicine | 20,000 | 20,000 | 20,000 | 18,977 |
| CDBG - Simpson Park - Cultural Dance | 1,742 | 2,180 | 2,180 | 2,180 |
| CDBG - Women's Resource Center | | 5,000 | 5,000 | |
| CDBG - Salvation Army - Homeless Intervention Worker | 10,000 | | | |
| CDBG - Sunrise Community of Polk County | 3,391 | 3,108 | 3,108 | |
| CDBG-Wilson House | 10,000 | 10,000 | 10,000 | 10,000 |
| CDBG-Choctaw Avenue Sidewalk Project | 74,843 | | | |
| Peace River Center for Personal Development, Inc. | 7,986 | 15,000 | 15,000 | 15,000 |
| CDBG-Achievement Academy | | 15,000 | 15,000 | 15,000 |
| Robson Area Sewer-Infrastructure Study | | 50,000 | 50,000 | |
| Neighborly Software Implementation | | 11,800 | 11,800 | |
| Rental Rehabilitation Program: | | | | |
| HUD-Rental Rehabilitation-Grant Activities | 8,707 | 24,351 | 24,351 | |
| Dixieland Program: | | | | |
| Dixieland-Affordable Housing Program | 48,601 | 178,223 | 178,223 | |
| Dixieland-Rehabilitation | 3,199 | 2,022 | 2,022 | |
| SHIP Program: | | | | |
| FDOS-SHIP - Administration | 18,150 | 79,649 | 79,651 | |
| FDOS-SHIP- Affordable Housing Program | 415,130 | 1,097,708 | 1,098,007 | |
| SHIP CRF Program: | | | | |
| SHIP-CRF | 266,423 | 428,191 | 428,523 | |
| SHIP-CRF-ADMINISTRATION | 11,574 | 33,159 | 32,827 | |

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Home Program: | | | | |
| HUD - Home - Administration | 38,139 | 46,437 | 68,537 | 38,704 |
| HUD - Home - Affordable Housing Program | 213,266 | 964,194 | 986,194 | 300,610 |
| HUD - Home - Keystone Challenge | 143,151 | 151,267 | 151,267 | 67,733 |
| Neighborly Software Implementation | | 6,000 | 6,000 | |
| Neighborhood Stabilization Program: | | | | |
| CDBG - Neighborhood Stabilization Program Part 1 | 284 | 311,721 | 311,721 | |
| CDBG - Neighborhood Stabilization Program - Acquisition | | 116 | 116 | |
| CDBG - CV Program: | | | | |
| CDBG-Talbot House | 25,000 | 50,000 | 50,000 | |
| CDBG-Florida Rural Legal Service | | 50,000 | 50,000 | |
| Lakeland Volunteers in Medicine | 20,000 | 55,000 | 55,000 | |
| Peace River Center for Personal Development, Inc. | | 75,000 | 75,000 | |
| CDBG-CV | 88,952 | 918,634 | 918,634 | |
| CDBG-CV ADMINISTRATION | | 75,000 | 75,000 | |
| Neighborly Software Implementation | | 5,000 | 5,000 | |
| GRAND TOTAL | 2,688,417 | 6,235,100 | 6,282,451 | 1,384,565 |

**REVENUE AND EXPENDITURE SUMMARY
LAKELAND COMMUNITY REDEVELOPMENT AGENCY**

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 415,881 | 362,740 | 365,500 | 393,478 |
| Fringe Benefits | 154,270 | 183,991 | 149,737 | 161,539 |
| Total Personnel | 570,151 | 546,731 | 515,237 | 555,017 |
| Non-Personnel | | | | |
| Utilities | 3,067 | 2,953 | 3,041 | 3,413 |
| Professional and Contractual | 47,804 | 295,116 | 253,402 | 386,493 |
| Insurance and Fixed Charges | 10,894 | 11,487 | 12,609 | 10,748 |
| Internal Service Charges | 35,591 | 46,326 | 46,936 | 239,050 |
| All Other Operations & Maintenance | 181,313 | 351,004 | 349,823 | 302,456 |
| Debt Service | 2,926,636 | 400,000 | 400,000 | 400,000 |
| Capital Outlay | | 4,711 | 4,711 | 4,782 |
| Maintenance and Special Projects | 5,000,047 | 12,166,350 | 12,246,764 | 6,920,522 |
| Total Non-Personnel | 8,205,353 | 13,277,947 | 13,317,286 | 8,267,464 |
| Total Expenditures | 8,775,504 | 13,824,678 | 13,832,523 | 8,822,481 |
| Transfers | | | | |
| Transfers In | 613,000 | | | |
| Transfers Out | 311,932 | 578,340 | 578,340 | 296,853 |
| Net Transfers | 301,068 | (578,340) | (578,340) | (296,853) |
| Revenue Sources | | | | |
| Taxes | 6,703,551 | 7,471,159 | 7,287,975 | 8,293,111 |
| Charges for Services | 32,958 | | 33,166 | |
| Interest Income | (867,652) | 164,200 | 399,125 | 272,800 |
| All Other Revenue | 4,700,895 | 55,000 | 234,323 | 147,580 |
| Total Revenue | 10,569,752 | 7,690,359 | 7,954,589 | 8,713,491 |
| Funding to be Provided | (2,095,317) | 6,712,659 | 6,456,274 | 405,843 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| TAXES | | | | |
| PROPERTY TAXES | | | | |
| Current Ad Valorem Taxes | 6,703,551 | 7,471,159 | 7,287,975 | 8,293,111 |
| TOTAL TAXES | 6,703,551 | 7,471,159 | 7,287,975 | 8,293,111 |
| CHARGES FOR SERVICES | | | | |
| OTHER CHARGES FOR SERVICES | | | | |
| Parking Lot - Oak Street | 32,958 | | 33,166 | |
| | 32,958 | | 33,166 | |
| TOTAL CHARGES FOR SERVICES | 32,958 | | 33,166 | |
| FINES AND FORFEITS | | | | |
| Penalties on Assessments | 31 | | 20 | |
| TOTAL FINES AND FORFEITS | 31 | | 20 | |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| All Other Misc Revenue | 387,933 | | 234 | |
| Refund of Prior Year Expenses | 13,335 | | | |
| Principal Payments - Housing Loans | | | 15,000 | |
| | 401,268 | | 15,234 | |
| SALES OF FIXED ASSETS | | | | |
| Surplus Land Sales | 4,207,714 | | 10,000 | |
| | 4,207,714 | | 10,000 | |
| REIMBURSEMENTS | | | | |
| All Other Reimbursements & Recoveries | 11,949 | | 30,940 | |
| Reimbursements / Loss Recovery | 32,933 | 55,000 | 76,572 | |
| | 44,882 | 55,000 | 107,512 | |
| RENTS AND ROYALTIES | | | | |
| Rental Income | 47,001 | | 101,557 | 147,580 |
| | 47,001 | | 101,557 | 147,580 |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 513,269 | 164,200 | 396,065 | 272,800 |
| Other Interest Revenue | | | 3,060 | |
| Market Value Restatement | (1,380,922) | | | |
| | (867,652) | 164,200 | 399,125 | 272,800 |
| TOTAL MISCELLANEOUS REVENUE | 3,833,212 | 219,200 | 633,428 | 420,380 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|---|----------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from General Fund | 213,000 | | | |
| Transfer from WW R&R | 200,000 | | | |
| Transfer from Water R&R | 200,000 | | | |
| TOTAL TRANSFERS FROM OTHER FUNDS | 613,000 | | | |
| SUB-TOTAL | 11,182,752 | 7,690,359 | 7,954,589 | 8,713,491 |
| PRIOR YEAR SURPLUS | (2,095,316) | 6,712,659 | 6,456,274 | 405,843 |
| TOTAL REVENUES | 9,087,435 | 14,403,018 | 14,410,863 | 9,119,334 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | | | | |
| DOWNTOWN CRA | | | | |
| | 63,438 | 97,390 | 58,558 | 73,044 |
| INSURANCE | | | | |
| Insurance - Position Bond | 8 | 4 | 4 | 4 |
| Self-Insurance Services | 678 | 729 | 729 | 657 |
| Insurance Consultant | 154 | 154 | 334 | 260 |
| Insurance - Excess Liability (Auto, General) | 359 | 377 | 320 | 261 |
| | 1,199 | 1,264 | 1,387 | 1,182 |
| UTILITIES | | | | |
| Water Service | 18 | 17 | 18 | 19 |
| Electric Service | 266 | 253 | 262 | 287 |
| Wastewater Service | 20 | 19 | 20 | 21 |
| Solid Waste Service | 32 | 30 | 32 | 45 |
| Solid Waste Service - Recycling | 3 | 3 | 3 | 3 |
| | 337 | 322 | 335 | 375 |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | | | | 1,847 |
| General Fund Services | | | | 57,462 |
| Intra-Departmental Charges - PC & Network Support | 1,295 | 1,418 | 1,135 | 1,299 |
| Intra-Departmental Charges - Telephone | 466 | 823 | 823 | 816 |
| Intra-Departmental Charges - Facilities | 476 | 478 | 478 | 499 |
| Intra-Departmental Charges - Janitorial | 360 | 373 | 373 | 362 |
| Intra-Departmental Charges - Training Ctr | 27 | 27 | 27 | 35 |
| Intra-Departmental Charges - IT Operations - GIS | | 384 | 384 | 363 |
| Intra-Departmental Charges - IT Operations - Application Dev | 188 | 514 | 514 | 380 |
| Intra-Departmental Charges - IT Operations - Network Support | 991 | 1,084 | 1,246 | 975 |
| | 3,803 | 5,101 | 4,980 | 64,038 |
| ALL OTHER O&M | | | | |
| Contractual Services | 25,932 | 66,914 | 25,000 | 40,135 |
| Contract Labor | | 4,760 | 4,760 | 5,000 |
| Printing & Photography | 772 | 32 | 32 | 33 |
| Postage & Mailing | 1 | | | |
| Subscription & Membership | 918 | 1,561 | 1,561 | 1,585 |
| Training | 992 | 5,202 | 5,202 | 2,950 |
| All Other Sundry Charges | 153 | 114 | 114 | 116 |
| Tax Increment Financing Agreements | 150,938 | 225,744 | 225,744 | 225,000 |
| Office Supplies | | 1,500 | | |
| Equipment - Noncapital | | 125 | 125 | 127 |
| All Other Materials & Supplies | | | 25 | |
| Uniforms | | 500 | | |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|--|---------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Food Purchases | | 260 | 260 | 264 |
| | 179,706 | 306,712 | 262,823 | 275,210 |
| SUB-TOTAL | 248,482 | 410,789 | 328,083 | 413,849 |
| | MID-TOWN CRA | | | |
| PERSONAL SERVICES | 501,268 | 448,046 | 452,114 | 477,216 |
| INSURANCE | | | | |
| Insurance - Position Bond | 61 | 32 | 31 | 32 |
| Self-Insurance Services | 5,396 | 5,802 | 5,802 | 5,231 |
| Insurance Consultant | 1,230 | 1,230 | 2,665 | 2,073 |
| Insurance - Excess Liability (Auto, General) | 2,857 | 2,999 | 2,548 | 2,081 |
| | 9,544 | 10,063 | 11,046 | 9,417 |
| UTILITIES | | | | |
| Water Service | 139 | 140 | 145 | 150 |
| Electric Service | 2,116 | 2,014 | 2,084 | 2,291 |
| Wastewater Service | 156 | 159 | 158 | 165 |
| Solid Waste Service | 251 | 251 | 251 | 357 |
| Solid Waste Service - Recycling | 24 | 25 | 24 | 25 |
| | 2,686 | 2,589 | 2,662 | 2,988 |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | | | | 15,698 |
| General Fund Services | | | | 57,462 |
| Intra-Departmental Charges - PC & Network Support | 10,315 | 11,295 | 11,042 | 10,350 |
| Intra-Departmental Charges - Telephone | 3,713 | 6,553 | 6,553 | 9,499 |
| Intra-Departmental Charges - Facilities | 3,796 | 3,806 | 3,806 | 3,974 |
| Intra-Departmental Charges - Janitorial | 2,869 | 2,969 | 2,969 | 2,885 |
| Intra-Departmental Charges - Training Ctr | 216 | 216 | 216 | 281 |
| Intra-Departmental Charges - IT Operations - GIS | | 3,058 | 3,058 | 2,891 |
| Intra-Departmental Charges - IT Operations - Application Dev | 1,681 | 4,093 | 4,093 | 3,030 |
| Intra-Departmental Charges - IT Operations - Network Support | 7,888 | 8,635 | 9,635 | 7,760 |
| | 30,478 | 40,625 | 41,372 | 113,830 |
| ALL OTHER O&M | | | | |
| Contractual Services | 5,887 | 118,508 | 118,508 | 315,431 |
| Contract Labor | | 21,480 | 21,480 | 21,802 |
| Rentals | | 2,050 | 2,050 | 2,081 |
| Printing & Photography | 7,725 | 1,977 | 1,977 | 2,007 |
| Postage & Mailing | 4 | 4,101 | 4,101 | 4,163 |
| Subscription & Membership | 2,401 | 1,770 | 1,770 | 1,797 |
| Telephone Communications | 2,125 | 832 | 832 | 844 |
| Travel | | 1,561 | 1,561 | 1,584 |
| Training | 7,898 | 32,060 | 32,060 | 18,178 |
| All Other Sundry Charges | 2,862 | 1,026 | 1,026 | 1,041 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Software License & Maintenance | | 406 | 2,400 | 412 |
| Office Supplies | 3,109 | 5,126 | 5,126 | 3,000 |
| Equipment - Noncapital | 1,092 | 30,065 | 30,065 | 10,000 |
| Uniforms | | 1,000 | | |
| Food Purchases | 41 | 1,538 | 1,538 | 1,561 |
| | <u>33,144</u> | <u>223,500</u> | <u>224,494</u> | <u>383,901</u> |
| SUB-TOTAL | <u>577,121</u> | <u>724,823</u> | <u>731,688</u> | <u>987,352</u> |
| | DIXIELAND CRA | | | |
| PERSONAL SERVICES | <u>5,445</u> | <u>1,295</u> | <u>4,565</u> | <u>4,757</u> |
| INSURANCE | | | | |
| Self-Insurance Services | 86 | 92 | 92 | 83 |
| Insurance Consultant | 20 | 20 | 43 | 33 |
| Insurance - Excess Liability (Auto, General) | 46 | 48 | 41 | 33 |
| | <u>152</u> | <u>160</u> | <u>176</u> | <u>149</u> |
| UTILITIES | | | | |
| Water Service | 2 | 2 | 2 | 2 |
| Electric Service | 34 | 32 | 33 | 37 |
| Wastewater Service | 2 | 2 | 3 | 3 |
| Solid Waste Service | 4 | 4 | 4 | 6 |
| Solid Waste Service - Recycling | 0 | 2 | 2 | 2 |
| | <u>43</u> | <u>42</u> | <u>44</u> | <u>50</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | | | | 462 |
| General Fund Services | | | | 57,462 |
| Intra-Departmental Charges - PC & Network Support | 165 | 181 | 145 | 165 |
| Intra-Departmental Charges - Telephone | 60 | 57 | 57 | 44 |
| Intra-Departmental Charges - Facilities | 60 | 60 | 60 | 63 |
| Intra-Departmental Charges - Janitorial | 45 | 47 | 47 | 46 |
| Intra-Departmental Charges - Training Ctr | 3 | 3 | 3 | 4 |
| Intra-Departmental Charges - IT Operations - GIS | | 49 | 49 | 2,763 |
| Intra-Departmental Charges - IT Operations - Application Dev | 24 | 65 | 65 | 49 |
| Intra-Departmental Charges - IT Operations - Network Support | 953 | 138 | 158 | 124 |
| | <u>1,310</u> | <u>600</u> | <u>584</u> | <u>61,182</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 11,357 | | | 4,125 |
| Contract Labor | 4,628 | 83,454 | 83,654 | |
| Printing & Photography | 98 | 470 | 470 | 477 |
| Postage & Mailing | 0 | 1,028 | 1,028 | 1,043 |
| Subscription & Membership | 38 | 731 | 731 | 742 |
| Training | 126 | 15,646 | 15,646 | 8,872 |
| All Other Sundry Charges | 19 | 10,863 | 10,863 | 11,026 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Office Supplies | | 2,978 | 2,978 | 3,023 |
| Equipment - Noncapital | | 16 | 16 | |
| Uniforms | | 200 | | |
| Food Purchases | | 522 | 522 | 530 |
| | <u>16,268</u> | <u>115,908</u> | <u>115,908</u> | <u>29,838</u> |
| SUB-TOTAL | <u>23,217</u> | <u>118,005</u> | <u>121,277</u> | <u>95,976</u> |
| DEBT SERVICE | | | | |
| Residential Redevelopment | <u>2,926,636</u> | <u>400,000</u> | <u>400,000</u> | <u>400,000</u> |
| | <u>2,926,636</u> | <u>400,000</u> | <u>400,000</u> | <u>400,000</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | <u>4,711</u> | <u>4,711</u> | <u>4,782</u> |
| | | <u>4,711</u> | <u>4,711</u> | <u>4,782</u> |
| SPECIAL PROJECTS | | | | |
| DOWNTOWN CRA: | | | | |
| Downtown Corridor Enhancements | | | | 175,000 |
| Downtown Infrastructure | 5,018 | 54,982 | 54,982 | 150,000 |
| Small Project Assistance | 69,576 | 187,430 | 187,430 | 50,000 |
| Residential Redevelopment | | 208,620 | 208,620 | 50,000 |
| Property Management | 1,076 | 43,499 | 43,577 | 43,709 |
| Downtown Streetscape | | 169,000 | 169,000 | |
| Mowing | 10,931 | 27,367 | 27,367 | 10,934 |
| Oak Street Parking Lot | 12,304 | 20,000 | 20,000 | 22,000 |
| CRA Annual Report | 2,402 | 2,772 | 2,772 | 2,608 |
| SFLA Corridor Improvements | | 474,911 | 474,911 | 150,000 |
| North Downtown Master Plan | 24,695 | 150,000 | 150,000 | 100,000 |
| Five Points Roundabout | 1,274 | 85,896 | 85,896 | 250,000 |
| Arts & Entertainment | 2,500 | 13,500 | 13,500 | 10,000 |
| The Joinery Incentive | 18,107 | | | |
| Downtown Infill Incentive | 3,750 | 146,250 | 146,250 | 50,000 |
| Catalyst Development | | 600,000 | 600,000 | 100,000 |
| Catalyst Site Evaluations | | 635,635 | 635,635 | |
| E. Main St. Streetscape Plaza (Kentucky to Tennessee) | | 110,500 | 110,500 | |
| Mirrorton Development | 1,083,571 | 276,430 | 276,430 | 150,000 |
| MID-TOWN CRA: | | | | |
| Olive Street Sidewalk | | | | 125,000 |
| N. Scott Ave. Sidewalk | | | | 198,000 |
| DouBakehouse Leasehold Improvements | | 140,000 | 140,000 | |
| Haus 820 Leasehold Improvements | | 75,000 | 75,000 | |
| Planning-Affordable Housing Incentive Plan | 30,000 | 15,000 | 15,000 | 15,000 |
| Small Project Assistance | 291,552 | 673,635 | 673,635 | 750,000 |
| Property Management | 237,060 | 153,298 | 242,648 | 256,269 |
| MLK - Memorial to 10th St | 2,004 | 9,738 | 9,738 | 10,030 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|---|-----------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Providence Rd - W 10th St to Griffin Rd | 12,010 | 1,254,249 | 1,254,249 | |
| W Lake Parker/Lakeshore Trail Improvements | 870,008 | 46,382 | 46,382 | 75,000 |
| Landscape - US 98 - Memorial to 10th St | 3,556 | 18,085 | 18,085 | 18,628 |
| Landscape - US 98 - Griffin to 10th St | 18,768 | 18,085 | 18,085 | 18,628 |
| Landscape - Parker Street | 4,337 | 9,738 | 9,738 | 10,030 |
| Landscape - Ingraham Ave | 2,985 | 11,348 | 11,222 | 11,688 |
| Landscape - Intown Bypass Phase 1 Outparcels | 45 | 9,738 | 9,738 | 10,030 |
| Northwest Neighborhood | 218,283 | 212,124 | 212,124 | 400,000 |
| E. Main Street Landscaping Maintenance | 5,116 | 14,491 | 14,491 | 14,926 |
| Redevelop Massachusetts Ave Properties | 934,805 | 546,668 | 541,417 | 750,000 |
| Memorial Blvd | | 100,000 | 100,000 | 250,000 |
| Northeast Neighborhood | 48,655 | 53,904 | 53,904 | 325,000 |
| CRA Annual Report | 12,853 | 15,721 | 15,721 | 13,905 |
| East Main Street Master Plan | 86,106 | 313,894 | 313,894 | 300,000 |
| Citrus Connection Services (LAMTD Agreement) | 196,906 | 141,438 | 141,438 | 185,000 |
| Five Points Roundabout | 17,708 | 125,280 | 125,280 | 250,000 |
| Arts & Entertainment | 2,500 | 17,500 | 17,500 | 10,000 |
| Mass Ave/Parker St. Intersection Improvement | | 26,724 | 26,724 | |
| Pegasus Incentive | 165,000 | | | |
| Lincoln Square Development | 175,485 | 100,000 | 100,000 | |
| Residential Incentives | 137,631 | 836,489 | 836,489 | 450,000 |
| Affordable Housing Partnerships | 50,000 | 650,000 | 650,000 | 500,000 |
| Lakeshore Aquatic Preservation | 4,800 | 18,200 | 18,200 | |
| Job Creation Incentives | 210,000 | 210,000 | 210,000 | 210,000 |
| Gilmore Ave (Parkview to Bella Vista) | | 250,000 | 250,000 | |
| W. 14th Street Pedestrian Enhancements | | 255,000 | 255,000 | |
| 114 E. Parker Street Construction | | 1,180,000 | 1,180,000 | |
| Midtown Lofts Redevelopment Project-Loan Receivable | | 162,000 | 162,000 | 25,000 |
| DIXIELAND CRA: | | | | |
| Small Project Assistance | 12,940 | 411,770 | 411,770 | 200,000 |
| Landscaping Maintenance by Other City Departments | 122 | 2,193 | 2,206 | 2,132 |
| Alley Improvement Project | 12,382 | 180,408 | 180,408 | 10,000 |
| Publications and Promotions | | 2,500 | 2,500 | 2,500 |
| Alley Maintenance | | 2,800 | 2,800 | 3,000 |
| CRA Annual Report | 1,225 | 5,000 | 1,350 | 1,391 |
| SFLA Corridor Improvements | | 571,050 | 571,050 | 100,000 |
| Infill Adaptive Reuse Program | | 100,000 | 100,000 | 75,000 |
| Arts & Entertainment | | 15,000 | 15,000 | 25,000 |
| Dixieland Sign Maintenance | | 5,108 | 5,108 | 5,114 |
| | 5,000,047 | 12,166,350 | 12,246,764 | 6,920,522 |

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 288,207 | 288,207 | 288,207 | 296,853 |
| Transfer To Public Impr Fund | | 290,000 | 290,000 | |
| Transfer To Debt Service Fund | 23,694 | | | |
| Transfer To IT Equip Replacement Fund | 31 | 133 | 133 | |
| | 311,932 | 578,340 | 578,340 | 296,853 |
| GRAND TOTAL | 9,087,435 | 14,403,018 | 14,410,863 | 9,119,334 |



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REVENUE AND EXPENDITURE SUMMARY LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 588,508 | 584,313 | 547,487 | 527,352 |
| Fringe Benefits | 229,068 | 276,067 | 244,516 | 296,855 |
| Total Personnel | 817,575 | 860,380 | 792,003 | 824,207 |
| Non-Personnel | | | | |
| Utilities | 536 | 510 | 531 | 596 |
| Insurance and Fixed Charges | 28,099 | 29,638 | 30,124 | 44,675 |
| Grants and Aid | 7,500 | 10,000 | 10,000 | 10,000 |
| Internal Service Charges | 563,278 | 603,936 | 567,242 | 670,844 |
| All Other Operations & Maintenance | 62,790 | 74,980 | 79,673 | 73,530 |
| Debt Service | 595,893 | 15,704 | 15,704 | |
| Capital Outlay | 138,098 | 5,198 | 5,198 | 56,000 |
| Maintenance and Special Projects | 5,331,416 | 9,815,685 | 9,805,045 | 48,790,310 |
| Total Non-Personnel | 6,727,611 | 10,555,651 | 10,513,517 | 49,645,955 |
| Total Expenditures | 7,545,186 | 11,416,031 | 11,305,520 | 50,470,162 |
| Transfers | | | | |
| Transfers In | 308,935 | | | |
| Transfers Out | 446,364 | 135,502 | 135,502 | 3,169 |
| Net Transfers | (137,429) | (135,502) | (135,502) | (3,169) |
| Revenue Sources | | | | |
| Intergovernmental Revenues | 245,612 | 364,568 | 364,568 | 42,900,000 |
| Charges for Services | 6,861,022 | 6,829,299 | 7,082,521 | 7,400,552 |
| Debt Proceeds | | 171,882 | 171,882 | |
| Interest Income | (351,713) | 180,000 | 160,900 | 184,000 |
| All Other Revenue | 31,988 | | 23,500 | |
| Total Revenue | 6,786,909 | 7,545,749 | 7,803,371 | 50,484,552 |
| Funding to be Provided | 895,706 | 4,005,784 | 3,637,651 | (11,221) |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| INTERGOVERNMENTAL REVENUE | | | | |
| LOCAL GRANTS | | | | |
| Lake Bonnet Drainage Improvement CBDG-MIT Grant | | | | 42,900,000 |
| SWFMD - Lake Hunter BMP | 245,612 | 289,568 | 289,568 | |
| Aquatic Harvester | | 75,000 | 75,000 | |
| | <u>245,612</u> | <u>364,568</u> | <u>364,568</u> | <u>42,900,000</u> |
| TOTAL INTERGOVERNMENTAL | <u>245,612</u> | <u>364,568</u> | <u>364,568</u> | <u>42,900,000</u> |
| CHARGES FOR SERVICES | | | | |
| OTHER PHYSICAL ENVIRONMENT REVENUE | | | | |
| Special Assessments-Sewers | | 34,377 | 34,377 | |
| | | <u>34,377</u> | <u>34,377</u> | |
| OTHER CHARGES FOR SERVICES | | | | |
| Stormwater Fees - Commercial/Municipal | 2,948,438 | 2,928,000 | 3,087,015 | 3,241,366 |
| Stormwater Fees - Residential | 3,789,578 | 3,740,922 | 3,841,736 | 4,033,823 |
| Stormwater Fees - Interfund | 123,006 | 126,000 | 119,393 | 125,363 |
| | <u>6,861,022</u> | <u>6,794,922</u> | <u>7,048,144</u> | <u>7,400,552</u> |
| TOTAL CHARGES FOR SERVICES | <u>6,861,022</u> | <u>6,829,299</u> | <u>7,082,521</u> | <u>7,400,552</u> |
| FINES AND FORFEITS | | | | |
| Bad Check Charges | 1,084 | | 1,000 | |
| Citations / Fines | 1,343 | | 22,500 | |
| TOTAL FINES AND FORFEITS | <u>2,427</u> | | <u>23,500</u> | |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| All Other Misc Revenue | 100 | | | |
| | <u>100</u> | | | |
| REIMBURSEMENTS | | | | |
| Reimbursements / Loss Recovery | 29,461 | | | |
| | <u>29,461</u> | | | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 239,667 | 180,000 | 160,900 | 184,000 |
| Interest on Deposits | (11,075) | | | |
| Market Value Restatement | (580,304) | | | |
| | <u>(351,713)</u> | <u>180,000</u> | <u>160,900</u> | <u>184,000</u> |
| TOTAL MISCELLANEOUS REVENUE | <u>(322,152)</u> | <u>180,000</u> | <u>160,900</u> | <u>184,000</u> |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|---|-----------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT | | | | |
| Transfer from Internal Loan Fund | | 171,882 | 171,882 | |
| TOTAL DEBT PROCEEDS | | 171,882 | 171,882 | |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from Fleet Mgmt Reserve | | 308,935 | | |
| TOTAL TRANSFERS FROM OTHER FUNDS | | 308,935 | | |
| SUB-TOTAL | 7,095,844 | 7,545,749 | 7,803,371 | 50,484,552 |
| PRIOR YEAR SURPLUS | 895,706 | 4,005,784 | 3,637,651 | (11,221) |
| TOTAL REVENUES | 7,991,550 | 11,551,533 | 11,441,022 | 50,473,331 |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ADMINISTRATION | | | | |
| EXPENSES | | | | |
| PERSONAL SERVICES | 817,575 | 860,380 | 792,003 | 824,207 |
| INSURANCE | | | | |
| Insurance - Position Bond | 103 | 54 | 52 | 72 |
| Self-Insurance Services | 23,887 | 25,312 | 25,312 | 38,080 |
| Insurance Consultant | 858 | 858 | 1,859 | 2,028 |
| Insurance - Excess Liability (Auto, General) | 3,251 | 3,414 | 2,901 | 4,495 |
| | <u>28,099</u> | <u>29,638</u> | <u>30,124</u> | <u>44,675</u> |
| UTILITIES | | | | |
| Water Service | 28 | 27 | 29 | 30 |
| Electric Service | 422 | 402 | 416 | 457 |
| Wastewater Service | 31 | 30 | 31 | 33 |
| Solid Waste Service | 50 | 47 | 50 | 71 |
| Solid Waste Service - Recycling | 5 | 4 | 5 | 5 |
| | <u>536</u> | <u>510</u> | <u>531</u> | <u>596</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 54,437 | 97,388 | 52,723 | 110,789 |
| Gasoline - Fleet Management | 15,091 | 17,787 | 14,277 | 17,939 |
| Maintenance - Fleet Management | 47,932 | 35,248 | 44,386 | 45,729 |
| Fleet Mgmt Project Charges | | | 285 | |
| Purchasing & Stores Service | 433 | 4,116 | 4,116 | 3,694 |
| General Fund Services | 339,569 | 338,072 | 338,072 | 385,343 |
| Intra-Departmental Charges - PC & Network Support | 18,279 | 19,001 | 20,442 | 20,529 |
| Intra-Departmental Charges - Telephone | 3,297 | 3,166 | 3,166 | 3,497 |
| Intra-Departmental Charges - Radios | 2,274 | 2,285 | 2,285 | 1,923 |
| Intra-Departmental Charges - Facilities | 5,049 | 5,062 | 5,062 | 5,286 |
| Intra-Departmental Charges - Janitorial | 3,816 | 3,948 | 3,948 | 3,836 |
| Intra-Departmental Charges - Training Ctr | 346 | 346 | 346 | 639 |
| Intra-Departmental Charges - IT Operations - GIS | 26,732 | 29,641 | 29,641 | 23,870 |
| Intra-Departmental Charges - IT Operations - Application Dev | 33,365 | 34,916 | 34,916 | 34,198 |
| Intra-Departmental Charges - IT Operations - Network Support | 12,659 | 12,960 | 13,577 | 13,572 |
| | <u>563,278</u> | <u>603,936</u> | <u>567,242</u> | <u>670,844</u> |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Repair Of Equipment | 241 | 500 | 500 | 508 |
| Printing & Photography | 300 | 1,038 | 128 | 300 |
| Postage & Mailing | 240 | 519 | 97 | 527 |
| Subscription & Membership | 5,884 | 4,151 | 4,151 | 4,213 |
| Telephone Communications | 7,382 | 4,332 | 7,846 | 7,846 |
| Travel | 5,549 | 6,227 | 5,500 | 6,320 |
| Training | 6,024 | 10,692 | 6,500 | 8,500 |
| Licenses & Permits | 1,981 | 5,189 | 2,000 | 5,267 |
| All Other Administrative | 6 | 1,382 | 50 | 60 |
| Bad Debt Expense | 9,890 | 12,500 | 22,456 | 12,688 |
| Contribution to the Water Atlas | | 5,000 | 5,000 | 5,000 |
| Office Supplies | 2,586 | 2,629 | 2,149 | 2,668 |
| Equipment - Noncapital | 7,912 | 5,823 | 652 | 4,910 |
| All Other Materials & Supplies | 7,575 | 5,765 | 5,765 | 5,851 |
| Uniforms | 4,640 | 6,129 | 6,129 | 5,721 |
| Tools & Implements | 807 | 1,500 | 1,500 | 1,523 |
| Personal Safety Equipment | 1,772 | 1,604 | 1,604 | 1,628 |
| | <u>62,790</u> | <u>74,980</u> | <u>72,027</u> | <u>73,530</u> |
| GRANTS AND AID TO AGENCIES | | | | |
| 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> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | 2,698 | 2,698 | |
| | | <u>2,698</u> | <u>2,698</u> | |
| SUB-TOTAL | <u>1,479,779</u> | <u>1,582,142</u> | <u>1,474,625</u> | <u>1,623,852</u> |
| NON-DEPARTMENTAL | | | | |
| ALL OTHER O&M | | | | |
| Refund Of Prior Years Revenue | | | 7,646 | |
| | | | <u>7,646</u> | |
| SUB-TOTAL | | | <u>7,646</u> | |
| DEBT SERVICE | | | | |
| TV Truck Lease | 54,206 | | | |
| TV & Clean Storm Drain Structures | 182,060 | | | |
| Streetsweeping Operations | 359,626 | | | |
| Heatherpoint Stormwater Sewer Repair | | 15,704 | 15,704 | |
| | <u>595,893</u> | <u>15,704</u> | <u>15,704</u> | |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Lake Bonnet Drainage Improvement CBDG-MIT Grant | | | | 42,900,000 |
| Emergency Manager | 309 | 567 | 567 | 783 |
| TV Truck Lease | | 57,979 | 58,048 | 58,429 |
| NPDES Permitting - Administration | 38,479 | 38,479 | 38,479 | 39,635 |
| Public Education Programs | 95,030 | 97,793 | 97,793 | 90,000 |
| Retrofit Existing Storm Sewers | 659,212 | 883,874 | 883,874 | 1,000,000 |
| TV & Clean Storm Drain Structures | 434,329 | 654,291 | 649,509 | 410,000 |
| General Lake Improvements | 221,116 | 485,765 | 485,765 | 300,000 |
| GIS Storm Sewer Inventory | 91,809 | 100,000 | 100,000 | 75,000 |
| Install / Maintain Pollution Control Devices | 35,080 | 146,945 | 146,945 | 75,000 |
| Lake Hunter - Watershed Management | 136,441 | 12,954 | 12,954 | 200,000 |
| Lake Bonny Watershed Management Plan & Projects | 35,050 | 427,023 | 427,023 | 200,000 |
| Lake Parker TMDL Project - WQ Treatment | 149,060 | 595,432 | 595,432 | 250,000 |
| Wayman St. Ditch Repairs | | 311,652 | 311,652 | |
| GIS Technician - Engineering | 96,084 | 76,451 | 76,451 | 79,509 |
| Drainage Maintenance Operations | 926,466 | 1,028,915 | 1,028,915 | 976,800 |
| Street Sweeping Operations | 693,092 | 1,584,613 | 1,578,686 | 1,196,865 |
| Highlands Hills Ditch Maint & Repairs | | 100,210 | 100,210 | |
| CLMP - 2016 Update | 7,140 | | | |
| Lake Hollingsworth Southside Shoreline Stab | 18,672 | 62,386 | 62,386 | 40,000 |
| Crystal Lake TMDL | 11,345 | 305,690 | 305,690 | 100,000 |
| Environmental Code Enforcement Officer | 53,787 | 56,219 | 56,219 | 57,913 |
| Lake Beulah Shoreline Restoration | 22,712 | 13,736 | 13,736 | 15,000 |
| Lake Wire Hydrilla Removal | 7,395 | 21,425 | 21,425 | |
| Lake Morton Shoreline Restoration | 4,415 | 36,927 | 36,927 | |
| Contrib to FL Friendly Landscaping | 5,000 | 20,000 | 20,000 | 10,000 |
| Street Sweeping Study | 55,840 | 1,286 | 1,286 | |
| Southern Landings Repairs | 4,028 | 10,000 | 10,000 | 10,000 |
| Upgrades to Office | | 50,000 | 50,000 | |
| Lake Bonnet Water Quality Improvement | | 154,074 | 154,074 | 25,000 |
| Solid Waste/Lakes - 305 Eastside Property | 40,682 | 25,639 | 25,639 | |
| SWFMD - Lake Hunter BMP | 1,011,760 | 457,893 | 457,893 | |
| Lake Bonny Drainage Project | | 23,069 | 23,069 | |
| Lake Hollingsworth TMDL Program | 25,586 | 440,549 | 440,549 | 100,000 |
| Bathymetric Mapping Project | 6,251 | 60,989 | 60,989 | |
| Water Quality Improvement Project | 130,839 | 536,800 | 536,800 | 355,000 |
| Stormwater Management Master Plan | 298,881 | 255,025 | 255,025 | 50,000 |
| Aquatic Harvester | 9,159 | 274,776 | 274,776 | 175,376 |
| CST/Berger Electronic Digital Theodolite Transite 56-DGT10 | 1,046 | | | |
| Stihl Line Trimmers | 2,152 | | | |
| Four Tool Cordless Combo Kit | 736 | | | |

LAKES AND STORMWATER

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Drainage Maintenance Non-Capital Equipment | 2,433 | | | |
| SWFMD Crystal Lake Water Quality Improvement Study Q178 | | 200,000 | 200,000 | |
| Heatherpoint Stormwater Sewer Repair | | 206,259 | 206,259 | |
| Drainage Capital Equipment | | | | 56,000 |
| TV & Clean Storm Drain Structures | 5,800 | | | |
| General Lake Improvements | 11,900 | | | |
| Lake Parker TMDL Project - WQ Treatment | 7,000 | | | |
| Drainage Maintenance Operations | 19,773 | | | |
| Generator | 2,050 | | | |
| Hustler Super Z 60 in | 11,058 | | | |
| High Efficiency Nozzle | 5,798 | | | |
| Envirolight Air HD Pole Camera | 15,729 | | | |
| Cue's Mplus Camera | 9,890 | | | |
| Office Furniture | | 2,500 | 2,500 | |
| Drainage Spray Airboat | 49,100 | | | |
| | <u>5,469,514</u> | <u>9,818,185</u> | <u>9,807,545</u> | <u>48,846,310</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 918 | 918 | 918 | 918 |
| Transfer To Debt Service Fund | 36,783 | | | |
| Transfer To Fleet Mgmt Reserve | 406,115 | 132,000 | 132,000 | |
| Transfer To Information Technology | 2,471 | 2,251 | 2,251 | 2,251 |
| Transfer To IT Equip Replacement Fund | 77 | 333 | 333 | |
| | <u>446,364</u> | <u>135,502</u> | <u>135,502</u> | <u>3,169</u> |
| GRAND TOTAL | <u>7,991,550</u> | <u>11,551,533</u> | <u>11,441,022</u> | <u>50,473,331</u> |



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REVENUE AND EXPENDITURE SUMMARY BUILDING INSPECTION

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|-------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 1,364,412 | 1,700,284 | 219,052 | 1,552,119 |
| Fringe Benefits | 397,354 | 452,244 | 391,213 | 490,387 |
| Total Personnel | 1,761,766 | 2,152,528 | 610,265 | 2,042,506 |
| Non-Personnel | | | | |
| Utilities | 13,059 | 13,191 | 12,940 | 14,018 |
| Professional and Contractual | 133,615 | 285,999 | 380,877 | 353,268 |
| Insurance and Fixed Charges | | | | 53,970 |
| Internal Service Charges | 356,826 | 587,314 | 596,010 | 1,046,797 |
| All Other Operations & Maintenance | 1,058,438 | 83,030 | 68,530 | 62,494 |
| Maintenance and Special Projects | 17,645 | | | 1,239 |
| Total Non-Personnel | 1,579,582 | 969,534 | 1,058,357 | 1,531,786 |
| Total Expenditures | 3,341,349 | 3,122,062 | 1,668,622 | 3,574,292 |
| Transfers | | | | |
| Transfers In | 1,942,718 | | | |
| Transfers Out | 775,154 | 43,704 | 43,704 | |
| Net Transfers | 1,167,563 | (43,704) | (43,704) | |
| Revenue Sources | | | | |
| License and Permits | 4,252,626 | 2,622,382 | 3,772,596 | 3,206,707 |
| Charges for Services | 8,880 | 7,456 | 15,840 | 13,464 |
| Interest Income | (215,904) | 40,000 | | |
| All Other Revenue | 99,831 | 60,000 | 212,340 | 180,489 |
| Total Revenue | 4,145,432 | 2,729,838 | 4,000,776 | 3,400,660 |
| Funding to be Provided | (1,971,647) | 435,928 | (2,288,450) | 173,632 |

BUILDING INSPECTION

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------|-------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| LICENSE AND PERMITS | | | | |
| BUILDING INSPECTION FEES | | | | |
| Building Inspection Fees | 2,537,796 | 1,550,364 | 2,448,780 | 2,081,463 |
| Other Building Inspection Fees | 581,930 | 360,778 | 393,972 | 334,876 |
| Plumbing Inspection Fees | 264,099 | 173,349 | 260,196 | 221,167 |
| Mechanical Inspection Fees | 368,709 | 232,675 | 241,020 | 204,867 |
| Electrical Inspection Fees | 469,695 | 285,501 | 397,500 | 337,875 |
| Building Permit Surcharge Administration Fees | 2,019 | 2,115 | | |
| Notice of Commencement Fee | 26,497 | 16,217 | 27,732 | 23,572 |
| Records Maintenance Fee | 1,880 | 1,383 | 3,396 | 2,887 |
| | <u>4,252,626</u> | <u>2,622,382</u> | <u>3,772,596</u> | <u>3,206,707</u> |
| TOTAL LICENSE AND PERMITS | <u>4,252,626</u> | <u>2,622,382</u> | <u>3,772,596</u> | <u>3,206,707</u> |
| CHARGES FOR SERVICES | | | | |
| GENERAL GOVERNMENT | | | | |
| Zoning & Subdivision Fees | 8,880 | 7,456 | 15,840 | 13,464 |
| | <u>8,880</u> | <u>7,456</u> | <u>15,840</u> | <u>13,464</u> |
| TOTAL CHARGES FOR SERVICES | <u>8,880</u> | <u>7,456</u> | <u>15,840</u> | <u>13,464</u> |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Cash Over And Short | (17) | | | |
| Credit Card Convenience Fees | 99,848 | 60,000 | 212,340 | 180,489 |
| | <u>99,831</u> | <u>60,000</u> | <u>212,340</u> | <u>180,489</u> |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 83,839 | 40,000 | | |
| Market Value Restatement | (299,744) | | | |
| | <u>(215,904)</u> | <u>40,000</u> | | |
| TOTAL MISCELLANEOUS REVENUE | <u>(116,073)</u> | <u>100,000</u> | <u>212,340</u> | <u>180,489</u> |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from Other Funds | 1,942,718 | | | |
| TOTAL TRANSFERS FROM OTHER FUNDS | <u>1,942,718</u> | | | |
| SUB-TOTAL | <u>6,088,150</u> | <u>2,729,838</u> | <u>4,000,776</u> | <u>3,400,660</u> |
| PRIOR YEAR SURPLUS | <u>(1,971,647)</u> | <u>435,928</u> | <u>(2,288,450)</u> | <u>173,632</u> |
| TOTAL REVENUES | <u>4,116,503</u> | <u>3,165,766</u> | <u>1,712,326</u> | <u>3,574,292</u> |

BUILDING INSPECTION

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PERSONAL SERVICES | 1,761,766 | 2,152,528 | 610,265 | 2,042,506 |
| INSURANCE | | | | |
| Insurance - Position Bond | | | | 144 |
| Self-Insurance Services | | | | 51,131 |
| Insurance Consultant | | | | 1,014 |
| Insurance - Excess Liability (Auto, General) | | | | 1,681 |
| | | | | <u>53,970</u> |
| UTILITIES | | | | |
| Water Service | 678 | 695 | 707 | 730 |
| Electric Service | 10,285 | 10,373 | 10,130 | 11,139 |
| Wastewater Service | 760 | 787 | 767 | 804 |
| Solid Waste Service | 1,222 | 1,222 | 1,222 | 1,222 |
| Solid Waste Service - Recycling | 114 | 114 | 114 | 123 |
| | <u>13,059</u> | <u>13,191</u> | <u>12,940</u> | <u>14,018</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 27,133 | 25,355 | 28,490 | 25,868 |
| Gasoline - Fleet Management | 12,057 | 15,885 | 12,009 | 15,469 |
| Maintenance - Fleet Management | 31,607 | 35,752 | 38,676 | 35,384 |
| Purchasing & Stores Service | 433 | 6,130 | 6,130 | 462 |
| General Fund Services | | 211,899 | 216,899 | 717,010 |
| Intra-Departmental Charges - PC & Network Support | 40,537 | 40,514 | 42,795 | 39,903 |
| Intra-Departmental Charges - Telephone | 10,362 | 8,594 | 8,594 | 7,383 |
| Intra-Departmental Charges - Facilities | 31,909 | 32,169 | 32,169 | 33,405 |
| Intra-Departmental Charges - Janitorial | 24,111 | 25,049 | 25,049 | 24,245 |
| Intra-Departmental Charges - Training Ctr | 742 | 742 | 742 | 1,012 |
| Intra-Departmental Charges - IT Operations - GIS | 21,807 | 22,704 | 22,704 | 18,141 |
| Intra-Departmental Charges - IT Operations - Application Dev | 130,457 | 136,541 | 136,541 | 104,890 |
| Intra-Departmental Charges - IT Operations - Network Support | 25,671 | 25,980 | 25,212 | 23,625 |
| | <u>356,826</u> | <u>587,314</u> | <u>596,010</u> | <u>1,046,797</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 21,669 | 184,499 | 74,333 | 80,000 |
| Banking Service | | | | 4,065 |
| Advertising | | 4,500 | 5,000 | 2,500 |
| Annual Audit | | 2,000 | 2,000 | 2,060 |
| Visa/Mastercard Bank Charges | 80,467 | 60,000 | 270,168 | 229,643 |
| Contract Labor | 31,479 | 35,000 | 29,376 | 35,000 |
| Repair Of Equipment | | 685 | 685 | 695 |
| Printing & Photography | 429 | 1,106 | 606 | 615 |
| Postage & Mailing | 977 | 699 | 699 | 709 |
| Subscription & Membership | 5,251 | 5,155 | 2,155 | 2,918 |

BUILDING INSPECTION

| | FY20 | FY21 | FY21 | FY22 |
|----------------------------------|------------------|------------------|------------------|------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Telephone Communications | 13,927 | 12,100 | 12,100 | 12,282 |
| Travel | 1,546 | 4,695 | 4,695 | 4,765 |
| Training | 12,692 | 12,613 | 12,613 | 7,727 |
| Software License & Maintenance | | 1,440 | 1,440 | 731 |
| Relocation Payments & Assistance | | | 2,000 | |
| Refund Of Prior Years Revenue | 999,998 | | (41) | |
| Office Supplies | 2,332 | 18,807 | 18,807 | 19,089 |
| Equipment - Noncapital | 17,396 | 20,862 | 7,903 | 8,022 |
| Uniforms | 3,891 | 4,868 | 4,868 | 4,941 |
| | <u>1,192,052</u> | <u>369,029</u> | <u>449,407</u> | <u>415,762</u> |
| SUB-TOTAL | <u>3,323,704</u> | <u>3,122,062</u> | <u>1,668,622</u> | <u>3,573,053</u> |
| | | | | |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | | | | 1,239 |
| ProjectDox Software | 17,645 | | | |
| | <u>17,645</u> | | | <u>1,239</u> |
| | | | | |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 705,044 | | | |
| Transfer To Debt Service Fund | 55,110 | | | |
| Transfer To Fleet Mgmt Reserve | 15,000 | 43,704 | 43,704 | |
| | <u>775,154</u> | <u>43,704</u> | <u>43,704</u> | |
| GRAND TOTAL | <u>4,116,503</u> | <u>3,165,766</u> | <u>1,712,326</u> | <u>3,574,292</u> |

REVENUE AND EXPENDITURE SUMMARY FLEET MANAGEMENT

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 1,654,938 | 1,713,658 | 1,430,634 | 1,679,326 |
| Fringe Benefits | 596,327 | 677,938 | 557,717 | 681,376 |
| Total Personnel | 2,251,266 | 2,391,596 | 1,988,351 | 2,360,702 |
| Non-Personnel | | | | |
| Utilities | 45,336 | 52,609 | 54,683 | 55,805 |
| Professional and Contractual | 714,060 | 762,916 | 665,820 | 722,309 |
| Insurance and Fixed Charges | 88,060 | 95,682 | 95,850 | 104,634 |
| Internal Service Charges | 719,397 | 756,731 | 752,653 | 796,241 |
| All Other Operations & Maintenance | 4,943,807 | 5,647,356 | 5,366,644 | 5,574,000 |
| Debt Service | 62,959 | 6,548,228 | 6,548,228 | 6,582,267 |
| Capital Outlay | 8,490,361 | 14,272,319 | 12,316,021 | 12,003,136 |
| Maintenance and Special Projects | 25,946 | 2,356 | 2,536 | 1,827 |
| Total Non-Personnel | 15,089,926 | 28,138,197 | 25,802,435 | 25,840,219 |
| Total Expenditures | 17,341,192 | 30,529,793 | 27,790,786 | 28,200,921 |
| Transfers | | | | |
| Transfers In | 1,438,614 | 630,329 | 630,329 | 627,436 |
| Transfers Out | 336,373 | 10,063 | 10,063 | 9,396 |
| Net Transfers | 1,102,240 | 620,266 | 620,266 | 618,040 |
| Revenue Sources | | | | |
| Intergovernmental Revenues | 167,049 | 179,865 | 170,000 | 170,000 |
| Charges for Services | 16,110,360 | 17,173,083 | 16,275,000 | 17,485,251 |
| Debt Proceeds | 817,758 | | | |
| Interest Income | (2,850,917) | 40,000 | 1,284,085 | 40,000 |
| All Other Revenue | 1,330,919 | 7,350,020 | 7,862,020 | 2,019,000 |
| Total Revenue | 15,575,169 | 24,742,968 | 25,591,105 | 19,714,251 |
| Funding to be Provided | 663,783 | 5,166,559 | 1,579,415 | 7,868,630 |

FLEET MANAGEMENT

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| INTERGOVERNMENTAL REVENUE | | | | |
| STATE REVENUE SHARING | | | | |
| Motor Fuel Tax Rebate | 167,049 | 179,865 | 170,000 | 170,000 |
| | 167,049 | 179,865 | 170,000 | 170,000 |
| TOTAL INTERGOVERNMENTAL | 167,049 | 179,865 | 170,000 | 170,000 |
| CHARGES FOR SERVICES | | | | |
| OTHER CHARGES FOR SERVICES | | | | |
| Depreciation Reserve Billings | 7,248,735 | 7,641,603 | 7,400,000 | 8,193,006 |
| Maintenance of Fleet Mgmt Equipment | 5,713,161 | 5,711,303 | 5,600,000 | 5,572,342 |
| Fleet Mgmt Fuel Billings | 2,576,460 | 3,289,777 | 2,700,000 | 3,152,687 |
| Equipment Fees | 572,004 | 530,400 | 575,000 | 567,216 |
| | 16,110,360 | 17,173,083 | 16,275,000 | 17,485,251 |
| TOTAL CHARGES FOR SERVICES | 16,110,360 | 17,173,083 | 16,275,000 | 17,485,251 |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Scrap Sales | 2,054 | 5,000 | 3,000 | 5,000 |
| Insurance Proceeds - Workers Comp Claims | 1,844 | | 2,000 | 2,000 |
| Refund of Prior Year Expenses | 42 | | | |
| Principal Payments - Interfund Loans | | 6,545,020 | 6,545,020 | |
| | 3,940 | 6,550,020 | 6,550,020 | 7,000 |
| SALES OF FIXED ASSETS | | | | |
| Sale Of Rental Equipment | 1,312,542 | 800,000 | 1,300,000 | 2,000,000 |
| | 1,312,542 | 800,000 | 1,300,000 | 2,000,000 |
| REIMBURSEMENTS | | | | |
| Damage Reimbursements | 13,238 | | 10,000 | 10,000 |
| Reimbursements / Loss Recovery | 1,199 | | 2,000 | 2,000 |
| | 14,437 | | 12,000 | 12,000 |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 1,588,727 | 40,000 | 1,280,225 | 40,000 |
| Other Interest Revenue | 1,115 | | 3,860 | |
| Market Value Restatement | (4,440,760) | | | |
| | (2,850,917) | 40,000 | 1,284,085 | 40,000 |
| TOTAL MISCELLANEOUS REVENUE | (1,519,998) | 7,390,020 | 9,146,105 | 2,059,000 |
| PROCEEDS FROM THE ISSUANCE OF DEBT | | | | |
| Proceeds Issuance of Long Term Debt | 817,758 | | | |
| TOTAL DEBT PROCEEDS | 817,758 | | | |

FLEET MANAGEMENT

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from General Fund | 109,653 | 153,465 | 153,465 | 27,236 |
| Transfer from Transportation Fund | 181,765 | | | |
| Transfer from Uninsured Loss Fund | 70,864 | | | |
| Transfer from Purchasing & Stores | | | | 60,200 |
| Transfer from WW R&R | 110,200 | | | 70,000 |
| Transfer from Lakeland Linder International Airport | 126 | | | |
| Transfer from Solid Waste Management | 357,067 | 301,160 | 301,160 | 90,000 |
| Transfer from Water R&R | 51,087 | | | 90,000 |
| Transfer from Stormwater Utilities Fund | 406,115 | 132,000 | 132,000 | |
| Transfer from Electric Operations | 136,737 | | | |
| Transfer from Law Enforcement Trust | | | | 290,000 |
| Transfer from Building Inspection Fund | 15,000 | 43,704 | 43,704 | |
| TOTAL TRANSFERS FROM OTHER FUNDS | 1,438,614 | 630,329 | 630,329 | 627,436 |
| | | | | |
| SUB-TOTAL | 17,013,782 | 25,373,297 | 26,221,434 | 20,341,687 |
| PRIOR YEAR SURPLUS | 663,783 | 5,166,559 | 1,579,415 | 7,868,630 |
| TOTAL REVENUES | 17,677,565 | 30,539,856 | 27,800,849 | 28,210,317 |

FLEET MANAGEMENT

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | OPERATIONS | | | |
| PERSONAL SERVICES | 1,108,166 | 281,511 | 212,204 | 276,310 |
| INSURANCE | | | | |
| Insurance - Fire | 6,642 | 7,971 | 8,846 | 9,398 |
| Insurance - Position Bond | 306 | 168 | 146 | 168 |
| Self-Insurance Services | 75,295 | 79,779 | 79,779 | 85,695 |
| Insurance Consultant | 1,482 | 3,212 | 3,211 | 4,225 |
| Insurance - Excess Liability (Auto, General) | 4,335 | 4,552 | 3,868 | 5,148 |
| | <u>88,060</u> | <u>95,682</u> | <u>95,850</u> | <u>104,634</u> |
| UTILITIES | | | | |
| Water Service | 2,394 | 2,122 | 2,684 | 2,751 |
| Electric Service | 28,150 | 33,224 | 31,719 | 32,671 |
| Wastewater Service | 3,677 | 3,276 | 4,124 | 4,227 |
| Solid Waste Service | 10,808 | 13,681 | 15,850 | 15,850 |
| Solid Waste Service - Recycling | 306 | 306 | 306 | 306 |
| | <u>45,336</u> | <u>52,609</u> | <u>54,683</u> | <u>55,805</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 29,146 | 28,506 | 30,844 | 29,421 |
| Gasoline - Fleet Management | 21,428 | 38,845 | 18,534 | 37,461 |
| Maintenance - Fleet Management | 112,709 | 86,486 | 99,525 | 92,781 |
| Purchasing & Stores Service | 35,119 | 63,392 | 63,392 | 84,494 |
| General Fund Services | 366,302 | 384,621 | 384,621 | 397,506 |
| Intra-Departmental Charges - PC & Network Support | 29,870 | 30,083 | 30,940 | 29,052 |
| Intra-Departmental Charges - Telephone | 8,007 | 7,690 | 7,690 | 6,606 |
| Intra-Departmental Charges - Radios | 2,274 | 2,285 | 2,285 | 1,923 |
| Intra-Departmental Charges - Facilities | 27,992 | 28,066 | 28,066 | 29,305 |
| Intra-Departmental Charges - Janitorial | 14,173 | 14,667 | 14,667 | 14,252 |
| Intra-Departmental Charges - Training Ctr | 1,484 | 1,484 | 1,484 | 1,492 |
| Intra-Departmental Charges - IT Operations - Application Dev | 45,788 | 45,647 | 45,647 | 49,203 |
| Intra-Departmental Charges - IT Operations - Network Support | 25,105 | 24,959 | 24,958 | 22,745 |
| | <u>719,397</u> | <u>756,731</u> | <u>752,653</u> | <u>796,241</u> |
| ALL OTHER O&M | | | | |
| Banking Service | 836 | 1,437 | 1,788 | 1,824 |
| Annual Audit | 4,212 | 5,443 | 5,443 | 4,338 |
| Printing & Photography | 805 | 506 | 500 | 500 |
| Subscription & Membership | 1,994 | 3,000 | 1,755 | 1,500 |
| Telephone Communications | 2,800 | 3,038 | 3,093 | 3,000 |
| Travel | 475 | 3,000 | 500 | 1,500 |
| Training | 10,646 | 10,000 | 8,000 | 10,000 |

FLEET MANAGEMENT

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| OPERATIONS: | | | | |
| Emergency Manager | 961 | 2,356 | 2,536 | 1,827 |
| MAINTENANCE: | | | | |
| Mutual Aid-Hurricane Laura (Lafayette) | 3,145 | | | |
| Mutual Aid-Hurricane Laura (Alexandria) | 12,406 | | | |
| Mutual Aid-Hurricane Laura (Winnfield) | 9,434 | | | |
| | <u>25,946</u> | <u>2,356</u> | <u>2,536</u> | <u>1,827</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 2,856 | 2,856 | 2,856 | 2,856 |
| Transfer To Debt Service Fund | 16,876 | | | |
| Transfer To Information Technology | 7,553 | 6,540 | 6,540 | 6,540 |
| Transfer To IT Equip Replacement Fund | 153 | 667 | 667 | |
| Transfer to Stormwater Utility Fund | 308,935 | | | |
| | <u>336,373</u> | <u>10,063</u> | <u>10,063</u> | <u>9,396</u> |
| GRAND TOTAL | <u><u>17,677,565</u></u> | <u><u>30,539,856</u></u> | <u><u>27,800,849</u></u> | <u><u>28,210,317</u></u> |

REVENUE AND EXPENDITURE SUMMARY PURCHASING AND STORES

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 816,743 | 840,890 | 649,826 | 810,166 |
| Fringe Benefits | 342,670 | 333,290 | 236,476 | 314,351 |
| Total Personnel | 1,159,413 | 1,174,180 | 886,302 | 1,124,517 |
| Non-Personnel | | | | |
| Utilities | 53,497 | 55,017 | 54,081 | 55,026 |
| Professional and Contractual | 52,382 | 59,509 | 59,531 | 62,147 |
| Insurance and Fixed Charges | 35,217 | 38,741 | 40,741 | 41,465 |
| Internal Service Charges | 1,140,654 | 1,184,234 | 1,185,662 | 1,192,348 |
| All Other Operations & Maintenance | 743,898 | 463,165 | 483,448 | 462,798 |
| Debt Service | 29,556 | | | |
| Capital Outlay | | 33,066 | 33,066 | |
| Maintenance and Special Projects | 549 | 1,008 | 1,008 | 1,044 |
| Total Non-Personnel | 2,055,754 | 1,834,740 | 1,857,537 | 1,814,828 |
| Total Expenditures | 3,215,167 | 3,008,920 | 2,743,839 | 2,939,345 |
| Transfers | | | | |
| Transfers Out | 18,517 | 9,905 | 9,905 | 69,339 |
| Net Transfers | (18,517) | (9,905) | (9,905) | (69,339) |
| Revenue Sources | | | | |
| Charges for Services | 3,065,559 | 2,882,906 | 3,082,085 | 3,044,499 |
| Debt Proceeds | 383,899 | | | |
| Interest Income | (71,063) | 30,000 | 37,413 | 40,000 |
| All Other Revenue | 12,202 | 9,479 | 12,903 | 12,500 |
| Total Revenue | 3,390,597 | 2,922,385 | 3,132,401 | 3,096,999 |
| Funding to be Provided | (156,914) | 96,440 | (378,657) | (88,315) |

PURCHASING AND STORES

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------------|---|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TOTAL CHARGES FOR SERVICES | 3,065,559 | 2,882,906 | 3,082,085 | 3,044,499 |
| | MISCELLANEOUS REVENUES | | | |
| OTHER | | | | |
| Scrap Sales | 12,202 | 9,479 | 12,903 | 12,500 |
| | 12,202 | 9,479 | 12,903 | 12,500 |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 40,004 | 30,000 | 37,413 | 40,000 |
| Market Value Restatement | (111,067) | | | |
| | (71,063) | 30,000 | 37,413 | 40,000 |
| TOTAL MISCELLANEOUS REVENUE | (58,861) | 39,479 | 50,316 | 52,500 |
| | PROCEEDS FROM THE ISSUANCE OF DEBT | | | |
| Proceeds Issuance of Long Term Debt | 383,899 | | | |
| TOTAL DEBT PROCEEDS | 383,899 | | | |
| SUB-TOTAL | 3,390,597 | 2,922,385 | 3,132,401 | 3,096,999 |
| PRIOR YEAR SURPLUS | (156,914) | 96,440 | (378,657) | (88,315) |
| TOTAL REVENUES | 3,233,684 | 3,018,825 | 2,753,744 | 3,008,684 |

PURCHASING AND STORES

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 649,077 | 622,543 | 484,675 | 615,368 |
| INSURANCE | | | | |
| Insurance - Fire | 9,964 | 11,956 | 13,270 | 14,098 |
| Insurance - Position Bond | 174 | 96 | 83 | 90 |
| Self-Insurance Services | 20,344 | 21,773 | 21,773 | 22,560 |
| Insurance Consultant | 1,092 | 1,092 | 2,366 | 1,859 |
| Insurance - Excess Liability (Auto, General) | 3,643 | 3,824 | 3,249 | 2,858 |
| | <u>35,217</u> | <u>38,741</u> | <u>40,741</u> | <u>41,465</u> |
| UTILITIES | | | | |
| Water Service | 2,135 | 2,220 | 2,239 | 2,295 |
| Electric Service | 29,413 | 30,950 | 29,005 | 29,875 |
| Wastewater Service | 762 | 773 | 756 | 775 |
| Solid Waste Service | 20,800 | 20,687 | 21,694 | 21,694 |
| Solid Waste Service - Recycling | 387 | 387 | 387 | 387 |
| | <u>53,497</u> | <u>55,017</u> | <u>54,081</u> | <u>55,026</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 33,573 | 33,572 | 33,573 | 35,108 |
| Gasoline - Fleet Management | 1,488 | 1,316 | 1,248 | 1,323 |
| Maintenance - Fleet Management | 15,674 | 18,801 | 22,239 | 18,990 |
| General Fund Services | 262,213 | 267,655 | 267,655 | 280,386 |
| Intra-Departmental Charges - PC & Network Support | 31,745 | 33,930 | 33,593 | 30,512 |
| Lakeland Electric Charges | | | | 54,000 |
| Intra-Departmental Charges - Telephone | 13,188 | 13,570 | 13,570 | 11,657 |
| Intra-Departmental Charges - Facilities | 50,265 | 50,674 | 50,674 | 52,622 |
| Intra-Departmental Charges - Janitorial | 165,700 | 172,151 | 172,151 | 166,623 |
| Intra-Departmental Charges - Training Ctr | 792 | 792 | 792 | 853 |
| Intra-Departmental Charges - IT Operations - Application Dev | 534,310 | 559,455 | 559,455 | 504,843 |
| Intra-Departmental Charges - IT Operations - Network Support | 26,022 | 26,606 | 25,000 | 23,248 |
| | <u>1,134,969</u> | <u>1,178,522</u> | <u>1,179,950</u> | <u>1,180,165</u> |
| ALL OTHER O&M | | | | |
| Banking Service | 530 | 480 | 502 | 512 |
| Annual Audit | 3,054 | 1,403 | 1,403 | 3,145 |
| Contract Labor | 48,798 | 57,626 | 57,626 | 58,490 |
| Repair Of Equipment | 4,058 | 9,131 | 16,612 | 9,335 |
| Postage & Mailing | 2,254 | 2,325 | 2,235 | 2,360 |
| Subscription & Membership | 1,215 | 4,712 | 4,395 | 1,416 |
| Telephone Communications | 1,930 | 3,866 | 3,866 | 4,411 |
| Travel | 105 | | 317 | 317 |
| Training | 99 | 479 | 471 | 479 |



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REVENUE AND EXPENDITURE SUMMARY FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 2,815,339 | 2,998,441 | 2,417,192 | 3,031,646 |
| Fringe Benefits | 1,707,105 | 1,423,455 | 1,052,696 | 1,392,268 |
| Total Personnel | 4,522,444 | 4,421,896 | 3,469,888 | 4,423,914 |
| Non-Personnel | | | | |
| Utilities | 18,091 | 17,711 | 18,079 | 18,443 |
| Professional and Contractual | 229,700 | 322,384 | 336,948 | 326,927 |
| Insurance and Fixed Charges | 164,073 | 173,960 | 174,312 | 193,062 |
| Internal Service Charges | 878,246 | 887,486 | 884,063 | 930,562 |
| All Other Operations & Maintenance | 635,204 | 707,394 | 673,367 | 678,290 |
| Debt Service | 118,658 | | | |
| Capital Outlay | 14,797 | 70,625 | 70,625 | 71,332 |
| Maintenance and Special Projects | 467,985 | 801,207 | 781,629 | 843,175 |
| Total Non-Personnel | 2,526,753 | 2,980,767 | 2,939,023 | 3,061,791 |
| Total Expenditures | 7,049,198 | 7,402,663 | 6,408,911 | 7,485,705 |
| Transfers | | | | |
| Transfers Out | 41,890 | 10,161 | 10,161 | 9,494 |
| Net Transfers | (41,890) | (10,161) | (10,161) | (9,494) |
| Revenue Sources | | | | |
| Charges for Services | 7,133,277 | 7,191,631 | 7,191,631 | 7,565,567 |
| Debt Proceeds | 1,541,199 | | | |
| Interest Income | (128,203) | 37,000 | 37,000 | 38,110 |
| All Other Revenue | 458 | | 580 | |
| Total Revenue | 8,546,732 | 7,228,631 | 7,229,211 | 7,603,677 |
| Funding to be Provided | (1,455,643) | 184,193 | (810,139) | (108,478) |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| CHARGES FOR SERVICES | | | | |
| Facility Maintenance Services to City Funds | | | | |
| Allocation - Cleveland Heights Golf Course | 92,786 | 93,028 | 93,028 | 97,137 |
| Allocation - General Fund | 3,241,510 | 3,218,032 | 3,218,032 | 3,465,581 |
| Allocation - Fleet Mgmt | 27,992 | 28,066 | 28,066 | 29,305 |
| Allocation - Wastewater | 64,793 | 64,963 | 64,963 | 67,832 |
| Allocation - Parking | 21,619 | 21,676 | 21,676 | 22,633 |
| Allocation - Airport | 80,000 | 49,343 | 49,343 | 52,109 |
| Allocation - RP Funding Center | 23,838 | 24,671 | 24,671 | 26,054 |
| Allocation - Solid Waste | 11,871 | 11,902 | 11,902 | 12,428 |
| Allocation - Electric | 1,075,384 | 1,078,206 | 1,078,206 | 1,102,048 |
| Allocation - Water | 76,224 | 76,425 | 76,425 | 119,598 |
| Allocation - Facilities Maintenance | 28,334 | 28,408 | 28,408 | 29,662 |
| Allocation - Purchasing & Stores | 50,265 | 50,397 | 50,397 | 52,622 |
| Allocation - Information Technology | 34,894 | 34,986 | 34,986 | 40,820 |
| Allocation - Self Insurance | 217,014 | 224,524 | 224,524 | 237,081 |
| Allocation - Stormwater | 5,049 | 5,062 | 5,062 | 5,286 |
| Allocation - Downtown CRA | 476 | 478 | 478 | 499 |
| Allocation - Mid-Town | 59,110 | 59,266 | 59,266 | 61,882 |
| Allocation - Dixieland | 60 | 60 | 60 | 63 |
| Allocation - Building Inspection Fund | | 31,993 | 31,993 | 33,405 |
| | <u>5,111,219</u> | <u>5,101,486</u> | <u>5,101,486</u> | <u>5,456,045</u> |
| Janitorial Services to City Funds | | | | |
| Allocation - Cleveland Heights Golf Course | 30,826 | 31,900 | 31,900 | 30,998 |
| Allocation - General Fund | 729,209 | 729,672 | 729,672 | 749,358 |
| Allocation - Fleet Mgmt | 14,173 | 14,667 | 14,667 | 14,252 |
| Allocation - Wastewater | 62,017 | 64,180 | 64,180 | 62,363 |
| Allocation - Airport | 68,665 | 68,665 | 68,665 | 68,500 |
| Allocation - Solid Waste | 10,516 | 10,883 | 10,883 | 10,575 |
| Allocation - Electric | 884,996 | 915,844 | 915,844 | 872,672 |
| Allocation - Water | 7,438 | 7,697 | 7,697 | 55,827 |
| Allocation - Facilities Maintenance | 4,402 | 4,556 | 4,556 | 4,427 |
| Allocation - Purchasing & Stores | 165,700 | 171,477 | 171,477 | 166,623 |
| Allocation - Information Technology | 35,155 | 36,380 | 36,380 | 40,672 |
| Allocation - Self Insurance | 1,871 | 1,936 | 1,936 | 1,881 |
| Allocation - Stormwater | 3,816 | 3,948 | 3,948 | 3,836 |
| Allocation - Downtown CRA | 360 | 373 | 373 | 362 |
| Allocation - Mid-Town | 2,869 | 2,969 | 2,969 | 2,885 |
| Allocation - Dixieland | 45 | 47 | 47 | 46 |
| Allocation - Building Inspection Fund | | 24,951 | 24,951 | 24,245 |
| | <u>2,022,058</u> | <u>2,090,145</u> | <u>2,090,145</u> | <u>2,109,522</u> |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TOTAL CHARGES FOR SERVICES | 7,133,277 | 7,191,631 | 7,191,631 | 7,565,567 |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| All Other Misc Revenue | 458 | | | |
| Refund of Prior Year Expenses | | | 580 | |
| | 458 | | 580 | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 26,927 | 37,000 | 37,000 | 38,110 |
| Market Value Restatement | (155,130) | | | |
| | (128,203) | 37,000 | 37,000 | 38,110 |
| TOTAL MISCELLANEOUS REVENUE | (127,744) | 37,000 | 37,580 | 38,110 |
| PROCEEDS FROM THE ISSUANCE OF DEBT | | | | |
| Proceeds Issuance of Long Term Debt | 1,541,199 | | | |
| TOTAL DEBT PROCEEDS | 1,541,199 | | | |
| SUB-TOTAL | 8,546,732 | 7,228,631 | 7,229,211 | 7,603,677 |
| PRIOR YEAR SURPLUS | (1,455,643) | 184,193 | (810,139) | (108,478) |
| TOTAL REVENUES | 7,091,088 | 7,412,824 | 6,419,072 | 7,495,199 |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | FACILITIES MAINTENANCE | | | |
| PERSONAL SERVICES | 2,591,945 | 2,324,114 | 1,834,136 | 2,312,581 |
| INSURANCE | | | | |
| Insurance - Fire | 3,019 | 3,623 | 4,021 | 4,272 |
| Insurance - Position Bond | 733 | 385 | 367 | 384 |
| Self-Insurance Services | 155,562 | 164,983 | 164,983 | 184,070 |
| Insurance Consultant | 546 | 546 | 1,183 | 845 |
| Insurance - Excess Liability (Auto, General) | 4,213 | 4,423 | 3,758 | 3,491 |
| | <u>164,073</u> | <u>173,960</u> | <u>174,312</u> | <u>193,062</u> |
| UTILITIES | | | | |
| Water Service | 1,065 | 977 | 1,377 | 1,411 |
| Electric Service | 10,263 | 10,098 | 9,440 | 9,723 |
| Wastewater Service | 1,373 | 1,245 | 1,871 | 1,918 |
| Solid Waste Service | 5,391 | 5,391 | 5,391 | 5,391 |
| | <u>18,091</u> | <u>17,711</u> | <u>18,079</u> | <u>18,443</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 103,205 | 104,517 | 107,361 | 109,741 |
| Gasoline - Fleet Management | 28,319 | 41,825 | 25,799 | 45,082 |
| Maintenance - Fleet Management | 67,471 | 67,365 | 77,387 | 70,363 |
| Purchasing & Stores Service | 153,482 | 116,492 | 116,492 | 103,425 |
| General Fund Services | 337,651 | 361,320 | 361,320 | 406,731 |
| Intra-Departmental Charges - PC & Network Support | 30,778 | 32,150 | 31,778 | 29,463 |
| Intra-Departmental Charges - Telephone | 9,891 | 9,499 | 9,499 | 8,160 |
| Intra-Departmental Charges - Radios | 2,274 | 3,427 | 3,427 | 2,885 |
| Intra-Departmental Charges - Facilities | 28,334 | 28,408 | 28,408 | 29,662 |
| Intra-Departmental Charges - Janitorial | 4,402 | 4,556 | 4,556 | 4,427 |
| Intra-Departmental Charges - Training Ctr | 2,770 | 2,853 | 2,770 | 3,410 |
| Intra-Departmental Charges - IT Operations - GIS | 7,871 | 556 | 556 | 465 |
| Intra-Departmental Charges - IT Operations - Application Dev | 64,142 | 73,631 | 73,631 | 80,095 |
| Intra-Departmental Charges - IT Operations - Network Support | 24,210 | 24,783 | 23,257 | 21,174 |
| | <u>864,799</u> | <u>871,382</u> | <u>866,241</u> | <u>915,083</u> |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 130,817 | 165,300 | 165,300 | 167,784 |
| Annual Audit | 1,474 | 1,784 | 1,784 | 1,518 |
| Rentals | 28,025 | 51,550 | 51,550 | 20,858 |
| Maintenance Of Facilities | 298,384 | 276,000 | 276,000 | 280,140 |
| Repair Of Equipment | 3,924 | 2,800 | 2,800 | 2,842 |
| Printing & Photography | 468 | 2,100 | 500 | 2,131 |
| Postage & Mailing | 352 | 420 | 420 | 410 |
| Subscription & Membership | 1,558 | 1,000 | 1,455 | 1,000 |
| Telephone Communications | 23,976 | 22,000 | 22,000 | 22,330 |
| Travel | 291 | 2,600 | 300 | 1,000 |
| Training | 1,577 | 5,700 | 1,750 | 2,500 |
| All Other Sundry Charges | 601 | 1,000 | 1,000 | 1,000 |
| Licenses & Permits | 1,107 | 800 | 500 | 800 |
| Office Supplies | 1,361 | 4,622 | 4,622 | 4,695 |
| Equipment - Noncapital | 2,571 | 9,597 | 4,500 | 9,740 |
| Uniforms | 7,500 | 7,850 | 7,850 | 7,967 |
| Tools & Implements | 4,326 | 6,525 | 6,525 | 6,622 |
| Agricultural & Horticultural Supplies | 4,507 | 2,400 | 2,895 | 2,435 |
| Parts For Equipment | 27,713 | 72,500 | 50,000 | 73,585 |
| | <u>540,533</u> | <u>636,548</u> | <u>601,751</u> | <u>609,357</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | 14,797 | 67,425 | 67,425 | 68,332 |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | 2,197 | 5,386 | 5,386 | 4,175 |
| HVAC Maintenance - Various Bldgs | 139,833 | 163,586 | 163,586 | 166,035 |
| Air Quality Investigations - City Buildings | 1,530 | 14,200 | 14,200 | 14,410 |
| Generator/UPS Maintenance | 20,514 | 23,900 | 23,900 | 24,255 |
| Security Systems Controls Maintenance | 81,580 | 75,543 | 75,543 | 76,670 |
| Electric Chiller HVAC Maintenance | | 700 | 700 | 700 |
| Garage Door/Operator Maintenance | 63,421 | 64,578 | 45,000 | 37,075 |
| Plumbing Repairs / Replacement | 25,404 | 33,375 | 33,375 | 33,875 |
| Elevator Maintenance | 110,327 | 320,439 | 320,439 | 385,000 |
| SMA For Security Camera/Card Reader Software | 21,005 | 62,000 | 62,000 | 62,930 |
| Work Order Software & Technology Upgrade | 2,174 | 30,000 | 30,000 | 30,450 |
| Asset Management Training | | 7,500 | 7,500 | 7,600 |
| | <u>467,985</u> | <u>801,207</u> | <u>781,629</u> | <u>843,175</u> |
| SUB-TOTAL | <u>4,662,223</u> | <u>4,892,347</u> | <u>4,343,573</u> | <u>4,960,033</u> |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| JANITORIAL | | | | |
| PERSONAL SERVICES | <u>1,597,873</u> | <u>1,754,186</u> | <u>1,348,565</u> | <u>1,755,466</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 2,625 | 45,500 | 45,500 | 46,180 |
| Contract Labor | | 42,000 | 42,000 | 42,630 |
| Repair Of Equipment | 618 | 1,000 | 750 | 1,000 |
| Telephone Communications | 7,804 | 2,700 | 7,000 | 5,100 |
| Training | 15 | 1,600 | 500 | 500 |
| Equipment - Noncapital | 180 | 1,000 | 1,000 | 1,000 |
| Uniforms | 5,607 | 6,900 | 6,900 | 7,000 |
| Cleaning & Janitor Supply | <u>159,294</u> | <u>159,050</u> | <u>159,050</u> | <u>161,435</u> |
| | <u>176,143</u> | <u>259,750</u> | <u>262,700</u> | <u>264,845</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | <u>3,200</u> | <u>3,200</u> | <u>3,000</u> |
| | | <u>3,200</u> | <u>3,200</u> | <u>3,000</u> |
| SUB-TOTAL | <u>1,774,016</u> | <u>2,017,136</u> | <u>1,614,465</u> | <u>2,023,311</u> |
| FIRE SAFETY | | | | |
| PERSONAL SERVICES | <u>332,626</u> | <u>343,596</u> | <u>287,187</u> | <u>355,867</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 6,036 | 6,217 | 6,036 | 9,250 |
| Gasoline - Fleet Management | 3,713 | 5,700 | 3,027 | 3,381 |
| Maintenance - Fleet Management | <u>3,697</u> | <u>4,187</u> | <u>8,759</u> | <u>2,848</u> |
| | <u>13,447</u> | <u>16,104</u> | <u>17,822</u> | <u>15,479</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 94,783 | 67,800 | 82,364 | 68,815 |
| Repair Of Equipment | 2,930 | 1,200 | 1,200 | 1,200 |
| Subscription & Membership | 400 | 500 | 500 | 500 |
| Telephone Communications | 5,760 | 6,350 | 6,000 | 6,400 |
| Training | 757 | 7,250 | 7,250 | 3,500 |
| Licenses & Permits | 650 | 1,000 | 650 | 1,000 |
| Office Supplies | 89 | 515 | 100 | 500 |
| Equipment - Noncapital | 144 | 2,500 | 2,500 | 2,500 |
| Uniforms | 847 | 1,570 | 1,000 | 1,200 |
| Tools & Implements | 150 | 1,295 | 800 | 1,250 |
| Parts For Equipment | 24,679 | 23,400 | 23,400 | 23,750 |
| Material | <u>17,039</u> | <u>20,100</u> | <u>20,100</u> | <u>20,400</u> |
| | <u>148,228</u> | <u>133,480</u> | <u>145,864</u> | <u>131,015</u> |
| SUB-TOTAL | <u>494,301</u> | <u>493,180</u> | <u>450,873</u> | <u>502,361</u> |

FACILITIES MAINTENANCE

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| DEBT SERVICE | | | | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 118,658 | | | |
| | <u>118,658</u> | | | |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 6,527 | 6,527 | 6,527 | 6,527 |
| Transfer To Debt Service Fund | 31,804 | | | |
| Transfer To Information Technology | 3,406 | 2,967 | 2,967 | 2,967 |
| Transfer To IT Equip Replacement Fund | 153 | 667 | 667 | |
| | <u>41,890</u> | <u>10,161</u> | <u>10,161</u> | <u>9,494</u> |
| GRAND TOTAL | <u>7,091,088</u> | <u>7,412,824</u> | <u>6,419,072</u> | <u>7,495,199</u> |



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REVENUE AND EXPENDITURE SUMMARY INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|-------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 6,664,871 | 7,015,811 | 5,783,978 | 7,204,687 |
| Fringe Benefits | 2,530,376 | 2,655,476 | 2,056,365 | 2,655,978 |
| Total Personnel | 9,195,246 | 9,671,287 | 7,840,343 | 9,860,665 |
| Non-Personnel | | | | |
| Utilities | 66,999 | 70,346 | 55,569 | 58,241 |
| Professional and Contractual | 400,025 | 640,203 | 638,839 | 655,946 |
| Insurance and Fixed Charges | 133,721 | 146,126 | 145,606 | 155,186 |
| Internal Service Charges | 2,497,432 | 2,917,546 | 2,914,944 | 3,173,408 |
| All Other Operations & Maintenance | 4,769,173 | 5,592,234 | 5,510,749 | 5,732,341 |
| Debt Service | 1,695,799 | 1,106,203 | 1,106,205 | 1,088,271 |
| Maintenance and Special Projects | 2,985,967 | 7,379,947 | 1,068,973 | 3,571,950 |
| Total Non-Personnel | 12,549,116 | 17,852,605 | 11,440,885 | 14,435,343 |
| Total Expenditures | 21,744,362 | 27,523,892 | 19,281,228 | 24,296,008 |
| Transfers | | | | |
| Cost Allocations and Recoveries | (8,279) | (17,520) | (25,244) | |
| Transfers In | 1,289,838 | 1,132,616 | 1,132,616 | 1,597,840 |
| Transfers Out | 342,823 | 14,659 | 14,659 | 3,008,261 |
| Net Transfers | 955,294 | 1,135,477 | 1,143,201 | (1,410,421) |
| Revenue Sources | | | | |
| Charges for Services | 21,242,971 | 21,735,419 | 21,607,563 | 19,980,541 |
| Debt Proceeds | 4,276,427 | | | |
| Interest Income | (1,179,825) | 317,000 | 474,200 | 344,000 |
| All Other Revenue | 44,906 | 31,249 | 30,824 | |
| Total Revenue | 24,384,480 | 22,083,668 | 22,112,587 | 20,324,541 |
| Funding to be Provided | (3,595,411) | 4,304,747 | (3,974,560) | 5,381,888 |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| OTHER CHARGES FOR SERVICES | | | | |
| Radios | | | | |
| Allocation - General Fund | 530,459 | 539,243 | 539,243 | 458,701 |
| Allocation - Fleet Mgmt | 2,274 | 2,285 | 2,285 | 1,923 |
| Allocation - Wastewater | 44,346 | 41,128 | 40,849 | 34,619 |
| Allocation - Parking | 569 | | | |
| Allocation - Airport | 9,665 | 9,140 | 9,140 | 7,693 |
| Allocation - Solid Waste | 38,659 | 38,844 | 38,844 | 32,696 |
| Allocation - Electric | 224,569 | 219,353 | 219,353 | 184,153 |
| Allocation - Water | 57,421 | 60,551 | 60,138 | 50,967 |
| Allocation - Facilities Maintenance | 2,274 | 3,427 | 3,427 | 2,885 |
| Allocation - Purchasing & Stores | 5,685 | 5,712 | 5,712 | 5,743 |
| Allocation - Information Technology | 7,391 | 7,426 | 7,426 | 6,250 |
| Allocation - Stormwater | 2,274 | 2,285 | 2,285 | 1,923 |
| | <u>925,586</u> | <u>929,394</u> | <u>928,702</u> | <u>787,553</u> |
| Telecommunications | | | | |
| Allocation - General Fund | 432,485 | 400,762 | 404,543 | 347,004 |
| Allocation - Fleet Mgmt | 8,007 | 7,690 | 7,690 | 6,606 |
| Allocation - Wastewater | 26,847 | 26,235 | 24,618 | 22,537 |
| Allocation - Parking | 942 | 905 | 905 | 777 |
| Allocation - Airport | 13,660 | 13,570 | 13,570 | 11,657 |
| Allocation - RP Funding Center | 48,986 | 47,042 | 47,042 | 40,413 |
| Allocation - Solid Waste | 6,594 | 6,333 | 6,333 | 5,440 |
| Allocation - Electric | 1,724,318 | 1,747,909 | 1,747,909 | 1,738,331 |
| Allocation - Water | 50,397 | 49,755 | 46,690 | 40,413 |
| Allocation - Facilities Maintenance | 9,891 | 9,499 | 9,499 | 8,160 |
| Allocation - Purchasing & Stores | 13,188 | 13,570 | 13,570 | 11,657 |
| Allocation - Information Technology | 60,289 | 57,897 | 59,706 | 51,683 |
| Allocation - Stormwater | 3,297 | 3,166 | 3,166 | 3,497 |
| Allocation - Downtown CRA | 466 | | | 342 |
| Allocation - Mid-Town | 3,713 | 3,166 | 7,376 | 2,723 |
| Allocation - Dixieland | 60 | 905 | 57 | 44 |
| Allocation - Building Inspection Fund | | 8,594 | 8,594 | 7,383 |
| | <u>2,403,140</u> | <u>2,396,998</u> | <u>2,401,268</u> | <u>2,298,667</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Application Development | | | | |
| Allocation - General Fund | 2,460,419 | 2,502,852 | 2,363,953 | 2,614,956 |
| Allocation - Fleet Mgmt | 45,788 | 45,647 | 45,647 | 49,203 |
| Allocation - Wastewater | 489,312 | 530,130 | 530,130 | 501,274 |
| Allocation - Parking | 39,951 | 28,735 | 28,735 | 26,259 |
| Allocation - Airport | 35,438 | 41,361 | 41,361 | 49,290 |
| Allocation - RP Funding Center | 116,894 | 124,749 | 124,749 | 163,398 |
| Allocation - Solid Waste | 87,890 | 100,429 | 100,429 | 104,410 |
| Allocation - Electric | 4,255,671 | 3,788,867 | 3,788,867 | 3,132,396 |
| Allocation - Water | 816,743 | 801,098 | 801,098 | 735,752 |
| Allocation - Facilities Maintenance | 64,142 | 73,631 | 73,631 | 80,095 |
| Allocation - Purchasing & Stores | 534,310 | 559,455 | 559,455 | 504,843 |
| Allocation - Information Technology | 890,985 | 1,290,139 | 1,290,139 | 1,441,807 |
| Allocation - Stormwater | 33,365 | 34,916 | 34,916 | 34,198 |
| Allocation - Downtown CRA | 188 | | 514 | 380 |
| Allocation - Mid-Town | 1,681 | 4,672 | 4,093 | 3,030 |
| Allocation - Dixieland | 24 | | 65 | 49 |
| Allocation - Building Inspection Fund | | 136,541 | 136,541 | 104,890 |
| | <u>9,872,802</u> | <u>10,063,222</u> | <u>9,924,323</u> | <u>9,546,230</u> |
| Network Support | | | | |
| Allocation - General Fund | 1,047,017 | 1,040,687 | 1,031,405 | 946,920 |
| Allocation - CDBG | 5,344 | 4,388 | 5,842 | 4,838 |
| Allocation - Fleet Mgmt | 25,105 | 24,959 | 24,958 | 22,745 |
| Allocation - Wastewater | 83,738 | 86,056 | 83,941 | 77,034 |
| Allocation - Parking | 2,796 | 2,777 | 2,777 | 2,545 |
| Allocation - Airport | 20,273 | 20,571 | 20,545 | 19,007 |
| Allocation - RP Funding Center | 46,156 | 46,825 | 44,142 | 39,867 |
| Allocation - Solid Waste | 13,033 | 12,719 | 12,719 | 12,472 |
| Allocation - Electric | 625,009 | 626,114 | 607,912 | 514,596 |
| Allocation - Water | 111,421 | 111,896 | 110,537 | 100,343 |
| Allocation - Facilities Maintenance | 23,899 | 24,783 | 23,256 | 21,174 |
| Allocation - Purchasing & Stores | 26,022 | 26,605 | 25,000 | 23,248 |
| Allocation - Information Technology | 114,908 | 131,009 | 113,948 | 117,994 |
| Allocation - Telecommunications | 16,175 | | 15,621 | |
| Allocation - Stormwater | 12,659 | 12,960 | 13,753 | 13,572 |
| Allocation - Downtown CRA | | 264 | | 975 |
| Allocation - Mid-Town | | 2,105 | | 7,760 |
| Allocation - Dixieland | 9,832 | 7,489 | 9,706 | 124 |
| Allocation - Building Inspection Fund | 19,134 | 25,980 | 25,300 | 23,625 |
| | <u>2,202,521</u> | <u>2,208,187</u> | <u>2,171,362</u> | <u>1,948,839</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| IT Support | | | | |
| Allocation - General Fund | 1,549,272 | 1,548,310 | 1,595,563 | 1,479,657 |
| Allocation - CDBG | 6,099 | 4,988 | 7,047 | 6,034 |
| Allocation - Fleet Mgmt | 29,870 | 30,083 | 30,941 | 29,052 |
| Allocation - Wastewater | 127,395 | 129,391 | 132,468 | 120,929 |
| Allocation - Parking | 4,152 | 4,190 | 4,295 | 3,888 |
| Allocation - Airport | 25,605 | 25,683 | 27,896 | 26,040 |
| Allocation - RP Funding Center | 53,524 | 55,727 | 53,926 | 49,708 |
| Allocation - Solid Waste | 17,662 | 17,142 | 17,982 | 16,772 |
| Allocation - Electric | 892,796 | 900,854 | 905,711 | 757,459 |
| Allocation - Water | 173,136 | 173,856 | 179,415 | 160,087 |
| Allocation - Facilities Maintenance | 31,089 | 32,150 | 31,778 | 29,463 |
| Allocation - Purchasing & Stores | 31,745 | 33,930 | 33,593 | 30,512 |
| Allocation - Information Technology | 169,279 | 189,414 | 174,724 | 174,414 |
| Allocation - Telecommunications | 20,639 | | 21,339 | |
| Allocation - Stormwater | 18,279 | 19,001 | 20,702 | 20,529 |
| Allocation - Downtown CRA | | 464 | | 1,299 |
| Allocation - Mid-Town | | 3,700 | | 10,350 |
| Allocation - Dixieland | 11,775 | 8,730 | 12,436 | 165 |
| Allocation - Building Inspection Fund | 30,211 | 40,514 | 43,051 | 39,903 |
| | <u>3,192,528</u> | <u>3,218,127</u> | <u>3,292,867</u> | <u>2,956,261</u> |
| GIS | | | | |
| Allocation - General Fund | 341,581 | 322,572 | 299,117 | 242,713 |
| Allocation - Wastewater | 154,034 | 193,933 | 193,933 | 152,162 |
| Allocation - RP Funding Center | | 150 | | 127 |
| Allocation - Solid Waste | 14,565 | 17,938 | 17,938 | 14,460 |
| Allocation - Electric | 704,365 | 609,403 | 609,403 | 511,006 |
| Allocation - Water | 152,043 | 162,706 | 162,706 | 137,914 |
| Allocation - Facilities Maintenance | 7,871 | 556 | 556 | 465 |
| Allocation - Telecommunications | 28,816 | 20,007 | 20,007 | 21,531 |
| Allocation - Stormwater | 26,732 | 29,641 | 29,641 | 23,870 |
| Allocation - Downtown CRA | | 374 | | |
| Allocation - Mid-Town | | 2,980 | | |
| Allocation - Dixieland | | 3,491 | | 2,763 |
| Allocation - Building Inspection Fund | | 22,704 | 22,704 | 18,141 |
| | <u>1,430,007</u> | <u>1,386,455</u> | <u>1,356,005</u> | <u>1,125,152</u> |
| Public Safety | | | | |
| Allocation - General Fund | <u>1,216,387</u> | <u>1,533,036</u> | <u>1,533,036</u> | <u>1,317,839</u> |
| | <u>1,216,387</u> | <u>1,533,036</u> | <u>1,533,036</u> | <u>1,317,839</u> |
| TOTAL CHARGES FOR SERVICES | <u>21,242,971</u> | <u>21,735,419</u> | <u>21,607,563</u> | <u>19,980,541</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Scrap Sales | 14,838 | 6,049 | | |
| All Other Misc Revenue | 177 | | | |
| Refund of Prior Year Expenses | 200 | | | |
| Non-Utility Revenue - Fiber | 23,100 | 25,200 | 25,200 | |
| | <u>38,315</u> | <u>31,249</u> | <u>25,200</u> | |
| REIMBURSEMENTS | | | | |
| Warranty Work Reimbursement | 650 | | | |
| Reimbursements / Loss Recovery | 5,942 | | 5,624 | |
| | <u>6,592</u> | | <u>5,624</u> | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 515,174 | 317,000 | 474,200 | 344,000 |
| Market Value Restatement | (1,694,999) | | | |
| | <u>(1,179,825)</u> | <u>317,000</u> | <u>474,200</u> | <u>344,000</u> |
| TOTAL MISCELLANEOUS REVENUE | <u>(1,134,918)</u> | <u>348,249</u> | <u>505,024</u> | <u>344,000</u> |
| PROCEEDS FROM THE ISSUANCE OF DEBT | | | | |
| Transfer from Internal Loan Fund | 250,000 | | | |
| Proceeds Issuance of Long Term Debt | 4,026,427 | | | |
| TOTAL DEBT PROCEEDS | <u>4,276,427</u> | | | |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from General Fund | 592,751 | 581,049 | 581,049 | 588,731 |
| Transfer from Public Improvement Fund | | | | 500,000 |
| Transfer from Fleet Mgmt Fund | 7,706 | 7,207 | 7,207 | 6,540 |
| Transfer from Purchasing & Stores | 8,962 | 8,273 | 8,273 | 7,507 |
| Transfer from WW Operations | 514 | 2,233 | 2,233 | |
| Transfer from WW R&R | 81,796 | 60,938 | 60,938 | 60,938 |
| Transfer from Parking System | 782 | 817 | 817 | 750 |
| Transfer from RP Funding Center | 3,031 | 1,900 | 1,900 | |
| Transfer from Lakeland Linder International Airport | 11,616 | 11,644 | 11,644 | 11,044 |
| Transfer from Solid Waste Management | 64,210 | 46,498 | 46,498 | 46,098 |
| Transfer from Water Operations | 698 | 3,033 | 3,033 | |
| Transfer from Water R&R | 98,682 | 72,264 | 72,264 | 72,264 |
| Transfer from Stormwater Utilities Fund | 2,548 | 2,584 | 2,584 | 2,251 |
| Transfer from Facilities Maintenance Fund | 3,559 | 3,634 | 3,634 | 2,967 |
| Transfer from Information Technology | 1,472 | 6,398 | 6,398 | |
| Transfer from Electric Operations | 411,480 | 324,011 | 324,011 | 298,750 |
| Transfer from CRA | 31 | 133 | 133 | |
| TOTAL TRANSFERS FROM OTHER FUNDS | <u>1,289,838</u> | <u>1,132,616</u> | <u>1,132,616</u> | <u>1,597,840</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SUB-TOTAL | 25,674,318 | 23,216,284 | 23,245,203 | 21,922,381 |
| PRIOR YEAR SURPLUS | (3,595,411) | 4,304,747 | (3,974,560) | 5,381,888 |
| TOTAL REVENUES | <u>22,078,907</u> | <u>27,521,031</u> | <u>19,270,643</u> | <u>27,304,269</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-----------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| | | ADMINISTRATION | | |
| PERSONAL SERVICES | 4,183,080 | 543,194 | 483,450 | 768,824 |
| INSURANCE | | | | |
| Insurance - Fire | 13,587 | 16,304 | 18,095 | 19,224 |
| Insurance - Position Bond | 928 | 487 | 465 | 480 |
| Insurance - Data Processing | 36,271 | 39,899 | 35,837 | 43,004 |
| Self-Insurance Services | 71,343 | 76,989 | 76,989 | 78,953 |
| Insurance Consultant | 3,042 | 3,042 | 6,592 | 6,085 |
| Insurance - Excess Liability (Auto, General) | 8,550 | 9,405 | 7,628 | 7,440 |
| | <u>133,721</u> | <u>146,126</u> | <u>145,606</u> | <u>155,186</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 81,511 | 87,870 | 87,870 | 102,501 |
| General Fund Services | 549,321 | 570,927 | 570,927 | 627,478 |
| Intra-Departmental Charges - PC & Network Support | 10,757 | 10,827 | 11,342 | 10,137 |
| Lakeland Electric Charges | 389,250 | 394,116 | 394,116 | 438,730 |
| Intra-Departmental Charges - Telephone | 5,181 | 5,428 | 5,428 | 5,440 |
| Intra-Departmental Charges - Training Ctr | 4,107 | 4,158 | 4,057 | 4,263 |
| Intra-Departmental Charges - IT Operations - Application Dev | 38,194 | 33,836 | 33,836 | 31,021 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,973 | 6,930 | 7,084 | 6,314 |
| | <u>1,085,294</u> | <u>1,114,092</u> | <u>1,114,660</u> | <u>1,225,884</u> |
| ALL OTHER O&M | | | | |
| Annual Audit | 2,632 | 3,093 | 3,093 | 2,711 |
| Repair Of Equipment | | 4,500 | 4,500 | 4,500 |
| Postage & Mailing | 31 | 75 | 75 | 75 |
| Subscription & Membership | 2,675 | 18,050 | 200 | 200 |
| Telephone Communications | 1,524 | 1,812 | 1,812 | 1,812 |
| Travel | 449 | | | 5,000 |
| Training | 150 | 400 | | 5,000 |
| All Other Sundry Charges | 200 | 500 | 500 | 500 |
| Loss On Disposal of Fixed Assets | 164,564 | | | |
| Office Supplies | 1,433 | 3,000 | 3,000 | 3,000 |
| Equipment - Noncapital | 84 | 479 | 200 | 200 |
| | <u>173,741</u> | <u>31,909</u> | <u>13,380</u> | <u>22,998</u> |
| SUB-TOTAL | <u>5,575,836</u> | <u>1,835,321</u> | <u>1,757,096</u> | <u>2,172,892</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| RADIO COMMUNICATIONS | | | | |
| PERSONAL SERVICES | 278,181 | 264,337 | 275,274 | 245,278 |
| UTILITIES | | | | |
| Electric Service | 26,943 | 28,562 | 22,957 | 23,646 |
| | 26,943 | 28,562 | 22,957 | 23,646 |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 2,732 | 2,762 | 2,827 | 2,588 |
| Intra-Departmental Charges - Telephone | 7,065 | 6,785 | 6,785 | 5,440 |
| Intra-Departmental Charges - Radios | 1,706 | 1,142 | 1,142 | |
| Intra-Departmental Charges - Facilities | 12,469 | 12,571 | 12,571 | 14,464 |
| Intra-Departmental Charges - Janitorial | 3,070 | 3,189 | 3,189 | 8,409 |
| Intra-Departmental Charges - IT Operations - Application Dev | 6,050 | 5,203 | 5,203 | 5,458 |
| Intra-Departmental Charges - IT Operations - Network Support | 1,864 | 1,851 | 1,851 | 1,697 |
| | 34,956 | 33,503 | 33,568 | 38,056 |
| ALL OTHER O&M | | | | |
| Contractual Services | 6,965 | 3,000 | 3,000 | 3,000 |
| Maintenance Of Facilities | | 4,000 | | |
| Repair Of Equipment | 509,556 | 499,936 | 500,236 | 516,504 |
| Postage & Mailing | 66 | 325 | 325 | 325 |
| Subscription & Membership | 85 | 250 | 250 | 250 |
| Telephone Communications | 1,846 | 1,720 | 1,720 | 1,720 |
| Travel | | | | 500 |
| Training | | | | 1,000 |
| Office Supplies | | 350 | 350 | 350 |
| Equipment - Noncapital | 606 | 750 | 750 | 750 |
| All Other Materials & Supplies | 2,027 | 1,100 | 1,100 | 2,000 |
| Uniforms | | 870 | 870 | 870 |
| Tools & Implements | 705 | 500 | 200 | 200 |
| Parts For Equipment | 22,458 | 27,500 | 27,500 | 27,500 |
| Material | | 900 | 900 | 900 |
| Recoveries-Other Funds | (1,193) | | (1,523) | |
| | 543,121 | 541,201 | 535,678 | 555,869 |
| SUB-TOTAL | 883,201 | 867,603 | 867,477 | 862,849 |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| TELECOMMUNICATIONS | | | | |
| PERSONAL SERVICES | 1,372,417 | 1,406,018 | 1,046,633 | 1,217,003 |
| | | | | |
| UTILITIES | | | | |
| Water Service | 2,555 | 2,869 | 1,713 | 1,756 |
| Stormwater Service | 9,815 | 10,306 | 9,815 | 10,306 |
| Electric Service | 13,040 | 13,761 | 7,928 | 8,166 |
| Wastewater Service | 5,094 | 5,724 | 3,689 | 3,781 |
| Solid Waste Service | 273 | 273 | 273 | 273 |
| Solid Waste Service - Recycling | 102 | 102 | 102 | 102 |
| | <u>30,879</u> | <u>33,035</u> | <u>23,520</u> | <u>24,384</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 40,050 | 41,252 | 40,050 | 42,938 |
| Gasoline - Fleet Management | 8,584 | 12,965 | 7,058 | 13,091 |
| Maintenance - Fleet Management | 30,273 | 23,201 | 23,380 | 23,432 |
| Intra-Departmental Charges - PC & Network Support | 20,639 | 20,702 | 21,337 | 19,883 |
| Intra-Departmental Charges - Telephone | 10,833 | 12,212 | 10,403 | 8,549 |
| Intra-Departmental Charges - Radios | 5,685 | 6,284 | 6,284 | 6,250 |
| Intra-Departmental Charges - Facilities | | | | 2,879 |
| Intra-Departmental Charges - Janitorial | 15,140 | 15,729 | 15,729 | 15,224 |
| Intra-Departmental Charges - IT Operations - GIS | 28,816 | 20,007 | 20,007 | 21,531 |
| Intra-Departmental Charges - IT Operations - Application Dev | 63,719 | 67,887 | 67,887 | 57,888 |
| Intra-Departmental Charges - IT Operations - Network Support | 16,175 | 16,457 | 15,621 | 14,200 |
| | <u>239,914</u> | <u>236,696</u> | <u>227,756</u> | <u>225,865</u> |
| | | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | 196,111 | 267,880 | 273,930 | 300,832 |
| Repair Of Equipment | 308 | 3,000 | 3,000 | 3,000 |
| Postage & Mailing | 173 | 100 | 100 | 100 |
| Subscription & Membership | 500 | 725 | 375 | 375 |
| Telephone Communications | 100,063 | 104,934 | 104,934 | 104,934 |
| Training | 5 | | | 6,000 |
| All Other Sundry Charges | | 250 | 250 | 250 |
| Software License & Maintenance | | 350 | 150 | |
| Office Supplies | 2,268 | 3,000 | 3,000 | 3,000 |
| Equipment - Noncapital | 7,129 | 4,000 | 4,000 | 4,000 |
| All Other Materials & Supplies | 896 | 1,500 | 1,500 | 1,500 |
| Uniforms | 2,547 | 3,010 | 3,010 | 3,010 |
| Tools & Implements | | 1,000 | 1,000 | 1,000 |
| Parts For Equipment | 1,496 | 800 | 800 | 800 |
| Material | 7,340 | 10,000 | 4,500 | 3,000 |
| Recoveries-Other Funds | (5,718) | | (2,442) | |
| | <u>313,118</u> | <u>400,549</u> | <u>398,107</u> | <u>431,801</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SUB-TOTAL | 1,956,328 | 2,076,298 | 1,696,016 | 1,899,053 |
| APPLICATION DEVELOPMENT | | | | |
| PERSONAL SERVICES | (14,186) | 3,784,529 | 3,191,452 | 3,963,903 |
| UTILITIES | | | | |
| Water Service | 242 | 227 | 252 | 252 |
| Electric Service | 3,673 | 3,383 | 3,618 | 3,849 |
| Wastewater Service | 272 | 257 | 274 | 278 |
| Solid Waste Service | 437 | 399 | 437 | 599 |
| Solid Waste Service - Recycling | 41 | 37 | 41 | 43 |
| | <u>4,664</u> | <u>4,303</u> | <u>4,622</u> | <u>5,021</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 76,336 | 80,083 | 75,089 | 66,759 |
| Intra-Departmental Charges - Telephone | 16,015 | 15,379 | 15,379 | 13,600 |
| Intra-Departmental Charges - IT Operations - Application Dev | 670,386 | 1,069,952 | 1,069,952 | 1,220,737 |
| Intra-Departmental Charges - IT Operations - Network Support | 52,108 | 54,515 | 49,434 | 45,049 |
| | <u>814,845</u> | <u>1,219,929</u> | <u>1,209,854</u> | <u>1,346,145</u> |
| ALL OTHER O&M | | | | |
| Contract Labor | | 6,688 | | |
| Printing & Photography | 9 | | | |
| Subscription & Membership | 965 | 4,580 | 4,580 | 4,580 |
| Telephone Communications | 13,076 | 15,474 | 15,474 | 15,474 |
| Travel | 438 | | | 1,500 |
| Training | 5,325 | | 2,498 | 20,000 |
| All Other Sundry Charges | 765 | 9,119 | 10,000 | 10,000 |
| Software License & Maintenance | 1,627,251 | 1,864,052 | 1,888,590 | 1,938,321 |
| Cloud Subscriptions | 276,122 | 408,923 | 408,923 | 110,400 |
| Office Supplies | | | 11 | |
| Equipment - Noncapital | | 202 | 202 | |
| | <u>1,923,951</u> | <u>2,309,038</u> | <u>2,330,278</u> | <u>2,100,275</u> |
| SUB-TOTAL | <u>2,729,274</u> | <u>7,317,799</u> | <u>6,736,206</u> | <u>7,415,344</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| DATABASE ADMINISTRATION | | | | |
| PERSONAL SERVICES | 577,795 | 741,795 | 445,035 | 498,443 |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 12,519 | 9,006 | 15,318 | 14,075 |
| Intra-Departmental Charges - Telephone | 2,355 | 1,809 | 1,809 | 1,555 |
| Intra-Departmental Charges - IT Operations - Application Dev | 12,336 | 12,090 | 12,090 | 23,561 |
| Intra-Departmental Charges - IT Operations - Network Support | 8,366 | 6,154 | 9,703 | 8,985 |
| | <u>35,576</u> | <u>29,059</u> | <u>38,920</u> | <u>48,176</u> |
| | | | | |
| ALL OTHER O&M | | | | |
| Telephone Communications | 3,478 | 6,240 | 6,240 | 6,240 |
| Travel | | | | 1,000 |
| Training | 20 | | | 3,000 |
| All Other Sundry Charges | | 300 | 300 | 300 |
| Software License & Maintenance | 306,354 | 317,478 | 317,478 | 449,140 |
| Cloud Subscriptions | | | 3,000 | 3,000 |
| Office Supplies | | 360 | 360 | 360 |
| | <u>309,852</u> | <u>324,378</u> | <u>327,378</u> | <u>463,040</u> |
| SUB-TOTAL | <u>923,223</u> | <u>1,095,232</u> | <u>811,333</u> | <u>1,009,659</u> |
| | | | | |
| NETWORK ADMINISTRATION & SUPPORT | | | | |
| PERSONAL SERVICES | 925,154 | 806,141 | 785,438 | 757,506 |
| | | | | |
| UTILITIES | | | | |
| Water Service | 234 | 234 | 244 | 261 |
| Electric Service | 3,554 | 3,497 | 3,500 | 3,978 |
| Wastewater Service | 263 | 265 | 265 | 287 |
| Solid Waste Service | 422 | 412 | 422 | 620 |
| Solid Waste Service - Recycling | 39 | 38 | 39 | 44 |
| | <u>4,512</u> | <u>4,446</u> | <u>4,470</u> | <u>5,190</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | | | 779 | 2,581 |
| Gasoline - Fleet Management | 251 | 281 | 195 | 221 |
| Maintenance - Fleet Management | 3,162 | 1,889 | 1,989 | 1,632 |
| Intra-Departmental Charges - PC & Network Support | 20,796 | 20,292 | 24,540 | 23,911 |
| Intra-Departmental Charges - Telephone | 4,239 | 4,071 | 4,071 | 4,275 |
| Intra-Departmental Charges - Facilities | 22,425 | 22,608 | 22,608 | 23,477 |
| Intra-Departmental Charges - Janitorial | 16,945 | 17,605 | 17,605 | 17,039 |
| Intra-Departmental Charges - IT Operations - Application Dev | 18,938 | 21,644 | 21,644 | 26,304 |
| Intra-Departmental Charges - IT Operations - Network Support | 15,477 | 15,081 | 17,340 | 16,367 |
| | <u>102,233</u> | <u>103,471</u> | <u>110,771</u> | <u>115,807</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 178,829 | 284,542 | 283,816 | 274,403 |
| Repair Of Equipment | | (158) | | |
| Postage & Mailing | 18 | 91 | | |
| Subscription & Membership | 119 | | | |
| Telephone Communications | 6,106 | 7,348 | 7,348 | 7,348 |
| Training | 9,357 | 9,900 | | 7,500 |
| All Other Sundry Charges | | 158 | | |
| Software License & Maintenance | 74,841 | 129,431 | 129,431 | 127,958 |
| Computer Software | 2,689 | 834 | | |
| Cloud Subscriptions | 60,686 | 82,751 | 82,751 | 85,233 |
| Office Supplies | 243 | | | |
| Equipment - Noncapital | 12,899 | 18,009 | 25,000 | 25,000 |
| All Other Materials & Supplies | 118 | | | |
| Uniforms | | 2,450 | 2,450 | 2,450 |
| Parts For Equipment | 3,355 | 23,000 | 23,000 | 23,000 |
| Materials - Default Purchasing Card | (732) | | | |
| | <u>348,528</u> | <u>558,356</u> | <u>553,796</u> | <u>552,892</u> |
| SUB-TOTAL | <u>1,380,428</u> | <u>1,472,414</u> | <u>1,454,475</u> | <u>1,431,395</u> |
| | | PC SUPPORT | | |
| PERSONAL SERVICES | <u>833,910</u> | <u>960,014</u> | <u>674,407</u> | <u>1,076,455</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 4,854 | 4,999 | 4,854 | 5,480 |
| Gasoline - Fleet Management | 253 | 538 | 79 | 559 |
| Maintenance - Fleet Management | 1,736 | 3,779 | 864 | 4,088 |
| Intra-Departmental Charges - PC & Network Support | 22,768 | 22,894 | 21,525 | 18,888 |
| Intra-Departmental Charges - Telephone | 10,362 | 9,951 | 9,951 | 9,326 |
| Intra-Departmental Charges - IT Operations - Application Dev | 36,623 | 36,149 | 36,149 | 33,526 |
| Intra-Departmental Charges - IT Operations - Network Support | 16,033 | 16,012 | 14,677 | 12,754 |
| | <u>92,629</u> | <u>94,322</u> | <u>88,099</u> | <u>84,621</u> |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contract Labor | 15,488 | | | |
| Repair Of Equipment | 3,267 | 8,000 | 8,000 | 8,000 |
| Telephone Communications | 7,778 | 10,492 | 10,492 | 9,352 |
| Training | 2,242 | | | 3,000 |
| All Other Sundry Charges | | 100 | 100 | 100 |
| Software License & Maintenance | 7,679 | 1,400 | 1,400 | 14,687 |
| Cloud Subscriptions | 628,017 | 774,750 | 774,750 | 939,625 |
| Office Supplies | 407 | 1,200 | 1,200 | 1,200 |
| Equipment - Noncapital | 5,828 | 5,000 | 5,000 | 5,000 |
| All Other Materials & Supplies | 1,466 | 1,500 | 1,500 | 1,500 |
| Uniforms | 2,801 | 3,650 | 3,650 | 3,650 |
| Parts For Equipment | 3,593 | 3,000 | 3,000 | 3,000 |
| Recoveries-Other Funds | (1,367) | (17,520) | (21,279) | |
| | 677,198 | 791,572 | 787,813 | 989,114 |
| SUB-TOTAL | 1,603,737 | 1,845,908 | 1,550,319 | 2,150,190 |

GIS

| | | | | |
|--------------------------|---------|---------|---------|---------|
| PERSONAL SERVICES | 639,709 | 636,858 | 571,215 | 829,348 |
|--------------------------|---------|---------|---------|---------|

INTER-CITY SERVICES

| | | | | |
|--|--------|--------|--------|--------|
| Rental - Fleet Management | | | 894 | 2,846 |
| Gasoline - Fleet Management | 95 | 278 | 114 | 325 |
| Maintenance - Fleet Management | 3,703 | 1,889 | 3,141 | 1,632 |
| Intra-Departmental Charges - PC & Network Support | 14,862 | 13,686 | 15,936 | 10,839 |
| Intra-Departmental Charges - Telephone | 2,355 | 2,262 | 2,262 | 1,943 |
| Intra-Departmental Charges - IT New Equip O&M Charges | | | | 6,440 |
| Intra-Departmental Charges - IT Operations - Application Dev | 31,705 | 30,788 | 30,788 | 24,179 |
| Intra-Departmental Charges - IT Operations - Network Support | 8,449 | 7,856 | 8,781 | 8,011 |
| | 61,169 | 56,759 | 61,916 | 56,215 |

ALL OTHER O&M

| | | | | |
|--------------------------------|---------|---------|---------|---------|
| Contractual Services | | 5,000 | 5,000 | 5,000 |
| Repair Of Equipment | | 1,500 | 1,500 | 1,500 |
| Telephone Communications | 2,536 | 2,815 | 2,815 | 2,815 |
| Travel | 3,158 | | | 3,500 |
| Training | 150 | | | 2,000 |
| Software License & Maintenance | 304,375 | 381,870 | 381,870 | 399,426 |
| Computer Software | | 1,000 | 1,000 | 1,000 |
| Equipment - Noncapital | 368 | 1,000 | 1,000 | 1,000 |
| All Other Materials & Supplies | 1,914 | 3,500 | 3,500 | 3,500 |
| Uniforms | 152 | 1,000 | 1,000 | 1,000 |
| Parts For Equipment | | 1,000 | 1,000 | 1,000 |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| | 312,653 | 398,685 | 398,685 | 421,741 |
| SUB-TOTAL | 1,013,532 | 1,092,302 | 1,031,816 | 1,307,304 |

PUBLIC SAFETY

| | | | | |
|--------------------------|---------|---------|---------|---------|
| PERSONAL SERVICES | 399,186 | 528,401 | 367,439 | 503,905 |
|--------------------------|---------|---------|---------|---------|

INTER-CITY SERVICES

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Intra-Departmental Charges - PC & Network Support | 8,509 | 9,162 | 8,114 | 7,334 |
| Intra-Departmental Charges - Telephone | 1,884 | 1,809 | 1,809 | 1,555 |
| Intra-Departmental Charges - Facilities | 1,750 | | | |
| Intra-Departmental Charges - IT Operations - Application Dev | 13,034 | 12,590 | 12,590 | 19,133 |
| Intra-Departmental Charges - IT Operations - Network Support | 5,638 | 6,154 | 5,078 | 4,617 |
| | 30,815 | 29,715 | 27,591 | 32,639 |

ALL OTHER O&M

| | | | | |
|--------------------------------|----------------|----------------|----------------|----------------|
| Contractual Services | | 70,000 | 70,000 | 70,000 |
| Subscription & Membership | | 525 | 525 | 525 |
| Telephone Communications | 156,989 | 153,380 | 153,380 | 153,380 |
| Travel | 461 | | | 5,450 |
| Training | 1,440 | | | 2,375 |
| All Other Sundry Charges | | 40 | 40 | 40 |
| Software License & Maintenance | 310,104 | 537,885 | 537,885 | 525,284 |
| Cloud Subscriptions | 83,231 | 85,649 | 5,649 | 77,753 |
| Office Supplies | | 350 | 350 | 350 |
| Equipment - Noncapital | 6,533 | 8,000 | 8,000 | 10,000 |
| Uniforms | | 400 | 400 | 400 |
| Parts For Equipment | | 3,000 | 3,000 | 5,000 |
| | 558,757 | 859,229 | 779,229 | 850,557 |

SUB-TOTAL

| | | | | |
|--|----------------|------------------|------------------|------------------|
| | 988,758 | 1,417,345 | 1,174,259 | 1,387,101 |
|--|----------------|------------------|------------------|------------------|

FIBER

INTER-CITY SERVICES

| | | | | |
|--|--|--|--------------|--|
| Intra-Departmental Charges - Telephone | | | 1,809 | |
| | | | 1,809 | |
| SUB-TOTAL | | | 1,809 | |

DEBT SERVICE

| | | | | |
|---|------------------|------------------|------------------|------------------|
| Parker Street Complex Renovation | 30,456 | 30,455 | 30,456 | 30,456 |
| Radio Replacement 2011 | 1,057,815 | 1,057,814 | 1,057,815 | 1,057,815 |
| DOIT Switch Replacement | 219,917 | | | |
| Virtual Server Platform Replacement | 77,615 | 17,934 | 17,934 | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 309,997 | | | |
| | 1,695,799 | 1,106,203 | 1,106,205 | 1,088,271 |

INFORMATION TECHNOLOGY

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Digital Evidence Management System | | | | 42,840 |
| Emergency Manager | 2,781 | 7,020 | 7,020 | 5,219 |
| Oracle Upgrade | 423,975 | 36,025 | | |
| Recruitment Expense | 4,522 | | | |
| Citywide Phone & Pager Charges | 1 | | 5,415 | |
| ProjectDOX Software Upgrade | 5,294 | 4,500 | | |
| Interactive Shared Account Mgmt -Password Vault | | 90,000 | | |
| OnBase Software Upgrade | 2,243 | | | |
| GIS Upgrade | 12,915 | 478,831 | 80,000 | |
| PC Replacements | 342,850 | 377,099 | 266,496 | 540,870 |
| Lease - Telecom/Code Enforcement | 58,800 | 61,800 | 61,800 | 62,800 |
| Fiber Network Revenues | 8,910 | 26,790 | 12,600 | |
| LPD - CAD Reporting System | | 69,911 | 69,911 | 69,911 |
| Minor GIS Upgrade | | | 52,000 | 52,000 |
| Public Records Requests Management | | 20,341 | | |
| FL Polytechnic Licensing | (11,766) | | | |
| Networks Replacements | 164,699 | 35,879 | 72,386 | |
| Broadband Business Plan | 1,106 | | | |
| Oracle Software Compliance | 214,523 | 10,128 | 10,128 | |
| Implement FastPath Assure GRC Tool | 35,000 | | | |
| GIS Equipment Upgrade | 8,132 | | | |
| CS1000e PBX Replacement | 969,154 | 847,900 | 70,268 | |
| PC Replacements | 447,815 | 1,058,049 | 158,410 | 1,583,700 |
| Trakit Electronic Plans Review | | | | 500,000 |
| Networks Replacements | 251,986 | 4,255,674 | 202,539 | 714,610 |
| GIS Equipment Upgrade | 43,027 | | | |
| | <u>2,985,967</u> | <u>7,379,947</u> | <u>1,068,973</u> | <u>3,571,950</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 8,261 | 8,261 | 8,261 | 8,261 |
| Transfer To Debt Service Fund | 83,090 | | | |
| Transfer To Self-Insurance | | | | 3,000,000 |
| Transfer to Water Renewal and Replacement | 250,000 | | | |
| Transfer To IT Equip Replacement Fund | 1,472 | 6,398 | 6,398 | |
| | <u>342,823</u> | <u>14,659</u> | <u>14,659</u> | <u>3,008,261</u> |
| GRAND TOTAL | <u>22,078,907</u> | <u>27,521,031</u> | <u>19,270,643</u> | <u>27,304,269</u> |



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REVENUE AND EXPENDITURE SUMMARY PARKING

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|-----------------|-------------------|-----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 179,411 | 194,119 | 146,954 | 203,208 |
| Fringe Benefits | 74,154 | 89,928 | 76,735 | 106,784 |
| Total Personnel | 253,566 | 284,047 | 223,689 | 309,992 |
| Non-Personnel | | | | |
| Utilities | 52,924 | 59,030 | 52,333 | 52,900 |
| Professional and Contractual | 15,359 | 17,038 | 20,043 | 39,152 |
| Insurance and Fixed Charges | 51,226 | 60,038 | 65,545 | 68,896 |
| Internal Service Charges | 356,335 | 341,061 | 339,683 | 436,187 |
| All Other Operations & Maintenance | 29,084 | 42,306 | 39,280 | 40,256 |
| Debt Service | 8,895 | | | |
| Maintenance and Special Projects | 172 | 130,469 | 130,469 | 99,626 |
| Total Non-Personnel | 513,995 | 649,942 | 647,353 | 737,017 |
| Total Expenditures | 767,561 | 933,989 | 871,042 | 1,047,009 |
| Transfers | | | | |
| Cost Allocations and Recoveries | (23,915) | (24,990) | (24,990) | (25,791) |
| Transfers Out | 88,882 | 89,542 | 89,542 | 91,372 |
| Net Transfers | (64,966) | (64,552) | (64,552) | (65,581) |
| Revenue Sources | | | | |
| Charges for Services | 575,661 | 591,036 | 608,898 | 574,950 |
| Debt Proceeds | 115,539 | | | |
| Interest Income | (19,574) | 15,188 | 15,000 | 10,250 |
| All Other Revenue | 130,339 | 191,554 | 149,172 | 149,125 |
| Total Revenue | 801,965 | 797,778 | 773,070 | 734,325 |
| Funding to be Provided | 30,562 | 200,763 | 162,524 | 378,265 |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| CHARGES FOR SERVICES | | | | |
| OTHER CHARGES FOR SERVICES | | | | |
| Parking Garage- Main Street-Daily | 4,001 | 1,800 | 7,960 | 6,000 |
| Parking Garage- Main Street-Leased | 243,241 | 260,000 | 245,942 | 245,000 |
| Parking Garage- Orange Street-Publix | 58,072 | 58,800 | 60,589 | 58,000 |
| Parking Garage- Orange Street-Watkins | 64,738 | 60,700 | 66,660 | 61,000 |
| Parking Lot-Dixieland | 420 | 425 | 420 | 400 |
| Parking Lot-Munn Park / Cedar St. Lot | 44,935 | 50,000 | 71,725 | 49,000 |
| Parking Lot-Lot C / N. Florida Avenue | 61,348 | 48,000 | 53,581 | 60,000 |
| Parking Lot-South Massachusetts Ave. | 12,295 | 12,500 | 12,870 | 12,500 |
| Parking Lot-South Tennessee - Leased | 30,106 | 36,000 | 30,312 | 36,000 |
| Parking Lot-South Tennessee Avenue | 12,375 | 20,000 | 18,000 | 18,000 |
| Parking Lots - Missouri Ave | 9,680 | | 4,080 | |
| Mass. & Main Temp Parking Lot | 12,580 | | | |
| Parking Lot D - Kentucky Ave | 5,852 | 11,000 | 8,000 | 8,000 |
| Parking Fees - Special Events | 5,074 | 14,466 | 2,135 | |
| Permit Fees | 50 | 50 | 290 | 50 |
| Proxy Card Replacements | 275 | 75 | 700 | 100 |
| Non-Utility Permit R/W Parking Fees | 294 | | 1,000 | 100 |
| Parking Garage - Heritage Plaza | 3,500 | | 4,000 | 4,000 |
| Parking Lot - Frontier Lot | 6,825 | 17,220 | 20,634 | 16,800 |
| | <u>575,661</u> | <u>591,036</u> | <u>608,898</u> | <u>574,950</u> |
| TOTAL CHARGES FOR SERVICES | <u>575,661</u> | <u>591,036</u> | <u>608,898</u> | <u>574,950</u> |
| FINES AND FORFEITS | | | | |
| Bad Check Charges | | 51 | | |
| Parking Fines | 115,069 | 180,000 | 145,000 | 145,000 |
| Penalties on Assessments | 927 | 1,519 | 1,000 | 1,000 |
| TOTAL FINES AND FORFEITS | <u>115,996</u> | <u>181,570</u> | <u>146,000</u> | <u>146,000</u> |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| All Other Misc Revenue | 12,371 | 8,111 | 750 | 100 |
| Cash Over And Short | (238) | 50 | 25 | 25 |
| Credit Card Convenience Fees | 2,210 | 1,823 | 2,397 | 3,000 |
| | <u>14,343</u> | <u>9,984</u> | <u>3,172</u> | <u>3,125</u> |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|---|-----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 18,556 | 15,188 | 15,000 | 10,250 |
| Market Value Restatement | (38,130) | | | |
| | <u>(19,574)</u> | <u>15,188</u> | <u>15,000</u> | <u>10,250</u> |
| TOTAL MISCELLANEOUS REVENUE | <u>(5,231)</u> | <u>25,172</u> | <u>18,172</u> | <u>13,375</u> |
| PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT | | | | |
| Proceeds Issuance of Long Term Debt | 115,539 | | | |
| TOTAL DEBT PROCEEDS | <u>115,539</u> | | | |
| SUB-TOTAL | <u>801,965</u> | <u>797,778</u> | <u>773,070</u> | <u>734,325</u> |
| PRIOR YEAR SURPLUS | <u>30,562</u> | <u>200,763</u> | <u>162,524</u> | <u>378,265</u> |
| TOTAL REVENUES | <u>832,527</u> | <u>998,541</u> | <u>935,594</u> | <u>1,112,590</u> |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-----------------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| | | MAIN STREET GARAGE | | |
| PERSONAL SERVICES | 215,878 | 114,214 | 53,846 | 136,428 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 2,381 | 3,234 | 2,381 | 2,526 |
| Gasoline - Fleet Management | 144 | 158 | 54 | 148 |
| Maintenance - Fleet Management | 4,793 | 2,733 | 2,804 | 1,232 |
| Intra-Departmental Charges - PC & Network Support | 4,152 | 4,190 | 4,295 | 3,888 |
| Intra-Departmental Charges - Telephone | 942 | 905 | 905 | 777 |
| Intra-Departmental Charges - Radios | 569 | | | |
| Intra-Departmental Charges - Facilities | 5,515 | 5,530 | 5,530 | 5,774 |
| Intra-Departmental Charges - Training Ctr | 247 | 247 | 247 | 266 |
| Intra-Departmental Charges - IT Operations - Application Dev | 39,951 | 28,735 | 28,735 | 26,259 |
| Intra-Departmental Charges - IT Operations - Network Support | 2,796 | 2,777 | 2,777 | 2,545 |
| | 61,490 | 48,509 | 47,728 | 43,415 |
| ALL OTHER O&M | | | | |
| Contractual Services | | 2,000 | 2,000 | 23,300 |
| Repair Of Equipment | 180 | 582 | 582 | 1,500 |
| Printing & Photography | | 164 | 164 | |
| Subscription & Membership | 397 | 506 | 506 | 500 |
| Travel | 1,005 | 1,114 | 1,114 | 1,200 |
| Training | | 506 | 506 | 500 |
| All Other Sundry Charges | 10 | 133 | 133 | 100 |
| Ad Valorem Taxes | 8,930 | 11,358 | 9,101 | 9,966 |
| Office Supplies | 1,064 | 1,013 | 1,000 | 1,000 |
| All Other Materials & Supplies | 2,958 | 7,828 | 2,935 | 3,000 |
| Uniforms | 546 | 1,800 | 1,800 | 1,800 |
| | 15,090 | 27,004 | 19,841 | 42,866 |
| SUB-TOTAL | 292,458 | 189,727 | 121,415 | 222,709 |
| | | ORANGE STREET GARAGE | | |
| PERSONAL SERVICES | 42,513 | 54,687 | 55,115 | 55,048 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 5,366 | 6,035 | 5,366 | 4,369 |
| Gasoline - Fleet Management | 166 | 49 | 49 | 114 |
| Maintenance - Fleet Management | 5,274 | 823 | 895 | 1,202 |
| Intra-Departmental Charges - Facilities | 9,305 | 9,329 | 9,329 | 9,741 |
| | 20,111 | 16,236 | 15,639 | 15,426 |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------|---------------|-------------------|---------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Repair Of Equipment | 17 | 500 | 500 | 750 |
| Telephone Communications | 908 | 1,462 | 1,462 | 1,500 |
| Ad Valorem Taxes | 0 | 2,013 | 2 | 2 |
| Equipment - Noncapital | 143 | 66 | 66 | 100 |
| All Other Materials & Supplies | 514 | 500 | 500 | 500 |
| | <u>1,582</u> | <u>4,541</u> | <u>2,530</u> | <u>2,852</u> |
| SUB-TOTAL | <u>64,206</u> | <u>75,464</u> | <u>73,284</u> | <u>73,326</u> |

IOWA AVENUE GARAGE

| | | | | |
|--------------------------|---------------|---------------|---------------|---------------|
| PERSONAL SERVICES | <u>17,116</u> | <u>17,673</u> | <u>17,673</u> | <u>18,173</u> |
|--------------------------|---------------|---------------|---------------|---------------|

INTER-CITY SERVICES

| | | | | |
|---|--------------|--------------|--------------|--------------|
| Intra-Departmental Charges - Facilities | <u>6,799</u> | <u>6,817</u> | <u>6,817</u> | <u>7,118</u> |
| | <u>6,799</u> | <u>6,817</u> | <u>6,817</u> | <u>7,118</u> |

ALL OTHER O&M

| | | | | |
|---------------------------|-----------------|-----------------|-----------------|-----------------|
| Contractual Services | | 500 | 500 | 500 |
| Cost Allocated - Electric | (23,915) | (24,990) | (24,990) | (25,791) |
| | <u>(23,915)</u> | <u>(24,490)</u> | <u>(24,490)</u> | <u>(25,291)</u> |

SUB-TOTAL

PARKING ENFORCEMENT

| | | | | |
|--------------------------|-----------------|---------------|---------------|---------------|
| PERSONAL SERVICES | <u>(23,285)</u> | <u>96,063</u> | <u>96,085</u> | <u>99,404</u> |
|--------------------------|-----------------|---------------|---------------|---------------|

ALL OTHER O&M

| | | | | |
|--------------------------------|-----------------|----------------|----------------|----------------|
| Visa/Mastercard Bank Charges | 2,099 | 2,500 | 2,500 | 3,000 |
| Agency Commission | 322 | 3,025 | 2,500 | 2,500 |
| Repair Of Equipment | 471 | 1,500 | 1,500 | 1,500 |
| Printing & Photography | 2,863 | 3,588 | 3,100 | 3,100 |
| Telephone Communications | 3,560 | 3,028 | 3,028 | 3,100 |
| Software License & Maintenance | 3,360 | 2,880 | 2,880 | 3,000 |
| Equipment - Noncapital | | 65 | 65 | 50 |
| Uniforms | 350 | 1,200 | 1,200 | 1,200 |
| | <u>13,026</u> | <u>17,786</u> | <u>16,773</u> | <u>17,450</u> |
| SUB-TOTAL | <u>(10,259)</u> | <u>113,849</u> | <u>112,858</u> | <u>116,854</u> |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|---|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PARKING LOTS | | | | |
| ALL OTHER O&M | | | | |
| Visa/Mastercard Bank Charges | 10,095 | 6,613 | 9,503 | 6,700 |
| Ad Valorem Taxes | | | 4,920 | 5,388 |
| | <u>10,095</u> | <u>6,613</u> | <u>14,423</u> | <u>12,088</u> |
| SUB-TOTAL | <u>10,095</u> | <u>6,613</u> | <u>14,423</u> | <u>12,088</u> |
| OTHER CASH DISBURSEMENTS | | | | |
| PERSONAL SERVICES | <u>1,343</u> | <u>1,410</u> | <u>970</u> | <u>939</u> |
| INSURANCE | | | | |
| Insurance - Fire | 41,062 | 49,275 | 54,686 | 58,100 |
| Insurance - Position Bond | 57 | 30 | 29 | 30 |
| Self-Insurance Services | 9,410 | 10,009 | 10,009 | 9,929 |
| Insurance Consultant | 156 | 156 | 338 | 338 |
| Insurance - Excess Liability (Auto, General) | 541 | 568 | 483 | 499 |
| | <u>51,226</u> | <u>60,038</u> | <u>65,545</u> | <u>68,896</u> |
| UTILITIES | | | | |
| Water Service | 8,278 | 8,069 | 8,706 | 8,775 |
| Stormwater Service | 6,201 | 6,511 | 6,201 | 6,511 |
| Electric Service | 28,968 | 34,663 | 27,991 | 27,487 |
| Wastewater Service | 7,840 | 8,150 | 8,707 | 8,490 |
| Solid Waste Service | 1,637 | 1,637 | 728 | 1,637 |
| | <u>52,924</u> | <u>59,030</u> | <u>52,333</u> | <u>52,900</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 433 | 412 | 412 | 21,701 |
| General Fund Services | 267,502 | 269,087 | 269,087 | 348,527 |
| | <u>267,935</u> | <u>269,499</u> | <u>269,499</u> | <u>370,228</u> |
| ALL OTHER O&M | | | | |
| Banking Service | 509 | 700 | 800 | 749 |
| Annual Audit | 2,333 | 1,700 | 1,700 | 2,403 |
| Paying Agent Trustee Fees | | | 540 | |
| Refund Of Prior Years Revenue | 77 | | 57 | |
| Bad Check Expense | | 250 | 200 | 200 |
| Bad Debt Expense | 1,731 | 250 | 1,959 | 300 |
| | <u>4,650</u> | <u>2,900</u> | <u>5,256</u> | <u>3,652</u> |
| SUB-TOTAL | <u>378,078</u> | <u>392,877</u> | <u>393,603</u> | <u>496,615</u> |
| DEBT SERVICE | | | | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 8,895 | | | |
| | <u>8,895</u> | | | |

PARKING

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | 172 | 315 | 315 | 326 |
| ADA Compliance | | 49,952 | 49,952 | 16,300 |
| Parking Lot C Landscape | | 59,202 | 59,202 | 62,000 |
| Frontier Parking Lot | | 21,000 | 21,000 | 21,000 |
| | <u>172</u> | <u>130,469</u> | <u>130,469</u> | <u>99,626</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 60,715 | 63,725 | 63,725 | 65,622 |
| Transfer To Transportation Fund | 25,000 | 25,000 | 25,000 | 25,000 |
| Transfer To Debt Service Fund | 2,385 | | | |
| Transfer To Information Technology | 767 | 750 | 750 | 750 |
| Transfer To IT Equip Replacement Fund | 15 | 67 | 67 | |
| | <u>88,882</u> | <u>89,542</u> | <u>89,542</u> | <u>91,372</u> |
| GRAND TOTAL | <u>832,527</u> | <u>998,541</u> | <u>935,594</u> | <u>1,112,590</u> |



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**REVENUE AND EXPENDITURE SUMMARY
RP FUNDING CENTER**

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 2,714,836 | 3,147,817 | 2,662,857 | 2,998,391 |
| Fringe Benefits | 1,402,076 | 1,187,560 | 926,230 | 1,040,190 |
| Total Personnel | 4,116,912 | 4,335,377 | 3,589,087 | 4,038,581 |
| Non-Personnel | | | | |
| Utilities | 503,533 | 562,902 | 419,976 | 604,855 |
| Professional and Contractual | 1,588,500 | 1,389,780 | 529,402 | 1,782,447 |
| Insurance and Fixed Charges | 174,762 | 189,117 | 211,867 | 224,722 |
| Internal Service Charges | 1,245,228 | 1,290,361 | 1,273,359 | 402,224 |
| All Other Operations & Maintenance | 369,475 | 399,988 | 264,415 | 576,600 |
| Debt Service | 13,229 | 129,193 | 129,193 | 129,192 |
| Maintenance and Special Projects | 34,853 | 70,734 | 4,409 | 59,800 |
| Total Non-Personnel | 3,929,580 | 4,032,075 | 2,832,621 | 3,779,840 |
| Total Expenditures | 8,046,492 | 8,367,452 | 6,421,708 | 7,818,421 |
| Transfers | | | | |
| Transfers In | 4,073,630 | 3,836,922 | 3,836,922 | 2,350,000 |
| Transfers Out | 37,771 | 7,509 | 7,509 | 5,609 |
| Net Transfers | 4,035,859 | 3,829,413 | 3,829,413 | 2,344,391 |
| Revenue Sources | | | | |
| Intergovernmental Revenues | 13,787 | 50,000 | | 40,000 |
| Charges for Services | 3,339,709 | 4,244,235 | 2,474,400 | 5,247,201 |
| Debt Proceeds | 1,411,644 | | | |
| Interest Income | 13,153 | 33,000 | 15,570 | 30,000 |
| All Other Revenue | 217,810 | 218,725 | 102,001 | 225,300 |
| Total Revenue | 4,996,103 | 4,545,960 | 2,591,971 | 5,542,501 |
| Funding to be Provided | (985,470) | (7,921) | 324 | (68,471) |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------------|---------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| INTERGOVERNMENTAL REVENUE | | | | |
| LOCAL GRANTS | | | | |
| PCCVB-Reimbursable Expenses | 13,787 | 50,000 | | 40,000 |
| | 13,787 | 50,000 | | 40,000 |
| TOTAL INTERGOVERNMENTAL | 13,787 | 50,000 | | 40,000 |
| CHARGES FOR SERVICES | | | | |
| MISC CHARGES FOR SERVICES | | | | |
| Concessions | 83,675 | 118,295 | 3,281 | 166,100 |
| | 83,675 | 118,295 | 3,281 | 166,100 |
| OTHER CHARGES FOR SERVICES | | | | |
| Conference Hall | 135,932 | 196,866 | 147,632 | 213,200 |
| Exhibit Hall | 84,502 | 217,704 | 167,612 | 216,000 |
| Arena | 72,971 | 212,119 | 221,041 | 241,000 |
| Theater | 113,981 | 192,979 | 136,021 | 205,700 |
| Catering | 93,822 | 84,750 | 1,007 | 127,300 |
| Beverage Sales | 60,328 | 67,525 | 146 | 103,300 |
| Program Sales | 31,213 | 31,359 | 2,050 | 53,600 |
| Set Up Charges | 3,100 | 6,900 | 6,200 | 12,100 |
| Forfeited Deposits | 10,141 | 7,200 | | 31,200 |
| Vending Machines & Sales | 4,185 | | | 2,600 |
| Facility Surcharge & Service Charge | 186,957 | 184,591 | 37,817 | 282,900 |
| Box Office Charges | 8,687 | 8,186 | 1,820 | 14,000 |
| Net Income/Loss on Promotion | (2,760) | | | (6,400) |
| Payroll Recovery - Other | 747,862 | 1,015,828 | 1,031,213 | 1,401,300 |
| All Other Fixed Revenue | 9,664 | 8,000 | 2,006 | 3,100 |
| State Sales Tax Collection Fee | 448 | 400 | 414 | 700 |
| Equipment Rental & Misc Supply | 118,190 | 187,436 | 153,594 | 235,500 |
| Telephone Charges-Equipment | 17,324 | 21,710 | 24,545 | 30,900 |
| Products For Resale | 24 | 776 | | 800 |
| Personal Food Service Recovery | 10,758 | 13,376 | | 20,500 |
| Contract Labor Revenue | 24,658 | 30,290 | 45,066 | 29,700 |
| Piano Tuner | 125 | 1,300 | 800 | 1,200 |
| Advertising Charges | 127,044 | 99,725 | 62,240 | 120,900 |
| TM Ticket Commissions | 1,312 | 4,667 | 609 | 7,200 |
| Parkings | 380,489 | 508,243 | 274,429 | 593,600 |
| Energy and Utility Hookup | 42,155 | 38,174 | 29,096 | 63,100 |
| Packaging and Shipping | 4,179 | 5,500 | 1,770 | 5,700 |
| Overnight Parking | | 500 | 400 | 800 |
| Pre-Paid Parking | 66,170 | 109,835 | 103,665 | 131,500 |
| Leases - Land | 1 | 1 | 1 | 1 |
| Ticket Sales - Theatre | 882,573 | 850,000 | | 938,100 |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|---|---------------------------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Ticket Sales - Arena | 20,000 | 20,000 | 19,925 | |
| | 3,256,034 | 4,125,940 | 2,471,119 | 5,081,101 |
| TOTAL CHARGES FOR SERVICES | 3,339,709 | 4,244,235 | 2,474,400 | 5,247,201 |
| | MISCELLANEOUS REVENUES | | | |
| OTHER | | | | |
| All Other Misc Revenue | 20 | | | |
| Commissions | 18,746 | 25,125 | | 39,100 |
| Cash Over And Short | (207) | 100 | 1 | 100 |
| | 18,559 | 25,225 | 1 | 39,200 |
| CONTRIBUTIONS & DONATIONS | | | | |
| Contributions & Donations | 14,176 | 10,500 | | |
| | 14,176 | 10,500 | | |
| RENTS AND ROYALTIES | | | | |
| Naming Rights & Non-event Sponsorships | 185,075 | 183,000 | 102,000 | 186,100 |
| | 185,075 | 183,000 | 102,000 | 186,100 |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 36,313 | 33,000 | 15,570 | 30,000 |
| Market Value Restatement | (23,160) | | | |
| | 13,153 | 33,000 | 15,570 | 30,000 |
| TOTAL MISCELLANEOUS REVENUE | 230,963 | 251,725 | 117,571 | 255,300 |
| | PROCEEDS FROM ISSUANCE OF DEBT | | | |
| Proceeds Issuance of Long Term Debt | 1,411,644 | | | |
| TOTAL DEBT PROCEEDS | 1,411,644 | | | |
| | TRANSFERS FROM OTHER FUNDS | | | |
| Transfer from General Fund | 3,438,630 | 2,300,000 | 2,300,000 | 1,850,000 |
| Transfer from Public Improvement Fund | 635,000 | 1,536,922 | 1,536,922 | 500,000 |
| TOTAL TRANSFERS FROM OTHER FUNDS | 4,073,630 | 3,836,922 | 3,836,922 | 2,350,000 |
| SUB-TOTAL | 9,069,733 | 8,382,882 | 6,428,893 | 7,892,501 |
| PRIOR YEAR SURPLUS | (985,470) | (7,921) | 324 | (68,471) |
| TOTAL REVENUES | 8,084,263 | 8,374,961 | 6,429,217 | 7,824,030 |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 2,431,016 | 1,177,111 | 1,104,766 | 1,158,894 |
| INSURANCE | | | | |
| Insurance - Fire | 92,390 | 101,630 | 123,044 | 130,724 |
| Insurance - Position Bond | 629 | 330 | 315 | 330 |
| Insurance Consultant | 1,716 | 1,716 | 3,718 | 2,366 |
| | <u>94,735</u> | <u>103,676</u> | <u>127,077</u> | <u>133,420</u> |
| INTER-CITY SERVICES | | | | |
| Gasoline - Fleet Management | (55) | | | |
| Intra-Departmental Charges - PC & Network Support | 53,524 | 55,727 | 54,061 | 49,708 |
| Intra-Departmental Charges - Telephone | 8,233 | 7,906 | 7,907 | 40,413 |
| Intra-Departmental Charges - Facilities | 23,838 | 24,671 | 24,671 | 26,054 |
| Intra-Departmental Charges - Training Ctr | 2,474 | | 2,474 | 2,717 |
| Intra-Departmental Charges - IT Operations - GIS | | 150 | | 127 |
| Intra-Departmental Charges - IT Operations - Application Dev | 116,894 | 124,749 | 124,749 | 163,398 |
| Intra-Departmental Charges - IT Operations - Network Support | 46,156 | 46,825 | 44,209 | 39,867 |
| | <u>251,063</u> | <u>260,028</u> | <u>258,071</u> | <u>322,284</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 2,710 | 1,709 | 2,340 | 2,400 |
| Banking Service | 1,232 | 1,924 | 2,014 | 2,054 |
| Advertising | 1,985 | 3,620 | 200 | 5,100 |
| Annual Audit | 7,469 | 4,948 | 4,948 | 7,693 |
| Promotions/Public Relations | 210 | 209 | 200 | 200 |
| Rentals | 556 | 389 | | |
| Repair Of Equipment | 2,187 | 1,096 | 140 | 6,800 |
| Printing & Photography | 170 | 1,484 | 1,500 | 2,000 |
| Postage & Mailing | 1,135 | 1,530 | 1,500 | 1,500 |
| Subscription & Membership | 7,175 | 5,806 | 6,779 | 7,600 |
| Telephone Communications | 22,034 | 25,575 | 19,239 | 24,100 |
| Travel | 1,254 | 216 | 750 | 6,100 |
| All Other Sundry Charges | 147 | 204 | 180 | 300 |
| Software License & Maintenance | 463 | 9,653 | 794 | 2,600 |
| Licenses & Permits | 2,011 | 2,040 | 2,040 | 1,900 |
| Gift Certificates | 6,631 | | | |
| Office Supplies | 3,439 | 4,000 | 4,000 | 5,100 |
| Equipment - Noncapital | 300 | 300 | | 2,800 |
| | <u>61,107</u> | <u>64,703</u> | <u>46,624</u> | <u>78,247</u> |
| SUB-TOTAL | <u>2,837,921</u> | <u>1,605,518</u> | <u>1,536,538</u> | <u>1,692,845</u> |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|---|-----------------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| | PROPERTY | | | |
| PERSONAL SERVICES | 353,940 | 1,439,115 | 1,223,896 | 1,211,550 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 4,940 | 4,846 | 4,940 | 5,915 |
| Gasoline - Fleet Management | 2,964 | 2,601 | 1,073 | 2,622 |
| Maintenance - Fleet Management | 3,521 | 8,849 | 1,447 | 8,937 |
| Intra-Departmental Charges - Telephone | 11,115 | 10,673 | 10,674 | |
| | 22,540 | 26,969 | 18,134 | 17,474 |
| ALL OTHER O&M | | | | |
| Contractual Services | 86,483 | 63,278 | 73,577 | 64,500 |
| Contract Labor | 10,479 | 9,000 | 1,221 | 12,800 |
| Rentals | 5,209 | 5,274 | 8,995 | 21,400 |
| Maintenance Of Facilities | 17,856 | 22,342 | 8,926 | 30,500 |
| Repair Of Equipment | 39,960 | 37,915 | 23,710 | 60,800 |
| Postage & Mailing | 109 | 109 | | 400 |
| Subscription & Membership | 84 | 306 | | 300 |
| Telephone Communications | 8,076 | 8,976 | 9,322 | 9,200 |
| Software License & Maintenance | 7,486 | 9,096 | 9,342 | 1,700 |
| Auto/Heavy Equipment Fuel | 2,621 | 3,223 | 3,669 | 4,800 |
| Office Supplies | 3,874 | 2,707 | 3,022 | 5,700 |
| Equipment - Noncapital | 3,825 | 22,000 | 17,059 | 24,800 |
| All Other Materials & Supplies | 14,878 | 20,392 | 19,835 | 28,800 |
| Uniforms | | 6,000 | 5,680 | 10,500 |
| Cleaning & Janitor Supply | 35,874 | 53,000 | 46,712 | 47,900 |
| Paints & Paint Supplies | 1,739 | 2,312 | 1,766 | 5,200 |
| Tools & Implements | 4,176 | 4,839 | 2,009 | 6,700 |
| Electrical Hardware & Plumbing Supplies | 22,086 | 17,913 | 7,714 | 41,400 |
| | 264,816 | 288,682 | 242,559 | 377,400 |
| SUB-TOTAL | 641,296 | 1,754,766 | 1,484,589 | 1,606,424 |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|-----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| CLIENT SERVICES | | | | |
| PERSONAL SERVICES | 921,975 | 1,181,588 | 915,415 | 1,136,707 |
| INTER-CITY SERVICES | | | | |
| Other City Department Charges | 35,523 | 50,000 | 44,375 | 40,000 |
| Intra-Departmental Charges - Telephone | 6,998 | 6,721 | 6,720 | |
| | 42,521 | 56,721 | 51,095 | 40,000 |
| ALL OTHER O&M | | | | |
| Contractual Services | 185 | | | |
| Advertising | 26,558 | 13,034 | 3,878 | 17,400 |
| Piano Tuner Expenses | 110 | 671 | | 800 |
| Visa/Mastercard Bank Charges | 15,094 | 22,500 | 14,416 | 24,000 |
| Contract Labor | 319,917 | 311,554 | 354,435 | 446,800 |
| Rentals | 2,581 | 2,742 | 250 | 10,800 |
| Printing & Photography | 4,088 | 4,775 | 3,177 | 12,300 |
| Postage & Mailing | 350 | 344 | | 300 |
| Travel | 2,751 | | | 1,800 |
| Software License & Maintenance | 864 | 6,800 | 440 | 28,200 |
| Licenses & Permits | 1,347 | 1,720 | | 2,000 |
| Other Reimbursable Event Costs | 4,828 | 3,617 | 141 | 700 |
| Bad Debt Expense | 6,059 | 6,000 | 2,964 | 3,300 |
| Office Supplies | 415 | 792 | | 600 |
| Food Purchases | 12,998 | 2,781 | | 23,400 |
| | 398,145 | 377,330 | 379,701 | 572,400 |
| SUB-TOTAL | 1,362,642 | 1,615,639 | 1,346,211 | 1,749,107 |
| PARKING | | | | |
| PERSONAL SERVICES | 87,615 | 119,816 | 97,536 | 183,597 |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - Telephone | 3,705 | 3,557 | 3,557 | |
| | 3,705 | 3,557 | 3,557 | |
| ALL OTHER O&M | | | | |
| Visa/Mastercard Bank Charges | 2,930 | 4,000 | 1,553 | 4,800 |
| Repair Of Equipment | | 613 | | |
| Printing & Photography | 1,127 | | | 1,200 |
| Software License & Maintenance | 655 | 840 | 953 | 700 |
| Office Supplies | 579 | 1,020 | | 500 |
| All Other Materials & Supplies | 119 | 118 | | |
| | 5,410 | 6,591 | 2,506 | 7,200 |
| SUB-TOTAL | 96,730 | 129,964 | 103,599 | 190,797 |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|--|-----------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| BOX OFFICE | | | | |
| PERSONAL SERVICES | 322,365 | 417,747 | 247,474 | 347,833 |
| INTER-CITY SERVICES | | | | |
| Other City Department Charges | 9,253 | 10,000 | 9,416 | 10,000 |
| Intra-Departmental Charges - Telephone | 7,410 | 7,116 | 7,116 | |
| | 16,663 | 17,116 | 16,532 | 10,000 |
| ALL OTHER O&M | | | | |
| Contractual Services | 2,245 | 3,060 | 3,948 | 4,500 |
| Advertising | 212,850 | 101,000 | 2,923 | 233,500 |
| Piano Tuner Expenses | 125 | 1,020 | | 500 |
| Talent Fees-Promotions | 616,946 | 579,885 | | 658,500 |
| Visa/Mastercard Bank Charges | 42,288 | 46,349 | 12,585 | 64,200 |
| Contract Labor | 238,685 | 222,019 | 51,164 | 232,700 |
| Rentals | 12,495 | 2,505 | | 7,000 |
| Repair Of Equipment | 148 | 146 | 200 | 200 |
| Printing & Photography | 14,244 | 11,797 | 2,173 | 20,700 |
| Postage & Mailing | 1,899 | 1,530 | 50 | 1,500 |
| Subscription & Membership | | 612 | 600 | 600 |
| Travel | 8,920 | 12,000 | 6,550 | 15,200 |
| Licenses & Permits | 14,170 | 10,010 | 2,370 | 9,100 |
| Refunds On Settled Shows | 4,740 | 1,381 | 1,339 | 1,700 |
| Other Reimbursable Event Costs | 215 | 2,000 | | 8,200 |
| Office Supplies | 2,670 | 4,500 | 3,000 | 3,000 |
| Food Purchases | 21,873 | 21,773 | 1,129 | 28,800 |
| | 1,194,512 | 1,021,587 | 88,031 | 1,289,900 |
| SUB-TOTAL | 1,533,541 | 1,456,450 | 352,037 | 1,647,733 |
| COMMUNICATIONS | | | | |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - Telephone | 11,526 | 11,069 | 11,069 | |
| | 11,526 | 11,069 | 11,069 | |
| ALL OTHER O&M | | | | |
| Communications - Other Costs | 27,639 | 23,575 | 27,783 | 27,200 |
| Software License & Maintenance | | 200 | | |
| | 27,639 | 23,775 | 27,783 | 27,200 |
| SUB-TOTAL | 39,165 | 34,844 | 38,852 | 27,200 |
| NON-DEPARTMENTAL | | | | |
| INSURANCE | | | | |
| Self-Insurance Services | 75,901 | 81,108 | 81,108 | 88,800 |
| Insurance - Excess Liability (Auto, General) | 4,126 | 4,333 | 3,682 | 2,502 |
| | 80,027 | 85,441 | 84,790 | 91,302 |

RP FUNDING CENTER

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| UTILITIES | | | | |
| Water Service | 46,537 | 46,690 | 36,938 | 43,625 |
| Stormwater Service | 24,996 | 26,828 | 24,441 | 25,637 |
| Electric Service | 386,788 | 440,277 | 316,531 | 484,777 |
| Wastewater Service | 26,225 | 28,317 | 30,436 | 29,155 |
| Solid Waste Service | 17,764 | 19,566 | 10,406 | 20,437 |
| Solid Waste Service - Recycling | 1,224 | 1,224 | 1,224 | 1,224 |
| | <u>503,533</u> | <u>562,902</u> | <u>419,976</u> | <u>604,855</u> |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 5,203 | 2,470 | 2,470 | 12,466 |
| General Fund Services | 892,007 | 912,431 | 912,431 | |
| | <u>897,210</u> | <u>914,901</u> | <u>914,901</u> | <u>12,466</u> |
| ALL OTHER O&M | | | | |
| Rentals | 6,345 | 7,100 | 6,613 | 6,700 |
| Loss On Disposal of Fixed Assets | 0 | | | |
| | <u>6,345</u> | <u>7,100</u> | <u>6,613</u> | <u>6,700</u> |
| SUB-TOTAL | <u>1,487,115</u> | <u>1,570,344</u> | <u>1,426,280</u> | <u>715,323</u> |
| DEBT SERVICE | | | | |
| RP Funding Center Energy Conservation | 126,915 | 129,193 | 129,193 | 129,192 |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 108,683 | | | |
| Utility Tax/Tourist Development Tax | (222,368) | | | |
| | <u>13,229</u> | <u>129,193</u> | <u>129,193</u> | <u>129,192</u> |
| SPECIAL PROJECTS | | | | |
| PCCVB-Reimbursable Expenses | 12,988 | 50,000 | | 40,000 |
| Marketing Committee | 1,584 | 4,500 | 516 | 14,600 |
| Sales Expense | 1,083 | 5,334 | 3,893 | 5,200 |
| RP Funding Center Energy Conservation | 0 | | | |
| Concessionaire Marketing Reserve | 14,797 | 10,500 | | |
| LAL Today | 4,400 | 400 | | |
| | <u>34,853</u> | <u>70,734</u> | <u>4,409</u> | <u>59,800</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 5,609 | 5,609 | 5,609 | 5,609 |
| Transfer To Debt Service Fund | 29,131 | | | |
| Transfer To Information Technology | 2,594 | | | |
| Transfer To IT Equip Replacement Fund | 437 | 1,900 | 1,900 | |
| | <u>37,771</u> | <u>7,509</u> | <u>7,509</u> | <u>5,609</u> |
| GRAND TOTAL | <u>8,084,263</u> | <u>8,374,961</u> | <u>6,429,217</u> | <u>7,824,030</u> |

**REVENUE AND EXPENDITURE SUMMARY
LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 1,253,187 | 1,284,408 | 1,179,134 | 1,299,713 |
| Fringe Benefits | 528,786 | 501,051 | 407,926 | 537,629 |
| Total Personnel | 1,781,973 | 1,785,459 | 1,587,060 | 1,837,342 |
| Non-Personnel | | | | |
| Utilities | 399,869 | 415,929 | 542,538 | 399,442 |
| Professional and Contractual | 184,125 | 337,276 | 264,774 | 219,202 |
| Insurance and Fixed Charges | 261,311 | 311,879 | 311,371 | 331,141 |
| Internal Service Charges | 636,972 | 619,845 | 624,247 | 756,904 |
| All Other Operations & Maintenance | 428,860 | 749,121 | 427,734 | 394,312 |
| Debt Service | 2,541,210 | 14,284,447 | 14,261,060 | 3,140,545 |
| Maintenance and Special Projects | 508,662 | 825,126 | 864,865 | 929,805 |
| Total Non-Personnel | 4,961,010 | 17,543,623 | 17,296,589 | 6,171,351 |
| Total Expenditures | 6,742,983 | 19,329,082 | 18,883,649 | 8,008,693 |
| Transfers | | | | |
| Transfers In | | | | |
| Transfers Out | 812,479 | 3,297,528 | 3,985,917 | 5,413,260 |
| Net Transfers | (812,479) | (3,297,528) | (3,985,917) | (5,413,260) |
| Revenue Sources | | | | |
| Debt Proceeds | 599,408 | 6,545,020 | 6,545,020 | |
| Charges for Services | 7,378,421 | 9,733,740 | 7,687,762 | 10,751,371 |
| Intergovernmental Revenues | 176,917 | 91,162 | 129,745 | |
| Interest Income | (489,622) | 116,000 | | |
| All Other Revenue | 113,076 | 158,730 | 188,300 | 147,400 |
| Total Revenue | 7,778,199 | 16,644,652 | 14,550,827 | 10,898,771 |
| Funding to be Provided | (222,738) | 5,981,958 | 8,318,739 | 2,523,182 |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| FEDERAL GRANTS | | | | |
| FAA - CARES Act | 118,417 | | 38,583 | |
| FAA-Airport Coronavirus Response Grant Program | | 91,162 | 91,162 | |
| | <u>118,417</u> | <u>91,162</u> | <u>129,745</u> | |
| LOCAL GRANTS | | | | |
| Air Service Development | 58,500 | | | |
| | <u>58,500</u> | | | |
| CHARGES FOR SERVICES | | | | |
| MISC CHARGES FOR SERVICES | | | | |
| Concessions | 73 | | 300 | 300 |
| | <u>73</u> | | <u>300</u> | <u>300</u> |
| OTHER CHARGES FOR SERVICES | | | | |
| Gasoline Sales | 132,301 | 443,500 | 744,442 | 545,626 |
| Airport Landing Fees | 56,963 | 595,680 | 535,979 | 744,600 |
| Rental Car Privilege Fees | 7,868 | 14,000 | 10,000 | 20,000 |
| Security Fees | 12,958 | 6,000 | 6,000 | 6,000 |
| Leases - Land | 1,275,242 | 2,022,298 | 2,031,115 | 2,229,026 |
| Building Leases - Other | 4,284,935 | 6,652,262 | 4,359,926 | 7,205,819 |
| Building Leases - Other | 1,608,081 | | | |
| | <u>7,378,348</u> | <u>9,733,740</u> | <u>7,687,462</u> | <u>10,751,071</u> |
| TOTAL CHARGES FOR SERVICES | <u>7,378,421</u> | <u>9,733,740</u> | <u>7,687,762</u> | <u>10,751,371</u> |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Insurance Proceeds - Workers Comp Claims | 2,862 | | | |
| All Other Misc Revenue | 88,796 | 102,000 | 131,170 | 102,000 |
| | <u>91,658</u> | <u>102,000</u> | <u>131,170</u> | <u>102,000</u> |
| CONTRIBUTIONS & DONATIONS | | | | |
| Contributions & Donations | 5,488 | 46,730 | 46,730 | 35,000 |
| | <u>5,488</u> | <u>46,730</u> | <u>46,730</u> | <u>35,000</u> |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REIMBURSEMENTS | | | | |
| Sun'N' Fun Reimbursements | | 10,000 | 10,000 | 10,000 |
| Reimbursements / Loss Recovery | 15,929 | | 400 | 400 |
| | <u>15,929</u> | <u>10,000</u> | <u>10,400</u> | <u>10,400</u> |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 34,061 | 15,000 | | |
| Interest on Pooled Investments | 4 | 1,000 | | |
| Interest on Pooled Investments | 269,587 | 100,000 | | |
| Market Value Restatement | (68,991) | | | |
| Market Value Restatement | (3,128) | | | |
| Market Value Restatement | (721,156) | | | |
| | <u>(489,622)</u> | <u>116,000</u> | | |
| TOTAL MISCELLANEOUS REVENUE | <u>(376,547)</u> | <u>274,730</u> | <u>188,300</u> | <u>147,400</u> |
| PROCEEDS FROM THE ISSUANCE OF DEBT | | | | |
| Transfer from Internal Loan Fund | | 6,545,020 | 6,545,020 | |
| Proceeds Issuance of Long Term Debt | 599,408 | | | |
| TOTAL DEBT PROCEEDS | <u>599,408</u> | <u>6,545,020</u> | <u>6,545,020</u> | |
| SUB-TOTAL | 7,778,199 | 16,644,652 | 14,550,827 | 10,898,771 |
| PRIOR YEAR SURPLUS | <u>(222,738)</u> | <u>5,981,958</u> | <u>8,318,739</u> | <u>2,523,182</u> |
| TOTAL REVENUES | <u><u>7,555,461</u></u> | <u><u>22,626,610</u></u> | <u><u>22,869,566</u></u> | <u><u>13,421,953</u></u> |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,064,197 | 511,521 | 470,595 | 529,436 |
| | | | | |
| INSURANCE | | | | |
| Uninsured Loss Reimbursement | | 750 | | |
| Insurance - Fire | 135,265 | 180,144 | 180,144 | 191,387 |
| Insurance - Airport Liability | 39,905 | 40,170 | 39,905 | 41,900 |
| Insurance - Position Bond | 241 | 126 | 120 | 126 |
| Self-Insurance Services | 81,296 | 85,900 | 85,900 | 90,969 |
| Insurance Consultant | 936 | 936 | 2,028 | 2,704 |
| Insurance - Excess Liability (Auto, General) | 3,669 | 3,853 | 3,274 | 4,055 |
| | <u>261,311</u> | <u>311,879</u> | <u>311,371</u> | <u>331,141</u> |
| | | | | |
| UTILITIES | | | | |
| Water Service | 70,294 | 66,563 | 85,386 | 69,373 |
| Stormwater Service | 29,732 | 25,091 | 27,835 | 27,306 |
| Electric Service | 218,533 | 242,515 | 351,584 | 228,800 |
| Wastewater Service | 52,481 | 53,092 | 50,148 | 51,107 |
| Solid Waste Service | 28,320 | 28,158 | 27,075 | 22,346 |
| Solid Waste Service - Recycling | 510 | 510 | 510 | 510 |
| | <u>399,869</u> | <u>415,929</u> | <u>542,538</u> | <u>399,442</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 53,435 | 53,435 | 53,435 | 57,404 |
| Gasoline - Fleet Management | 18,887 | 22,483 | 16,491 | 35,000 |
| Maintenance - Fleet Management | 42,224 | 34,354 | 45,124 | 53,813 |
| Purchasing & Stores Service | 75,005 | 78,210 | 78,210 | 78,210 |
| General Fund Services | 261,930 | 268,422 | 268,422 | 365,615 |
| Intra-Departmental Charges - PC & Network Support | 25,605 | 28,115 | 27,808 | 26,040 |
| Intra-Departmental Charges - Telephone | 13,660 | 13,570 | 13,570 | 11,657 |
| Intra-Departmental Charges - Radios | 9,665 | 9,140 | 9,140 | 7,693 |
| Intra-Departmental Charges - Facilities | 80,000 | 49,343 | 49,343 | 52,109 |
| Intra-Departmental Charges - Training Ctr | 851 | 841 | 841 | 1,066 |
| Intra-Departmental Charges - IT Operations - Application Dev | 35,438 | 41,361 | 41,361 | 49,290 |
| Intra-Departmental Charges - IT Operations - Network Support | 20,273 | 20,571 | 20,502 | 19,007 |
| | <u>636,972</u> | <u>619,845</u> | <u>624,247</u> | <u>756,904</u> |
| | | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | 16,385 | 182,326 | 100,000 | 50,000 |
| Legal Fees | 10,375 | 5,849 | 10,000 | 25,000 |
| Banking Service | 981 | 850 | 890 | 908 |
| Annual Audit | 4,654 | 4,384 | 4,384 | 4,794 |
| Visa/Mastercard Bank Charges | 2,045 | 3,200 | 2,500 | 2,500 |
| Rentals | 23,208 | 40,832 | 31,832 | 26,260 |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Maintenance Of Facilities | 126 | | 1 | 1 |
| Printing & Photography | 1,542 | 4,107 | 3,507 | 1,750 |
| Postage & Mailing | 3,845 | 2,000 | 1,816 | 3,000 |
| Subscription & Membership | 9,364 | 4,820 | 8,200 | 8,000 |
| Telephone Communications | 3,529 | 3,000 | 4,200 | 4,200 |
| Travel | 282 | 1,290 | 2,575 | 6,500 |
| Training | 562 | | 3,000 | 4,000 |
| All Other Sundry Charges | 8 | 100 | 100 | 100 |
| Ad Valorem Taxes | 11,251 | 6,500 | 6,980 | 5,000 |
| Software License & Maintenance | 12,800 | | 12,800 | 12,800 |
| Bad Debt Expense | 23,008 | 342,075 | 20,000 | 20,000 |
| Auto/Heavy Equipment Fuel | 11,233 | 14,802 | 14,802 | 8,000 |
| Office Supplies | 2,675 | 3,473 | 2,750 | 2,500 |
| Equipment - Noncapital | 2,087 | 1,500 | 2,250 | 1,500 |
| All Other Materials & Supplies | 2,999 | 4,960 | 4,600 | 2,400 |
| Uniforms | 315 | | 1 | 1 |
| | <u>143,273</u> | <u>626,068</u> | <u>237,188</u> | <u>189,214</u> |
| SUB-TOTAL | <u>2,505,623</u> | <u>2,485,242</u> | <u>2,185,939</u> | <u>2,206,137</u> |

AIRSIDE

| | | | | |
|--------------------------------|----------------|------------------|------------------|------------------|
| PERSONAL SERVICES | <u>556,766</u> | <u>1,112,026</u> | <u>980,955</u> | <u>1,164,905</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 84,502 | 52,880 | 65,000 | 70,000 |
| Rentals | | 2,000 | 2,000 | 1,500 |
| Maintenance Of Facilities | 109,129 | 76,200 | 84,000 | 77,000 |
| Repair Of Equipment | 12,921 | 12,000 | 14,000 | 12,000 |
| Telephone Communications | 9,755 | 9,000 | 10,000 | 12,000 |
| Training | 1,535 | 1,300 | 1,500 | 1,500 |
| Licenses & Permits | | 13,627 | | |
| Office Supplies | 70 | 500 | 500 | 500 |
| Equipment - Noncapital | 1,925 | 3,000 | 2,000 | 3,000 |
| All Other Materials & Supplies | 15,396 | 15,000 | 14,000 | 15,000 |
| Uniforms | 458 | 1,000 | 500 | 1,000 |
| Chemicals | | 2,500 | 2,500 | 1,000 |
| Tools & Implements | 3,160 | 3,000 | 4,400 | 4,000 |
| | <u>238,850</u> | <u>192,007</u> | <u>200,400</u> | <u>198,500</u> |
| SUB-TOTAL | <u>795,616</u> | <u>1,304,033</u> | <u>1,181,355</u> | <u>1,363,405</u> |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| AIRPORT OPERATIONS | | | | |
| PERSONAL SERVICES | 161,009 | 161,912 | 135,510 | 143,001 |
| ALL OTHER O&M | | | | |
| Contractual Services | 65,183 | 87,787 | 82,000 | 66,000 |
| Rentals | 3,925 | 4,000 | 5,500 | 4,000 |
| Maintenance Of Facilities | 154,904 | 169,635 | 160,000 | 148,500 |
| Telephone Communications | 2,312 | 2,000 | 2,400 | 2,400 |
| All Other Materials & Supplies | 2,194 | 2,500 | 3,200 | 2,500 |
| Tools & Implements | 2,201 | 2,400 | 1,700 | 2,400 |
| | <u>230,720</u> | <u>268,322</u> | <u>254,800</u> | <u>225,800</u> |
| SUB-TOTAL | <u>391,730</u> | <u>430,234</u> | <u>390,310</u> | <u>368,801</u> |
| NON-DEPARTMENTAL | | | | |
| ALL OTHER O&M | | | | |
| Bad Check Expense | 142 | | 120 | |
| | <u>142</u> | | <u>120</u> | |
| SUB-TOTAL | <u>142</u> | | <u>120</u> | |
| DEBT SERVICE | | | | |
| Tail Enclosure - Airside Center | 85,144 | 85,144 | 85,144 | 85,144 |
| 2010A CBA Bonds Payable | 585,385 | 2,941,176 | 2,917,617 | 239,829 |
| Miscellaneous Airport Capital Project Expenditures | 390,976 | 4,580,205 | 4,537,968 | |
| Capital Improvement Revenue Note, Series 2017A | 183,917 | 183,796 | 183,796 | 183,672 |
| Capital Improvement Revenue Note, Series 2017B | 1,467,003 | 6,494,126 | 6,494,126 | 2,044,626 |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 46,149 | | | |
| Airport / Airside Loan Consolidation | | | 42,409 | 587,274 |
| Operations | <u>(217,363)</u> | | | |
| | <u>2,541,210</u> | <u>14,284,447</u> | <u>14,261,060</u> | <u>3,140,545</u> |

**LAKELAND LINDER INTERNATIONAL AIRPORT
OPERATING FUND**

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | 584 | 1,071 | 1,071 | 1,305 |
| Airport Maintenance-Sun 'N Fun | | | 2,133 | |
| Airport Advertising / Promotions | 40,805 | 137,832 | 135,582 | 75,000 |
| Lease - NOAA | 146,899 | 197,616 | 197,616 | 376,500 |
| US Customs | 61,634 | 124,391 | 124,391 | 165,000 |
| Air Service Development | 135,924 | 25,562 | 25,562 | 12,000 |
| LAL Today | 4,400 | | 1,000 | |
| Amazon | | 247,492 | 247,492 | 300,000 |
| FAA - CARES Act | 118,417 | | 38,856 | |
| FAA-Airport Coronavirus Response Grant Program | | 91,162 | 91,162 | |
| | <u>508,662</u> | <u>825,126</u> | <u>864,865</u> | <u>929,805</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 50,642 | 150,642 | 150,642 | 502,142 |
| Transfer To Debt Service Fund | 12,369 | | | |
| Transfer To Information Technology | 11,478 | 11,044 | 11,044 | 11,044 |
| Transfer To IT Equip Replacement Fund | 138 | 600 | 600 | |
| Transfer to Airport R&R Fund | 552,642 | 2,924,379 | 3,612,768 | 4,900,074 |
| Transfer to Airport R&R Fund | 185,209 | 210,863 | 210,863 | |
| | <u>812,479</u> | <u>3,297,528</u> | <u>3,985,917</u> | <u>5,413,260</u> |
| GRAND TOTAL | <u>7,555,461</u> | <u>22,626,610</u> | <u>22,869,566</u> | <u>13,421,953</u> |



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REVENUE AND EXPENDITURE SUMMARY SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 3,042,880 | 3,096,784 | 2,672,167 | 3,200,667 |
| Fringe Benefits | 1,208,930 | 1,354,148 | 1,019,596 | 1,307,599 |
| Total Personnel | 4,251,810 | 4,450,932 | 3,691,763 | 4,508,266 |
| Non-Personnel | | | | |
| Utilities | 32,232 | 31,597 | 38,375 | 39,299 |
| Professional and Contractual | 446,642 | 608,636 | 497,994 | 560,216 |
| Insurance and Fixed Charges | 443,953 | 467,565 | 464,614 | 499,780 |
| Internal Service Charges | 6,100,918 | 6,270,297 | 6,125,735 | 6,219,230 |
| All Other Operations & Maintenance | 3,867,266 | 3,897,676 | 3,471,627 | 3,895,300 |
| Debt Service | 116,152 | | | |
| Capital Outlay | 65,702 | 60,000 | 59,784 | 65,000 |
| Maintenance and Special Projects | 207,084 | 301,022 | 209,634 | 403,146 |
| Total Non-Personnel | 11,279,950 | 11,636,793 | 10,867,763 | 11,681,971 |
| Total Expenditures | 15,531,760 | 16,087,725 | 14,559,526 | 16,190,237 |
| Transfers | | | | |
| Transfers Out | 2,272,243 | 3,000,741 | 3,000,741 | 1,774,931 |
| Net Transfers | (2,272,243) | (3,000,741) | (3,000,741) | (1,774,931) |
| Revenue Sources | | | | |
| Charges for Services | 16,701,357 | 17,111,000 | 16,981,570 | 17,240,339 |
| Debt Proceeds | 1,508,650 | | | |
| Interest Income | (487,530) | 280,000 | 203,188 | 206,236 |
| All Other Revenue | 24,523 | 5,000 | 13,838 | 5,000 |
| Total Revenue | 17,747,001 | 17,396,000 | 17,198,596 | 17,451,575 |
| Funding to be Provided | 57,003 | 1,692,466 | 361,671 | 513,593 |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| | CHARGES FOR SERVICES | | | |
| OTHER CHARGES FOR SERVICES | | | | |
| Solid Waste Collection Charges - Residential | 240,558 | 186,000 | 199,654 | 202,649 |
| Roll-Off Container Franchise Fees | 637,789 | 790,000 | 647,728 | 657,444 |
| Solid Waste Collection Charges - Commercial | 6,252,615 | 6,212,000 | 6,460,424 | 6,557,330 |
| Solid Waste Recycling - Residential | 1,103,857 | 1,094,000 | 1,120,675 | 1,137,485 |
| Solid Waste Recycling - Commercial | 50,031 | 52,000 | 50,078 | 50,829 |
| Roll-Off Container Rental Fees | 5,801 | 9,000 | 6,079 | 6,170 |
| Roll-Off Container Delivery Fees | 5,405 | 7,000 | 3,136 | 3,183 |
| Roll-Off Container Return / Replacement Fees | 548,881 | 621,000 | 537,516 | 545,579 |
| Roll-Off Collection Surcharge | 126,216 | 374,000 | 123,151 | 124,998 |
| Roll-Off Container Solid Waste Disposal Charges | 289,317 | 374,000 | 275,506 | 279,639 |
| EZ Can Automation - Residential | 6,865,435 | 6,812,000 | 6,999,502 | 7,104,495 |
| EZ Can Automation - Commercial | 211,959 | 219,000 | 207,350 | 210,460 |
| InterCity Solid Waste Billings | 363,280 | 356,000 | 349,831 | 355,078 |
| Automated Can Curbside Fines | 214 | 5,000 | 940 | 5,000 |
| | 16,701,357 | 17,111,000 | 16,981,570 | 17,240,339 |
| TOTAL CHARGES FOR SERVICES | 16,701,357 | 17,111,000 | 16,981,570 | 17,240,339 |
| | FINES AND FORFEITS | | | |
| Bad Check Charges | 3,253 | | 2,703 | |
| TOTAL FINES AND FORFEITS | 3,253 | | 2,703 | |
| | MISCELLANEOUS REVENUES | | | |
| OTHER | | | | |
| Scrap Sales | 5,411 | 5,000 | 5,990 | 5,000 |
| Insurance Proceeds - Workers Comp Claims | 4,851 | | 1,271 | |
| | 10,262 | 5,000 | 7,261 | 5,000 |
| REIMBURSEMENTS | | | | |
| Reimbursements / Loss Recovery | 11,008 | | 3,874 | |
| | 11,008 | | 3,874 | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 340,365 | 280,000 | 203,188 | 206,236 |
| Interest on Deposits | (24,443) | | | |
| Market Value Restatement | (803,451) | | | |
| | (487,530) | 280,000 | 203,188 | 206,236 |
| TOTAL MISCELLANEOUS REVENUE | (466,260) | 285,000 | 214,323 | 211,236 |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|---|------------|-------------------|------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT | | | | |
| Proceeds Issuance of Long Term Debt | 1,508,650 | | | |
| TOTAL DEBT PROCEEDS | 1,508,650 | | | |
| | | | | |
| SUB-TOTAL | 17,747,001 | 17,396,000 | 17,198,596 | 17,451,575 |
| PRIOR YEAR SURPLUS | 57,003 | 1,692,466 | 361,671 | 513,593 |
| TOTAL REVENUES | 17,804,003 | 19,088,466 | 17,560,267 | 17,965,168 |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 1,890,431 | 555,881 | 452,464 | 545,037 |
| | | | | |
| INSURANCE | | | | |
| Insurance - Fire | 1,509 | 1,812 | 2,011 | 2,136 |
| Insurance - Position Bond | 768 | 403 | 385 | 396 |
| Self-Insurance Services | 400,215 | 421,945 | 421,945 | 457,402 |
| Insurance Consultant | 2,574 | 2,574 | 5,577 | 4,563 |
| Insurance - Excess Liability (Auto, General) | 38,887 | 40,831 | 34,696 | 35,283 |
| | <u>443,953</u> | <u>467,565</u> | <u>464,614</u> | <u>499,780</u> |
| | | | | |
| UTILITIES | | | | |
| Water Service | 5,586 | 5,114 | 8,322 | 8,530 |
| Stormwater Service | 1,638 | 1,720 | 1,638 | 1,720 |
| Electric Service | 9,839 | 10,210 | 9,039 | 9,310 |
| Wastewater Service | 10,326 | 9,711 | 14,530 | 14,893 |
| Solid Waste Service | 4,638 | 4,638 | 4,642 | 4,642 |
| Solid Waste Service - Recycling | 204 | 204 | 204 | 204 |
| | <u>32,232</u> | <u>31,597</u> | <u>38,375</u> | <u>39,299</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 4,450 | 4,584 | 4,450 | 4,720 |
| Gasoline - Fleet Management | 1,975 | 2,406 | 1,626 | 2,406 |
| Maintenance - Fleet Management | 2,705 | 2,791 | 6,283 | 2,769 |
| Fleet - New Equip - O&M Charges | | | | 8,000 |
| Purchasing & Stores Service | 21,678 | 2,058 | 2,058 | 20,777 |
| General Fund Services | 840,497 | 839,041 | 839,041 | 885,595 |
| Utility Billing Service | 229,954 | 214,255 | 214,255 | 214,277 |
| Intra-Departmental Charges - PC & Network Support | 17,662 | 17,142 | 17,982 | 16,772 |
| Intra-Departmental Charges - Telephone | 6,594 | 6,333 | 6,333 | 5,440 |
| Intra-Departmental Charges - Radios | 38,659 | 38,844 | 38,844 | 32,696 |
| Intra-Departmental Charges - Facilities | 11,871 | 11,902 | 11,902 | 12,428 |
| Intra-Departmental Charges - Janitorial | 10,516 | 10,883 | 10,883 | 10,575 |
| Intra-Departmental Charges - Training Ctr | 3,216 | 3,216 | 3,216 | 3,517 |
| Intra-Departmental Charges - IT Operations - GIS | 14,565 | 17,938 | 17,938 | 14,460 |
| Intra-Departmental Charges - IT Operations - Application Dev | 87,890 | 100,429 | 100,429 | 104,410 |
| Intra-Departmental Charges - IT Operations - Network Support | 13,033 | 12,720 | 12,719 | 12,472 |
| | <u>1,305,264</u> | <u>1,284,542</u> | <u>1,287,959</u> | <u>1,351,314</u> |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|----------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 16,237 | 12,000 | 10,637 | 12,000 |
| Banking Service | 1,333 | 1,250 | 1,310 | 1,336 |
| Professional Services | 8,456 | 49,924 | 10,000 | 70,000 |
| Advertising | 48,758 | 34,586 | 17,818 | 35,000 |
| Annual Audit | 4,738 | 6,000 | 6,000 | 4,880 |
| Contract Labor | 8,376 | 12,000 | 12,000 | 12,000 |
| Toll Fees | 22,009 | 36,000 | 26,088 | 36,000 |
| Rentals | | 500 | | |
| Repair Of Equipment | 15,808 | 31,000 | 31,000 | 31,000 |
| Printing & Photography | 543 | 1,500 | 326 | 1,500 |
| Postage & Mailing | 2,246 | 3,000 | 3,312 | 3,000 |
| Subscription & Membership | 723 | 1,000 | 1,076 | 1,000 |
| Telephone Communications | 8,418 | 4,700 | 9,089 | 6,800 |
| Travel | 783 | 3,600 | 3,600 | 3,600 |
| Training | 1,105 | 2,400 | 2,400 | 2,400 |
| All Other Sundry Charges | 4,776 | 7,500 | 7,500 | 7,500 |
| Software License & Maintenance | 43,900 | 48,600 | 46,000 | 46,000 |
| Bad Debt Expense | 14,940 | 35,000 | 35,000 | 35,000 |
| Loss On Disposal of Fixed Assets | 1,961 | | | |
| Office Supplies | 2,805 | 5,000 | 8,061 | 6,000 |
| Equipment - Noncapital | 5,341 | 1,500 | 1,712 | 1,500 |
| All Other Materials & Supplies | 8,637 | 10,000 | 8,681 | 10,000 |
| Uniforms | 18,897 | 29,500 | 30,000 | 30,000 |
| Chemicals | 23,037 | 23,000 | 15,614 | 20,000 |
| Tools & Implements | 3,111 | 5,000 | 1,044 | 5,000 |
| Personal Safety Equipment | 3,415 | 5,800 | 2,407 | 5,800 |
| Parts For Equipment | 3,474 | 3,600 | 6,015 | 3,600 |
| | <u>273,826</u> | <u>373,960</u> | <u>296,690</u> | <u>390,916</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | | 30,000 | | |
| | | <u>30,000</u> | | |
| SUB-TOTAL | <u>3,945,707</u> | <u>2,743,545</u> | <u>2,540,102</u> | <u>2,826,346</u> |
| RECYCLING | | | | |
| PERSONAL SERVICES | <u>606,608</u> | <u>593,685</u> | <u>533,686</u> | <u>585,511</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 515,106 | 471,608 | 515,106 | 477,472 |
| Gasoline - Fleet Management | 137,568 | 154,194 | 134,821 | 155,350 |
| Maintenance - Fleet Management | 358,989 | 448,047 | 532,884 | 452,528 |
| | <u>1,011,663</u> | <u>1,073,849</u> | <u>1,182,811</u> | <u>1,085,350</u> |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|--------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Advertising | 30,308 | 17,876 | 4,899 | 15,000 |
| Printing & Photography | 558 | | | |
| Postage & Mailing | 2,200 | 2,600 | 2,000 | 2,600 |
| Subscription & Membership | 373 | 400 | 300 | 400 |
| Travel | 491 | 2,500 | 2,500 | 2,500 |
| Training | 275 | 1,500 | 1,500 | 1,500 |
| Recycling Disposal Charges | 440,306 | 314,076 | 440,109 | 325,000 |
| Office Supplies | 547 | 600 | | 600 |
| All Other Materials & Supplies | 1,706 | 5,500 | 120 | 5,500 |
| | <u>476,762</u> | <u>345,052</u> | <u>451,428</u> | <u>353,100</u> |
| SUB-TOTAL | <u>2,095,033</u> | <u>2,012,586</u> | <u>2,167,925</u> | <u>2,023,961</u> |
| RESIDENTIAL - MANUAL | | | | |
| PERSONAL SERVICES | <u>23,120</u> | <u>1,378,240</u> | <u>1,099,698</u> | <u>1,437,423</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 369,750 | 443,785 | 402,202 | 458,263 |
| Gasoline - Fleet Management | 188,059 | 228,786 | 190,539 | 231,003 |
| Maintenance - Fleet Management | 493,780 | 395,790 | 477,942 | 464,907 |
| | <u>1,051,590</u> | <u>1,068,361</u> | <u>1,070,683</u> | <u>1,154,173</u> |
| ALL OTHER O&M | | | | |
| Contract Labor | 269,982 | 415,000 | 400,739 | 335,000 |
| Rentals | | 32,800 | 32,452 | |
| Solid Waste Disposal Charges | 436,533 | 455,000 | 338,410 | 455,000 |
| | <u>706,515</u> | <u>902,800</u> | <u>771,601</u> | <u>790,000</u> |
| SUB-TOTAL | <u>1,781,225</u> | <u>3,349,401</u> | <u>2,941,982</u> | <u>3,381,596</u> |
| RESIDENTIAL - AUTOMATED | | | | |
| PERSONAL SERVICES | <u>770,021</u> | <u>845,898</u> | <u>685,880</u> | <u>848,683</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 454,781 | 534,243 | 475,389 | 545,235 |
| Gasoline - Fleet Management | 134,065 | 148,883 | 130,107 | 150,341 |
| Maintenance - Fleet Management | 466,184 | 451,332 | 447,964 | 455,845 |
| | <u>1,055,030</u> | <u>1,134,458</u> | <u>1,053,460</u> | <u>1,151,421</u> |
| ALL OTHER O&M | | | | |
| Solid Waste Disposal Charges | 904,908 | 895,000 | 777,808 | 895,000 |
| | <u>904,908</u> | <u>895,000</u> | <u>777,808</u> | <u>895,000</u> |
| SUB-TOTAL | <u>2,729,959</u> | <u>2,875,356</u> | <u>2,517,148</u> | <u>2,895,104</u> |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| COMMERCIAL | | | | |
| PERSONAL SERVICES | 707,573 | 792,807 | 676,324 | 806,689 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 526,215 | 546,058 | 529,983 | 562,651 |
| Gasoline - Fleet Management | 181,043 | 188,540 | 189,790 | 190,192 |
| Maintenance - Fleet Management | 677,231 | 697,950 | 577,127 | 443,361 |
| | <u>1,384,488</u> | <u>1,432,548</u> | <u>1,296,900</u> | <u>1,196,204</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 50,000 | 50,000 | 34,591 | 60,000 |
| Solid Waste Disposal Charges | 1,413,696 | 1,381,000 | 1,183,349 | 1,455,000 |
| Equipment - Noncapital | 89,844 | 143,500 | 130,370 | 81,500 |
| | <u>1,553,540</u> | <u>1,574,500</u> | <u>1,348,310</u> | <u>1,596,500</u> |
| SUB-TOTAL | <u>3,645,601</u> | <u>3,799,855</u> | <u>3,321,534</u> | <u>3,599,393</u> |
| ROLL-OFF | | | | |
| PERSONAL SERVICES | 254,057 | 284,421 | 243,711 | 284,923 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 93,259 | 69,192 | 93,259 | 71,448 |
| Gasoline - Fleet Management | 64,743 | 105,161 | 54,974 | 106,113 |
| Maintenance - Fleet Management | 134,881 | 102,186 | 85,689 | 103,207 |
| | <u>292,883</u> | <u>276,539</u> | <u>233,922</u> | <u>280,768</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 8,453 | 10,000 | | 15,000 |
| Refund Of Prior Years Revenue | 1,903 | | | |
| Solid Waste Disposal Charges | 388,002 | 405,000 | 323,784 | 415,000 |
| | <u>398,358</u> | <u>415,000</u> | <u>323,784</u> | <u>430,000</u> |
| CAPITAL EQUIPMENT | | | | |
| Equipment - Capital | 65,702 | 30,000 | 59,784 | 65,000 |
| | <u>65,702</u> | <u>30,000</u> | <u>59,784</u> | <u>65,000</u> |
| SUB-TOTAL | <u>1,011,000</u> | <u>1,005,960</u> | <u>861,201</u> | <u>1,060,691</u> |
| DEBT SERVICE | | | | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 116,152 | | | |
| | <u>116,152</u> | | | |

SOLID WASTE

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Automated Truck Wash System | | | | 200,000 |
| Emergency Manager | 2,266 | 4,157 | 4,157 | 4,306 |
| Solid Waste Renovation, Demo & Addition | 312 | 7,188 | 7,188 | |
| GPS Units and Access Charges | 7,771 | 15,000 | 15,000 | 15,000 |
| Environmental Code Enforcement Officer | 17,423 | 18,289 | 18,289 | 18,840 |
| Cart Replacement | 68,709 | 188,791 | 115,000 | 115,000 |
| Solid Waste/Lakes - 305 Eastside Property | 22,603 | 42,597 | 35,000 | 35,000 |
| GPS Units and Access Charges | 88,000 | 25,000 | 15,000 | 15,000 |
| | <u>207,084</u> | <u>301,022</u> | <u>209,634</u> | <u>403,146</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 1,819,833 | 2,653,083 | 2,653,083 | 1,638,833 |
| Transfer To Debt Service Fund | 31,133 | | | |
| Transfer To Fleet Mgmt Reserve | 357,067 | 301,160 | 301,160 | 90,000 |
| Transfer To Information Technology | 64,118 | 46,098 | 46,098 | 46,098 |
| Transfer To IT Equip Replacement Fund | 92 | 400 | 400 | |
| | <u>2,272,243</u> | <u>3,000,741</u> | <u>3,000,741</u> | <u>1,774,931</u> |
| GRAND TOTAL | <u>17,804,003</u> | <u>19,088,466</u> | <u>17,560,267</u> | <u>17,965,168</u> |

**REVENUE AND EXPENDITURE SUMMARY
WASTEWATER UTILITY OPERATING FUND**

| | FY 20 | FY 21 | FY 21 | FY22 |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 4,353,251 | 4,982,691 | 4,249,129 | 5,481,011 |
| Fringe Benefits | 2,603,085 | 2,158,383 | 1,696,099 | 2,143,907 |
| Total Personnel | 6,956,336 | 7,141,074 | 5,945,228 | 7,624,918 |
| Non-Personnel | | | | |
| Utilities | 1,750,219 | 1,912,641 | 1,888,637 | 1,944,376 |
| Professional and Contractual | 421,932 | 658,907 | 382,861 | 818,489 |
| Insurance and Fixed Charges | 557,130 | 623,676 | 646,259 | 711,260 |
| Internal Service Charges | 4,614,185 | 4,930,860 | 3,289,396 | 5,181,068 |
| All Other Operations & Maintenance | 1,467,533 | 2,113,750 | 1,415,826 | 1,924,539 |
| Debt Service | 3,223,910 | 4,388,445 | 3,857,230 | 3,814,906 |
| Capital Outlay | | 217,961 | 50,000 | 46,000 |
| Maintenance Projects | 2,026,478 | 4,641,667 | 2,615,407 | 3,785,036 |
| Total Non-Personnel | 14,061,386 | 19,487,907 | 14,145,616 | 18,225,674 |
| Total Expenditures | 21,017,722 | 26,628,981 | 20,090,844 | 25,850,592 |
| Transfers | | | | |
| Transfers Out | 14,646,248 | 11,524,571 | 11,524,571 | 11,812,209 |
| Net Transfers | (14,646,248) | (11,524,571) | (11,524,571) | (11,812,209) |
| Revenue Sources | | | | |
| Charges for Services | 35,262,038 | 30,812,520 | 35,189,386 | 31,402,439 |
| Debt Proceeds | 2,868,350 | | | |
| Interest Income | (1,431,576) | 250,000 | 550,000 | 255,000 |
| All Other Revenue | 4,149,981 | 4,500 | 3,200 | 3,200 |
| Total Revenue | 40,848,793 | 31,067,020 | 35,742,586 | 31,660,639 |
| Funding to be Provided | (5,184,823) | 7,086,532 | (4,127,171) | 6,002,162 |

**WASTEWATER UTILITY
OPERATING FUND**

| | FY 19 | FY 20 | FY 20 | FY22 |
|--|---|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| | MISCELLANEOUS REVENUES | | | |
| OTHER | | | | |
| Insurance Proceeds - Workers Comp Claims | 14,324 | | | |
| All Other Misc Revenue | 601 | | | |
| Refund of Prior Year Expenses | 7,449 | | | |
| MSBU Assessment - Skyview SRL Debt Service | 139,280 | | | |
| | <u>161,654</u> | | | |
| CONTRIBUTIONS & DONATIONS | | | | |
| Contribution from Developers - Pump Stations | 596,075 | | | |
| Contribution from Developers - Sewer Lines | 3,385,709 | | | |
| | <u>3,981,784</u> | | | |
| REIMBURSEMENTS | | | | |
| Reimbursements / Loss Recovery | 1,453 | | | |
| | <u>1,453</u> | | | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 796,780 | 250,000 | 550,000 | 255,000 |
| Interest on Deposits | (33,520) | | | |
| Market Value Restatement | (2,194,836) | | | |
| | <u>(1,431,576)</u> | 250,000 | 550,000 | 255,000 |
| TOTAL MISCELLANEOUS REVENUE | <u>2,713,316</u> | 250,000 | 550,000 | 255,000 |
| | PROCEEDS FROM THE ISSUANCE OF DEBT | | | |
| Proceeds Issuance of Long Term Debt | 2,868,350 | | | |
| TOTAL DEBT PROCEEDS | <u>2,868,350</u> | | | |
| SUB-TOTAL | 40,848,793 | 31,067,020 | 35,742,586 | 31,660,639 |
| PRIOR YEAR SURPLUS | (5,244,015) | 7,086,532 | (4,127,171) | 6,002,162 |
| TOTAL REVENUES | <u>35,604,778</u> | <u>38,153,552</u> | <u>31,615,415</u> | <u>37,662,801</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 3,097,038 | 44,063 | 30,426 | 34,956 |
| | | | | |
| INSURANCE | | | | |
| Insurance - Position Bond | 1,272 | 667 | 636 | 684 |
| Self-Insurance Services | 316,773 | 335,461 | 335,461 | 383,794 |
| Insurance - Excess Liability (Auto, General) | 28,401 | 29,821 | 25,341 | 25,547 |
| | <u>346,446</u> | <u>365,949</u> | <u>361,438</u> | <u>410,025</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Purchasing & Stores Service | 109,664 | 100,439 | 100,439 | 103,886 |
| General Fund Services | 924,974 | 922,328 | 922,328 | 1,110,723 |
| Utility Billing Service | 480,349 | 447,554 | 447,554 | 447,600 |
| Intra-Departmental Charges - PC & Network Support | | 1,081 | 1,081 | |
| Intra-Departmental Charges - Telephone | 4,239 | 4,669 | 4,669 | |
| Intra-Departmental Charges - Radios | 1,137 | 1,135 | 1,135 | |
| Allocation Shared Cost - Water Utilities | 530,322 | 635,295 | 565,598 | 652,219 |
| Intra-Departmental Charges - Training Ctr | 4,403 | 4,403 | 4,403 | 5,222 |
| Intra-Departmental Charges - IT Operations - GIS | 154,034 | 193,933 | 193,933 | 152,162 |
| Intra-Departmental Charges - IT Operations - Application Dev | 489,312 | 490,429 | 530,130 | 501,274 |
| Intra-Departmental Charges - IT Operations - Network Support | 306 | 1,588 | 1,588 | |
| | <u>2,698,739</u> | <u>2,802,854</u> | <u>2,772,858</u> | <u>2,973,086</u> |
| | | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | | 16,363 | 9,600 | 9,744 |
| Legal Fees | | 10,000 | | |
| Banking Service | 2,091 | 3,766 | 3,420 | 3,488 |
| Annual Audit | 13,689 | 16,082 | 16,082 | 14,099 |
| Telephone Communications | 439 | 500 | 500 | 500 |
| Ad Valorem Taxes | | 60 | | |
| Licenses & Permits | 600 | 1,000 | 1,000 | 1,000 |
| Fines & Penalties | | 500 | | |
| Bad Debt Expense | 51,809 | 80,000 | 47,000 | 80,000 |
| All Other Materials & Supplies | 7,812 | 20 | | |
| Material | 9 | | | |
| | <u>76,449</u> | <u>128,291</u> | <u>77,602</u> | <u>108,831</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Emergency Manager | 3,262 | 8,234 | 8,234 | 6,393 |
| LAL Today | 4,400 | 400 | 400 | |
| Safety Incentive Prgm | 2,357 | 3,750 | 3,750 | 3,863 |
| Nitrogen Credits towards TMDL/BMAP | | 175,000 | 75,000 | 75,000 |
| Southwest Lakeland Capacity Study | | | 75,000 | 75,000 |
| Rates & Fees Study | 6,157 | 54,543 | 54,543 | 32,000 |
| UWUA Contract | 305 | | | |
| Annual Bond Holders Report | 19,900 | 12,520 | 20,000 | 20,300 |
| | <u>36,381</u> | <u>254,447</u> | <u>236,927</u> | <u>212,556</u> |
| SUB-TOTAL | <u>6,255,053</u> | <u>3,595,604</u> | <u>3,479,251</u> | <u>3,739,454</u> |
| ENGINEERING | | | | |
| ALLOCATIONS | | | | |
| Allocation Shared Cost - Water Utilities | 539,933 | 797,051 | (668,049) | 777,590 |
| Intra-Departmental Charges - Radios | 2,843 | | | |
| | <u>542,776</u> | <u>797,051</u> | <u>(668,049)</u> | <u>777,590</u> |
| SPECIAL PROJECTS | | | | |
| Regional Biosolids Study | | 55,000 | | |
| | | <u>55,000</u> | | |
| SUB-TOTAL | <u>542,776</u> | <u>852,051</u> | <u>(668,049)</u> | <u>777,590</u> |
| GLENDALE TREATMENT PLANT | | | | |
| PERSONAL SERVICES | <u>1,548,097</u> | <u>1,760,282</u> | <u>1,671,334</u> | <u>1,728,879</u> |
| INSURANCE | | | | |
| Insurance - Fire | 205,614 | 246,737 | 273,835 | 290,925 |
| Insurance Consultant | 5,070 | 10,990 | 10,986 | 10,310 |
| | <u>210,684</u> | <u>257,727</u> | <u>284,821</u> | <u>301,235</u> |
| UTILITIES | | | | |
| Water Service | 20,644 | 20,167 | 22,357 | 22,916 |
| Stormwater Service | 5,949 | 6,246 | 5,949 | 6,246 |
| Electric Service | 657,991 | 744,200 | 729,114 | 750,987 |
| Solid Waste Service | 19,894 | 24,427 | 21,759 | 21,759 |
| Solid Waste Service - Recycling | 510 | 510 | 510 | 510 |
| | <u>704,988</u> | <u>795,550</u> | <u>779,689</u> | <u>802,418</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 12,900 | 13,288 | 11,067 | 13,686 |
| Gasoline - Fleet Management | 6,097 | 2,662 | 2,214 | 8,533 |
| Maintenance - Fleet Management | 4,808 | 11,417 | 2,528 | 11,528 |
| Intra-Departmental Charges - PC & Network Support | 27,763 | 29,132 | 29,280 | 26,502 |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Intra-Departmental Charges - Telephone | 6,594 | 5,518 | 5,518 | 5,440 |
| Intra-Departmental Charges - Radios | 8,528 | 8,511 | 8,511 | 7,693 |
| Intra-Departmental Charges - Facilities | 55,347 | 55,798 | 55,798 | 57,943 |
| Intra-Departmental Charges - Janitorial | 53,967 | 56,068 | 56,068 | 54,268 |
| Intra-Departmental Charges - IT Operations - Network Support | 19,027 | 19,193 | 18,514 | 16,965 |
| | <u>195,031</u> | <u>201,587</u> | <u>189,498</u> | <u>202,558</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 120,063 | 140,880 | 120,000 | 173,718 |
| Advertising | | 466 | 216 | |
| Sludge Disposal | | 94,000 | 29,000 | 300,000 |
| Contract Labor | | 2,000 | | |
| Rentals | | 5,000 | 1,000 | |
| Maintenance Of Facilities | 1,598 | 10,000 | 3,000 | 10,000 |
| Repair Of Equipment | 45,817 | 76,892 | 20,000 | 90,653 |
| Postage & Mailing | | 150 | 50 | 150 |
| Subscription & Membership | | 800 | 500 | 800 |
| Telephone Communications | 2,980 | 3,000 | 3,000 | 3,500 |
| Travel | | 1,500 | | |
| Training | 514 | 19,500 | 1,000 | 20,000 |
| All Other Sundry Charges | | 440 | 340 | |
| Software License & Maintenance | | 250 | 500 | 250 |
| Licenses & Permits | 52,397 | 11,984 | 11,000 | 12,000 |
| Fines & Penalties | 3,894 | | | |
| Auto/Heavy Equipment Fuel | 133,740 | 42,000 | 35,000 | 4,079 |
| Office Supplies | 3,328 | 3,710 | 2,000 | 2,500 |
| Equipment - Noncapital | 915 | 5,000 | 5,000 | |
| All Other Materials & Supplies | 1,458 | 4,500 | 4,500 | 5,000 |
| Uniforms | 2,252 | 10,750 | 2,500 | 4,500 |
| Cleaning & Janitor Supply | | 400 | 400 | |
| Chemicals | | 10,470 | 2,000 | 6,000 |
| Tools & Implements | 2,351 | 7,300 | 3,000 | 4,000 |
| Laboratory Supplies | 26,880 | 37,000 | 20,000 | 25,000 |
| Material | 20,134 | 20,000 | 20,000 | 20,000 |
| Chemicals - Effluent Disinfection | 142,849 | 217,388 | 150,000 | 216,437 |
| Chemicals - Odor - Corrosion Control | 1,235 | 84,000 | 17,000 | 30,000 |
| Chemicals - Sludge Thickening | 20,438 | 61,725 | 40,000 | 62,342 |
| Chemicals - Sludge Bacterial Control | 24,543 | 10,000 | 2,000 | 8,000 |
| Chemicals - Methane Treatment | 9,174 | 10,000 | 10,000 | |
| Chemicals - Upset Stabilization | | 2,000 | 500 | |
| | <u>616,561</u> | <u>893,105</u> | <u>503,506</u> | <u>998,929</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Fire Alarm System Replacement | 4,102 | | | |
| High Strength Waste Study | | 38,000 | | |
| Glendale Door Repairs | | 11,950 | | |
| Maintenance General Support | 644,787 | 542,450 | 472,257 | 572,598 |
| Operators Training Program | | 2,500 | | 7,575 |
| Glendale Sludge Dewatering | 380,849 | 1,566,761 | 500,000 | 1,582,552 |
| Warranty for Glendale Blower System | 35,024 | | | |
| ARC Flash Study | | 25,650 | | |
| Glendale WRF Effluent Pump Study | | 7,930 | 7,930 | |
| Wetlands Pump Station Liner Repairs | | 2,500 | 2,500 | |
| Glendale Lab Building Addition | 12,517 | 27,571 | 5,000 | |
| Glendale Digester #1 Cleaning | 30,098 | 30,128 | | |
| Glendale Risk Management Manual Review | 1,102 | 5,798 | 5,798 | |
| Trickling Filter Influent Line Repair | | 39,520 | 38,720 | |
| CoGen PM Service | | 20,000 | 20,000 | 25,000 |
| Walkway Grating Replacement | | 20,000 | | |
| | <u>1,108,479</u> | <u>2,340,758</u> | <u>1,052,205</u> | <u>2,187,725</u> |
| SUB-TOTAL | <u>4,383,840</u> | <u>6,249,009</u> | <u>4,481,053</u> | <u>6,221,744</u> |
| NORTHSIDE TREATMENT PLANT | | | | |
| PERSONAL SERVICES | <u>895,227</u> | <u>909,450</u> | <u>851,815</u> | <u>937,276</u> |
| UTILITIES | | | | |
| Water Service | 13,311 | 14,045 | 13,197 | 13,527 |
| Stormwater Service | 1,812 | 1,903 | 1,812 | 1,903 |
| Electric Service | 411,483 | 465,341 | 392,497 | 404,272 |
| Solid Waste Service | 1,637 | 1,637 | 1,637 | 1,637 |
| | <u>428,243</u> | <u>482,926</u> | <u>409,143</u> | <u>421,339</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 9,480 | 9,522 | 8,126 | 10,731 |
| Gasoline - Fleet Management | 5,234 | 3,230 | 1,691 | 7,218 |
| Maintenance - Fleet Management | 4,890 | 7,149 | 5,202 | 7,109 |
| Intra-Departmental Charges - PC & Network Support | 7,088 | 7,027 | 7,326 | 6,895 |
| Intra-Departmental Charges - Telephone | 3,297 | 2,971 | 2,971 | 2,720 |
| Intra-Departmental Charges - Radios | 1,706 | 1,702 | 1,702 | 1,442 |
| Intra-Departmental Charges - Facilities | 9,446 | 9,523 | 9,523 | 9,889 |
| Intra-Departmental Charges - Janitorial | 8,050 | 8,364 | 8,364 | 8,095 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,276 | 6,158 | 6,240 | 5,687 |
| | <u>55,468</u> | <u>55,646</u> | <u>51,145</u> | <u>59,786</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 32,904 | 30,000 | 25,000 | 30,000 |
| Sludge Disposal | 1,680 | | | |
| Rentals | | 5,000 | 2,500 | |
| Maintenance Of Facilities | | 11,500 | 2,000 | |
| Repair Of Equipment | | 70,000 | 30,000 | 80,000 |
| Postage & Mailing | | 50 | 50 | |
| Subscription & Membership | | 500 | 100 | |
| Telephone Communications | 1,542 | 2,000 | 1,500 | 1,500 |
| Travel | | 1,400 | | |
| Training | 436 | 9,000 | 1,000 | 10,000 |
| Licenses & Permits | 400 | 5,000 | 2,000 | 4,000 |
| Fines & Penalties | 3,000 | | | |
| Office Supplies | 339 | 1,500 | 800 | 1,000 |
| Equipment - Noncapital | | 10,000 | | |
| All Other Materials & Supplies | 3,400 | 8,000 | 8,000 | 3,000 |
| Uniforms | 320 | 7,000 | 2,000 | 2,000 |
| Cleaning & Janitor Supply | 17 | 300 | 250 | 300 |
| Chemicals | 1,212 | 2,000 | 2,000 | 2,000 |
| Tools & Implements | 974 | 2,000 | 1,000 | 2,000 |
| Laboratory Supplies | 12,585 | 21,500 | 21,500 | 21,500 |
| Material | 1,536 | 6,500 | 2,000 | 4,000 |
| Chemicals - Effluent Disinfection | 38,175 | 54,000 | 48,000 | 57,291 |
| Chemicals - Odor - Corrosion Control | | 10,000 | 3,000 | 5,000 |
| Chemicals - Sludge Thickening | 30,820 | 62,500 | 40,000 | 63,125 |
| | <u>129,340</u> | <u>319,750</u> | <u>192,700</u> | <u>286,716</u> |
| SPECIAL PROJECTS | | | | |
| Repair Clarifiers | | 125,000 | 123,000 | |
| IR Study | | 7,250 | 7,250 | |
| Maintenance General Support | 142,819 | 293,850 | 231,550 | 295,493 |
| Repair Northside Effluent Pumps | | 190,468 | 190,468 | |
| ARC Flash Study | | 2,635 | | |
| Northside CROM Tank Painting | | 30,000 | 30,000 | |
| Sludge Holding Tank Aeration System Study | | 13,975 | 13,975 | |
| | <u>142,819</u> | <u>663,178</u> | <u>596,243</u> | <u>295,493</u> |
| SUB-TOTAL | <u>1,651,096</u> | <u>2,430,950</u> | <u>2,101,046</u> | <u>2,000,610</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| WESTSIDE TREATMENT PLANT | | | | |
| PERSONAL SERVICES | <u>11,738</u> | | | |
| UTILITIES | | | | |
| Water Service | 31,242 | 28,639 | 40,815 | 41,835 |
| Electric Service | 308,007 | 310,450 | 348,448 | 358,901 |
| Solid Waste Service | 1,637 | 1,637 | 1,637 | 1,637 |
| | <u>340,886</u> | | | |
| | <u>340,726</u> | | | |
| | <u>390,900</u> | | | |
| | <u>402,373</u> | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 8,085 | 8,175 | 7,023 | 8,189 |
| Gasoline - Fleet Management | 8,796 | 1,595 | 10,117 | 13,493 |
| Maintenance - Fleet Management | 10,303 | 9,038 | 2,434 | 9,128 |
| Intra-Departmental Charges - PC & Network Support | 5,193 | 6,287 | 4,570 | 4,290 |
| Intra-Departmental Charges - Telephone | 1,413 | 1,273 | 1,273 | 1,165 |
| Intra-Departmental Charges - Radios | 1,137 | | | |
| Intra-Departmental Charges - IT Operations - Network Support | 3,572 | 4,570 | 2,777 | 2,545 |
| | <u>38,500</u> | | | |
| | <u>30,938</u> | | | |
| | <u>28,194</u> | | | |
| | <u>38,810</u> | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | 7,477 | 7,500 | 3,500 | 5,000 |
| Maintenance Of Facilities | | 4,000 | 2,000 | |
| Repair Of Equipment | | 23,000 | | |
| Telephone Communications | | 300 | | |
| Travel | | 500 | | |
| Training | | 1,000 | | |
| Equipment - Noncapital | | 10,000 | 3,000 | |
| All Other Materials & Supplies | | 1,000 | 1,000 | 1,000 |
| Chemicals | | 2,000 | 1,000 | |
| Tools & Implements | | 1,000 | 500 | |
| Laboratory Supplies | | 500 | 500 | |
| Material | 52 | 2,000 | 1,000 | |
| Chemicals - Odor - Corrosion Control | | 13,000 | 6,000 | |
| | <u>7,529</u> | | | |
| | <u>65,800</u> | | | |
| | <u>18,500</u> | | | |
| | <u>6,000</u> | | | |
| SPECIAL PROJECTS | | | | |
| Maintenance General Support | 92,318 | 176,967 | 35,200 | 76,362 |
| ARC Flash Study | | 188,567 | | |
| | <u>92,318</u> | | | |
| | <u>365,534</u> | | | |
| | <u>35,200</u> | | | |
| | <u>76,362</u> | | | |
| SUB-TOTAL | <u>490,970</u> | | | |
| | <u>802,998</u> | | | |
| | <u>472,794</u> | | | |
| | <u>523,545</u> | | | |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| PRETREATMENT PROGRAM | | | | |
| PERSONAL SERVICES | 88,925 | 183,902 | 92,022 | 256,607 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 5,368 | 7,850 | 3,800 | 12,690 |
| Gasoline - Fleet Management | 1,806 | 3,322 | 2,025 | 5,265 |
| Maintenance - Fleet Management | 4,566 | 6,388 | 2,700 | 10,125 |
| Fleet Mgmt Charges Recoveries | | | | (12,000) |
| Intra-Departmental Charges - PC & Network Support | 6,663 | 6,551 | 6,898 | 6,420 |
| Intra-Departmental Charges - Telephone | 1,413 | 1,273 | 1,273 | 1,165 |
| Intra-Departmental Charges - Radios | 2,843 | 3,404 | 3,404 | 2,885 |
| Intra-Departmental Charges - IT Operations - Network Support | 3,728 | 3,656 | 3,703 | 3,393 |
| | <u>26,387</u> | <u>32,444</u> | <u>23,803</u> | <u>29,943</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 5,016 | 13,000 | 7,154 | 10,000 |
| Advertising | 139 | 200 | 346 | 200 |
| Repair Of Equipment | | 1,000 | 1,000 | |
| Postage & Mailing | 41 | 200 | 200 | |
| Subscription & Membership | | 150 | 150 | |
| Telephone Communications | 1,807 | 1,850 | 1,835 | 1,800 |
| Travel | 170 | | 300 | |
| Training | 452 | 1,950 | 2,000 | 2,000 |
| Office Supplies | 317 | 650 | 492 | 300 |
| Equipment - Noncapital | | 3,000 | 3,066 | 3,000 |
| All Other Materials & Supplies | | 200 | 200 | |
| Uniforms | 587 | 1,800 | 834 | 1,800 |
| Tools & Implements | | 1,000 | 1,000 | |
| Laboratory Supplies | | 500 | 500 | |
| Material | 488 | 1,400 | 736 | 1,400 |
| | <u>9,017</u> | <u>26,900</u> | <u>19,813</u> | <u>20,500</u> |
| SPECIAL PROJECTS | | | | |
| Reimbursable Sampling Analysis | 12,902 | 9,500 | (17,019) | 12,000 |
| Maintenance General Support | 2,351 | 7,750 | 7,050 | 7,900 |
| | <u>15,253</u> | <u>17,250</u> | <u>(9,969)</u> | <u>19,900</u> |
| SUB-TOTAL | <u>139,582</u> | <u>260,496</u> | <u>125,669</u> | <u>326,950</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| WETLANDS MANAGEMENT | | | | |
| PERSONAL SERVICES | 436,354 | 575,901 | 438,405 | 597,339 |
| UTILITIES | | | | |
| Electric Service - TECO | 8,404 | 9,900 | 9,500 | 10,000 |
| | 8,404 | 9,900 | 9,500 | 10,000 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 64,350 | 71,166 | 56,870 | 73,298 |
| Gasoline - Fleet Management | 3,730 | 7,242 | 3,420 | 6,538 |
| Maintenance - Fleet Management | 33,158 | 38,575 | 44,507 | 32,899 |
| Fleet Mgmt Charges Recoveries | | | (7,000) | (7,000) |
| Intra-Departmental Charges - PC & Network Support | 10,228 | 10,091 | 10,803 | 9,686 |
| Intra-Departmental Charges - Telephone | 2,826 | 2,547 | 2,547 | 2,332 |
| Intra-Departmental Charges - Radios | 2,843 | 2,837 | 2,837 | 2,404 |
| Intra-Departmental Charges - IT Operations - Network Support | 6,446 | 6,398 | 6,480 | 5,938 |
| | 123,581 | 138,856 | 120,464 | 126,095 |
| ALL OTHER O&M | | | | |
| Contractual Services | 22,258 | 45,500 | 27,000 | 40,500 |
| Rentals | 73 | 760 | 760 | 760 |
| Maintenance Of Facilities | 2,029 | 4,300 | 4,640 | 4,640 |
| Repair Of Equipment | 15,822 | 10,200 | 5,000 | 5,000 |
| Subscription & Membership | 258 | 400 | 400 | 400 |
| Telephone Communications | 1,375 | 1,400 | 1,300 | 1,300 |
| Travel | | 500 | 500 | 500 |
| Training | 1,684 | 2,600 | 1,000 | 2,600 |
| All Other Sundry Charges | 11 | 200 | 100 | 100 |
| Software License & Maintenance | | 240 | 240 | |
| Auto/Heavy Equipment Fuel | 5,287 | 4,270 | 3,070 | 773 |
| Office Supplies | 395 | 700 | 700 | 700 |
| Equipment - Noncapital | 1,187 | 3,600 | 2,500 | 4,114 |
| All Other Materials & Supplies | 4,155 | 8,900 | 5,000 | 5,000 |
| Uniforms | 853 | 2,150 | 1,500 | 2,150 |
| Construction Material | 364 | | | |
| Chemicals | 3,109 | 4,120 | 4,120 | 4,120 |
| Tools & Implements | 1,101 | 1,540 | 2,190 | 2,190 |
| Laboratory Supplies | 4,943 | 5,000 | 5,000 | 5,000 |
| Material | 702 | 4,000 | 2,900 | 3,300 |
| | 65,604 | 100,380 | 67,920 | 83,147 |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Wetlands Environmental Outreach Program | 2,574 | 3,500 | 3,500 | 3,500 |
| Summer College Intern | 700 | 5,300 | | 5,300 |
| Wetlands Algae Solids | | 20,000 | 30,000 | 30,000 |
| Mowing Services - Reimbursable | (2,459) | 30,300 | 11,500 | 39,500 |
| Maintenance General Support | 25,130 | 8,600 | 27,800 | 27,800 |
| Reuse Water Study | | 98,000 | | |
| | <u>25,944</u> | <u>165,700</u> | <u>72,800</u> | <u>106,100</u> |
| SUB-TOTAL | <u>659,888</u> | <u>990,737</u> | <u>709,089</u> | <u>922,681</u> |
| LABORATORY ANALYSIS | | | | |
| PERSONAL SERVICES | <u>347,630</u> | <u>362,720</u> | <u>350,709</u> | <u>371,532</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 6,816 | 6,759 | 7,735 | 7,613 |
| Intra-Departmental Charges - Telephone | 1,884 | 1,698 | 1,698 | 1,555 |
| Intra-Departmental Charges - IT Operations - Network Support | 5,592 | 5,484 | 6,113 | 5,938 |
| | <u>14,292</u> | <u>13,941</u> | <u>15,546</u> | <u>15,106</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 25,645 | 16,000 | 30,000 | 40,000 |
| Rentals | 107 | 1,750 | 107 | |
| Repair Of Equipment | 2,846 | 3,000 | 3,000 | 10,000 |
| Subscription & Membership | 1,200 | 2,000 | | |
| Training | 164 | 1,000 | 1,000 | 2,000 |
| Office Supplies | 217 | 250 | 500 | 500 |
| Equipment - Noncapital | | 500 | | |
| All Other Materials & Supplies | | 500 | | |
| Uniforms | | 500 | | |
| Laboratory Supplies | 72,690 | 67,000 | 60,000 | 80,000 |
| Material | 8,354 | 3,500 | 10,000 | 10,000 |
| | <u>111,222</u> | <u>96,000</u> | <u>104,607</u> | <u>142,500</u> |
| SPECIAL PROJECTS | | | | |
| Lab Analysis Reimbursement | <u>(3,162)</u> | | | |
| | <u>(3,162)</u> | | | |
| SUB-TOTAL | <u>469,982</u> | <u>472,661</u> | <u>470,862</u> | <u>529,138</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| MAINTENANCE SUPPORT | | | | |
| PERSONAL SERVICES | 296,270 | 378,345 | 259,346 | 727,577 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 23,312 | 44,430 | 20,985 | 76,989 |
| Gasoline - Fleet Management | 7,798 | 14,821 | 7,415 | 27,409 |
| Maintenance - Fleet Management | 60,510 | 26,703 | 11,299 | 47,102 |
| Fleet Mgmt Charges Recoveries | | | | (61,800) |
| Intra-Departmental Charges - PC & Network Support | 15,736 | 15,410 | 16,164 | 14,960 |
| Intra-Departmental Charges - Telephone | 942 | 849 | 849 | 777 |
| Intra-Departmental Charges - Radios | 5,685 | | | |
| Intra-Departmental Charges - IT Operations - Network Support | 9,319 | 9,140 | 9,257 | 8,482 |
| | <u>123,302</u> | <u>111,353</u> | <u>65,969</u> | <u>113,919</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 12,477 | 15,000 | 1,619 | 13,000 |
| Contract Labor | | 2,500 | 422 | 2,500 |
| Rentals | 668 | 2,500 | 1,336 | 2,500 |
| Repair Of Equipment | 255 | 2,000 | 176 | 2,000 |
| Subscription & Membership | 90 | 100 | 100 | |
| Telephone Communications | 5,023 | 4,700 | 5,122 | 5,000 |
| Training | | 550 | | |
| All Other Sundry Charges | | 250 | 250 | |
| Licenses & Permits | 81 | 285 | 285 | 285 |
| Auto/Heavy Equipment Fuel | 11 | 500 | 500 | |
| Office Supplies | 240 | 500 | 182 | 500 |
| Equipment - Noncapital | | 9,000 | 2,000 | |
| All Other Materials & Supplies | 96 | 200 | 200 | 200 |
| Uniforms | 2,207 | 11,120 | 2,669 | 11,120 |
| Tools & Implements | 4,336 | 8,000 | 8,357 | 8,000 |
| Material | 9,148 | 13,400 | 15,382 | 9,000 |
| Meal Allowance | 22 | 50 | 12 | |
| | <u>34,653</u> | <u>70,655</u> | <u>38,612</u> | <u>54,105</u> |
| SUB-TOTAL | <u>454,225</u> | <u>560,353</u> | <u>363,927</u> | <u>895,601</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| WASTEWATER COLLECTION ADMINISTRATION | | | | |
| PERSONAL SERVICES | 723,379 | 787,309 | 653,004 | 773,435 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 10,722 | 10,790 | 9,198 | 11,440 |
| Gasoline - Fleet Management | 1,634 | 1,251 | 574 | 1,263 |
| Maintenance - Fleet Management | 8,916 | 11,408 | 12,814 | 11,512 |
| Intra-Departmental Charges - PC & Network Support | 22,215 | 20,988 | 24,300 | 21,130 |
| Intra-Departmental Charges - Telephone | 3,768 | 3,396 | 3,396 | 6,995 |
| Intra-Departmental Charges - Radios | 2,274 | 2,269 | 2,269 | 2,885 |
| Intra-Departmental Charges - IT Operations - Network Support | 16,504 | 15,057 | 15,057 | 15,362 |
| | <u>66,032</u> | <u>65,159</u> | <u>67,608</u> | <u>70,587</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 20,587 | 34,500 | 20,434 | 30,000 |
| Repair Of Equipment | 1,611 | 2,100 | 948 | 2,100 |
| Postage & Mailing | 1,350 | 2,250 | 900 | 2,250 |
| Subscription & Membership | 128 | 325 | 325 | 325 |
| Telephone Communications | 2,834 | 2,600 | 2,493 | 3,600 |
| Travel | | 300 | 300 | |
| Training | 1,000 | 2,800 | | 3,000 |
| All Other Sundry Charges | 595 | 500 | 504 | 300 |
| Auto/Heavy Equipment Fuel | | 1,000 | 1,000 | |
| Office Supplies | 3,414 | 3,950 | 2,540 | 3,000 |
| Equipment - Noncapital | | 450 | 37 | 400 |
| Uniforms | 127 | 1,200 | 279 | 1,200 |
| Material | 3,682 | 3,000 | 1,362 | 2,500 |
| Meal Allowance | | 60 | 60 | |
| | <u>35,329</u> | <u>55,035</u> | <u>31,182</u> | <u>48,675</u> |
| SPECIAL PROJECTS | | | | |
| Hepatitis Vaccination Program | | 3,850 | 3,850 | 3,850 |
| Maintenance General Support | 10,351 | 8,300 | 4,974 | 8,400 |
| | <u>10,351</u> | <u>12,150</u> | <u>8,824</u> | <u>12,250</u> |
| SUB-TOTAL | <u>835,091</u> | <u>919,653</u> | <u>760,618</u> | <u>904,947</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|---------|-------------------|----------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SEWAGE PUMPING STATIONS | | | | |
| PERSONAL SERVICES | 507,233 | 575,334 | 433,135 | 627,634 |
| UTILITIES | | | | |
| Water Service | 25,271 | 24,883 | 28,162 | 28,866 |
| Electric Service | 242,427 | 258,656 | 271,243 | 279,380 |
| | 267,698 | 283,539 | 299,405 | 308,246 |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 43,736 | 56,210 | 36,599 | 63,920 |
| Gasoline - Fleet Management | 17,719 | 28,168 | 14,526 | 17,252 |
| Maintenance - Fleet Management | 55,917 | 29,682 | 37,375 | 59,846 |
| Fleet Mgmt Charges Recoveries | | | | (13,550) |
| Intra-Departmental Charges - PC & Network Support | 6,663 | 6,551 | 6,854 | 6,351 |
| Intra-Departmental Charges - Radios | 4,548 | 9,645 | 9,645 | 8,174 |
| Intra-Departmental Charges - IT Operations - Network Support | 3,728 | 3,656 | 3,656 | 3,393 |
| | 132,311 | 133,912 | 108,655 | 145,386 |
| ALL OTHER O&M | | | | |
| Contractual Services | 24,347 | 32,000 | 9,380 | 30,000 |
| Contract Labor | 28,263 | 30,000 | 25,000 | 30,000 |
| Utility Service-Polk County | | 150 | 120 | 240 |
| Rentals | 107 | 500 | 214 | 500 |
| Maintenance Of Facilities | 378 | 1,500 | 1,500 | 1,500 |
| Repair Of Equipment | 155,933 | 184,950 | 155,000 | 186,000 |
| Telephone Communications | 2,392 | 2,350 | 2,391 | 2,500 |
| Travel | | 200 | 200 | |
| Training | | 400 | | |
| All Other Sundry Charges | 200 | 200 | 200 | |
| Licenses & Permits | 83 | 150 | 150 | 150 |
| Auto/Heavy Equipment Fuel | 6,817 | 29,032 | 857 | 12,041 |
| Office Supplies | 82 | 400 | 218 | 400 |
| Equipment - Noncapital | | 1,000 | 630 | 1,000 |
| All Other Materials & Supplies | 1,552 | 2,600 | 1,486 | 1,500 |
| Uniforms | 1,322 | 7,000 | 1,368 | 7,000 |
| Cleaning & Janitor Supply | | 100 | 100 | |
| Construction Material | | 1,000 | 1,000 | |
| Chemicals | 354,000 | 357,000 | 354,000 | 382,000 |
| Tools & Implements | 458 | 1,500 | 1,298 | 1,500 |
| Material | 44,564 | 47,800 | 35,917 | 49,500 |
| Meal Allowance | 173 | 500 | 122 | 500 |
| | 620,669 | 700,332 | 591,151 | 706,331 |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| L0140 Bentley Pines Pump Replacement | | 15,000 | 15,000 | |
| Master Pump Station Rebuilds | | | | 62,000 |
| Maintenance General Support | 303,444 | 346,700 | 310,359 | 384,400 |
| Lift Station Generator Maintenance | 233,325 | 252,000 | 186,449 | 264,000 |
| Pump Station Grinder Repairs | | 16,000 | 3,965 | 4,000 |
| L0420 Villias I Repipe | 4,985 | | 30,942 | |
| Other Dept Owned Lift Stations | | 1,600 | 1,600 | |
| | <u>541,754</u> | <u>631,300</u> | <u>548,315</u> | <u>714,400</u> |
| SUB-TOTAL | <u>2,069,666</u> | <u>2,324,417</u> | <u>1,980,661</u> | <u>2,501,997</u> |
| | SEWER LINE MAINTENANCE | | | |
| PERSONAL SERVICES | <u>(1,294,066)</u> | <u>1,229,320</u> | <u>924,186</u> | <u>1,288,620</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 202,569 | 210,238 | 200,000 | 237,167 |
| Gasoline - Fleet Management | 40,887 | 56,865 | 38,000 | 57,924 |
| Maintenance - Fleet Management | 137,706 | 94,421 | 87,000 | 124,907 |
| Fleet Mgmt Charges Recoveries | | | | (8,200) |
| Intra-Departmental Charges - PC & Network Support | 15,568 | 15,274 | 15,950 | 14,707 |
| Intra-Departmental Charges - Telephone | 471 | 424 | 424 | 388 |
| Intra-Departmental Charges - Radios | 10,233 | 10,212 | 10,212 | 8,655 |
| Intra-Departmental Charges - IT Operations - Network Support | 8,387 | 8,226 | 8,331 | 7,634 |
| | <u>415,821</u> | <u>395,660</u> | <u>359,917</u> | <u>443,182</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 16,155 | 36,000 | 27,000 | 28,000 |
| Contract Labor | 52,863 | 35,000 | 26,768 | 57,000 |
| Rentals | | 2,500 | 538 | 5,000 |
| Repair Of Equipment | 4 | 3,000 | 63 | 5,500 |
| Subscription & Membership | 83 | 110 | 110 | |
| Telephone Communications | 6,965 | 6,600 | 7,038 | 7,000 |
| Travel | | 300 | 300 | |
| Training | 450 | 1,000 | | |
| All Other Sundry Charges | | 300 | 300 | |
| Licenses & Permits | | 190 | 190 | |
| Solid Waste Disposal Charges | | 8,000 | 8,000 | 12,000 |
| Auto/Heavy Equipment Fuel | 132 | 4,000 | 418 | 116 |
| Office Supplies | 183 | 500 | 766 | 500 |
| Equipment - Noncapital | 135 | 1,000 | 1,000 | 1,000 |
| All Other Materials & Supplies | 274 | 200 | 200 | |
| Uniforms | 1,814 | 6,900 | 3,663 | 6,900 |
| Construction Material | 2,390 | 9,000 | 7,000 | 6,000 |
| Chemicals | 2 | 1,400 | 9 | 5,500 |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Tools & Implements | 1,348 | 5,000 | 3,651 | 5,000 |
| Material | 48,095 | 61,000 | 47,000 | 55,000 |
| Meal Allowance | 468 | 600 | 330 | 500 |
| | <u>131,361</u> | <u>182,600</u> | <u>134,344</u> | <u>195,016</u> |
| SPECIAL PROJECTS | | | | |
| Utility Relocation Engineering & Surveying | | 45,000 | | 45,000 |
| Root Treatment Of Sewer System | 32,492 | 40,000 | 40,000 | 40,000 |
| Manhole Adjustments | | 21,000 | 2,000 | 44,500 |
| System Maintenance & Repairs - Reimbursable | | 3,100 | 1,550 | 3,150 |
| Maintenance General Support | 16,500 | 17,250 | 17,837 | 17,600 |
| City Support | 7,350 | 10,000 | 13,475 | 10,000 |
| | <u>56,342</u> | <u>136,350</u> | <u>74,862</u> | <u>160,250</u> |
| SUB-TOTAL | <u>(690,543)</u> | <u>1,943,930</u> | <u>1,493,309</u> | <u>2,087,068</u> |
| WASTEWATER TREATMENT OPERATIONS SUPPORT | | | | |
| PERSONAL SERVICES | <u>298,510</u> | <u>334,448</u> | <u>240,846</u> | <u>281,063</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 60,722 | 62,155 | 52,047 | 69,703 |
| Gasoline - Fleet Management | 47,287 | 38,659 | 34,157 | 63,631 |
| Maintenance - Fleet Management | 69,053 | 45,233 | 62,052 | 45,683 |
| Intra-Departmental Charges - PC & Network Support | 2,452 | 2,450 | 2,547 | 2,375 |
| Intra-Departmental Charges - Radios | 569 | 1,134 | 1,134 | 481 |
| Intra-Departmental Charges - IT New Equip O&M Charges | | | | 1,450 |
| Intra-Departmental Charges - IT Operations - Network Support | 1,864 | 1,828 | 1,851 | 1,697 |
| | <u>181,946</u> | <u>151,459</u> | <u>153,788</u> | <u>185,020</u> |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 634 | 1,000 | 800 | 1,000 |
| Contract Labor | 35,644 | 77,000 | | |
| Maintenance Of Facilities | 400 | | | 40,000 |
| Repair Of Equipment | 2,251 | 11,250 | 8,000 | 11,000 |
| Telephone Communications | 106 | 500 | | |
| Travel | | 2,100 | | |
| Training | 98 | 7,500 | 1,000 | 4,000 |
| All Other Sundry Charges | | 8,000 | | |
| Office Supplies | 30 | 99 | | |
| Equipment - Noncapital | | 9,009 | 1,000 | 5,800 |
| All Other Materials & Supplies | 12 | 700 | 700 | 700 |
| Uniforms | | 7,000 | | 1,305 |
| Tools & Implements | 2,083 | 3,901 | 3,000 | 4,000 |
| Material | 5,419 | 5,750 | 4,250 | 24,473 |
| | <u>46,676</u> | <u>133,809</u> | <u>18,750</u> | <u>92,278</u> |
| SUB-TOTAL | <u>527,132</u> | <u>619,716</u> | <u>413,384</u> | <u>558,361</u> |
| NON-DEPARTMENTAL | | | | |
| OTHER OPERATING | | | | |
| Increase/Decrease In Inventory | (38,042) | | | |
| Contingency | | 217,961 | 50,000 | 46,000 |
| Loss On Disposal of Fixed Assets | 42,922 | | | |
| Refund Of Prior Years Revenue | 173 | | | |
| | <u>5,053</u> | <u>217,961</u> | <u>50,000</u> | <u>46,000</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 4,536,542 | 4,672,338 | 4,672,338 | 4,812,209 |
| Transfer To Debt Service Fund | 59,192 | | | |
| Transfer To Wastewater R&R | 10,050,000 | 6,850,000 | 6,850,000 | 7,000,000 |
| Transfer To IT Equip Replacement Fund | 514 | 2,233 | 2,233 | |
| | <u>14,646,248</u> | <u>11,524,571</u> | <u>11,524,571</u> | <u>11,812,209</u> |
| DEBT SERVICE | | | | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 220,836 | | | |
| 2002 Wastewater Bonds | (167,770) | | | |
| Skyview Wastewater Upgrades | 11,508 | 18,261 | 18,261 | |
| Skyview Wastewater Upgrades | 123,860 | 60,168 | 121,019 | |
| Skyview Wastewater Upgrades | | | | 78,429 |
| FDEP West LklnD Wasteload Reduction Facility FY04 | 210,337 | 227,353 | 227,353 | |
| FDEP West LklnD Wasteload Reduction Facility FY04 | 970,112 | 993,267 | 993,275 | |
| FDEP West LklnD Wasteload Reduction Facility FY04 | | | | 1,220,620 |
| FDEP Glendale Class A Sludge Stabilization | 110,945 | 99,904 | 99,904 | |
| FDEP Glendale Class A Sludge Stabilization | 598,885 | 612,378 | 612,378 | |
| FDEP Glendale Class A Sludge Stabilization | | | | 712,283 |

WASTEWATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| English Oaks Accommodations (E.O. 1) | 28,440 | 25,494 | 25,494 | |
| English Oaks Accommodations (E.O. 1) | 151,118 | 154,607 | 154,607 | |
| English Oaks Accommodations (E.O. 1) | | | | 180,100 |
| FDEP Chlorine Contact Chamber | 6,133 | 5,848 | 5,848 | |
| FDEP Chlorine Contact Chamber | 30,732 | 31,540 | 31,540 | |
| FDEP Chlorine Contact Chamber | | | | 37,388 |
| SW Area-Booster Pump & Airpark Upgrade(E.O. 2) | 87,120 | 106,742 | 106,742 | |
| SW Area-Booster Pump & Airpark Upgrade(E.O. 2) | 430,974 | 441,184 | 441,184 | |
| SW Area-Booster Pump & Airpark Upgrade(E.O. 2) | | | | 547,925 |
| Energy Efficiencies / Digestion System Improvements (SRL) | 408 | 267,207 | 243,083 | |
| Energy Efficiencies / Digestion System Improvements (SRL) | | 783,069 | 359,012 | |
| Energy Efficiencies / Digestion System Improvements (SRL) | | | | 602,138 |
| Glendale Aeration System Upgrades (Trane project) | 409,692 | 411,101 | 411,101 | 407,268 |
| English Oaks Phase III - Design | 577 | 17,600 | 1,521 | |
| English Oaks Phase III - Design | | 132,722 | 4,908 | |
| English Oaks Phase III - Design | | | | 28,755 |
| | 3,223,910 | 4,388,445 | 3,857,230 | 3,814,906 |
| GRAND TOTAL | 35,663,970 | 38,153,552 | 31,615,415 | 37,662,801 |



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**REVENUE AND EXPENDITURE SUMMARY
WATER UTILITY OPERATING FUND**

| | FY 20 | FY 21 | FY 21 | FY22 |
|------------------------------------|--------------------|--------------------|--------------------|---------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | |
| Salaries and Wages | 5,109,899 | 5,809,165 | 4,916,836 | 5,945,801 |
| Fringe Benefits | 2,429,951 | 2,314,726 | 1,883,128 | 2,260,779 |
| Total Personnel | 7,539,850 | 8,123,891 | 6,799,964 | 8,206,580 |
| Non-Personnel | | | | |
| Utilities | 1,112,797 | 1,196,817 | 1,110,359 | 1,143,263 |
| Professional and Contractual | 283,128 | 412,367 | 400,993 | 388,482 |
| Insurance and Fixed Charges | 419,894 | 458,486 | 462,266 | 503,747 |
| Fuel and Purchased Power | 8,140 | 48,000 | 48,000 | 21,834 |
| Internal Service Charges | 4,133,104 | 5,142,839 | 4,368,627 | 4,729,323 |
| All Other Operations & Maintenance | 1,867,396 | 2,055,087 | 1,904,692 | 1,889,445 |
| Debt Service | 4,164,148 | 4,697,803 | 4,667,008 | 5,788,802 |
| Capital Outlay | | 33,000 | 102,000 | 117,300 |
| Maintenance Projects | 5,347,554 | 6,764,187 | 6,419,554 | 6,323,883 |
| Total Non-Personnel | 17,336,161 | 20,808,586 | 19,483,499 | 20,906,079 |
| Total Expenditures | 24,876,010 | 28,932,477 | 26,283,463 | 29,112,659 |
| Transfers | | | | |
| Cost Allocations and Recoveries | (2,514,505) | (3,207,425) | (2,753,453) | (3,177,354) |
| Transfers In | 997,682 | | | |
| Transfers Out | 12,779,941 | 12,631,697 | 12,631,697 | 19,930,575 |
| Net Transfers | (9,267,754) | (9,424,272) | (9,878,244) | (16,753,221) |
| Revenue Sources | | | | |
| Intergovernmental Revenues | 104,021 | 103,689 | | |
| Charges for Services | 35,875,000 | 29,827,767 | 34,955,525 | 30,102,389 |
| Debt Proceeds | 4,319,075 | | | |
| Interest Income | (1,202,480) | 150,000 | 375,000 | 153,000 |
| All Other Revenue | 2,550,548 | | 4,200 | |
| Total Revenue | 41,646,164 | 30,081,456 | 35,334,725 | 30,255,389 |
| Funding to be Provided | (7,502,400) | 8,275,293 | 826,982 | 15,610,491 |

WATER UTILITY

| | FY 20 | FY 21 | FY 21 | FY22 |
|---|-------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| INTERGOVERNMENTAL REVENUE | | | | |
| FEDERAL GRANTS | | | | |
| Federal Grant | 104,021 | 103,689 | | |
| | <u>104,021</u> | <u>103,689</u> | | |
| TOTAL INTERGOVERNMENTAL | <u>104,021</u> | <u>103,689</u> | | |
| CHARGES FOR SERVICES | | | | |
| MISC. CHARGES FOR SERVICES | | | | |
| All Other Revenue | 10,160 | | 9,000 | |
| | <u>10,160</u> | | <u>9,000</u> | |
| OTHER CHARGES FOR SERVICES | | | | |
| Water Sales | 24,418,977 | 20,272,020 | 24,000,000 | 20,677,000 |
| Water Sales-Commercial | 5,939,099 | 4,821,140 | 6,000,000 | 4,917,000 |
| Water Sales-Industrial | 104,683 | 75,000 | 260,000 | 76,500 |
| Water Sales-Sprinklers | 2,394,538 | 2,079,478 | 2,000,000 | 2,000,000 |
| Water Sales-Fire Hydrant-Flat Fee | 37,877 | 26,224 | 35,000 | 27,000 |
| Water Sales-Fire Protection | 1,279,647 | 1,053,400 | 1,225,000 | 1,074,000 |
| Water Utility Service - General Fund | 765,647 | 647,395 | 650,000 | 640,000 |
| Water Utility Service - Fleet Management | 2,394 | 1,868 | 2,300 | 1,905 |
| Water Utility Service - Purchasing & Stores | 2,135 | 2,091 | 3,800 | 2,133 |
| Water Utility Service - Cleveland Heights | 13,309 | 13,500 | | |
| Water Utility Service - Parking Fund | 8,278 | 7,390 | 8,000 | 7,500 |
| Water Utility Service - RP Funding Center | 46,537 | 36,659 | 36,000 | 36,000 |
| Water Utility Service - Lakeland Linder International Airport | 70,294 | 60,177 | 60,000 | 60,000 |
| Water Utility Service - Solid Waste | 5,586 | 5,000 | 6,000 | 5,100 |
| Water Utility Service - Wastewater Fund | 90,468 | 78,151 | 85,000 | 80,000 |
| Water Utility Service - Water Operations | 4,548 | 5,000 | 3,500 | 3,500 |
| Water Utility Service - Electric Operations | 156,504 | 128,144 | 160,000 | 130,000 |
| Water Utility Service - Facilities Maintenance | 1,065 | 820 | 1,000 | 836 |
| Water Utility Service - Information Technology | 3,031 | 2,500 | 2,000 | 2,000 |
| Water Utility Service - Stormwater Utility Fund | 28 | 25 | 25 | 26 |
| Water Utility Service - Self Insurance Fund | 62 | 60 | 50 | 61 |
| Water Utility Service - CDBG | 106 | 75 | 80 | 77 |
| Water Utility Service - HOME | 99 | 75 | 70 | 77 |
| Water Utility Service - SHIP | 230 | 75 | 200 | 77 |
| Water Utility Service- Downtown CRA | 434 | 250 | 400 | 255 |
| Customer Late Charges | 41,961 | 80,000 | 15,000 | 20,000 |
| Connection Fees | 374,024 | 303,000 | 340,000 | 309,000 |
| Connection Fees-Delinquent Accounts | 77,903 | 116,150 | 30,000 | 20,000 |
| Water Utility Service-Dixieland CRA | 124 | 100 | 100 | 102 |
| Water Utility Service-Mid-town CRA | 25,255 | 12,000 | 23,000 | 12,240 |
| | <u>35,864,840</u> | <u>29,827,767</u> | <u>34,946,525</u> | <u>30,102,389</u> |
| TOTAL CHARGES FOR SERVICES | <u>35,875,000</u> | <u>29,827,767</u> | <u>34,955,525</u> | <u>30,102,389</u> |

WATER UTILITY

| | FY 20 | FY 21 | FY 21 | FY22 |
|--|--------------------|-------------------|-------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| FINES AND FORFEITS | | | | |
| Bad Check Charges | 5,422 | | 4,200 | |
| Penalties on Assessments | 378 | | | |
| TOTAL FINES AND FORFEITS | 5,800 | | 4,200 | |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| Scrap Sales | 19,355 | | | |
| Insurance Proceeds - Workers Comp Claims | 4,430 | | | |
| All Other Misc Revenue | 5 | | | |
| Refund of Prior Year Expenses | 6,706 | | | |
| Commissions | 11,855 | | | |
| | <u>42,351</u> | | | |
| CONTRIBUTIONS & DONATIONS | | | | |
| Contribution from Developers - Water Lines | | 2,502,398 | | |
| | | <u>2,502,398</u> | | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 706,274 | 150,000 | 375,000 | 153,000 |
| Market Value Restatement | (1,908,754) | | | |
| | <u>(1,202,480)</u> | <u>150,000</u> | <u>375,000</u> | <u>153,000</u> |
| TOTAL MISCELLANEOUS REVENUE | 1,342,268 | 150,000 | 375,000 | 153,000 |
| PROCEEDS FROM THE ISSUANCE OF DEBT | | | | |
| Proceeds Issuance of Long Term Debt | | 4,319,075 | | |
| TOTAL DEBT PROCEEDS | | <u>4,319,075</u> | | |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from Water Impact Fees | | 997,682 | | |
| TOTAL TRANSFERS FROM OTHER FUNDS | | <u>997,682</u> | | |
| SUB-TOTAL | <u>42,643,847</u> | <u>30,081,456</u> | <u>35,334,725</u> | <u>30,255,389</u> |
| | 35,141,446 | 38,356,749 | 36,161,707 | 45,865,880 |
| PRIOR YEAR SURPLUS | <u>(7,502,400)</u> | <u>8,275,293</u> | <u>826,982</u> | <u>15,610,491</u> |
| TOTAL REVENUES | <u>35,141,446</u> | <u>38,356,749</u> | <u>36,161,707</u> | <u>45,865,880</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| PERSONAL SERVICES | 4,338,014 | 47,169 | 32,811 | 36,474 |
| | | | | |
| INSURANCE | | | | |
| Insurance - Fire | 59,782 | 71,738 | 79,616 | 84,586 |
| Insurance - Position Bond | 1,374 | 721 | 721 | 726 |
| Self-Insurance Services | 327,147 | 346,585 | 346,585 | 382,257 |
| Insurance Consultant | 5,616 | 12,169 | 12,169 | 6,178 |
| Insurance - Excess Liability (Auto, General) | 25,974 | 27,273 | 23,175 | 30,000 |
| | <u>419,894</u> | <u>458,486</u> | <u>462,266</u> | <u>503,747</u> |
| | | | | |
| UTILITIES | | | | |
| Water Service | 1,837 | 1,892 | 1,266 | 1,298 |
| | <u>1,837</u> | <u>1,892</u> | <u>1,266</u> | <u>1,298</u> |
| | | | | |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 2,906 | 5,123 | 2,664 | 5,277 |
| Gasoline - Fleet Management | 455 | 513 | 347 | 455 |
| Maintenance - Fleet Management | 768 | 1,396 | 700 | 1,152 |
| Purchasing & Stores Service | 116,197 | 120,566 | 120,566 | 111,735 |
| General Fund Services | 1,101,331 | 1,145,726 | 1,145,726 | 1,241,971 |
| Allocation Shared Cost - Water Utilities | 648,171 | 776,471 | 691,286 | 797,157 |
| Intra-Departmental Charges - Training Ctr | 6,432 | 6,432 | 6,432 | 7,087 |
| Intra-Departmental Charges - IT Operations - GIS | 152,043 | 162,706 | 162,706 | 137,914 |
| Intra-Departmental Charges - IT Operations - Application Dev | 816,743 | 717,206 | 801,098 | 735,752 |
| | <u>2,845,045</u> | <u>2,936,139</u> | <u>2,931,525</u> | <u>3,038,500</u> |
| | | | | |
| ALL OTHER O&M | | | | |
| Contractual Services | 144 | 5,000 | 5,000 | 4,075 |
| Banking Service | 7,844 | 12,250 | 12,826 | 13,083 |
| Annual Audit | 14,742 | 17,319 | 17,319 | 15,184 |
| Utility Service-Polk County | | 50 | | |
| Travel | | 600 | 600 | 609 |
| Training | | 2,500 | 2,500 | 2,538 |
| All Other Sundry Charges | | 450 | 500 | 508 |
| Licenses & Permits | 13,175 | 15,000 | 15,000 | 15,225 |
| Office Supplies | 93 | 1,500 | 1,500 | 1,523 |
| | <u>35,998</u> | <u>54,669</u> | <u>55,245</u> | <u>52,745</u> |
| | | | | |
| SPECIAL PROJECTS | | | | |
| Vulnerability Assessment Study | | | 100,000 | |
| MWA0902 Water Billing Services | 1,336,606 | 1,242,677 | 1,242,677 | 1,242,804 |
| MWA1131 Water Support - training / safety incentives | 2,356 | 3,750 | 3,750 | 3,750 |
| MWA1155 Bond Holders Report | 19,900 | 20,000 | 20,000 | 20,000 |
| MWA1157 Hepatitis Vaccination Series | | 2,500 | 2,500 | 2,500 |
| Emergency Manager - Water Support | 4,498 | 11,500 | 11,500 | 8,676 |
| MWA1219 Water Conservation Program | 18,035 | 80,967 | 79,069 | 82,830 |
| MWA1305 Permitting Support | 30,238 | | 100,000 | 101,500 |
| MWA1306 Rates & Fees Study | 6,157 | 45,472 | 45,472 | 46,154 |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| MWA1307 Efficiencies & Performance Measures | | 2,500 | 2,500 | 2,538 |
| MWA1751 Water Building Maintenance Support | 250,340 | 255,000 | 255,000 | 301,402 |
| MWA1753 Records Management | 40,001 | 40,000 | 25,043 | |
| Conservation Grants - Matching Funding | (3,545) | 55,891 | 54,791 | 56,729 |
| Polk Regional Water Co-Op (PRWC) | 268,644 | 745,070 | 535,298 | 400,000 |
| Billing System (UMS) Modification | 7,600 | | | |
| LAL Today - Water | 4,400 | 400 | 400 | |
| Water Conservation Partnerships | | 25,000 | 25,000 | 25,000 |
| Capital outlay | | 20,000 | 20,000 | 20,300 |
| | <u>1,985,230</u> | <u>2,550,727</u> | <u>2,523,000</u> | <u>2,314,183</u> |
| SUB-TOTAL | <u>9,626,018</u> | <u>6,049,082</u> | <u>6,006,113</u> | <u>5,946,947</u> |
| ADMINISTRATION - SHARED | | | | |
| PERSONAL SERVICES | <u>1,116,086</u> | <u>1,172,451</u> | <u>1,045,975</u> | <u>1,217,460</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 2,388 | 2,459 | 2,388 | 2,533 |
| Gasoline - Fleet Management | 378 | 12,063 | 306 | 488 |
| Maintenance - Fleet Management | 784 | 13,612 | 1,259 | 784 |
| Intra-Departmental Charges - PC & Network Support | 20,053 | 19,739 | 22,633 | 22,322 |
| Intra-Departmental Charges - Telephone | 5,652 | 5,518 | 5,518 | 5,052 |
| Intra-Departmental Charges - Radios | 569 | 567 | 567 | 481 |
| Intra-Departmental Charges - IT Operations - Network Support | <u>16,773</u> | <u>16,438</u> | <u>16,438</u> | <u>15,645</u> |
| | <u>46,596</u> | <u>70,396</u> | <u>49,109</u> | <u>47,305</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 1,152 | 6,000 | 6,000 | 6,090 |
| Legal Fees | | 100,000 | 100,000 | 101,500 |
| Professional Services | | 2,000 | 2,500 | 2,538 |
| Advertising | 672 | 1,500 | 1,500 | 1,523 |
| Printing & Photography | | 1,000 | 1,000 | 1,015 |
| Postage & Mailing | 484 | 1,000 | 1,000 | 1,015 |
| Subscription & Membership | 14,219 | 15,000 | 15,000 | 15,225 |
| Telephone Communications | 4,143 | 4,000 | 4,000 | 4,060 |
| Travel | 5,972 | 11,040 | 11,040 | 11,206 |
| Training | 400 | 8,000 | 8,000 | 8,120 |
| All Other Sundry Charges | | 1,000 | 1,000 | 1,015 |
| Software License & Maintenance | | 960 | 960 | 974 |
| Office Supplies | 1,056 | 4,000 | 4,000 | 4,060 |
| Equipment - Noncapital | 2,228 | 4,000 | 4,000 | 4,060 |
| All Other Materials & Supplies | 303 | 1,000 | 1,000 | 1,015 |
| Uniforms | | 500 | | |
| | <u>30,629</u> | <u>161,000</u> | <u>161,000</u> | <u>163,416</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---------------------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALLOCATIONS | | | | |
| Cost Allocated - Wastewater | (530,322) | (635,295) | (565,598) | (652,219) |
| Cost Allocated - Water | (648,171) | (776,471) | (691,286) | (797,157) |
| | <u>(1,178,492)</u> | <u>(1,411,766)</u> | <u>(1,256,884)</u> | <u>(1,449,376)</u> |
| TRANSFERS TO OTHER FUNDS | | | | |
| SUB-TOTAL | <u>14,819</u> | <u>(7,919)</u> | <u>(800)</u> | <u>(21,195)</u> |

ENGINEERING - SHARED

| | | | | |
|--------------------------|-----------|-----------|-----------|-----------|
| PERSONAL SERVICES | 1,063,090 | 1,475,511 | 1,188,570 | 1,454,258 |
|--------------------------|-----------|-----------|-----------|-----------|

INTER-CITY SERVICES

| | | | | |
|--|---------------|---------------|---------------|----------------|
| Rental - Fleet Management | | | | 24,478 |
| Intra-Departmental Charges - PC & Network Support | 45,534 | 44,748 | 45,019 | 35,362 |
| Intra-Departmental Charges - Telephone | 11,775 | 11,460 | 11,460 | 10,492 |
| Intra-Departmental Charges - Radios | 9,096 | 11,914 | 11,914 | 10,097 |
| Intra-Departmental Charges - IT Operations - Network Support | 26,244 | 25,741 | 25,741 | 22,180 |
| | <u>92,649</u> | <u>93,863</u> | <u>94,134</u> | <u>102,609</u> |

ALL OTHER O&M

| | | | | |
|--------------------------------|---------------|----------------|----------------|----------------|
| Consultant Fees | 1,133 | 1,448 | 1,448 | 1,470 |
| Advertising | | 1,200 | | |
| Contract Labor | 104,403 | 107,900 | 107,900 | 109,519 |
| Rentals | | 8,800 | 10,000 | 10,150 |
| Repair Of Equipment | 450 | 20,652 | 20,652 | 20,962 |
| Postage & Mailing | 190 | 500 | 500 | 508 |
| Subscription & Membership | 1,604 | 2,000 | 2,000 | 2,030 |
| Telephone Communications | 5,982 | 5,500 | 5,500 | 5,583 |
| Travel | | 100 | 100 | 102 |
| Training | 4,400 | 5,000 | 5,000 | 5,075 |
| Software License & Maintenance | 40,265 | 15,000 | 15,000 | 15,225 |
| Licenses & Permits | 1,445 | 5,000 | 5,000 | 5,075 |
| Office Supplies | 11,041 | 11,000 | 11,000 | 10,165 |
| Equipment - Noncapital | 86 | 11,500 | 11,500 | 10,673 |
| All Other Materials & Supplies | 1,849 | 2,500 | 2,500 | 2,538 |
| Uniforms | 2,436 | 3,000 | 3,000 | 3,045 |
| Tools & Implements | 375 | 750 | 750 | 761 |
| Recoveries-From Outside City | (109,804) | | | |
| | <u>65,856</u> | <u>201,850</u> | <u>201,850</u> | <u>202,881</u> |

SPECIAL PROJECTS

| | | | | |
|------------------------|------------|--|--------------|--|
| Hydraulic Test Station | 397 | | 4,603 | |
| | <u>397</u> | | <u>4,603</u> | |

ALLOCATIONS

| | | | | |
|-----------------------------|--------------------|--------------------|--------------------|--------------------|
| Cost Allocated - Wastewater | (539,933) | (797,051) | (668,049) | (777,590) |
| Cost Allocated - Water | (659,919) | (974,173) | (816,505) | (950,388) |
| | <u>(1,199,852)</u> | <u>(1,771,224)</u> | <u>(1,484,554)</u> | <u>(1,727,978)</u> |
| SUB-TOTAL | <u>22,140</u> | | <u>4,603</u> | <u>31,770</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ENGINEERING | | | | |
| PERSONAL SERVICES | <u>849</u> | | | |
| INTER-CITY SERVICES | | | | |
| Allocation Shared Cost - Water Utilities | 659,919 | 974,173 | 816,505 | 950,388 |
| | <u>659,919</u> | <u>974,173</u> | <u>816,505</u> | <u>950,388</u> |
| SPECIAL PROJECTS | | | | |
| MWE1309 Auto CAD Training | | 23,500 | 23,500 | 23,500 |
| Inhouse Legal Services | 22,680 | 10,008 | 7,413 | |
| | <u>22,680</u> | <u>33,508</u> | <u>30,913</u> | <u>23,500</u> |
| SUB-TOTAL | <u>683,448</u> | <u>1,007,681</u> | <u>847,418</u> | <u>973,888</u> |
| WATER PRODUCTION - GENERAL | | | | |
| PERSONAL SERVICES | <u>2,543,942</u> | <u>2,493,498</u> | <u>2,286,716</u> | <u>2,506,026</u> |
| UTILITIES | | | | |
| Water Service | 1,760 | 1,498 | 1,285 | 1,317 |
| Stormwater Service | 4,452 | 4,675 | 4,452 | 4,675 |
| Electric Service | 837,203 | 884,208 | 827,895 | 852,732 |
| Wastewater Service | 1,762 | 1,806 | 1,807 | 1,852 |
| Solid Waste Service | 2,183 | 2,183 | 2,183 | 2,183 |
| | <u>847,359</u> | <u>894,370</u> | <u>837,622</u> | <u>862,759</u> |
| INTER-CITY SERVICES | | | | |
| Rental - Fleet Management | 34,942 | 35,579 | 33,000 | 36,485 |
| Gasoline - Fleet Management | 12,288 | 19,340 | 11,230 | 10,495 |
| Maintenance - Fleet Management | 27,274 | 27,648 | 26,000 | 27,893 |
| Intra-Departmental Charges - PC & Network Support | 29,551 | 29,105 | 30,779 | 28,214 |
| Intra-Departmental Charges - Telephone | 8,949 | 8,065 | 8,065 | 7,383 |
| Intra-Departmental Charges - Radios | 11,939 | 11,914 | 11,914 | 10,097 |
| Intra-Departmental Charges - Facilities | 25,115 | 25,320 | 25,320 | 26,293 |
| Intra-Departmental Charges - Janitorial | | | | 16,920 |
| Intra-Departmental Charges - IT Operations - Network Support | 18,638 | 18,279 | 18,279 | 16,965 |
| | <u>168,695</u> | <u>175,250</u> | <u>164,587</u> | <u>180,745</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 80,991 | 120,000 | 120,000 | 105,000 |
| Advertising | | 200 | 200 | 200 |
| Rentals | 1,652 | 4,500 | 4,500 | 4,500 |
| Repair Of Equipment | 3,850 | 4,500 | 4,500 | 4,500 |
| Postage & Mailing | 148 | 200 | 200 | 200 |
| Telephone Communications | 1,635 | 2,100 | 2,100 | 2,100 |
| Training | 3,836 | 7,500 | 7,500 | 6,000 |
| Software License & Maintenance | | 240 | 240 | 275 |
| Licenses & Permits | 1,000 | 3,500 | 3,500 | 3,500 |
| Auto/Heavy Equipment Fuel | 14,973 | | | |
| Office Supplies | 4,603 | 6,500 | 6,500 | 6,500 |
| Equipment - Noncapital | 100,667 | 15,000 | 15,000 | 15,000 |
| All Other Materials & Supplies | 22,793 | 18,000 | 18,000 | 12,000 |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| Uniforms | 5,202 | 13,000 | 13,000 | 11,900 |
| Chemicals | 534,342 | 652,460 | 650,000 | 652,460 |
| Tools & Implements | 17,504 | 22,000 | 22,000 | 22,000 |
| Electrical Hardware & Plumbing Supplies | 64,411 | 77,000 | 52,000 | 52,000 |
| Personal Safety Equipment | 2,656 | 3,500 | 3,500 | 3,500 |
| Parts For Equipment | 43,945 | 60,000 | 50,000 | 50,000 |
| Material | 325,125 | 195,000 | 170,000 | 170,000 |
| | <u>1,229,334</u> | <u>1,205,200</u> | <u>1,142,740</u> | <u>1,121,635</u> |
| FUEL | | | | |
| #2 Oil | 8,140 | 35,000 | 35,000 | 8,834 |
| | <u>8,140</u> | <u>35,000</u> | <u>35,000</u> | <u>8,834</u> |
| SPECIAL PROJECTS | | | | |
| Diesel Spill Remedial Action Plan | | 75,000 | 75,000 | 75,000 |
| Williams WTP Clearwell Construction (SRL) | 4,337 | 15,663 | 15,660 | |
| MWP1527 Hach Wimms Support | 3,616 | 4,500 | 4,500 | 5,000 |
| MWP1528 ASCO Switchgear Maintenance | 4,324 | 78,000 | 78,000 | 78,000 |
| MWP1002 PICS Expendables | 32,968 | 54,500 | 54,500 | 54,500 |
| MWP1005 Painting Of Structures | | 10,000 | 10,000 | 10,000 |
| MWP1008 Well Preventative Maintenance | 194,283 | 200,000 | 200,000 | 200,000 |
| MWP1011 Emergency Generator Service | 16,242 | 30,000 | 30,000 | 30,000 |
| MWP1012 Mandatory Certification Require | 16 | 4,000 | 4,000 | 4,000 |
| MWP1013 Outside Laboratory Services | 7,208 | 13,500 | 13,500 | 13,500 |
| MWP1014 Caco3 Transport | 50,128 | 120,000 | 120,000 | 120,000 |
| MWP1015 Cleaning Of Upflow Internals | 43,500 | 60,000 | 60,000 | 60,000 |
| Chlorine Safety Training | | 10,000 | 10,000 | 10,000 |
| MWP1020 High Service Preventive Maintenance | 20,856 | 165,000 | 65,000 | 165,000 |
| MWP1518 Contract Wtr Plt Op/Maint | | 8,000 | 8,000 | 8,000 |
| MTR1708 Technical Training-Wtr Prod | 3,875 | 8,000 | 8,000 | 8,000 |
| MWP2018 Water Facilities Security | 122,254 | 150,000 | 150,000 | 150,000 |
| MWP2022 Delta V Operations Software Maintenance | 14,630 | 20,000 | 20,000 | 20,000 |
| MWP2035 Consumer Confidence Report | 2,544 | 5,000 | 5,000 | 5,000 |
| MWP2036 Environmental Mitigation at Williams Water Plant | | 2,500 | 2,500 | 2,500 |
| MWP2037 Spill Prevention Controls & Countermeasures Plan | | 1,000 | 1,000 | 1,000 |
| Capital Outlay | | | 60,000 | 52,000 |
| | <u>520,780</u> | <u>1,034,663</u> | <u>994,660</u> | <u>1,071,500</u> |
| SUB-TOTAL | <u>5,318,251</u> | <u>5,837,981</u> | <u>5,461,325</u> | <u>5,751,499</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|--|----------------|-------------------|----------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| WATER PRODUCTION - COMBEE WATER TREATMENT PLANT | | | | |
| PERSONAL SERVICES | 1,120,366 | 1,155,407 | 1,096,257 | 1,123,376 |
| UTILITIES | | | | |
| Water Service | 124 | 128 | 131 | 134 |
| Stormwater Service | 2,319 | 2,435 | 2,319 | 2,435 |
| Electric Service | 223,189 | 246,561 | 226,544 | 233,340 |
| Wastewater Service | 233 | 243 | 243 | 249 |
| Solid Waste Service | 2,183 | 2,183 | 2,183 | 2,183 |
| Solid Waste Service - Recycling | 102 | 102 | 102 | 102 |
| | <u>228,150</u> | <u>251,652</u> | <u>231,522</u> | <u>238,443</u> |
| INTER-CITY SERVICES | | | | |
| Intra-Departmental Charges - PC & Network Support | 11,698 | 11,553 | 12,078 | 10,878 |
| Intra-Departmental Charges - Telephone | 12,246 | 11,036 | 11,036 | 10,103 |
| Intra-Departmental Charges - Facilities | 26,383 | 26,598 | 26,598 | 27,620 |
| Intra-Departmental Charges - Janitorial | | | | 9,534 |
| Intra-Departmental Charges - IT Operations - Network Support | 8,387 | 8,226 | 8,226 | 7,634 |
| | <u>58,715</u> | <u>57,413</u> | <u>57,938</u> | <u>65,769</u> |
| ALL OTHER O&M | | | | |
| Contractual Services | 42,574 | 12,300 | 3,300 | 3,300 |
| Rentals | | 750 | 750 | 750 |
| Repair Of Equipment | 30 | 2,000 | 2,000 | 2,000 |
| Postage & Mailing | 62 | 200 | 200 | 200 |
| Telephone Communications | | 500 | 500 | 500 |
| Training | 1,078 | 2,500 | 2,500 | 2,500 |
| Licenses & Permits | | 2,500 | 2,500 | 2,500 |
| Office Supplies | 3,671 | 5,000 | 5,000 | 5,000 |
| Equipment - Noncapital | 2,690 | 9,000 | 9,000 | 6,400 |
| All Other Materials & Supplies | 6,847 | 15,000 | 15,000 | 15,000 |
| Uniforms | 2,467 | 6,500 | 6,500 | 6,500 |
| Chemicals | 251,797 | 267,000 | 267,000 | 270,000 |
| Tools & Implements | 2,507 | 20,000 | 20,000 | 20,000 |
| Electrical Hardware & Plumbing Supplies | 1,849 | 20,000 | 20,000 | 20,000 |
| Personal Safety Equipment | 1,315 | 2,400 | 2,400 | 2,400 |
| Parts For Equipment | 64,115 | 75,000 | 90,000 | 90,000 |
| Material | 50,290 | 75,000 | 75,000 | 75,000 |
| | <u>431,292</u> | <u>515,650</u> | <u>521,650</u> | <u>522,050</u> |
| FUEL | | | | |
| #2 Oil | | 12,000 | 12,000 | 12,000 |
| | | <u>12,000</u> | <u>12,000</u> | <u>12,000</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| SPECIAL PROJECTS | | | | |
| Capital outlay | | 13,000 | 22,000 | 45,000 |
| MWP1001 NE Wellfield Monitoring | 53,260 | 90,000 | 75,000 | 75,000 |
| MWP1002 PICS Expendables | 65,818 | 75,000 | 75,000 | 75,000 |
| MWP1006 Maintenance Of NE Wellfield | 29,729 | 57,500 | 57,500 | 57,500 |
| MWP1011 Emergency Generator Service | 10,000 | 20,000 | 20,000 | 20,000 |
| MWP1012 Mandatory Certification Require | 32 | 2,000 | 2,000 | 2,000 |
| MWP1014 Caco3 Transport | 32,467 | 58,000 | 58,000 | 58,000 |
| MWP1015 Cleaning Of Upflow Internals | 38,100 | 58,000 | 58,000 | 58,000 |
| MWP1020 High Service Preventive Maintenance | | 80,000 | 80,000 | 80,000 |
| MWP2018 Water Facilities Security | 122,167 | 150,000 | 150,000 | 150,000 |
| MWP2022 Delta V Operations Software Maintenance | 14,630 | 16,000 | 16,000 | 16,000 |
| Combee Ground Storage Tank Repairs | | 59,997 | 25,000 | |
| | <u>366,203</u> | <u>679,497</u> | <u>638,500</u> | <u>636,500</u> |
| SUB-TOTAL | <u>2,204,725</u> | <u>2,671,619</u> | <u>2,557,867</u> | <u>2,598,138</u> |

| | WATER T&D - GENERAL | | | |
|--------------------------|--------------------------------|-----------|-----------|-----------|
| PERSONAL SERVICES | (2,642,717) | 1,779,855 | 1,149,635 | 1,868,986 |

| UTILITIES | | | | |
|---------------------------------|---------------|---------------|---------------|---------------|
| Water Service | 826 | 1,590 | 1,002 | 1,027 |
| Electric Service | 16,739 | 26,433 | 23,447 | 24,150 |
| Wastewater Service | 3,603 | 5,334 | 3,450 | 3,536 |
| Solid Waste Service | 14,188 | 15,444 | 11,948 | 11,948 |
| Solid Waste Service - Recycling | 94 | 102 | 102 | 102 |
| | <u>35,450</u> | <u>48,903</u> | <u>39,949</u> | <u>40,763</u> |

| INTER-CITY SERVICES | | | | |
|--|----------------|----------------|----------------|----------------|
| Rental - Fleet Management | 17,988 | 267,972 | 21,088 | 408,216 |
| Gasoline - Fleet Management | 8,082 | 87,892 | 11,630 | 86,522 |
| Maintenance - Fleet Management | 25,222 | 192,593 | 22,955 | 93,659 |
| Fleet Mgmt Charges Recoveries | | | | (493,353) |
| Intra-Departmental Charges - PC & Network Support | 65,835 | 66,337 | 68,466 | 63,311 |
| Lakeland Electric Charges | 22,760 | 100,000 | 9,879 | 15,000 |
| Intra-Departmental Charges - Telephone | 11,775 | 10,611 | 10,611 | 7,383 |
| Intra-Departmental Charges - Radios | 35,817 | 35,743 | 35,743 | 30,292 |
| Intra-Departmental Charges - Facilities | 24,726 | 24,928 | 24,928 | 65,685 |
| Intra-Departmental Charges - Janitorial | 7,438 | 7,727 | 7,727 | 29,373 |
| Intra-Departmental Charges - IT Operations - Network Support | 41,845 | 41,802 | 41,802 | 37,919 |
| | <u>261,486</u> | <u>835,605</u> | <u>254,829</u> | <u>344,007</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------------|------------------|-------------------|------------------|--------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| ALL OTHER O&M | | | | |
| Contractual Services | 16,925 | 19,300 | 20,000 | 20,000 |
| Professional Services | 945 | 700 | | |
| Contract Labor | 9,103 | 5,200 | 3,000 | 5,000 |
| Rentals | 1,946 | 2,500 | 1,500 | 2,000 |
| Repair Of Equipment | 18,619 | 17,500 | 20,000 | 17,500 |
| Postage & Mailing | 69 | 150 | 150 | 150 |
| Subscription & Membership | 239 | 750 | 750 | 750 |
| Telephone Communications | 23,686 | 21,000 | 22,000 | 22,000 |
| Travel | 398 | 1,000 | 1,000 | 1,000 |
| Training | 3,175 | 16,685 | 12,000 | 12,000 |
| Licenses & Permits | 11,962 | 4,500 | 4,000 | 4,000 |
| Auto/Heavy Equipment Fuel | | 250 | | |
| Office Supplies | 6,328 | 6,100 | 6,100 | 4,100 |
| Equipment - Noncapital | 2,546 | 3,200 | 2,200 | 2,200 |
| All Other Materials & Supplies | 6,961 | 10,250 | 11,000 | 10,000 |
| Uniforms | 16,101 | 22,000 | 23,000 | 22,500 |
| Tools & Implements | 26,672 | 28,000 | 36,000 | 35,000 |
| Personal Safety Equipment | 31,643 | 30,000 | 30,000 | 30,000 |
| Parts For Equipment | 6,106 | 8,000 | 7,000 | 4,000 |
| Material | 3,097 | 1,500 | 1,500 | 1,000 |
| Use Tax Allocation | (8) | | | |
| Meal Allowance | 14,796 | 17,000 | 14,000 | 14,000 |
| Recoveries-From Outside City | (20,833) | (20,835) | (10,015) | |
| | <u>180,477</u> | <u>194,750</u> | <u>205,185</u> | <u>207,200</u> |
| FUEL | | | | |
| LP Gas | | 1,000 | 1,000 | 1,000 |
| | | <u>1,000</u> | <u>1,000</u> | <u>1,000</u> |
| SPECIAL PROJECTS | | | | |
| MWD0687 Trans/Dist Mt-Services | 465,637 | 518,194 | 464,418 | 467,000 |
| MWD0688 Trans/Dist Mt-Mains | 507,767 | 561,500 | 532,789 | 505,000 |
| MWD0696 Dist Mt-Hydrants | 444,255 | 438,926 | 448,256 | 476,000 |
| Purchasing Card - Default Liability | | | | |
| MWD1006 Equipment Maintenance | | 5,000 | | |
| MWD1007 Sunshine One-Call Locates | 175,570 | 259,346 | 167,836 | 209,000 |
| | <u>1,593,228</u> | <u>1,782,966</u> | <u>1,613,299</u> | <u>1,657,000</u> |
| SUB-TOTAL | <u>(572,075)</u> | <u>4,643,079</u> | <u>3,263,897</u> | <u>4,118,956</u> |

WATER UTILITY

| | FY20 | FY21 | FY21 | FY22 |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| | Actual | Revised Budget | Forecast | Proposed Budget |
| WATER T&D - METERS | | | | |
| PERSONAL SERVICES | <u>219</u> | | | |
| ALL OTHER O&M | | | | |
| All Other Materials & Supplies | 30 | 1,500 | 1,000 | 1,000 |
| Tools & Implements | 783 | 4,000 | 3,000 | 3,000 |
| Personal Safety Equipment | 1,218 | 4,000 | 2,000 | 2,000 |
| Material | 635 | 4,000 | 2,000 | 2,000 |
| Construction Advances | (5,524) | (3,600) | (2,000) | |
| | <u>(2,858)</u> | <u>9,900</u> | <u>6,000</u> | <u>8,000</u> |
| SPECIAL PROJECTS | | | | |
| Rebuild Water Meters - Maintenance | 859,035 | 715,826 | 716,579 | 738,500 |
| | <u>859,035</u> | <u>715,826</u> | <u>716,579</u> | <u>738,500</u> |
| SUB-TOTAL | <u>856,396</u> | <u>725,726</u> | <u>722,579</u> | <u>746,500</u> |
| WATER T&D - CROSS CONNECTION CONTROL | | | | |
| ALL OTHER O&M | | | | |
| Material | <u>1,170</u> | | | |
| SUB-TOTAL | <u>1,170</u> | | | |
| NON-DEPARTMENTAL | | | | |
| OTHER OPERATING | | | | |
| Bad Debt Expense | 42,466 | 100,000 | | |
| | <u>42,466</u> | <u>100,000</u> | | |
| TRANSFERS TO OTHER FUNDS | | | | |
| Transfer To General Fund | 4,540,112 | 4,678,664 | 4,678,664 | 4,818,575 |
| Transfer To Debt Service Fund | 89,131 | | | |
| Transfer to Water Renewal and Replacement | 8,150,000 | 7,950,000 | 7,950,000 | 15,112,000 |
| Transfer To IT Equip Replacement Fund | 698 | 3,033 | 3,033 | |
| | <u>12,779,941</u> | <u>12,631,697</u> | <u>12,631,697</u> | <u>19,930,575</u> |
| DEBT SERVICE | | | | |
| Florida Taxable Pension Liability Reduction Note, Series 2020 | 332,527 | | | |
| Capital Improvement Revenue and Refunding Bonds, Series 2021A | | 6,488 | 566,026 | |
| Water Revenue Bonds | 3,386,037 | 4,192,179 | 4,178,003 | 4,184,003 |
| Water Utilities Facility | 445,584 | 444,176 | 444,176 | 448,009 |
| Williams WTP Clearwell Design & Construction (SRL) | 12,433 | 54,960 | 44,829 | 89,657 |
| Williams WTP Clearwell Construction (SRL) | 54 | | | |
| | <u>4,176,635</u> | <u>4,697,803</u> | <u>4,667,008</u> | <u>5,788,802</u> |
| GRAND TOTAL | <u>35,052,316</u> | <u>38,356,749</u> | <u>36,161,707</u> | <u>45,865,880</u> |

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| Personnel | | | | | |
| Salaries and Wages | 36,105,548 | 37,770,649 | 37,722,899 | 33,968,602 | 31,377,181 |
| Fringe Benefits | 11,344,434 | 13,210,535 | 13,205,135 | 11,613,107 | 10,695,035 |
| Total Personnel | 47,449,982 | 50,981,184 | 50,928,034 | 45,581,710 | 42,072,216 |
| Non-Personnel | | | | | |
| Internal Service Charges | 19,011,180 | 18,355,530 | 18,233,481 | 17,660,802 | 17,842,342 |
| Professional and Contractual | 18,051,130 | 20,358,836 | 19,969,897 | 16,668,844 | 21,813,997 |
| Utilities | 913,598 | 1,135,180 | 1,136,393 | 1,104,057 | 833,065 |
| Insurance and Fixed Charges | 3,427,556 | 3,841,565 | 3,824,898 | 3,868,146 | 4,289,380 |
| Grants and Aid | 652,910 | 1,006,279 | 1,030,000 | 842,759 | 1,152,151 |
| Fuel and Purchased Power | 98,796,266 | 114,093,207 | 113,951,053 | 123,750,782 | 120,563,705 |
| All Other Operations & Maintenance | 21,807,944 | 21,676,807 | 21,999,797 | 20,308,866 | 17,954,499 |
| Cost Allocations and Recoveries | (25,255,748) | (16,113,555) | (15,649,437) | (9,379,168) | (6,361,170) |
| Capital Outlay | 55,872,302 | 39,286,590 | 44,096,931 | 39,435,575 | 42,198,191 |
| Debt Service | 40,667,121 | 35,725,918 | 35,725,918 | 35,767,561 | 39,450,613 |
| Total Non-Personnel | 233,944,261 | 239,366,357 | 244,318,931 | 250,028,224 | 259,736,773 |
| Total Expenditures | 281,394,243 | 290,347,541 | 295,246,965 | 295,609,933 | 301,808,989 |
| Transfers | | | | | |
| Transfers from Other Funds | 118,091,323 | 0 | 0 | 0 | 0 |
| Transfers to Other Funds | (111,968,906) | (30,361,049) | (30,386,049) | (30,361,049) | (31,723,744) |
| Net Transfers | 6,122,417 | (30,361,049) | (30,386,049) | (30,361,049) | (31,723,744) |
| Revenue Sources | | | | | |
| Charges for Services | 297,548,036 | 306,520,123 | 306,520,123 | 321,609,402 | 318,884,061 |
| Fines and Forfeits | 98,789 | 123,249 | 123,249 | 110,664 | 111,462 |
| Miscellaneous Revenues | (7,525,906) | 5,529,092 | 5,529,092 | 8,082,229 | 8,109,415 |
| Total Revenue | 290,120,918 | 312,172,464 | 312,172,464 | 329,802,295 | 327,104,938 |
| Funding to be Provided | 14,849,093 | (8,536,126) | (13,460,550) | 3,831,313 | (6,427,795) |

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|-------------------------------------|--------------|--------------------|-------------------|--------------|--------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| TOTAL REVENUE FROM SERVICES | 298,765,561 | 307,799,174 | 307,799,174 | 322,851,903 | 320,197,631 |
| ELECTRIC EXPENSES: | | | | | |
| O&M Expenses | | | | | |
| Fuel and Purchased Power | 101,535,734 | 117,329,076 | 117,329,076 | 126,378,676 | 122,235,380 |
| Production | 29,658,153 | 30,484,195 | 30,483,871 | 26,951,423 | 26,311,587 |
| Transmission/Distribution | 21,151,346 | 30,487,595 | 30,456,562 | 30,436,674 | 31,223,748 |
| Customer Service and Accounting | 8,893,603 | 9,426,966 | 9,430,784 | 8,768,908 | 9,403,635 |
| Administrative and General | 24,815,491 | 28,160,451 | 28,283,189 | 29,059,494 | 32,043,085 |
| Total O&M Expenses | 186,054,327 | 215,888,283 | 215,983,482 | 221,595,174 | 221,217,435 |
| Depreciation | 44,761,596 | 44,134,339 | 44,134,339 | 57,108,277 | 43,382,072 |
| TOTAL OPERATING EXPENSE | 230,815,923 | 260,022,622 | 260,117,821 | 278,703,451 | 264,599,507 |
| TOTAL OPERATING INCOME | 67,949,639 | 47,776,552 | 47,681,353 | 44,148,451 | 55,598,124 |
| NON-OPERATING INCOME/EXPENSE | | | | | |
| Investment Income | (9,614,742) | 4,017,521 | 4,017,521 | 6,559,810 | 6,559,811 |
| Other Income | 970,099 | 355,769 | 355,769 | 390,582 | 347,496 |
| Interest Expense | 13,801,787 | 14,919,176 | 14,919,176 | 12,732,691 | 17,254,506 |
| Amortization | 178,007 | 192,238 | 192,238 | 178,007 | 114,505 |
| Net Non-Operating Items | (22,624,437) | (10,738,124) | (10,738,124) | (5,960,306) | (10,461,704) |
| INCOME BEFORE TRANSFERS | 45,325,202 | 37,038,428 | 36,943,229 | 38,188,146 | 45,136,420 |
| OPERATING TRANSFERS | | | | | |
| City Dividend | 31,531,773 | 29,980,128 | 29,980,128 | 29,980,128 | 31,368,084 |
| Other Operating Transfers Out | 80,437,133 | 380,921 | 405,921 | 380,921 | 355,660 |
| Other Operating Transfers In | 118,091,323 | 0 | 0 | 0 | 0 |
| Net Transfers | 6,122,417 | (30,361,049) | (30,386,049) | (30,361,049) | (31,723,744) |
| OPERATING NET INCOME | 51,447,619 | 6,677,379 | 6,557,180 | 7,827,097 | 13,412,676 |

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|--|-------------------|--------------------|---------------------|------------------|--------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| CASH BASIS FINANCIAL INFORMATION | | | | | |
| NET INCOME - FULL ACCRUAL | 51,447,619 | 6,677,379 | 6,557,180 | 7,827,097 | 13,412,676 |
| Adjustments to convert full accrual-based net income to Cash Available for Future Expansion | | | | | |
| Add Back Non-cash Expenses: | | | | | |
| Depreciation, Amortization | 44,939,603 | 44,326,577 | 44,326,577 | 57,286,284 | 43,496,577 |
| Other Post Employment Benefits (Gasb 68) | 1,130,054 | 500,000 | 500,000 | 1,130,052 | 1,000,000 |
| Deduct Cash Disbursements Excluded | | | | | |
| From Expenses: | | | | | |
| Capitalized Interest Expense | (3,482,865) | (1,729,492) | (1,729,492) | (3,948,120) | (3,673,857) |
| Capital Transfers to other funds: | | | | | |
| Rate Funded Capital Projects | (55,796,849) | (39,215,590) | (44,019,815) | (39,369,000) | (42,123,191) |
| Bond Principal Payments | (20,195,000) | (19,095,000) | (19,095,000) | (19,095,000) | (18,540,000) |
| Balance Available for Reserve for Future Expansion | <u>18,042,562</u> | <u>(8,536,126)</u> | <u>(13,460,550)</u> | <u>3,831,313</u> | <u>(6,427,795)</u> |

ELECTRIC UTILITY
Statement of Revenues & Expenses

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| REVENUES | | | | | |
| SALES OF ELECTRICITY | | | | | |
| Customer Charge | 4,981,090 | 4,903,660 | 4,903,660 | 4,987,927 | 5,056,975 |
| Energy Charge | 95,010,611 | 89,045,971 | 89,045,971 | 91,455,263 | 94,010,802 |
| Surcharge | 6,916,478 | 6,492,020 | 6,492,020 | 6,678,644 | 6,844,409 |
| | <u>106,908,179</u> | <u>100,441,651</u> | <u>100,441,651</u> | <u>103,121,834</u> | <u>105,912,186</u> |
| Commercial & Industrial Sales | | | | | |
| General Services | 16,126,517 | 13,006,051 | 13,006,051 | 12,898,249 | 13,438,117 |
| General Service Demand | 24,665,334 | 26,670,905 | 26,670,905 | 25,444,622 | 26,921,951 |
| General Service Large Demand | 13,033,888 | 12,619,752 | 12,619,752 | 13,000,431 | 13,052,271 |
| Interruptible | 3,286,924 | 3,121,072 | 3,121,072 | 2,908,286 | 3,229,596 |
| Extra Large Demand | 3,699,904 | 3,420,143 | 3,420,143 | 3,563,333 | 3,618,525 |
| | <u>60,812,567</u> | <u>58,837,923</u> | <u>58,837,923</u> | <u>57,814,921</u> | <u>60,260,460</u> |
| Lighting | | | | | |
| Private Area Lights | 3,019,065 | 3,157,852 | 3,157,852 | 2,853,917 | 3,230,699 |
| Public Street & Highway Lighting (incl, FDOT) | 3,617,834 | 3,617,834 | 3,617,834 | 3,617,836 | 3,527,809 |
| Roadway Lighting | 1,653,072 | 1,470,548 | 1,470,548 | 1,492,321 | 1,485,663 |
| | <u>8,289,970</u> | <u>8,246,234</u> | <u>8,246,234</u> | <u>7,964,074</u> | <u>8,244,171</u> |
| Fuel & Conservation Charges | | | | | |
| Fuel Adjustment | 90,063,910 | 106,297,700 | 106,297,700 | 122,518,936 | 123,618,339 |
| Environmental Costs | 8,752,205 | 8,224,203 | 8,224,203 | 8,700,320 | 8,912,139 |
| Conservation | 749,626 | 745,331 | 745,331 | 754,023 | 768,592 |
| | <u>99,565,741</u> | <u>115,267,234</u> | <u>115,267,234</u> | <u>131,973,279</u> | <u>133,299,070</u> |
| Other Charges for Sales | | | | | |
| Sales for Resale | 4,811,018 | 5,573,955 | 5,573,955 | 6,720,030 | 5,612,244 |
| Capacity Charges | 55,489 | 0 | 0 | 0 | 0 |
| Accrued Electric Charges | 5,834,869 | 5,771,522 | 5,771,522 | 2,408,806 | (7,269,798) |
| | <u>10,701,376</u> | <u>11,345,477</u> | <u>11,345,477</u> | <u>9,128,836</u> | <u>(1,657,554)</u> |
| TOTAL SALES OF ELECTRICITY | <u>286,277,833</u> | <u>294,138,519</u> | <u>294,138,519</u> | <u>310,002,944</u> | <u>306,058,333</u> |
| Other Electric Revenues | | | | | |
| PSC & Gross Receipts Tax | 6,858,049 | 7,158,039 | 7,158,039 | 6,916,882 | 7,801,985 |
| Penalty Charges | 751,545 | 1,668,880 | 1,668,880 | 773,441 | 1,445,427 |
| | <u>7,609,595</u> | <u>8,826,919</u> | <u>8,826,919</u> | <u>7,690,323</u> | <u>9,247,412</u> |
| Miscellaneous Service Revenue | | | | | |
| Pole Attachments | 1,543,479 | 1,552,085 | 1,552,085 | 1,548,828 | 1,545,000 |
| Facilities Charges | 1,093,131 | 1,105,433 | 1,105,433 | 1,156,574 | 1,334,300 |
| Connection Fees | 720,845 | 777,811 | 777,811 | 740,424 | 685,679 |
| Wheeling Fees | 0 | 0 | 0 | 0 | 0 |
| Electric Portion of Bad Check Charges | 94,337 | 111,587 | 111,587 | 104,744 | 101,602 |
| ByProduct Revenue | 280,073 | 108,210 | 108,210 | 450,187 | 0 |
| All Other | 8,022 | 5,712 | 5,712 | 7,965 | 5,496 |
| | <u>3,739,887</u> | <u>3,660,838</u> | <u>3,660,838</u> | <u>4,008,722</u> | <u>3,672,077</u> |
| TOTAL OTHER ELECTRIC REVENUES | <u>11,349,481</u> | <u>12,487,757</u> | <u>12,487,757</u> | <u>11,699,045</u> | <u>12,919,489</u> |
| TOTAL ELECTRIC OPERATING REVENUES | <u>297,627,315</u> | <u>306,626,276</u> | <u>306,626,276</u> | <u>321,701,989</u> | <u>318,977,822</u> |

ELECTRIC UTILITY
Statement of Revenues & Expenses

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|--|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| Other Retail Services | | | | | |
| Facilities Tower Rental | 139,412 | 172,798 | 172,798 | 158,016 | 173,686 |
| Surge Suppression | 445,737 | 449,428 | 449,428 | 454,544 | 452,828 |
| Fiber Rental | 534,892 | 540,000 | 540,000 | 522,214 | 580,000 |
| | <u>1,120,041</u> | <u>1,162,226</u> | <u>1,162,226</u> | <u>1,134,775</u> | <u>1,206,514</u> |
| NON-OPERATING REVENUES | | | | | |
| Interest on Grant Funds | 3,251 | 0 | 0 | 0 | 0 |
| Interest on Meter Deposits | 549,565 | 671,215 | 671,215 | 591,258 | 591,258 |
| Interest on Operating Funds | 5,849,508 | 3,177,747 | 3,177,747 | 5,341,993 | 5,341,994 |
| Interest on Emergency Repair | 323,449 | 168,559 | 168,559 | 626,559 | 626,559 |
| Market Value Restatement | (16,051,119) | 0 | 0 | 0 | 0 |
| Capitalized Interest Income | (289,396) | 0 | 0 | 0 | 0 |
| | <u>(9,614,742)</u> | <u>4,017,521</u> | <u>4,017,521</u> | <u>6,559,810</u> | <u>6,559,811</u> |
| Other | | | | | |
| Billing Commissions | 218,744 | 218,395 | 218,395 | 216,902 | 212,140 |
| All Other | 769,561 | 148,046 | 148,046 | 188,820 | 148,651 |
| | <u>988,305</u> | <u>366,441</u> | <u>366,441</u> | <u>405,722</u> | <u>360,791</u> |
| TOTAL NON-OPERATING REVENUES | <u>(7,506,396)</u> | <u>5,546,188</u> | <u>5,546,188</u> | <u>8,100,306</u> | <u>8,127,116</u> |
| Transfers from Other Funds | 118,091,323 | 0 | 0 | 0 | 0 |
| TOTAL REVENUE | <u><u>408,212,242</u></u> | <u><u>312,172,464</u></u> | <u><u>312,172,464</u></u> | <u><u>329,802,295</u></u> | <u><u>327,104,938</u></u> |
| EXPENSES | | | | | |
| PERSONNEL SERVICES | <u>48,580,036</u> | <u>51,481,184</u> | <u>51,428,034</u> | <u>46,711,762</u> | <u>43,072,216</u> |
| INSURANCE | | | | | |
| Insurance - Excess Liability (Auto, General) | 0 | 123,348 | 123,348 | 123,348 | 0 |
| Insurance - Fire | 2,382,697 | 2,570,266 | 2,553,599 | 2,596,847 | 3,030,579 |
| Insurance - Position Bond | 0 | 3,298 | 3,298 | 3,298 | 3,029 |
| Insurance Consultant | 0 | 33,462 | 33,462 | 33,462 | 33,462 |
| Self-Insurance Services | 1,044,859 | 1,111,191 | 1,111,191 | 1,111,191 | 1,222,310 |
| | <u>3,427,556</u> | <u>3,841,565</u> | <u>3,824,898</u> | <u>3,868,146</u> | <u>4,289,380</u> |
| UTILITIES | | | | | |
| Electric Service | 362,918 | 471,814 | 471,814 | 469,958 | 413,880 |
| Solid Waste Service | 90,436 | 94,296 | 94,296 | 89,797 | 90,344 |
| Solid Waste Service - Recycling | 959 | 959 | 959 | 959 | 959 |
| Stormwater Service | 18,915 | 18,844 | 18,844 | 18,276 | 19,861 |
| Wastewater Re-use Charges | 244,130 | 372,000 | 373,213 | 305,000 | 80,000 |
| Wastewater Service | 39,721 | 39,668 | 39,668 | 39,668 | 39,801 |
| Water Service | 156,520 | 137,599 | 137,599 | 180,399 | 188,220 |
| | <u>913,598</u> | <u>1,135,180</u> | <u>1,136,393</u> | <u>1,104,057</u> | <u>833,065</u> |
| INTER-CITY SERVICES | | | | | |
| Gasoline - Fleet Management | 221,275 | 284,583 | 284,583 | 232,655 | 292,762 |
| General Fund Services | 4,318,131 | 4,439,534 | 4,439,534 | 4,439,534 | 4,766,633 |

ELECTRIC UTILITY
Statement of Revenues & Expenses

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| Intra Departmental Charges | 1,009,175 | 617,050 | 492,701 | 241,143 | 625,830 |
| Intra-Departmental Charges - Facilities | 1,075,384 | 1,075,384 | 1,075,384 | 1,051,565 | 1,102,048 |
| Intra-Departmental Charges - IT Operations - Application Dev | 4,255,671 | 3,507,571 | 3,507,571 | 3,577,438 | 3,132,396 |
| Intra-Departmental Charges - IT Operations - GIS | 704,365 | 609,403 | 609,403 | 609,403 | 511,006 |
| Intra-Departmental Charges - IT Operations - Network Support | 625,009 | 626,107 | 626,107 | 622,499 | 514,596 |
| Intra-Departmental Charges - IT Projects | 1,227,398 | 1,284,211 | 1,284,211 | 1,284,211 | 1,333,436 |
| Intra-Departmental Charges - Janitorial | 884,996 | 894,594 | 894,594 | 900,524 | 872,672 |
| Intra-Departmental Charges - PC & Network Support | 892,796 | 900,854 | 900,854 | 892,966 | 757,459 |
| Intra-Departmental Charges - Radios | 224,569 | 219,353 | 219,353 | 219,353 | 184,153 |
| Intra-Departmental Charges - Telephone | 496,921 | 469,059 | 469,059 | 469,059 | 404,895 |
| Intra-Departmental Charges - Training Ctr | 28,002 | 28,002 | 28,002 | 28,002 | 27,654 |
| Legal Fees - City To Electric | (158) | 3,000 | 3,000 | 3,000 | 0 |
| Maintenance - Fleet Management | 497,781 | 663,853 | 663,853 | 495,177 | 655,622 |
| Other City Department Charges | 62,113 | 40,775 | 43,075 | 43,952 | 50,445 |
| Purchasing & Stores Service | 1,689,167 | 1,689,167 | 1,689,167 | 1,689,167 | 1,505,658 |
| Rental - Fleet Management | 798,585 | 1,003,030 | 1,003,030 | 861,154 | 1,105,077 |
| | <u>19,011,180</u> | <u>18,355,530</u> | <u>18,233,481</u> | <u>17,660,802</u> | <u>17,842,342</u> |
| ALL OTHER O&M | | | | | |
| A8742 | 1,181,170 | 0 | 0 | 0 | 0 |
| Ad Valorem Taxes | 1,642 | 1,000 | 1,000 | 390 | 0 |
| Advertising | 168,880 | 149,700 | 161,475 | 189,009 | 151,338 |
| All Other Materials & Supplies | 365,087 | 374,390 | 327,232 | 322,192 | 321,180 |
| All Other Sundry Charges | (115,818) | 59,035 | 90,908 | 60,880 | 55,292 |
| Annual Audit | 136,973 | 111,339 | 111,339 | 111,339 | 111,339 |
| Auto/Heavy Equipment Fuel | 125,714 | 192,000 | 192,000 | 87,941 | 21,492 |
| Bad Debt Expense | 1,138,850 | 735,000 | 735,000 | 735,000 | 695,500 |
| Banking Service | 70,169 | 88,471 | 88,471 | 108,074 | 108,074 |
| Car Washing | 8,426 | 14,400 | 14,010 | 5,420 | 13,000 |
| Chemicals | 652,062 | 1,100,608 | 1,127,484 | 595,205 | 167,054 |
| Computer Software | 7,618 | 15,300 | 15,300 | 15,300 | 15,530 |
| Consumable Materials | 39,727 | 13,725 | 21,987 | 18,612 | 27,879 |
| Contract Labor | 1,300,367 | 1,799,045 | 1,674,783 | 1,070,494 | 598,502 |
| Contractual Services | 14,212,106 | 16,818,886 | 16,098,283 | 13,375,761 | 19,733,655 |
| Debt Issue Costs | 2,750 | 2,750 | 2,750 | 2,750 | 2,750 |
| Engineering - Basic | 61,352 | 62,000 | 126,800 | 57,072 | 12,298 |
| Equipment - Noncapital | 98,161 | 148,045 | 149,172 | 137,441 | 135,816 |
| Florida Public Service Commission | 43,861 | 43,349 | 43,349 | 48,088 | 48,391 |
| Gross Receipts Tax Expense | 6,984,039 | 7,114,690 | 7,114,690 | 7,390,000 | 7,436,584 |
| Leases | 1,778,640 | 1,488,980 | 1,711,420 | 1,129,327 | 313,304 |
| Legal Fees | 46,738 | 81,500 | 52,836 | 53,624 | 81,973 |
| Legal Settlements | 459 | 235 | 415 | 415 | 300 |
| Licenses & Permits | 96,447 | 146,585 | 154,921 | 117,125 | 47,324 |
| Lubricants | 132,632 | 101,000 | 101,000 | 101,000 | 61,882 |
| Material | 2,755,735 | 2,271,260 | 2,373,819 | 2,264,493 | 1,790,078 |
| Materials - Default Purchasing Card | 0 | 0 | 86 | 8,838 | 0 |
| Meal Allowance | 37,345 | 31,185 | 31,085 | 36,062 | 33,362 |
| Office Supplies | 63,043 | 115,015 | 123,374 | 113,170 | 106,525 |
| Parts For Equipment | 1,316,077 | 1,631,035 | 1,470,462 | 1,285,583 | 751,997 |

ELECTRIC UTILITY
Statement of Revenues & Expenses

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| Paying Agent Trustee Fees | 3,250 | 15,000 | 15,000 | 5,500 | 15,000 |
| Personal Safety Equipment | 122,007 | 114,165 | 114,065 | 97,079 | 72,121 |
| Postage & Mailing | 530,857 | 571,955 | 573,167 | 570,461 | 577,033 |
| Printing & Photography | 3,362 | 13,330 | 13,330 | 12,879 | 11,447 |
| Promotions/Public Relations | 76,660 | 109,700 | 108,700 | 125,057 | 113,346 |
| Refund Of Prior Years Revenue | 6,327 | 0 | 0 | 0 | 0 |
| Relocation Payments & Assistance | 3,000 | 15,000 | 15,000 | 15,000 | 15,225 |
| Rentals | 460,036 | 355,400 | 398,972 | 410,814 | 309,954 |
| Repair Of Equipment | 136,291 | 323,640 | 314,873 | 102,019 | 165,983 |
| Safety Footwear | 33,145 | 41,225 | 41,591 | 41,897 | 36,052 |
| Software License & Maintenance | 1,967,830 | 2,467,336 | 2,496,120 | 2,711,600 | 2,681,014 |
| Solid Waste Disposal Charges | 0 | 50 | 50 | 50 | 0 |
| Subscription & Membership | 885,577 | 895,171 | 933,834 | 976,746 | 934,178 |
| Telephone Communications | 137,255 | 134,645 | 143,015 | 146,118 | 149,101 |
| Temporary Contract Labor | 1,971,885 | 1,120,445 | 1,529,460 | 1,570,164 | 885,722 |
| Tools & Implements | 157,444 | 168,275 | 165,961 | 117,553 | 125,081 |
| Training | 231,658 | 671,636 | 632,485 | 268,661 | 622,129 |
| Travel | 17,442 | 24,825 | 22,349 | 22,875 | 25,915 |
| Truck Wire | 243,056 | 117,520 | 174,232 | 178,384 | 89,225 |
| Uniforms | 153,734 | 169,270 | 169,787 | 167,572 | 115,760 |
| Use Tax Allocation | 8,006 | (3,473) | (7,748) | (3,324) | (18,209) |
| | <u>39,859,075</u> | <u>42,035,643</u> | <u>41,969,694</u> | <u>36,977,710</u> | <u>39,768,496</u> |
| FUEL | | | | | |
| #2 Oil | 223,421 | 213,921 | 213,921 | 137,467 | 284,260 |
| Coal | 20,213,461 | 40,534,689 | 31,871,226 | 31,200,573 | 0 |
| Fuel Hedging Activity | 5,694,106 | 4,815,187 | 4,939,639 | 2,818,933 | 4,672,548 |
| Fuel-Pool Operations | 895,907 | 1,500,000 | 1,500,000 | 1,579,000 | 1,700,000 |
| Limestone | 1,291,556 | 2,061,153 | 2,061,153 | 1,166,809 | 0 |
| Natural Gas | 39,637,573 | 51,176,400 | 47,341,272 | 58,237,228 | 68,536,348 |
| Natural Gas Demand Charge | 13,983,381 | 16,338,593 | 16,245,817 | 15,197,354 | 16,794,186 |
| OUC Coal Expense | (8,085,384) | (16,213,876) | (13,152,169) | (12,480,229) | 0 |
| OUC Other Fuel Expense | (1,269,739) | (1,732,761) | (2,284,737) | (1,901,274) | 0 |
| Purchased Power | 23,999,709 | 14,223,033 | 24,034,152 | 25,689,064 | 27,855,088 |
| Purchased Transmission | 9,294 | 100 | 4,011 | 0 | 100 |
| Sale of Fuel -- NG | 2,202,981 | 1,176,768 | 1,176,768 | 2,105,857 | 721,175 |
| | <u>98,796,266</u> | <u>114,093,207</u> | <u>113,951,053</u> | <u>123,750,782</u> | <u>120,563,705</u> |
| GRANTS AND AID TO AGENCIES | | | | | |
| Contribution to Chamber of Commerce | 25,000 | 25,000 | 25,000 | 37,500 | 25,000 |
| Customer Rebates | 627,910 | 716,279 | 740,000 | 790,259 | 861,926 |
| Miscellaneous Contributions and Donations | 0 | 265,000 | 265,000 | 15,000 | 265,225 |
| | <u>652,910</u> | <u>1,006,279</u> | <u>1,030,000</u> | <u>842,759</u> | <u>1,152,151</u> |
| Capitalized Interest Expense | (3,482,865) | (1,729,492) | (1,729,492) | (3,948,120) | (3,673,857) |
| Capitalized Interest Recovery | (289,396) | 0 | 0 | 0 | 0 |
| Analytical Services - Rating Agencies | 4,500 | 20,000 | 20,000 | 20,000 | 20,000 |
| Interest Expense | <u>17,274,152</u> | <u>16,610,918</u> | <u>16,610,918</u> | <u>16,652,561</u> | <u>20,890,613</u> |
| RETIREMENT OF DEBT | <u>13,506,391</u> | <u>14,901,426</u> | <u>14,901,426</u> | <u>12,724,441</u> | <u>17,236,756</u> |

ELECTRIC UTILITY
Statement of Revenues & Expenses

| | FY20 | FY21 | FY21 | FY21 | FY22 |
|--|---------------------|---------------------|---------------------|--------------------|--------------------|
| | Actual | Original Budget | Revised Budget | Forecast | Proposed Budget |
| CAPITAL EQUIPMENT | | | | | |
| Equipment - Capital | 75,454 | 71,000 | 77,116 | 66,575 | 75,000 |
| | <u>75,454</u> | <u>71,000</u> | <u>77,116</u> | <u>66,575</u> | <u>75,000</u> |
| DEPRECIATION | | | | | |
| Amortization | 178,007 | 192,238 | 192,238 | 178,007 | 114,505 |
| Depreciation-Plant | 44,761,596 | 44,134,339 | 44,134,339 | 57,108,277 | 43,382,072 |
| | <u>44,939,603</u> | <u>44,326,577</u> | <u>44,326,577</u> | <u>57,286,284</u> | <u>43,496,577</u> |
| ALLOCATIONS | | | | | |
| OUC Admin & General Expense | (1,231,033) | (1,332,445) | (1,332,445) | (1,332,445) | 0 |
| OUC Expense | (9,766,620) | (10,816,915) | (9,735,186) | (4,094,934) | (2,571,532) |
| Recoveries - Grant | (8,748,393) | 0 | 0 | 0 | 0 |
| Recoveries-For Water Allocations | (253,211) | (335,806) | (275,806) | (266,501) | (319,273) |
| Recoveries-From Outside City | (877,041) | (640,280) | (1,063,898) | (1,013,700) | (727,483) |
| Recoveries-Intra Department Charges | (1,808,138) | (519,485) | (767,910) | (334,705) | (259,716) |
| Recoveries-Materials | (4,015) | (10,500) | (10,500) | (485) | 0 |
| Recoveries-Other Funds | (2,567,296) | (2,458,124) | (2,463,692) | (2,336,398) | (2,483,166) |
| | <u>(25,255,748)</u> | <u>(16,113,555)</u> | <u>(15,649,437)</u> | <u>(9,379,168)</u> | <u>(6,361,170)</u> |
| TOTAL EXPENSES BEFORE TRANSFERS | <u>244,506,320</u> | <u>275,134,036</u> | <u>275,229,235</u> | <u>291,614,149</u> | <u>281,968,518</u> |
| TRANSFERS TO OTHER FUNDS | | | | | |
| Transfer to 2010 Interest Sinking Fund | 5,264,050 | 0 | 0 | 0 | 0 |
| Transfer to 2010 Principal Sinking Fund | 4,695,000 | 0 | 0 | 0 | 0 |
| Transfer to 2016 Bond Sinking Interest | 5,158,669 | 0 | 0 | 0 | 0 |
| Transfer to 2016 Bond Sinking Transfer Principal | 4,770,000 | 0 | 0 | 0 | 0 |
| Transfer to 2017 Bond Sinking Principle | 7,000,000 | 0 | 0 | 0 | 0 |
| Transfer to 2018 Bond Sinking Interest | 1,952,313 | 0 | 0 | 0 | 0 |
| Transfer to 2018 Bond Sinking Principal | 2,630,000 | 0 | 0 | 0 | 0 |
| Transfer to Communications Fund | (37,877) | 0 | 0 | 0 | 0 |
| Transfer To Debt Service Fund | 420,540 | 0 | 0 | 0 | 0 |
| Transfer To Electric R & R | 3,381,228 | 0 | 0 | 0 | 0 |
| Transfer To Electric Sys Gen Purp | 39,844,208 | 0 | 0 | 0 | 0 |
| Transfer To Fleet Mgmt Fund | 136,737 | 0 | 0 | 0 | 0 |
| Transfer to Floating Rate Notes Fund | 3,924,741 | 0 | 0 | 0 | 0 |
| Transfer To General Fund | 31,588,683 | 30,037,038 | 30,037,038 | 30,037,038 | 31,424,994 |
| Transfer To Information Technology | 405,588 | 298,750 | 298,750 | 298,750 | 298,750 |
| Transfer To IT Equip Replacement Fund | 5,892 | 25,261 | 25,261 | 25,261 | 0 |
| Transfer To Other Funds | 829,134 | 0 | 0 | 0 | 0 |
| Transfer To Public Impr Fund | 0 | 0 | 25,000 | 0 | 0 |
| | <u>111,968,906</u> | <u>30,361,049</u> | <u>30,386,049</u> | <u>30,361,049</u> | <u>31,723,744</u> |
| TOTAL EXPENSES | <u>356,475,226</u> | <u>305,495,085</u> | <u>305,615,284</u> | <u>321,975,198</u> | <u>313,692,262</u> |

**REVENUE AND EXPENDITURE SUMMARY
DEBT SERVICE FUND**

| | FY20 | FY21 | FY21 | FY22 |
|-------------------------------|------------------|------------------|--------------------|--------------------|
| | Actual | Budget | Forecast | Proposed Budget |
| Non-Personnel | | | | |
| Debt Service | 3,312,862 | | 3,342,119 | 3,494,112 |
| Total Non-Personnel | 3,312,862 | | 3,342,119 | 3,494,112 |
| Total Expenditures | 3,312,862 | | 3,342,119 | 3,494,112 |
| Transfers | | | | |
| Transfers In | | 4,341,515 | | |
| Net Transfers | | 4,341,515 | | |
| Revenue Sources | | | | |
| Investments | (678,780) | | 135,542 | |
| All Other Revenue | | | 8,602,553 | |
| Total Revenue | (678,780) | | 8,738,095 | |
| Funding to be Provided | (349,873) | | (5,395,976) | 3,494,112 |

DEBT SERVICE FUND

| | FY20 | FY21 | FY21 | FY22 |
|---|-----------|--------|-------------|--------------------|
| | Actual | Budget | Forecast | Proposed Budget |
| REVENUES | | | | |
| MISCELLANEOUS REVENUES | | | | |
| OTHER | | | | |
| All Other Misc Revenue | | | 8,602,553 | |
| | | | 8,602,553 | |
| INVESTMENT INCOME | | | | |
| Interest on Pooled Investments | 290,682 | | 135,542 | |
| Market Value Restatement | (969,462) | | | |
| | (678,780) | | 135,542 | |
| TOTAL MISCELLANEOUS REVENUE | (678,780) | | 8,738,095 | |
| TRANSFERS FROM OTHER FUNDS | | | | |
| Transfer from Other Funds | 11,619 | | | |
| Transfer from General Fund | 3,415,625 | | | |
| Transfer from CDBG Fund | 15,109 | | | |
| Transfer from Fleet Mgmt Fund | 16,876 | | | |
| Transfer from Purchasing & Stores | 7,923 | | | |
| Transfer from WW Operations | 59,192 | | | |
| Transfer from Parking System | 2,385 | | | |
| Transfer from RP Funding Center | 29,131 | | | |
| Transfer from Lakeland Linder International Airport | 12,369 | | | |
| Transfer from Solid Waste Management | 31,133 | | | |
| Transfer from Water Operations | 89,131 | | | |
| Transfer from Stormwater Utilities Fund | 36,783 | | | |
| Transfer from Facilities Maintenance Fund | 31,804 | | | |
| Transfer from Information Technology | 83,090 | | | |
| Transfer from Electric Operations | 420,540 | | | |
| Transfer from CRA | 23,694 | | | |
| Transfer from Building Inspection Fund | 55,110 | | | |
| TOTAL TRANSFERS FROM OTHER FUNDS | 4,341,515 | | | |
| SUB-TOTAL | 3,662,735 | | 8,738,095 | |
| PRIOR YEAR SURPLUS | (349,873) | | (5,395,976) | 3,494,112 |
| TOTAL REVENUES | 3,312,862 | | 3,342,119 | 3,494,112 |

DEBT SERVICE FUND

| | FY20 | FY21 | FY21 | FY22 |
|----------------------|------------------|--------|------------------|--------------------|
| | Actual | Budget | Forecast | Proposed Budget |
| EXPENSES | | | | |
| DEBT SERVICE | | | | |
| Interest Expense | 592,971 | | 975,494 | 948,345 |
| Principal Retirement | 2,719,891 | | 2,366,625 | 2,545,767 |
| GRAND TOTAL | 3,312,862 | | 3,342,119 | 3,494,112 |

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| Taxes | | | | | | | | | | | |
| 8th Cent Motor Fuel Tax | 772,200 | 785,000 | 793,000 | 801,000 | 809,000 | 817,000 | 825,000 | 833,000 | 841,000 | 849,000 | 857,000 |
| Local Option Gas Tax - 6 Cents | 2,533,000 | 2,822,000 | 2,850,000 | 2,879,000 | 2,908,000 | 2,937,000 | 2,966,000 | 2,996,000 | 3,026,000 | 3,056,000 | 3,087,000 |
| 9th Cent Gas Tax | 394,000 | 507,000 | 512,000 | 517,000 | 522,000 | 527,000 | 532,000 | 537,000 | 542,000 | 547,000 | 552,000 |
| Local Option Gas Tax - 5 Cents | 1,605,000 | 1,769,000 | 1,787,000 | 1,805,000 | 1,823,000 | 1,841,000 | 1,859,000 | 1,878,000 | 1,897,000 | 1,916,000 | 1,935,000 |
| 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 | 60,000 | 60,120 | 60,240 | 60,360 | 60,481 | 60,602 | 60,723 | 60,845 | 60,966 | 61,088 | 61,210 |
| Federal Grants | | | | | | | | | | | |
| FDOT-Main Street Pathways | 864,524 | | | | | | | | | | |
| FDOT-Three Parks Trail E | 478,453 | | | | | | | | | | |
| State Grants | | | | | | | | | | | |
| FDOT-Hwy Lighting & Traffic Signal Maintenance, Agreements | 609,006 | 632,429 | 656,709 | 676,411 | 696,703 | 723,177 | 750,658 | 779,183 | 808,792 | 839,526 | 870,260 |
| FDOT-Tenoroc Trail - Segment 1 | 499,481 | | | | | | | | | | |
| FDOT - Three Parks Trail W | 33,863 | | | | | | | | | | |
| FDOT - Upgrades to US 92 at Wabash Ave | 811,647 | | | | | | | | | | |
| FDOT County Line Rd @ US 92 | 1,251,027 | | | | | | | | | | |
| FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue) | 32,795 | | | | | | | | | | |
| FDOT-Drane Field Rd at Don Emerson Dr | 2,190,022 | | | | | | | | | | |
| Traffic Project - Advanced Traffic Management 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 |
| Local Grants | | | | | | | | | | | |
| North Wabash Ave Extension | 573,000 | | | | | | | | | | |
| Contributions & Donations | | | | | | | | | | | |
| Sidewalk Contingency - Developer Contributions | 6,907 | | | | | | | | | | |
| Providence Road Milling and Resurfacing | 15,000 | | | | | | | | | | |
| Frontier ROW Use Permit Inspection | 44,981 | | | | | | | | | | |
| Reimbursements / Loss Recovery | | | | | | | | | | | |
| FDOT - Upgrades to US 92 at Wabash Ave | 28,197 | | | | | | | | | | |
| Transfer from Parking System | | | | | | | | | | | |
| ADA Compliance | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Transfer from Impact Fees | | | | | | | | | | | |
| Wabash Ave Extension Project Development & Environment Study | 49,705 | | | | | | | | | | |
| N. Lakeland East, Connector - Crevasse St. Ext. | 7,333,108 | 1,600,000 | | | | | | | | | |
| Hwy 33 Road Improvements - Parkview to Granada | 1,000,000 | | | | | | | | | | |
| Corridor Study from SR 33 to Walt Loop Rd | 499,741 | | | | | | | | | | |
| N Florida Ave (Robson St to Carpenter's Way) | 128,351 | | | | | | | | | | |
| Drane Field Rd Corridor Improvements Phase I | 1,590,765 | 1,210,127 | | | | | | | | | |
| Hwy 33 Road Improvements - I4 to City Limits | 1,390,315 | | | | | | | | | | |
| North Wabash Ave Extension | 4,952,582 | | | | | | | | | | |
| South Wabash Ave Extension | 336,232 | 2,180,185 | | | | | | | | | |
| Sidewalks for Collector Streets | | | | | | 300,000 | | 300,000 | | | |
| Interim Signalization SR-33 & I-4 | 125,179 | | | | | | | | | | |
| Unappropriated Surplus | 9,068,672 | (197,850) | (491,938) | (115,691) | 329,690 | (676,474) | (581,095) | 789,402 | (1,100,705) | (1,249,774) | (1,398,925) |
| Total Revenue | 39,466,753 | 11,557,011 | 6,356,011 | 6,812,080 | 7,337,874 | 6,718,305 | 6,601,286 | 8,362,430 | 6,264,053 | 6,207,840 | 6,152,545 |
| Expense | | | | | | | | | | | |
| Sidewalk Projects | | | | | | | | | | | |
| FDOT-Main Street Pathways | 893,525 | | | | | | | | | | |
| FDOT-Three Parks Trail E | 478,065 | | | | | | | | | | |
| FDOT-Sidewalk-N Crystal Lake (Willow Point to Longfellow) | 272,817 | | | | | | | | | | |
| FDOT - Three Parks Trail W | 50,163 | | | | | | | | | | |
| FDOT - N. Crystal Lake Dr From Willow Point Dr to Longfellow Blvd | 3,435 | | | | | | | | | | |
| FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue) | 32,795 | | | | | | | | | | |
| Sidewalk Repair & Replacement | 908,631 | 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 |
| Sidewalk Contingency - Developer Contributions | 110,059 | | | | | | | | | | |
| Sidewalk - Lakeland Highlands Rd (Lowes to Polk Parkway) | 202,403 | | | | | | | | | | |
| Sidewalk - Luce Rd. (Hallam Dr. to Lk. Miriam Dr.) | 163,778 | | | | | | | | | | |
| Sidewalk - Chestnut Rd (US 92 to Chestnut Woods Dr) | 50,000 | | | | | | | | | | |
| Glendale Trail | 45,580 | | | | | | | | | | |
| N Florida Ave (Robson St to Carpenter's Way) | 53,839 | | | | | | | | | | |
| Olive St (Cornelia Ave to Central Ave) | 99,158 | | | | | | | | | | |

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| S. Edgewood Drive (Taft St to US 98S) | 98,700 | | | | | | | | | | |
| Beacon Road Sidewalk | 254,632 | 128,000 | | | | | | | | | |
| Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr) | 100,000 | | | | | | | | | | |
| Gilmore Avenue (Parkview to E. Crawford) | 247,705 | | | | | | | | | | |
| 7th Street | 13,300 | | | | | | | | | | |
| Sandpiper Drive | 38,500 | 280,000 | | | | | | | | | |
| Sylvester Road Phase II | 103,600 | 296,400 | | | | | | | | | |
| Chase Street Trail | | | | 50,000 | | | | | | | |
| Lakehurst Street | | 84,700 | 242,300 | | | | | | | | |
| Street Resurface & Sealing | | | | | | | | | | | |
| Pavement Management Information System | 56,982 | | 120,000 | | | 120,000 | | | 120,000 | | |
| Resurfacing & Sealing | 2,680,069 | 2,825,931 | 3,200,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,500,000 | 3,300,000 | 3,500,000 | 3,500,000 |
| Street Resurfacing & Sealing Project - Pavement Markings | 155,000 | 155,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 |
| North Ten Acres Resurfacing | 125,536 | | | | | | | | | | |
| Providence Road Milling and Resurfacing | 159,299 | | | | | | | | | | |
| 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 | | | |
| Street Improvements | | | | | | | | | | | |
| FDOT - Upgrades to US 92 at Wabash Ave | 1,727,511 | | | | | | | | | | |
| FDOT County Line Rd @ US 92 | 2,545,697 | | | | | | | | | | |
| 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 | 30,378 | | | | | | | | | | |
| Medulla Road Extension | 154,000 | | | | | | | | | | |
| North Ten Acres Resurfacing | 5,951 | | | | | | | | | | |
| South Wabash Ave Mitigation | 635 | | | | | | | | | | |
| Drane Field Rd Corridor Improvements Phase I | 1,876,670 | | | | | | | | | | |
| Hwy 33 Road Improvements - I4 to City Limits | 634,401 | | | | | | | | | | |
| North Wabash Ave Extension | 921,350 | 100,000 | | | | | | | | | |
| South Wabash Ave Extension | 2,469,090 | | | | | | | | | | |
| Five Points Roundabout | 13,250 | | | | | | | | | | |
| Interim Signalization SR-33 & I-4 | 375,000 | | | | | | | | | | |
| Trans Impact Fee-Dist 1 | | | | | | | | | | | |
| N. Lakeland East. Connector - Crevasse St. Ext. | 7,333,108 | 1,600,000 | | | | | | | | | |
| Hwy 33 Road Improvements - Parkview to Granada | 1,000,000 | | | | | | | | | | |
| Corridor Study from SR 33 to Walt Loop Rd | 499,741 | | | | | | | | | | |
| N Florida Ave (Robson St to Carpenter's Way) | 128,351 | | | | | | | | | | |
| Hwy 33 Road Improvements - I4 to City Limits | 1,390,315 | | | | | | | | | | |
| North Wabash Ave Extension | 4,952,582 | | | | | | | | | | |
| Sidewalks for Collector Streets | | | | | | 300,000 | | 300,000 | | | |
| Interim Signalization SR-33 & I-4 | 125,179 | | | | | | | | | | |
| Trans Impact Fee-Dist 2 | | | | | | | | | | | |
| Wabash Ave Extension Project Development & Environment Study | 49,705 | | | | | | | | | | |
| Drane Field Rd Corridor Improvements Phase I | 188,290 | 1,210,127 | | | | | | | | | |
| South Wabash Ave Extension | 336,232 | 2,180,185 | | | | | | | | | |
| Traffic Projects | | | | | | | | | | | |
| Pedestrian Safety Awareness Campaign | | 5,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| 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 | 26,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Traffic Calming Projects | 43,793 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| ADA Street Sign Rehabilitation | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| LED Traffic Signal Retrofit | | 10,000 | 34,000 | 35,000 | 36,000 | 37,000 | 38,000 | 39,000 | 40,000 | 41,000 | 42,000 |
| Barricades/Traffic Cones | 2,507 | 2,500 | 2,500 | 2,500 | 2,500 | | | | | | |
| Solar Power Battery Maintenance | 312 | | | | | | | | | | |
| TMC Service Maintenance Agreement (SMA) | | | 65,000 | | | | | | | | |
| COBALT Traffic Signal Controller Upgrade | 72,796 | 25,000 | 50,000 | | | | | | | | |
| Rectangular Rapid Flashing Beacons | 28,987 | | 30,000 | 30,000 | 30,000 | | | | | | |

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intersection Video Detectors | | 75,000 | | | | | | | | | |
| Traffic Signal SR 33 @ Lake Crago Drive | 60,000 | | | | | | | | | | |
| Traffic Project - Traffic Studies & Analysis | 44,681 | 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 | 431,013 | 441,788 | 452,833 | 464,153 | 475,757 | 487,651 | 499,842 | 512,338 | 525,147 | 538,275 | 551,735 |
| Modem Replacement for School Zone Clocks | | 17,000 | | | | | | | | | |
| Traffic Control Cabinets | | | 20,000 | 20,000 | 20,000 | | | | | | |
| Replace Printer Heads for Sign Shop | | 9,000 | | | | | | | | | |
| RRFB Installations | | | | | 30,000 | | | | | | |
| UPS Battery Maintenance | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | | | | | |
| Installation of Audible Pedestrian Signals | | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 | 11,000 |
| Upgrade Intersection Network Switches | | | 94,000 | 94,000 | | | | | | | |
| Intersection Conversion - Main/Sloan/Lemon/Lk Beulah | 175,000 | 175,000 | | | | | | | | | |
| Connected and Automated Vehicles - iCASP | 136,000 | | | | | | | | | | |
| Misc Improvements | | | | | | | | | | | |
| FDOT-Tenoroc Trail - Segment 1 | 514,482 | 200,000 | | | | | | | | | |
| Concrete Crushing | | 75,000 | | 75,000 | | 75,000 | | 75,000 | | 75,000 | |
| ADA Compliance | 23,218 | | | | | | | | | | |
| Main Street Elevator Repair | 65,492 | | | | | | | | | | |
| Capital Contingency | | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| CSX Railroad Crossing Maintenance | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 | 23,000 |
| Right of Way Mowing | 48,383 | 49,350 | 50,337 | 51,344 | 52,371 | 53,418 | 54,487 | 55,576 | 56,690 | 57,500 | 58,310 |
| APWA Accreditation | 10,000 | | | 10,000 | | | | 20,000 | | | |
| Misc Improvement Projects | 524,500 | 189,513 | | | | | | | | | |
| Utility Locates | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| GIS Staff | 70,304 | 73,117 | 76,041 | 79,083 | 82,246 | 85,536 | 88,957 | 92,516 | 96,216 | 100,065 | 104,500 |
| Contribution to Parking Fund | | | | | | | | | | | |
| 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 | | | | 200,000 | | 16,000 | | 17,000 | | | |
| Orange St Garage - Exterior Coating | 183,860 | | | | | | | | | | |
| Main St. Parking Garage - Ext. Coating | 225,784 | | 200,000 | | | 158,700 | | | 230,000 | | |
| NuPark | 38,175 | 36,500 | 38,000 | | | | | | | | |
| Accommodations for Programs and Services | | | | | | | | | | | |
| ADA Compliance | 80,472 | 59,000 | 79,000 | 79,000 | 79,000 | 79,000 | 79,000 | 79,000 | 79,000 | 79,000 | 79,000 |
| Streetscape | | | | | | | | | | | |
| E. Main St. Streetscape Plaza (Kentucky to Tennessee) | 15,000 | | | | | | | | | | |
| Misc Projects | | | | | | | | | | | |
| Survey Equipment Replace/Upgrade | 16,200 | | | | | | | | | | |
| Frontier ROW Use Permit Inspection | 44,981 | | | | | | | | | | |
| Utility Locates | 10,000 | | | | | | | | | | |
| Trimble GPS Equipment Replacement | | 23,500 | | | | | | | | | |
| Small Equipment | | 5,400 | | | | | | | | | |
| Structural Inspection | 14,060 | | | | | | | | | | |
| Structural Plan Review | 26,474 | | | | | | | | | | |
| Lake Hunter Dr. Drainage Improvements | 10,000 | | | | | | | | | | |
| Corridor Enhancement | | | | | | | | | | | |
| W Lake Parker/Lakeshore Trail Improvements | 250 | | | | | | | | | | |
| Total Expenses | 39,466,753 | 11,557,011 | 6,356,011 | 6,812,080 | 7,337,874 | 6,718,305 | 6,601,286 | 8,362,430 | 6,264,053 | 6,207,840 | 6,152,545 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 9,683,711 | 615,039 | 812,889 | 1,304,827 | 1,420,518 | 1,090,828 | 1,767,302 | 2,348,397 | 1,558,995 | 2,659,700 | 3,909,474 |
| Sources / (Uses) | (9,068,672) | 197,850 | 491,938 | 115,691 | (329,690) | 676,474 | 581,095 | (789,402) | 1,100,705 | 1,249,774 | 1,398,925 |
| Ending Balance | 615,039 | 812,889 | 1,304,827 | 1,420,518 | 1,090,828 | 1,767,302 | 2,348,397 | 1,558,995 | 2,659,700 | 3,909,474 | 5,308,399 |

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| LRMC - Annual Lease | 14,378,615 | | | | | | | | | | |
| Transfer from Public Improvement Endowment Fund | | 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 |
| Interest on Pooled Investments | 323,519 | | | | | | | | | | |
| Refund of Prior Year Expenses | 35,626 | | | | | | | | | | |
| Parking Garage - Heritage Plaza | 170,631 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | | | | | |
| Surplus Land Sale - Lake Mirror Tower | 2,562,647 | | | | | | | | | | |
| Transfer from General Fund | | | | | | | | | | | |
| Golf Course Irrigation | 198,750 | 198,750 | | | | | | | | | |
| ARFF/Fire Station #7 | 135,173 | 135,417 | | | | | | | | | |
| Cultural Room | 150,000 | | | | | | | | | | |
| Parks Storage Building at Tigertown | 160,000 | | | | | | | | | | |
| Transfer from Electric Operations | | | | | | | | | | | |
| Munn Park Lighting | 25,000 | | | | | | | | | | |
| Transfer from Joker Marchant Stadium Capital Reserve Fund | | | | | | | | | | | |
| Joker Marchant Stadium Wall Padding Replacement | 89,179 | | | | | | | | | | |
| Transfer from CRA | | | | | | | | | | | |
| Parks Storage Building at Tigertown | 290,000 | | | | | | | | | | |
| Transfer from Impact Fees | | | | | | | | | | | |
| Parks & Recreation | | | | | | | | | | | |
| Lake Crago Park | 555,085 | 1,250,000 | 750,000 | | | | 750,000 | | | | |
| Bark at the Lake | 50,000 | | | | | | | | | | |
| John McGee Park | 1,000,000 | | | | | | | | | | |
| English Creek Park | 1,000,000 | 2,525,000 | | | | | | | | | |
| English Creek Park - Debt Service | 22,454 | 260,730 | 259,789 | 260,815 | 261,584 | 259,960 | 260,922 | 261,456 | 259,426 | 261,349 | 260,601 |
| Peterson Park - Concession/Restroom Renovation | | 300,000 | | | | | | | | | |
| Police | | | | | | | | | | | |
| Station Renovation (Impact Fees) | 249,409 | | | | | | | | | | 750,000 |
| Comm Center Expansion | 39,830 | | 650,000 | | | | | | | | |
| LPD Firing Range | 2,622 | | | | | | | | | | |
| Generator Purchase/Rehab | | 650,000 | | | | | | | | | |
| Fire | | | | | | | | | | | |
| ARFF/Fire Station #7 | 100,000 | 100,000 | | | | | | | | | |
| Refurbish Training Facility | 225,000 | 225,000 | 225,000 | 225,000 | 225,000 | 1,125,000 | 225,000 | | | | |
| Fire Station #3 Relocation | | 800,000 | | | | | | | | | |
| State Grants | | | | | | | | | | | |
| Seven Wetlands Park | 500,000 | | | | | | | | | | |
| Marchant Stadium Expansion Revenues | | | | | | | | | | | |
| 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 |
| 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 |
| County-Wide Library Revenues | | | | | | | | | | | |
| County-Wide Library Cooperative | 469,767 | 265,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Fire Department Revenues | | | | | | | | | | | |
| Fire Protection, Outside City Limits | 583,939 | 604,559 | | | | | | | | | |
| Contributions & Donations | | | | | | | | | | | |
| Joker Marchant Stadium Renovations | 516,667 | 516,667 | 516,667 | 266,667 | 266,667 | 266,667 | 266,667 | 266,667 | 266,667 | 266,667 | 266,667 |
| LHCC Exhibits and Displays | 204 | | | | | | | | | | |
| John McGee Park | 600,000 | | | | | | | | | | |
| Reimbursements / Loss Recovery | 2,236 | | | | | | | | | | |
| Unappropriated Surplus | 15,102,527 | 1,321,026 | 123,519 | (146,480) | (366,101) | 922,537 | (958,062) | 32,430 | (57,653) | 55,708 | 557,134 |
| Total Revenue | 41,583,441 | 25,492,144 | 16,855,186 | 16,058,469 | 17,210,902 | 19,423,672 | 15,793,227 | 14,044,067 | 13,484,168 | 14,771,341 | 15,078,963 |
| Expenses | | | | | | | | | | | |
| Parks: | | | | | | | | | | | |
| Beautification Project (Grant & City) | | | | | | | | | | | |
| Neighborhood Beautification | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Public Charities Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | 200,000 | | | | | | | | |
| English Creek Park | | | | | | | | | | | |
| Soccer Complex | | | | | | | | | | 1,250,000 | |

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Improvement Revenue and Refunding Bonds, Series 2021A | 22,454 | | | | | | | | | | |
| Barnett Family Park | | | | | | | | | | | |
| Sunflower Preschool Playground Park | 200,000 | | | | | | | 200,000 | | | 250,000 |
| Playground Equipment Replacement | | | | 250,000 | | | 750,000 | | | | |
| Jackson Park | | | | | | | | | | | |
| Playground Equipment Replacement | | 80,000 | | | | | | | | | |
| Sertoma Park | | | | | | | | | | | |
| Sertoma Park Renovation | 50,000 | | | | | | | | | | 65,000 |
| Dobbins Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | 250,000 | | | | | | |
| Freedom Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | | | | 120,000 | | | |
| Horney Park | | | | | | | | | | | |
| Playground Equipment Replacement | | 75,000 | | | | | | | | | |
| Lk Bonny Comm Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | 250,000 | | | | | | | |
| Lake Mirror Park | | | | | | | | | | | |
| Lake Mirror Tower - Purchase Subsidy | 5,000,000 | | | | | | | | | | |
| Lake Parker Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | 250,000 | | | | | | |
| Maintenance Building | | | 75,000 | | | | | | | | |
| Marchant Stadium | | | | | | | | | | | |
| Wall Padding Replacement | 89,179 | | | | | | | | | | |
| Marchant Stadium - Capital Reserve | | | | | | | 290,320 | | | | |
| Marchant Stadium - D/S State & County (Paid FY'36) | 2,044,561 | 2,044,561 | 2,044,561 | 2,044,561 | 2,044,560 | 2,044,561 | 2,044,560 | 2,044,561 | 2,044,561 | 2,044,561 | 2,144,561 |
| Marchant Stadium - D/S City Share (Paid in FY'36) | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 | 651,829 |
| Marchant Stadium - Field Replacement | | | | | | | 125,000 | | | | |
| Fetzer Hall Renovation | 4,000,000 | | | | | | | | | | |
| Batter's Eye Replacement (Fields 1, 3, & Kaline) | 9,600 | | | | | | | | | | |
| Dugout Rehabilitation (Fields 1, 2 & 3) | 9,000 | 54,000 | | | | | | | | | |
| Marchant Stadium Berm and Shade - Debt Service | 370,120 | 370,120 | 359,920 | | | | | | | | |
| 7th Street Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | 100,000 | | | | | | |
| John McGee Park | | | | | | | | | | | |
| Parking Lot and Controls | | | | 300,000 | | | | | | | |
| Playground Equipment Replacement | | | | | | | | 100,000 | | | |
| John McGee Park | 600,000 | | | | | | | | | | |
| Interlachen Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | 125,000 | | | | | | | |
| Hanley Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | 100,000 | | | | | | |
| Miami Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | | | | 100,000 | | | |
| Peterson Park | | | | | | | | | | | |
| Playground Equipment Replacement | | 150,000 | | | | | | | | | |
| Fan Seating - ADA Upgrades | | 85,000 | | | | | | | | | |
| Washington Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | | | | 180,000 | | | | |
| Woodlake Park | | | | | | | | | | | |
| Playground Equipment Replacement | | | | 125,000 | | | | | | | |
| Tennis Court Lighting | | | 275,000 | | | | | | | | |
| Lights for Pickle Ball Courts | | 125,000 | | | | | | | | | |
| Irrigation Projects | | | | | | | | | | | |
| Centralized Irrigation System | | 50,000 | | | | | 50,000 | | | | |
| Sportsfield Projects | | | | | | | | | | | |
| 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 |
| West/SW Complexes | | | | | | | | | | | |
| Playground Equipment Replacement | 75,000 | 225,000 | | | | | | | | | 250,000 |
| Southwest Complex - Clubhouse Remodel | | 225,000 | | | | | | | | | |
| Westside Complex Concession Stand Rehab | | 225,000 | | | | | | | | | |

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Misc. Parks Projects | | | | | | | | | | | |
| Christmas Decorations | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 |
| Consultant Services | 44,471 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Pavement Management System - Re-pave Park Paths | 26,266 | 26,923 | 27,596 | 28,286 | 28,993 | 29,718 | 30,461 | 31,222 | 32,003 | 32,803 | 33,623 |
| Munn Park Renovation | | | 100,000 | | | | | | | | |
| Park Signage | 40,000 | | | | | | | | | | |
| Parks Maintenance Projects | 89,758 | 69,000 | 70,000 | 71,000 | 72,000 | 73,000 | 74,000 | 75,000 | 76,000 | 77,000 | 78,000 |
| Seven Wetlands Park | 503,093 | | | | | | | | | | |
| Bark at the Lake | 6,742 | | | | | | | | | | |
| Lake Mirror Promenade Renovation | | | | 500,000 | | | | | | | |
| Lucity Application | 50,411 | | | | | | | | | | |
| Repair and Maintenance of Park Boardwalks and Walkways | 50,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Parks Storage Building at Tigertown | 450,000 | | | | | | | | | | |
| Munn Park Lighting | 50,000 | | | | | | | | | | |
| Total Parks | 14,524,984 | 4,603,933 | 4,076,406 | 4,368,176 | 3,644,882 | 2,946,608 | 4,343,670 | 3,470,112 | 2,951,893 | 4,203,693 | 3,620,513 |

| | | | | | | | | | | | |
|--|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Recreation: | | | | | | | | | | | |
| Kelly Recreation Complex | | | | | | | | | | | |
| Kelly Rec - Replace Weight Rm Equipment | 100,000 | | | | | | | | | | 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 |
| Elevator Rehabilitation | 30,451 | | | | | | | | | | |
| Gandy Pool Operations | | | | | | | | | | | |
| Gandy Pool Repairs | 15,236 | | 300,000 | | | | | | | | |
| Lake Mirror Complex | | | | | | | | | | | |
| Replace Stage Curtains | 11,000 | | | | | | | | | | |
| Lake Crago Park | | | | | | | | | | | |
| Lake Crago Park- | 597,603 | | | | | | | | | | |
| Simpson Park Rec Center | | | | | | | | | | | |
| Simpson Park - Replace Weight Rm Equipment | 100,000 | | | | | | | | | | 50,000 |
| Playground Equipment Replacement | | | | | | | | 125,000 | | | |
| Bleacher Shading | | 50,000 | | | | | | | | | |
| Lobby Floor Replacement | 50,000 | | | | | | | | | | |
| Simpson Pool Operations | | | | | | | | | | | |
| 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 |
| Simpson Park Pool Repairs | 10,073 | | | | | | | | | | |
| Tennis Courts | | | | | | | | | | | |
| Resurface Tennis Courts | | | | 200,000 | | | | | | | |
| Cleveland Heights Golf Course | | | | | | | | | | | |
| Pipe Repairs | 44,000 | | | | | | | | | | |
| AV Replacement | 6,000 | | | | | | | | | | |
| Misc. Recreation Projects | | | | | | | | | | | |
| Renovate Building & Playgrounds | 373,656 | 232,000 | 234,000 | 236,000 | 238,000 | 240,000 | 242,000 | 244,000 | 246,000 | 248,000 | 250,000 |
| Total Recreation | 1,354,019 | 298,000 | 550,000 | 452,000 | 254,000 | 256,000 | 258,000 | 385,000 | 262,000 | 264,000 | 366,000 |

| | | | | | | | | | | | |
|---|------------------|------------------|------------------|----------------|----------------|----------------|------------------|----------------|----------------|----------------|----------------|
| P&R Impact Fee Projects: | | | | | | | | | | | |
| P&R Impact Fee-Dist 1 | | | | | | | | | | | |
| Lake Crago Park | 860 | | | | | | | | | | |
| Lake Crago Park | 554,225 | 1,250,000 | 750,000 | | | | 750,000 | | | | |
| Bark at the Lake | 50,000 | | | | | | | | | | |
| P&R Impact Fee-Dist 2 | | | | | | | | | | | |
| Concession/Restroom Renovation | | 300,000 | | | | | | | | | |
| English Creek Park | 1,000,000 | 2,525,000 | | | | | | | | | |
| John McGee Park | 1,000,000 | | | | | | | | | | |
| Capital Improvement Revenue and Refunding Bonds, Series 2021A | 22,454 | 260,730 | 259,789 | 260,815 | 261,584 | 259,960 | 260,922 | 261,456 | 259,426 | 261,349 | 260,601 |
| Total P&R Impact Fee Projects | 2,627,539 | 4,335,730 | 1,009,789 | 260,815 | 261,584 | 259,960 | 1,010,922 | 261,456 | 259,426 | 261,349 | 260,601 |

| | | | | | | | | | | | |
|---------------------------------------|---------|--------|--------|--|--|--------|--------|--------|--|--------|--|
| Library: | | | | | | | | | | | |
| Co-op Funded Projects | | | | | | | | | | | |
| Library - Carpet Replacement (Main) | 172,258 | 15,000 | | | | 50,000 | 75,000 | | | | |
| Library - Carpet Replacement (Branch) | | | | | | 50,000 | | | | | |
| Computer Equipment Upgrade | 71,343 | | 20,000 | | | 30,000 | | 30,000 | | 10,000 | |

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Ceiling & Lighting Replacement (Main) | 81,937 | | | | | | | 30,000 | | | |
| Future Expansion Reserve | 236,479 | | 40,000 | 10,000 | 50,000 | 50,000 | 105,000 | 75,000 | 160,000 | 90,000 | 45,000 |
| Lobby Restroom Renovation (Branch) | 51,894 | | 20,000 | | | | | | | | 25,000 |
| Closed Circuit Camera System Upgrade | 30,535 | | | 10,000 | | | | | | 10,000 | |
| Restroom Renovation - Youth (Main) | 40,000 | | | | | | | | 20,000 | | |
| Lobby Restroom Renovation (Main) | | | | | | | | | | | 50,000 |
| Library Furniture (Co-op Funded) | 229,600 | 100,000 | | 15,000 | | | | | | 50,000 | |
| Sound System Upgrade - Meeting Room | 1,363 | 15,000 | | 5,000 | | | | 15,000 | | | |
| Meeting Room Renovation | 10,000 | | | 10,000 | | | | | | | |
| Design / Architect Fees | 4,150 | 15,000 | | 10,000 | | | | | | | 10,000 |
| RFID Project | 15,333 | | | | | | | | | 20,000 | |
| Learning Commons/Coffee Shop Project | 1,599 | | | | | | | | | | |
| E Library Relocation | | 100,000 | | | | | | | | | |
| Enclose Patio | | | | | 130,000 | | | | | | |
| Fixture Replacement (Northside Branch) | | | 100,000 | 100,000 | | | | | | | |
| Interior Finishes/Improvements | 129,376 | | | 20,000 | | | | 30,000 | | | 50,000 |
| LHCC Exhibits and Displays | 139,096 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| City Funded Projects | | | | | | | | | | | |
| A/C Ductwork Maintenance | 717,251 | | | | | | | | | | |
| Cultural Room | 280,663 | | | | | | | | | | |
| Total Library | 2,212,877 | 265,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |

| Oak Hill Cemetery: | | | | | | | | | | | |
|-------------------------------|----------------|----------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|----------------|
| Oak Hill Cemetery Expansion | 17,318 | | | | | | | | | | |
| Resurface Roadways | 1,932 | 20,570 | 2,125 | | 22,627 | | | | | 25,000 | |
| Oakhill Routine Maintenance | 31,700 | 33,300 | 35,000 | 36,800 | 38,600 | 40,500 | 42,500 | 44,600 | 46,800 | 49,100 | 50,000 |
| Roadway Construction | 194,793 | | | | | | | | | | |
| 48 Niche Columbarium | 30,000 | | | | | 30,000 | | | | | |
| Oak Hill Expansion VII | 70,000 | | | | | | | | | 50,000 | 50,000 |
| Maintenance Shed | | 75,000 | | | | | | | | | |
| Total Oakhill Cemetery | 345,743 | 128,870 | 37,125 | 36,800 | 61,227 | 70,500 | 42,500 | 44,600 | 46,800 | 124,100 | 100,000 |

| Fire Department: | | | | | | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Fire Vehicle Purchases | 2,455,694 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,100,000 | 1,100,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Thermal Imaging Camera | 11,000 | 6,000 | | 12,000 | 6,000 | 6,000 | 7,000 | 7,000 | 7,000 | 14,000 | 7,000 |
| Commercial Washer and Dryer Replacement | | | 24,000 | | | | | | 28,000 | | |
| Refurbish Training Facility | 911,631 | 351,721 | 351,721 | 351,721 | 351,721 | 351,721 | 327,926 | | | | |
| Holomatro Tool | 2,000 | | | | | | | | | | |
| Exercise Equipment | 25,000 | | | | | | | | | | |
| Fire Station #3 Relocation | 1,000,000 | 800,000 | | | | | | | | | |
| Portable Generators | 18,000 | | 6,000 | | 22,000 | 7,000 | 7,000 | 7,000 | 14,000 | | |
| Extrication Tools | 35,000 | | 37,000 | 38,000 | 39,000 | 80,000 | 41,000 | 43,000 | 44,000 | 45,000 | 46,000 |
| Fire Station #7 | | | | | | | | | | | |
| FDOT ARFF Station/Fire Station #7 | 60,000 | 45,515 | | | | | | | | | |
| ARFF/Fire Station #7 - Debt Service | 135,173 | 135,417 | | | | | | | | | |
| ARFF/Fire Station #7 - Debt Service (Impact Fee) | 100,000 | 100,000 | | | | | | | | | |
| Total Fire | 4,753,498 | 2,438,653 | 1,430,721 | 1,395,721 | 1,418,721 | 1,545,721 | 1,482,926 | 1,285,000 | 1,272,000 | 1,252,000 | 1,253,000 |

| Police Department: | | | | | | | | | | | |
|---------------------------------------|------------------|------------------|----------------|----------|---------------|----------------|---------------|----------|---------------|----------|----------------|
| Station Renovation (Impact Fees) | 249,409 | | | | | | | | | | 750,000 |
| Training Center Safety Improvements | 10,000 | | | | | | | | | | |
| LPD - CAD Reporting System | 1,273,672 | 1,515,123 | | | 26,500 | | | | | | 28,500 |
| Refurbish Training Facility | | | | | | 900,000 | | | | | |
| LPD Firing Range | 2,622 | | | | | | | | | | |
| Comm Center Expansion | 39,830 | | 650,000 | | | | | | | | |
| Ballistic Helmet Replacement | | 79,530 | | | | | 91,460 | | | | |
| SWAT Handgun Replacement | | | | | 35,100 | | | | | | |
| Training Center - Grounds Maintenance | | | | | | | | | 60,000 | | |
| Generator Purchase/Rehab | | 650,000 | | | | | | | | | |
| Total Police | 1,575,533 | 2,244,653 | 650,000 | - | 61,600 | 900,000 | 91,460 | - | 60,000 | - | 778,500 |

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Non-Departmental: | | | | | | | | | | | |
| Neighborhood Projects | | | | | | | | | | | |
| Neighborhood Preservation | 86,818 | 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 | 11,400 | | | | | | | | | | |
| Lakeshore Aquatic Preservation | 17,500 | | | | | | | | | | |
| Resurvey Historic District Phase I | 130,000 | | | | | | | | | | |
| City Hall | | | | | | | | | | | |
| Broadcast System Upgrade | 235,100 | | | | | | | | | | |
| All Other Gen Fund Bldgs | | | | | | | | | | | |
| Paint & Seal | 719,904 | 416,498 | 421,498 | 426,498 | 431,498 | 436,498 | 441,498 | 446,498 | 451,498 | 456,498 | 461,498 |
| Security Enhancements | 75,939 | | | | | | | | | | |
| City Buildings - Roof Replacements | 1,035,442 | 427,448 | 445,448 | 463,448 | 481,448 | 499,448 | 517,448 | 535,448 | 553,448 | 571,448 | 589,448 |
| Air Conditioner Replacements | 455,734 | 281,086 | 286,086 | 291,086 | 296,086 | 301,086 | 306,086 | 311,086 | 316,086 | 321,086 | 326,086 |
| Carpet Replacements | 92,870 | 89,000 | 92,000 | 95,000 | 98,000 | 101,000 | 104,000 | 107,000 | 110,000 | 113,000 | 116,000 |
| Town Center Rehabilitation ? Phase II | 157,179 | 350,000 | | | | | | | | | |
| Ice Machine Replacements | 8,150 | 8,300 | 8,450 | 8,600 | 8,750 | 8,900 | 9,050 | 9,200 | 9,350 | 9,500 | 9,650 |
| Fire Panel Replacements | 115,315 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| LED Lighting Upgrade | 74,302 | | | | | | | | | | |
| Misc. Non-Dept Projects | | | | | | | | | | | |
| Capital Contingency | 107,324 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Trakit Electronic Plans Review | | 500,000 | | | | | | | | | |
| SurfLakeland - Contributions to the Community | 40,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| Generator Purchase/Rehab | 84,170 | | | | | | | | | | |
| Public Improvement Endowment Fund - Advertising | 2,576 | | | | | | | | | | |
| Accommodations for Programs and Services | | | | | | | | | | | |
| ADA Compliance | 24,824 | | | | | | | | | | |
| Accommodations for Programs and Services | 106,000 | 109,000 | 112,000 | 115,000 | 118,000 | 121,000 | 124,000 | 127,000 | 130,000 | 133,000 | 136,000 |
| Heritage Plaza Parking Garage | | | | | | | | | | | |
| Miscellaneous Maintenance Projects | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | | | | | |
| Summit Consulting - Land and Parking | 1,771,679 | | | | | | | | | | |
| Pay Stations | 3,019 | | | | | | | | | | |
| Total Non-Departmental | 5,500,245 | 2,756,332 | 1,940,482 | 1,974,632 | 2,008,782 | 2,042,932 | 1,997,082 | 2,031,232 | 2,065,382 | 2,099,532 | 2,133,682 |
| Contributions to Other Funds: | | | | | | | | | | | |
| General Fund | | | | | | | | | | | |
| General Fund Dividend Assistance | 4,200,000 | 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 |
| Cleveland Heights Administration | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 | 800,000 |
| Detroit Tigers / City Joint Stadium Reserve Contribution | 96,547 | 96,547 | 106,747 | 216,667 | 216,667 | 216,667 | 216,667 | 216,667 | 216,667 | 216,667 | 216,667 |
| Detroit Tigers / Naming Rights (revenue passthrough) | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Cleveland Heights Golf Course | | | | | | | | | | | |
| Golf Course Irrigation | 198,750 | 1,220,257 | | | | | | | | | |
| RP Funding Center | | | | | | | | | | | |
| Operating Transfer | 1,536,922 | 500,000 | 250,000 | 250,000 | 250,000 | 250,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Capital Improvement Revenue Note, Series 2017A | 654,415 | 654,169 | 653,916 | 653,658 | 2,583,439 | 2,493,482 | | | | | |
| Capital Transfer | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Interest Revenue Backstop / L/T Capital | | | | 300,000 | 300,000 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Heritage Plaza Parking Garage - Debt Service | 774,823 | 600,000 | 600,000 | 600,000 | 600,000 | 2,591,802 | | | | | |
| Total Contributions | 8,711,457 | 8,420,973 | 6,960,663 | 7,370,325 | 9,300,106 | 11,201,951 | 6,366,667 | 6,366,667 | 6,366,667 | 6,366,667 | 6,366,667 |
| Total Expenses | 41,583,441 | 25,492,144 | 16,855,186 | 16,058,469 | 17,210,902 | 19,423,672 | 15,793,227 | 14,044,067 | 13,484,168 | 14,771,341 | 15,078,963 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 21,610,853 | 6,508,326 | 5,187,300 | 5,063,781 | 5,210,261 | 5,576,362 | 4,653,825 | 5,611,887 | 5,579,457 | 5,637,110 | 5,581,402 |
| Sources / (Uses) | (15,102,527) | (1,321,026) | (123,519) | 146,480 | 366,101 | (922,537) | 958,062 | (32,430) | 57,653 | (55,708) | (557,134) |
| Ending Balance | 6,508,326 | 5,187,300 | 5,063,781 | 5,210,261 | 5,576,362 | 4,653,825 | 5,611,887 | 5,579,457 | 5,637,110 | 5,581,402 | 5,024,268 |

**DOWNTOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Current Ad Valorem Taxes | 1,912,044 | 2,155,931 | 2,221,000 | 2,288,000 | 2,357,000 | 2,428,000 | 2,501,000 | 2,576,000 | 2,653,000 | 2,733,000 | 2,815,000 |
| Interest on Pooled Investments | 35,700 | 100,000 | 103,000 | 106,000 | 109,000 | 112,000 | 115,000 | 118,000 | 122,000 | 126,000 | 130,000 |
| Reimbursements / Loss Recovery | | | | | | | | | | | |
| E. Main St. Streetscape Plaza (Kentucky to Tennessee) | 55,000 | | | | | | | | | | |
| Unappropriated Surplus | 2,334,712 | (97,075) | (284,882) | (399,527) | (279,606) | 358,062 | 344,101 | 376,528 | 404,510 | 180,235 | (147,549) |
| Total Revenue | 4,337,456 | 2,158,856 | 2,039,118 | 1,994,473 | 2,186,394 | 2,898,062 | 2,960,101 | 3,070,528 | 3,179,510 | 3,039,235 | 2,797,451 |
| Expense | | | | | | | | | | | |
| Operating | | | | | | | | | | | |
| Community Redevelopment Agency | 410,789 | 413,849 | 421,368 | 428,793 | 436,517 | 444,553 | 452,915 | 461,616 | 468,715 | 476,026 | 508,556 |
| CRA Annual Report | 2,772 | 2,608 | 2,687 | 2,767 | 2,850 | 2,936 | 3,024 | 3,115 | 3,200 | 3,296 | 3,395 |
| Transfer to IT - Virtual Server Platform Replacement | 15 | | | | | | | | | | |
| Transfer to General Fund - Community Policing Innovation | 29,860 | 30,756 | | | | | | | | | |
| Transfer to General Fund - Parks Storage Building at Tigertown | 290,000 | | | | | | | | | | |
| Sidewalk Projects | | | | | | | | | | | |
| E. Main St. Streetscape Plaza (Kentucky to Tennessee) | 110,500 | | | | | | | | | | |
| Neighborhood Projects | | | | | | | | | | | |
| Small Project Assistance | 187,430 | 50,000 | 50,000 | 50,000 | 200,000 | 250,000 | 250,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| North Downtown Master Plan | 150,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 250,000 |
| Downtown Infrastructure | 54,982 | 150,000 | 150,000 | 150,000 | 150,000 | 250,000 | 250,000 | 250,000 | 350,000 | 500,000 | 250,000 |
| Affordable Housing | | | | | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Catalyst Development | 600,000 | 100,000 | 100,000 | 100,000 | 100,000 | 200,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Downtown Infill Incentive | 146,250 | 50,000 | 150,000 | 150,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 100,000 |
| Debt Service | | | | | | | | | | | |
| Residential Redevelopment | 400,000 | 400,000 | 400,000 | 344,388 | | | | | | | |
| Misc Projects | | | | | | | | | | | |
| Residential Redevelopment | 208,620 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 25,000 |
| Property Management | 43,499 | 43,709 | 45,020 | 46,371 | 47,762 | 49,195 | 50,671 | 52,191 | 53,757 | 55,000 | 55,000 |
| Mowing | 27,367 | 10,934 | 11,043 | 11,154 | 11,265 | 11,378 | 11,491 | 11,606 | 11,838 | 12,913 | 13,500 |
| Arts & Entertainment | 13,500 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Oak Street Parking Lot | 20,000 | 22,000 | 24,000 | 26,000 | 28,000 | 30,000 | 32,000 | 32,000 | 32,000 | 32,000 | 32,000 |
| Mirrorton Development | 276,430 | 150,000 | | | | | | | | | |
| Corridor Enhancement | | | | | | | | | | | |
| SFLA Corridor Improvements | 474,911 | 150,000 | 150,000 | 250,000 | 250,000 | 500,000 | 500,000 | 500,000 | 500,000 | 200,000 | 200,000 |
| Five Points Roundabout | 85,896 | 250,000 | | | | | | | | | |
| Bay Street Streetscape and Drainage Improvements | | | 175,000 | | | | | | | | |
| New York Pedestrian Overpass Enhancements | | | | 25,000 | | | | | | | |
| Catalyst Site Evaluations | 635,635 | | | | | | | | | | |
| Downtown Streetscape | 169,000 | | | | | | | | | | |
| Downtown Corridor Enhancements | | 175,000 | 200,000 | 250,000 | 300,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Total Expenses | 4,337,456 | 2,158,856 | 2,039,118 | 1,994,473 | 2,186,394 | 2,898,062 | 2,960,101 | 3,070,528 | 3,179,510 | 3,039,235 | 2,797,451 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 4,253,661 | 1,918,949 | 2,016,024 | 2,300,906 | 2,700,433 | 2,980,039 | 2,621,977 | 2,277,876 | 1,901,348 | 1,496,838 | 1,316,603 |
| Sources / (Uses) | (2,334,712) | 97,075 | 284,882 | 399,527 | 279,606 | (358,062) | (344,101) | (376,528) | (404,510) | (180,235) | 147,549 |
| Ending Balance | 1,918,949 | 2,016,024 | 2,300,906 | 2,700,433 | 2,980,039 | 2,621,977 | 2,277,876 | 1,901,348 | 1,496,838 | 1,316,603 | 1,464,152 |

**MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Current Ad Valorem Taxes | 5,222,243 | 5,801,713 | 5,976,000 | 6,155,000 | 6,340,000 | 6,530,000 | 6,726,000 | 6,928,000 | 7,136,000 | 7,350,000 | 7,571,000 |
| Interest on Pooled Investments | 116,000 | 120,000 | 124,000 | 128,000 | 132,000 | 136,000 | 140,000 | 144,000 | 148,000 | 152,000 | 157,000 |
| Rental Income | | | | | | | | | | | |
| Property Management | | 147,580 | 152,000 | 157,000 | 162,000 | 167,000 | 172,000 | 177,000 | 182,000 | 187,000 | 193,000 |
| Unappropriated Surplus | 3,310,136 | 367,625 | (322,898) | (105,064) | 366,619 | 817,406 | (301,950) | (487,197) | (423,334) | (605,354) | (793,506) |
| Total Revenue | 8,648,379 | 6,436,918 | 5,929,102 | 6,334,936 | 7,000,619 | 7,650,406 | 6,736,050 | 6,761,803 | 7,042,666 | 7,083,646 | 7,127,494 |
| Expense | | | | | | | | | | | |
| Operating | | | | | | | | | | | |
| Community Redevelopment Agency | 729,534 | 992,134 | 990,000 | 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 | 15,721 | 13,905 | 14,322 | 14,752 | 15,195 | 15,651 | 16,121 | 16,605 | 17,103 | 17,616 | 18,144 |
| Transfer to General Fund - Community Policing Innovation | 255,000 | 262,650 | | | | | | | | | |
| Transfer to IT - Virtual Server Platform Replacement | 116 | | | | | | | | | | |
| Sidewalk Projects | | | | | | | | | | | |
| W. 14th Street Pedestrian Enhancements | 180,000 | | | | | | | | | | |
| Neighborhood Projects | | | | | | | | | | | |
| Lincoln Square Development | 100,000 | | | | | | | | | | |
| Residential Incentives | 836,489 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Northwest Neighborhood | 212,124 | 400,000 | 450,000 | 450,000 | 450,000 | 750,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Northeast Neighborhood | 53,904 | 325,000 | 450,000 | 450,000 | 450,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| Misc Projects | | | | | | | | | | | |
| 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 | 15,000 |
| Small Project Assistance | 673,635 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Property Management | 153,298 | 256,269 | 258,000 | 260,000 | 262,000 | 339,000 | 341,000 | 343,000 | 345,000 | 347,000 | 350,000 |
| Arts & Entertainment | 17,500 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Midtown Lofts Redevelopment Project-Loan Receivable | 162,000 | 25,000 | | | | | | | | | |
| DouBakehouse Leasehold Improvements | 140,000 | | | | | | | | | | |
| Haus 820 Leasehold Improvements | 75,000 | | | | | | | | | | |
| Job Creation Incentives | 210,000 | 210,000 | 210,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Affordable Housing Partnerships | 650,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 114 E. Parker Street Construction | 1,170,000 | | | | | | | | | | |
| Corridor Enhancement | | | | | | | | | | | |
| MLK - Memorial to 10th St | 9,738 | 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 | 1,254,249 | | | | | | | | | | |
| W Lake Parker/Lakeshore Trail Improvements | 46,382 | 75,000 | | | | | | | | | |
| Mass Ave/Parker St. Intersection Improvement | 26,724 | | | | | | | | | | |
| Gilmore Ave (Parkview to Bella Vista) | 250,000 | | | | | | | | | | |
| W. 14th Street Pedestrian Enhancements | 75,000 | | | | | | | | | | |
| Landscape - US 98 - Memorial to 10th St | 18,085 | 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 | 18,085 | 18,628 | 19,187 | 19,763 | 20,356 | 20,967 | 21,596 | 22,244 | 22,911 | 23,599 | 24,307 |
| Landscape - Parker Street | 9,738 | 10,030 | 10,331 | 10,641 | 10,960 | 11,289 | 11,628 | 11,977 | 12,336 | 12,706 | 13,087 |
| Landscape - Ingraham Ave | 11,348 | 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 | 9,738 | 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 | 14,491 | 14,926 | 15,374 | 15,835 | 16,310 | 16,799 | 17,303 | 17,822 | 18,357 | 18,907 | 19,474 |
| Lakeshore Aquatic Preservation | 18,200 | | | | | | | | | | |
| Redevelop Massachusetts Ave Properties | 556,668 | 750,000 | 500,000 | 500,000 | 500,000 | 750,000 | | | | | |
| Memorial Blvd | 100,000 | 250,000 | 400,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Citrus Connection Services (LAMTD Agreement) | 141,438 | 185,000 | 185,000 | 185,000 | 185,000 | 185,000 | | | | | |
| Five Points Roundabout | 125,280 | 250,000 | | | | | | | | | |
| Parkview Place Pedestrian Improvements | | | | | 250,000 | | | | | | |
| Olive Street Sidewalk | | 125,000 | | | | | | | | | |
| N. Scott Ave. Sidewalk | | 198,000 | | | | | | | | | |
| Emma Street Sidewalk | | | 150,000 | | | | | | | | |
| Redevelopment Plan - MUAC | | | | | | | | | | | |
| East Main Street Master Plan | 313,894 | 300,000 | 500,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Total Expenses | 8,648,379 | 6,436,918 | 5,929,102 | 6,334,936 | 7,000,619 | 7,650,406 | 6,736,050 | 6,761,803 | 7,042,666 | 7,083,646 | 7,127,494 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 6,646,594 | 3,336,458 | 2,968,833 | 3,291,731 | 3,396,795 | 3,030,176 | 2,212,770 | 2,514,720 | 3,001,917 | 3,425,251 | 4,030,605 |

**MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|-------------------------|-------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Sources / (Uses) | (3,310,136) | (367,625) | 322,898 | 105,064 | (366,619) | (817,406) | 301,950 | 487,197 | 423,334 | 605,354 | 793,506 |
| Ending Balance | 3,336,458 | 2,968,833 | 3,291,731 | 3,396,795 | 3,030,176 | 2,212,770 | 2,514,720 | 3,001,917 | 3,425,251 | 4,030,605 | 4,824,111 |

**DIXIELAND CRA FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Current Ad Valorem Taxes | 336,872 | 335,467 | 346,000 | 356,000 | 367,000 | 378,000 | 389,000 | 401,000 | 413,000 | 425,000 | 438,000 |
| Interest on Pooled Investments | 12,500 | 52,800 | 54,000 | 56,000 | 58,000 | 60,000 | 62,000 | 64,000 | 66,000 | 68,000 | 70,000 |
| Unappropriated Surplus | 1,067,811 | 135,293 | 126,015 | 141,287 | 80,561 | 69,637 | 8,716 | 21,798 | 9,882 | (2,038) | 20,545 |
| Total Revenue | 1,417,183 | 523,560 | 526,015 | 553,287 | 505,561 | 507,637 | 459,716 | 486,798 | 488,882 | 490,962 | 528,545 |
| Expense | | | | | | | | | | | |
| Operating Expense | | | | | | | | | | | |
| Community Redevelopment Agency | 118,005 | 95,976 | 98,000 | 100,000 | 102,000 | 104,000 | 106,000 | 108,000 | 110,000 | 112,000 | 114,000 |
| CRA Annual Report | 5,000 | 1,391 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Transfers to General Fund - Community Policing Innovation | 3,347 | 3,447 | | | | | | | | | |
| Transfer to IT - Virtual Server Platform Replacement | 2 | | | | | | | | | | |
| Misc Projects | | | | | | | | | | | |
| Small Project Assistance | 411,770 | 200,000 | 200,000 | 200,000 | 200,000 | 225,000 | 225,000 | 250,000 | 250,000 | 250,000 | 300,000 |
| Landscaping Maintenance by Other City Departments | 2,193 | 2,132 | 2,196 | 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 | 2,500 | 3,000 |
| Alley Maintenance | 2,800 | 3,000 | 3,200 | 3,400 | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 | 3,600 |
| Arts & Entertainment | 15,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 10,000 |
| Infill Adaptive Reuse Program | 100,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Dixieland Sign Maintenance | 5,108 | 114 | 119 | 125 | 131 | 138 | 145 | 152 | 160 | 160 | 160 |
| Corridor Enhancement | | | | | | | | | | | |
| Alley Improvement Project | 180,408 | 10,000 | 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 | 571,050 | 100,000 | 100,000 | 100,000 | 50,000 | 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 |
| Total Expenses | 1,417,183 | 523,560 | 526,015 | 553,287 | 505,561 | 507,637 | 459,716 | 486,798 | 488,882 | 490,962 | 528,545 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 1,810,509 | 742,698 | 607,405 | 481,390 | 340,103 | 259,542 | 189,905 | 181,189 | 159,391 | 149,509 | 151,547 |
| Sources / (Uses) | (1,067,811) | (135,293) | (126,015) | (141,287) | (80,561) | (69,637) | (8,716) | (21,798) | (9,882) | 2,038 | (20,545) |
| Ending Balance | 742,698 | 607,405 | 481,390 | 340,103 | 259,542 | 189,905 | 181,189 | 159,391 | 149,509 | 151,547 | 131,002 |

**PARKING SYSTEM FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| Transfer from Transportation Fund | | | | | | | | | | | |
| 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 | 14,060 | | | | 16,000 | | | 17,000 | | | 17,000 |
| Orange St Garage - Exterior Coating | 183,860 | | | 200,000 | | | | | | | |
| Main St. Parking Garage - Ext. Coating | 225,784 | | 200,000 | | | 158,700 | | | 230,000 | | |
| NuPark | 38,175 | 36,500 | 38,000 | | | | | | | | |
| Unappropriated Surplus | 1,358 | | | | | | | | | | |
| Total Revenue | 464,237 | 37,500 | 239,000 | 201,000 | 17,000 | 159,700 | 1,000 | 18,000 | 231,000 | 1,000 | 18,000 |
| Expense | | | | | | | | | | | |
| Parking System - Main Street Garage | | | | | | | | | | | |
| Structural Inspection | 14,060 | | | | 16,000 | | | 17,000 | | | 17,000 |
| Main Street Garage Vault Inspection | 1,358 | | | | | | | | | | |
| Main St. Parking Garage - Ext. Coating | 225,784 | | 200,000 | | | 158,700 | | | 230,000 | | |
| NuPark | 38,175 | 36,500 | 38,000 | | | | | | | | |
| Parking System - Orange Street Garage | | | | | | | | | | | |
| 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 |
| Orange St Garage - Exterior Coating | 183,860 | | | 200,000 | | | | | | | |
| Total Expenses | 464,237 | 37,500 | 239,000 | 201,000 | 17,000 | 159,700 | 1,000 | 18,000 | 231,000 | 1,000 | 18,000 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 44,842 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 |
| Sources / (Uses) | (1,358) | | | | | | | | | | |
| Ending Balance | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 | 43,484 |

**RP FUNDING CENTER CAPITAL FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| Local Grants | | | | | | | | | | | |
| Capital Improvement Revenue Note, Series 2017A | 541,043 | 540,840 | 540,633 | 540,420 | 540,203 | 539,980 | 539,752 | 539,518 | 539,279 | 539,034 | 538,784 |
| Transfer from Public Improvement Fund | | | | | | | | | | | |
| Capital Improvement Revenue Note, Series 2017A | 654,415 | 654,169 | 653,916 | 653,658 | 1,306,516 | 2,524,245 | 1,246,161 | | | | |
| Lakeland Center Capital Contingency | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Unappropriated Surplus | 702,972 | | | | (653,123) | (1,871,123) | (593,316) | 624,079 | 623,802 | 623,520 | (538,784) |
| Total Revenue | 2,298,430 | 1,595,009 | 1,594,549 | 1,594,078 | 1,593,596 | 1,593,102 | 1,592,597 | 1,613,597 | 1,613,081 | 1,612,554 | 450,000 |
| Expense | | | | | | | | | | | |
| Capital & Maintenance Projects | | | | | | | | | | | |
| TLC Golf Carts and Radio | 32,806 | 8,702 | | | | | | | | | |
| Lakeland Center Expansion | 679,691 | | | | | | | | | | |
| Capital Improvement Revenue Note, Series 2017A - Debt Service | 1,195,458 | 1,195,009 | 1,194,549 | 1,194,078 | 1,193,596 | 1,193,102 | 1,192,597 | 1,163,597 | 1,163,081 | 1,162,554 | |
| Emergency Electrical Repairs | 84,500 | | | | | | | | | | |
| Emergency Repair-Cooling Fans | 17,500 | | | | | | | | | | |
| Emergency Repairs-Dishwasher Booster Heater | 18,683 | | | | | | | | | | |
| Lakeland Center Capital Contingency | 35,372 | 25,298 | 30,000 | 43,000 | 44,000 | 70,000 | 400,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Scissor Lift | | | | 30,000 | | | | | | | |
| Replace and Repair Line Set | | 81,000 | 75,000 | 75,000 | 75,000 | | | | | | |
| General Replacements | | 25,000 | 30,000 | 20,000 | 25,000 | 25,000 | | | | | |
| Lakeland Center Roof Replacement | 126,982 | | | | | | | | | | |
| Intercom System - Youkey Theatre | | 15,000 | | 31,000 | | | | | | | |
| Building & Parking Security Upgrades | 5,000 | 10,000 | 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 | | | | | |
| Arena Floor - Diamond Concrete Grinding | | 75,000 | | | | | | | | | |
| AV Equipment Upgrades | | 20,000 | 35,000 | | 20,000 | 25,000 | | | | | |
| Portable Chairs | | | 90,000 | 120,000 | 125,000 | | | | | | |
| Stage Floor Resurface | | | 10,000 | | | | | | | | |
| Forklift | | | | | 30,000 | | | | | | |
| Arena Curtain Replacement | | 75,000 | | | | | | | | | |
| Epoxy Floor Finish - Arena Backstage | | 20,000 | | | | | | | | | |
| Elevators - Arena | | | | | | 100,000 | | | | | |
| Time Clock Plus Upgrade/Replacement | | | 20,000 | | | | | | | | |
| LED Lighting Upgrade | | | 10,000 | | | | | | | | |
| Roof Repair | 31,944 | 25,000 | 20,000 | 20,000 | 20,000 | 20,000 | | | | | |
| Arena Curtains | 35,000 | 20,000 | 15,000 | | | | | | | | |
| Ice Machine-Munn Concession Stand | 4,650 | | | | | | | | | | |
| Ice Machine-Back of Arena | 4,347 | | | | | | | | | | |
| Sikes Hall Lighting Replacement | 24,717 | | | | | | | | | | |
| Daktronics Marquee | 1,780 | | | | | | | | | | |
| Total Expenses | 2,298,430 | 1,595,009 | 1,594,549 | 1,594,078 | 1,593,596 | 1,593,102 | 1,592,597 | 1,613,597 | 1,613,081 | 1,612,554 | 450,000 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 1,323,912 | 620,940 | 620,940 | 620,940 | 620,940 | 1,274,063 | 3,145,186 | 3,738,502 | 3,114,423 | 2,490,621 | 1,867,101 |
| Sources / (Uses) | (702,972) | | | | | 653,123 | 1,871,123 | (593,316) | (624,079) | (623,802) | (538,784) |
| Ending Balance | 620,940 | 620,940 | 620,940 | 620,940 | 1,274,063 | 3,145,186 | 3,738,502 | 3,114,423 | 2,490,621 | 1,867,101 | 2,405,885 |

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Proceeds Issuance of Long Term Debt | 12,326,403 | | | | | | | | | | |
| Federal Grants | | | | | | | | | | | |
| FAA/FDOT Rehab NE Quadrant | 5,465,557 | | | | | | | | | | |
| FAA/FDOT Rehab & Strengthening of Runway 9-27 | 1,371,089 | | | | | | | | | | |
| FAA Reconstruction of TWY P | | 4,950,000 | | | | | | | | | |
| FAA Projects | | | | | | 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 |
| Shift of TWY D | | | | 9,016,117 | | | | | | | |
| TWY A Shoulders | | | 5,580,000 | | | | | | | | |
| TWY Connectors | | | | | 1,980,000 | | | | | | |
| Fuel Farm Relocation | | | | 3,997,800 | | | | | | | |
| TWY E; Construct TWY S | 7,429,770 | 596,000 | | | | | | | | | |
| State Grants | | | | | | | | | | | |
| FDOT-Site Prep and Utility Installation for Intermodal Center | | | | | | | | | 6,000,000 | 6,000,000 | |
| FAA/FDOT Master Plan | 9,817 | | | | | | | | | | |
| FAA/FDOT Rehab NE Quadrant | 182,752 | | | | | | | | | | |
| FDOT Fuel Site Generator | 35,272 | | | | | | | | | | |
| ILS Upgrade to Cat III | 4,160,912 | | | | | | | | | | |
| FAA Reconstruction of TWY P | | 275,000 | | | | | | | | | |
| FAA/FDOT ARFF Equipment | | | 1,440,000 | | | | | | | | |
| FDOT Construct New T Hangars | | | | | | 1,100,000 | | | | | |
| FDOT Land Purchase | | | | | | 2,412,000 | | | | | |
| Engine Run-Up Facility | | | | | | | | 2,000,000 | | | |
| FAA Projects | | | | | | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Shift of TWY D | | | | 500,895 | | | | | | | |
| TWY A Shoulders | | | 310,000 | | | | | | | | |
| TWY Connectors | | | | | 110,000 | | | | | | |
| FDOT Projects | | | | | | | 800,000 | 800,000 | 800,000 | 400,000 | 800,000 |
| Maintenance Hangar Move / Replacement | | | | | 1,680,000 | | | | | | |
| Construct Access Road | | | | 840,000 | | | | | | | |
| Terminal Upgrade | | | | | | | 4,000,000 | 4,000,000 | | | |
| FDOT Construct 15,000 ft2 Hangar | | | | | | | 1,600,000 | | | | |
| Fuel Farm Relocation | | | 405,600 | 222,100 | | | | | | | |
| TWY E; Construct TWY S | 412,765 | | | | | | | | | | |
| Transfer from Other Funds | | | | | | | | | | | |
| 3505 & 3515 Aviation Dr Roof Replacement | 210,863 | | | | | | | | | | |
| Transfer from Internal Loan Fund | | | | | | | | | | | |
| 3505 & 3515 Aviation Dr Roof Replacement | 342,076 | | | | | | | | | | |
| North Aviation Center Access Road | 70,689 | | | | | | | | | | |
| Transfer from Lakeland Airport | | | | | | | | | | | |
| FDOT-Site Prep and Utility Installation for Intermodal Center | | | | | | | | | 1,500,000 | 1,500,000 | |
| FAA/FDOT Rehab NE Quadrant | 44,126 | | | | | | | | | | |
| FDOT-Airport Fuel Farm | 12,182 | 12,183 | | | | | | | | | |
| NOAA Lease Improvements | | 232,386 | | | | | | | | | |
| ILS Upgrade to Cat III | 924,128 | | | | | | | | | | |
| FAA Reconstruction of TWY P | 539,060 | 275,000 | | | | | | | | | |
| Miscellaneous Maintenance Projects | 300,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Soffit Repairs and Painting 3131 Flightline Dr | 355,637 | | | | | | | | | | |
| FAA/FDOT ARFF Equipment | | | 360,000 | | | | | | | | |
| FDOT Construct New T Hangars | | | | | | 275,000 | | | | | |
| FDOT Land Purchase | | | | | | 603,000 | | | | | |
| Engine Run-Up Facility | | | | | | | | 500,000 | | | |
| FAA Projects | | | | | | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Shift of TWY D | | | | 500,896 | | | | | | | |
| TWY A Shoulders | | | 310,000 | | | | | | | | |
| TWY Connectors | | | | | 110,000 | | | | | | |
| FDOT Projects | | | | | | | 200,000 | 200,000 | 200,000 | 100,000 | 200,000 |
| Maintenance Hangar Move / Replacement | | | | | 420,000 | | | | | | |
| Construct Access Road | | | | 210,000 | | | | | | | |
| Terminal Upgrade | | | | | | | 1,000,000 | 1,000,000 | | | |

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| FDOT Construct 15,000 ft2 Hangar | | | | | | | 400,000 | | | | |
| Fuel Farm Relocation | | | 101,400 | 222,100 | | | | | | | |
| TWY E; Construct TWY S | 8,255 | | | | | | | | | | |
| 3505 & 3515 Aviation Dr Roof Replacement | 275,000 | | | | | | | | | | |
| North Aviation Center Access Road | 465,991 | | | | | | | | | | |
| Capital Improvement Revenue and Refunding Bonds, Series 2021A | | 729,300 | 729,300 | 2,684,301 | 2,841,100 | 4,343,501 | 1,224,500 | 962,000 | 640,500 | 638,500 | 640,750 |
| 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 |
| Capital Improvement Revenue and Refunding Bonds, Series 2021C | | 2,411,205 | 1,910,450 | | | | | | | | |
| Unappropriated Surplus | 127,313 | (596,000) | | | | | | | | | |
| Total Revenue | 35,069,657 | 10,125,074 | 12,386,750 | 19,558,809 | 8,349,900 | 14,942,102 | 15,439,851 | 15,943,100 | 15,933,350 | 15,436,100 | 8,440,600 |

| Expense | | | | | | | | | | | |
|--|------------|------------|------------|------------|-----------|------------|------------|------------|------------|------------|-----------|
| Operating | | | | | | | | | | | |
| 2019 Airport Bond Issue | 12,094 | | | | | | | | | | |
| Capital & Maintenance Projects | | | | | | | | | | | |
| FDOT-Site Prep and Utility Installation for Intermodal Center | 137,164 | | | | | | | | 7,500,000 | 7,500,000 | |
| NOAA Improvements | 6,053,904 | | | | | | | | | | |
| FAA/FDOT Rehab NE Quadrant | 5,684,830 | | | | | | | | | | |
| FDOT-Airport Fuel Farm | 12,182 | 12,183 | | | | | | | | | |
| NOAA Lease Improvements | | 232,386 | | | | | | | | | |
| ILS Upgrade to Cat III | 12,519,901 | | | | | | | | | | |
| FAA Reconstruction of TWY P | 539,060 | 5,500,000 | | | | | | | | | |
| Miscellaneous Maintenance Projects | 300,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Soffit Repairs and Painting 3131 Flightline Dr | 355,637 | | | | | | | | | | |
| FAA/FDOT ARFF Equipment | | | 1,800,000 | | | | | | | | |
| FDOT Construct New T Hangars | | | | | | 1,375,000 | | | | | |
| FDOT Land Purchase | | | | | | 3,015,000 | | | | | |
| Engine Run-Up Facility | | | | | | | | 2,500,000 | | | |
| FAA Projects | | | | | | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Shift of TWY D | | | | 10,017,908 | | | | | | | |
| TWY A Shoulders | | | 6,200,000 | | | | | | | | |
| TWY Connectors | | | | | 2,200,000 | | | | | | |
| FDOT Projects | | | | | | | 1,000,000 | 1,000,000 | 1,000,000 | 500,000 | 1,000,000 |
| Maintenance Hangar Move / Replacement | | | | | 2,100,000 | | | | | | |
| Construct Access Road | | | | 1,050,000 | | | | | | | |
| Terminal Upgrade | | | | | | | 5,000,000 | 5,000,000 | | | |
| FDOT Construct 15,000 ft2 Hangar | | | | | | | 2,000,000 | | | | |
| Fuel Farm Relocation | | | 507,000 | 4,442,000 | | | | | | | |
| TWY E; Construct TWY S | 7,850,790 | | | | | | | | | | |
| 3505 & 3515 Aviation Dr Roof Replacement | 827,939 | | | | | | | | | | |
| North Aviation Center Access Road | 536,680 | | | | | | | | | | |
| Capital Improvement Revenue and Refunding Bonds, Series 2021A - Debt Service | 125,602 | 729,300 | 729,300 | 2,684,301 | 2,841,100 | 4,343,501 | 1,224,500 | 962,000 | 640,500 | 638,500 | 640,750 |
| Capital Improvement Revenue and Refunding Bonds, Series 2021B - Debt Service | 110,222 | 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 |
| Capital Improvement Revenue and Refunding Bonds, Series 2021C - Debt Service | 3,652 | 2,411,205 | 1,910,450 | | | | | | | | |
| Total Expenses | 35,069,657 | 10,125,074 | 12,386,750 | 19,558,809 | 8,349,900 | 14,942,102 | 15,439,851 | 15,943,100 | 15,933,350 | 15,436,100 | 8,440,600 |

| | | | | | | | | | | | |
|-------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 649,750 | 522,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 |
| Sources / (Uses) | (127,313) | 596,000 | | | | | | | | | |
| Ending Balance | 522,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 | 1,118,437 |

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Stormwater Fees - Commercial/Municipal | 2,928,000 | 3,241,366 | 3,274,000 | 3,307,000 | 3,340,000 | 3,373,000 | 3,407,000 | 3,441,000 | 3,475,000 | 3,510,000 | 3,545,000 |
| Stormwater Fees - Residential | 3,740,922 | 4,033,823 | 4,074,000 | 4,115,000 | 4,156,000 | 4,198,000 | 4,240,000 | 4,282,000 | 4,325,000 | 4,368,000 | 4,412,000 |
| Stormwater Fees - Interfund | 126,000 | 125,363 | 127,000 | 128,000 | 129,000 | 130,000 | 131,000 | 132,000 | 133,000 | 134,000 | 135,000 |
| Interest on Pooled Investments | 180,000 | 184,000 | 188,000 | 192,000 | 196,000 | 200,000 | 204,000 | 208,000 | 212,000 | 216,000 | 220,000 |
| Local Grants | | | | | | | | | | | |
| SWFMD - Lake Hunter BMP | 289,568 | | | | | | | | | | |
| Lake Bonnet Drainage Improvement CBDG-MIT Grant | | 42,900,000 | | | | | | | | | |
| Aquatic Harvester | 75,000 | | | | | | | | | | |
| Special Assessments-Sewers | | | | | | | | | | | |
| Heatherpoint Stormwater Sewer Repair | 34,377 | | | | | | | | | | |
| Transfer from Internal Loan Fund | | | | | | | | | | | |
| Heatherpoint Stormwater Sewer Repair | 171,882 | | | | | | | | | | |
| Unappropriated Surplus | 4,005,784 | (11,221) | 166,060 | 51,580 | (35,328) | 58,277 | 197,040 | (166,145) | 145,874 | (35,699) | 81,159 |
| Total Revenue | 11,551,533 | 50,473,331 | 7,829,060 | 7,793,580 | 7,785,672 | 7,959,277 | 8,179,040 | 7,896,855 | 8,290,874 | 8,192,301 | 8,393,159 |
| Expense | | | | | | | | | | | |
| Operating Expense | | | | | | | | | | | |
| Lakes and Environmental | 1,582,142 | 1,623,852 | 1,666,000 | 1,732,040 | 1,800,721 | 1,872,149 | 1,946,435 | 2,023,692 | 2,104,039 | 2,187,600 | 2,274,504 |
| Unspecified | | | | | | | | | | | |
| Emergency Manager | 567 | 783 | | | | | | | | | |
| Contributions to Other Funds | | | | | | | | | | | |
| Retiree Bonus | 918 | 918 | 918 | 918 | 918 | 918 | 918 | 918 | 918 | 918 | 918 |
| Radio Replacement 2011 | 2,251 | 2,251 | 2,251 | 2,251 | 2,251 | | | | | | |
| Virtual Server Platform Replacement | 333 | | | | | | | | | | |
| Lake Bonny | | | | | | | | | | | |
| Lake Bonny Watershed Management Plan & Projects | 427,023 | 200,000 | 150,000 | 100,000 | 50,000 | 100,000 | 100,000 | 50,000 | 10,000 | 10,000 | 50,000 |
| Lake Gibson | | | | | | | | | | | |
| Water Quality Improvement Project | | 25,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Lake Hollingsworth | | | | | | | | | | | |
| Lake Hollingsworth TMDL Program | 440,549 | 100,000 | 200,000 | 100,000 | 200,000 | 100,000 | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Hunter/Beulah/Wire Watershed | | | | | | | | | | | |
| SWFMD - Lake Hunter BMP | 457,893 | | | | | | | | | | |
| Lake Hunter - Watershed Management | 12,954 | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Lake Parker | | | | | | | | | | | |
| Lake Parker TMDL Project - WQ Treatment | 595,432 | 250,000 | 250,000 | 150,000 | 200,000 | 200,000 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Miscellaneous | | | | | | | | | | | |
| Install / Maintain Pollution Control Devices | 146,945 | 75,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Southern Landings Repairs | 10,000 | 10,000 | 10,000 | | 10,000 | | 50,000 | | | | |
| Stormwater Management Master Plan | 255,025 | 50,000 | | | | | | | | | 50,000 |
| Drainage Maintenance Operations | 1,028,915 | 976,800 | 950,000 | 975,000 | 1,000,000 | 1,050,000 | 1,100,000 | 1,150,000 | 1,200,000 | 1,250,000 | 1,300,000 |
| Environmental Code Enforcement Officer | 56,219 | 57,913 | 61,091 | 63,534 | 66,076 | 68,719 | 71,467 | 74,326 | 77,299 | 80,390 | 83,605 |
| Highlands Hills Ditch Maint & Repairs | 100,210 | | | | | | | | | | |
| CLMP - 2016 Update | | | | | | | | | 250,000 | | |
| Upgrades to Office | 50,000 | | | | | | | | | | |
| Drainage Capital Equipment | | 56,000 | 40,000 | 40,000 | 40,000 | 40,000 | | | | | |
| Crystal Lake | | | | | | | | | | | |
| SWFMD Crystal Lake Water Quality Improvement Study Q178 | 200,000 | | | | | | | | | | |
| Crystal Lake TMDL | 305,690 | 100,000 | 150,000 | 250,000 | 100,000 | 50,000 | 40,000 | 30,000 | 25,000 | 25,000 | 25,000 |
| Lake Morton | | | | | | | | | | | |
| Water Quality Improvement Project | 310,188 | 150,000 | 250,000 | 50,000 | 50,000 | 150,000 | 50,000 | 50,000 | 50,000 | 25,000 | 25,000 |
| Lake Mirror | | | | | | | | | | | |
| Water Quality Improvement Project | 226,612 | 150,000 | 150,000 | 150,000 | 50,000 | 50,000 | 150,000 | 50,000 | 50,000 | 25,000 | 25,000 |
| Lake Beulah | | | | | | | | | | | |
| Water Quality Improvement Project | | 30,000 | 25,000 | 20,000 | 20,000 | 50,000 | 50,000 | | | 25,000 | 25,000 |
| Drainage Projects | | | | | | | | | | | |
| Retrofit Existing Storm Sewers | 883,874 | 1,000,000 | 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 |
| TV & Clean Storm Drain Structures | 654,291 | 410,000 | 410,000 | 410,000 | 410,000 | 410,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| GIS Storm Sewer Inventory | 100,000 | 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 | | | | | | | | | | |

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|-------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| GIS Technician - Engineering | 76,451 | 79,509 | 82,689 | 85,997 | 89,437 | 93,014 | 96,735 | 100,604 | 104,628 | 108,813 | 113,165 |
| Street Sweeping Study | 1,286 | | | | | | | | | | |
| Lake Bonny Drainage Project | 23,069 | | | | | | | | | | |
| Streetsweeping Operations | 1,584,613 | 1,196,865 | 1,220,802 | 1,245,218 | 1,270,122 | 1,295,524 | 1,321,434 | 1,347,862 | 1,374,819 | 1,402,350 | 1,472,467 |
| Heatherpoint Stormwater Sewer Repair | 221,963 | | | | | | | | | | |
| TV Truck Lease | 57,979 | 58,429 | | | | | | | | | |
| Office Furniture | 2,500 | | | | | | | | | | |
| Lakes and Environmental | | | | | | | | | | | |
| NPDES Permitting - Administration | 38,479 | 39,635 | 39,000 | 40,000 | 40,500 | 41,000 | 41,500 | 42,000 | 42,500 | 43,000 | 43,500 |
| Public Education Programs | 97,793 | 90,000 | 65,000 | 65,000 | 60,000 | 60,000 | 60,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| General Lake Improvements | 485,765 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Lake Hollingsworth Southside Shoreline Stab | 62,386 | 40,000 | | | | | | | | | 50,000 |
| Lake Beulah Shoreline Restoration | 13,736 | 15,000 | | | | | 25,000 | 25,000 | | | |
| Lake Wire Hydrilla Removal | 21,425 | | | | | | | | | | |
| Lake Morton Shoreline Restoration | 36,927 | | | | | | 10,000 | 10,000 | 10,000 | | |
| Contributions to FL Friendly Landscaping | 20,000 | 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 | 154,074 | 25,000 | 100,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Bathymetric Mapping Project | 60,989 | | | | | | | | | | |
| Solid Waste/Lakes - 305 Eastside Property | 25,639 | | | | | | | | | | |
| Lake Bonnet Drainage Improvement CBDG-MIT Grant | | 42,900,000 | | | | | | | | | |
| Replace Jon Boat | | | | 50,000 | | | 25,000 | | | | 25,000 |
| Aquatic Harvester | 406,776 | 175,376 | 181,309 | 188,622 | 195,647 | 202,953 | 210,551 | 217,453 | 216,671 | 234,230 | |
| Total Expenses | 11,551,533 | 50,473,331 | 7,829,060 | 7,793,580 | 7,785,672 | 7,959,277 | 8,179,040 | 7,896,855 | 8,290,874 | 8,192,301 | 8,393,159 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 5,719,304 | 1,713,520 | 1,724,741 | 1,558,681 | 1,507,101 | 1,542,429 | 1,484,152 | 1,287,112 | 1,453,257 | 1,307,383 | 1,343,082 |
| Sources / (Uses) | (4,005,784) | 11,221 | (166,060) | (51,580) | 35,328 | (58,277) | (197,040) | 166,145 | (145,874) | 35,699 | (81,159) |
| Ending Balance | 1,713,520 | 1,724,741 | 1,558,681 | 1,507,101 | 1,542,429 | 1,484,152 | 1,287,112 | 1,453,257 | 1,307,383 | 1,343,082 | 1,261,923 |

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| 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 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Transfer from WW Operations | 6,850,000 | 7,000,000 | 9,138,000 | 7,350,000 | 7,125,000 | 7,800,000 | 7,300,000 | 7,300,000 | 7,500,000 | 7,500,000 | 7,500,000 |
| Federal Grants | | | | | | | | | | | |
| FDEP-Se7en Wetlands Phase III Trail | 237,829 | | | | | | | | | | |
| Water Quality Improvements (50% Grant) | | | 1,250,000 | | | | | | | | |
| Transfer from WW Operations | | | | | | | | | | | |
| Air Bay Improvements | | | | | | 1,000,000 | 1,000,000 | | | | |
| Unappropriated Surplus | 18,564,817 | 782,938 | (65,062) | 62,938 | (3,000) | 7,000 | (753,000) | (1,873,000) | (1,708,000) | (2,603,000) | (3,183,000) |
| Total Revenue | 25,857,646 | 7,987,938 | 10,527,938 | 7,617,938 | 7,327,000 | 9,012,000 | 7,752,000 | 5,632,000 | 5,997,000 | 5,102,000 | 4,522,000 |
| Expense | | | | | | | | | | | |
| Non-Departmental | | | | | | | | | | | |
| Transfer to IT - Radio Replacement 2011 | 60,938 | 60,938 | 60,938 | 60,938 | | | | | | | |
| Capital Contingency | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Engineering | | | | | | | | | | | |
| PW Survey Services - Water Utilities Projects | | | | | | | | | | | |
| Wastewater Collection Administration | | | | | | | | | | | |
| Security Enhancements | 123,746 | | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Wireless Work Order System Interface | 175,087 | 50,000 | | | 50,000 | | | 50,000 | | | |
| Wastewater Collection Vehicles - GPS | 4,603 | | 5,000 | | | | | | | | |
| GPS Equipment Upgrade | 32,000 | | | | | | | | | | |
| Wastewater System Administration | | | | | | | | | | | |
| Local Limits Headworks Study | | | | | 80,000 | | | | | 80,000 | |
| 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 | 31,396 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Conductivity Study | 113,466 | | | | | | | | | | |
| Undesignated Improvement Projects - Wastewater | 673,238 | | | | | | | | | | |
| Targeted Economic Opportunities - Wastewater | 175,000 | 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 | | | | | | | | | | |
| Glendale Sewage Treatment Plant | | | | | | | | | | | |
| Glendale Process Modeling and Evaluation Study | 14,850 | | | | | | | | | | |
| Glendale Controls | | 100,000 | | | | | 100,000 | | | | |
| Repair and replace Odor control blowers | 32,325 | | | | | | | | | | |
| Replacement of Sludge Pumping Equipment | | 150,000 | 75,000 | 75,000 | 75,000 | 75,000 | | | | | |
| Replacement of Magnetic Flow Meters | 65,000 | | | | | | | | | | |
| Transfer to Fleet - Wastewater Vehicle Purchases | | 70,000 | | | | | | | | | |
| Capital Equipment | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Repair and Repave Service Roads | 123,326 | 100,000 | | | | | 100,000 | | | | |
| Climber Screen Replacement | | | 500,000 | | | | | | | | |
| Glendale Sludge Dewatering Process Improvements | 98,582 | | | | | | | | | | |
| Undesignated Pumps, Motors and Controls | 100,000 | 100,000 | 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) | 138,993 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | | | | | |
| Glendale Control Panel Upgrades | 45,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Replace Level Control Sensor at Headworks | 1,351 | | | | | | | | | | |
| Glendale Lab Addition and Renovation | 215,512 | | | | | | | | | | |
| Intermediate Pump Station Control Panel Upgrade | 250,117 | 10,000 | | 10,000 | | | | 110,000 | | 50,000 | |
| Polymer System | 307,000 | | | | | | | | | | |
| Primary #2 Replace Clarifier Equipment at Glendale | | | | | 500,000 | | | | | | |
| Intermediate Pump Station Coating | | | | | | | 400,000 | | | | |
| Digester Lid Rehab | | | | 100,000 | 100,000 | | | | | | |
| Polymer Station/Thickening Equipment Rehab | | | | | | 150,000 | | | | | |
| Digester Cleanout | | | | 65,000 | 65,000 | | | | | | |
| Splitter Box Coating and Valve Replacement | | | | 75,000 | 75,000 | 75,000 | | | | | |
| 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 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Northside Sewage Treatment Plant | | | | | | | | | | | |
| Northside Controls | 48,365 | 25,000 | | 25,000 | | 25,000 | | 25,000 | | 25,000 | |
| Replacement of Magnetic Flowmeters | 70,000 | | | | | | | | | | |
| 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 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Bypass Pump Station Rehab | | 400,000 | | | | | | | | | |
| Repair of Headworks Splitter Box | 2,472,207 | | | | | | | | | | |
| Northside Replacement of Effluent Pumps | 159,911 | | | | | | | | | | |
| Bypass Pump Station and Valve Control | 130,000 | | | | | | | | | | |
| Solids Handling | 300,000 | | | | | | | | | | |
| RAS Valve Controls | 150,000 | | | | | | | | | | |
| Polymer Blend System | 14,413 | | | | | | | | | | |
| BFP Control Panel and Polymer Skid Replacement | | 250,000 | | | | | | | | | |
| Rehab & Repair Digester Blowers | | 250,000 | 300,000 | | | | | | | | |
| Air Bay Improvements | | | | | | 1,000,000 | 1,000,000 | | | | |
| Sewage Pumping Stations | | | | | | | | | | | |
| Telemetry System Upgrades | 116,735 | 25,000 | 25,000 | 50,000 | | 800,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Skyview Utility Sys (City / PC - Reimb TetraTech) | 6,853 | | | | | | | | | | |
| Wet Well Rehab | 111,034 | 100,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Undesignated Pump / Panel Replacements | 18,566 | 150,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 150,000 | 150,000 | 150,000 |
| Undesignated Generator Replacement | 24,000 | 65,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Equipment | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Northside Pump Station Construction | 3,408,945 | | | | | | | | | | |
| Upgrade SW Pump Station | 90,356 | | | | | | | | | | |
| Pump Station ARC Flash Study | 104,143 | | | | | | | | | | |
| Northwest PS Rehab | 213,567 | | | | | | | | | | |
| VFD Conversions | 15,564 | | | | | | | | | | |
| Repiping of Bonny Apartments L3860 | 17,154 | | | | | | | | | | |
| Ariana Street FM Relocation Lotus to Wabash | 55,375 | | | | | | | | | | |
| Martins Landing Pumps & Panel Rehab | 54,081 | | | | | | | | | | |
| Undesignated Generator Installation | 111,399 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| L0450 Stonewater Pump & Panel Rehab | 461 | | | | | | | | | | |
| L0110 Bentley Shores Pump & Panel Rehab | 54,351 | | | | | | | | | | |
| Cyanamid L6840 Rehab | 181,641 | 50,000 | 50,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| L0410 Southwest Pump Repair | 40,000 | | | | | | | | | | |
| None-Destructive FM Testing | 75,000 | | | | | | | | | | |
| L3630 Grasslands Enclave Pump Replacement | 18,634 | | | | | | | | | | |
| L6640 Lakeside Hills Ests VFDs | 9,100 | | | | | | | | | | |
| Northside Station Buffer | 150,000 | | | | | | | | | | |
| L0460 Willow Brook Pump Replacement | 77,151 | | | | | | | | | | |
| L2010 Edgewater Beach Pump Replacements | 14,800 | | | | | | | | | | |
| L2610 US98 South Pipe/Well Rehab | 45,040 | | | | | | | | | | |
| Portable Emergency Control Panel | 40,000 | | | | | | | | | | |
| Elizabeth Street Pump Replacement | 6,000 | | | | | | | | | | |
| County Line L3440 Panel Replacement | | 200,000 | | | | | | | | | |
| Upgrade Tenth St L3310 Pump Station | | | 200,000 | | | | | | | | |
| L0210 Wood Lake Pump Station New Wet Well | | 50,000 | 200,000 | | | | | | | | |
| L0790 Publix Pump Station Pump Replacement | | 70,000 | | | | | | | | | |
| L0440 Bridgefield Panel Replacement | | 75,000 | | | | | | | | | |
| Edgewood Ext. Rehab | | 350,000 | | | | | | | | | |
| Electricians Portable Generator | 20,000 | | | | | | | | | | |
| L0730 Westside Pump Station Generator Replacement | 41,000 | | | | | | | | | | |
| ATS, Generator, & Labor | 49,846 | | | | | | | | | | |
| Airpark L3430 Fiber Install | 25,000 | | | | | | | | | | |
| Northside L6010 Fiber Install | 45,000 | | | | | | | | | | |
| L3415 Airport II Lift Station Pump Replacements | 12,000 | | | | | | | | | | |
| Replace L0110 Bentley Shores FM | | | | | | 350,000 | | | | | |
| L0360 Spring Oaks Station Rehab | | | | | 200,000 | | | | | | |
| L7020 Socrum Loop Station Rehab | | | | | | 350,000 | | | | | |

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| L3410 Waring Rd Pumps Panel Generator | | | | | | | 400,000 | | | | |
| L3710 Airside Master Panel Generator | | | | 250,000 | | | | | | | |
| Sylvester Shores L1720 Station and FM Rehab | | | | 450,000 | | | | | | | |
| Sewer Line Maintenance | | | | | | | | | | | |
| Rehabilitate Sewer Lines | 243,800 | 1,200,000 | 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 |
| Sewer Maintenance - Contractor Installed Liners | 900,000 | | | | | | | | | | |
| Sewer Maintenance - Contractor Cleaning & Televising | 100,000 | | | | | | | | | | |
| Sewer Maintenance - City Performed Point Repairs | 100,000 | | | | | | | | | | |
| Wastewater New Line Connections | | | | | | | | | | | |
| Inflow Reduction | 30,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Skyview Utility Sys (City / PC - Reimb TetraTech) | 46,452 | | | | | | | | | | |
| Flushing of Southwest Basin Force Mains | 25,000 | | 25,000 | | 25,000 | | 25,000 | | 25,000 | | |
| Sewer Maintenance - Manhole Rehabilitation | 75,000 | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 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 |
| 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 | 44,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 | 45,000 |
| Western Trunk Manhole Rehab | 253,027 | | | | | | | | | | |
| Northside 30inch Force Main ARV Rehab | 344,716 | | | | | | | | | | |
| Grit / Sand Drying Bed Replacement | 11,148 | | | | | | | | | | |
| Griffin Rd 24" Sanitary Sewer Lining | 1,679,297 | | | | | | | | | | |
| Lakeland Park Drive Sewer Relocation | 47,085 | | | | | | | | | | |
| Citrus Woods Emergency SFM Repair | 176,010 | | | | | | | | | | |
| S. Florida Ave Gravity Line Repair | 438,884 | | | | | | | | | | |
| Private System Monitoring | 18,332 | | | | | | | | | | |
| Smartcover Installation | 25,000 | 25,000 | 25,000 | | | 25,000 | | 25,000 | | 25,000 | |
| COL Sewer Line Easement Purchases | 42,150 | | 25,000 | | 25,000 | | 25,000 | | 50,000 | | |
| English Oaks Booster Station Odor Control Pilot | 133,043 | 175,000 | | | | | | | | | |
| CMOM - (Capacity, Mgmt, Operations & Maint) Update | | | | | 100,000 | | | | | 100,000 | |
| Basin 8 I&I Study | 12,017 | | | | | | | | | | |
| Basin 4 I&I Study | 40,258 | | | | | | | | | | |
| Howard Ave Manhole Repair | 399,917 | | | | | | | | | | |
| Sanitary Sewer Evaluation Study | 100,000 | | | | | 100,000 | | | | | |
| Downtown Manhole Replacement | 5,846 | | | | | | | | | | |
| Basin 5 I&I Study | 40,500 | | | | | | | | | | |
| Basin 6 I&I Study | 43,359 | | | | | | | | | | |
| Basin 7 I&I Study | 18,548 | | | | | | | | | | |
| Kidron Rd ? Amazon FM Extension | | | | | | | | | | | |
| Lake Parker Manhole Repair | 70,000 | | | | | | | | | | |
| 10" FM Break Crystal Lake/Combee Rd | 120,092 | | | | | | | | | | |
| Ingraham and Oak Sewer Rehab | | 300,000 | | | | | | | | | |
| Materials Storage Structure | | 200,000 | | | | | | | | | |
| Citrus Colony MHP Sanitary Repair | 10,000 | | | | | | | | | | |
| Providence Road Church Gravity Line Repair | | | | | | | | | | | |
| US98 Utility Coordination | | | | | 100,000 | | | | | | |
| Repair line behind Harry's in alley | | | 75,000 | | | | | | | | |
| Skipper Street 36 Sewer Line Relocation | | | 250,000 | 750,000 | | | | | | | |
| New Manhole in Alley behind Frescos | | | 50,000 | | | | | | | | |
| Pretreatment Program | | | | | | | | | | | |
| Local Limits Headworks Study | 65,900 | | | | | | | | | | |
| Capital Equipment | 14,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Pretreatment CORE Program | 50,000 | 25,000 | 25,000 | | | | | | | | |
| Flowmeter Replacement | 20,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | | | | | |
| Wastewater Engineering | | | | | | | | | | | |
| 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) | 300,000 | 250,000 | 400,000 | 400,000 | 400,000 | 500,000 | 500,000 | 500,000 | 1,000,000 | | |
| Wastewater Support - Other City Departments | 50,112 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Undesignated Utility Relocations | 238,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Utility Relocation - West Pipkin, Medulla to Harden. | 197,233 | | | | | | | | | | |
| Oakpark / Summerfield Wastewater System Remediation | 126 | | | | | | | | | | |
| Utility Relocation SR 33 at I-4 - Tomkow to Old Combee | 2,000,000 | | | | | | | | | | |
| South Wabash Ave Extension | 90,361 | | | | | | | | | | |
| Energy Efficiencies / Digestion System Improvements (SRL) | 500 | | | | | | | | | | |
| Northside Pump Station Construction | 351,471 | | | | | | | | | | |
| Griffin Rd 24" Sanitary Sewer Lining | 210,382 | | | | | | | | | | |
| English Oaks Phase III - Construction | 87,568 | | | | | | | | | | |
| Ariana Street FM Relocation Lotus to Wabash | 16,541 | | | | | | | | | | |
| FDOT Proposed Wastewater Projects | 271,179 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Northside ATAD Study | 20,000 | | | | | | | | | | |
| Glendale Effluent Pump Station | 76,000 | | | | | | | | | | |
| Cyanamid L6840 Rehab. | 4,807 | 10,000 | | | | | | | | | |
| North Wabash Extension | 16,303 | | | | | | | | | | |
| Bypass Pump Station and Valve Control | 14,676 | | | | | | | | | | |
| Master Plan | 509,060 | | | | | | | | | | |
| Citrus Colony MHP Sanitary Repair | 10,000 | | | | | | | | | | |
| Maintenance Support | | | | | | | | | | | |
| Capital Equipment | 25,000 | 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 | | | | | | | | | | |
| Wetlands Management | | | | | | | | | | | |
| FDEP-Se7en Wetlands Phase III Trail | 437,829 | | | | | | | | | | |
| Security Enhancements | 24,596 | | 30,000 | | | | | | | | |
| Capital Contingency | 29,050 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Effluent Usability Study | 63,962 | | | | | | | | | | |
| Undesignated Generator Replacement | | | | | | 30,000 | | | | | |
| Wetlands Gopher Tortoise Relocation | 7,626 | 25,000 | | | 25,000 | | | 25,000 | | | |
| Transfer to Fleet - Wastewater Vehicle Purchases | | | 150,000 | | | 50,000 | | | | | |
| Capital Equipment | 25,000 | 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 | 71,639 | | | | | | | | | | |
| Wetlands Fiber Installation | 45,200 | | | | | | | | | | |
| Wetlands Park | 3,427 | | | | 75,000 | | 75,000 | | 75,000 | | |
| North Boundary Fence adjacent to Eaglebrook | | | 150,000 | | | | | | | | |
| Upgrades to Office | | 30,000 | | | | | | | | | |
| Wetland Data Automation | 217,241 | | | | | | | | | | |
| Replacement of Control Gates | 179,495 | | | | 400,000 | | | | | | |
| Effluent Ditch Rehabilitation | 148,514 | | 300,000 | | | | | | | | |
| Reverse Eutrophication/Wetlands Ecosystem | 132,061 | | | | | | | | | | |
| Connect to Public Water Supply | 25,950 | 45,000 | | | | | | | | | |
| Land Management | 46,203 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Effluent Structure Rehabilitation | 750,000 | 850,000 | | | | | | | | | |
| Dredging and Sediment Management | 800,000 | | | | | | | | | | |
| Water Quality Improvements (50% Grant) | 100,000 | | 2,500,000 | | | | | | | | |
| Wetland Renewable Energy | | | | 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 | | | | | |
| Laboratory Analysis | | | | | | | | | | | |
| 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 |
| West Lakeland Roughing Plant | | | | | | | | | | | |
| 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 | 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 | 50,000 |
| West Lakeland Lift Station Bypass Pump | 47,327 | | | | | | | | | | |
| Blower Rebuild | | | | 100,000 | 100,000 | 100,000 | 100,000 | | | | |
| Wastewater Treatment Operations Support | | | | | | | | | | | |
| Capital Equipment | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Expenses | 25,857,646 | 7,987,938 | 10,527,938 | 7,617,938 | 7,327,000 | 9,012,000 | 7,752,000 | 5,632,000 | 5,997,000 | 5,102,000 | 4,522,000 |

**WASTEWATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|-------------------------------|-------------------------------------|--------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 21,790,102 | 3,225,285 | 2,442,347 | 2,507,409 | 2,444,471 | 2,447,471 | 2,440,471 | 3,193,471 | 5,066,471 | 6,774,471 | 9,377,471 |
| Sources / (Uses) | (18,564,817) | (782,938) | 65,062 | (62,938) | 3,000 | (7,000) | 753,000 | 1,873,000 | 1,708,000 | 2,603,000 | 3,183,000 |
| Ending Balance | 3,225,285 | 2,442,347 | 2,507,409 | 2,444,471 | 2,447,471 | 2,440,471 | 3,193,471 | 5,066,471 | 6,774,471 | 9,377,471 | 12,560,471 |

**WASTEWATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| 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 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 | 409,000 |
| Unappropriated Surplus | 7,210,328 | 2,396,000 | 2,291,000 | (9,000) | 21,000 | (9,000) | (9,000) | 21,000 | (9,000) | (9,000) | (9,000) |
| Total Revenue | 7,719,328 | 2,905,000 | 2,800,000 | 500,000 | 530,000 | 500,000 | 500,000 | 530,000 | 500,000 | 500,000 | 500,000 |
| Expense | | | | | | | | | | | |
| Non-Departmental | | | | | | | | | | | |
| Wastewater Impact Fee Study | | 30,000 | | | 30,000 | | | 30,000 | | | |
| Wastewater System Administration | | | | | | | | | | | |
| Wastewater Impact Fee Study | 4,441 | | | | | | | | | | |
| Wastewater Capacity Study | 100,000 | | | | | | | | | | |
| Sewage Pumping Stations | | | | | | | | | | | |
| Southwest Pump Station Redirection | 400,000 | | | | | | | | | | |
| Sewer Line Maintenance | | | | | | | | | | | |
| SW Lk/nd Capacity Enhancement (English Oaks) | 35,281 | | | | | | | | | | |
| Force Main Parkway to Glendale | 72,886 | | 500,000 | | | | | | | | |
| Skyview Force Main Upgrades | 1,646,135 | | | | | | | | | | |
| Southwest Lakeland Sewer Upgrade | 3,500,000 | | | | | | | | | | |
| North Wabash Extension | 132,457 | | | | | | | | | | |
| Western Trunk San Gully Rd Line Relocation | | 250,000 | 1,800,000 | | | | | | | | |
| Wastewater Engineering | | | | | | | | | | | |
| Subdivision and Commercial Development | 369,599 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Undesignated Capacity Expansion | 184,908 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Utility Relocation - West Pipkin, Medulla to Harden. | 50,000 | | | | | | | | | | |
| Force Main Parkway to Glendale | 11,663 | | | | | | | | | | |
| Skyview Force Main Upgrades | 45,000 | | | | | | | | | | |
| Skyview Drive L3845 Forcemain Upsizing | | 75,000 | | | | | | | | | |
| Southwest Lakeland Sewer Upgrade | 386,958 | | | | | | | | | | |
| West Lakeland Waste Load Facility Expansion Study | 105,000 | | | | | | | | | | |
| Southwest Wastewater Expansion | 540,634 | 350,000 | | | | | | | | | |
| Southwest Pump Station Redirection | 100,000 | | | | | | | | | | |
| Drane Field Rd Warehouse FM Upsizing Reimbursement | 34,366 | | | | | | | | | | |
| Lakeland Central Park Upsize Reimbursement | | 1,700,000 | | | | | | | | | |
| Total Expenses | 7,719,328 | 2,905,000 | 2,800,000 | 500,000 | 530,000 | 500,000 | 500,000 | 530,000 | 500,000 | 500,000 | 500,000 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 16,044,271 | 8,833,943 | 6,437,943 | 4,146,943 | 4,155,943 | 4,134,943 | 4,143,943 | 4,152,943 | 4,131,943 | 4,140,943 | 4,149,943 |
| Sources / (Uses) | (7,210,328) | (2,396,000) | (2,291,000) | 9,000 | (21,000) | 9,000 | 9,000 | (21,000) | 9,000 | 9,000 | 9,000 |
| Ending Balance | 8,833,943 | 6,437,943 | 4,146,943 | 4,155,943 | 4,134,943 | 4,143,943 | 4,152,943 | 4,131,943 | 4,140,943 | 4,149,943 | 4,158,943 |

**WASTEWATER FDEP
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|---|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| State Grants | | | | | | | | | | | |
| Energy Efficiencies / Digestion System Improvements (SRL) | 585,623 | | | | | | | | | | |
| English Oaks Phase III - Design | 1,380,397 | | | | | | | | | | |
| English Oaks Phase III - Construction | 3,358,081 | | | | | | | | | | |
| Glendale Effluent Pump Station | 12,500,000 | | | | | | | | | | |
| Northside Biosolids (SRL) | | 5,000,000 | 5,000,000 | | | | | | | | |
| English Oaks Phase IV - Construction | 2,146,259 | | | | | | | | | | |
| Unappropriated Surplus | (933,325) | | | | | | | | | | |
| Total Revenue | 19,037,035 | 5,000,000 | 5,000,000 | | | | | | | | |
| Expense | | | | | | | | | | | |
| Glendale Sewage Treatment Plant | | | | | | | | | | | |
| Energy Efficiencies / Digestion System Improvements (SRL) | 576,059 | | | | | | | | | | |
| Glendale Effluent Pump Station | 12,500,000 | | | | | | | | | | |
| Northside Sewage Treatment Plant | | | | | | | | | | | |
| Northside Biosolids (SRL) | | 5,000,000 | 5,000,000 | | | | | | | | |
| Sewer Line Maintenance | | | | | | | | | | | |
| English Oaks Phase III - Design | 456,636 | | | | | | | | | | |
| English Oaks Phase III - Construction | 3,358,081 | | | | | | | | | | |
| English Oaks Phase IV - Construction | 2,146,259 | | | | | | | | | | |
| Total Expenses | 19,037,035 | 5,000,000 | 5,000,000 | | | | | | | | |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 54,055 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 |
| Sources / (Uses) | 933,325 | | | | | | | | | | |
| Ending Balance | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 | 987,380 |

**AMERICAN RESCUE PLAN FUND-WASTEWATER
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Federal Grants | 8,900,000 | 8,900,000 | | | | | | | | | |
| Unappropriated Surplus | | | | | | | | | | | |
| Total Revenue | 8,900,000 | 8,900,000 | | | | | | | | | |
| Expense | | | | | | | | | | | |
| Projects | | | | | | | | | | | |
| Western Trunk San Gully Rd Line Relocation | 8,900,000 | 8,900,000 | | | | | | | | | |
| Total Expenses | 8,900,000 | 8,900,000 | | | | | | | | | |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | | | | | | | | | | | |
| Sources / (Uses) | | | | | | | | | | | |
| Ending Balance | | | | | | | | | | | |

**WATER IMPACT FEES
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| Connection Fees | 510,000 | 600,000 | 625,000 | 650,000 | 675,000 | 700,000 | 725,000 | 750,000 | 775,000 | 800,000 | 825,000 |
| 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 |
| Unappropriated Surplus | 2,202,923 | 1,400,000 | (275,000) | (300,000) | (325,000) | (350,000) | (375,000) | (400,000) | (425,000) | (450,000) | (475,000) |
| Total Revenue | 2,812,923 | 2,100,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Expense | | | | | | | | | | | |
| Water Engineering | | | | | | | | | | | |
| LWE9592 W. Pipkin Widening (Medulla to Harden) | 1,200,000 | | | | | | | | | | |
| SW Water Expansion - Medulla Rd | 356,948 | 1,150,000 | | | | | | | | | |
| SW Water Expansion - County Line Rd | 108,163 | | | | | | | | | | |
| Drane Field Rd Warehouse WM Upsizing Reimbursement | 31,667 | | | | | | | | | | |
| Water Administration | | | | | | | | | | | |
| Capital Contingency | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| CWA5193 Impact Fee Study | 4,440 | | | | | | | | | | |
| Polk Regional Water Cooperative | 1,011,705 | 500,000 | | | | | | | | | |
| Southwest Water Expansion | | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Total Expenses | 2,812,923 | 2,100,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 5,073,686 | 2,870,763 | 1,470,763 | 1,745,763 | 2,045,763 | 2,370,763 | 2,720,763 | 3,095,763 | 3,495,763 | 3,920,763 | 4,370,763 |
| Sources / (Uses) | (2,202,923) | (1,400,000) | 275,000 | 300,000 | 325,000 | 350,000 | 375,000 | 400,000 | 425,000 | 450,000 | 475,000 |
| Ending Balance | 2,870,763 | 1,470,763 | 1,745,763 | 2,045,763 | 2,370,763 | 2,720,763 | 3,095,763 | 3,495,763 | 3,920,763 | 4,370,763 | 4,845,763 |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| 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 |
| Transfer from Water Operations | 7,950,000 | 15,112,000 | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 | 9,200,000 | 9,200,000 | 9,200,000 | 9,200,000 |
| Unappropriated Surplus | 22,939,982 | 2,439,948 | 1,331,261 | 2,896,414 | 1,176,414 | 1,054,150 | 3,454,150 | (3,045,850) | (3,570,850) | (3,570,850) | (3,170,850) |
| Total Revenue | 30,989,982 | 17,651,948 | 9,031,261 | 10,596,414 | 8,876,414 | 8,754,150 | 11,154,150 | 6,254,150 | 5,729,150 | 5,729,150 | 6,129,150 |
| Expense | | | | | | | | | | | |
| Non-Departmental | | | | | | | | | | | |
| 2010A CBA Bonds Payable | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 |
| Engineering | | | | | | | | | | | |
| PW Survey Services - Water Utilities Projects | | | | | | | | | | | |
| Water Production-General | | | | | | | | | | | |
| CWP4001 Production - Tools & Equip | 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 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 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 |
| CWP5005 NW Plant Auxiliary System Upgrades | 63,256 | 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 | 400,000 | 400,000 | | | | | | | | | |
| Liquid Chlorine Conversion | | | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Combee WTP Filter Rehabilitation | | | | | | | 400,000 | | | | |
| Williams Ground Storage Tank Cleaning and Repairs | 250,000 | | | | | | | | | | |
| Lead and Copper Rule Compliance | 339,623 | | | | | | | | | | |
| Williams WTP Chemical Feed Equipment Replacement | | 275,000 | | | | | | | | | |
| North Wabash Extension | 36,744 | | | | | | | | | | |
| Water T&D-General | | | | | | | | | | | |
| Capital Contingency | | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Lakeland Park Drive Water Relocation | 75,000 | | | | | | | | | | |
| CWE4001 Subdv. & Comm. Dev. Cap. Proj. | 39,500 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| CWD4002 New Service Connections | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| CWE4004 Minor Ext & Sys Improvements (007) | 161,500 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| CWD4009 Hydrant Install-New Annex (007) | 12,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CWD4011 City Project Support (007) | 220,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| CWD4018 Dist Facilities Replacement | 110,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| CWD4021 New Water Meters | 10,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| CWE4022 Tools & Equip | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CRR4023 Central Controlled Irrigation | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| CWD5039 Undesignated Long Term Project Support (007) | 25,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| 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 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 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 | | | | | | | | | |
| CWD5230 SmartGrid Installation | 10,491,392 | 2,512,000 | | | | | | | | | |
| SR 563 (Harden Blvd) - N/S Route - 36 inch Relocate | | 750,000 | | | | | | | | | |
| Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale | 189,822 | | | | | | | | | | |
| Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 173,849 | 173,849 | | | | | | | | | |
| North Wabash Extension | 528,700 | | | | | | | | | | |
| Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves | 201,285 | 201,285 | | | | | | | | | |
| Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St) | 283,954 | | | | | | | | | | |
| Skyview System Fire Improvement | 299,847 | | 299,847 | | | | | | | | |
| Indian Trails Subdivision AC Replace & Fire Improv | 265,000 | 265,000 | | | | | | | | | |
| Glendale St. 6" AC WM Replace (Willow to New Jersey) | 125,449 | | | | | | | | | | |
| New Admin Bldg Water Main Replacement | 5,164 | | | | | | | | | | |
| 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) | 248,400 | 258,400 | | | | | | | | | |
| 24" J&B/12" Water Main @ Bella Vista CSX Crossing | 135,000 | | | | | | | | | | |
| Leak Detection Correlator/Hydrophone | 10,000 | | | | | | | | | | |
| Lakeland Hills Blvd (Parkview to Granada) | | | | 2,000,000 | | | | | | | |
| Chabett Ave. W.L Replace-6 inch-Fire Improv | 90,000 | | | | | | | | | | |
| Repair Damaged Shed Area | 283,048 | | | | | | | | | | |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Office Furniture for Water Distribution | 145,260 | | | | | | | | | | |
| E Lk Parker AC Replace (Lk View to Idlewild) | 115,000 | 115,000 | | | | | | | | | |
| Alexander Drive 6" AC Water Line Replacement | 2,451 | | | | | | | | | | |
| Ground Penetrating Radar Locator | 19,923 | | | | | | | | | | |
| 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 | 183,564 | | | | | | | | | | |
| Cornelia Av. 6? AC WL Repl. (W. Hickory to Dorothy) | 185,000 | | | | | | | | | | |
| Directional Boring Rig/Vacuum/Trailers | | | | 800,000 | | | | | | | |
| Water Main replacement Group 1 | | 10,000 | | | | | | | | | |
| Water Main replacement Group 3 | | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | | | | | |
| Water Main replacement Group 4 | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | | | | | |
| Water Main replacement Group 5 | | 1,000,000 | 1,000,000 | | 1,000,000 | 1,000,000 | 1,250,000 | 1,250,000 | 1,000,000 | 1,000,000 | |
| Water Main replacement Group 6 | | | | | | 650,000 | | | | | |
| Water Main replacement Group 7 | | | | | 550,000 | | | | | | |
| Water Main replacement Group 8 | | | 735,000 | 735,000 | | | | | | | |
| Water T&D-Meters | | | | | | | | | | | |
| Water Meter Replacement - Capital | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 3,000,000 |
| Water T&D-Cross Connection Control | | | | | | | | | | | |
| CWD4010 Backflow Prevention | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 75,000 | 75,000 | 75,000 |
| Directional Boring Rig/Vacuum/Trailers | | | | 800,000 | | | | | | | |
| Water Main replacement Group 1 | | 10,000 | | | | | | | | | |
| Water Main replacement Group 3 | | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | | | | | |
| Water Main replacement Group 4 | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | | | | | |
| Water Main replacement Group 5 | | 1,000,000 | 1,000,000 | | 1,000,000 | 1,000,000 | 1,250,000 | 1,250,000 | 1,000,000 | 1,000,000 | |
| Water Main replacement Group 6 | | | | | | 650,000 | | | | | |
| Water Main replacement Group 7 | | | | | 550,000 | | | | | | |
| Water Main replacement Group 8 | | | 735,000 | 735,000 | | | | | | | |
| Water Engineering | | | | | | | | | | | |
| Capital Contingency | 218,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Capital Equipment | 32,000 | | | | | | | | | | |
| Diesel Spill Remedial Action Plan | 1,603 | | | | | | | | | | |
| Williams WTP Clearwell Design & Construction (SRL) | 37,314 | | | | | | | | | | |
| CWE4001 Subdv. & Comm. Dev. Cap. Proj. | 350,493 | 350,000 | 350,000 | 350,000 | 350,000 | 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) | 45,000 | 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) | 30,000 | 40,000 | 80,000 | 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 | 39,863 | | | | | | | | | | |
| Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale | 2,461 | | | | | | | | | | |
| Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 3,939 | | | | | | | | | | |
| Willow Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 4,838 | 3,200,000 | | | | | | | | | |
| Utility relocation SR33 at I-4 - Tomkow to Old Combee Interchange | 185,173 | | | | | | | | | | |
| Utility relocation SR33 / Old Combee to University Blvd. | 389 | | | | | | | | | | |
| Polk County-Bartow-US 98 Interconnect | 49,072 | 1,500,000 | | | | | | | | | |
| N Florida Ave 10th to Crawford | 10,000 | | | | | | | | | | |
| North Wabash Extension | 48,078 | 250,000 | | | | | 4,500,000 | | | | |
| US 92 at Wabash | 20,000 | | | | | | | | | | |
| Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves | 25,320 | 50,000 | | | | | | | | | |
| Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St) | 15,311 | | | | | | | | | | |
| Engineering Scanning | 23,467 | | | | | | | | | | |
| Glendale St. 6" AC WM Replace (Willow to New Jersey) | 10,956 | | | | | | | | | | |
| Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr) | 28,334 | 50,000 | | | | | | | | | |
| Skyview 6" Fire Protection Improv (Watersedge Dr) | 23,329 | 50,000 | | | | | | | | | |
| W. Lk Parker AC W.L. Replace (Valencia to Bonaire) | 10,000 | | | | | | | | | | |
| Lakeland Hills Blvd (Parkview to Granada) | | | 200,000 | | | | | | | | |
| Chabett Ave. W.L Replace-6 inch-Fire Improv | 9,269 | | | | | | | | | | |
| South Wabash Extension | 50,000 | | | | | | | | | | |
| I-4/CSX Bridge Replacement | 54,275 | | | | | | | | | | |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|-------------------|
| E Lk Parker AC Replace (Lk View to Idlewild) | 10,000 | | | | | | | | | | |
| 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 | 15,000 | | | | | | | | | | |
| Cornelia Av. 6? AC WL Repl. (W. Hickory to Dorothy) | 3,650 | | | | | | | | | | |
| LWE9592 W. Pipkin Widening (Medulla to Harden) | 5,191,439 | | | | | | | | | | |
| FDOT Proposed Water Projects | 145,820 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| SW Water Expansion - Medulla Rd | 9,603 | | | | | | | | | | |
| SW Water Expansion - County Line Rd | 859,985 | | | | | | | | | | |
| W. Lake Parker AC Replacement (Valencia to Bonaire) | | 20,000 | | | | | | | | | |
| Bartow Hwy Widening (Edgewood Dr to Main St.)W.L. Adjust | | | | | 250,000 | | | | | | |
| Water Administration | | | | | | | | | | | |
| Radio Replacement 2011 | 72,264 | 72,264 | 72,264 | 72,264 | 72,264 | | | | | | |
| Sixth Floor Furnishings | 400,000 | | | | | | | | | | |
| Water Utilities Facility | 3,872,372 | | | | | | | | | | |
| Undesignated Improvement Projects | 108,181 | | | | | | | | | | |
| Polk Regional Water Cooperative | 887,110 | | | | | | | | | | |
| Polk County-Bartow-US 98 Interconnect | 180,000 | | | | | | | | | | |
| Targeted Economic Opportunities - Water | 175,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Water Asset Management Plan | 160,200 | | | | | | | | | | |
| Undesignated Growth - Water | 277,000 | | | | | | | | | | |
| SW Water Expansion - Medulla Rd | 194,843 | | | | | | | | | | |
| Hydrant Water Field Station | 250,000 | 250,000 | | | | | | | | | |
| Smartgrid MDM | | 200,000 | | | | | | | | | |
| Total Expenses | 30,989,982 | 17,651,948 | 9,031,261 | 10,596,414 | 8,876,414 | 8,754,150 | 11,154,150 | 6,254,150 | 5,729,150 | 5,729,150 | 6,129,150 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 23,338,202 | 398,220 | (2,041,728) | (3,372,989) | (6,269,403) | (7,445,817) | (8,499,967) | (11,954,117) | (8,908,267) | (5,337,417) | (1,766,567) |
| Sources / (Uses) | (22,939,982) | (2,439,948) | (1,331,261) | (2,896,414) | (1,176,414) | (1,054,150) | (3,454,150) | 3,045,850 | 3,570,850 | 3,570,850 | 3,170,850 |
| Ending Balance | 398,220 | (2,041,728) | (3,372,989) | (6,269,403) | (7,445,817) | (8,499,967) | (11,954,117) | (8,908,267) | (5,337,417) | (1,766,567) | 1,404,283 |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| General Revenue | | | | | | | | | | | |
| 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 |
| Transfer from Water Operations | 7,950,000 | 15,112,000 | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 | 9,200,000 | 9,200,000 | 9,200,000 | 9,200,000 |
| Unappropriated Surplus | 22,939,982 | 2,439,948 | 1,331,261 | 2,896,414 | 1,176,414 | 1,054,150 | 3,454,150 | (3,045,850) | (3,570,850) | (3,570,850) | (3,170,850) |
| Total Revenue | 30,989,982 | 17,651,948 | 9,031,261 | 10,596,414 | 8,876,414 | 8,754,150 | 11,154,150 | 6,254,150 | 5,729,150 | 5,729,150 | 6,129,150 |
| Expense | | | | | | | | | | | |
| Non-Departmental | | | | | | | | | | | |
| 2010A CBA Bonds Payable | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 | 1,450 |
| Engineering | | | | | | | | | | | |
| PW Survey Services - Water Utilities Projects | | | | | | | | | | | |
| Water Production-General | | | | | | | | | | | |
| CWP4001 Production - Tools & Equip | 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 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| 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 |
| CWP5005 NW Plant Auxiliary System Upgrades | 63,256 | 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 | 400,000 | 400,000 | | | | | | | | | |
| Liquid Chlorine Conversion | | | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Combee WTP Filter Rehabilitation | | | | | | | 400,000 | | | | |
| Williams Ground Storage Tank Cleaning and Repairs | 250,000 | | | | | | | | | | |
| Lead and Copper Rule Compliance | 339,623 | | | | | | | | | | |
| Williams WTP Chemical Feed Equipment Replacement | | 275,000 | | | | | | | | | |
| North Wabash Extension | 36,744 | | | | | | | | | | |
| Water T&D-General | | | | | | | | | | | |
| Capital Contingency | | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Lakeland Park Drive Water Relocation | 75,000 | | | | | | | | | | |
| CWE4001 Subdv. & Comm. Dev. Cap. Proj. | 39,500 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| CWD4002 New Service Connections | | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| CWE4004 Minor Ext & Sys Improvements (007) | 161,500 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| CWD4009 Hydrant Install-New Annex (007) | 12,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CWD4011 City Project Support (007) | 220,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| CWD4018 Dist Facilities Replacement | 110,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| CWD4021 New Water Meters | 10,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| CWE4022 Tools & Equip | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| CRR4023 Central Controlled Irrigation | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 |
| CWD5039 Undesignated Long Term Project Support (007) | 25,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| 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 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 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 | | | | | | | | | |
| CWD5230 SmartGrid Installation | 10,491,392 | 2,512,000 | | | | | | | | | |
| SR 563 (Harden Blvd) - N/S Route - 36 inch Relocate | | 750,000 | | | | | | | | | |
| Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale | 189,822 | | | | | | | | | | |
| Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 173,849 | 173,849 | | | | | | | | | |
| North Wabash Extension | 528,700 | | | | | | | | | | |
| Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves | 201,285 | 201,285 | | | | | | | | | |
| Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St) | 283,954 | | | | | | | | | | |
| Skyview System Fire Improvement | 299,847 | | 299,847 | | | | | | | | |
| Indian Trails Subdivision AC Replace & Fire Improv | 265,000 | 265,000 | | | | | | | | | |
| Glendale St. 6" AC WM Replace (Willow to New Jersey) | 125,449 | | | | | | | | | | |
| New Admin Bldg Water Main Replacement | 5,164 | | | | | | | | | | |
| 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) | 248,400 | 258,400 | | | | | | | | | |
| 24" J&B/12" Water Main @ Bella Vista CSX Crossing | 135,000 | | | | | | | | | | |
| Leak Detection Correlator/Hydrophone | 10,000 | | | | | | | | | | |
| Lakeland Hills Blvd (Parkview to Granada) | | | | 2,000,000 | | | | | | | |
| Chabett Ave. W.L Replace-6 inch-Fire Improv | 90,000 | | | | | | | | | | |
| Repair Damaged Shed Area | 283,048 | | | | | | | | | | |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Office Furniture for Water Distribution | 145,260 | | | | | | | | | | |
| E Lk Parker AC Replace (Lk View to Idlewild) | 115,000 | 115,000 | | | | | | | | | |
| Alexander Drive 6" AC Water Line Replacement | 2,451 | | | | | | | | | | |
| Ground Penetrating Radar Locator | 19,923 | | | | | | | | | | |
| 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 | 183,564 | | | | | | | | | | |
| Cornelia Av. 6? AC WL Repl. (W. Hickory to Dorothy) | 185,000 | | | | | | | | | | |
| Directional Boring Rig/Vacuum/Trailers | | | | 800,000 | | | | | | | |
| Water Main replacement Group 1 | | 10,000 | | | | | | | | | |
| Water Main replacement Group 3 | | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | | | | | |
| Water Main replacement Group 4 | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | | | | | |
| Water Main replacement Group 5 | | 1,000,000 | 1,000,000 | | 1,000,000 | 1,000,000 | 1,250,000 | 1,250,000 | 1,000,000 | 1,000,000 | |
| Water Main replacement Group 6 | | | | | | 650,000 | | | | | |
| Water Main replacement Group 7 | | | | | 550,000 | | | | | | |
| Water Main replacement Group 8 | | | 735,000 | 735,000 | | | | | | | |
| Water T&D-Meters | | | | | | | | | | | |
| Water Meter Replacement - Capital | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 3,000,000 |
| Water T&D-Cross Connection Control | | | | | | | | | | | |
| CWD4010 Backflow Prevention | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 75,000 | 75,000 | 75,000 |
| Directional Boring Rig/Vacuum/Trailers | | | | 800,000 | | | | | | | |
| Water Main replacement Group 1 | | 10,000 | | | | | | | | | |
| Water Main replacement Group 3 | | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | | | | | |
| Water Main replacement Group 4 | | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | | | | | |
| Water Main replacement Group 5 | | 1,000,000 | 1,000,000 | | 1,000,000 | 1,000,000 | 1,250,000 | 1,250,000 | 1,000,000 | 1,000,000 | |
| Water Main replacement Group 6 | | | | | | 650,000 | | | | | |
| Water Main replacement Group 7 | | | | | 550,000 | | | | | | |
| Water Main replacement Group 8 | | | 735,000 | 735,000 | | | | | | | |
| Water Engineering | | | | | | | | | | | |
| Capital Contingency | 218,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Capital Equipment | 32,000 | | | | | | | | | | |
| Diesel Spill Remedial Action Plan | 1,603 | | | | | | | | | | |
| Williams WTP Clearwell Design & Construction (SRL) | 37,314 | | | | | | | | | | |
| CWE4001 Subdv. & Comm. Dev. Cap. Proj. | 350,493 | 350,000 | 350,000 | 350,000 | 350,000 | 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) | 45,000 | 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) | 30,000 | 40,000 | 80,000 | 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 | 39,863 | | | | | | | | | | |
| Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale | 2,461 | | | | | | | | | | |
| Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 3,939 | | | | | | | | | | |
| Willow Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St | 4,838 | 3,200,000 | | | | | | | | | |
| Utility relocation SR33 at I-4 - Tomkow to Old Combee Interchange | 185,173 | | | | | | | | | | |
| Utility relocation SR33 / Old Combee to University Blvd. | 389 | | | | | | | | | | |
| Polk County-Bartow-US 98 Interconnect | 49,072 | 1,500,000 | | | | | | | | | |
| N Florida Ave 10th to Crawford | 10,000 | | | | | | | | | | |
| North Wabash Extension | 48,078 | 250,000 | | | | | 4,500,000 | | | | |
| US 92 at Wabash | 20,000 | | | | | | | | | | |
| Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves | 25,320 | 50,000 | | | | | | | | | |
| Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St) | 15,311 | | | | | | | | | | |
| Engineering Scanning | 23,467 | | | | | | | | | | |
| Glendale St. 6" AC WM Replace (Willow to New Jersey) | 10,956 | | | | | | | | | | |
| Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr) | 28,334 | 50,000 | | | | | | | | | |
| Skyview 6" Fire Protection Improv (Watersedge Dr) | 23,329 | 50,000 | | | | | | | | | |
| W. Lk Parker AC W.L. Replace (Valencia to Bonaire) | 10,000 | | | | | | | | | | |
| Lakeland Hills Blvd (Parkview to Granada) | | | 200,000 | | | | | | | | |
| Chabett Ave. W.L Replace-6 inch-Fire Improv | 9,269 | | | | | | | | | | |
| South Wabash Extension | 50,000 | | | | | | | | | | |
| I-4/CSX Bridge Replacement | 54,275 | | | | | | | | | | |

**WATER RENEWAL AND REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|-------------------|
| E Lk Parker AC Replace (Lk View to Idlewild) | 10,000 | | | | | | | | | | |
| 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 | 15,000 | | | | | | | | | | |
| Cornelia Av. 6? AC WL Repl. (W. Hickory to Dorothy) | 3,650 | | | | | | | | | | |
| LWE9592 W. Pipkin Widening (Medulla to Harden) | 5,191,439 | | | | | | | | | | |
| FDOT Proposed Water Projects | 145,820 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| SW Water Expansion - Medulla Rd | 9,603 | | | | | | | | | | |
| SW Water Expansion - County Line Rd | 859,985 | | | | | | | | | | |
| W. Lake Parker AC Replacement (Valencia to Bonaire) | | 20,000 | | | | | | | | | |
| Bartow Hwy Widening (Edgewood Dr to Main St.)W.L. Adjust | | | | | 250,000 | | | | | | |
| Water Administration | | | | | | | | | | | |
| Radio Replacement 2011 | 72,264 | 72,264 | 72,264 | 72,264 | 72,264 | | | | | | |
| Sixth Floor Furnishings | 400,000 | | | | | | | | | | |
| Water Utilities Facility | 3,872,372 | | | | | | | | | | |
| Undesignated Improvement Projects | 108,181 | | | | | | | | | | |
| Polk Regional Water Cooperative | 887,110 | | | | | | | | | | |
| Polk County-Bartow-US 98 Interconnect | 180,000 | | | | | | | | | | |
| Targeted Economic Opportunities - Water | 175,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Water Asset Management Plan | 160,200 | | | | | | | | | | |
| Undesignated Growth - Water | 277,000 | | | | | | | | | | |
| SW Water Expansion - Medulla Rd | 194,843 | | | | | | | | | | |
| Hydrant Water Field Station | 250,000 | 250,000 | | | | | | | | | |
| Smartgrid MDM | | 200,000 | | | | | | | | | |
| Total Expenses | 30,989,982 | 17,651,948 | 9,031,261 | 10,596,414 | 8,876,414 | 8,754,150 | 11,154,150 | 6,254,150 | 5,729,150 | 5,729,150 | 6,129,150 |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | 23,338,202 | 398,220 | (2,041,728) | (3,372,989) | (6,269,403) | (7,445,817) | (8,499,967) | (11,954,117) | (8,908,267) | (5,337,417) | (1,766,567) |
| Sources / (Uses) | (22,939,982) | (2,439,948) | (1,331,261) | (2,896,414) | (1,176,414) | (1,054,150) | (3,454,150) | 3,045,850 | 3,570,850 | 3,570,850 | 3,170,850 |
| Ending Balance | 398,220 | (2,041,728) | (3,372,989) | (6,269,403) | (7,445,817) | (8,499,967) | (11,954,117) | (8,908,267) | (5,337,417) | (1,766,567) | 1,404,283 |

**WATER FDEP
CAPITAL IMPROVEMENT PLAN**

| | Adjusted 2021 Budget | 2022 Proposed | 2023 Projected | 2024 Projected | 2025 Projected | 2026 Projected | 2027 Projected | 2028 Projected | 2029 Projected | 2030 Projected | 2031 Projected |
|--|----------------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Revenue | | | | | | | | | | | |
| State Grants | | | | | | | | | | | |
| Williams WTP Clearwell Design & Construction (SRL) | 271,213 | | | | | | | | | | |
| Williams WTP Clearwell Construction (SRL) | 15,780,164 | | | | | | | | | | |
| Unappropriated Surplus | (421,684) | | | | | | | | | | |
| Total Revenue | 15,629,693 | | | | | | | | | | |
| Expense | | | | | | | | | | | |
| Water Production-General | | | | | | | | | | | |
| Williams WTP Clearwell Construction (SRL) | 15,629,693 | | | | | | | | | | |
| Total Expenses | 15,629,693 | | | | | | | | | | |
| Unappropriated Surplus | | | | | | | | | | | |
| Beginning Balance | (14,705) | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 |
| Sources / (Uses) | 421,684 | | | | | | | | | | |
| Ending Balance | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 | 406,979 |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|

REVENUES:

| | | | | | | | | | | | |
|--------------------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Transfer from Operating Fund | 32,002,054 | 34,893,992 | 45,760,894 | 32,467,590 | 32,926,294 | 33,275,346 | 31,990,359 | 32,887,934 | 33,810,411 | 34,757,352 | 35,730,301 |
| Bond Proceeds | | 88,100,000 | 76,100,000 | | | | | | | | |
| Payroll & Motor Pool Transfers | 7,213,536 | 7,229,199 | 6,400,394 | 6,632,410 | 6,673,706 | 6,524,654 | 7,385,641 | 7,669,066 | 7,963,589 | 8,269,648 | 8,587,699 |
| Capital Reserves | | | | 7,499,556 | 4,046,553 | 1,956,484 | 2,639,475 | 963,177 | 448,131 | -1,149,745 | 155,686 |
| TOTAL REVENUES | 39,215,590 | 130,223,191 | 128,261,289 | 46,599,556 | 43,646,553 | 41,756,484 | 42,015,475 | 41,520,177 | 42,222,131 | 41,877,255 | 44,473,686 |

EXPENDITURES:

| | | | | | | | | | | | |
|---------------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| McIntosh Plant | 24,678 | 3,225,000 | 125,000 | | | | | | 100,000 | | |
| McIntosh Plant Unit 3 | 1,659,000 | | | | | | | | | | |
| McIntosh Plant Unit 5 | 16,086,231 | 12,737,616 | 12,628,254 | 17,460,659 | 19,994,525 | 16,188,035 | 19,015,642 | 13,133,367 | 8,657,466 | 20,106,943 | 20,142,570 |
| McIntosh Gas Tiurbine 2 | 130,000 | 6,360,000 | 1,060,000 | 585,000 | 60,000 | 3,330,000 | 81,750 | 6,540,000 | 697,500 | 130,000 | 170,000 |
| McIntosh GT | 25,000 | 275,000 | 2,580,000 | 30,000 | | | | | | | |
| Larsen Plant | 1,590,000 | 4,475,000 | 2,359,000 | 1,340,240 | 160,000 | 1,460,000 | 1,640,000 | 535,000 | 10,885,000 | 1,160,000 | 2,255,000 |
| Winston Plant | 237,000 | 37,000 | 192,000 | 412,000 | 192,000 | 227,500 | 407,000 | 441,500 | 416,000 | 472,500 | 435,000 |
| Other Production Projects | 1,261,135 | 2,145,027 | 10,273,112 | 6,628,134 | 1,118,823 | 589,123 | 1,354,380 | 2,031,515 | 2,312,779 | 1,964,771 | 3,144,094 |
| Transmission Lines | 2,297,000 | 545,000 | 1,820,675 | 2,288,179 | 5,425,834 | 1,703,471 | 944,148 | 183,865 | 861,623 | 189,423 | 192,264 |
| Distribution Lines | 5,759,000 | 7,425,000 | 7,207,310 | 7,847,425 | 7,874,411 | 7,439,282 | 8,002,051 | 6,871,732 | 6,594,338 | 7,257,883 | 7,322,381 |
| Transmission Substations | 100,000 | 100,000 | 100,000 | 260,000 | 100,000 | 100,000 | 100,000 | 100,000 | 2,154,000 | 100,000 | 100,000 |
| Distribution Substations | 385,000 | 7,015,000 | 10,285,150 | 1,485,302 | 385,457 | 2,160,614 | 1,735,773 | 1,235,934 | 386,098 | 386,265 | 386,434 |
| Other Delivery Products | 7,821,610 | 8,082,571 | 6,997,892 | 7,211,645 | 6,994,933 | 7,578,133 | 7,531,638 | 8,885,855 | 8,111,208 | 8,738,137 | 9,057,101 |
| Build | 1,414,922 | 1,667,205 | 2,359,030 | 731,129 | 1,108,507 | 566,171 | 869,129 | 1,342,388 | 610,953 | 1,019,832 | 1,042,033 |
| Tech | 247,050 | 306,358 | 174,835 | 217,976 | 103,699 | 176,579 | 224,665 | 83,908 | 183,384 | 234,417 | 84,683 |
| Misc. Projects | 177,964 | 75,827,414 | 70,099,031 | 101,867 | 128,365 | 237,576 | 109,298 | 135,111 | 251,781 | 117,083 | 142,125 |
| TOTAL EXPENDITURES | 39,215,590 | 130,223,191 | 128,261,289 | 46,599,556 | 43,646,553 | 41,756,484 | 42,015,475 | 41,520,177 | 42,222,131 | 41,877,255 | 44,473,686 |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| McIntosh Plant | | | | | | | | | | | |
| CMP5672 MCOM Fuel Tank w/ Secondary Containment | 7,051 | | | | | | | | | | |
| CMP5673 MCOM Sump Pumps | 17,627 | 25,000 | 25,000 | | | | | | | | |
| FY23 CPP Fiber Optic Building/Rewire | | | 100,000 | | | | | | 100,000 | | |
| FY22 CPP6555 Upgrade Power at McIntosh Power Island | | 200,000 | | | | | | | | | |
| CMP5671 Repowering McIntosh Plant | | 3,000,000 | | | | | | | | | |
| Total | 24,678 | 3,225,000 | 125,000 | | | | | | 100,000 | | |
| McIntosh Plant Gas Turbines | | | | | | | | | | | |
| CMP6616 MGT1 Industrial Coatings | 25,000 | | 50,000 | 30,000 | | | | | | | |
| FY23 CLP7016 MGT1 Major Inspection & Exhaust Repl. | | | 2,530,000 | | | | | | | | |
| FY22 CPP6553 PEAKING UNITS REWIRE CONTROLS/NETWORK/FIBER | | 275,000 | | | | | | | | | |
| CMP7279 MGT2 Pump Overhauls/Replacement | 20,000 | 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 | | | | | |
| CMP7009 MGT2 HVAC Replacements | 20,000 | | | | | | | | | | |
| FY24 CMP7012 MGT2 Air Filters | | | | 200,000 | | | | 110,000 | | | |
| CMP7010 MGT2 Motor Overhauls | 30,000 | 10,000 | 20,000 | 20,000 | 20,000 | 25,000 | 27,250 | 30,000 | 32,500 | 35,000 | |
| CMP7011 MGT2 Valve Replacments | 30,000 | 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 | | 5,500,000 | | | | | | 6,000,000 | 600,000 | | |
| FY23 CMP7015 MGT2 Insulation Replacement | | | 1,000,000 | | | | | | | | |
| FY24 CMP7013 MGT2 Evap Cooler Media | | | | 300,000 | | | | 300,000 | | | |
| FY26 CMP7014 MGT2 Generator Rewind | | | | | | 3,200,000 | | | | | |
| CMP7008 MGT2 Breaker Overhauls | 30,000 | | | | | | | | | | |
| FY22 CMP7027 MGT2 ADD TO ETAPRO | | 50,000 | | | | | | | | | |
| FY22 CMP7022 MGT2 TORQUE CONVERTER | | 170,000 | | | | | | | | | 170,000 |
| FY22 CMP7023 MGT2 GENERATOR EXHAUST DIVERTER | | 150,000 | | | | | | | | | |
| FY22 CMP7024 MGT2 EXHAUST REPLACEMENT, LINER PLATE | | 250,000 | | | | | | | | | |
| FY22 CMP7025 MGT2 EXPANSION JOINTS | | 150,000 | | | | | | 15,000 | | | |
| CMP7026 MGT2 CAPITAL COATINGS | | 50,000 | | 25,000 | | 25,000 | | 25,000 | | 25,000 | |
| Total | 155,000 | 6,635,000 | 3,640,000 | 615,000 | 60,000 | 3,330,000 | 81,750 | 6,540,000 | 697,500 | 130,000 | 170,000 |
| McIntosh Unit 2 | | | | | | | | | | | |
| Total | | | | | | | | | | | |
| McIntosh Unit 3 | | | | | | | | | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| LMP5549 JT U3 Turbine Refurbishment | 45,000 | | | | | | | | | | |
| CMP5313 JT U3 CEMS Analyzer Repl | 30,000 | | | | | | | | | | |
| CMP5415 JT U3 Revitalization of Mobile Heavy Equipment | 150,000 | | | | | | | | | | |
| CMP7264 JT U3 Precipitator Refurbish | 240,000 | | | | | | | | | | |
| CPE9862 JT U3 SCR Catalyst Replacement | 360,000 | | | | | | | | | | |
| CMP9041 JT U3 Pulverizer Mill Rebuild | 150,000 | | | | | | | | | | |
| CMP5494 JT U3 Scrubber Structure Recoating | 90,000 | | | | | | | | | | |
| CMP6613 JT U3 Breaker Overhauls | 30,000 | | | | | | | | | | |
| CMP5610 JT U3 Absorber Tower Refurbish Tank & Structure or Coat | 120,000 | | | | | | | | | | |
| CMP5616 JT U3 HVAC Upgrades | 18,000 | | | | | | | | | | |
| CMP5621 JT U3 CCR Rule Implementation | 90,000 | | | | | | | | | | |
| CMP5162 JT U3 Demin Monitor & Controls | 18,000 | | | | | | | | | | |
| CPE7228 JT U3 PWTS PLC Controls Upgrade | 18,000 | | | | | | | | | | |
| CMP5244 JT U3 Cooling Tower Acid Tank & Equip. Repl. | 6,000 | | | | | | | | | | |
| LMP9866 JT U3 Boiler Expansion Joints Replacements | 60,000 | | | | | | | | | | |
| CMP5646 JT U3 Motor Rewind/Refurbish | 30,000 | | | | | | | | | | |
| CMP5648 JT U3 Reheater Steam Coil | 90,000 | | | | | | | | | | |
| CMP5650 JT U3 32 & 34 PA Fans Rotor Overhaul | 48,000 | | | | | | | | | | |
| CMP5654 JT U3 Hoist Replacement | 12,000 | | | | | | | | | | |
| CMP5656 JT U3 Sump Pumps | 36,000 | | | | | | | | | | |
| CMP5657 JT U3 Pipe Rack Recoating | 18,000 | | | | | | | | | | |
| Total | 1,659,000 | | | | | | | | | | |
| McIntosh Unit 5 | | | | | | | | | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| LMP9035 U5 Combustion Turbine Inspection Outage (Outage) | 2,100,000 | 200,000 | 200,000 | 2,500,000 | 3,777,402 | 2,887,000 | 2,011,000 | 3,500,000 | | | 1,000,000 |
| LMP9250 U5 LTMA Assets | 7,414,231 | 7,510,616 | 7,608,254 | 7,707,161 | 6,702,123 | 2,181,285 | 2,209,642 | 2,238,367 | 2,267,466 | 2,296,943 | 2,272,570 |
| LMP9262 U5 STG Outage | 900,000 | 50,000 | 50,000 | 1,973,498 | 2,500,000 | | 430,000 | 2,500,000 | | | 2,500,000 |
| LPE9781 U5 SCR Catalyst | | | | | | | | | 3,000,000 | | |
| CPE4142 U5 Inlet Filters Replacement | 230,000 | | | 250,000 | | | 250,000 | | | 350,000 | |
| CPE7275 U5 Lube Oil Cooler Modification (Outage) | 100,000 | | | | | | | | | | |
| CMP4085 U5 Facilities Recoating | 10,000 | 200,000 | 250,000 | | 300,000 | | 300,000 | | | | 350,000 |
| FY22 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 |
| 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 Applciation Processors | 122,000 | | | 400,000 | | | | | 450,000 | | 300,000 |
| FY22 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 | 10,000 | | | | | 40,000 | | | | | 45,000 |
| CMP5487 U5 Hot Reheat Control Valve Upgrade | 200,000 | | | | | | | | | | |
| CMP5485 U5 Circulating Water Pump Rebuilds | 125,000 | | | | | | | | | | |
| CMP5500 U5 HRSG Recoating | 48,000 | 150,000 | 150,000 | | | | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| CPE5501 U5 BFP Overhauls | 300,000 | 300,000 | | | | | 350,000 | | | 450,000 | |
| FY23 CMP5615 U5 Replace Sign on Building | | | 40,000 | | | | | | | | 45,000 |
| CPE5619 U5 Combustion Hardware Upgrade | 500,000 | 1,750,000 | 1,750,000 | 1,500,000 | | | | | | 3,000,000 | 3,000,000 |
| CPE5620 U5 Electric Bus Protective Relay Upgrade | 215,000 | | | | | | | | | | |
| FY24 CMP5622 U5 Cooling Tower Motor Soft Starts Polisher Resin Replace | | | | 300,000 | | | | | | 300,000 | |
| CMP5623 U5 LP Economizer Tube Replacement | 3,200,000 | | | | | | | | | | |
| FY22 CMP5624 U5 Condensate Pump/Motor Upgrades | | 180,000 | 180,000 | | | | 200,000 | 200,000 | | 300,000 | 300,000 |
| FY25 CMP5625 U5 Controls Upgrade | | | | | 500,000 | | | | 550,000 | | |
| CMP5626 U5 Cooling tower Bleach Tank | | | | | | | | | 35,000 | | |
| FY24 CMP5627U5 HP Roof/Floor Liners/Casing Pen seals Replacement | | | | 1,000,000 | 1,000,000 | | | | | 2,000,000 | |
| FY22 CPP6615 COL Centralized Control Room | | 200,000 | | | | | | | | | |
| FY28 CMP5649 U5 Replace CO catalyst | | | | | | | | 2,000,000 | | | |
| FY25 CMP5652 U5 Gas Control Valve Overhaul | | | | | 100,000 | | 450,000 | | | 500,000 | |
| FY23 CPE5658 U5 BFP & Condesate Pump VFD Retrofit | | | 800,000 | | | | 350,000 | | | | 350,000 |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 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 | 250,000 | 250,000 | 300,000 |
| FY27 CMP5661 U5 Turbine Exhaust Diffuser | | | | | | | 5,000,000 | | | | 5,000,000 |
| FY26 CMP5662 U5 HRSG HP Superheater | | | | | | 2,500,000 | 2,500,000 | | | | |
| FY23 CMP5663 U5 Start Up Motor | | | 100,000 | | | | | | 125,000 | | |
| FY23 CMP5664 U5 Circ Water Pumps | | 100,000 | 450,000 | 450,000 | | | | 450,000 | 450,000 | | |
| FY25 CMP5665 U5 Auxillary Circ Water Pump | | | | | 75,000 | | | 150,000 | | | |
| CMP5666 U5 Valve Replacements | 260,000 | 80,000 | 250,000 | 250,000 | 45,000 | 47,250 | 300,000 | 300,000 | 300,000 | 350,000 | 350,000 |
| CMP5667 U5 Fire System Louvers | | 100,000 | | | | | 25,000 | | | 150,000 | |
| FY23 CMP5669 U5 Motor Overhauls | | | 250,000 | | 500,000 | 500,000 | | | | | |
| CPE5687 U5 Automatic Voltage Regulator Upgrade | 352,000 | | | | | | | | | | |
| FY22 CMP5647 U5 Waste Water Sump Pumps | | 267,000 | | | | | 300,000 | | | | 350,000 |
| FY22 CMP5695 U5 Replace Battery Banks | | 80,000 | | 80,000 | | | | | 80,000 | 80,000 | 80,000 |
| FY25 CMP5696 U5 CT Generator Rewind/Stator Rewedge | | | | | 4,000,000 | | | | | 4,500,000 | |
| 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 | |
| FY26 CMP5707 U5 RAC Retubing | | | | | | 250,000 | 250,000 | | | 250,000 | 250,000 |
| 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 | | |
| FY22 CMP5714 U5 CT Shaft Ground Upgrade | | 40,000 | | | | | | 125,000 | | | |
| FY22 CMP5709 U5 HP and IP silencer replacement | | 110,000 | | | | | | | 250,000 | | |
| FY27 CMP5715 U5 ST Gland Steam Warning | | | | | | | 110,000 | | | | |
| FY22 CMP5716 U5 CT LUBE OIL CLOSED WATER COOLING | | 250,000 | | | | | | | | | |
| FY27 CMP5713 U5 Torque Converter Overhaul | | | | | | | 350,000 | | | | 400,000 |
| FY22 CMP5718 16" Gas Isolation Valve | | 325,000 | | | | | | | | | |
| FY22 CMP5719 Jack and Bore U5 Feeder | | 200,000 | | | | | | | | | |
| Total | 16,086,231 | 12,737,616 | 12,628,254 | 17,460,659 | 19,994,525 | 16,188,035 | 19,015,642 | 13,133,367 | 8,657,466 | 20,106,943 | 20,142,570 |
| Larsen Plant | | | | | | | | | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| LLP9021 U8 Controls Upgrade (Outage) | | | 1,000,000 | 750,000 | | | | | 450,000 | | |
| FY24 CLP4134 U8 Condensate Tank Recoat (Interior) | | | | 20,000 | | | | | 25,000 | | |
| FY23 CLP4141 U8 Potable Water Replacement | | | 50,000 | | | | | | | | |
| CPE4146 U8 Overduted U8 Electrical Equipment | 300,000 | 450,000 | | | | | | | | | |
| CLP4147U8 Steam Turbine Major Outage | 1,000,000 | 1,475,000 | | | | | | | 2,000,000 | | |
| FY23 CLP4149 U8 CT Hydraulic Pump Replacement | | | 28,000 | 28,000 | | | | | 75,000 | | |
| FY23 CLP4150 U8 Nox Water Pumps | | | 50,000 | 50,000 | | | | | 50,000 | 50,000 | |
| FY26 CLP4151 U8 STG Rotor Rewind | | | | | | 1,400,000 | | | 1,500,000 | | |
| CLP4033 U8 Combustion Turbine Inspection | | | | | | | | | 2,500,000 | | |
| CMP4083 Larsen Facilities Recoating | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| CMP5318 U8 CEMS Analyzer Repl | | | | | 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 | 10,000 | 250,000 | 10,000 | 250,000 | 10,000 | 250,000 |
| FY23 CLP4160 U8 Boiler Feed Pumps | | | 156,000 | 162,240 | | | | | | | |
| CLP4161 U8 Pulse Air System | 40,000 | | | | | | | | | | |
| FY23 CLP4165 U8 Fuel Oil Flow Divider | | | 100,000 | | | | | 125,000 | | | |
| FY22 CLP4166 U8 Voltage Regulators | | 340,000 | | | | | | | | | |
| FY31 CLP4167 U8 Wing Cowl Plenum | | | | | | | | | | | 1,500,000 |
| FY29 CLP4168 U8 CT Lube Oil Replacement | | | | | | | | | 130,000 | | |
| FY22 LPE4179 U8 Closed cylice cooling water exchanger | | 280,000 | | | | | 750,000 | | | 350,000 | |
| FY23 CLP4180 U8 Air Dryer | | | 15,000 | | | | | | 75,000 | | |
| FY24 CLP4181 U8 Air Filters | | | | 100,000 | | | 100,000 | | | 100,000 | |
| FY22 CLP4182 U8 Mee Fogging System | | 50,000 | 30,000 | | | | | | 150,000 | | |
| CLP4183 U8 Lube Oil Conditioning System | 75,000 | | | | | | | | | | |
| FY24 CLP4185 U8 CT Fuel Oil Pump and Clutch | | | | 90,000 | | | | | | | |
| CLP4186 U8 Booster Atomizing Air Compressor | 20,000 | | | | | | | | | | |
| CLP4169 U8 Breaker Overhauls | 20,000 | 40,000 | | | | | 40,000 | | 50,000 | 300,000 | |
| LLP9019 U8 Traveling Screens | | | 500,000 | | | | | | | | |
| CLP4190 U8 Protective Relay Replacement | | 350,000 | | | | | | | 500,000 | | |
| FY22 CLP4197 U8 ST Inter/After Condenser Retubing | | | | | | | | 150,000 | | | 150,000 |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| FY23 CLP4198 U8 Battery Bank Replacement | | | 30,000 | 30,000 | | | | | 30,000 | | 30,000 |
| CLP4140 U8 Controls Next phase (2055 TTRF) | 25,000 | | | | | | | | | | |
| FY23 CLP4199 U8 Air Compressor | | | 40,000 | | | | | | 50,000 | | |
| FY23 CLP4210 U8 Cranking Motor | | | 250,000 | | | | 250,000 | | | | |
| FY22 CLP4209 Upgrade Electro Mechanical Generator Protection | | 400,000 | | | | | | | | | |
| FY22 CLP4212 RELOCATE SYSTEM AUDIO & REMOTE WATCH SERVER | | 30,000 | | | | | | | | | |
| FY22 CLP4207 U8 ST GENERATOR ROTOR OUR & BUSHING REPL., STATOR REWEDGE | | 700,000 | | | | | | | 2,500,000 | | |
| FY22 CLP4208 U8 GAS CONTROL & SR VALVE OVERHAUL | | 100,000 | | | | | | | 100,000 | | |
| FY22 CLP4211 U8 EXHAUST SILENCER | | 150,000 | | | | | | | 200,000 | | |
| Total | 1,590,000 | 4,475,000 | 2,359,000 | 1,340,240 | 160,000 | 1,460,000 | 1,640,000 | 535,000 | 10,885,000 | 1,160,000 | 2,255,000 |
| Winston Plant | | | | | | | | | | | |
| LPE9272 WIN NOx Catalyst Replacement | 200,000 | | | 200,000 | | | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| 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 |
| CPP4162 Winston Fuel Tank Recoating | 20,000 | | | | | | | | | | |
| CPP4184 WIN Breaker Replacements | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 17,500 | 20,000 | 22,500 | 25,000 | 27,500 | 30,000 |
| FY23 CMP6605 Winston Generator Rewind | | | 75,000 | 75,000 | 75,000 | 80,000 | 82,000 | 84,000 | 86,000 | 90,000 | 100,000 |
| FY22 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 |
| Total | 237,000 | 37,000 | 192,000 | 412,000 | 192,000 | 227,500 | 407,000 | 441,500 | 416,000 | 472,500 | 435,000 |
| Other Production Projects | | | | | | | | | | | |
| LPE9859 PCM NERC Compliance | 227,134 | 273,865 | 280,712 | 287,730 | 294,923 | 302,296 | 309,853 | 317,599 | 325,539 | 333,677 | 342,019 |
| CMP4105 PCM Engineering Capital Tool Replacement (MBFA) | 10,626 | 12,500 | 12,500 | 12,500 | 12,500 | 12,500 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| CMP4107 PECG Capital Tool Replacement (MBFA) | 15,000 | | | | | | | | | | |
| CPP6501 PCM Maintenance Tools (MBFA) | 63,757 | 50,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| CPP6506 PCM Lab Test Equipment (MBFA) | 106,262 | 25,000 | 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 | 63,757 | 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 | 85,010 | 80,000 | 50,000 | | | | | 150,000 | 150,000 | 150,000 | 150,000 |
| CPP7219 COL R&R Capital Resources | 661,737 | 618,662 | 600,000 | 600,000 | 400,000 | | 600,000 | 612,000 | 624,240 | 636,725 | 649,459 |
| CPP6543 PCM Plant Transportation (MBFA) | 17,852 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 21,000 | 21,000 | 21,000 | 21,000 | 21,000 |
| CPE4249 Capital Equipment Replacement (MBFA) | 10,000 | | | | | | | | | | |

**Lakeland Electric
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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| LPE9865 COL 16" Gas Line Relocation - SR33 Widening | | 1,000,000 | 8,544,900 | 5,455,104 | | | | | | | |
| FY23 CPP6550 COL Site Improvements (post U3, move main gate) | | | 550,000 | | | | | 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 |
| FY31 CMP7302 ME Catalyst | | | | | | | | | | | 300,000 |
| FY29 CMP7303 ME Air Compressor Eompressor Overhaul | | | | | | | | | 40,000 | 40,800 | 41,616 |
| FY28 CMP7304 ME Controls Upgrade | | | | | | | | 150,000 | | | |
| Total | 1,261,135 | 2,145,027 | 10,273,112 | 6,628,134 | 1,118,823 | 589,123 | 1,354,380 | 2,031,515 | 2,312,779 | 1,964,771 | 3,144,094 |
| Transmission Lines | | | | | | | | | | | |
| LDE8120 Hamilton to Dranefield 69 and 12 kv Lines | | | | | | 1,525,000 | 763,000 | | | | |
| LDE8151 New Indian Lakes To Galloway 69KV Line | | | | | 3,000,000 | | | | | | |
| LDE8133 Northwest-West 69kV Ln - THP | | | 1,650,000 | | | | | | | | |
| FY24 CDE8134 Highland City-Eaton Park 69kV Ln - THP | | | | 1,600,000 | | | | | | | |
| FY25 CDE8136 Southwest-West 69kV Ln - THP | | | | | 1,400,000 | | | | | | |
| FY24 CDE8138 Southwest-Medulla 69kV Ln - THP | | | | 514,944 | 500,000 | | | | | | |
| FY29 CDS8144 County Line Rd S-Winston 69kV Ln-Winston Sub Equip | | | | | | | | | 275,000 | | |
| FY29 CDE8146 Galloway-Sutton 69kV Ln | | | | | | | | | 400,000 | | |
| FY25 CDS8148 County Line Rd S Reconfig | | | | | 350,000 | | | | | | |
| CDE4010 Transmission Pole Repl (007) | 125,000 | 300,000 | 125,000 | 126,875 | 128,778 | 130,710 | 132,670 | 134,661 | 136,680 | 138,731 | 140,812 |
| CDE4045 Transmission Wood Poles Inspection/Retreatment | 5,000 | 45,000 | 45,675 | 46,360 | 47,056 | 47,761 | 48,478 | 49,205 | 49,943 | 50,692 | 51,453 |
| CDE6076 Dranefield to Medulla (W Pipkin Rd) - County Road Widening | 1,000,000 | 200,000 | | | | | | | | | |
| CDE8169 Interstate to West 230kv Relocation for FDOT | 1,100,000 | | | | | | | | | | |
| CDE8118 Bridgewater 69kV Line Tie-in | 67,000 | | | | | | | | | | |
| Total | 2,297,000 | 545,000 | 1,820,675 | 2,288,179 | 5,425,834 | 1,703,471 | 944,148 | 183,865 | 861,623 | 189,423 | 192,264 |
| Distribution Lines | | | | | | | | | | | |
| FY24 CDE8137 Larsen N314 Ln Upgrd | | | | 450,000 | | | | | | | |
| CDE8138 Hemphill H384 Ln Upgrd | | | | | | 105,000 | | | | | |
| FY24 CDE8139 Medulla M364 Line Upgrade - Part 2 | | | | 250,000 | | | | | | | |
| CDE8141 Combee Rd C344 Ln Upgrd | | 51,000 | | | | | | | | | |
| FY23 CDE8143 Sutton S354 Ln Upgrd | | | 175,000 | | | | | | | | |
| CDE8145 Southwest J374 Ln Upgrd - Part 1 | | | 50,000 | | | | | | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| CDE8146 Southwest J374 Ln Upgrd - Part 2 | | | | | 75,000 | | | | | | |
| CDE8151 Medulla M384 and Christina CA334 Ln Upgrd | | | 100,000 | | | | | | | | |
| FY24 CDE8153 West W374 Ln Upgrd | | | | 150,000 | | | | | | | |
| FY24 CDE8154 Southwest J384 Ln Upgrd | | | | 75,000 | | | | | | | |
| FY26 CDE8157 Winston T384 Ln Upgrd | | | | | | 285,000 | | | | | |
| FY26 CDE8158 Winston T364 Ln Upgrd | | | | | | 50,000 | | | | | |
| FY30 LDS8120 Christina Terminal for County Ln S | | | | | | | | | | 200,000 | 200,000 |
| FY23 CDE8127 Grove E374 New Circuit | | | 150,000 | | | | | | | | |
| 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 |
| CDE4001 Minor Improv/Reloc to Roads (007) | 200,000 | 200,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| CDS4011 Capital Equipment Purchases (007) (| 20,000 | 50,000 | 20,000 | 20,300 | 20,604 | 20,914 | 21,227 | 21,546 | 21,869 | 22,197 | 22,530 |
| CDE4003 Transformer Repl-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 Repl-UG Dist (007) | 200,000 | 200,000 | 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 | 50,000 | 30,000 | 30,450 | 30,907 | 31,370 | 31,841 | 32,319 | 32,803 | 33,295 | 33,795 | 34,302 |
| CDE4008 Padmount Switch Install (007) | 30,000 | 250,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| CDE4011 Distribution Pole Repl | 1,600,000 | 1,700,000 | 1,700,000 | 1,700,000 | 1,700,000 | 1,700,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 | 1,600,000 |
| CDE4020 Roadway Lighting Installations | 300,000 | 450,000 | 456,750 | 463,601 | 470,555 | 477,614 | 484,778 | 492,049 | 499,430 | 506,922 | 514,525 |
| 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 | 250,000 | 700,000 | 710,500 | 721,157 | 731,975 | 742,954 | 754,099 | 765,410 | 776,891 | 788,545 | 800,373 |
| CDE4045 Distribution Wood Poles Inspection/Retreatment | 100,000 | 450,000 | 450,000 | 456,750 | 463,601 | 470,555 | 477,614 | 484,778 | 492,049 | 499,430 | 506,922 |
| CDE4115 New Socrum Circuit Q334 | | | 200,000 | | | | | | | | |
| CDE4232 Capacitor Station Installation | 20,000 | 80,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| CDE4500 Subdiv & Comm Development (007) | 890,000 | 900,000 | 913,500 | 927,202 | 941,111 | 955,227 | 969,556 | 984,099 | 998,860 | 1,013,843 | 1,029,051 |
| CDE4502 New OH Residential Svc | 40,000 | 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 | 100,000 | 125,000 | 126,875 | 128,778 | 130,710 | 132,670 | 134,661 | 136,680 | 138,731 | 140,812 | 142,924 |
| CDE4504 Upgr OH Residential Svc (007) | 10,000 | 10,000 | 10,150 | 10,302 | 10,457 | 10,614 | 10,773 | 10,934 | 11,098 | 11,265 | 11,434 |
| CDE4505 Upgr UG Residential Svc | 5,000 | 10,000 | 10,150 | 10,302 | 10,457 | 10,614 | 10,773 | 10,934 | 11,098 | 11,265 | 11,434 |
| CDE4506 OH Line Extensions (007) | 8,000 | 5,000 | 5,075 | 5,151 | 5,228 | 5,307 | 5,386 | 5,467 | 5,549 | 5,632 | 5,717 |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| CDE4507 UG Line Extensions (007) | 12,000 | 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 | 20,000 | 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 | 75,000 | 200,000 | 203,000 | 206,045 | 209,136 | 212,273 | 215,457 | 218,689 | 221,969 | 225,299 | 228,678 |
| CDE4510 OH Upgr 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 Upgr Comm Svc | 40,000 | 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 | 50,000 | 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 | 250,000 | 253,750 | 257,556 | 261,420 | 265,341 | 269,321 | 273,361 | 277,461 | 281,623 | 285,847 |
| CDE4515 UG New Comm Svc GSLD | 250,000 | 350,000 | 355,250 | 360,579 | 365,987 | 371,477 | 377,049 | 382,705 | 388,446 | 394,272 | 400,186 |
| CDE6251 Reliability-Recloser Installation | 100,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| CDE6260 Fault Indicator Installation | 500 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| CDE6268 General Reliability Improvements | 109,500 | 140,000 | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| CDE6340 Minor Line Extensions | 5,000 | 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 Dranefield D374 Ln Upgrd | | | | 135,000 | | | | | | | |
| CDE8133 Downtown Overhead to Underground Conversion | 1,000 | 120,000 | 120,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| FY28 CDE5140 Dranefield 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 | | | | | | | | |
| FY27 CDE4156 Southwest J354 Line Upgrade | | | | | | | 900,000 | | | | |
| FY24 CDE8223 Orangedale V334 Line Upgrade Part 2 | | | | 253,000 | | | | | | | |
| FY23 CDE4169 Northwest K344 Line Upgrade | | | | | | 300,000 | | | | | |
| FY26 CDE8156 Medulla M344 Ln Upgrd | | | | | | 25,000 | | | | | |
| FY25 Orangedale V344 Line upgrade | | | | | 250,000 | | | | | | |
| FY22 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 | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| CDE8163 Recloser Installation - FEMA Mitigation | | | | | 850,000 | | | | | | |
| CDE5148 East X354 Line Extension | 92,000 | | | | | | | | | | |
| CDE4174 Bridgewater New Circuit - 1 | 133,000 | | | | | | | | | | |
| CDE4175 Bridgewater New Circuit - 3 | 235,000 | | | | | | | | | | |
| CDE4176 Bridgewater New Circuit - 2 | 258,000 | | | | | | | | | | |
| FY22 Winston T374 UG Line Upgrade | | | 105,000 | | | | | | | | |
| CDE4179 Jonila Avenue | 150,000 | | | | | | | | | | |
| FY22 CDE4180 Bridgewater BW374 New Circuit - 2 Line Extension | | 71,000 | | | | | | | | | |
| FY22 CDE4181 Orangedale V374/Bridgewater BW334 New Circuit -1 Line Upg | | 135,000 | | | | | | | | | |
| FY22 CDE4183 Winston T374/Dranefield D334 Line Upgrade | | 105,000 | | | | | | | | | |
| FY22 CDE4184 Winston T344 Line Extension | | 70,000 | | | | | | | | | |
| FY22 CDE4185 Eaton Park Transformer Work | | 25,000 | | | | | | | | | |
| FY22 CDE4187 Mainline for Windmeadows South Subdivision | | 50,000 | | | | | | | | | |
| FY22 CDE4200 OH Reliability Improvement | | 85,000 | | | | | | | | | |
| FY22 CDE4300 Underground Reliability Improvement Project | | 85,000 | | | | | | | | | |
| FY22 CDE4178 WINSTON T374 EXTEND NEW LINE ON DRANEFIELD RD. | | 30,000 | | | | | | | | | |
| Total | 5,759,000 | 7,425,000 | 7,207,310 | 7,847,425 | 7,874,411 | 7,439,282 | 8,002,051 | 6,871,732 | 6,594,338 | 7,257,883 | 7,322,381 |
| Transmission Substations | | | | | | | | | | | |
| 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 | | |
| FY24 LDS8159 Indian Lakes-Socrum 69kV Ln-Indian Lakes Sub Equip | | | | 20,000 | | | | | | | |
| FY24 LDS8161 Indian Lakes-Socrum 69kV Ln-Socrum Sub Equip | | | | 140,000 | | | | | | | |
| 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 |
| Total | 100,000 | 100,000 | 100,000 | 260,000 | 100,000 | 100,000 | 100,000 | 100,000 | 2,154,000 | 100,000 | 100,000 |
| Distribution Substations | | | | | | | | | | | |
| FY23 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 | | | | | | | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 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 | | | | | |
| FY23 LDS8126 Socrum Sub Xfmr 1 Upgrade | | | 1,000,000 | | | | | | | | |
| 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 Intergration | 150,000 | 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 | 20,000 | 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 |
| FY26 CDS4158 New Hamilton - Dranefield 69kV Line's Substation Equipme | | | 250,000 | | | | | | | | |
| 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 | | 5,100,000 | 6,900,000 | | | | | | | | |
| FY22 CDS8034 Highland City Substation Circuit Rerouting | | 260,000 | | | | | | | | | |
| FY22 CDS8035 NERC Power Monitor System | | 75,000 | | | | | | | | | |
| FY22 CDS8036 Larsen 414 Breaker & Relay Replacement | | 125,000 | | | | | | | | | |
| FY22 CDS8037 Carry-Deck Crane | | 95,000 | | | | | | | | | |
| Total | 385,000 | 7,015,000 | 10,285,150 | 1,485,302 | 385,457 | 2,160,614 | 1,735,773 | 1,235,934 | 386,098 | 386,265 | 386,434 |
| Other Delivery Projects | | | | | | | | | | | |
| LDE8281 Hamilton - Winston 69kv line | | | | 150,000 | | | | | | | |
| CDG4003 Engineering Project Support | | | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| CDP4006 Purchs New Electric Meters | 551,900 | 359,448 | 314,941 | 322,815 | 330,885 | 339,157 | 347,636 | 356,327 | 365,235 | 374,366 | 383,726 |
| CDG6138 R&R Capital Project Resources | 6,495,710 | 6,554,373 | 5,800,394 | 6,032,410 | 6,273,706 | 6,524,654 | 6,785,641 | 7,057,066 | 7,339,349 | 7,632,923 | 7,938,240 |
| CDG4005 Tool & Safety Equip-Capital (MBFA) (007) | 65,000 | 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 | | | |

**Lakeland Electric
10 Year Capital Improvement Plan**

| | FY21 Original Budget | FY22 Proposed Budget | FY23 Proposed Budget | FY24 Proposed Budget | FY25 Proposed Budget | FY26 Proposed Budget | FY27 Proposed Budget | FY28 Proposed Budget | FY29 Proposed Budget | FY30 Proposed Budget | FY31 Proposed Budget |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 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 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| CDE5032 Fast Transfer Switch Gear Replacement | 10,000 | | | | | | | | | | |
| 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 | 320,000 |
| CDP5134 RTU Power Supply Upgrade/Redundancy | 15,000 | 15,000 | | | | | | | | | |
| CDE4043 Designer Upgrade & Implementation | 450,000 | 520,000 | 500,000 | | | | | | | | |
| CSG4857 SmartGrid Tower Project | 99,000 | | | | | | | | | | |
| CDE4182 Publix RTAC Replacement | 45,000 | | | | | | | | | | |
| CDP4006 PURCHASE NEW ELECTRIC METERS | | 253,750 | 257,556 | 261,420 | 265,341 | 269,321 | 273,361 | 277,462 | 281,624 | 285,848 | 290,136 |
| Total | 7,821,610 | 8,082,571 | 6,997,892 | 7,211,645 | 6,994,933 | 7,578,133 | 7,531,638 | 8,885,855 | 8,111,208 | 8,738,137 | 9,057,101 |
| Miscellaneous Projects | | | | | | | | | | | |
| CCS5013 Capital Project Resources | 132,964 | 107,414 | 52,531 | 53,844 | 78,797 | 55,190 | 56,570 | 80,767 | 57,984 | 59,434 | 82,786 |
| CDS4123 Substations Fence Replacement & Upgrds | 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 | | 75,000,000 | 70,000,000 | | | | | | | | |
| CGM8888 Rate Case Study | | 125,000 | | | | 131,250 | | | 137,813 | | |
| FY22 MDM9921 LODESTAR UPGRADE / REPLACEMENT | | 500,000 | | | | | | | | | |
| FY22 CCS4140 STREET LIGHT OUTAGE REPORTING TOOL | | 25,000 | | | | | | | | | |
| FY22 CCS4141 CPM CAYENTA COMMUNICATIONS PROGRAM V9 | | 25,000 | | | | | | | | | |
| 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) |
| Total | 177,964 | 75,827,414 | 70,099,031 | 101,867 | 128,365 | 237,576 | 109,298 | 135,111 | 251,781 | 117,083 | 142,125 |
| Building Improvements | | | | | | | | | | | |
| CTR5704 ADA Building Modifications | | 150,000 | 150,000 | 150,000 | 150,000 | | | | | | |
| CMP5014 LE-Security Enhancement | 262,656 | 269,222 | 275,953 | 282,852 | 289,923 | 297,171 | 304,600 | 312,215 | 320,020 | 328,021 | 336,222 |
| CFM4309 LE Roof Improvements | 500,000 | 500,000 | 175,000 | | | | | | | | |
| CFM4651 Security Systems for E&W Building (007) | 26,266 | 26,923 | 27,596 | 28,286 | 28,993 | 29,718 | 30,461 | 31,223 | 32,004 | 32,804 | 33,624 |
| CTS5720 Furniture Requirements - Capital (MBFA) | 10,000 | 10,000 | 10,200 | 10,404 | 10,612 | 10,824 | 11,041 | 11,262 | 11,487 | 11,717 | 11,951 |
| CFM4306 Admin Building Capital Improvement | 156,000 | 156,060 | 159,181 | 162,365 | 165,612 | 168,924 | 172,303 | 175,749 | 179,264 | 182,849 | 186,506 |

**Lakeland Electric
10 Year Capital Improvement Plan**

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|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| CFM5712 Major Equipment Purch (MBFA) | 5,000 | 5,000 | 5,100 | 5,202 | 5,306 | 5,412 | 5,520 | 5,631 | 5,743 | 5,858 | 5,975 |
| CTS4307 T&D Building Capital Improvements | 50,000 | 150,000 | 51,000 | 52,020 | 53,060 | 54,122 | 55,204 | 56,308 | 57,434 | 458,583 | 467,755 |
| CFM5707 HVAC System Upgrades (Substations) - Replace Project 315707 | 5,000 | | 5,000 | | 5,000 | | 5,000 | | 5,000 | | |
| CFM5713 Admin Building Space Study & Modifications | | | 1,500,000 | | | | | | | | |
| FY23 CFM5715 Seal Admin Building Windows | | 400,000 | | | | | | | | | |
| FY24 CFM5717 LE Admin Building & Garage - Seal Concrete | | | | 40,000 | 400,000 | | | | | | |
| FY27 CFM5718 LE Admin Building Chillers | | | | | | | | 750,000 | | | |
| FY27 CFM5719 Storm Vault Media Replacement | | | | | | | 35,000 | | | | |
| FY27 CFM5721 Fire Alarm System Replacement | | | | | | | 250,000 | | | | |
| CFM5727 T&D Weight Room Remodel (Relay Shop) | 100,000 | | | | | | | | | | |
| CFM5726 TTC Warehouse for Meter Shop | 200,000 | | | | | | | | | | |
| CFM5725 Parker Street Remodel (Meter Services) | 100,000 | | | | | | | | | | |
| Total | 1,414,922 | 1,667,205 | 2,359,030 | 731,129 | 1,108,507 | 566,171 | 869,129 | 1,342,388 | 610,953 | 1,019,832 | 1,042,033 |
| Technology Improvements | | | | | | | | | | | |
| CCS4125 Web/eCommerce Upgrades | | | 87,075 | | | 93,150 | | | 99,225 | | |
| CDC6284 SCADA/EMS Upgrade | | 60,000 | | | | | | | | | |
| CDC6396 NERC CIP Compliance-Cybe 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 | 25,550 | 125,550 | 25,550 | 25,550 | 25,550 | 25,550 | 25,550 | 25,550 | 25,550 | 25,550 | 25,550 |
| CCS4004 ITRON Replacement | 20,500 | 20,500 | | | 20,500 | | | | | | |
| CCS4114 UMS Upgrade | 123,000 | 38,308 | | 132,000 | | | 141,000 | | | 150,000 | |
| CFM5728 UPS Battery Replacement | 25,000 | | | | | | | | | | |
| CFM5723 Electric Fleet Infrastructure - LE Admin Garage | 3,000 | 3,000 | 3,000 | 3,000 | | | | | | | |
| CCS4137 Install New Avaya WFM | | 7,000 | 7,210 | 7,426 | 7,649 | 7,879 | 8,115 | 8,358 | 8,609 | 8,867 | 9,133 |
| CCS4139 Reintegrate Existing Telstrat Call Recording | | 2,000 | 2,000 | | | | | | | | |
| Total | 247,050 | 306,358 | 174,835 | 217,976 | 103,699 | 176,579 | 224,665 | 83,908 | 183,384 | 234,417 | 84,683 |
| TOTAL CAPITAL IMPROVEMENT PLAN | 39,215,590 | 130,223,191 | 128,261,289 | 46,599,556 | 43,646,553 | 41,756,484 | 42,015,475 | 41,520,177 | 42,222,131 | 41,877,255 | 44,473,686 |

City of Lakeland, Florida

Annual Budget

Fiscal Year 2022

In accordance with the Americans with Disabilities Act, this material is available in alternative formats upon request. Please contact our ADA Specialist, Jenny Sykes, at 228 S. Massachusetts Avenue, Lakeland, Florida, 33801, by email at Jenny.Sykes@lakelandgov.net, by telephone at [\(863\) 834-8444](tel:(863)834-8444), or by fax at [\(863\) 834-8040](tel:(863)834-8040). If hearing impaired, please contact the Local TDD numbers (863) 834-8333 or 1-800-955-8771 (TDD-Telecommunications Device for the Deaf) or the Florida Relay Service Number 1-800-955-8770 (VOICE) for assistance.



Table of Contents

Supplementary Information

Section G

| | |
|--|------|
| Principal Taxpayers | G-5 |
| Principal Employers | G-6 |
| Schedule of Property Tax Rates | G-7 |
| General Fund Property Tax Levies and Collections | G-8 |
| Governmental Activities Tax Revenues by Source | G-9 |
| Fund Balances of Governmental Funds | G-10 |
| Glossary of Terms | G-11 |
| Abbreviations and Acronyms | G-17 |
| Position Changes by Fund and Department | G-20 |

Department Tables of Organization and Position Management

| | |
|---|------|
| Airport | G-21 |
| City Attorney | G-23 |
| City Commission and City Manager..... | G-24 |
| Communications | G-26 |
| Community and Economic Development..... | G-27 |
| Electric | |
| General Manager..... | G-30 |
| Customer Service | G-32 |
| Delivery..... | G-37 |
| Fiscal Operations | G-44 |
| Production | G-49 |
| Finance..... | G-58 |
| Fire | G-61 |
| Human Resources-Civil Service | G-63 |
| Information Technology | G-65 |
| Internal Audit | G-68 |
| Parks and Recreation | |
| Director | G-69 |
| Cemeteries | G-70 |
| Cleveland Heights Golf Course | G-72 |
| Library..... | G-74 |
| Parks | G-77 |
| Recreation | G-79 |
| Police Department | |
| Office of Chief of Police | G-81 |
| Investigative Services | G-82 |
| Community Services..... | G-83 |
| Uniform Patrol Division | G-84 |
| Special Operations Division..... | G-85 |
| Support Services Division..... | G-86 |

Table of Contents

Department Tables of Organization and Position Management

| | |
|-------------------------------------|-------|
| Public Works | |
| Director | G-89 |
| Construction and Maintenance | G-90 |
| Engineering | G-92 |
| Facilities Maintenance | G-93 |
| Fleet..... | G-95 |
| Lakes and Stormwater | G-96 |
| Solid Waste | G-97 |
| Traffic..... | G-99 |
| Purchasing and Risk Management..... | G-101 |
| RP Funding Center | G-103 |
| Retirement Services | G-106 |
| Wastewater | |
| Collection | G-107 |
| Treatment | G-109 |
| Wetlands and Lab..... | G-111 |
| Water | |
| Administration | G-113 |
| Distribution..... | G-114 |
| Engineering | G-116 |
| Production | G-118 |
| Figure Index..... | G-121 |



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Principal Taxpayers

TEN PRINCIPAL TAXPAYERS (UNAUDITED) SEPTEMBER 30, 2020

| Taxpayer Name | Type of Business | 2020 Assessed Value of Real and Personal Property | Percentage of Total Assessed Value of Real and Personal Property |
|--|-------------------------------|---|--|
| 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 G-1: Principal Tax Payers

Principal Employers

TEN PRINCIPAL EMPLOYERS (UNAUDITED) SEPTEMBER 30, 2020

| 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% |
| Total | | 26,714 | 100.00% |

Source: Polk County Property Appraiser

Figure G-2: Principal Employers

Schedule of Property Tax Rates

SCHEDULE OF PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS (UNAUDITED) LAST TEN FISCAL YEARS

MILLS (\$1 PER \$1,000 VALUATION)

| Fiscal Year Ending September 30 | Municipal | Lakeland Area Mass Transit District | Lakeland Downtown Development District | Total | County | Southwest Florida Water Management District | Polk County School Board | Peace River Water Basin | Total Direct & Overlapping Rates |
|---------------------------------------|-----------|--|---|---------|----------|---|-----------------------------------|-------------------------------|---|
| 2020 | \$5.4644 | \$0.500 | \$1.9304 | \$7.895 | \$7.1565 | \$0.2801 | \$6.086 | - | \$21.417 |
| 2019 | \$5.4644 | \$0.500 | \$2.000 | \$7.964 | \$7.157 | \$0.296 | \$6.251 | - | \$21.668 |
| 2018 | \$5.5644 | \$0.500 | \$2.000 | \$8.064 | \$6.782 | \$0.313 | \$6.514 | - | \$21.673 |
| 2017 | \$5.5644 | \$0.500 | \$2.000 | \$8.064 | \$6.782 | \$0.332 | \$6.780 | - | \$22.958 |
| 2016 | \$5.5644 | \$0.500 | \$2.000 | \$8.064 | \$6.782 | \$0.349 | \$7.149 | - | \$21.344 |
| 2015 | \$4.6644 | \$0.500 | \$2.000 | \$7.164 | \$6.867 | \$0.366 | \$7.208 | - | \$21.605 |
| 2014 | \$4.6644 | \$0.500 | \$2.000 | \$7.164 | \$6.867 | \$0.382 | \$7.547 | - | \$21.960 |
| 2013 | \$4.6644 | \$0.500 | \$1.995 | \$7.159 | \$6.867 | \$0.393 | \$7.492 | - | \$21.911 |
| 2012 | \$4.1644 | \$0.500 | \$2.000 | \$6.664 | \$6.867 | \$0.393 | \$7.670 | - | \$21.594 |
| 2011 | \$4.1644 | \$0.500 | \$1.874 | \$6.538 | \$6.867 | \$0.377 | \$7.792 | \$0.183 | \$21.757 |

Source: Polk County Property Appraiser

Figure G-3: Schedule of Property Rates

General Fund Property Tax Levies and Collections

GENERAL FUND PROPERTY TAX LEVIES, TAX COLLECTIONS, ASSESSED VALUATIONS AND PROPERTY TAX RATES (UNAUDITED) LAST TEN FISCAL YEARS

| Fiscal Year Ending September 30 | Real Property | Tangible Property | Railroad Property | Adjustments | Less: Tax Exempt Real Property | Total Taxable Assessed Value |
|---------------------------------------|-----------------|----------------------|----------------------|----------------|-----------------------------------|---------------------------------|
| 2020 | \$9,724,231,389 | \$926,883,021 | \$10,377,204 | \$(12,286,308) | \$3,747,238,448 | \$6,901,966,858 |
| 2019 | \$9,083,228,824 | \$880,100,017 | \$10,605,009 | \$9,776,898 | \$3,512,224,128 | \$6,471,486,620 |
| 2018 | 8,275,942,113 | 845,944,658 | 9,819,966 | (12,758,422) | 3,158,285,650 | 5,960,662,665 |
| 2017 | 7,470,286,970 | 855,102,507 | 9,518,567 | (8,299,667) | 2,869,022,296 | 5,457,586,081 |
| 2016 | 6,978,652,027 | 849,218,740 | 8,893,616 | (8,883,088) | 2,742,795,786 | 5,085,085,509 |
| 2015 | 6,450,121,917 | 766,023,882 | 9,491,549 | 12,180,119 | 2,529,644,082 | 4,708,173,385 |
| 2014 | 6,029,544,930 | 694,944,816 | 9,322,964 | 2,218,998 | 2,318,246,201 | 4,417,785,507 |
| 2013 | 5,717,402,332 | 678,256,876 | 4,170,924 | (2,317,304) | 2,135,322,232 | 4,262,190,596 |
| 2012 | 6,011,568,956 | 704,558,301 | 4,037,506 | (4,714,474) | 2,235,629,322 | 4,479,820,967 |
| 2011 | 6,347,423,303 | 735,988,173 | 3,833,023 | 263,361 | 2,327,716,616 | 4,759,791,244 |

Source: Polk County Property Appraiser

Figure G-4: General Fund Property Tax Levies, Collections, Valuations, and Rates

COLLECTED WITHIN THE FISCAL YEAR OF THE LEVY

| Total Direct Tax Rate | Total Tax Levy (2) | Amount | Percent of Levy | Delinquent Tax Collections | Total Tax Collections |
|--------------------------|--------------------|--------------|-----------------|----------------------------------|--------------------------|
| 7.895 | \$37,715,108 | \$36,212,165 | 96.02 | \$79,405 | \$36,291,570 |
| 7.964 | \$35,362,791 | \$33,996,760 | 96.14 | \$90,411 | \$34,087,171 |
| 8.064 | 31,962,315 | 31,888,967 | 99.77 | 133,363 | 32,022,330 |
| 8.064 | 29,269,819 | 29,137,412 | 99.55 | 85,883 | 29,223,295 |
| 8.064 | 27,282,157 | 27,165,521 | 99.57 | 126,554 | 27,292,075 |
| 7.164 | 21,174,556 | 21,081,639 | 99.56 | 63,577 | 21,145,216 |
| 7.164 | 19,882,769 | 19,844,964 | 99.81 | 49,587 | 19,894,551 |
| 7.164 | 19,186,053 | 19,079,925 | 99.45 | 50,459 | 19,130,384 |
| 6.659 | 18,006,725 | 17,905,063 | 99.44 | 53,239 | 17,958,302 |
| 6.664 | 19,139,967 | 19,074,651 | 99.58 | 82,951 | 19,157,602 |

Source: Polk County Property Appraiser

Figure G-5: Taxes Collected Within Fiscal Year of Levy

Governmental Activities Tax Revenues by Source

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 | Firefighters' Compensation Tax | |
| 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 | \$2,688,611 | \$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 | \$2,243,691 | \$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 |
| 2011 | \$22,641,400 | \$15,057,722 | \$4,943,075 | \$247,092 | \$4,486,691 | \$1,799,097 | \$189,840 | \$71,750 | \$26,410 | \$49,463,077 |

Source: Polk County Property Appraiser

Figure G-6: Governmental Activities Tax Revenues by Source

Fund Balances of Governmental Funds

CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS (UNAUDITED) - LAST FIVE FISCAL YEARS

(Modified Accrual Basis of Accounting)

| | 2016 | 2017 | 2018 | 2019 | 2020 |
|---|---------------|---------------|---------------|---------------|---------------|
| REVENUES | | | | | |
| Taxes | \$ 51,422,145 | \$ 53,916,480 | \$ 57,878,725 | \$ 62,119,138 | \$ 64,904,741 |
| Licenses and permits | 4,289,098 | 3,886,903 | 4,843,389 | 5,040,190 | 6,031,326 |
| Intergovernmental | 15,147,483 | 18,190,572 | 16,949,916 | 19,770,829 | 23,209,039 |
| Charges for services | 12,264,132 | 13,924,987 | 17,743,319 | 18,518,614 | 21,775,114 |
| Fines and forfeits | 2,525,373 | 2,458,706 | 2,454,914 | 2,557,811 | 2,409,556 |
| Miscellaneous | 52,854,535 | 29,752,209 | 23,363,404 | 28,961,303 | 18,819,132 |
| Total revenues | 138,502,766 | 122,129,857 | 123,233,667 | 136,967,885 | 137,148,908 |
| EXPENDITURES | | | | | |
| General government | 28,769,624 | 14,148,310 | 16,046,396 | 15,494,226 | 36,210,677 |
| Public safety | 58,731,548 | 61,224,273 | 64,305,992 | 66,269,747 | 89,142,036 |
| Physical environment | 6,803,399 | 8,372,184 | 11,753,636 | 7,856,165 | 7,923,798 |
| Transportation | 12,320,329 | 11,483,530 | 13,483,261 | 13,957,845 | 15,279,588 |
| Economic environment | 4,113,926 | 4,842,624 | 10,681,175 | 10,537,611 | 10,289,452 |
| Human services | 162,184 | 201,972 | 292,272 | 373,920 | 573,643 |
| Culture/recreation | 19,490,098 | 23,667,143 | 23,677,487 | 24,280,528 | 23,407,104 |
| Capital outlay | 36,598,813 | 34,608,536 | 9,997,104 | 18,854,989 | 15,799,434 |
| Debt service | | | | | |
| Principal | 7,988,031 | 12,173,75 | 7,464,339 | 6,174,731 | 14,572,296 |
| Interest | 1,349,127 | 2,495,109 | 2,207,623 | 2,212,428 | 2,854,888 |
| Total expenditures | 176,327,079 | 173,217,466 | 159,859,285 | 166,012,190 | 216,052,916 |
| Excess (deficiency) of revenues over (under) expenditures | (37,824,313) | (51,087,609) | (36,625,618) | (29,044,305) | (78,904,008) |
| OTHER FINANCING SOURCES (USES) | | | | | |
| Proceeds from issuance of long-term debt | 7,470 | 3,302,556 | 1,901,613 | 16,181,890 | 47,029,530 |
| Transfers from other funds | 45,284,417 | 49,407,313 | 47,161,790 | 51,221,411 | 63,120,070 |
| Transfers to other funds | (12,210,614) | (13,393,423) | (12,526,295) | (15,226,611) | (25,404,881) |
| Total other financing sources and (uses) | 33,081,273 | 39,316,446 | 36,537,108 | 52,176,690 | 84,744,719 |
| Net change in fund balances | (4,743,040) | (11,771,163) | \$ (88,510) | 23,132,385 | 5,840,711 |
| Debt Service as a percentage of noncapital expenditures | 7% | 11% | 7% | 6% | 10% |

Figure G-7: Changes in Fund Balances of Governmental Funds

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.

Actionable Item: Department initiatives (project/processes) that require additional development or communication to ensure constituent and/or City Commission expectations are met.

Activity: A specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

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).

Core Service: Products or services provided to the public (external customer) as an actual deliverable and not as a supporting service or step in the process. (Applicable to General Fund Operating Departments and Enterprise Funds).

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.

Glossary of Terms

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.

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 1st 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.

Indirect Cost: A cost necessary for the functioning of the organization as a whole that cannot be directly assigned to one service.

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.

Glossary of Terms

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.

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.

Outcome: Desired output-oriented accomplishments, which can be measured and achieved within a set time-period. Achievement of the outcome advances the organization toward a goal.

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 Budget: A budget wherein expenditures are based primarily upon measurable performance of activities and work programs.

Performance Measure: Data collected to determine a program's effectiveness or efficiency in achieving its objectives.

Prioritization: To list or rate in order of priority according to the City's Goals.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Property Tax: A tax levied on real estate as well as commercial and industrial personal property based on the value of the property.

Glossary of Terms

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 to 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.

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.

Support Service: Resources or assistance in support of a core service or deliverables provided to a City of Lakeland operation or internal customer [e.g. technology, equipment or special resources including administrative, technical, maintenance, financial, legal or other skilled and professional categories.] (Applicable to General Fund Governance Departments and Internal Service Funds).

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.

Glossary of Terms

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

| | | | |
|-----------------|--|-----------------|--|
| AADF | Annual Average Daily Flow | CLMP | Comprehensive Lakes Management Plan |
| ACA | Affordable Care Act | CM | City Manager |
| ACH | Automated Clearing House | COLA | Cost of Living Allowance |
| ADA | Americans with Disabilities Act | CONST | Construction |
| AD&D | Accidental Death & Dismemberment | CPR | Cardiopulmonary Resuscitation |
| AI | Actionable Item | CRA | Community Redevelopment Agency |
| AP | Accounts Payable | CROW | Contracts Right of Way |
| ALS | Advance Life Support | CSU | Community Services Unit |
| AMI | Average Median Income | CUST SVC | Customer Service |
| AOA | Airport Operating Area | DARE | Drug Abuse Resistance Education |
| APPA | American Public Power Association | DART | Domestic Abuse Response Team |
| ARA | Aramark Food Services | DCA | Department of Community Affairs |
| ARFF | Aircraft Rescue & Fire Fighting | DEP | Department of Environmental Protection |
| ATC | Airport Traffic Control | DEV | Development |
| BCE | Business Cooperative Education | DIST | Distribution |
| BEMP | Building, Electrical, Mechanical, Planning | DOT | Department of Transportation |
| BICEP | Building Inspection Code Enforcement Program | DNA | Dinoclaustic Nucleic Acid |
| BITS | Building Inspection Transportable System | DoIT | Department of Information Technology |
| BEBR | Bureau of Economic & Business Research | DOJ | Department of Justice |
| BJA | Bureau of Justice Assistance | DRI | Development of Regional Impact |
| BLS | Basic Life Support | DRT | Design Review Team |
| BMP | Best Management Practices | DUI | Driving Under the Influence |
| BOD | Biological Oxygen Demand | DV | Digital Video |
| CACO3 | Calcium Carbonate | EAA | Experimental Aircraft Association |
| CADD | Computer Assisted Design and Drafting | ECS | Emergency Communications Specialists |
| CAFR | Comprehensive Annual Financial Report | EMS | Energy Management System |
| CAIR | Clean Air Interstate Rule | EMT | Emergency Medical Technicians |
| CBD | Commercial Business District | EDWMIS | Energy Delivery Work Order Management Information System |
| CBE | Cooperative Business Education | EPA | Environmental Protection Agency |
| CBIR | Community Budget Issue Request | EVDO | Evolution Data Optimized |
| CDBG | Community Development Block Grant | EZ | Enterprise Zone |
| CDC | Community Development Corporation | FAA | Federal Aviation Authority |
| CE | Code Enforcement | FAR | Federal Aviation Regulation |
| CIP | Capital Improvement Plan | FDLE | Federal Department of Law Enforcement |
| CPI | Consumer Price Index | FDOT | Florida Department of Transportation |
| CIS | Criminal Investigations | FEMA | Federal Emergency Management Agency |
| | | FHFC | Florida Housing Finance Corporation |

Abbreviations and Acronyms

| | | | |
|----------------|---|----------------|---|
| FHSAA | Florida High School Athletic Association | LDDA | Lakeland Downtown Development Authority |
| FLC | Florida League of Cities | LDR | Land Development Regulation |
| FMPA | Florida Municipal Power Agency | LEAD | Lakes Education Action Drive |
| FMPF | Florida Municipal Power Pool | LEDC | Lakeland Economic Development Council |
| FOAG | Florida Office of the Attorney General | LFD | Lakeland Fire Department |
| FRCC | Florida Reliability Coordinating Council | LGN | Lakeland Government Network |
| FRDAP | Florida Recreation Development Assistance Program | LLC | Limited Liability Corporation |
| FT | Full-Time | LLIA | Lakeland Linder International Airport |
| FTE | Full-Time Equivalent | LPD | Lakeland Police Department |
| FWC | Florida Water Conservation | LRMC | Lakeland Regional Medical Center |
| FY | Fiscal Year | LTC | Long Term Capital |
| GAAP | Generally Accepted Accounting Principles | LTMA | Long Term Maintenance Agreement |
| GASB | Governmental Accounting Standards Board | MAINT | Maintenance |
| GFOA | Government Finance Officers Association | M/WBE | Minority/Women-Owned Business Enterprises |
| GIS/CAD | Geographic Information System/Computer Aided Design | MDT | Mobile Data Terminal |
| GKS | General Knowledge Study | MGD | Million Gallons per Day |
| GM | General Manager | MGMT | Management |
| GPS | Global Positioning System | MLK | Martin Luther King |
| gWh | Giga-watt Hour | MSG | Main Street Garage |
| HHR | Hurricane Housing Relief | MSTU | Municipal Service Taxing Unit |
| HOME | HOME Investment Partnership Program | MSW | Municipal Solid Waste |
| HR | Human Resources | MWA | Maintenance Water Administration |
| HVAC | Heating, Ventilation & Air Condition | NAMI | National Alliance for the Mentally Ill of Polk County |
| HRMS | Human Resources Management System | NCAN | National College Access Network |
| IDS | Intrusion Detection System | NERC | N. American Reliability Corporation |
| ILS | Instrument Landing System | NET | Neighborhood Enforcement Team |
| IRP | Integrated Resource Plan | NLC | National League of Cities |
| IT | Information Technology | NPDES | National Pollution Discharge Elimination System |
| JSS | Juvenile Services | O&M | Operating & Maintenance |
| KIO | Key Intended Outcome | OCAT | Organizational Communications Advisory Team |
| KSI | Key Success Indicator | OH | Overhead |
| kWh | Kilowatt Hour | OMB | Office of Management & Budget |
| LAC | Lakeland Airside Center | OMS | Outage Management System |
| LCRA | Lakeland Community Redevelopment Agency | OSG | Orange Street Garage |
| | | OUC | Orlando Utility Commission |
| | | P&R | Parks and Recreation |
| | | PAL | Police Athletic League |
| | | PSC | Polk State College |
| | | PCCVB | Polk County Convention & Visitors Bureau |

Abbreviations and Acronyms

| | | | |
|-----------------|---|-----------------|--|
| PCD | Pollution Control Device | SWOT | Strengths, Weaknesses, Opportunities and Threats |
| PDA | Personal Digital Assistants | TAC | Targeted Areas of Concentration |
| PE | Performance Excellence | TBD | To Be Determined |
| PIAT | Process Improvement Advisory Team | T&D | Transmission & Delivery |
| PIF | Public Improvement Fund | TD | Tourist Development |
| PM | Preventative Maintenance | TDT | Tourist Development Tax |
| PSC | Public Service Commission | TEA-LU | Transportation Efficiency Act-A Legacy for Users |
| PW | Public Works | TECO | Tampa Electric Company |
| PSN | Project Safe Neighborhood | TIP | Truancy Interdiction Program |
| PT | Part-Time | TMDL | Total Maximum Daily Load |
| PUD | Planned Unit Development | TO | Table of Organization |
| QTI | Qualified Target Industry | TPO | Transportation Planning Organization |
| R&R | Repair and Replace | U&CF | Urban & Community Forestry |
| RPI | Rapid Process Improvement | UCM | United Conference of Mayors |
| ROI | Return on Investment | UG | Underground |
| SAIDI | System Average Interruption Duration Index | UMS | Utility Management System |
| SANS | Storage Area Network | USEPA | United States Environmental Protection Agency |
| SCADA | System Control Data Acquisition | USF | University of South Florida |
| SEOC | State Emergency Operation Center | UT | Utility Tax |
| SHIP | State Housing Initiative Program | VISTE | Volunteers in Service to the Elderly |
| SIS | Special Investigations | VOCA | Victims of Crime Act |
| SOAT | Strategic Operating Activity Team | VTR | Video Tape Recorder |
| SOP | Strategic Operating Plan | WA | Water |
| SOS | Special Operations Section | WC | Workers Comp |
| SPCC | Simpson Park Community Center | WTP | Water Treatment Plant |
| SRO | School Resource Officer | WW | Wastewater |
| SVC/SVCS | Service/Services | WWTP | Wastewater Treatment Plant |
| SWAT | Special Weapons and Tactics | YTD | Year to Date |
| SWFWMD | Southwest Florida Water Management District | | |

Position Changes by Fund and Department

| | FY 2020 | | FY 2021 | | FY 2022 | | FY21-22 | |
|--|-------------|------------|-------------|------------|-------------|------------|-------------|-----------|
| | Full-Time | Part-Time | Full-Time | Part-Time | Full-Time | Part-Time | Net | Change |
| | | | | | | | | |
| City Commission | 1 | 7 | 1 | 7 | 1 | 7 | 0 | 0 |
| City Manager | 15 | 0 | 15 | 0 | 15 | 0 | 0 | 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 | 25 | 1 | 0 | 0 |
| Internal Audit | 2 | 0 | 2 | 0 | 2 | 0 | 0 | 0 |
| Risk Management | 16 | 0 | 16 | 0 | 16 | 0 | 0 | 0 |
| Finance | 44 | 1 | 44 | 1 | 43 | 1 | -1 | 0 |
| Community & Econ. Dev. | 64 | 8 | 64 | 8 | 64 | 8 | 0 | 0 |
| Fire | 178 | 1 | 178 | 1 | 182 | 1 | 4 | 0 |
| Police | 368 | 14 | 373 | 11 | 373 | 11 | 0 | 0 |
| Public Works | 117 | 0 | 117 | 0 | 117 | 0 | 0 | 0 |
| Parks & Recreation | 242 | 176 | 242 | 176 | 242 | 174 | 0 | -3 |
| | 1089 | 208 | 1094 | 205 | 1097 | 202 | 3 | -3 |
| Comm & Econ. Development/Housing Program | 5 | 0 | 5 | 0 | 5 | 0 | 0 | 0 |
| 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 | 80 | 0 | 82 | 0 | 2 | 0 |
| | 188 | 0 | 188 | 0 | 190 | 0 | 2 | 0 |
| RP Funding Center | 51 | 305 | 51 | 305 | 45 | 305 | -6 | 0 |
| Lakeland Linder International Airport | 20 | 2 | 20 | 1 | 21 | 1 | 1 | 0 |
| Parking System | 5 | 0 | 5 | 0 | 5 | 0 | 0 | 0 |
| Stormwater | 12 | 0 | 12 | 0 | 12 | 0 | 0 | 0 |
| Solid Waste | 66 | 0 | 66 | 0 | 66 | 0 | 0 | 0 |
| Water | 133 | 2 | 133 | 2 | 136 | 2 | 3 | 0 |
| Wastewater | 97 | 2 | 98 | 2 | 100 | 1 | 1 | -1 |
| Lakeland Electric | 531 | 27 | 519 | 27 | 412 | 27 | -106 | 0 |
| | 915 | 338 | 904 | 337 | 797 | 336 | -107 | -1 |
| Grand Total | 2197 | 546 | 2190 | 543 | 2089 | 538 | -102 | -4 |

Figure G-8: Position Changes by Fund and Department

Airport – Table of Organization

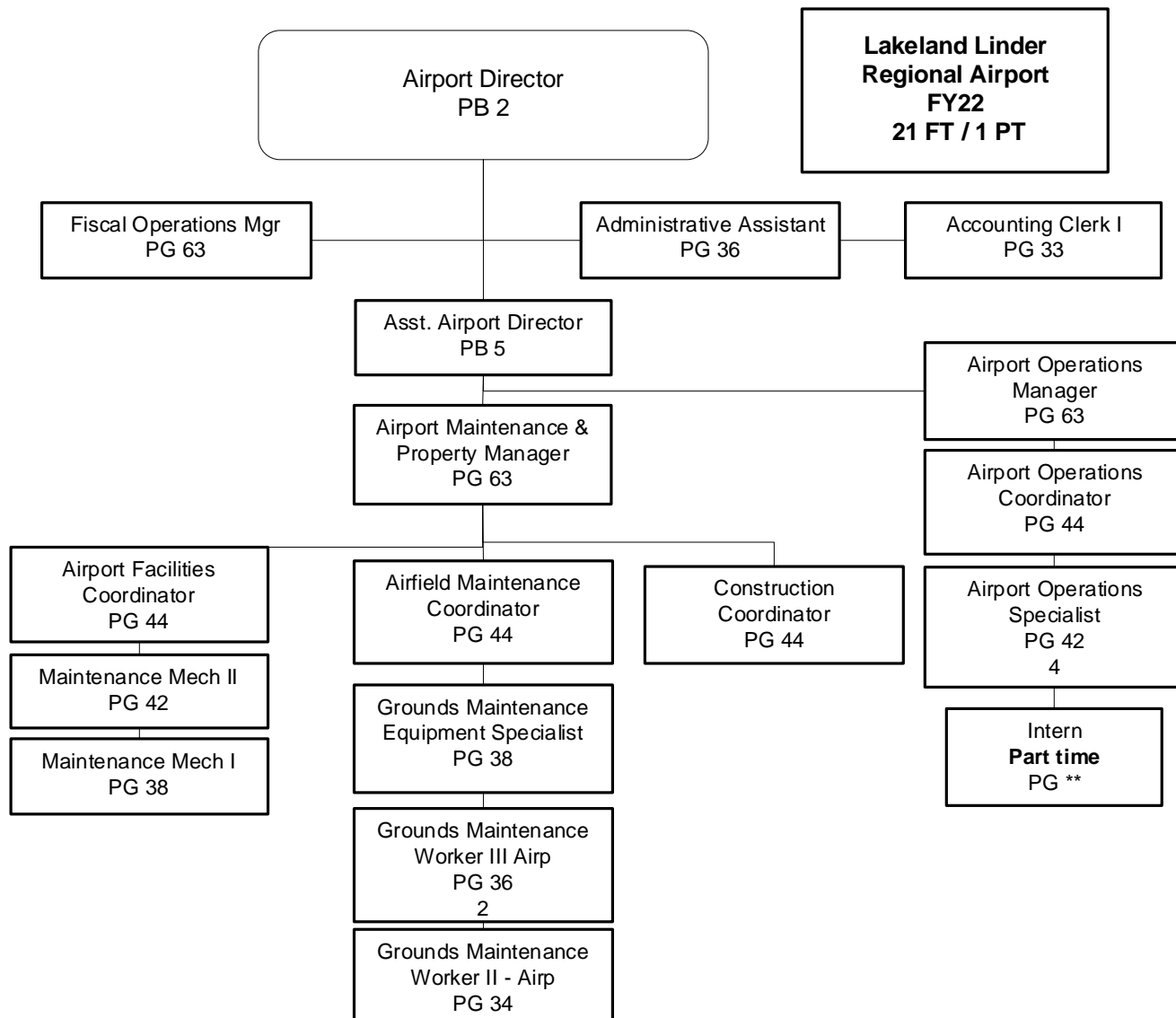


Figure G-9: Airport Table of Organization

Airport – Positions

| Personnel | FY21 Current | FY22 Proposed | PG | Salary Range |
|--|-----------------|------------------|-----|----------------------------|
| Airport Director | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Assistant Airport Director | 1 | 1 | PB5 | \$69,831.34 - \$129,680.02 |
| Airport Operations Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Airport Maintenance & Property Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Airport Construction Coordinator | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Airport Facilities Coordinator | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Airfield Maintenance Coordinator | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Airport Operations Coordinator | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Airport Operations Specialist | 4 | 4 | 42 | \$42,122.67 - \$65,346.08 |
| Maintenance Mechanic II | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Grounds Maintenance Equip Specialist | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Maintenance Mechanic I | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Grounds Maintenance Worker III Airport | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| Grounds Maintenance Worker II | 1 | 1 | 34 | \$34,654.42 - \$53,760.39 |
| Accounting Clerk I - Airport | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | 20 | 21 | | |
| College Intern | 1 | 1 | * | \$20,800.00 - \$165,126.30 |
| PART TIME EMPLOYEES | 1 | 1 | | |
| TOTAL FT | 20 | 21 | | |
| TOTAL PT | 1 | 1 | | |

Figure G-10: Airport Positions

City Attorney – Table of Organization

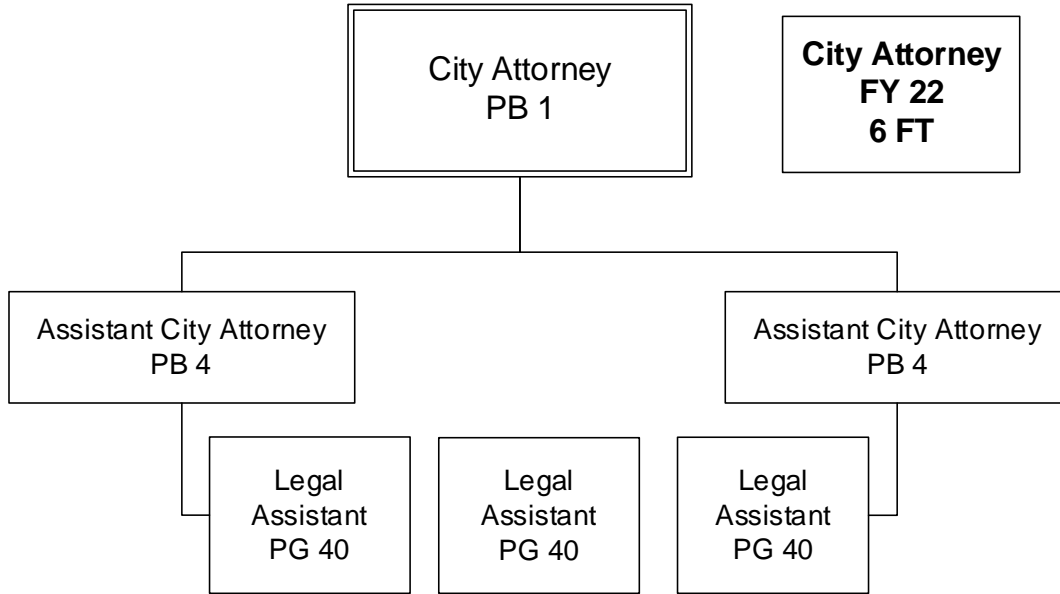


Figure G-11: City Attorney Table of Organization

City Attorney– Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|----------------------------------|----------|----------|-----|-----------------------------|
| | Current | Proposed | | |
| City Attorney | 1 | 1 | PB1 | \$128,781.12 - \$239,158.16 |
| Assistant City Attorney | 2 | 2 | PB4 | \$77,448.45- \$143,849.74 |
| Legal Assistant | 3 | 3 | 40 | \$40,116.83 -\$62,234.36 |
| TOTAL FULL TIME EMPLOYEES | 6 | 6 | | |
| TOTAL FT | 6 | 6 | | |

Figure G-12: City Attorney Positions

City Commission and City Manager – Table of Organization

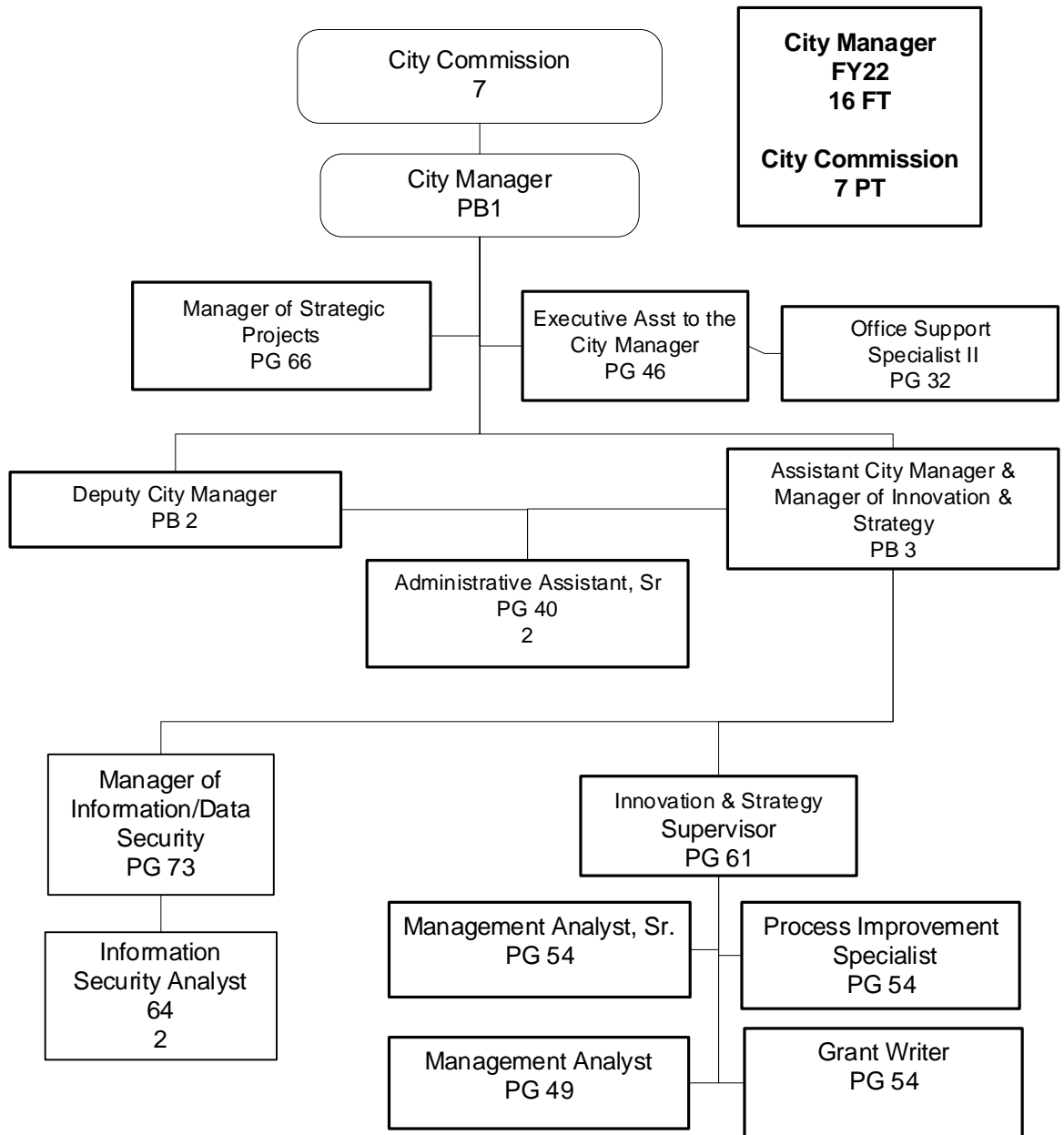


Figure G-13: City Manager Table of Organization

City Commission and City Manager – Positions

| City Commission | FY21 | FY22 | | |
|---|----------------|-----------------|-----------|-----------------------------|
| Personnel | Current | Proposed | PG | Salary Range |
| Administrative Assistant, Sr | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| TOTAL FULL TIME EMPLOYEES | 1 | 1 | | |
| Mayor | 1 | 1 | *P | \$20,800.00 - \$165,126.30 |
| City Commissioner | 6 | 6 | *P | \$20,800.00 - \$165,126.30 |
| TOTAL PART TIME EMPLOYEES | 7 | 7 | | |
| | | | | |
| City Manager's Office | FY21 | FY22 | | |
| Personnel | Current | Proposed | PG | Salary Range |
| City Manager | 1 | 1 | PB1 | \$128,781.12 - \$239,158.16 |
| Deputy City Manager | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Assistant City Manager & Manager of Innovation & Strategy | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Manager of Strategic Projects | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Executive Assistant to the City Manager | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Administrative Assistant, Sr. | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | 6 | 7 | | |
| | | | | |
| Office of Management & Budget | FY21 | FY22 | | |
| Personnel | Current | Proposed | PG | Salary Range |
| Office of Management & Budget Manager | 1 | 0 | 69 | \$81,390.07 - \$126,262.70 |
| Office of Innovation & Strategy | 0 | 1 | 61 | \$66,959.80 - \$103,876.64 |
| Management Analyst, Sr. | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Process Improvement Specialist | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Grant Writer | 0 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Management Analyst | 2 | 1 | 49 | \$49,966.44 - \$77,514.34 |
| TOTAL FULL TIME EMPLOYEES | 5 | 5 | | |
| | | | | |
| Information Security Office | FY21 | FY22 | | |
| Personnel | Current | Proposed | PG | Salary Range |
| Manager of Info/Data Security | 1 | 1 | 73 | \$89,732.55 - \$139,204.63 |
| Information Security Analyst | 2 | 2 | 64 | \$72,044.05 - \$111,763.97 |
| | 3 | 3 | | |
| TOTAL FT | 16 | 16 | | |
| TOTAL PT | 7 | 7 | | |

Figure G-14: City Manager Positions

Communications – Table of Organization

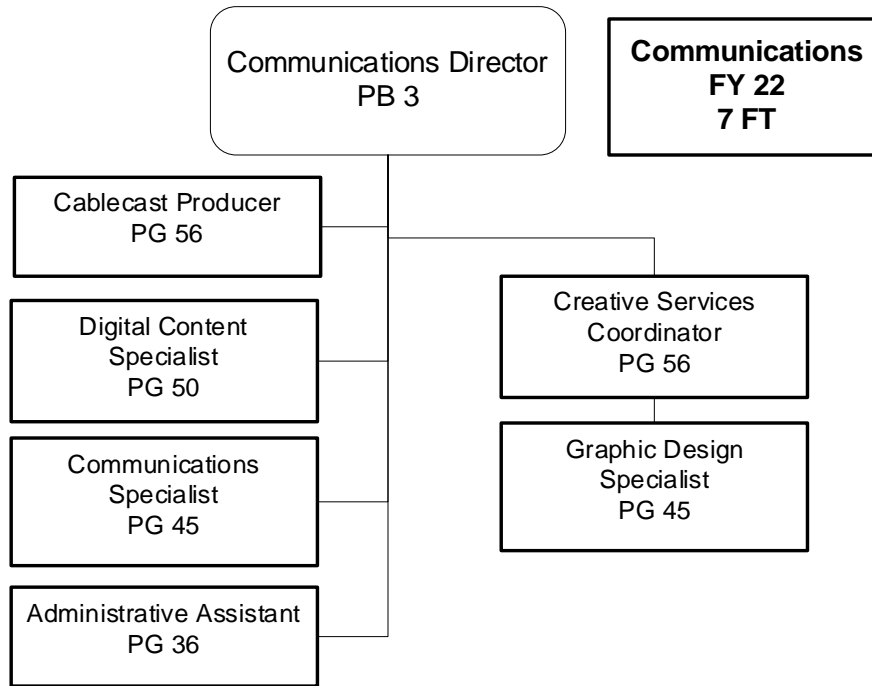


Figure G-15: Communications Table of Organization

Communications – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|----------------------------------|----------|----------|-----|----------------------------|
| | Current | Proposed | | |
| Communications Director | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Cablecast Producer | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Creative Services Coordinator | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Digital Content Specialist | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Communications Specialist | 1 | 1 | 45 | \$45,321.04 - \$70,307.79 |
| Graphic Design Specialist | 1 | 1 | 45 | \$45,321.04 - \$70,307.79 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| TOTAL FULL TIME EMPLOYEES | 7 | 7 | | |
| TOTAL FT | 7 | 7 | | |

Figure G-16: Communications Positions

Community and Economic Development – Table of Organization

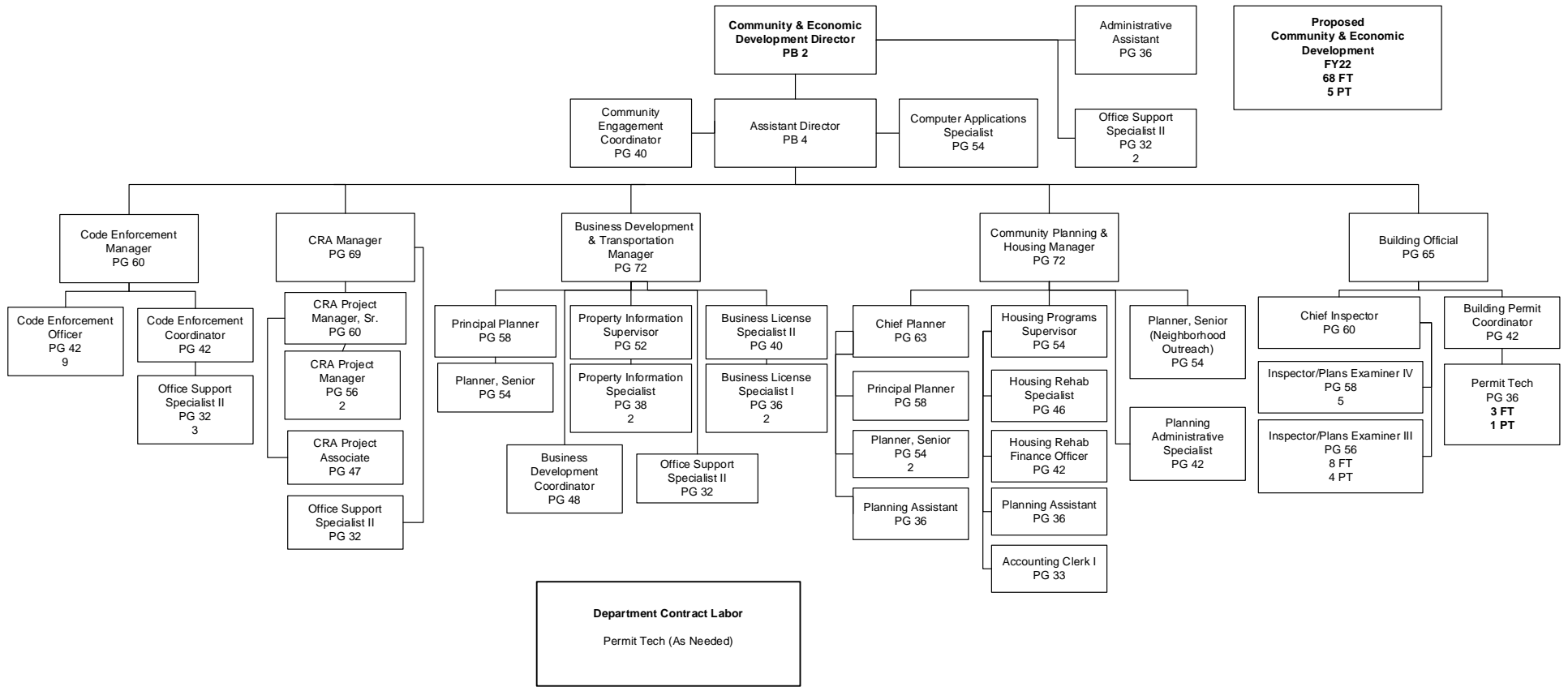


Figure G-17: Community and Economic Development Table of Organization

Community and Economic Development – Positions

| <i>Planning</i> | | FY21 | FY22 | | |
|-----------------|---|-----------|-----------|-----|----------------------------|
| | Personnel | Current | Proposed | PG | Salary Range |
| | Director of Community & Economic Development | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| | Assistant Director of Community & Economic Dev. | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| | Community Planning & Housing Manager | 1 | 1 | 72 | \$87,570.00 -\$135,849.81 |
| | Business Development & Transportation Manager | 1 | 1 | 72 | \$87,570.00 -\$135,849.81 |
| | Chief Planner | 1 | 1 | 63 | \$70,307.79 -\$109,070.47 |
| | GIS Supervisor | 1 | 0 | 58 | \$62,234.36 -\$96,545.93 |
| | Principal Planner | 2 | 2 | 58 | \$62,234.36 -\$96,545.93 |
| | Computer Application Specialist | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| | Planner, Sr. | 4 | 4 | 54 | \$56,448.39 -\$87,570.00 |
| | Property Information Supervisor | 1 | 1 | 52 | \$53,760.39 -\$83,400.00 |
| | GIS Technician II | 1 | 0 | 49 | \$49,966.44 -\$77,514.34 |
| | Business Development Coordinator | 1 | 1 | 48 | \$48,762.25 -\$75,646.25 |
| | Planning Administrative Specialist | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| | Community Engagement Coordinator | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| | Property Information Specialist | 2 | 2 | 38 | \$38,206.51 -\$59,270.83 |
| | Administrative Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| | Planning Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| | Office Support Specialist II | 3 | 3 | 32 | \$33,004.22 -\$51,200.37 |
| | TOTAL FULL TIME EMPLOYEES | 25 | 23 | | |

Code Enforcement

| | Personnel | | | PG | Salary Range |
|--|----------------------------------|-----------|-----------|----|---------------------------|
| | Code Enforcement Manager | 1 | 1 | 54 | \$65,346.08 -\$101,373.22 |
| | Code Enforcement Coordinator | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| | Code Enforcement Officer | 9 | 9 | 42 | \$42,122.67 -\$65,346.08 |
| | Office Support Specialist II | 3 | 3 | 32 | \$33,004.22 -\$51,200.37 |
| | TOTAL FULL TIME EMPLOYEES | 14 | 14 | | |

Community Redevelopment Agency

| | Personnel | | | PG | Salary Range |
|--|----------------------------------|----------|----------|----|---------------------------|
| | CRA Manager | 1 | 1 | 69 | \$81,390.07 -\$126,262.70 |
| | CRA Project Manager, Sr. | 1 | 1 | 60 | \$65,346.08 -\$101,373.22 |
| | CRA Project Manager | 2 | 2 | 56 | \$59,270.83 -\$91,948.50 |
| | CRA Project Associate | 1 | 1 | 47 | \$47,587.09 -\$73,823.18 |
| | Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 -\$51,200.37 |
| | TOTAL FULL TIME EMPLOYEES | 6 | 6 | | |

Figure G-18: Community and Economic Development Positions – Part 1

Community and Economic Development – Positions

| <i>Affordable Housing</i> | FY21 | FY22 | | |
|--|----------------|-----------------|-----------|----------------------------|
| Personnel | Current | Proposed | PG | Salary Range |
| Housing Programs Supervisor | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Housing Rehabilitation Specialist | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Housing Rehabilitation Finance Officer | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Planning Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk I | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | 5 | 5 | | |
| <i>Building Inspection</i> | | | | |
| Personnel | | | PG | Salary Range |
| Building Official | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Chief Building Inspector | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Building Inspector/Plans Examiner IV | 0 | 5 | 58 | \$62,234.36 - \$96,545.93 |
| Building Inspector/Plans Examiner III | 0 | 7 | 56 | \$59,270.83 - \$91,948.50 |
| Plans Examiner I | 3 | 0 | 56 | \$59,270.83 - \$91,948.50 |
| Building Inspector II | 4 | 0 | 54 | \$56,448.39 - \$87,570.00 |
| Building Inspector, I | 3 | 0 | 52 | \$53,760.39 - \$83,400.00 |
| Building Permit Coordinator | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Business License Specialist II | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| Business License Specialist I | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| Permit Tech | 0 | 3 | 36 | \$36,387.14 - \$56,448.39 |
| Permit Clerk | 3 | 0 | 31 | \$32,208.80 - \$49,966.44 |
| TOTAL FULL TIME EMPLOYEES | 19 | 21 | | |
| <i>Plans Examiner II</i> | 1 | 0 | 58 | \$62,234.36 - \$96,545.93 |
| <i>Building Inspector/Plans Examiner III</i> | 0 | 4 | 56 | \$59,270.83 - \$91,948.50 |
| <i>Plans Examiner I</i> | 1 | 0 | 56 | \$59,270.83 - \$91,948.50 |
| <i>Building Inspector II</i> | 1 | 0 | 54 | \$56,448.39 - \$87,570.00 |
| <i>Building Inspector, I</i> | 4 | 0 | 52 | \$53,760.39 - \$83,400.00 |
| <i>Building Inspector/Plans Examiner I</i> | 0 | 3 | 52 | \$53,760.39 - \$83,400.00 |
| <i>Permit Clerk</i> | 1 | 0 | 31 | \$32,208.80 - \$49,966.44 |
| <i>Permit Tech</i> | 0 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| TOTAL PART TIME TEMP EMPLOYEES | 8 | 8 | | |
| TOTAL FT | 69 | 69 | | |
| TOTAL PT | 8 | 8 | | |

Figure G-19: Community and Economic Development Positions – Part 2

Electric – General Manager – Table of Organization

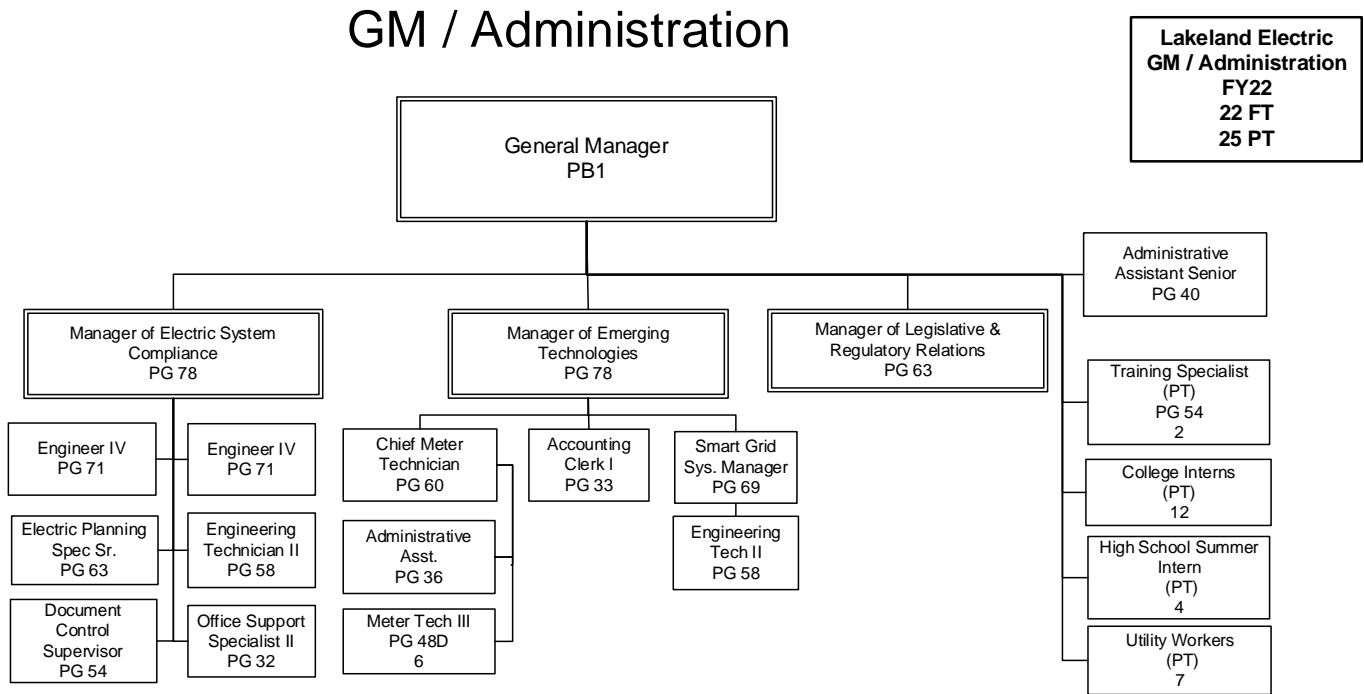


Figure G-20: Electric General Manager Administration Table of Organization

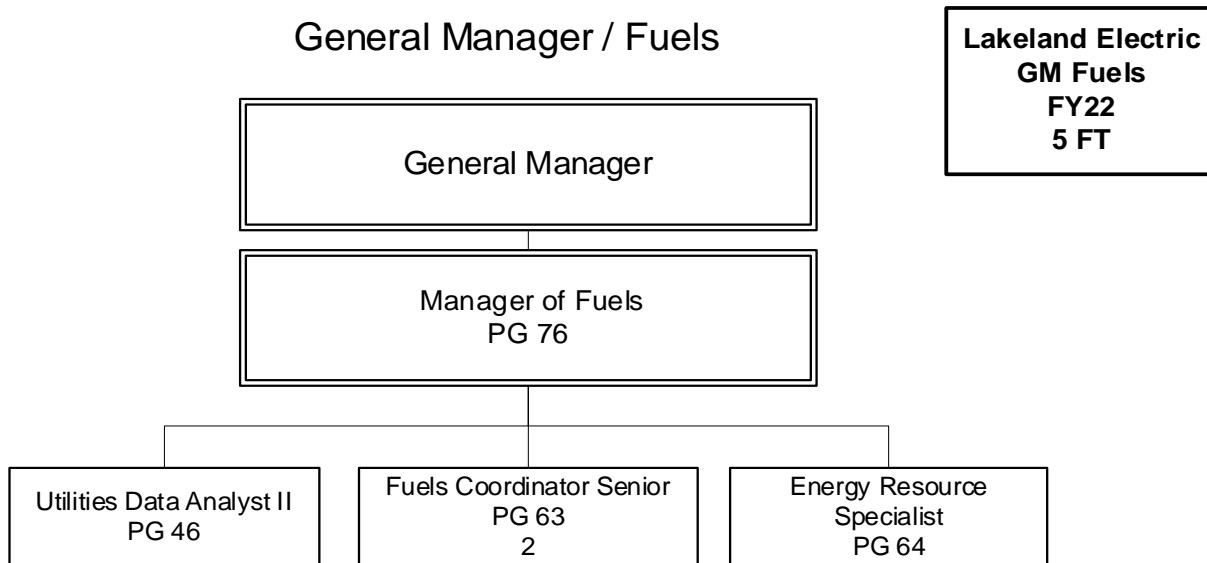


Figure G-21: Electric General Manager Fuels Table of Organization

Electric – General Manager – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|-----------|-----------------------------|
| | Current | Proposed | | |
| General Manager | 1 | 1 | PB1 | \$128,781.12 - \$239,158.16 |
| Manager of Legislative & Regulatory Relations | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Administrative Assistant, Sr. | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| TOTAL FULL TIME EMPLOYEES | 3 | 3 | | |
| General Manager / Electric System Compliance | | | PG | Salary Range |
| Manager of Electric System Compliance | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Engineer IV | 2 | 2 | 71 | \$85,459.58 - \$132,575.85 |
| Electric Planning Specialist Sr | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Engineering Tech II | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Document Control Supervisor | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | 7 | 7 | | |
| General Manager / Electric System Compliance | | | PG | Salary Range |
| Manager of Emerging Technologies | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| SmartGrid System Manager | 1 | 1 | 69 | \$81,390.07 - \$126,262.70 |
| Chief Meter Technician | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Engineering Tech II - LE | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Meter Technician III | 6 | 6 | PB048d | \$77,916.38 - \$85,708.02 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk I | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | 12 | 12 | | |
| General Manager/Production Fuels | | | PG | Salary Range |
| Manager Fuels | 1 | 1 | 76 | \$96,545.93 - \$149,774.41 |
| Energy Resource Specialist | 1 | 1 | 64 | \$72,044.05 - \$111,763.97 |
| Fuels Coordinator, Sr. | 2 | 2 | 63 | \$70,307.79 - \$109,070.47 |
| Utility Data Analyst II | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| TOTAL FULL TIME EMPLOYEES | 5 | 5 | | |
| LE Training Specialist | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| Students (GM) | | | | |
| College Interns | 12 | 12 | * | \$20,800.00 - \$165,126.30 |
| High School Summer Interns | 4 | 4 | 4 | \$17,804.80 - \$25,477.50 |
| Utility Worker | 7 | 7 | * | \$20,800.00 - \$165,126.30 |
| GM PT Sub-total | 25 | 25 | | |
| TOTAL FT | 27 | 27 | | |
| TOTAL PT | 25 | 25 | | |

Figure G-22: Electric General Manager Positions

Fiscal Year 2021 Annual Budget

Electric – Customer Service – Table of Organization

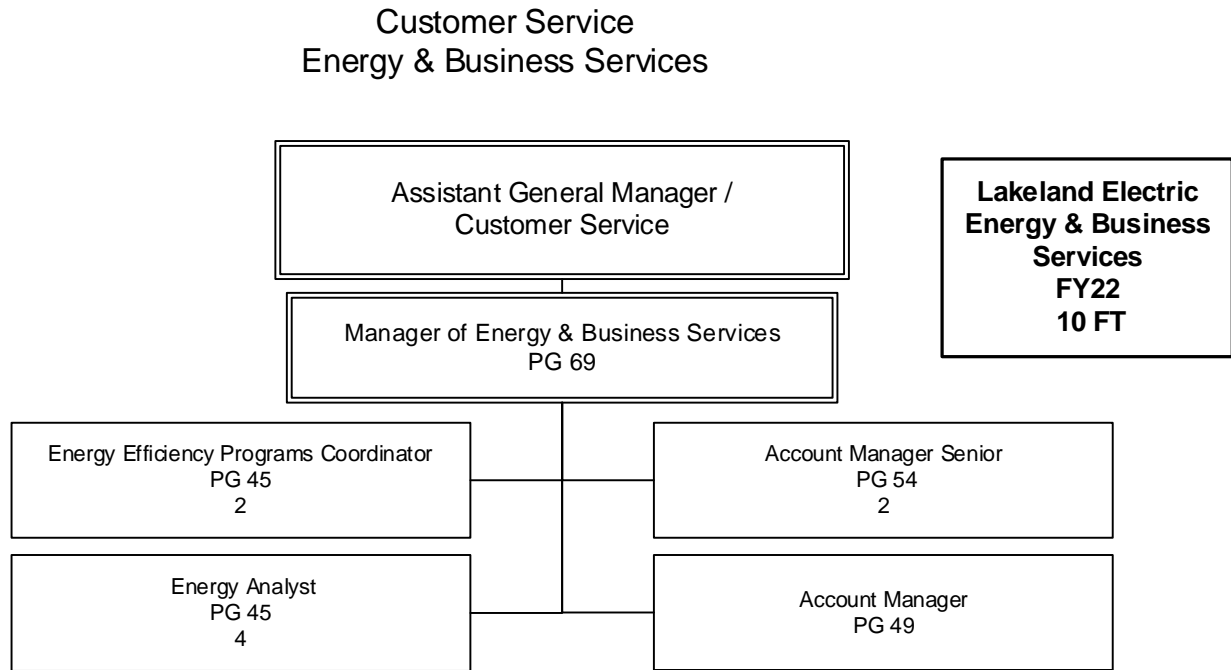


Figure G-23: Electric Customer Service Energy & Business Serv. Table of Organization

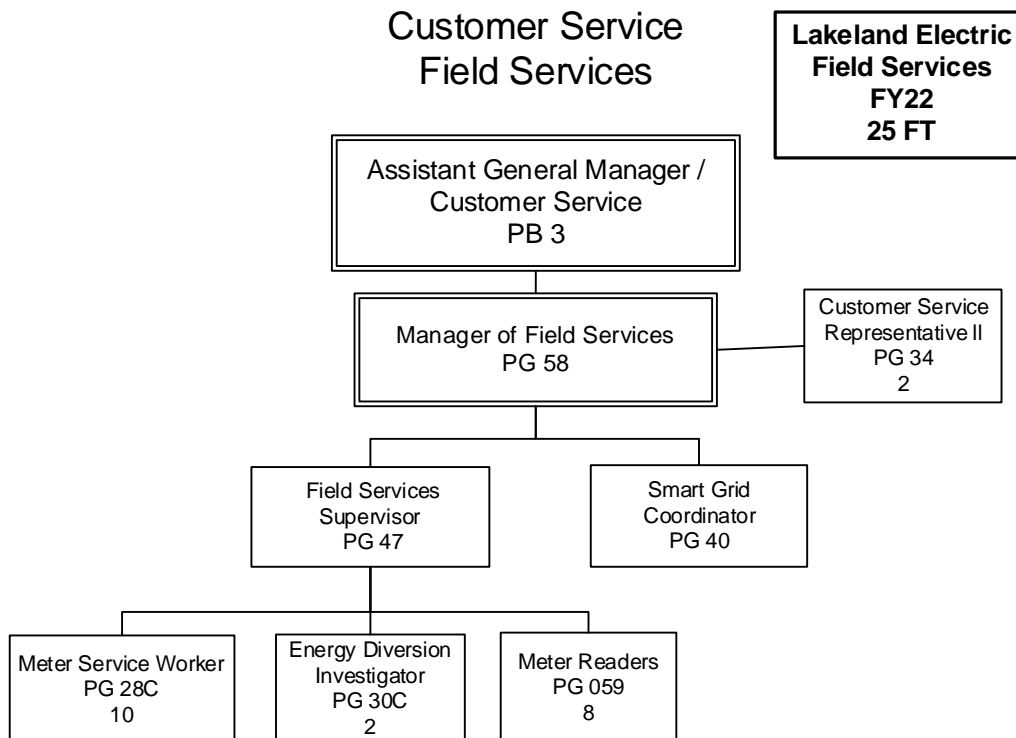


Figure G-24: Customer Service Field Services Table of Organization

Electric – Customer Service – Table of Organization

Customer Service Operations

**Lakeland Electric
Operations
FY22
45 FT
1 PT**

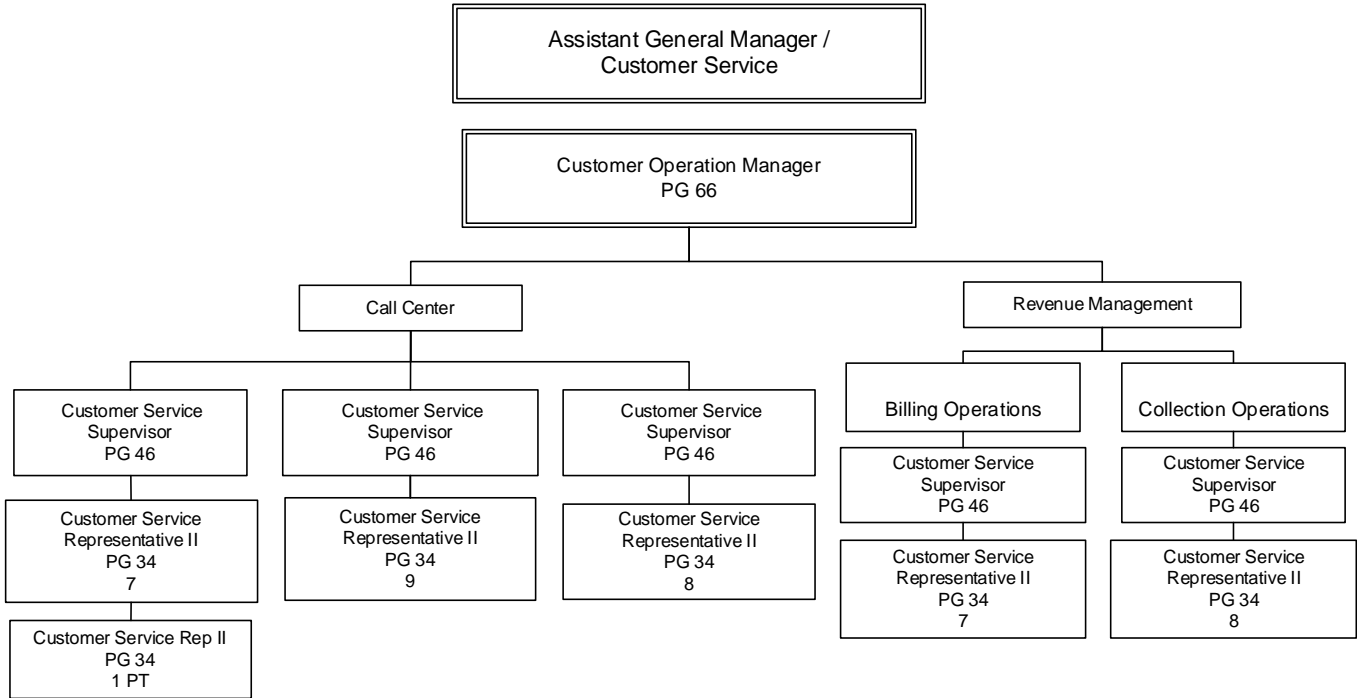
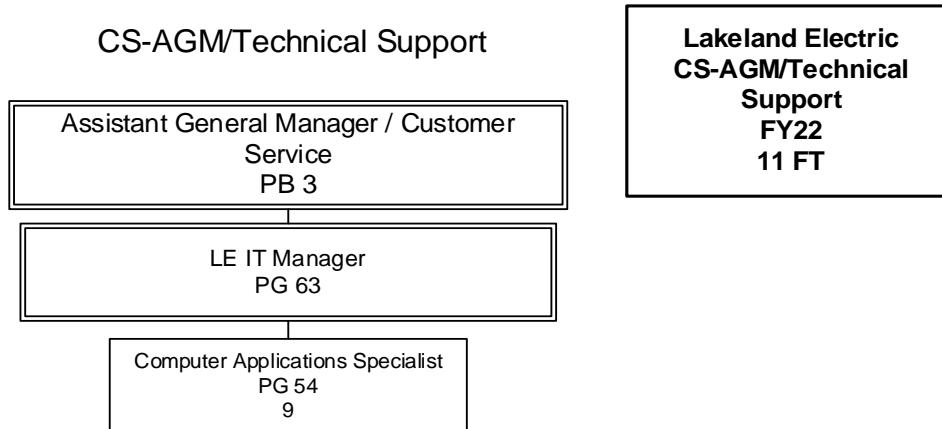


Figure G-25: Electric Customer Service Operations Table of Organization

CS-AGM/Technical Support



**Lakeland Electric
CS-AGM/Technical
Support
FY22
11 FT**

Figure G-26: Electric Customer Service AGM/Technical Support Table of Organization

Electric – Customer Service – Table of Organization

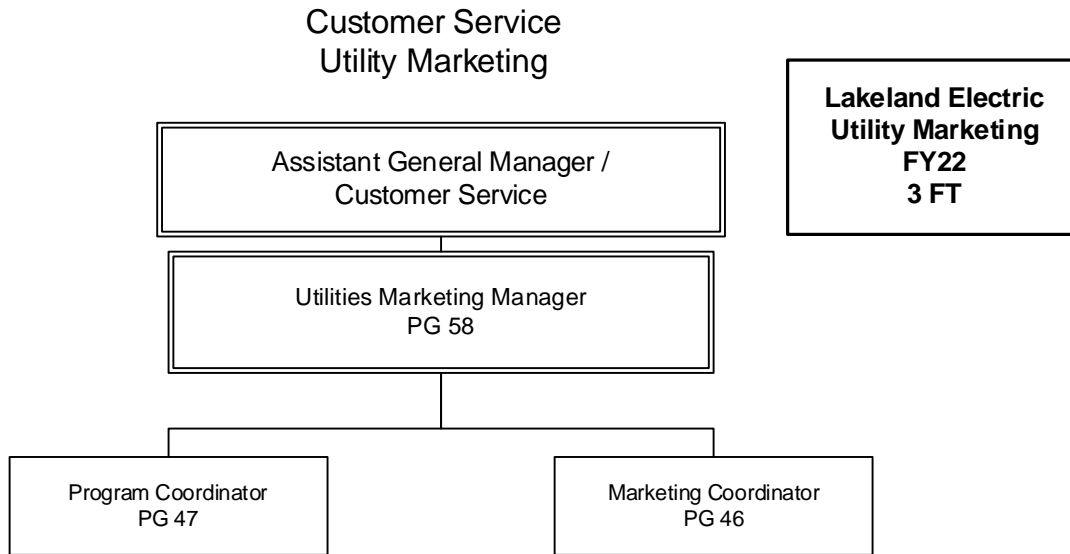


Figure G-27: Electric Customer Service Utility Marketing Table of Organization

Electric – Customer Service – Positions

| AGM Customer Service | | FY21 | FY22 | | |
|--|------------------|----------------|-----------------|-----------|----------------------------|
| | Personnel | Current | Proposed | PG | Salary Range |
| Assistant GM - Customer Service | | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| | | 1 | 1 | | |
| Customer Services/Technical Support | | FY21 | FY22 | | |
| | Personnel | Current | Proposed | PG | Salary Range |
| LE/IT Manager | | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Computer Applications Specialist | | 9 | 9 | 54 | \$56,448.39 - \$87,570.00 |
| | | 10 | 10 | | |
| CS/Technical Support FULL TIME EMPLOYEES | | | | | |
| Customer Service/Utility Marketing | | FY21 | FY22 | | |
| | Personnel | Current | Proposed | PG | Salary Range |
| Utilities Marketing Manager | | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Program Coordinator | | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Marketing Coordinator | | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| | | 3 | 3 | | |
| CS/Utility Marketing FULL TIME EMPLOYEES | | | | | |
| Customer Service/Energy & Business Services | | FY21 | FY22 | | |
| | Personnel | Current | Proposed | PG | Salary Range |
| Manager of Energy & Business Services | | 1 | 1 | 69 | \$81,390.07 - \$126,262.70 |
| Account Manager, Sr. | | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| Account Manager | | 1 | 1 | 49 | \$49,966.44 - \$77,514.34 |
| Energy Analyst | | 4 | 4 | 45 | \$45,321.04 - \$70,307.79 |
| Energy Efficiency Programs Coordinator | | 2 | 2 | 45 | \$45,321.04 - \$70,307.79 |
| | | 10 | 10 | | |
| CS/Energy & Business Services FULL TIME EMPLOYEES | | | | | |

Figure G-28: Electric Customer Service Positions – Part 1

Electric – Customer Service – Positions

| Customer Service/Field Services Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------|-----------|--------|----------------------------|
| | Current | Proposed | | |
| Manager of Field Services | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Field Service Supervisor | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Field Services Coordinator | 1 | 0 | 40 | \$40,116.83 - \$62,234.36 |
| Smart Grid Coordinator | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| Customer Service Representative II | 2 | 2 | 34 | \$34,654.42 - \$53,760.39 |
| Energy Diversion Investigator | 2 | 2 | PB030c | \$55,388.94 - \$60,927.84 |
| Meter Service Worker | 10 | 10 | PB028c | \$52,751.37 - \$58,026.51 |
| Meter Reader | 8 | 8 | PB059 | \$46,697.94 - \$51,367.73 |
| CS/Field Services FULL TIME EMPLOYEES | 26 | 25 | | |
| | | | | |
| Customer Service/Operations Personnel | FY21 | FY22 | PG | Salary Range |
| | Current | Proposed | | |
| Customer Operations Manager | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Customer Service Supervisor | 5 | 5 | 46 | \$46,440.25 - \$72,044.05 |
| Customer Service Representative II | 39 | 39 | 34 | \$34,654.42 - \$53,760.39 |
| CS/Operations FULL TIME EMPLOYEES | 45 | 45 | | |
| | | | | |
| PT-Operations | | | | |
| Customer Service Representative II | 1 | 1 | 34 | \$34,654.42 - \$53,760.39 |
| Customer Service PART TIME EMPLOYEES | 1 | 1 | | |
| | | | | |
| TOTAL FT | 95 | 94 | | |
| TOTAL PT | 1 | 1 | | |

Figure G-29: Electric Customer Service Positions – Part 2

Delivery AGM

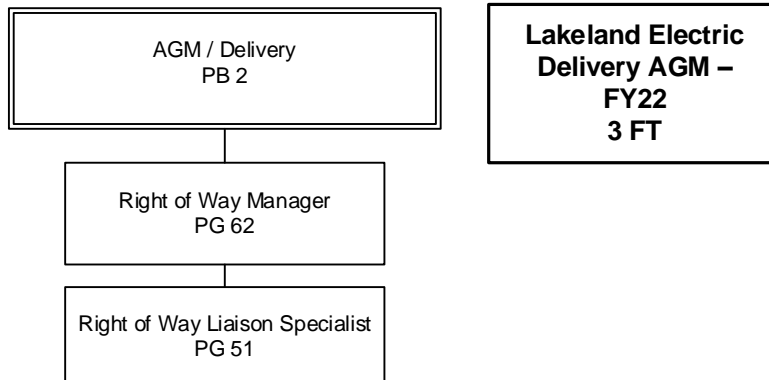


Figure G-30: Electric Delivery AGM Table of Organization

Delivery System Control

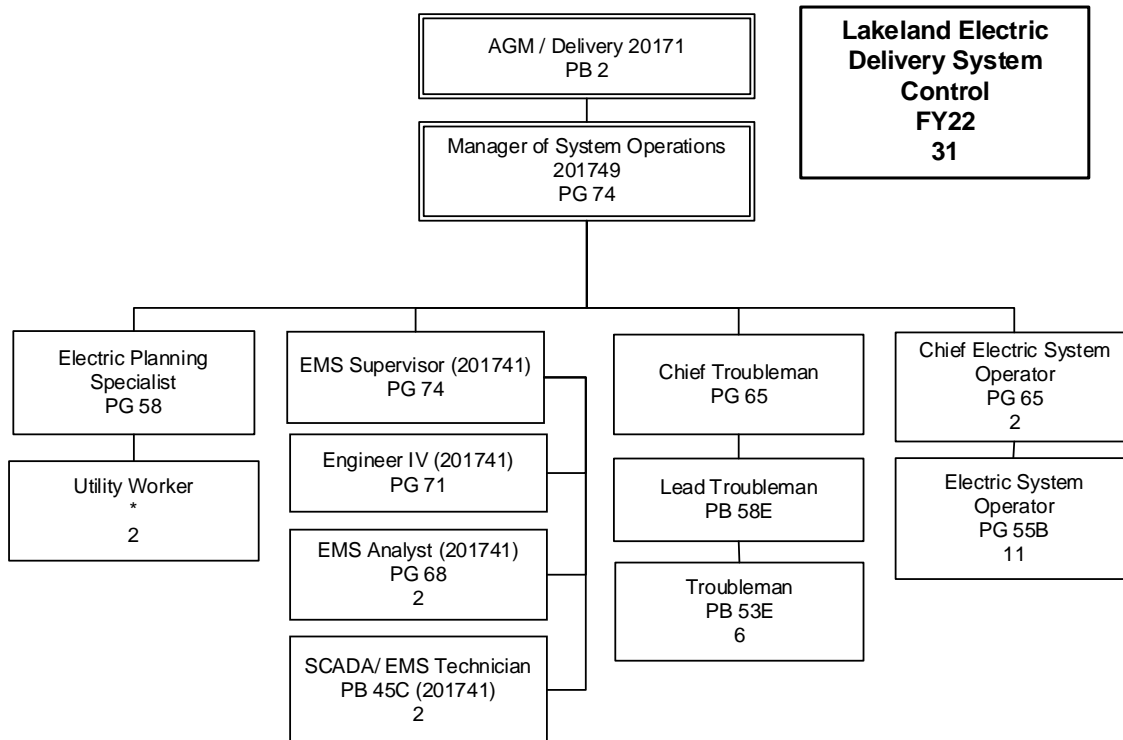


Figure G-31: Electric Delivery System Control Table of Organization

Electric – Delivery – Table of Organization

Delivery Substation Operations

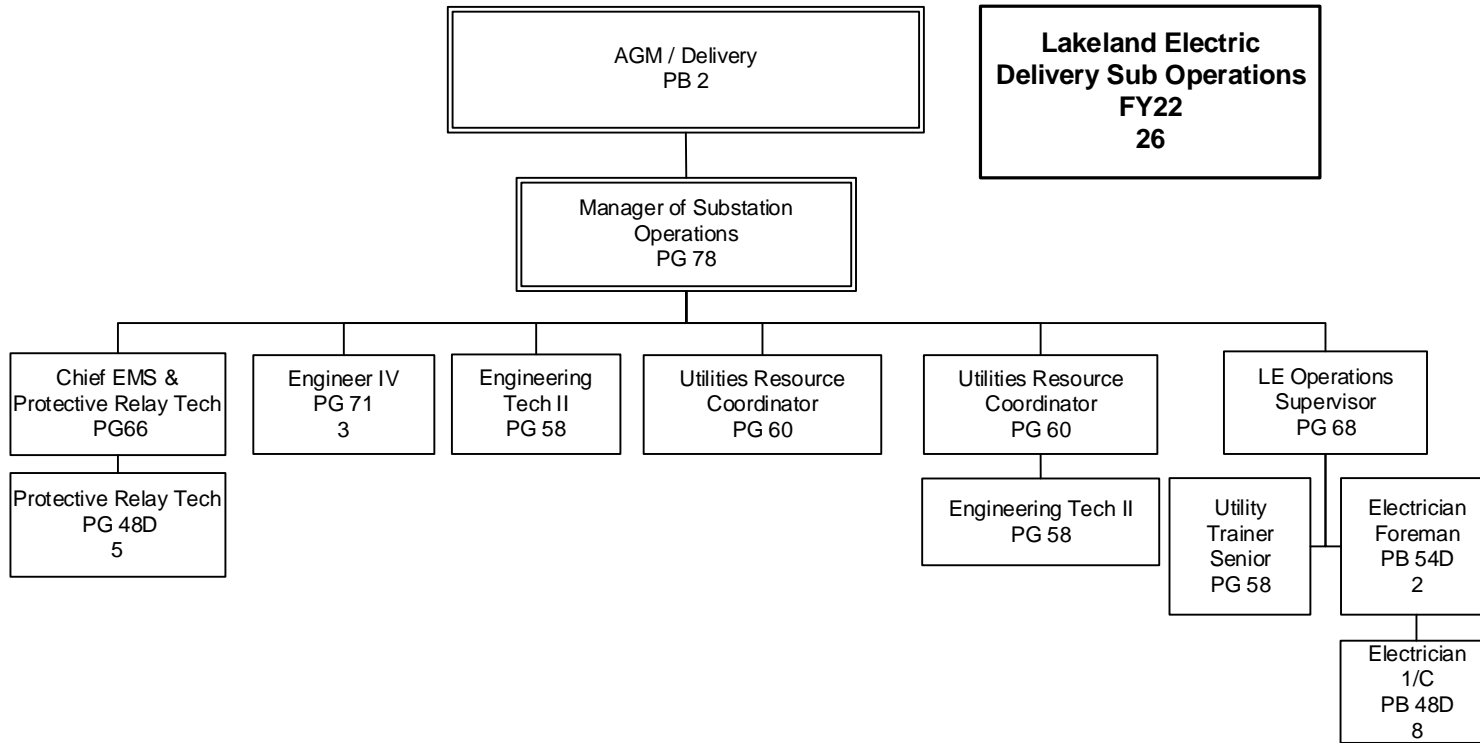


Figure G-32: Electric Delivery Substation Operations Table of Organization

Electric – Delivery – Table of Organization

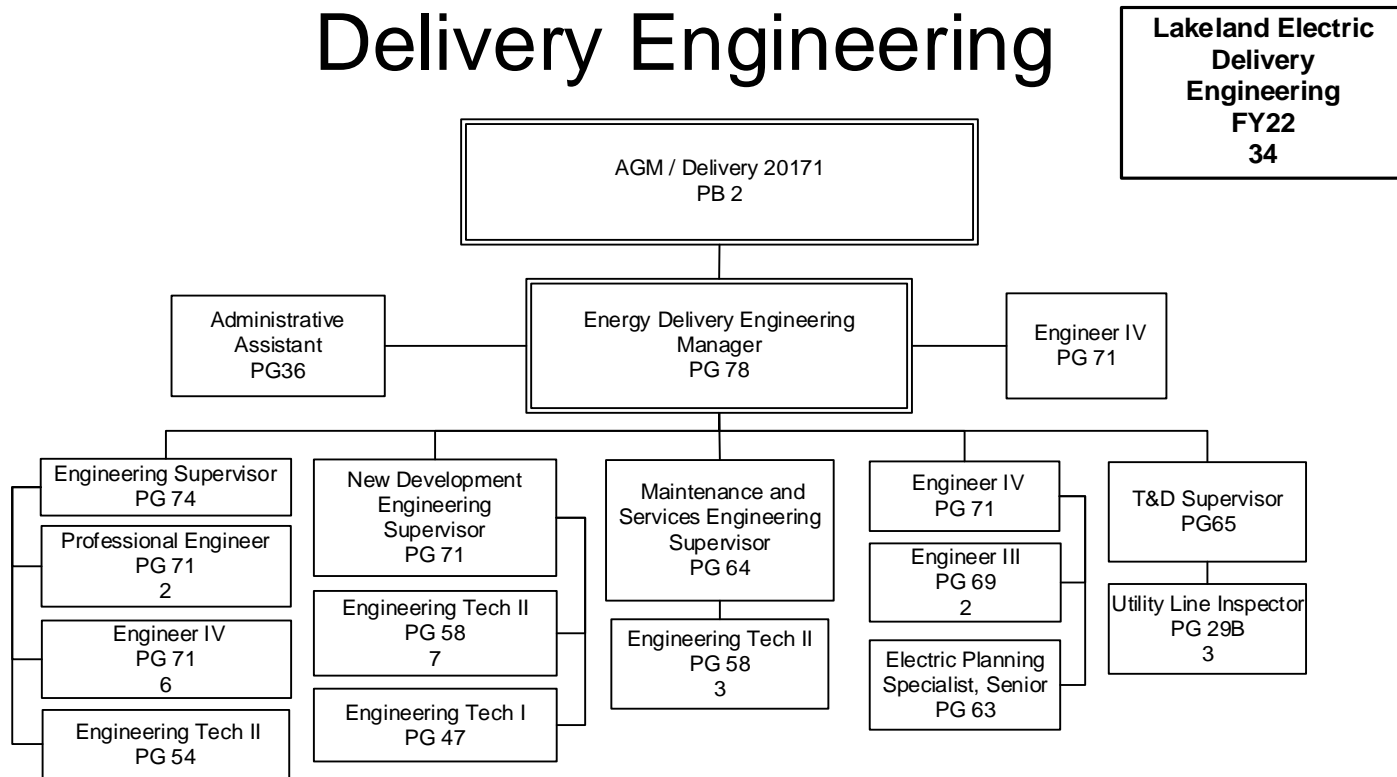


Figure G-33: Electric Delivery Engineering Table of Organization

Electric – Delivery – Table of Organization

Delivery T&D Operations

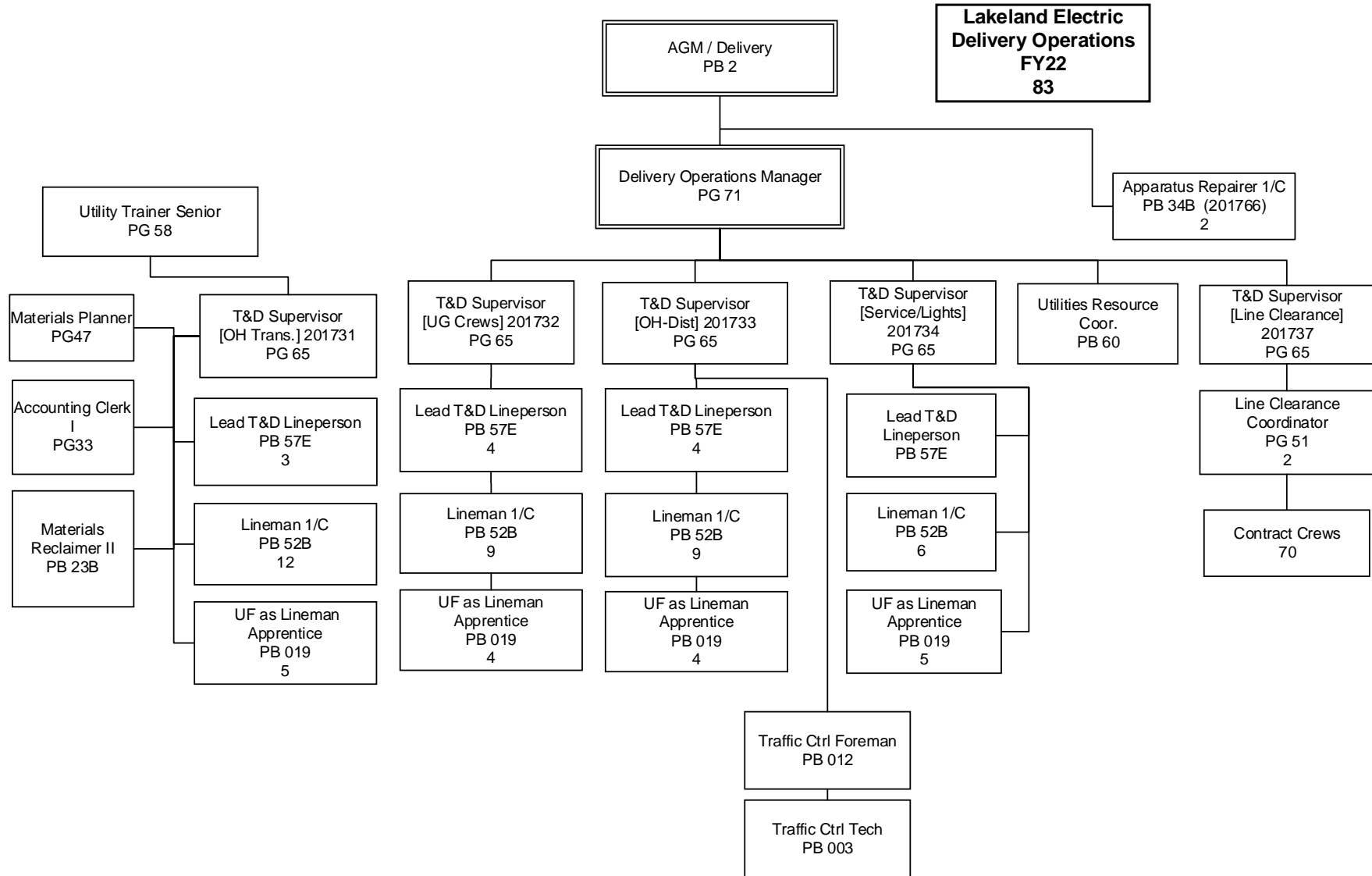


Figure G-34: Electric T&D Operations Table of Organization
Fiscal Year 2021 Annual Budget

Electric – Delivery – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|-------------------------------------|----------|----------|-----|----------------------------|
| | Current | Proposed | | |
| Assistant GM-Delivery | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Right of Way Manager | 1 | 1 | 62 | \$68,613.38 - \$106,441.88 |
| Right of Way Liaison Specialist | 1 | 1 | 51 | \$52,464.76 - \$81,390.07 |
| Delivery/ AGM / Right-of-Way | 3 | 3 | | |

| Personnel | FY21 | FY22 | PG | Salary Range |
|------------------------------------|-----------|-----------|--------|----------------------------|
| | Current | Proposed | | |
| Energy Delivery Operations Manager | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| T&D Supervisor | 5 | 5 | 65 | \$73,823.18 - \$114,524.00 |
| Utility Resource Coordinator | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Utility Trainer, Sr. | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Line Clearance Coordinator | 2 | 2 | 51 | \$52,464.76 - \$81,390.07 |
| Materials Planner | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Accounting Clerk 1 | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| Lead T&D Lineperson | 12 | 12 | PB057e | \$85,937.18 - \$94,530.90 |
| Lineman 1/C | 54 | 54 | PB052b | \$79,791.20 - \$85,684.24 |
| Apparatus Repairer Foreman | 1 | 0 | PB044b | \$81,851.11 - \$90,036.22 |
| Apparatus Repairer 1/C | 2 | 2 | PB034b | \$65,701.40 - \$72,271.54 |
| Materials Reclaimer II | 1 | 1 | PB023b | \$46,036.74 - \$55,244.09 |
| Traffic Control Foreman | 1 | 1 | PB012 | \$42,806.44 - \$51,367.73 |
| Traffic Control Technician | 1 | 1 | PB003 | \$34,364.05 - \$41,236.86 |
| Delivery/ Operations | 84 | 83 | | |

Figure G-35: Electric Delivery Positions – Part 1

Electric – Delivery – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|--------|-----------------------------|
| | Current | Proposed | | |
| Manager of System Operations | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Energy Management System (EMS) Supervisor | 1 | 1 | 74 | \$91,948.50 - \$142,642.31 |
| Engineer IV - Lakeland Electric | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| EMS Analyst | 2 | 2 | 68 | \$79,428.57 - \$123,219.78 |
| Chief Electric System Operator | 2 | 2 | 65 | \$73,823.18 - \$114,524.00 |
| Chief Troublemaker | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Electric Planning Specialist | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Lead Troublemaker | 1 | 1 | PB058e | \$88,099.12 - \$96,909.04 |
| Electric System Operator | 11 | 11 | PB055b | \$97,136.03 - \$106,849.64 |
| Troublemaker | 6 | 6 | PB053e | \$81,851.11 - \$90,036.22 |
| SCADA/EMS Technician | 2 | 2 | PB045c | \$77,916.38 - \$85,708.02 |
| Utility Worker | 2 | 2 | * | \$20,800.00 - \$165,126.30 |
| Delivery/ EMS / System Control / Reliability | 31 | 31 | | |

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|--------|-----------------------------|
| | Current | Proposed | | |
| Energy Delivery Engineering Manager | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Engineering Supervisor | 1 | 1 | 74 | \$91,948.50 - \$142,642.31 |
| New Development Engineering Supervisor | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| Professional Engineer | 2 | 2 | 71 | \$85,459.58 - \$132,575.85 |
| Engineer IV | 8 | 8 | 71 | \$85,459.58 - \$132,575.85 |
| Engineer III - Lakeland Electric | 2 | 2 | 69 | \$81,390.07 - \$126,262.70 |
| T&D Supervisor | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Maint & Services Engineering Supervisor | 1 | 1 | 64 | \$72,044.05 - \$111,763.97 |
| Electric Planning Specialist, Sr. | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Engineering Tech II - LE | 11 | 11 | 58 | \$62,234.36 - \$96,545.93 |
| Engineering Technician I | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Utility Line Inspector | 3 | 3 | PB029b | \$58,156.23 - \$63,971.86 |
| Delivery/ Engineering | 34 | 34 | | |

Figure G-36: Electric Delivery Positions – Part 2

Electric – Delivery – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|------------|------------|--------|-----------------------------|
| | Current | Proposed | | |
| Manager of Substation Operations | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Engineer IV | 3 | 3 | 71 | \$85,459.58 - \$132,575.85 |
| LE Operations Supervisor | 1 | 1 | 68 | \$79,428.57 - \$123,219.78 |
| Chief EMS & Protective Relay Technician | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Utilities Resource Coordinator | 2 | 2 | 60 | \$65,346.08 - \$101,373.22 |
| Engineering Tech II - LE | 2 | 2 | 58 | \$62,234.36 - \$96,545.93 |
| Utility Trainer, Sr | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Electrician Foreman | 2 | 2 | PB054d | \$85,937.18 - \$94,530.90 |
| Electrician 1/C | 8 | 8 | PB048d | \$77,916.38 - \$85,708.02 |
| Protective Relay Technician | 5 | 5 | PB048d | \$77,916.38 - \$85,708.02 |
| Industrial Coatings Specialist | 1 | 0 | PB012 | \$42,806.44 - \$51,367.73 |
| Operations Support Technician II | 2 | 0 | PB008 | \$38,823.07 - \$46,587.69 |
| Delivery/ Substation Operations | 29 | 26 | | |
| ED TOTAL FT | 181 | 177 | | |

Figure G-37: Electric Delivery Positions – Part 3

Electric – Fiscal Operations – Table of Organization

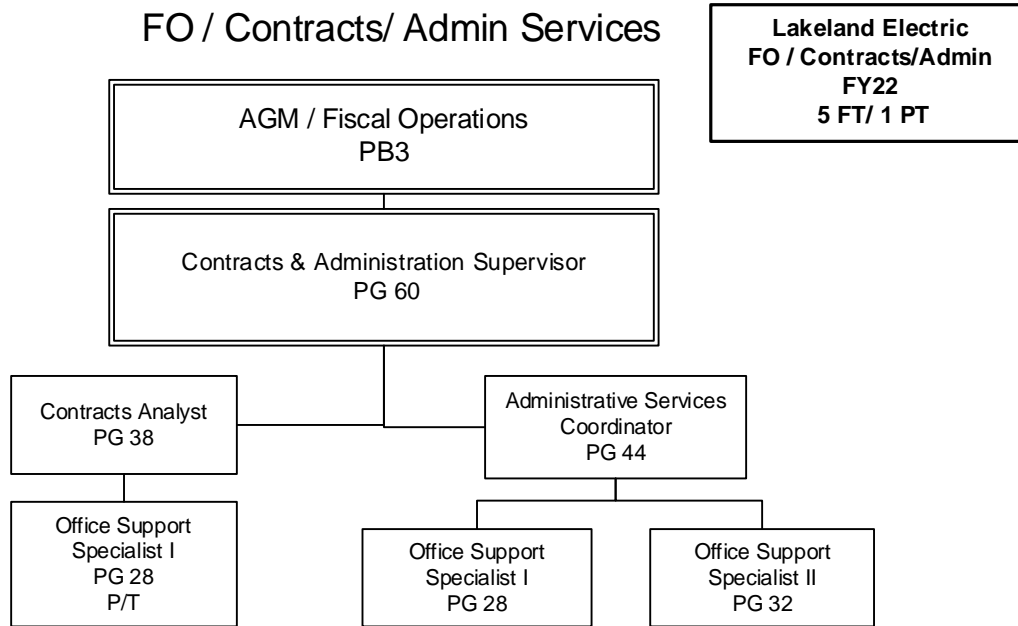


Figure G-38: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization

Fiscal Operations Delivery

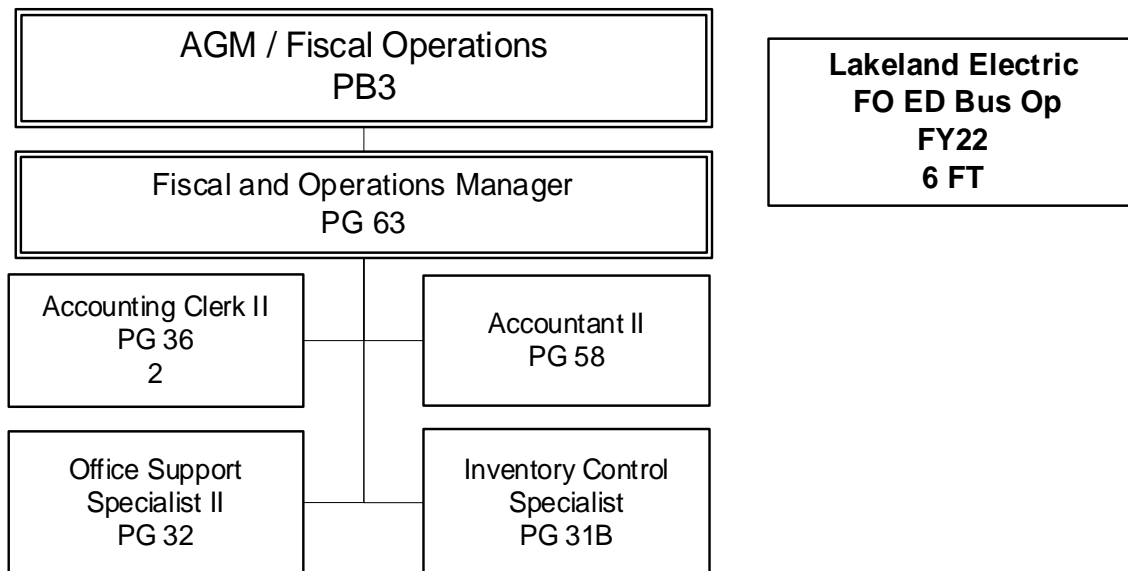


Figure G-39: Electric Fiscal Operations Delivery Table of Organization

Electric – Fiscal Operations – Table of Organization

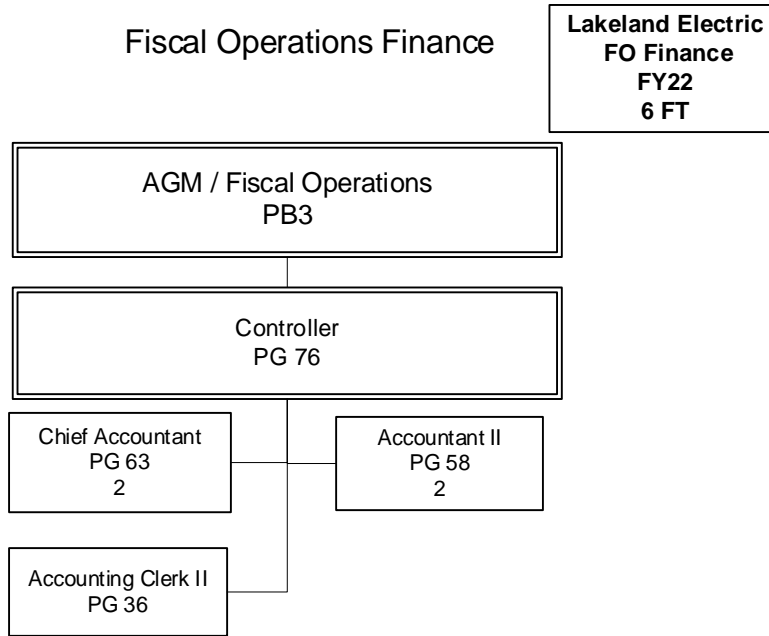


Figure G-40: Electric Fiscal Operations Finance Table of Organization

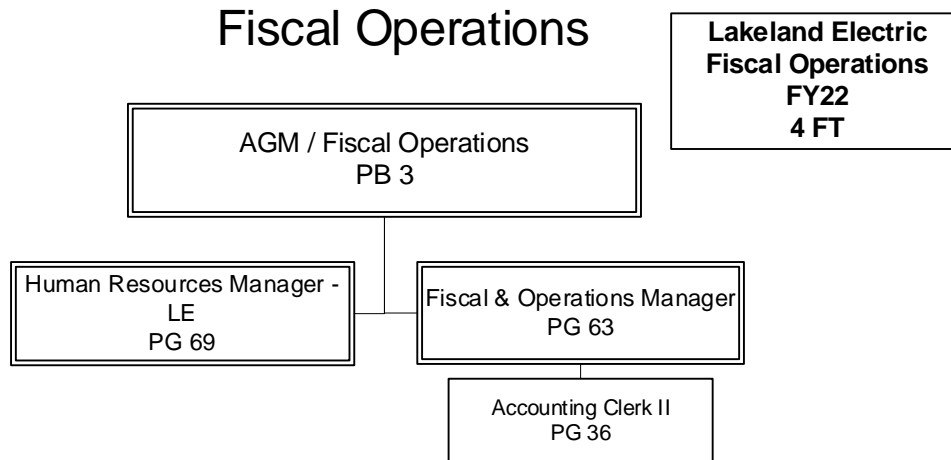


Figure G-41: Electric Fiscal Operations AGM Table of Organization

Electric – Fiscal Operations – Table of Organization

Fiscal Operations Pricing & Reporting

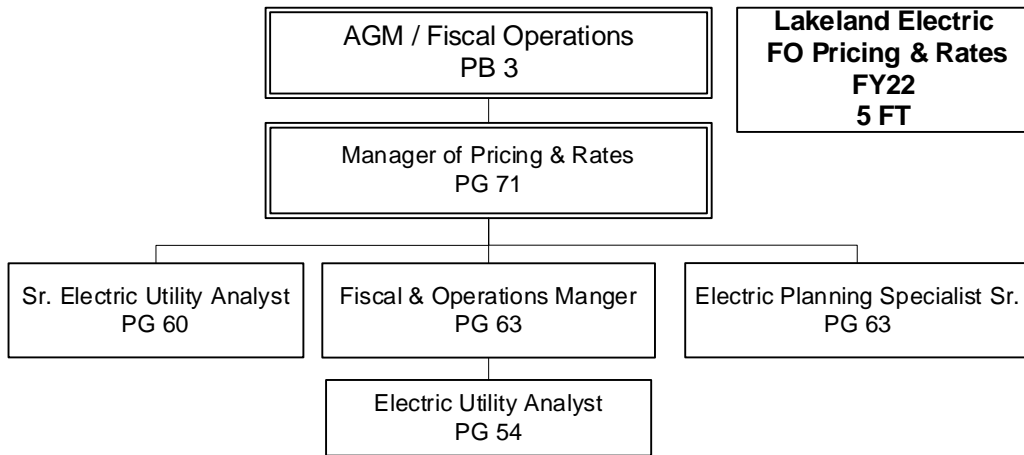


Figure G-42: Electric Fiscal Operations Production Table of Organization

Fiscal Operations Production

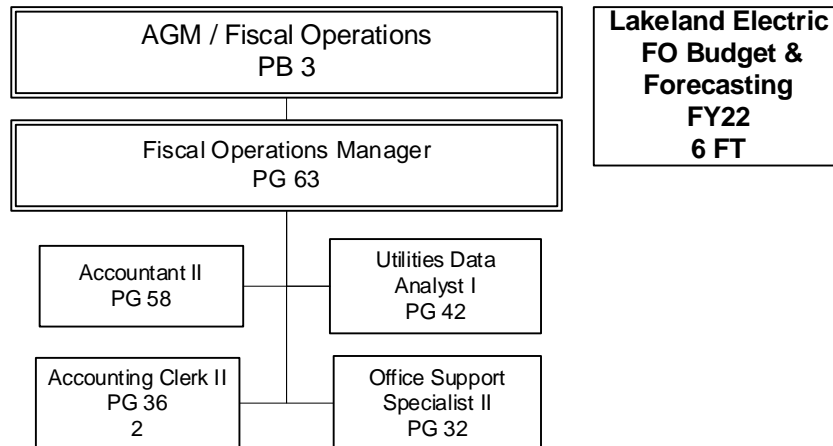


Figure G-43: Electric Fiscal Operations Pricing & Reporting Table of Organization

Electric – Fiscal Operations – Positions

| Fiscal Operations | FY21 | FY22 | | |
|--------------------------------|----------------|-----------------|-----|----------------------------|
| Personnel | Current | Proposed | | |
| AGM / Fiscal Operations | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| HR Manager - Lakeland Electric | 1 | 1 | 69 | \$81,390.07 - \$126,262.70 |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| FULL TIME EMPLOYEES | 4 | 4 | | |

| Fiscal Operations / Delivery | FY21 | FY22 | | |
|-------------------------------------|----------------|-----------------|--------|----------------------------|
| Personnel | Current | Proposed | | |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Accountant II | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Accounting Clerk II | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Inventory Control Specialist | 1 | 1 | PB031b | \$61,064.05 - \$67,170.45 |
| FULL TIME EMPLOYEES | 6 | 6 | | |

| Electric Utility Finance | FY21 | FY22 | | |
|---------------------------------|----------------|-----------------|-----------|----------------------------|
| Personnel | Current | Proposed | PG | Salary Range |
| Controller | 1 | 1 | 77 | \$98,930.13 - \$153,473.11 |
| Chief Accountant | 2 | 2 | 63 | \$70,307.79 - \$109,070.47 |
| Accountant II | 2 | 2 | 58 | \$62,234.36 - \$96,545.93 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| FULL TIME EMPLOYEES | 6 | 6 | | |

| Fiscal Operations / Pricing & Reporting | FY21 | FY22 | | |
|--|----------------|-----------------|----|----------------------------|
| Personnel | Current | Proposed | | |
| Manager of Pricing and Rates | 1 | 0 | 71 | \$85,459.58 - \$132,575.85 |
| Manager of Forecasting & Rates | 0 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Electric Planning Specialist, Sr | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Utility Analyst, Senior | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Electric Utility Analyst | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| FULL TIME EMPLOYEES | 5 | 5 | | |

Figure G-44: Electric Fiscal Operations Positions – Part 1

Electric – Fiscal Operations – Positions

| Fiscal Operations / Production | FY21 | FY22 | | |
|---|----------------|-----------------|----|---------------------------|
| Personnel | Current | Proposed | | |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 -\$109,070.47 |
| Accountant II | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Utility Data Analyst II | 1 | 0 | 46 | \$46,440.25 -\$72,044.05 |
| Utility Data Analyst I | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| Accounting Clerk II | 2 | 2 | 36 | \$36,387.14 -\$56,448.39 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 -\$51,200.37 |
| FULL TIME EMPLOYEES | 7 | 6 | | |
| | | | | |
| Fiscal Operations/Contracts/Admin Services | FY21 | FY22 | | |
| Personnel | Current | Proposed | | |
| Contracts & Administration Supervisor | 1 | 1 | 60 | \$65,346.08 -\$101,373.22 |
| Administrative Services Coordinator | 1 | 1 | 44 | \$44,228.79 -\$68,613.38 |
| Contracts Analyst | 1 | 1 | 38 | \$38,206.51 -\$59,270.83 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 -\$51,200.37 |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 -\$46,440.25 |
| FULL TIME EMPLOYEES | 5 | 5 | | |
| | | | | |
| P/T Fiscal Operations/Contracts/Admin Services | FY21 | FY22 | | |
| Personnel | Current | Proposed | | |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 -\$46,440.25 |
| PART TIME EMPLOYEES | 1 | 1 | | |
| | | | | |
| Total FT | 33 | 32 | | |
| Total PT | 1 | 1 | | |

Figure G-45: Electric Fiscal Operations Positions – Part 2

Electric – Production – Table of Organization

AGM/Environmental Affairs

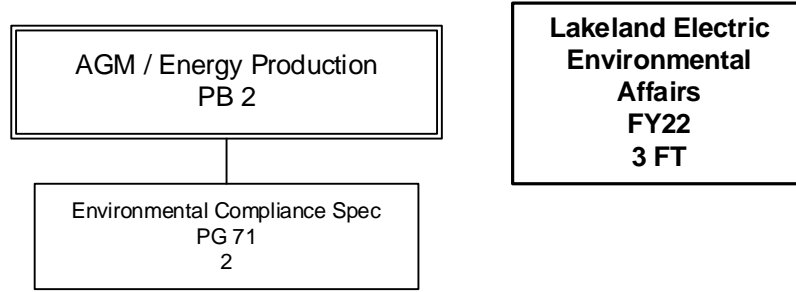


Figure G-46: Electric Production Environmental Affairs Table of Organization

Power Resources

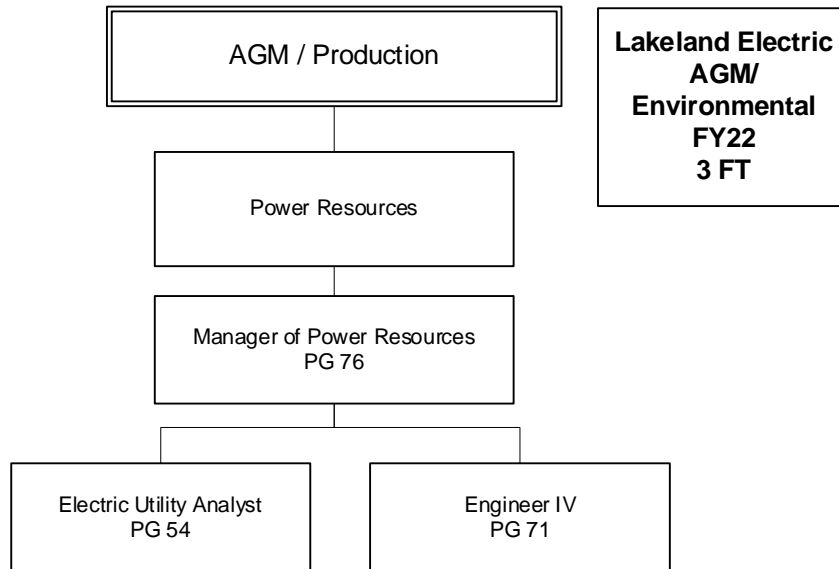


Figure G-47: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

Production Administration/WFM

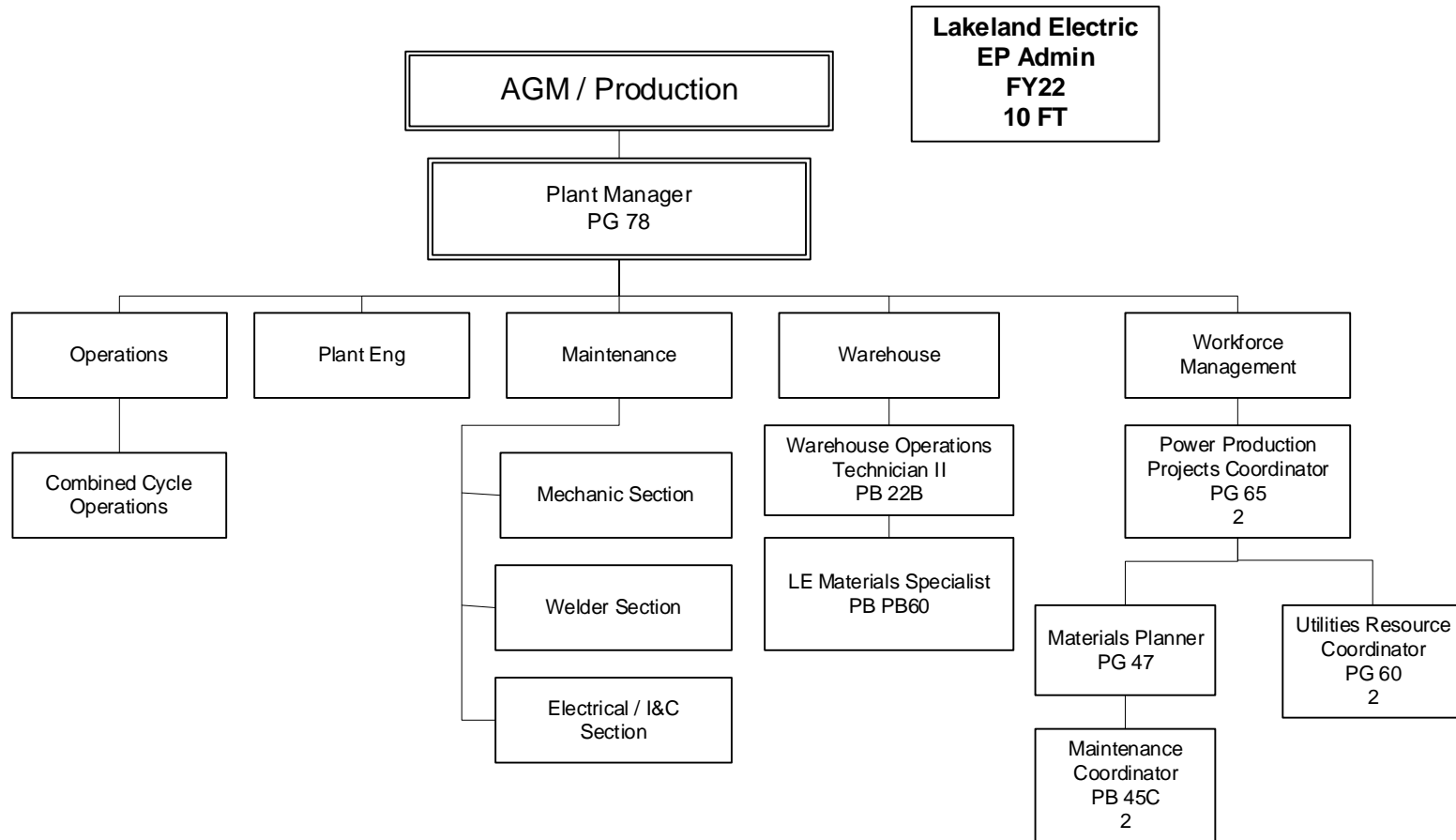


Figure G-48: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

Production Operations

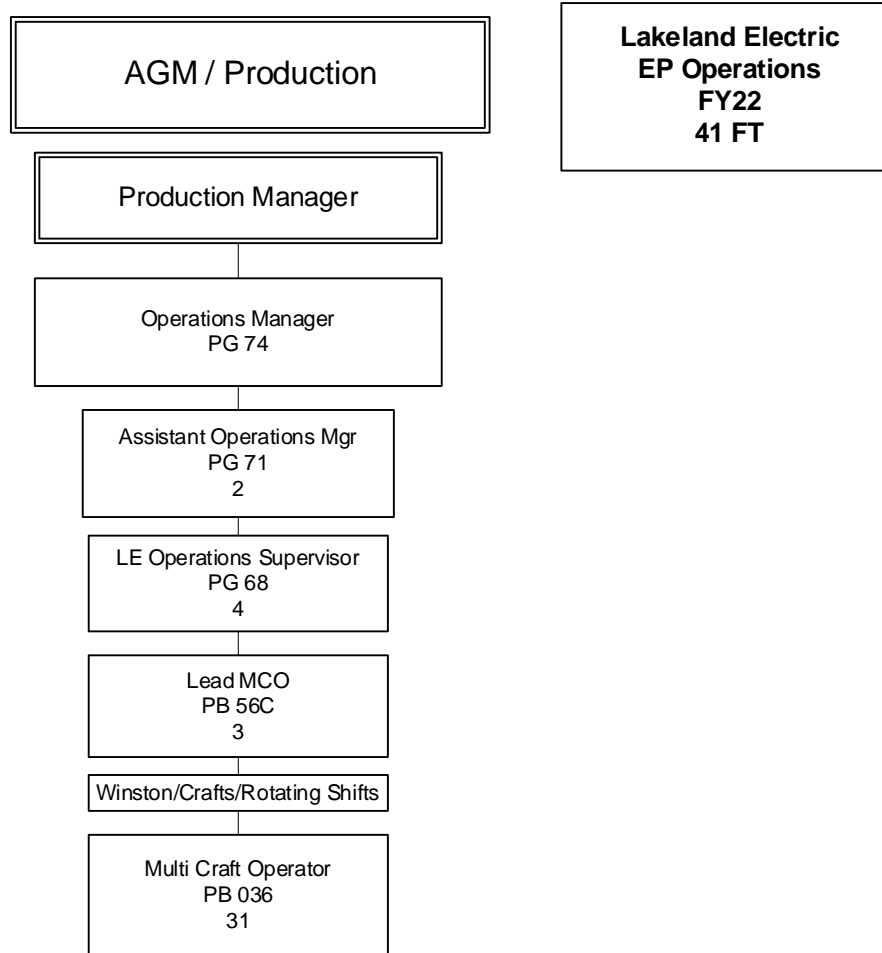


Figure G-49: Electric Production Operations Table of Organization

Electric – Production – Table of Organization

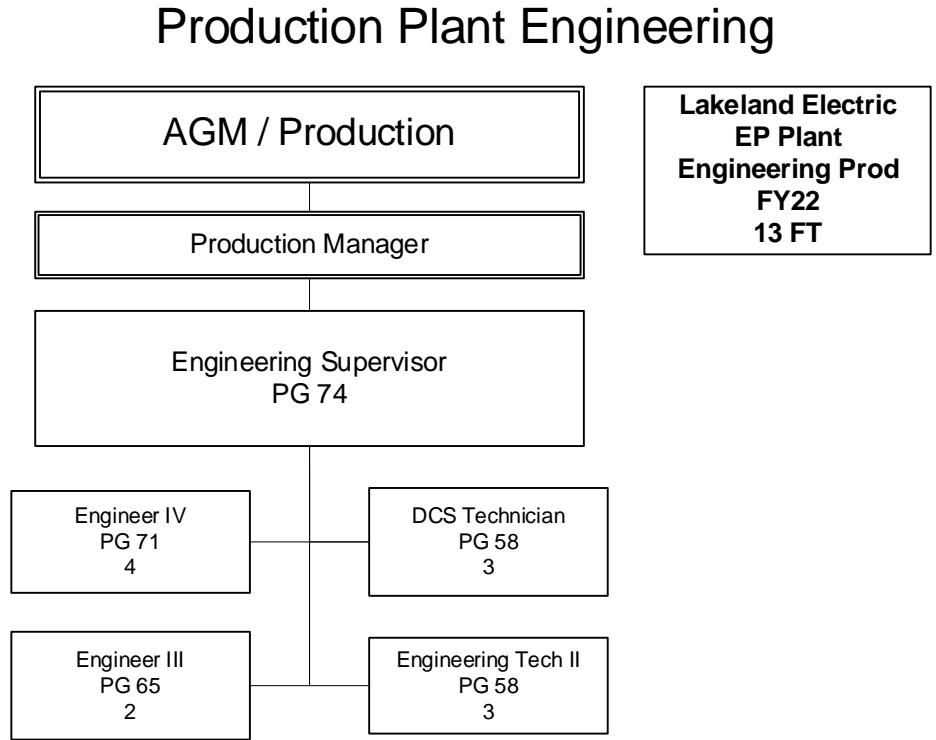


Figure G-50: Electric Production Plant Engineering Table of Organization

Electric – Production – Table of Organization

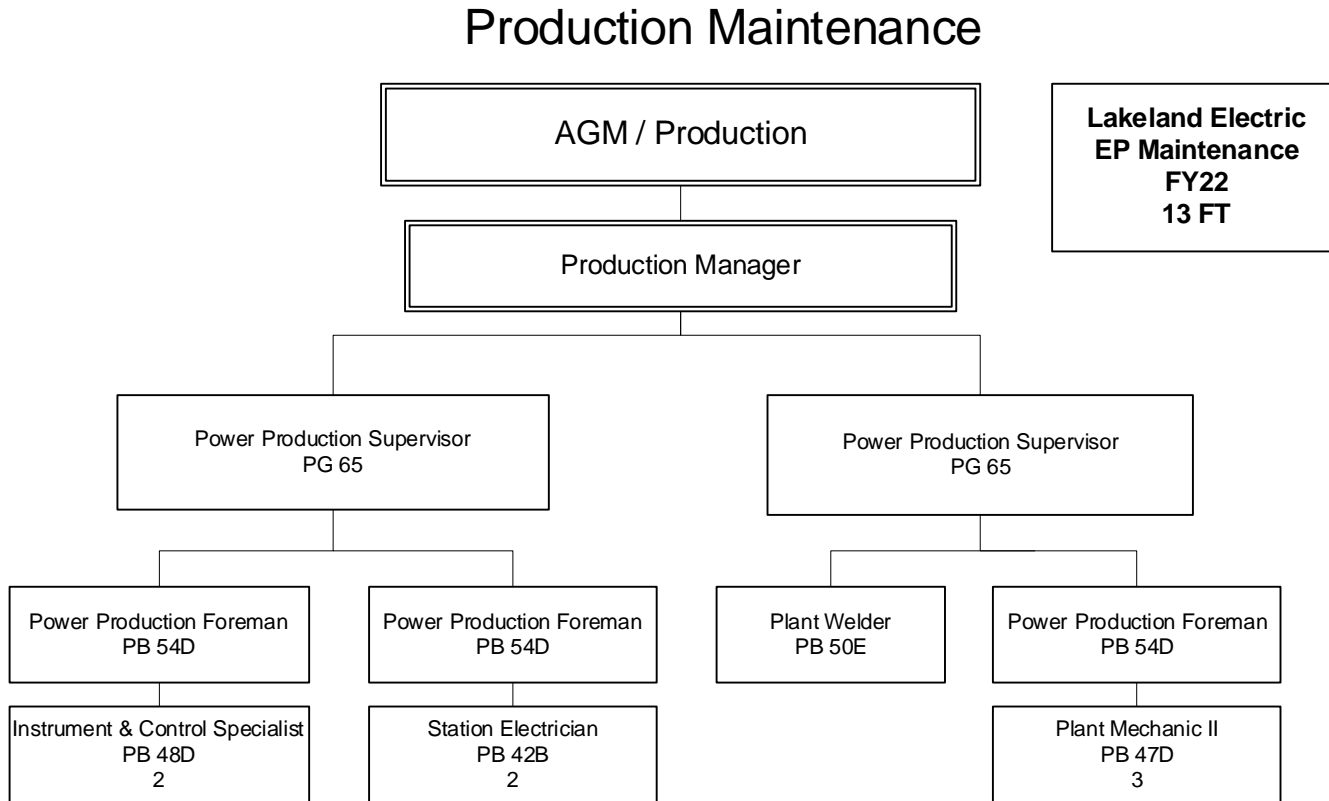


Figure G-51: Electric Production Maintenance Table of Organization

Electric – Production – Table of Organization

Production Chemical Process Control

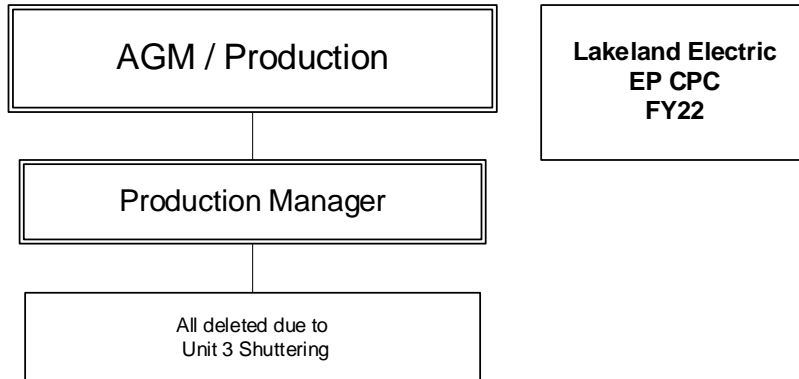


Figure G-52: Electric Production Chemical Process Control Table of Organization

Production Engineering

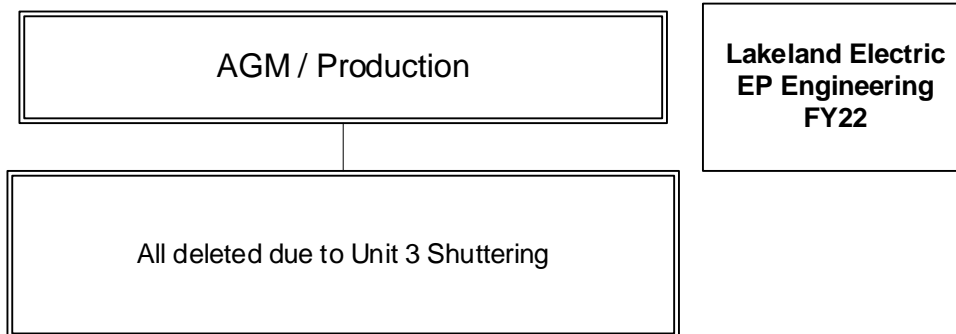


Figure G-53: Electric Production Engineering Table of Organization

Electric – Production – Positions

| Personnel | FY21 | FY22 | | |
|--------------------------------------|----------|----------|-----|-----------------------------|
| Production AGM/Environmental Affairs | Current | Proposed | PG | Salary Range |
| Assistant General Manager Production | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Manager of Special Projects | 1 | 0 | 78 | \$101,373.22 - \$157,263.14 |
| Environmental Compliance Specialist | 2 | 2 | 71 | \$85,459.58 - \$132,575.85 |
| FULL TIME EMPLOYEES | 4 | 3 | | |

| Personnel | FY21 | FY22 | | |
|----------------------------|----------|----------|----|----------------------------|
| Power Resources | Current | Proposed | PG | Salary Range |
| Manager Power Resources | 1 | 1 | 76 | \$96,545.93 - \$149,774.41 |
| Engineer IV | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| Energy Resource Specialist | 1 | 0 | 64 | \$72,044.05 - \$111,763.97 |
| Electric Utility Analyst | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| FULL TIME EMPLOYEES | 4 | 3 | | |

| Personnel | FY21 | FY22 | | |
|---------------------------------------|-----------|-----------|--------|-----------------------------|
| Production Administration/WFM | Current | Proposed | PG | Salary Range |
| Plant Manager | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Power Production Projects Coordinator | 1 | 2 | 65 | \$73,823.18 - \$114,524.00 |
| Utilities Resource Coordinator | 1 | 2 | 60 | \$65,346.08 - \$101,373.22 |
| Superintendent Stores | 1 | 0 | 58 | \$62,234.36 - \$96,545.93 |
| Materials Planner | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Maintenance Coordinator | 6 | 2 | PB045c | \$77,916.38 - \$85,708.02 |
| Inventory Control Specialist | 1 | 0 | PB031b | \$61,064.05 - \$67,170.45 |
| LE Materials Specialist | 1 | 1 | PB060 | \$57,372.52 - \$68,847.02 |
| Warehouse Operations Technician II | 3 | 1 | PB022b | \$44,946.77 - \$53,936.12 |
| FULL TIME EMPLOYEES | 16 | 10 | | |

Figure G-54: Electric Production Positions – Part 1

Electric – Production – Positions

| Personnel Production Operations | FY21 Current | FY22 Proposed | PG | Salary Range |
|------------------------------------|-----------------|------------------|--------|----------------------------|
| LE Operations Manager | 1 | 1 | 74 | \$91,948.50 - \$142,642.31 |
| Assistant Operations Manager | 2 | 2 | 71 | \$85,459.58 - \$132,575.85 |
| LE Operations Supervisor | 5 | 4 | 68 | \$79,428.57 - \$123,219.78 |
| PSM Project Administrator | 1 | 0 | 54 | \$56,448.39 - \$87,570.00 |
| Lead Multi-Craft Operator | 5 | 3 | PB056c | \$90,261.06 - \$99,287.16 |
| Multi-Craft Operator | 54 | 31 | PB036 | \$57,741.14 - \$90,036.22 |
| FULL TIME EMPLOYEES | 68 | 41 | | |

| Personnel Production Plant Engineering | FY21 Current | FY22 Proposed | PG | Salary Range |
|---|-----------------|------------------|--------|----------------------------|
| Engineering Supervisor | 1 | 1 | 74 | \$91,948.50 - \$142,642.31 |
| Engineer IV | 3 | 4 | 71 | \$85,459.58 - \$132,575.85 |
| Engineer III | 2 | 2 | 69 | \$81,390.07 - \$126,262.70 |
| Engineering Tech II | 4 | 3 | 58 | \$62,234.36 - \$96,545.93 |
| Regulatory Programs Coordinator | 1 | 0 | 54 | \$56,448.39 - \$87,570.00 |
| Instrument & Control Specialist | 1 | 0 | PB048d | \$77,916.38 - \$85,708.02 |
| Distributed Control System Technician | 2 | 3 | 58 | \$62,234.36 - \$96,545.93 |
| FULL TIME EMPLOYEES | 14 | 13 | | |

| Production Maintenance | Current | Proposed | PG | Salary Range |
|---|-----------|-----------|--------|----------------------------|
| Maintenance Manager | 1 | 0 | 74 | \$91,948.50 - \$142,642.31 |
| Power Production Supervisor/Maintenance | 2 | 2 | 65 | \$73,823.18 - \$114,524.00 |
| Power Production Foreman | 7 | 3 | PB054d | \$85,937.18 - \$94,530.90 |
| Maintenance Support Supervisor | 1 | 0 | 52 | \$53,760.39 - \$83,400.00 |
| Plant Welder II | 6 | 1 | PB050e | \$76,057.11 - \$83,662.82 |
| Instrument & Control Specialist | 8 | 2 | PB048d | \$77,916.38 - \$85,708.02 |
| Plant Mechanic II | 9 | 3 | PB047d | \$76,057.11 - \$83,662.82 |
| Protective Equipment Specialist II | 1 | 0 | PB042b | \$77,916.38 - \$85,708.02 |
| Station Electrician | 6 | 2 | PB042b | \$77,916.38 - \$85,708.02 |
| Office Support Specialist II | 1 | 0 | 32 | \$33,004.22 - \$51,200.37 |
| FULL TIME EMPLOYEES | 42 | 13 | | |

Figure G-55: Electric Production Positions – Part 2

Electric – Production – Positions

| Personnel | FY21 | FY22 | | |
|--|----------------|-----------------|-----------|----------------------------|
| Production Chemical Process Control | Current | Proposed | PG | Salary Range |
| Supervisor Chemical Process Control | 1 | 0 | 73 | \$89,732.55 - \$139,204.63 |
| Power Production Foreman | 3 | 0 | PB054d | \$85,937.18 - \$94,530.90 |
| Power Production Foreman (CSI) | 1 | 0 | PB054d | \$85,937.18 - \$94,530.90 |
| Chemical Process Technician III | 15 | 0 | PB041e | \$65,701.40 - \$72,271.54 |
| Power Plant Operator III (CSI) | 4 | 0 | PB041e | \$65,701.40 - \$72,271.54 |
| Power Plant Operator III | 5 | 0 | PB041e | \$65,701.40 - \$72,271.54 |
| FULL TIME EMPLOYEES | 29 | 0 | | |

| Personnel | FY21 | FY22 | | |
|-----------------------------------|----------------|-----------------|-----------|-----------------------------|
| Production Engineering | Current | Proposed | PG | Salary Range |
| Energy Supply Engineering Manager | 1 | 0 | 78 | \$101,373.22 - \$157,263.14 |
| Engineer IV | 3 | 0 | 71 | \$85,459.58 - \$132,575.85 |
| Engineer III | 3 | 0 | 69 | \$85,459.58 - \$132,575.85 |
| Engineering Tech II | 1 | 0 | 58 | \$62,234.36 - \$96,545.93 |
| FULL TIME EMPLOYEES | 8 | 0 | PB054d | \$85,937.18 - \$94,530.90 |

| | | | | |
|----------------------------------|------------|-----------|--|--|
| TOTAL FULL TIME EMPLOYEES | 185 | 83 | | |
|----------------------------------|------------|-----------|--|--|

Figure G-56: Electric Production Positions – Part 3

Finance – Table of Organization

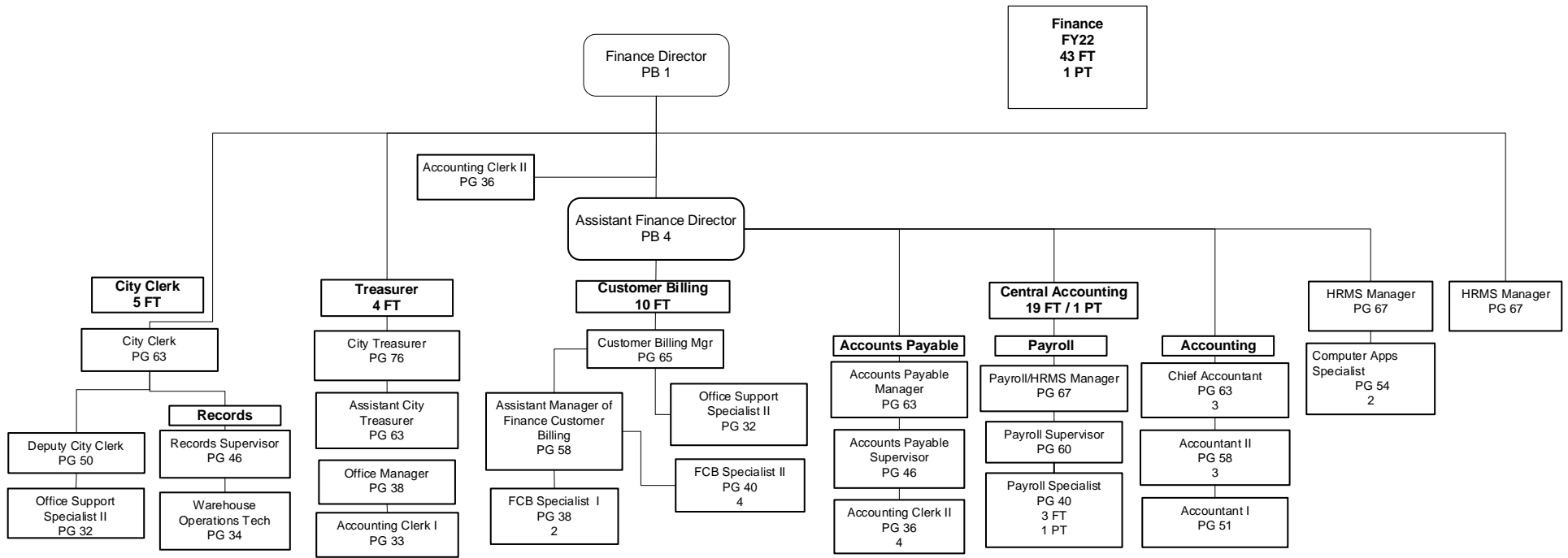


Figure G-57: Finance Table of Organization

Finance – Positions

| Central Accounting | | FY21 | FY22 | | |
|--|------------------|----------------|-----------------|-----------|-----------------------------|
| | Personnel | Current | Proposed | PG | Salary Range |
| Finance Director | | 1 | 1 | PB1 | \$128,781.12 - \$239,158.16 |
| Assistant Finance Director - General | | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| HRMS Manager | | 1 | 2 | 67 | \$77,514.34 - \$120,250.20 |
| Payroll/HRMS Manager | | 1 | 1 | 67 | \$77,514.34 - \$120,250.20 |
| Accounts Payable Manager | | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Chief Accountant | | 3 | 3 | 63 | \$70,307.79 - \$109,070.47 |
| Payroll Supervisor | | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Accountant II | | 3 | 3 | 58 | \$62,234.36 - \$96,545.93 |
| Computer Applications Specialist | | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| Accountant I | | 1 | 1 | 51 | \$52,464.76 - \$81,390.07 |
| Accounts Payable Supervisor | | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Payroll Specialist | | 3 | 3 | 40 | \$40,116.83 - \$62,234.36 |
| Accounting Clerk II | | 5 | 5 | 36 | \$36,387.14 - \$56,448.39 |
| TOTAL FULL TIME EMPLOYEES | | 24 | 25 | | |
| Payroll Specialist - regular part time | | 1 | 1 | 40 | \$40,116.83 - \$62,234.36 |
| TOTAL PART TIME EMPLOYEES | | 1 | 1 | | |
| City Clerk | | FY21 | FY22 | | |
| | Personnel | Current | Proposed | PG | Salary Range |
| City Clerk | | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Deputy City Clerk | | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Records Supervisor | | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Warehouse Operations Technician | | 1 | 1 | 34 | \$34,654.42 - \$53,760.39 |
| Office Support Specialist II | | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | | 5 | 5 | | |

Figure G-58: Finance Positions – Part 1

Finance – Positions

| Treasurer | | FY21 | FY22 | | |
|--|------------------|----------------|-----------------|-----------|----------------------------|
| | Personnel | Current | Proposed | PG | Salary Range |
| City Treasurer | | 1 | 1 | 76 | \$96,545.93 - \$149,774.41 |
| Assistant City Treasurer | | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Office Manager | | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Accounting Clerk I | | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | | 4 | 4 | | |
| | | | | | |
| Customer Billing | | FY21 | FY22 | | |
| | Personnel | Current | Proposed | PG | Salary Range |
| Finance Customer Billing Manager | | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Finance Customer Billing Assistant Manager | | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Finance Customer Billing Specialist II | | 0 | 4 | 40 | \$36,387.14 - \$56,448.39 |
| Finance Customer Billing Specialist I | | 0 | 2 | 38 | \$40,116.83 - \$62,234.36 |
| Accounting Clerk II | | 4 | 0 | 36 | \$38,206.51 - \$59,270.83 |
| Accounting Clerk I | | 3 | 0 | 33 | \$33,819.25 - \$52,464.76 |
| Office Support Specialist II | | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | | 10 | 10 | | |
| | | | | | |
| TOTAL FT | | 44 | 43 | | |
| TOTAL PT | | 1 | 1 | | |

Figure G-59: Finance Positions – Part 2

Fire – Table of Organization

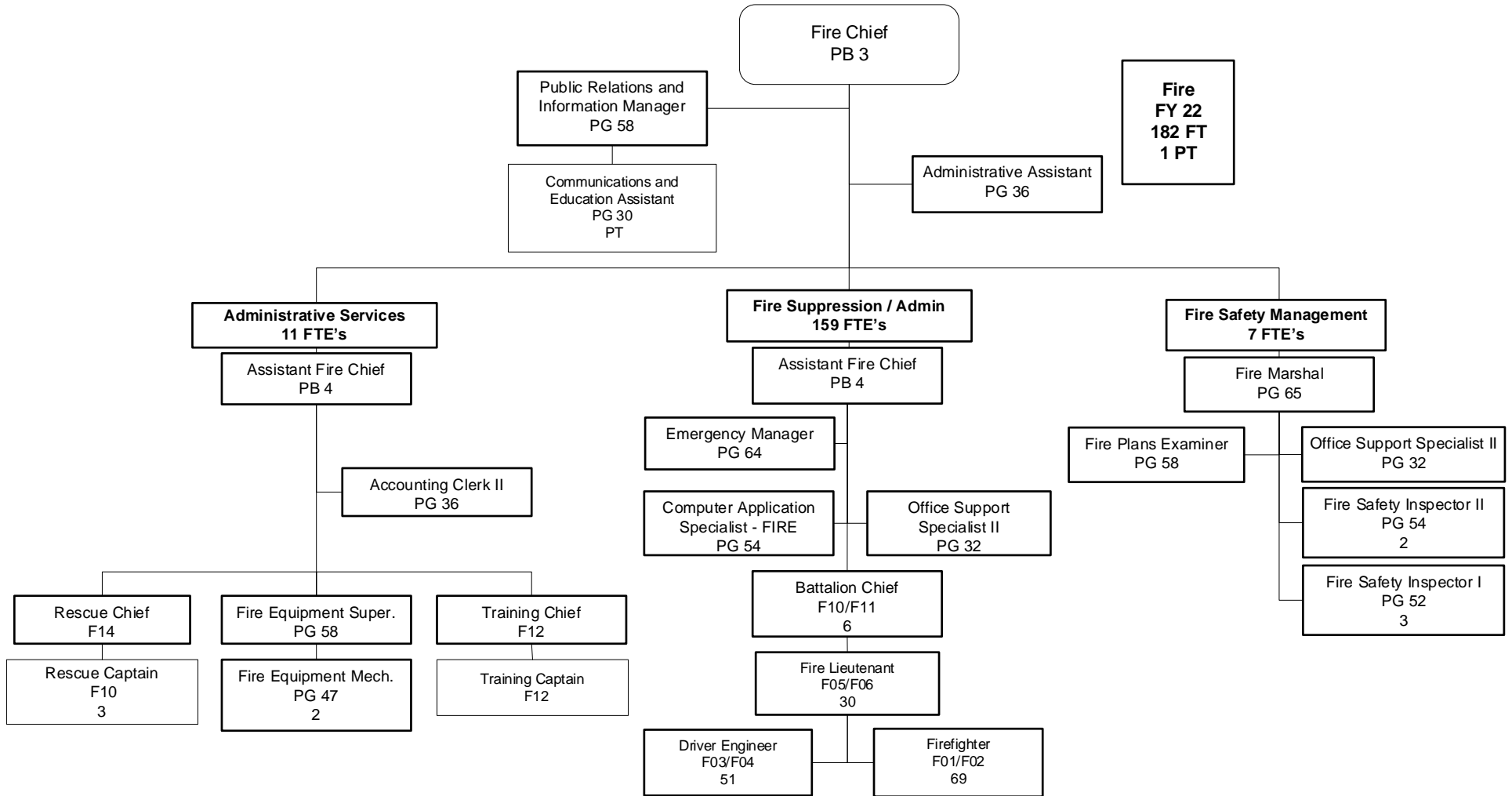


Figure G-60: Fire Table of Organization

Fire – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------------|------------|------------|----------------------------|
| | Current | Proposed | | |
| Fire Chief | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Assistant Fire Chief | 2 | 2 | PB4 | \$77,448.45- \$143,849.74 |
| Fire Marshall | 1 | 1 | 65 | \$73,823.18 -\$114,524.00 |
| Emergency Manager | 1 | 1 | 64 | \$72,044.05 -\$111,763.97 |
| Fire Equipment Supervisor | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Fire Plans Examiner | 0 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Public Relations & Information Manager | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Computer Application Specialist | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| Fire Safety Inspector II | 2 | 2 | 54 | \$56,448.39 -\$87,570.00 |
| Fire Safety Inspector I | 3 | 3 | 52 | \$53,760.39 -\$83,400.00 |
| Fire Equipment Mechanic | 2 | 2 | 47 | \$47,587.09 -\$73,823.18 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Office Support Specialist II | 2 | 2 | 32 | \$33,004.22 -\$51,200.37 |
| Rescue Chief - Paramedic | 1 | 1 | F14 | \$86,625.42 -\$134,384.48 |
| Training Captain - Paramedic | 1 | 1 | F12 | \$78,571.58 -\$121,890.32 |
| Training Chief - EMT | 1 | 1 | F12 | \$78,571.58 -\$121,890.32 |
| Battalion Chief - Paramedic | 1 | 2 | F11 | \$86,625.42 -\$134,384.48 |
| Battalion Chief - EMT | 5 | 4 | F10 | \$78,571.58 -\$121,890.32 |
| Rescue Captain - Paramedic | 3 | 3 | F10 | \$78,571.58 -\$121,890.32 |
| Fire Lieutenant Paramedic | 17 | 18 | F06 | \$70,211.11 -\$104,228.83 |
| Fire Lieutenant EMT | 13 | 12 | F05 | \$60,169.99 -\$89,322.65 |
| Driver Engineer Paramedic | 27 | 30 | F04 | \$60,542.82 -\$89,876.17 |
| Driver Engineer EMT | 24 | 21 | F03 | \$51,884.41 -\$77,022.66 |
| Firefighter Paramedic | 20 | 19 | F02 | \$52,205.91 -\$77,499.95 |
| Firefighter EMT | 46 | 50 | F01 | \$44,739.76 -\$66,416.41 |
| TOTAL FULL TIME EMPLOYEES | 178 | 182 | | |
| Communication & Education Assistant | 1 | 1 | 30 | \$31,432.58 -\$48,762.25 |
| TOTAL PART TIME EMPLOYEES | 1 | 1 | | |
| | TOTAL FT | 178 | 182 | |
| | TOTAL PT | 1 | 1 | |

Figure G-61: Fire Positions

Human Resources – Table of Organization

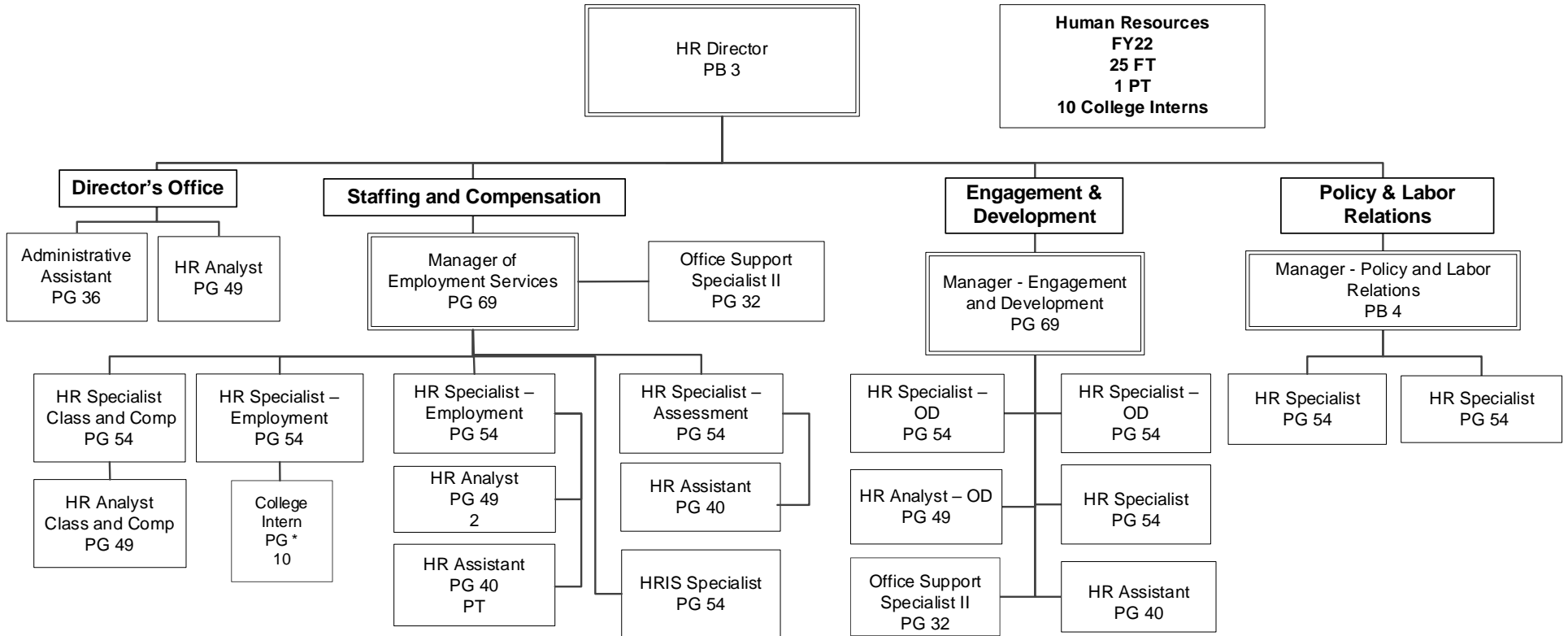


Figure G-62: Human Resources Table of Organization

Human Resources – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|------------------------------------|-----------------|-----------|-----|----------------------------|
| | Current | Proposed | | |
| HR Director | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Manager Policy and Labor Relations | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| HR Manager - Employment Services | 1 | 1 | 69 | \$81,390.07 -\$126,262.70 |
| HR Manager - Engagement & Dev | 1 | 1 | 69 | \$81,390.07 -\$126,262.70 |
| HR Specialist | 10 | 9 | 54 | \$56,448.39 -\$87,570.00 |
| HRIS Specialist | 0 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| HR Analyst | 5 | 6 | 49 | \$49,966.44 -\$77,514.34 |
| HR Assistant | 3 | 2 | 40 | \$40,116.83 -\$62,234.36 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Office Support Specialist II | 2 | 2 | 32 | \$33,004.22 -\$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | 25 | 25 | | |
| HR Assistant | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| TOTAL PART TIME EMPLOYEES | 1 | 1 | | |
| | TOTAL FT | 25 | 25 | |
| | TOTAL PT | 1 | 1 | |
| College Intern | 10 | 10 | * | \$20,800.00 -\$165,126.30 |

Figure G-63: Human Resources Positions

Information Technology – Table of Organization

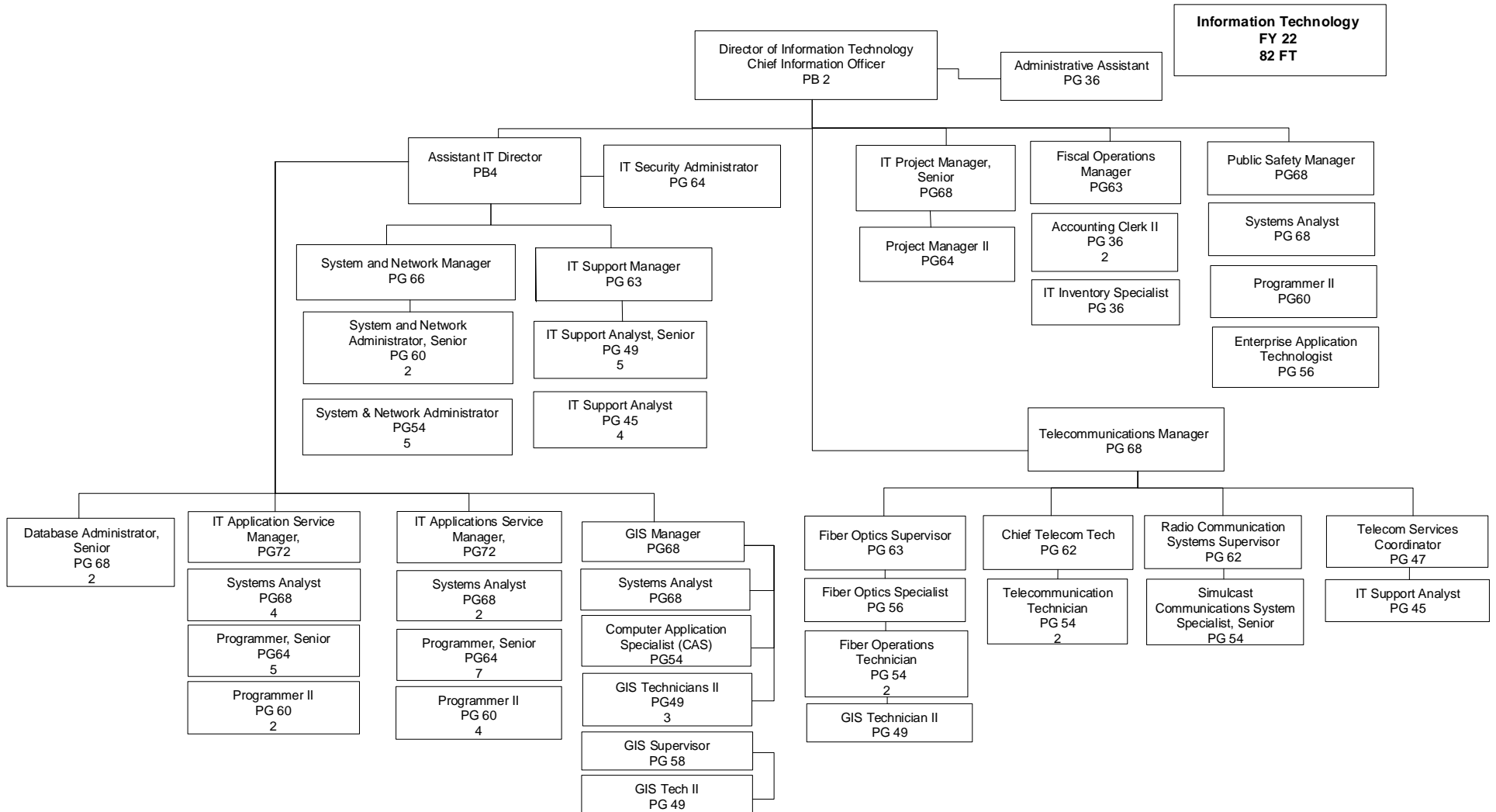


Figure G-64: Information Technology Table of Organization

Information Technology – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|-----|----------------------------|
| | Current | Proposed | | |
| CIO & Director of Information Technology | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Fiscal Operations Manager | 0 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| IT Inventory Specialist | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Administrative Assistant | 0 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk II | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| ADMINISTRATION FULL TIME EMPLOYEES | 4 | 6 | | |
| Radio Communications System Supervisor | 1 | 1 | 62 | \$68,613.38 - \$106,441.88 |
| Simulcast System Spec, Sr. | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| COMMUNICATIONS FULL TIME EMPLOYEES | 2 | 2 | | |
| Telecommunications Manager | 1 | 1 | 68 | \$79,428.57 - \$123,219.78 |
| Fiber Optics Supervisor | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Chief Telecommunications Technician | 1 | 1 | 62 | \$68,613.38 - \$106,441.88 |
| Fiber Optics Specialist | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Fiber Operations Technician | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| Telecommunications Technician | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| GIS Technician II | 1 | 1 | 49 | \$49,966.44 - \$77,514.34 |
| Telecommunications Service Coordinator | 2 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| IT Support Analyst | 0 | 1 | 45 | \$45,321.04 - \$70,307.79 |
| Accounting Clerk II | 1 | 0 | 36 | \$36,387.14 - \$56,448.39 |
| TELECOMMUNICATIONS FULL TIME EMPLOYEES | 12 | 11 | | |

Figure G-65: Information Technology Positions – Part 1

Information Technology – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------|-----------|-----|--------------------------|
| | Current | Proposed | | |
| Assistant IT Director | 0 | 1 | PB4 | \$77,448.45-\$143,849.74 |
| Database Manager | 1 | 0 | 72 | \$87,570.00-\$135,849.81 |
| IT Project Manager Sr. | 4 | 1 | 68 | \$79,428.57-\$123,219.78 |
| IT Applications Service Manager | 0 | 2 | 72 | \$87,570.00-\$135,849.81 |
| Systems Analyst | 8 | 6 | 68 | \$79,428.57-\$123,219.78 |
| Database Administrator Sr. | 3 | 3 | 68 | \$79,428.57-\$123,219.78 |
| Project Manager II | 1 | 1 | 64 | \$72,044.05-\$111,763.97 |
| IT Security Administrator | 0 | 1 | 64 | \$72,044.05-\$111,763.97 |
| Programmer Sr. | 18 | 12 | 64 | \$72,044.05-\$111,763.97 |
| Programmer II | 0 | 6 | 60 | \$65,346.08-\$101,373.22 |
| APPLICATION DEV & SUPPORT FULL TIME EMPLOYEES | 35 | 33 | | |
| System & Network Manager | 1 | 1 | 66 | \$75,646.25-\$117,352.18 |
| System & Network Administrator, Sr. | 2 | 2 | 60 | \$65,346.08-\$101,373.22 |
| Systems & Network Administrators | 5 | 5 | 54 | \$56,448.39-\$87,570.00 |
| NETWORK ADMIN & SUPPORT FULL TIME EMPLOYEES | 8 | 8 | | |
| IT Support Manager | 1 | 1 | 63 | \$70,307.79-\$109,070.47 |
| IT Support Analyst Sr. | 5 | 5 | 49 | \$49,966.44-\$77,514.34 |
| IT Support Analyst | 4 | 4 | 45 | \$45,321.04-\$70,307.79 |
| PC SUPPORT FULL TIME EMPLOYEES | 10 | 10 | | |
| GIS Manager | 1 | 1 | 68 | \$79,428.57-\$123,219.78 |
| System Analyst | 1 | 1 | 68 | \$79,428.57-\$123,219.78 |
| GIS Supervisor | 0 | 1 | 58 | \$62,234.36-\$96,545.93 |
| Computer Application Specialist | 1 | 1 | 54 | \$56,448.39-\$87,570.00 |
| GIS Technician II | 3 | 4 | 49 | \$49,966.44-\$77,514.34 |
| GIS FULL TIME EMPLOYEES | 6 | 8 | | |
| Public Safety IT Manager | 1 | 1 | 68 | \$79,428.57-\$123,219.78 |
| System Analyst | 1 | 1 | 68 | \$79,428.57-\$123,219.78 |
| Programmer II | 1 | 1 | 60 | \$65,346.08-\$101,373.22 |
| IT Enterprise Applications Technician | 0 | 1 | 56 | \$59,270.83-\$91,948.50 |
| PUBLIC SAFETY FULL TIME EMPLOYEES | 3 | 4 | | |
| TOTAL FT | 80 | 82 | | |

Figure G-66: Information Technology Positions – Part 2

Fiscal Year 2021 Annual Budget

Internal Audit – Table of Organization

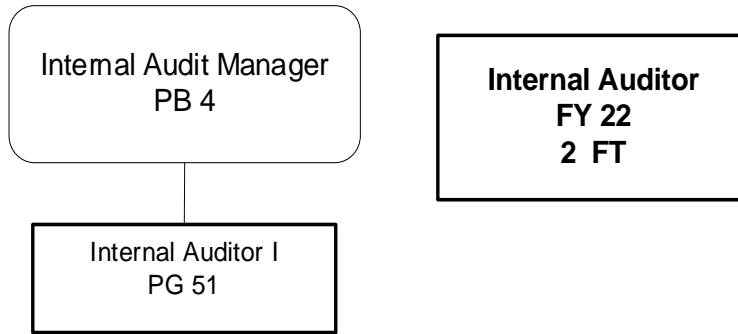


Figure G-67: Internal Audit Table of Organization

Internal Audit – Positions

| Personnel | FY21 Current | FY22 Proposed | PG | Salary Range |
|----------------------------------|-----------------|------------------|-----|---------------------------|
| Internal Audit Manager | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| Internal Auditor I | 1 | 1 | 51 | \$52,464.76 -\$81,390.07 |
| TOTAL FULL TIME EMPLOYEES | 2 | 2 | | |
| <hr/> | | | | |
| TOTAL FT | 2 | 2 | | |

Figure G-68: Internal Audit Positions

Parks & Recreation – Director – Table of Organization

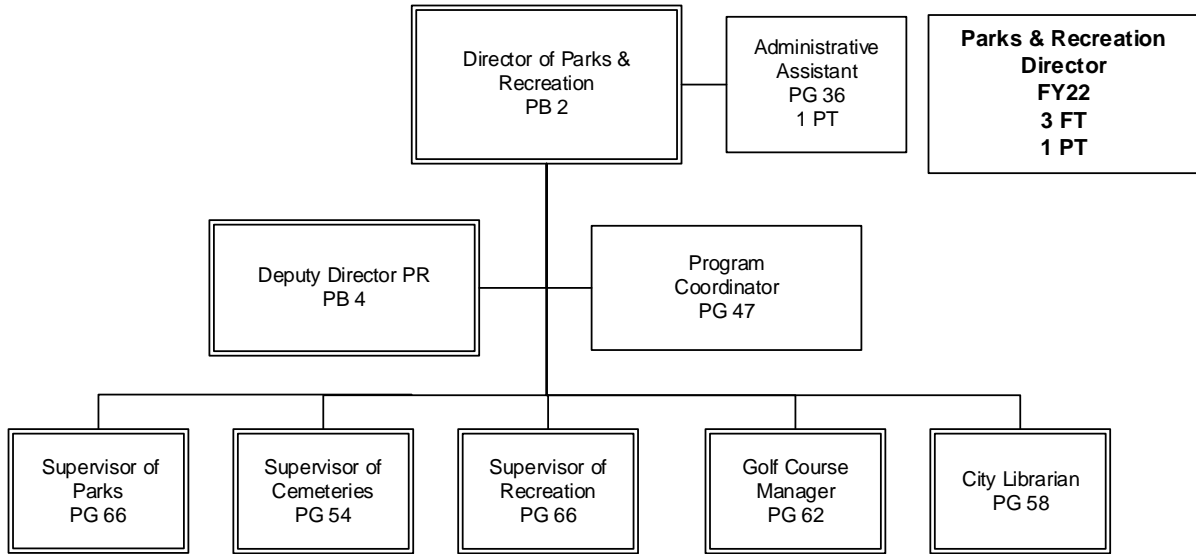


Figure G-69: Parks & Recreation Director Table of Organization

Parks & Recreation – Director – Positions

| Personnel | FY21 | | FY22 | | PG | Salary Range |
|---------------------------------------|-----------------|----------|----------|----------|-----|----------------------------|
| | Current | Proposed | Current | Proposed | | |
| Parks & Rec. Director | 1 | 1 | | | PB2 | \$95,119.18 - \$176,683.72 |
| Deputy Director P & R | 1 | 1 | | | PB4 | \$77,448.45- \$143,849.74 |
| Program Coordinator | 1 | 1 | | | 47 | \$47,587.09 -\$73,823.18 |
| TOTAL FULL TIME EMPLOYEES | 3 | 3 | | | | |
| Administrative Assistant | 1 | 1 | | | 36 | \$36,387.14 -\$56,448.39 |
| TOTAL PART TIME TEMP EMPLOYEES | 1 | 1 | | | | |
| | TOTAL FT | 3 | 3 | | | |
| | TOTAL PT | 1 | 1 | | | |

Figure G-70: Parks & Recreation Director Positions

Parks & Recreation – Cemeteries – Table of Organization

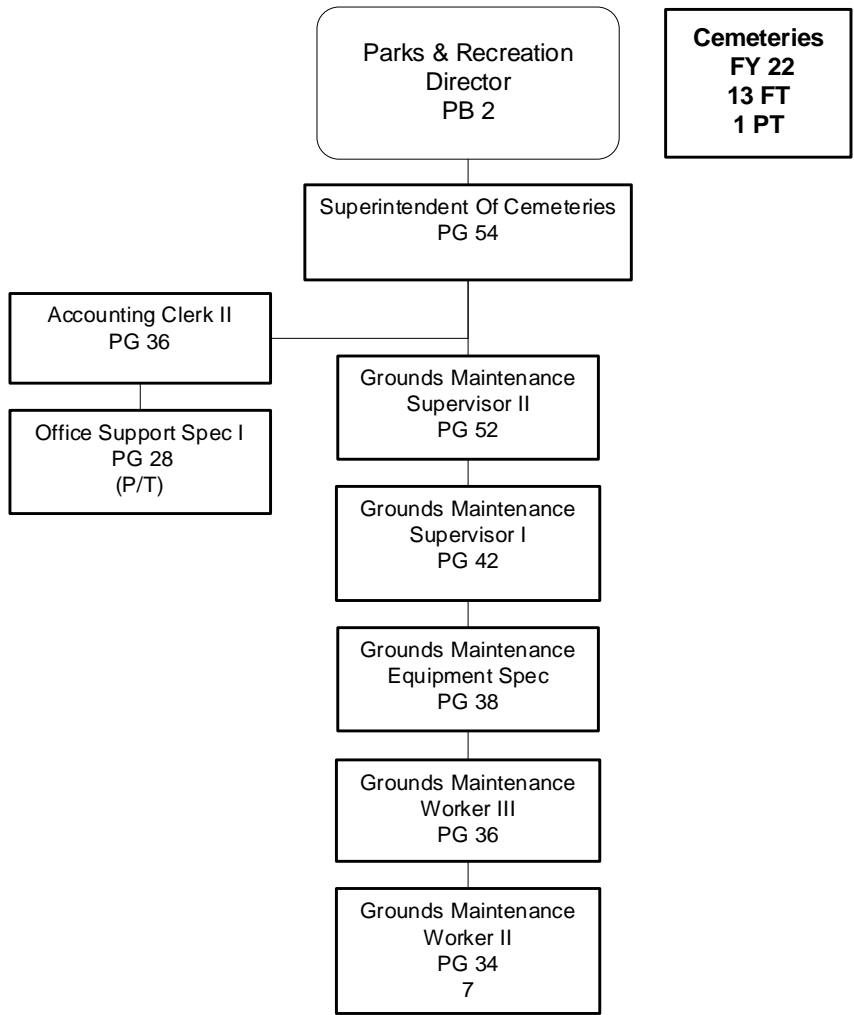


Figure G-71: Parks & Recreation Cemeteries Table of Organization

Parks & Recreation – Cemeteries – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|------------------------------------|-----------|-----------|----|---------------------------|
| | Current | Proposed | | |
| Superintendent of Cemeteries | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Grounds Maintenance Supervisor II | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Grounds Maintenance Supervisor I | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Grounds Maintenance Equipment Spec | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Grounds Maintenance Worker III | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Grounds Maintenance Worker II | 7 | 7 | 34 | \$34,654.42 - \$53,760.39 |
| TOTAL FULL TIME EMPLOYEES | 13 | 13 | | |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 - \$46,440.25 |
| TOTAL PART TIME EMPLOYEES | 1 | 1 | | |
| TOTAL FT | 13 | 13 | | |
| TOTAL PT | 1 | 1 | | |

Figure G-72: Parks & Recreation Cemeteries Positions

Parks & Recreation – Cleveland Heights – Table of Organization

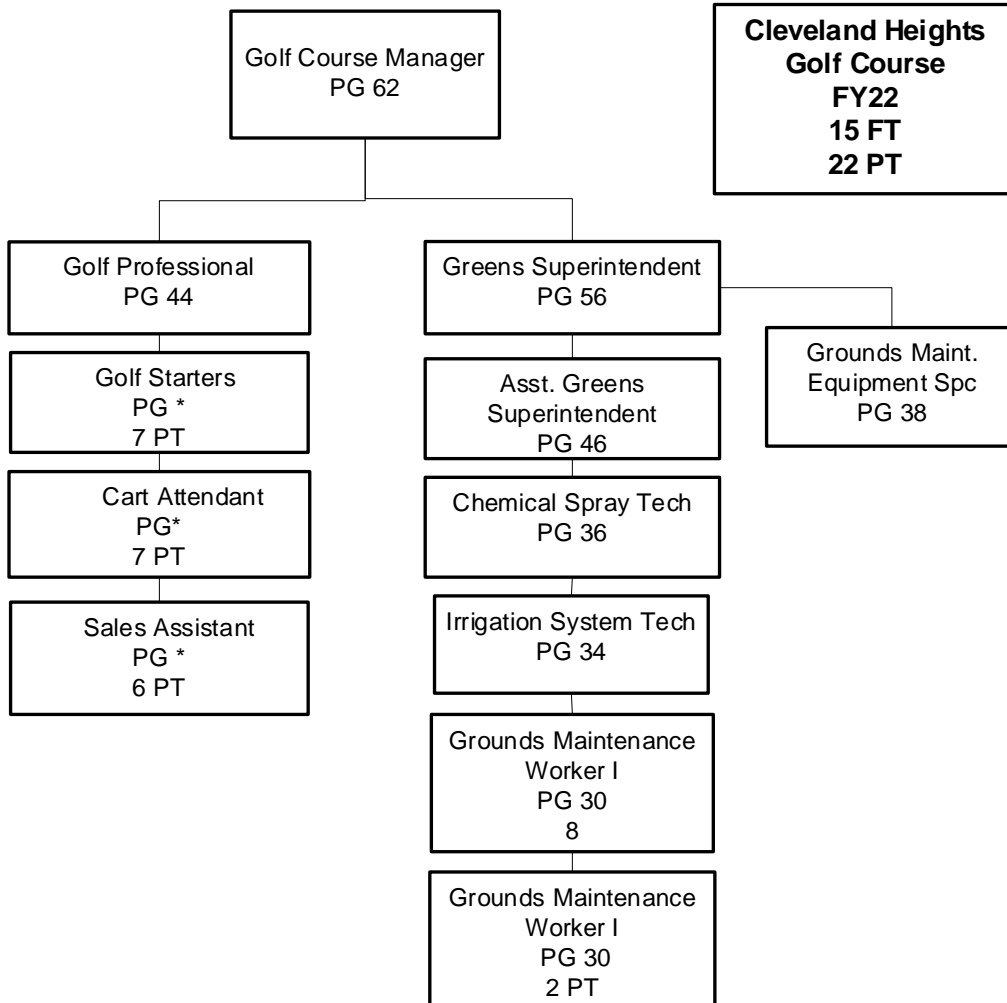


Figure G-73: Parks & Recreation Cleveland Heights Golf Course Table of Organization

Parks & Recreation – Cleveland Heights – Positions

| Personnel | FY21 Current | FY22 Proposed | PG | Salary Range |
|---|-----------------|------------------|----|----------------------------|
| Golf Course Manager | 1 | 1 | 62 | \$68,613.38 - \$106,441.88 |
| ADMINISTRATION FULL TIME EMPLOYEES | 1 | 1 | | |
| Golf Professional | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| COURSE OPERATIONS FULL TIME EMPLOYEES | 1 | 1 | | |
| Greens Superintendent | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Asst. Greens Superintendent | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Grounds Maintenance Equip Spec | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Chemical Spray Tech | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Irrigation System Technician | 1 | 1 | 34 | \$34,654.42 - \$53,760.39 |
| Grounds Maintenance Worker I - CHGC | 8 | 8 | 30 | \$31,432.58 - \$48,762.25 |
| COURSE MAINTENANCE FULL TIME EMPLOYEES | 13 | 13 | | |
| Sales Assistant | 6 | 6 | *P | \$20,800.00 - \$165,126.30 |
| Golf Starters | 7 | 7 | *P | \$20,800.00 - \$165,126.30 |
| Cart Attendant | 7 | 7 | *P | \$20,800.00 - \$165,126.30 |
| Grounds Maintenance Worker 1-CHGC | 2 | 2 | 30 | \$31,432.58 - \$48,762.25 |
| PART TIME EMPLOYEES | 22 | 22 | | |
| TOTAL FT | 15 | 15 | | |
| TOTAL PT | 22 | 22 | | |

Figure G-74: Parks & Recreation Cleveland Heights Golf Course Positions

Parks & Recreation – Library – Table of Organization

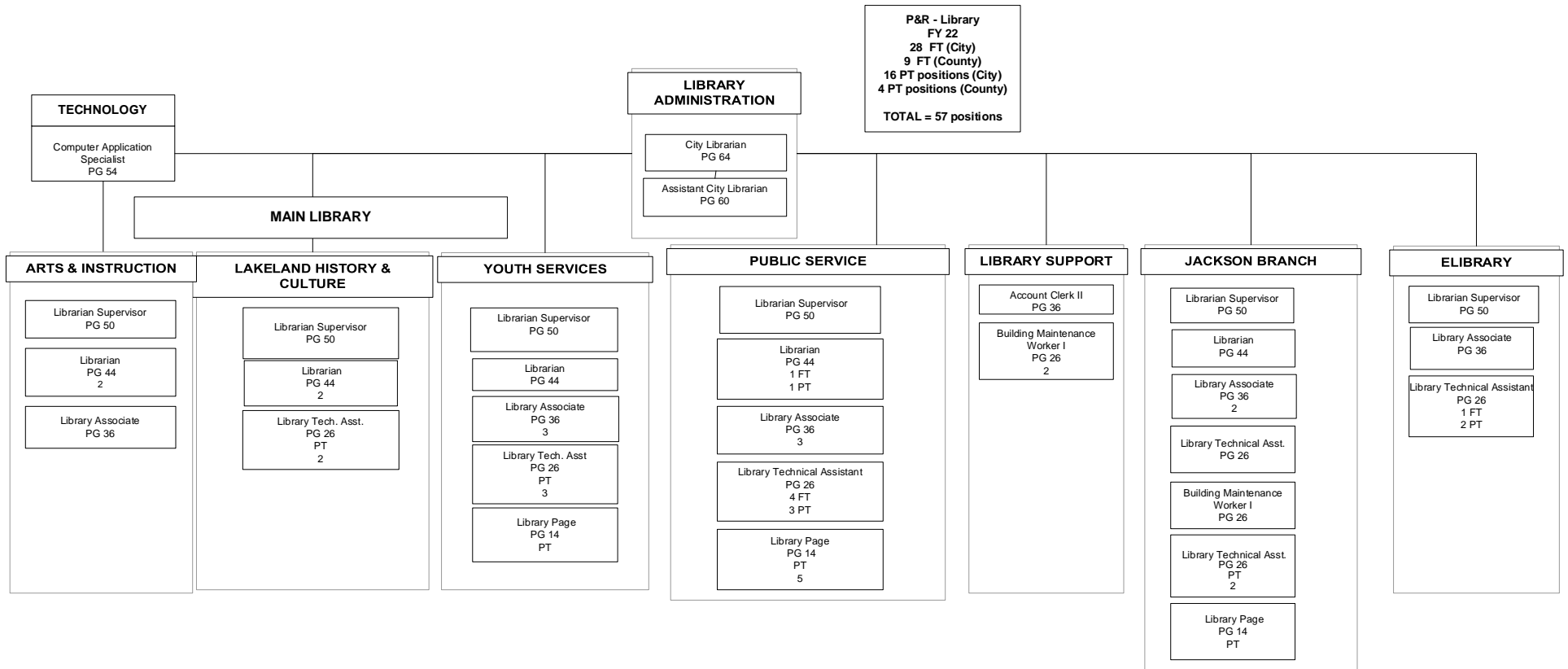


Figure G-75: Parks & Recreation Library Table of Organization

Parks & Recreation – Library – Positions

| Main Library | Personnel | FY21 | FY22 | PG | Salary Range |
|--------------|--|-----------|-----------|----|----------------------------|
| | | Current | Proposed | | |
| | City Librarian | 1 | 1 | 64 | \$72,044.05 - \$111,763.97 |
| | Assistant City Librarian | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| | Computer Application Specialist | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| | Librarian Supervisor | 2 | 2 | 50 | \$51,200.37 - \$79,428.57 |
| | Librarian | 4 | 4 | 44 | \$44,228.79 - \$68,613.38 |
| | Library Associate | 7 | 7 | 36 | \$36,387.14 - \$56,448.39 |
| | Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| | Library Technical Assistant | 4 | 4 | 26 | \$28,510.27 - \$44,228.79 |
| | Building Maintenance Worker I | 2 | 2 | 26 | \$28,510.27 - \$44,228.79 |
| | TOTAL FULL TIME EMPLOYEES | 23 | 23 | | |
| | Librarian | 3 | 3 | 44 | \$44,228.79 - \$68,613.38 |
| | Library Associate | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| | Library Technical Assistant | 2 | 2 | 26 | \$28,510.27 - \$44,228.79 |
| | TOTAL FULL TIME COUNTY FUNDED POSITIONS | 6 | 6 | | |
| | Librarian Supervisor | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| | Library Associate | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| | Library Technical Assistant | 1 | 1 | 26 | \$28,510.27 - \$44,228.79 |
| | TOTAL eLibrary FULL TIME COUNTY POSITIONS | 3 | 3 | | |
| | Library Technical Assistant | 2 | 2 | 26 | \$28,510.27 - \$44,228.79 |
| | TOTAL eLIBRARY PART TIME COUNTY POSITIONS | 2 | 2 | | |
| | Librarian | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| | Library Technical Assistant | 7 | 7 | 26 | \$28,510.27 - \$44,228.79 |
| | Library Page | 5 | 5 | 14 | \$21,274.80 - \$33,004.22 |
| | TOTAL PART TIME EMPLOYEES | 13 | 13 | | |

Figure G-76: Parks & Recreation Library Positions – Part 1

Parks & Recreation – Library – Positions

| Branch Library | | FY21 | FY22 | | |
|--|-----------|-----------|-----------|----|---------------------------|
| | Personnel | Current | Proposed | PG | Salary Range |
| Librarian Supervisor | | 3 | 3 | 50 | \$51,200.37 - \$79,428.57 |
| Library Associate | | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Building Maintenance Worker I | | 1 | 1 | 26 | \$28,510.27 - \$44,228.79 |
| TOTAL FULL TIME EMPLOYEES | | 5 | 5 | | |
| Library Technical Assistant | | 1 | 1 | 26 | \$28,510.27 - \$44,228.79 |
| Library Page | | 1 | 1 | 14 | \$21,274.80 - \$33,004.22 |
| TOTAL PART TIME COUNTY FUNDED POSITIONS | | 2 | 2 | | |
| Library Technical Assistant | | 2 | 2 | 26 | \$28,510.27 - \$44,228.79 |
| Library Page | | 1 | 1 | 14 | \$21,274.80 - \$33,004.22 |
| TOTAL PART TIME EMPLOYEES | | 3 | 3 | | |
| TOTAL FT | | 28 | 28 | | |
| TOTAL PT | | 16 | 16 | | |
| TOTAL FT COUNTY | | 9 | 9 | | |
| TOTAL PT COUNTY | | 4 | 4 | | |

Figure G-77: Parks & Recreation Library Positions– Part 2

Parks & Recreation – Parks – Table of Organization

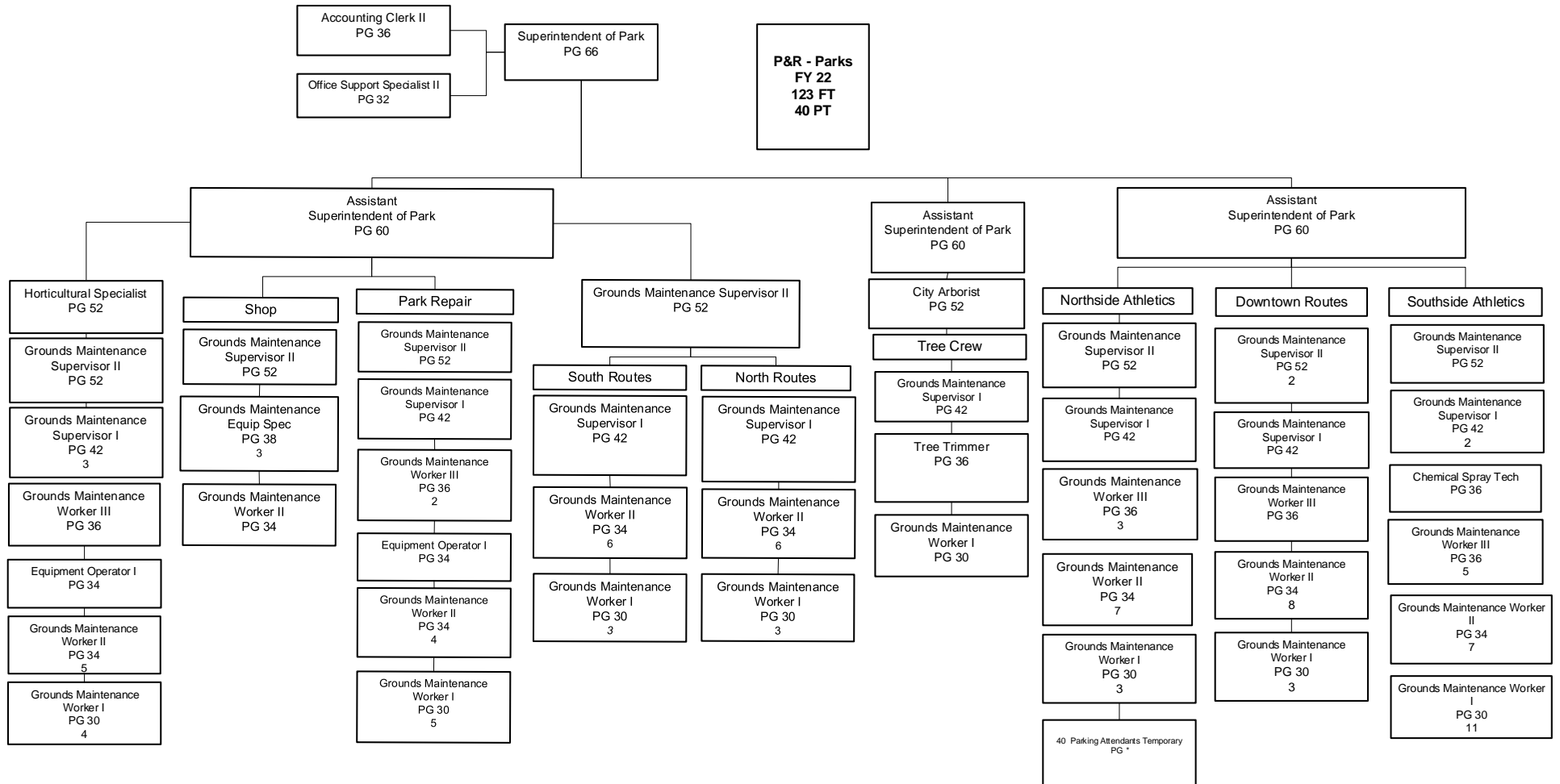


Figure G-78: Parks & Recreation Parks Table of Organization

Parks & Recreation – Parks – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--------------------------------------|-----------------|------------|------------|---------------------------|
| | Current | Proposed | | |
| Superintendent of Parks | 1 | 1 | 66 | \$75,646.25 -\$117,352.18 |
| Assistant Superintendent of Parks | 3 | 3 | 60 | \$65,346.08 -\$101,373.22 |
| City Arborist | 1 | 1 | 52 | \$53,760.39 -\$83,400.00 |
| Grounds Maintenance Supervisor II | 8 | 8 | 52 | \$53,760.39 -\$83,400.00 |
| Horticultural Specialist | 1 | 1 | 52 | \$53,760.39 -\$83,400.00 |
| Grounds Maintenance Supervisor I | 11 | 11 | 42 | \$42,122.67 -\$65,346.08 |
| Grounds Maintenance Equip Specialist | 3 | 3 | 38 | \$38,206.51 -\$59,270.83 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Chemical Spray Tech | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Grounds Maintenance Worker III | 11 | 11 | 36 | \$36,387.14 -\$56,448.39 |
| Tree Trimmer | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Equipment Operator I | 2 | 2 | 34 | \$34,654.42 -\$53,760.39 |
| Grounds Maintenance Worker II | 37 | 37 | 34 | \$34,654.42 -\$53,760.39 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 -\$51,200.37 |
| Grounds Maintenance Worker I | 34 | 34 | 30 | \$31,432.58 -\$48,762.25 |
| TOTAL FULL TIME EMPLOYEES | 116 | 116 | | |
| Grounds Maintenance Worker III | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Grounds Maintenance Worker II | 6 | 6 | 34 | \$34,654.42 -\$53,760.39 |
| TOTAL GRANT FUNDED POSITIONS | 7 | 7 | | |
| Parking Attendant (Parks & Rec.) | 40 | 40 | * | \$20,800.00 -\$165,126.30 |
| TOTAL PART TIME EMPLOYEES | 40 | 40 | | |
| | TOTAL FT | 123 | 123 | |
| | TOTAL PT | 40 | 40 | |

Figure G-79: Parks & Recreation Parks Positions

Parks & Recreation – Recreation – Table of Organization

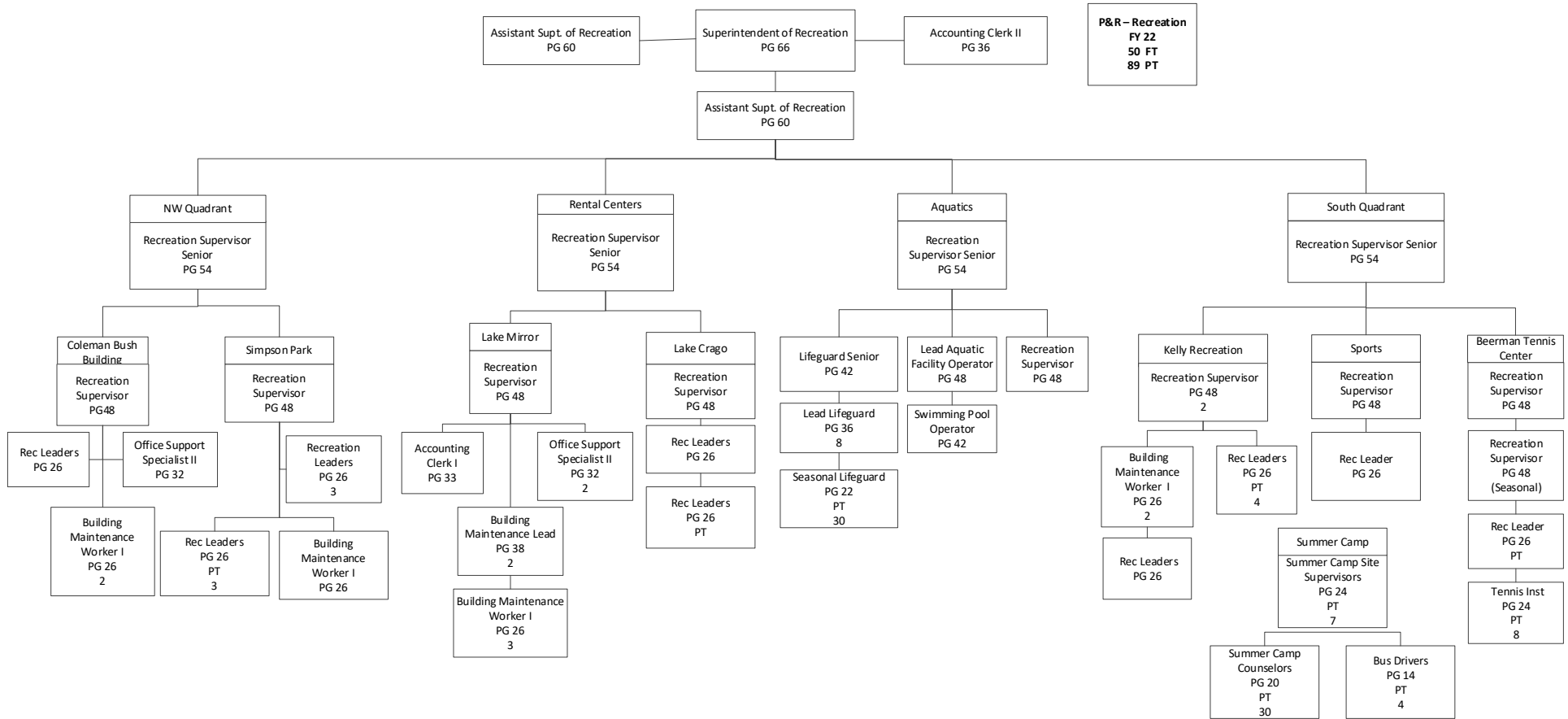


Figure G-80: Parks & Recreation Table of Organization

Parks & Recreation – Recreation – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|-----------------------------------|-----------------|-----------|-----------|----------------------------|
| | Current | Proposed | | |
| Superintendent of Recreation | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Asst Superintendent of Recreation | 2 | 2 | 60 | \$65,346.08 - \$101,373.22 |
| Recreations Supervisor, Sr | 4 | 4 | 54 | \$56,448.39 - \$87,570.00 |
| Lead Aquatic Facility Operator | 1 | 1 | 48 | \$48,762.25 - \$75,646.25 |
| Recreations Supervisor | 7 | 9 | 48 | \$48,762.25 - \$75,646.25 |
| Lifeguard, Sr | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Swimming Pool Operator | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Building Maint Lead | 2 | 2 | 38 | \$38,206.51 - \$59,270.83 |
| Accounting Clerk II | 2 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Lead Lifeguard | 8 | 8 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk I | 0 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| Office Support Specialist II | 3 | 3 | 32 | \$33,004.22 - \$51,200.37 |
| Recreation Leader | 6 | 7 | 26 | \$28,510.27 - \$44,228.79 |
| Building Maint Worker I | 9 | 8 | 26 | \$28,510.27 - \$44,228.79 |
| TOTAL FULL TIME EMPLOYEES | 50 | 47 | | |
| Recreations Supervisor | 1 | 1 | 48 | \$48,762.25 - \$75,646.25 |
| Recreation Leader | 8 | 9 | 26 | \$28,510.27 - \$44,228.79 |
| Summer Camp Site Supervisor | 8 | 7 | 24 | \$27,152.65 - \$42,122.67 |
| Tennis Instructor | 8 | 8 | 24 | \$27,152.65 - \$42,122.67 |
| Lifeguard | 31 | 30 | 22 | \$25,859.66 - \$40,116.83 |
| Summer Camp Counselor | 31 | 30 | 20 | \$24,627.30 - \$38,206.51 |
| Bus Driver | 5 | 4 | 14 | \$21,274.80 - \$33,004.22 |
| TOTAL PART TIME EMPLOYEES | 92 | 89 | | |
| | TOTAL FT | 47 | 49 | |
| | TOTAL PT | 92 | 89 | |

Figure G-81: Parks & Recreation Positions

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

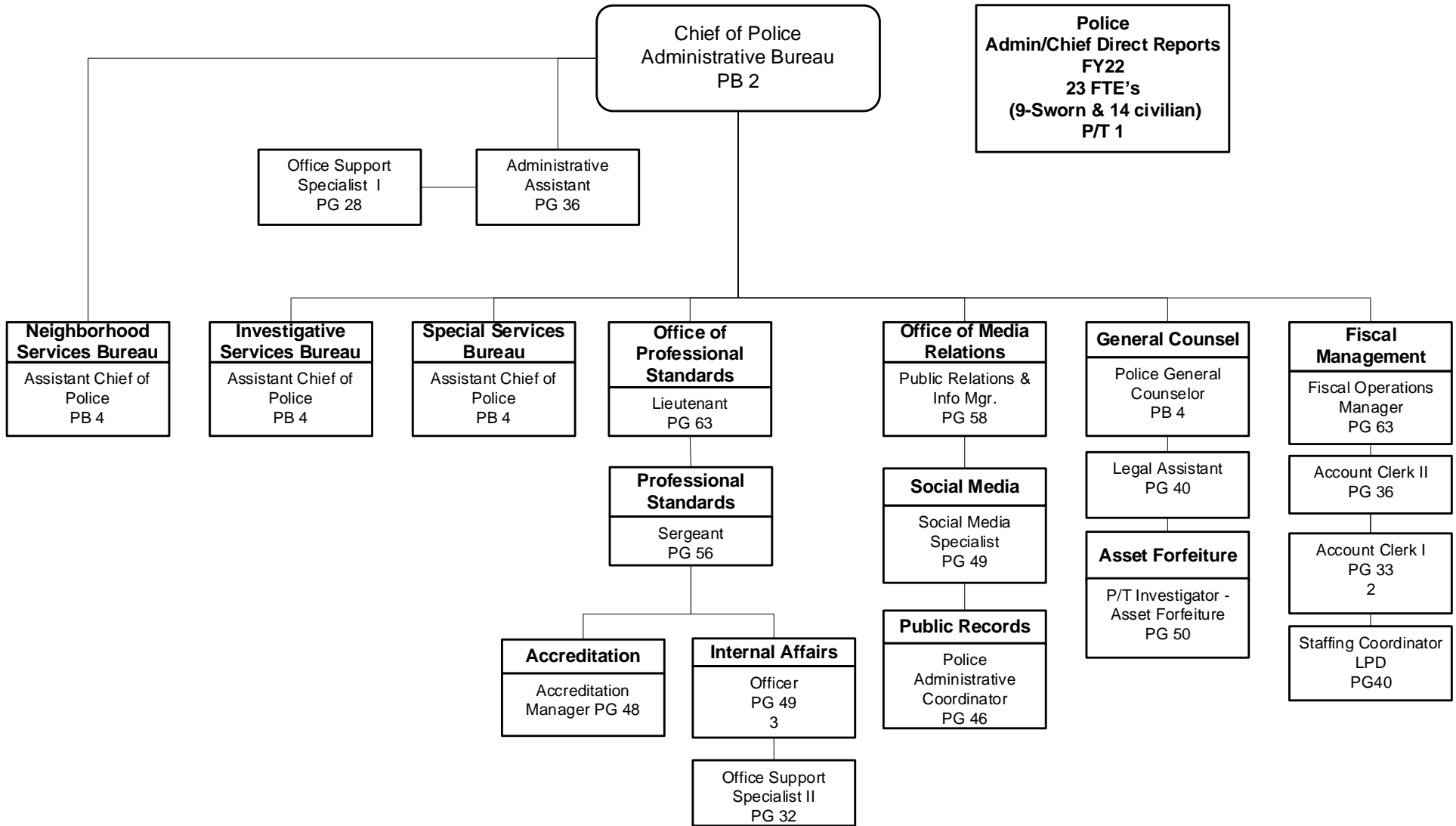


Figure G-82: Police Administration Table of Organization

Police – Investigative Services – Table of Organization

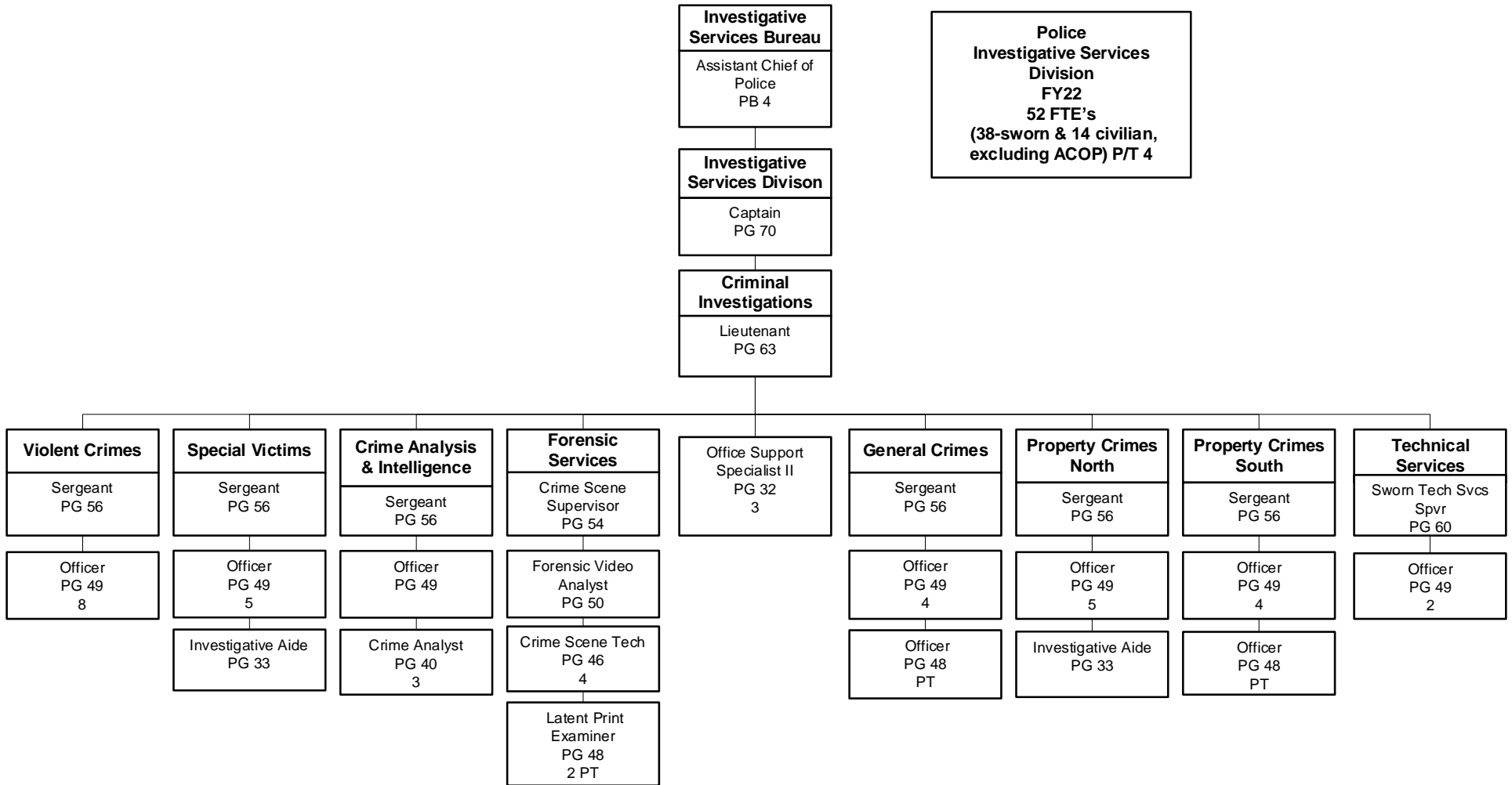


Figure G-83: Police Investigative Services Division Table of Organization

Police – Community Services – Table of Organization

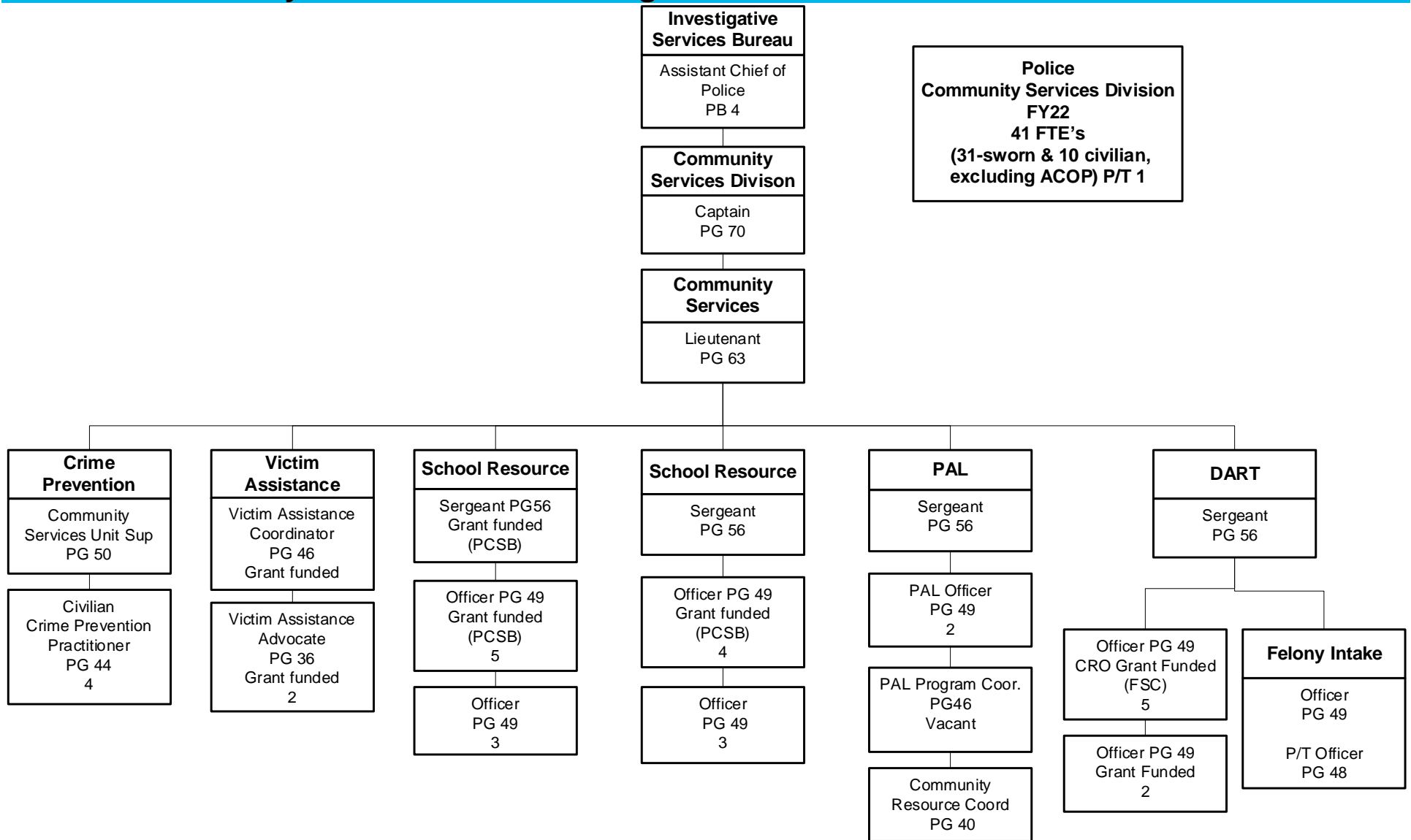


Figure G-84: Police Community Services Division Table of Organization

Police – Uniform Patrol Division – Table of Organization

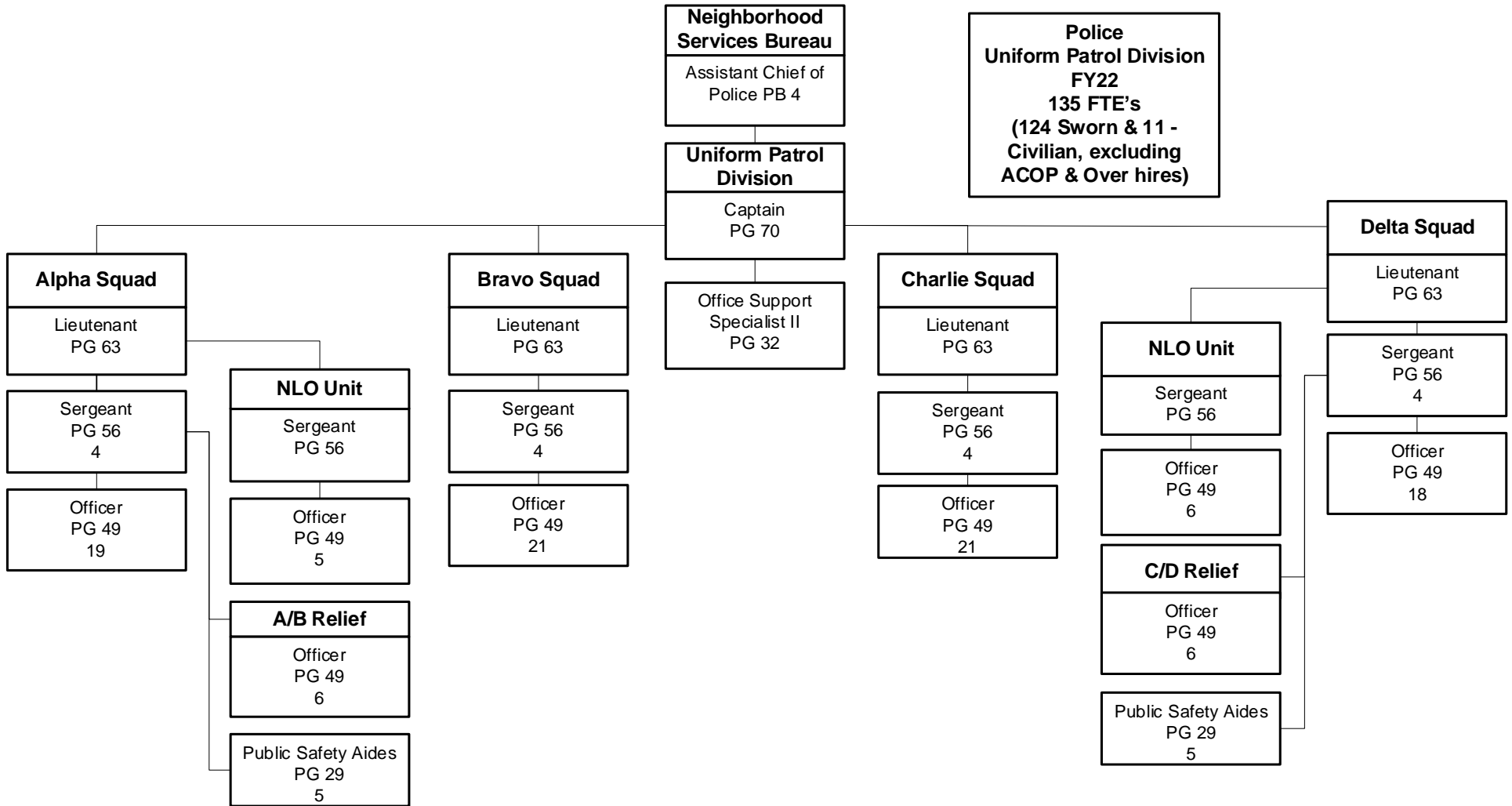


Figure G-85: Police Uniform Patrol Division Table of Organization

Police – Special Operations Division – Table of Organization

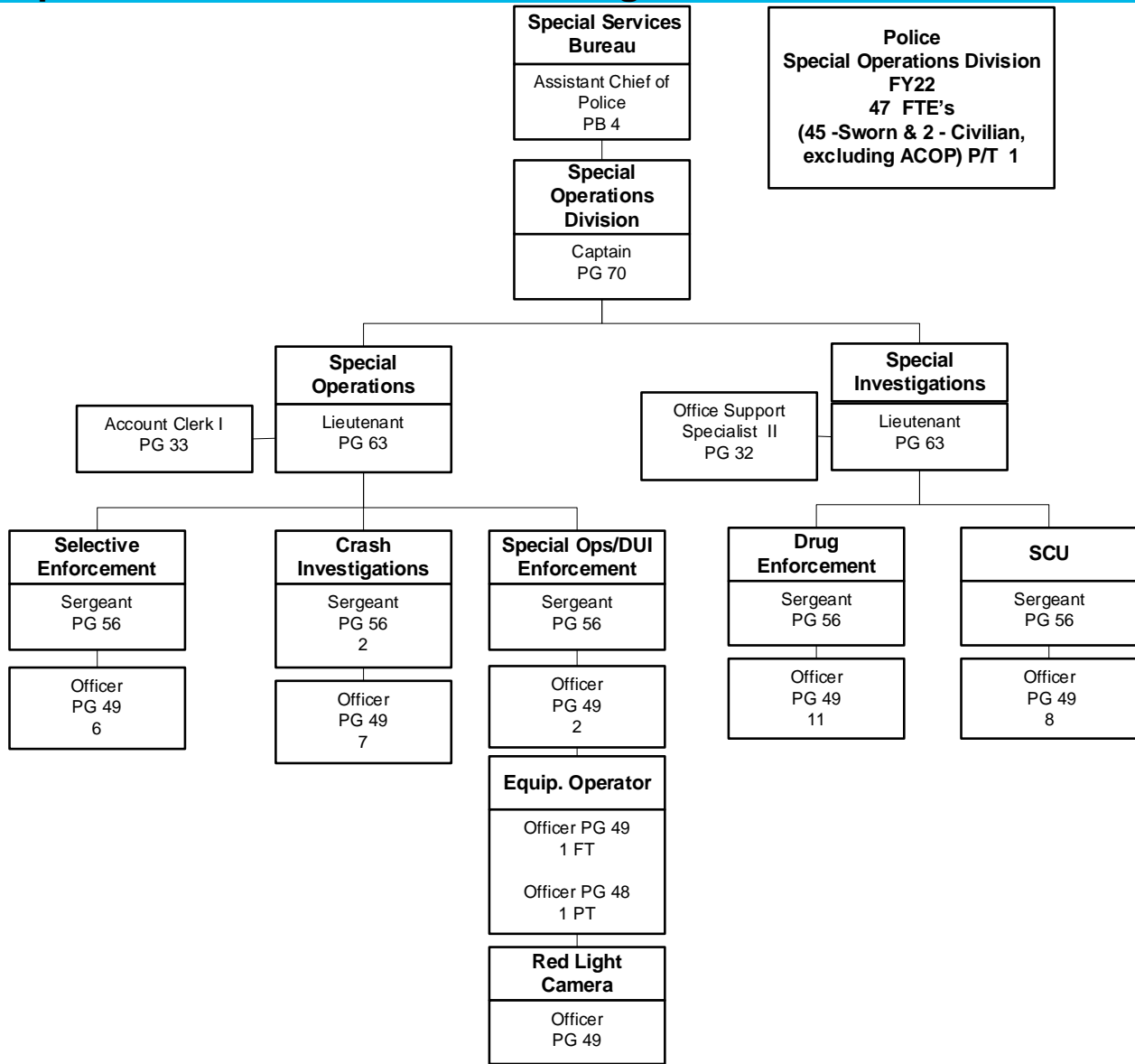


Figure G-86: Police Special Operations Division Table of Organization

Police – Support Services Division – Table of Organization

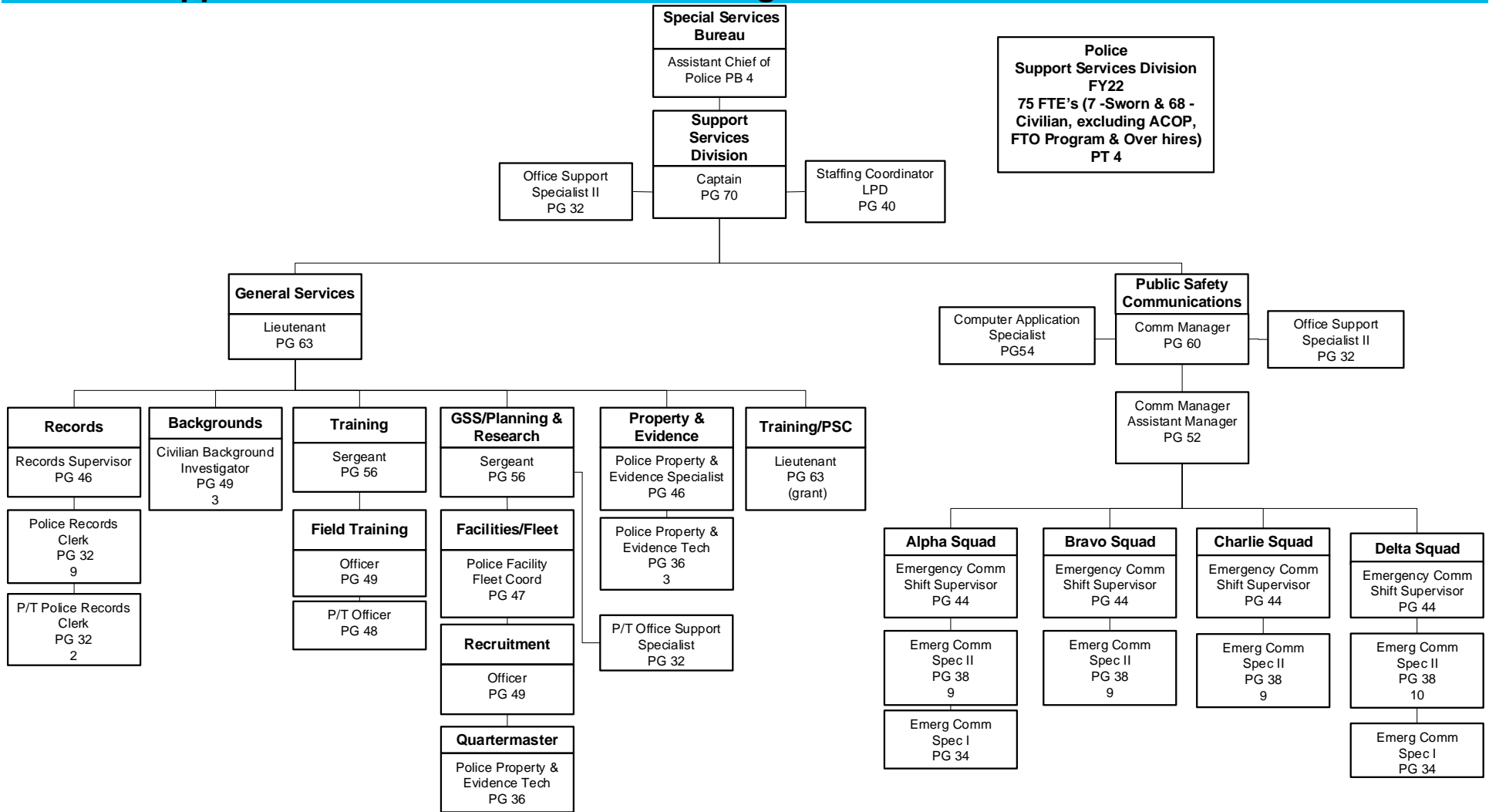


Figure G-87: Police Support Services Division Table of Organization

Police – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|---------|----------|-----|----------------------------|
| | Current | Proposed | | |
| Police Chief | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Assistant Police Chief | 3 | 3 | PB4 | \$77,448.45- \$143,849.74 |
| Police General Counselor | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| Police Lieutenant | 11 | 11 | P63 | \$98,258.56 -\$109,011.93 |
| Police Sergeant | 35 | 35 | P56 | \$83,366.79 -\$94,802.67 |
| Police Officer | 183 | 183 | P49 | \$53,727.89 -\$80,165.94 |
| Police Captain | 5 | 5 | 70 | \$83,400.00 -\$129,380.78 |
| Fiscal Operations Manager | 1 | 1 | 63 | \$70,307.79 -\$109,070.47 |
| Communications Center Manager | 1 | 1 | 60 | \$65,346.08 -\$101,373.22 |
| Tech Services Unit Supervisor | 1 | 1 | 60 | \$65,346.08 -\$101,373.22 |
| Public Relations & Information Manager | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Computer Application Specialist | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| Crime Scene Supervisor | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| Comm. Center Assistant Manager | 1 | 1 | 52 | \$53,760.39 -\$83,400.00 |
| Community Services Unit - Supervisor | 1 | 1 | 50 | \$51,200.37 -\$79,428.57 |
| Forensic Video Analyst | 1 | 1 | 50 | \$51,200.37 -\$79,428.57 |
| Civilian Background Investigator | 3 | 3 | 49 | \$49,966.44 -\$77,514.34 |
| Red Light Camera Monitoring Officer | 1 | 1 | 49 | \$49,966.44 -\$77,514.34 |
| Social Media Specialist | 1 | 1 | 49 | \$49,966.44 -\$77,514.34 |
| Accreditation Manager | 1 | 1 | 48 | \$48,762.25 -\$75,646.25 |
| Police Facility Fleet Coordinator | 1 | 1 | 47 | \$47,587.09 -\$73,823.18 |
| Crime Scene Technician | 4 | 4 | 46 | \$46,440.25 -\$72,044.05 |
| PAL Coordinator | 1 | 1 | 46 | \$46,440.25 -\$72,044.05 |
| Police Administrative Coordinator | 1 | 1 | 46 | \$46,440.25 -\$72,044.05 |
| Records Supervisor | 1 | 1 | 46 | \$46,440.25 -\$72,044.05 |
| Property & Evidence Specialist | 1 | 1 | 46 | \$46,440.25 -\$72,044.05 |
| Civilian Crime Prevention Practitioner | 4 | 4 | 44 | \$44,228.79 -\$68,613.38 |
| Emergency Communications Shift Supervisor | 4 | 4 | 44 | \$44,228.79 -\$68,613.38 |
| Community Resources Coordinator | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| Crime Analyst | 3 | 3 | 40 | \$40,116.83 -\$62,234.36 |
| Legal Assistant | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| Staffing Coordinator LPD | 2 | 2 | 40 | \$40,116.83 -\$62,234.36 |

Figure G-88: Police Positions – Part 1

Police – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|------------|------------|----|---------------------------|
| | Current | Proposed | | |
| Emergency Communications Specialist II | 37 | 37 | 38 | \$38,206.51 - \$59,270.83 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Police Property & Evidence Tech | 4 | 4 | 36 | \$36,387.14 - \$56,448.39 |
| Emergency Communications Specialist I | 2 | 2 | 34 | \$34,654.42 - \$53,760.39 |
| Accounting Clerk I | 3 | 3 | 33 | \$33,819.25 - \$52,464.76 |
| Investigative Aide | 2 | 2 | 33 | \$33,819.25 - \$52,464.76 |
| Police Records Clerk | 9 | 9 | 32 | \$33,004.22 - \$51,200.37 |
| Office Support Specialist II | 8 | 8 | 32 | \$33,004.22 - \$51,200.37 |
| Public Safety Aide I | 10 | 10 | 29 | \$30,675.06 - \$47,587.09 |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 - \$46,440.25 |
| TOTAL FULL TIME EMPLOYEES | 356 | 356 | | |

| Personnel | FY21 | FY22 | PG | Salary Range |
|-------------------------------------|-----------|-----------|----|---------------------------|
| | Current | Proposed | | |
| Police Sergeant - IPS Coordinator | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Police Sergeant - SRO | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Police Officer - SRO | 12 | 12 | 49 | \$49,966.44 - \$77,514.34 |
| Victim Assistance Coordinator -VOCA | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Victim Assistance Advocate - VOCA | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| TOTAL GRANT FUNDED POSITIONS | 17 | 17 | | |

| | | | | |
|----------------------------------|-----------|-----------|----|---------------------------|
| Investigator Asset Forfeiture | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Latent Print Examiner | 2 | 2 | 48 | \$48,762.25 - \$75,646.25 |
| Police Officer | 5 | 5 | 48 | \$48,762.25 - \$75,646.25 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Police Records Clerk | 2 | 2 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL PART TIME EMPLOYEES | 14 | 11 | | |

| | | | | |
|-----------------|------------|------------|--|--|
| TOTAL FT | 373 | 373 | | |
| TOTAL PT | 11 | 11 | | |

Figure G-89: Police Positions – Part 2

Public Works – Director – Table of Organization

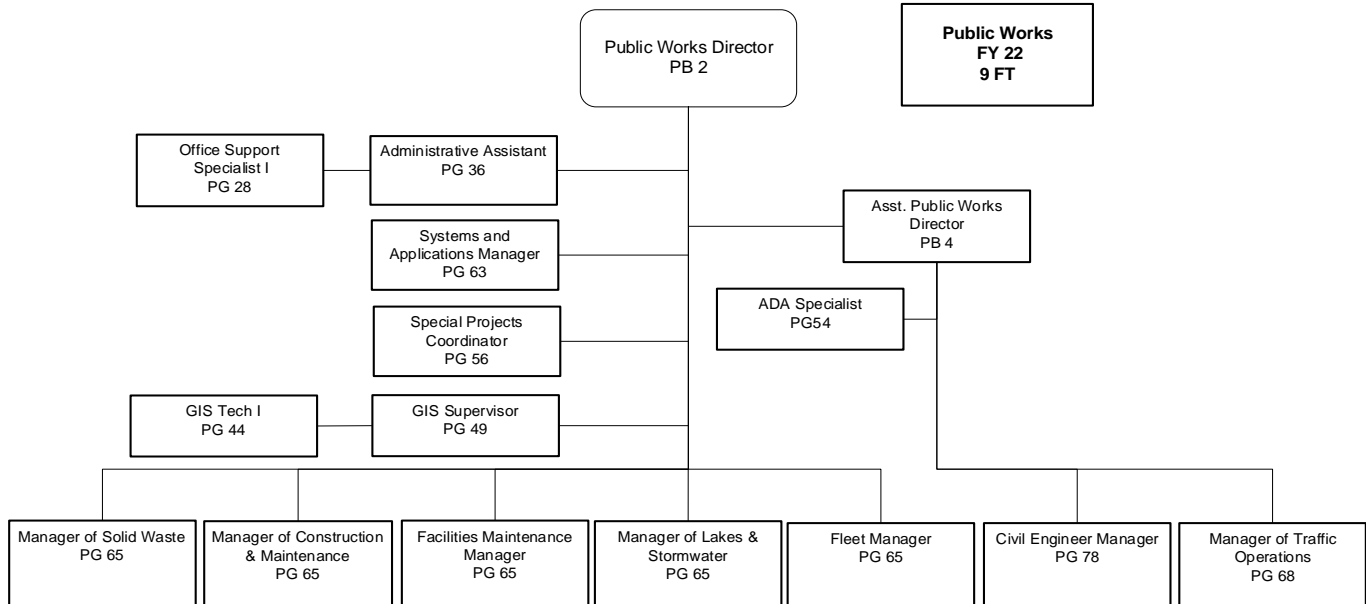


Figure G-90: Public Works Director Table of Organization

Public Works – Director – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|------------------------------------|----------|----------|-----|----------------------------|
| | Current | Proposed | | |
| Public Works Director | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Assistant Director of Public Works | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| Systems & Applications Manager | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| GIS Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Special Projects Coordinator | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| ADA Specialist | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| GIS Tech I | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 - \$46,440.25 |
| TOTAL FULL TIME EMPLOYEES | 9 | 9 | | |
| TOTAL FT | 9 | 9 | | |

Figure G-91: Public Works Director Positions

Public Works – Construction and Maintenance – Table of Organization

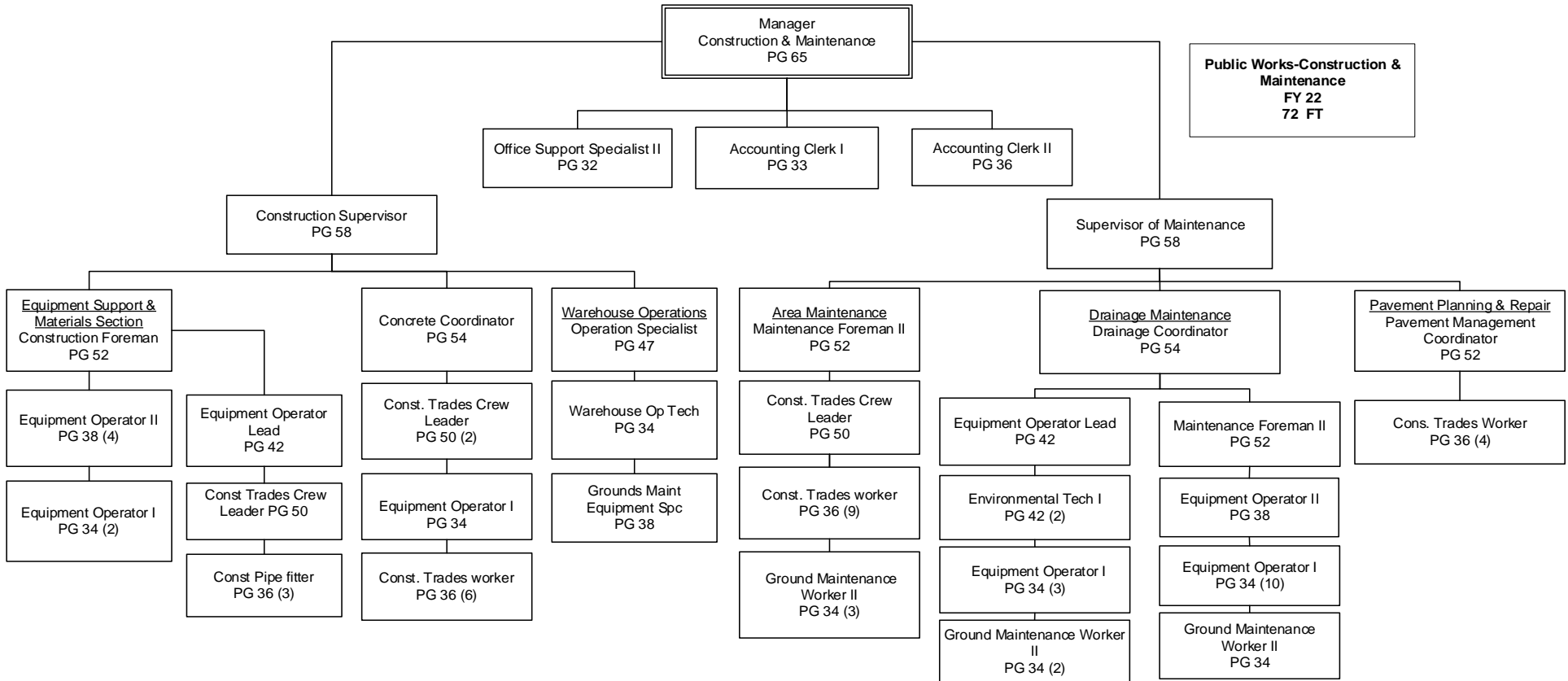


Figure G-92: Public Works Construction & Maintenance Table of Organization

Public Works – Construction and Maintenance – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|----|----------------------------|
| | Current | Proposed | | |
| Manager of Construction & Maintenance | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Construction Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Supervisor of Maintenance-Public Works | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Concrete Coordinator | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Drainage Coordinator | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Construction Foreman | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Maintenance Foreman | 2 | 2 | 52 | \$53,760.39 - \$83,400.00 |
| Pavement Management Coordinator | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Construction Trades Crew Leader | 4 | 4 | 50 | \$51,200.37 - \$79,428.57 |
| Operations Specialist | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Environmental Technician I | 2 | 2 | 42 | \$42,122.67 - \$65,346.08 |
| Equipment Operator, Lead | 2 | 2 | 42 | \$42,122.67 - \$65,346.08 |
| Equipment Operator II | 5 | 5 | 38 | \$38,206.51 - \$59,270.83 |
| Grounds Maintenance Equipment Specialist | 1 | 1 | 38 | \$38,206.51 - \$59,270.83 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Construction Pipefitter | 3 | 3 | 36 | \$36,387.14 - \$56,448.39 |
| Construction Trades Worker | 19 | 19 | 36 | \$36,387.14 - \$56,448.39 |
| Equipment Operator I | 16 | 16 | 34 | \$34,654.42 - \$53,760.39 |
| Grounds Maintenance Worker II | 6 | 6 | 34 | \$34,654.42 - \$53,760.39 |
| Warehouse Operations Technician | 1 | 1 | 34 | \$34,654.42 - \$53,760.39 |
| Accounting Clerk I | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | 72 | 72 | | |
| TOTAL FT 72 72 | | | | |

Figure G-93: Public Works Construction & Maintenance Positions

Public Works – Engineering – Table of Organization

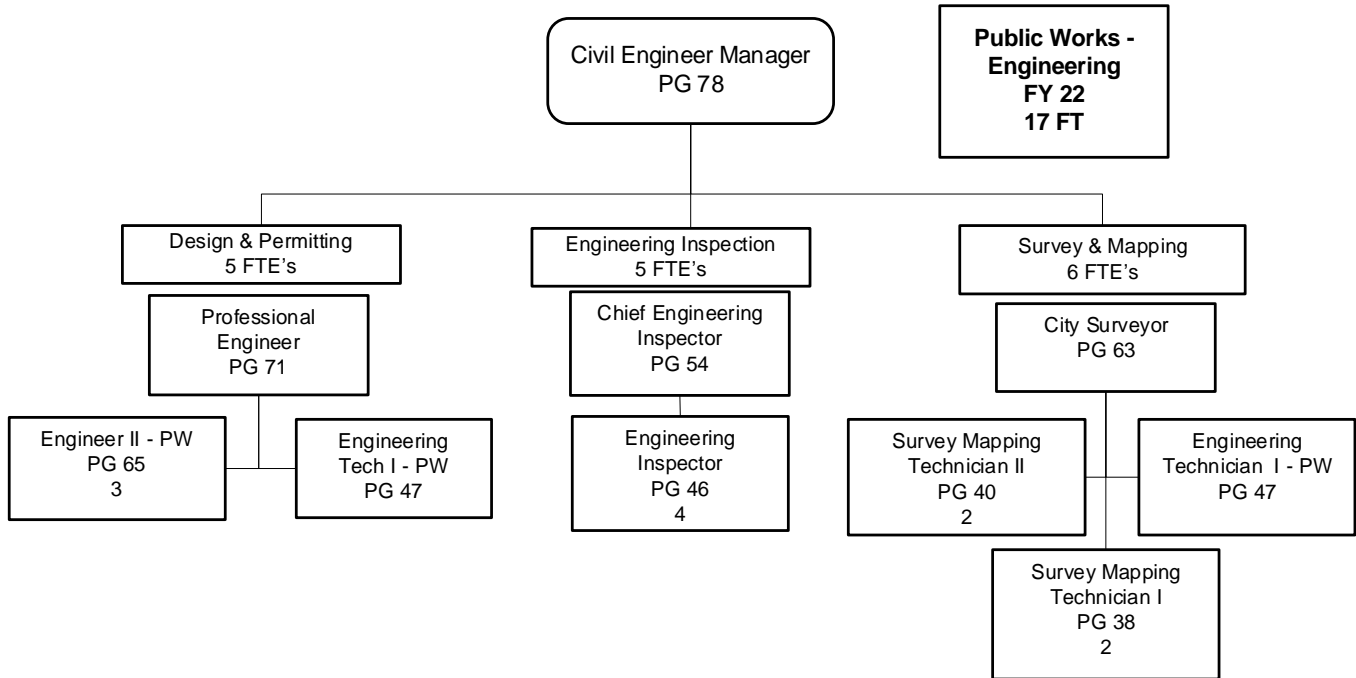


Figure G-94: Public Works Engineering Table of Organization

Public Works – Engineering – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--------------------------------------|-----------|-----------|----|-----------------------------|
| | Current | Proposed | | |
| Civil Engineer Manager | 1 | 1 | 78 | \$101,373.22 - \$157,263.14 |
| Professional Engineer - Public Works | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| Engineer II - Public Works | 3 | 3 | 65 | \$73,823.18 - \$114,524.00 |
| City Surveyor | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Chief Engineering Inspector | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Engineering Technician I - PW | 2 | 2 | 47 | \$47,587.09 - \$73,823.18 |
| Engineering Inspector | 4 | 4 | 46 | \$46,440.25 - \$72,044.05 |
| Survey Mapping Technician II | 2 | 2 | 40 | \$40,116.83 - \$62,234.36 |
| Survey Mapping Technician I | 2 | 2 | 38 | \$38,206.51 - \$59,270.83 |
| TOTAL FULL TIME EMPLOYEES | 17 | 17 | | |
| TOTAL FT | 17 | 17 | | |

Figure G-95: Public Works Engineering Positions

Public Works – Facilities Maintenance – Table of Organization

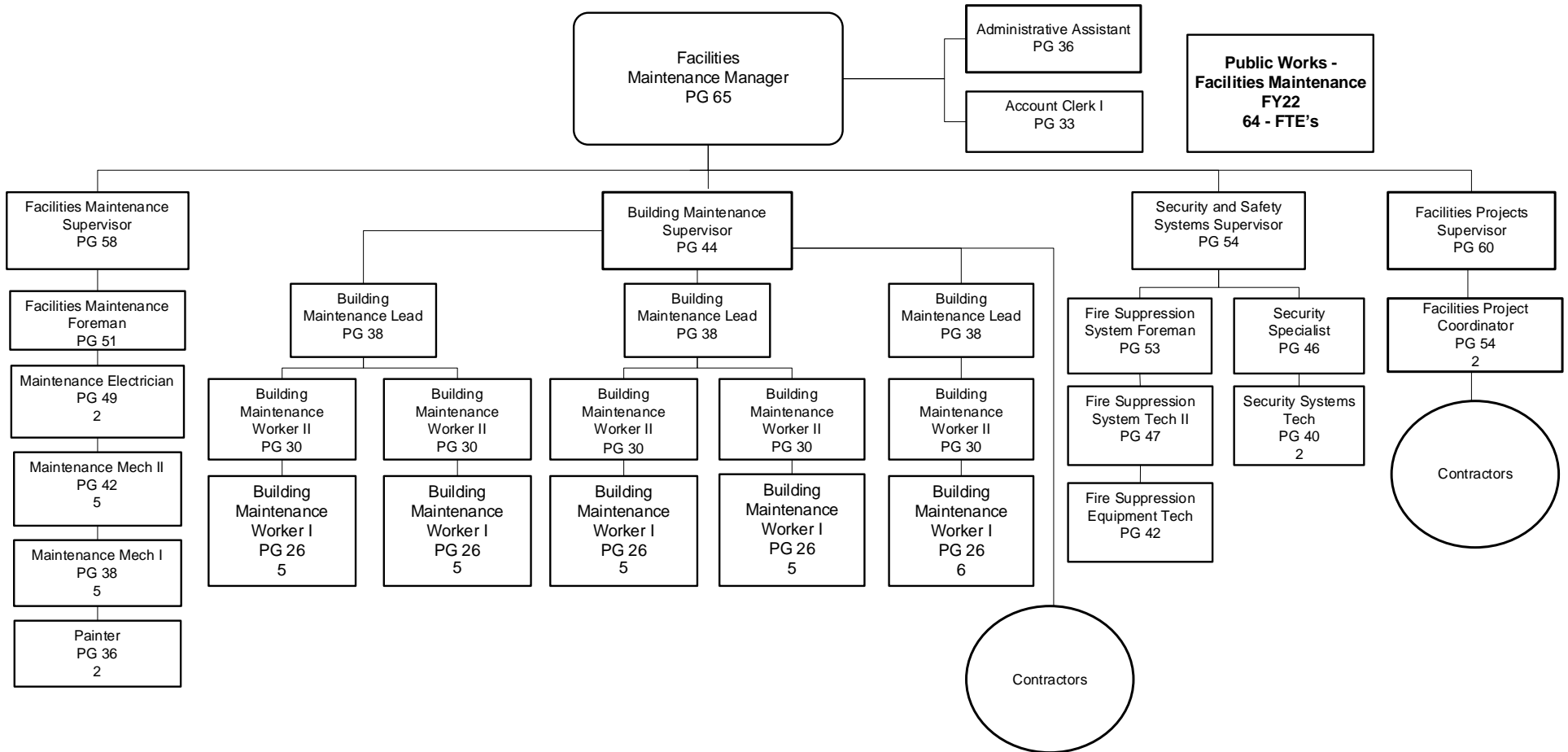


Figure G-96: Public Works Facilities Maintenance Table of Organization

Public Works – Facilities Maintenance – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------------|-----------|-----------|---------------------------|
| | Current | Proposed | | |
| Facilities Maintenance Manager | 1 | 1 | 65 | \$73,823.18 -\$114,524.00 |
| Facilities Project Supervisor | 1 | 1 | 60 | \$65,346.08 -\$101,373.22 |
| Facilities Maintenance Supervisor | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Facilities Project Coordinator | 2 | 2 | 54 | \$56,448.39 -\$87,570.00 |
| Security and Safety Systems Supervisor | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| Facilities Maintenance Foreman | 1 | 1 | 52 | \$53,760.39 -\$83,400.00 |
| Maintenance Electrician | 2 | 2 | 49 | \$49,966.44 -\$77,514.34 |
| Security Specialist | 1 | 1 | 46 | \$46,440.25 -\$72,044.05 |
| Maintenance Mechanic II | 6 | 5 | 42 | \$42,122.67 -\$65,346.08 |
| Security Systems Tech | 2 | 2 | 40 | \$40,116.83 -\$62,234.36 |
| Maintenance Mechanic I | 4 | 5 | 38 | \$38,206.51 -\$59,270.83 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Painter | 2 | 2 | 36 | \$36,387.14 -\$56,448.39 |
| Accounting Clerk I | 1 | 1 | 33 | \$33,819.25 -\$52,464.76 |
| TOTAL MAINTENANCE FULL TIME EMPLOYEES | 26 | 26 | | |
| Building Maintenance Supervisor | 1 | 1 | 44 | \$44,228.79 -\$68,613.38 |
| Building Maintenance Lead | 3 | 3 | 38 | \$38,206.51 -\$59,270.83 |
| Building Maintenance Worker II | 5 | 5 | 30 | \$31,432.58 -\$48,762.25 |
| Building Maintenance Worker I | 26 | 26 | 26 | \$28,510.27 -\$44,228.79 |
| TOTAL JANITORIAL FULL TIME EMPLOYEES | 35 | 35 | | |
| Fire Suppression System Foreman | 1 | 1 | 53 | \$55,088.00 -\$85,459.58 |
| Fire Suppression System Technician | 2 | 1 | 47 | \$47,587.09 -\$73,823.18 |
| Fire Suppression Equipment Technician | 0 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| TOTAL FIRE SAFETY TEAM FULL TIME EMPLOYEES | 3 | 3 | | |
| | TOTAL FT | 64 | 64 | |

Figure G-97: Public Works Facilities Maintenance Positions

Public Works – Fleet – Table of Organization

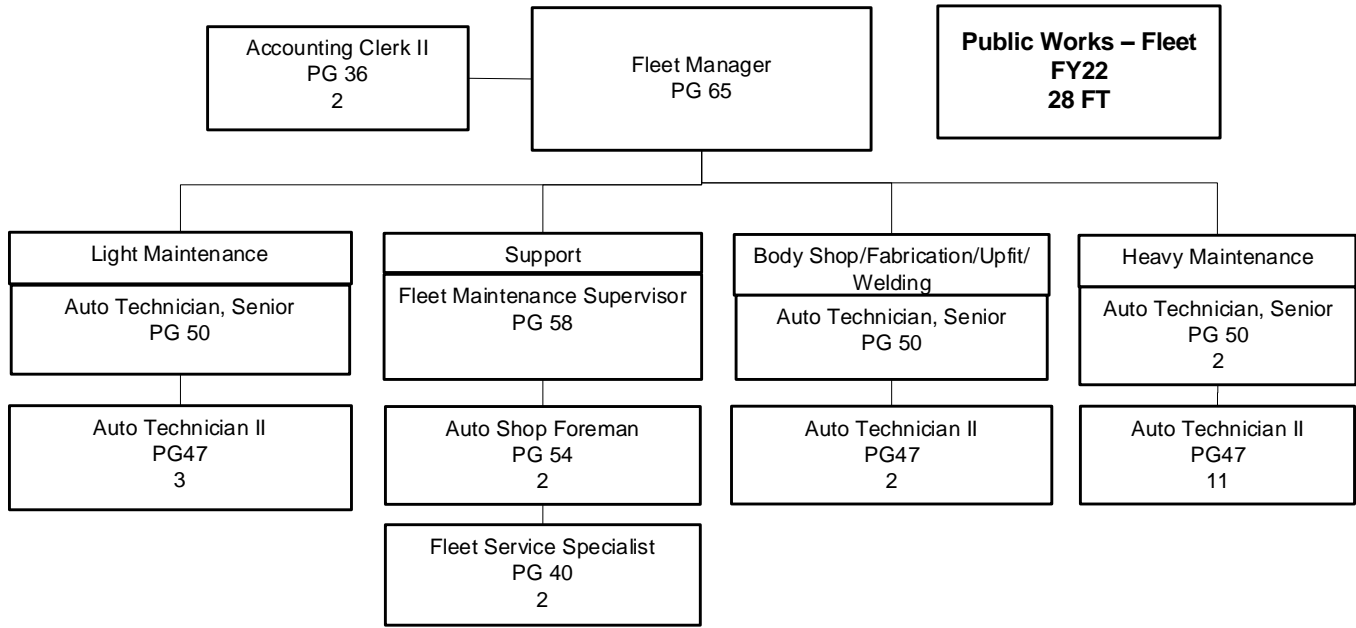


Figure G-98: Public Works Fleet Table of Organization

Public Works – Fleet – Positions

Public Works - Positions

| Personnel | FY21 Current | FY22 Proposed | PG | Salary Range |
|----------------------------------|-----------------|------------------|----|----------------------------|
| Fleet Manager | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Fleet Maintenance Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Automotive Shop Foreman | 2 | 2 | 54 | \$56,448.39 - \$87,570.00 |
| Automotive Technician, Sr | 4 | 4 | 50 | \$51,200.37 - \$79,428.57 |
| Automotive Technician II | 15 | 16 | 47 | \$47,587.09 - \$73,823.18 |
| Fleet Service Specialist | 2 | 2 | 40 | \$40,116.83 - \$62,234.36 |
| Accounting Clerk II | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| TOTAL FULL TIME EMPLOYEES | 28 | 28 | | |
| TOTAL FT | 28 | 28 | | |

Figure G-99: Public Works Fleet Positions

Public Works – Lakes and Stormwater – Table of Organization

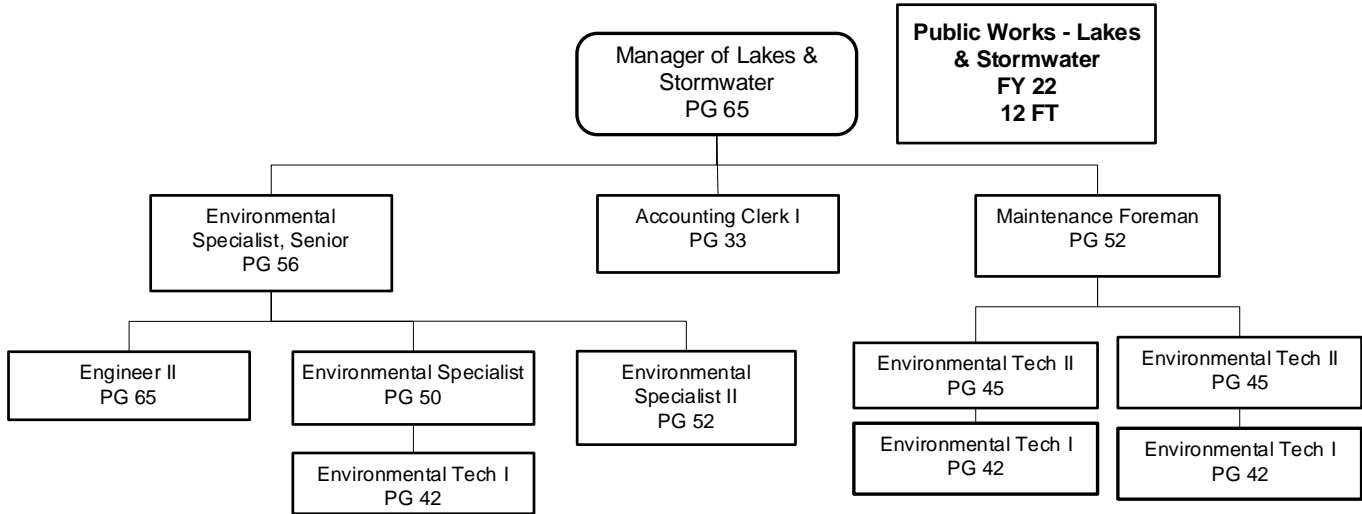


Figure G-100: Public Works Lakes & Stormwater Table of Organization

Public Works – Lakes and Stormwater – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|----------------------------------|-----------|-----------|----|----------------------------|
| | Current | Proposed | | |
| Manager of Lakes & Stormwater | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Engineer II | 0 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Engineer I | 1 | 0 | 58 | \$62,234.36 - \$96,545.93 |
| Environmental Specialist, Sr | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Environmental Specialist II | 0 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Maintenance Foreman | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Environmental Specialist | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Environmental Tech II | 2 | 2 | 45 | \$45,321.04 - \$70,307.79 |
| Environmental Tech I | 3 | 3 | 42 | \$42,122.67 - \$65,346.08 |
| Grounds Maintenance Worker II | 1 | 0 | 34 | \$34,654.42 - \$53,760.39 |
| Accounting Clerk I | 0 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| Office Support Specialist II | 1 | 0 | 32 | \$33,004.22 - \$51,200.37 |
| TOTAL FULL TIME EMPLOYEES | 12 | 12 | | |
| TOTAL FT | 12 | 12 | | |

Figure G-101: Public Works Lakes & Stormwater Positions

Public Works – Solid Waste – Table of Organization

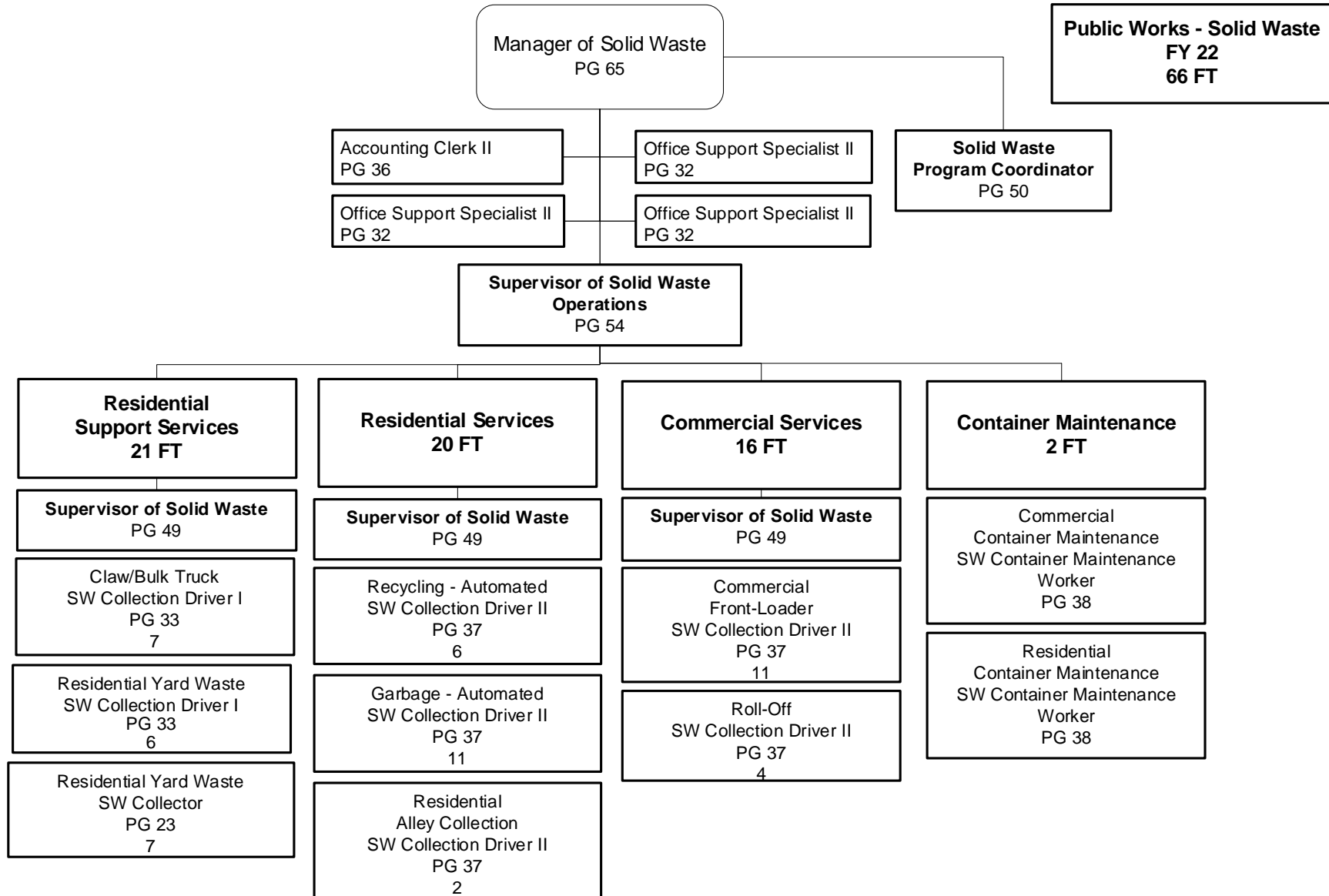


Figure G-102: Public Works Solid Waste Table of Organization
Fiscal Year 2021 Annual Budget

Public Works – Solid Waste - Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|----------------------------------|-----------|-----------|----|----------------------------|
| | Current | Proposed | | |
| Manager of Solid Waste | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Supervisor of SW Operations | 0 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Solid Waste Program Coordinator | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Supervisor of Solid Waste | 4 | 3 | 49 | \$49,966.44 - \$77,514.34 |
| SW Container Maintenance Worker | 0 | 2 | 38 | \$38,206.51 - \$59,270.83 |
| Solid Waste Collection Driver II | 35 | 34 | 37 | \$37,285.72 - \$57,842.40 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Solid Waste Collection Driver I | 14 | 13 | 33 | \$33,819.25 - \$52,464.76 |
| Office Support Specialist II | 3 | 3 | 32 | \$33,004.22 - \$51,200.37 |
| Solid Waste Collector | 7 | 7 | 23 | \$26,498.27 - \$41,107.51 |
| TOTAL FULL TIME EMPLOYEES | 66 | 66 | | |
| <hr/> | | | | |
| TOTAL FT | 66 | 66 | | |

Figure G-103: Public Works Solid Waste Positions

Public Works – Traffic and Parking – Table of Organization

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

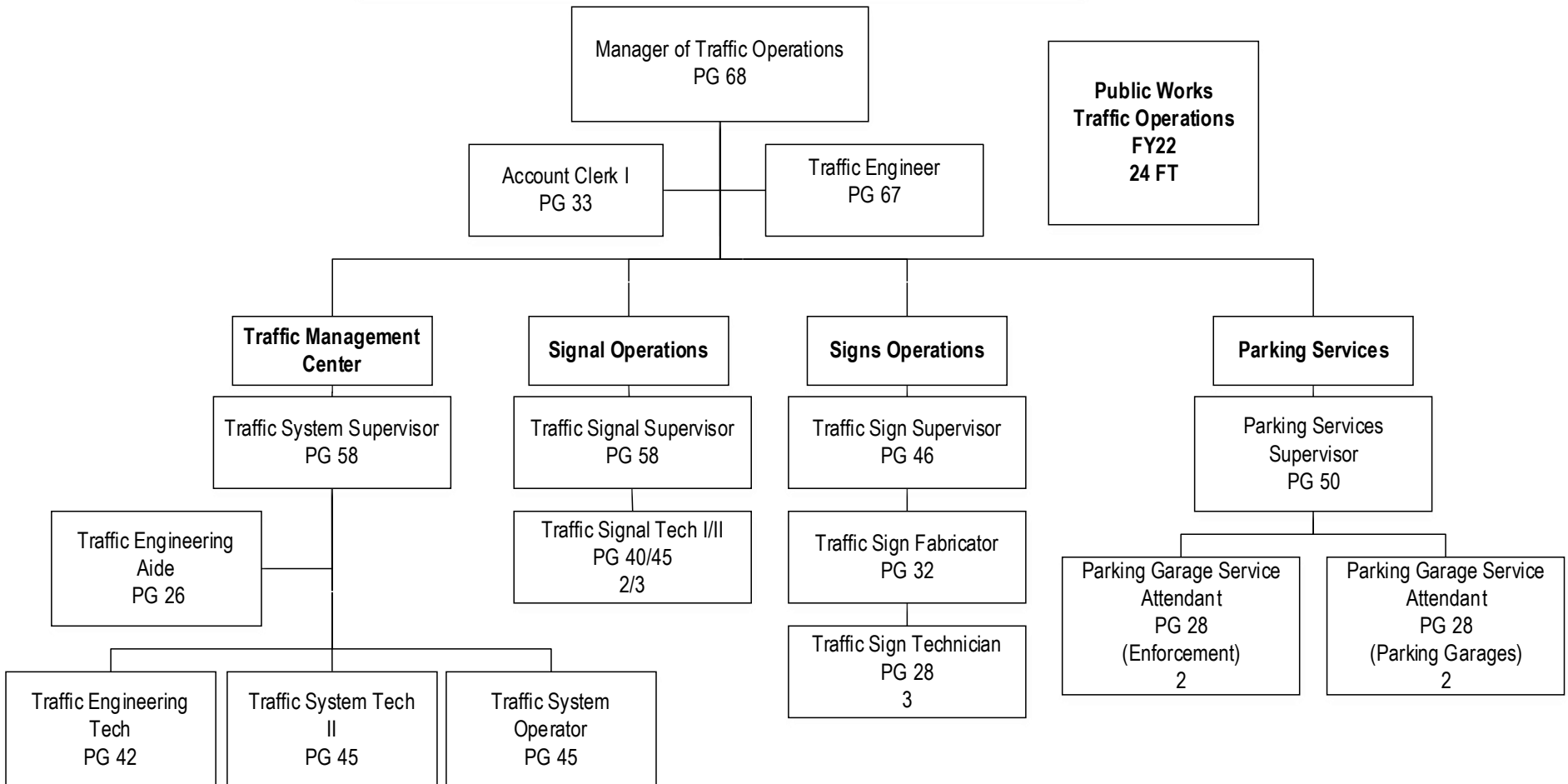


Figure G-104: Public Works Traffic Operations Table of Organization

Public Works – Traffic and Parking – Positions

| <i>Traffic</i> | Personnel | FY21 | FY22 | PG | Salary Range |
|----------------|--------------------------------|-----------|-----------|----|----------------------------|
| | | Current | Proposed | | |
| | Manager of Traffic Operations | 1 | 1 | 68 | \$79,428.57 - \$123,219.78 |
| | Traffic Engineer | 1 | 1 | 67 | \$77,514.34 - \$120,250.20 |
| | Traffic Signal Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| | Traffic System Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| | Lead Traffic Signal Technician | 0 | 1 | 51 | \$52,464.76 - \$81,390.07 |
| | Traffic Sign Supervisor | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| | Traffic Signal Technician II | 5 | 4 | 45 | \$45,321.04 - \$70,307.79 |
| | Traffic System Operator | 1 | 1 | 45 | \$45,321.04 - \$70,307.79 |
| | Traffic System Technician II | 1 | 1 | 45 | \$45,321.04 - \$70,307.79 |
| | Traffic Engineering Technician | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| | Accounting Clerk II | 0 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| | Accounting Clerk I | 1 | 0 | 33 | \$33,819.25 - \$52,464.76 |
| | Traffic Sign Fabricator | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| | Traffic Sign Technician | 3 | 3 | 28 | \$29,935.79 - \$46,440.25 |
| | Traffic Engineering Aide | 1 | 1 | 26 | \$28,510.27 - \$44,228.79 |
| | FULL TIME EMPLOYEES | 19 | 19 | | |

| <i>Parking</i> | Personnel | FY21 | FY22 | PG | Salary Range |
|----------------|------------------------------|----------|----------|----|---------------------------|
| | | Current | Proposed | | |
| | Parking Services Supervisor | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| | Parking Garage Svc Attendant | 4 | 4 | 28 | \$29,935.79 - \$46,440.25 |
| | FULL TIME EMPLOYEES | 5 | 5 | | |

TOTAL FT 24 24

Figure G-105: Public Works Traffic Operations Positions

Purchasing and Risk Management – Table of Organization

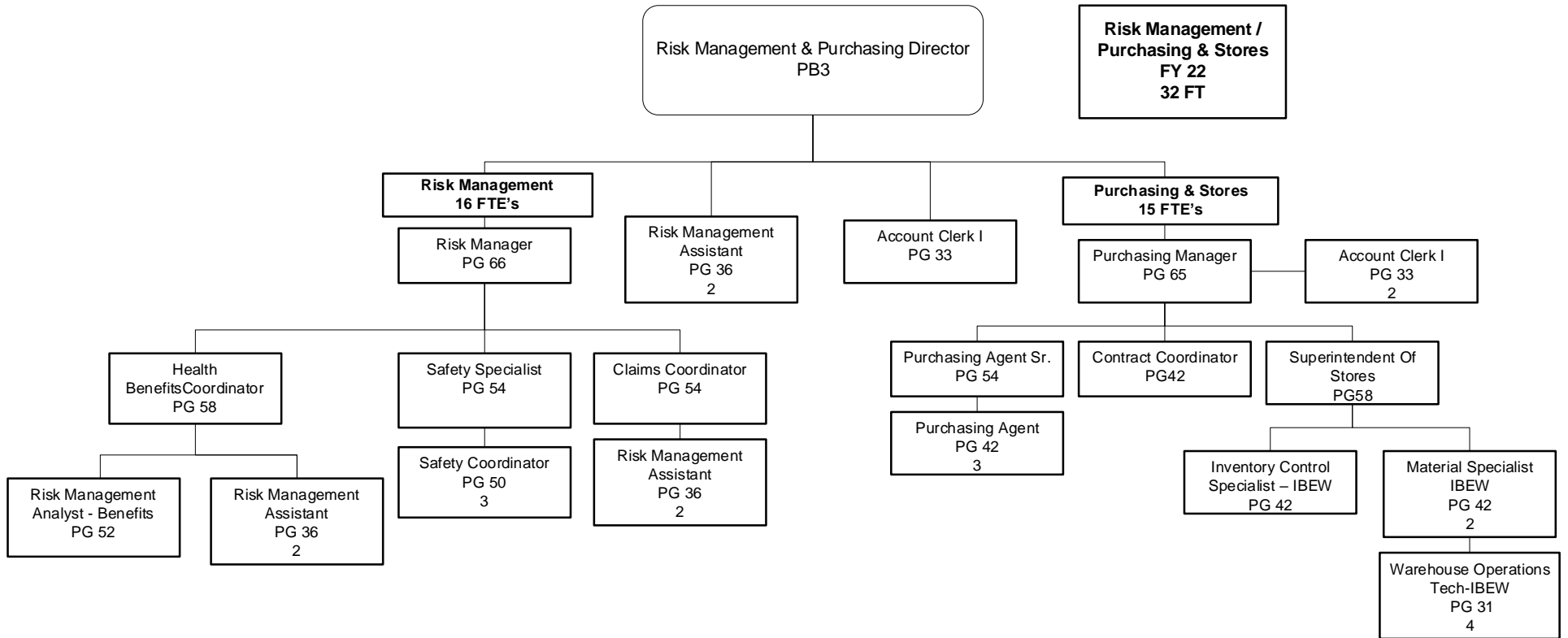


Figure G-106: Purchasing and Risk Management Table of Organization

Purchasing and Risk Management – Positions

| <i>Risk Management</i> | FY21 | FY22 | | |
|----------------------------------|----------------|-----------------|-----------|----------------------------|
| Personnel | Current | Proposed | PG | Salary Range |
| Risk & Purchasing Director | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Risk Manager | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Health Benefits Coordinator | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Claims Coordinator | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Safety Specialist | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| RM Analyst - Benefits | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Safety Coordinator | 3 | 3 | 50 | \$51,200.37 - \$79,428.57 |
| Risk Management Assistant | 6 | 6 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk I | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | 16 | 16 | | |

| <i>Purchasing and Stores</i> | FY21 | FY22 | | |
|-------------------------------------|----------------|-----------------|-----------|----------------------------|
| Personnel | Current | Proposed | PG | Salary Range |
| Purchasing Manager | 1 | 1 | 65 | \$73,823.18 - \$114,524.00 |
| Superintendent of Stores | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Purchasing Agent, Sr | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Contract Coordinator | 0 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Inventory Control Specialist IBEW | 1 | 1 | 42 | \$42,122.67 - \$65,346.08 |
| Material Specialist IBEW | 2 | 2 | 42 | \$42,122.67 - \$65,346.08 |
| Purchasing Agent | 3 | 3 | 42 | \$42,122.67 - \$65,346.08 |
| Warehouse Oper Tech I - IBEW | 4 | 4 | PU34 | \$34,654.42 - \$53,760.39 |
| Accounting Clerk I | 3 | 2 | 33 | \$33,819.25 - \$52,464.76 |
| TOTAL FULL TIME EMPLOYEES | 16 | 16 | | |

| | | | |
|-----------------|----|----|--|
| TOTAL FT | 32 | 32 | |
|-----------------|----|----|--|

Figure G-107: Purchasing and Risk Management Positions

RP Funding Center – Table of Organization

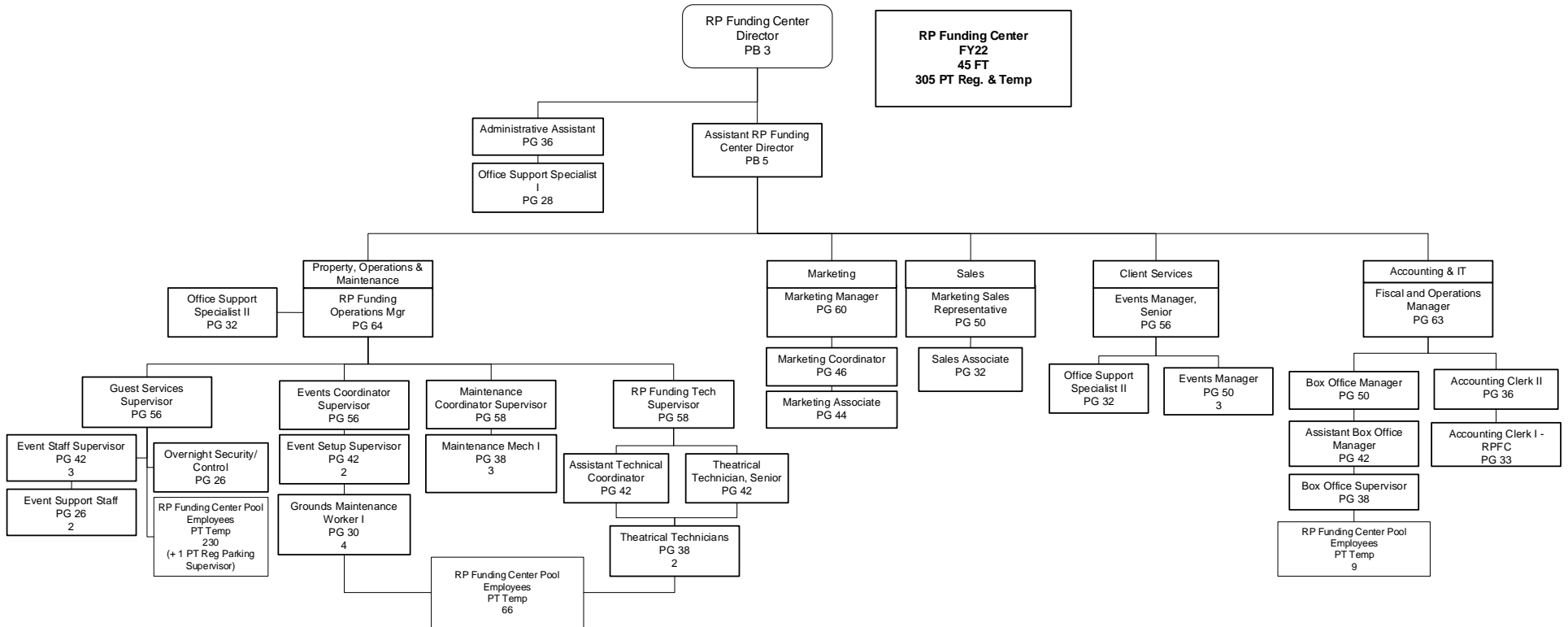


Figure G-108: RP Funding Center Table of Organization

RP Funding Center - Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|-----|----------------------------|
| | Current | Proposed | | |
| RP Funding Center Director | 1 | 1 | PB3 | \$87,951.55 - \$163,341.96 |
| Assistant RP Funding Center Director | 1 | 1 | PB5 | \$69,831.34 - \$129,680.02 |
| Event Services Manager | 1 | 0 | 64 | \$72,044.05 - \$111,763.97 |
| Fiscal Operations Manager RPFC | 1 | 1 | 63 | \$70,307.79 - \$109,070.47 |
| Marketing Manager | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Event Manager, Sr | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Guest Services Supervisor | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Event Manager | 3 | 3 | 50 | \$51,200.37 - \$79,428.57 |
| Marketing Sales Representative | 1 | 1 | 50 | \$51,200.37 - \$79,428.57 |
| Marketing Coordinator | 1 | 1 | 46 | \$46,440.25 - \$72,044.05 |
| Marketing Associate | 1 | 1 | 44 | \$44,228.79 - \$68,613.38 |
| Event Staff Supervisor | 3 | 3 | 42 | \$42,122.67 - \$65,346.08 |
| Accounting Clerk II - RPFC | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Administrative Assistant -RPFC | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Accounting Clerk I -RPFC | 1 | 1 | 33 | \$33,819.25 - \$52,464.76 |
| Sales Associate | 0 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Office Support Specialist II - RPFC | 2 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Office Support Specialist I | 1 | 1 | 28 | \$29,935.79 - \$46,440.25 |
| Event Support Staff | 2 | 2 | 26 | \$28,510.27 - \$44,228.79 |
| ADMINISTRATION FULL TIME EMPLOYEES | 24 | 23 | | |

Figure G-109: RP Funding Center Positions – Part 1

RP Funding Center - Positions

| Personnel | FY21 | FY22 | | |
|---------------------------------------|------------|------------|----|---------------------------|
| | Current | Proposed | | |
| RP Funding Center Operations Manager | 1 | 1 | 64 | \$72,044.05 -\$111,763.97 |
| Maintenance Coordinator Supervisor | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| RP Funding Tech Supervisor | 1 | 1 | 58 | \$62,234.36 -\$96,545.93 |
| Events Coordinator Supervisor | 1 | 1 | 56 | \$59,270.83 -\$91,948.50 |
| Assistant Technical Coordinator | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| Event Setup Supervisor | 3 | 2 | 42 | \$42,122.67 -\$65,346.08 |
| Theatre Technician, Sr | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| Maintenance Mech I | 4 | 3 | 38 | \$38,206.51 -\$59,270.83 |
| Theatrical Technician | 3 | 2 | 38 | \$38,206.51 -\$59,270.83 |
| Grounds Maintenance Worker II - RPFC | 1 | 0 | 34 | \$34,654.42 -\$53,760.39 |
| Office Support Specialist II - RPFC | 1 | 1 | 32 | \$33,004.22 -\$51,200.37 |
| Grounds Maintenance Worker I - RPFC | 4 | 4 | 30 | \$31,432.58 -\$48,762.25 |
| Overnight Security/Control | 1 | 1 | 26 | \$28,510.27 -\$44,228.79 |
| OPERATIONS FULL TIME EMPLOYEES | 23 | 19 | | |
| Box Office Manager | 1 | 1 | 50 | \$51,200.37 -\$79,428.57 |
| Assistant Box Office Manager | 1 | 1 | 42 | \$42,122.67 -\$65,346.08 |
| Box Office Supervisor | 1 | 1 | 38 | \$38,206.51 -\$59,270.83 |
| Assistant Box Office Supervisor | 1 | 0 | 34 | \$34,654.42 -\$53,760.39 |
| BOX-OFFICE FULL-TIME EMPLOYEES | 4 | 3 | | |
| RP Funding Center Pool Employee | 305 | 305 | *P | \$20,800.00 -\$165,126.30 |
| PART TIME EMPLOYEES | 305 | 305 | | |
| TOTAL FT | 51 | 45 | | |
| TOTAL PT | 305 | 305 | | |

Figure G-110: RP Funding Center Positions – Part 2

Retirement Services – Table of Organization

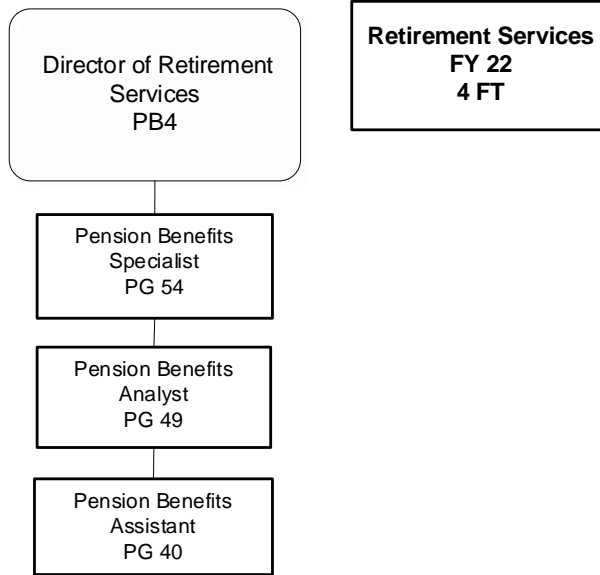


Figure G-111: Retirement Services Table of Organization

Retirement Services – Positions

| Personnel | FY21 Current | FY22 Proposed | PG | Salary Range |
|----------------------------------|-----------------|------------------|-----|---------------------------|
| Director of Retirement Services | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| Pension Benefits Specialist | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| Pension Benefits Analyst | 1 | 1 | 49 | \$49,966.44 -\$77,514.34 |
| Pension Benefits Assistant | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| TOTAL FULL TIME EMPLOYEES | 4 | 4 | | |
| TOTAL FT | 4 | 4 | | |

Figure G-112: Retirement Services Positions

Wastewater – Collection – Table of Organization

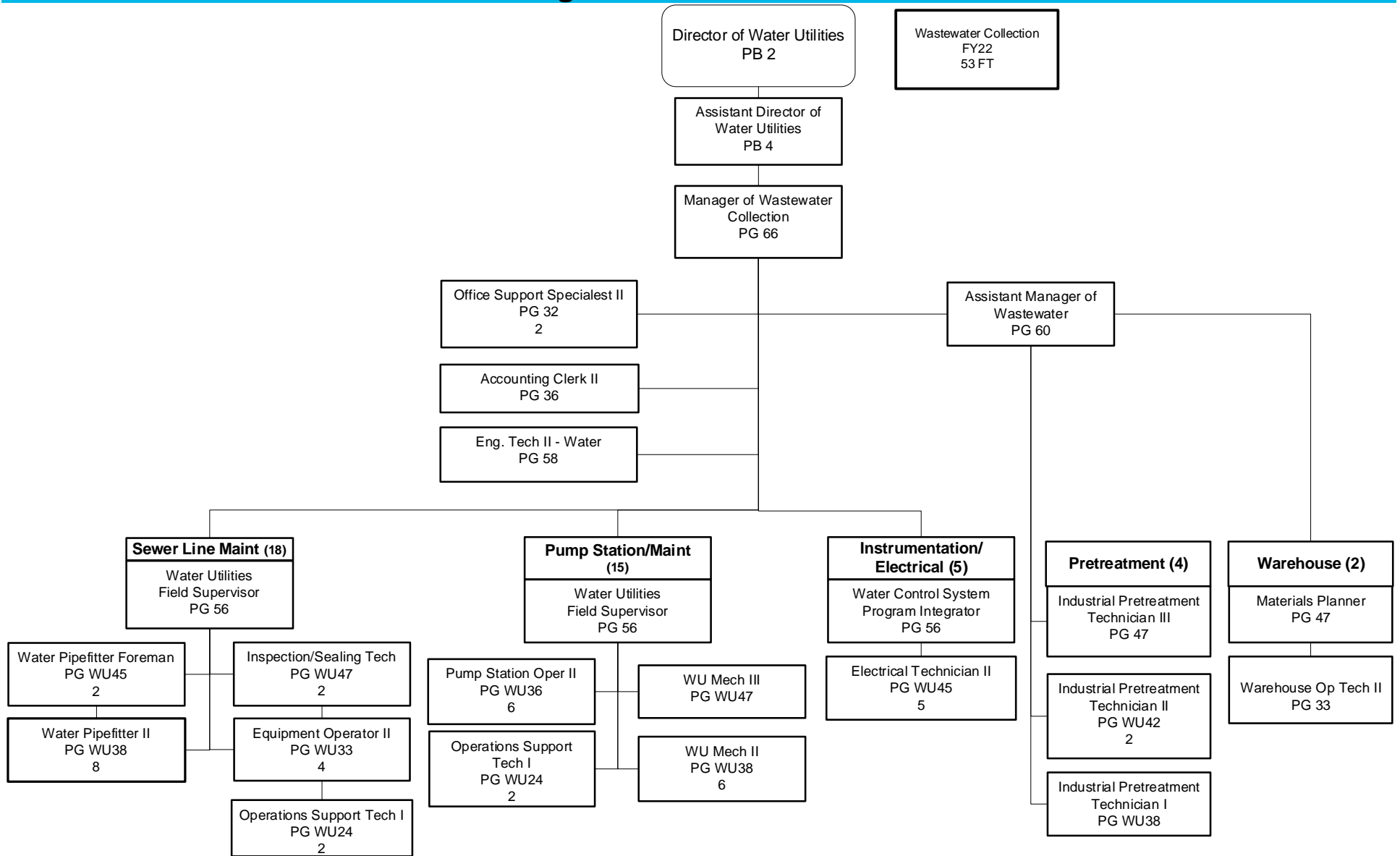


Figure G-113: Wastewater Collection Table of Organization

Wastewater – Collection – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------|-----------|------|----------------------------|
| | Current | Proposed | | |
| Manager of Wastewater Collection | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Assistant Manager of WW Utilities | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Engineering Technician II - Water | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Water Control System Program Integrator | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Materials Planner | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Warehouse Operations Technician II | 1 | 1 | WU33 | \$41,107.73 - \$52,474.99 |
| Office Support Specialist II | 2 | 2 | 32 | \$33,004.22 - \$51,200.37 |
| COLLECTION ADMIN FULL TIME EMPLOYEES | 9 | 9 | | |
| Water Utilities Field Supervisor | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Inspection & Sealing Technician | 2 | 2 | WU47 | \$57,857.04 - \$73,817.60 |
| Water Utilities Pipefitter Foreman | 2 | 2 | WU45 | \$75,896.42 - \$70,314.62 |
| Water Utilities Pipefitter II | 7 | 8 | WU36 | \$44,216.32 - \$56,441.94 |
| Equipment Operator II Streets | 4 | 4 | WU33 | \$41,107.73 - \$52,474.99 |
| Operations Support Technician I | 2 | 2 | WU24 | \$32,988.25 - \$42,105.27 |
| SEWER MAINTENANCE FULL TIME EMPLOYEES | 18 | 19 | | |
| Water Utilities Field Supervisor | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| WU Mechanic III | 1 | 1 | WU47 | \$57,857.04 - \$73,817.60 |
| Electrical Technician | 5 | 5 | WU45 | \$75,896.42 - \$70,314.62 |
| Water Utilities Mechanic II | 6 | 6 | WU38 | \$46,420.18 - \$59,248.95 |
| Pumping Station Operator II | 6 | 6 | WU36 | \$44,216.32 - \$56,441.94 |
| Operations Support Technician I | 1 | 2 | WU24 | \$32,988.25 - \$42,105.27 |
| PUMPING STATIONS FULL TIME EMPLOYEES | 20 | 21 | | |
| Industrial Pretreatment Tech III | 1 | 1 | 47 | \$47,587.09 - \$73,823.18 |
| Industrial Pretreatment Tech II | 2 | 2 | WU42 | \$51,199.07 - \$65,326.95 |
| Industrial Pretreatment Technician I | 1 | 1 | WU38 | \$46,420.18 - \$59,248.95 |
| PRETREATMENT FULL TIME EMPLOYEES | 4 | 4 | | |
| COLLECTION TOTAL | 51 | 53 | | |

Figure G-114: Wastewater Collection Positions

Wastewater – Treatment – Table of Organization

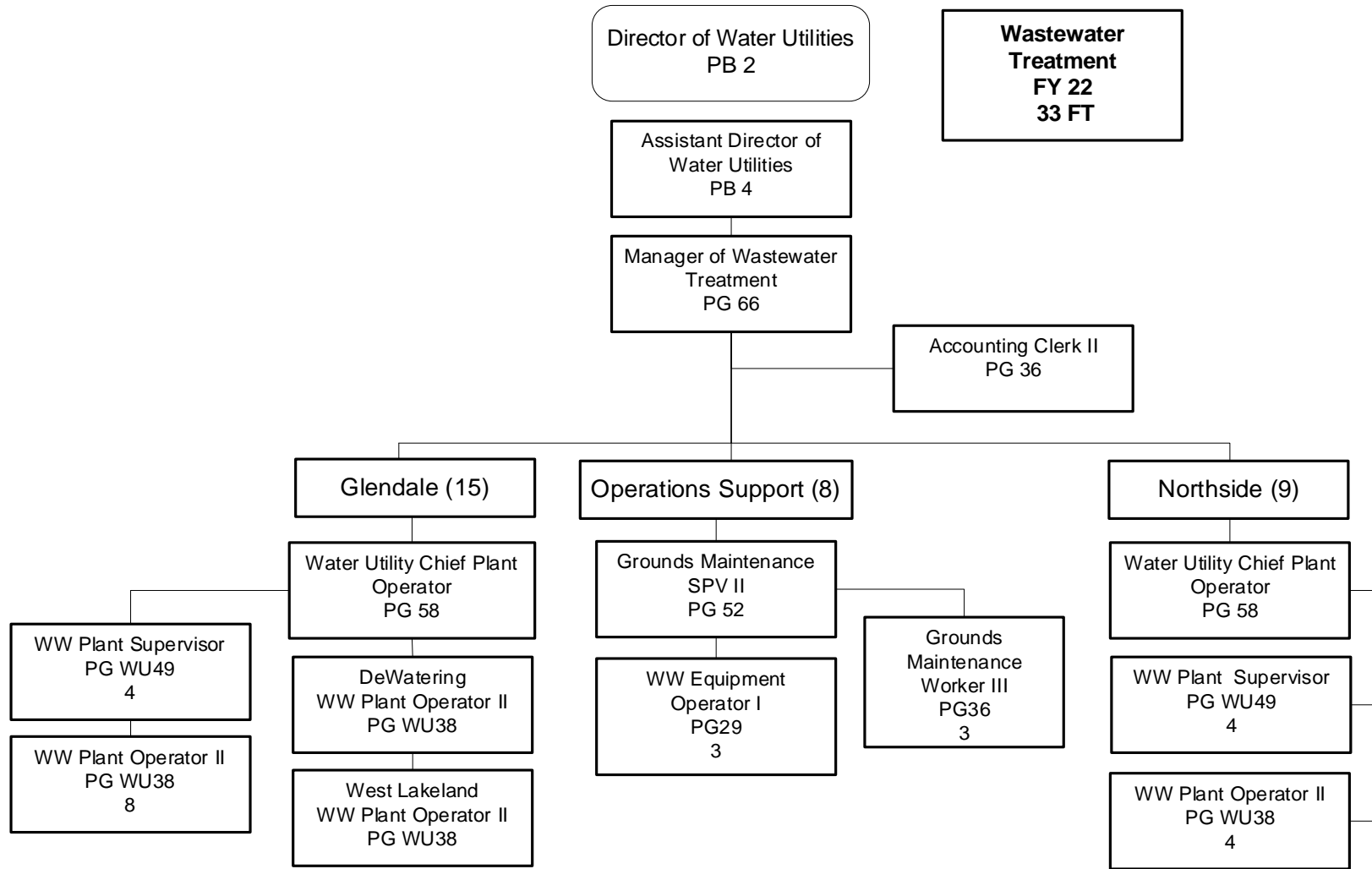


Figure G-115: Wastewater Treatment Table of Organization

Wastewater – Treatment – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------|-----------|------|----------------------------|
| | Current | Proposed | | |
| Manager of Wastewater Treatment | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Water Utility Chief Plant Operator | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Grounds Maintenance Supervisor II | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Wastewater Plant Supervisor | 4 | 4 | WU49 | \$60,733.65 - \$77,529.36 |
| Wastewater Plant Operator II | 7 | 7 | WU38 | \$46,420.18 - \$59,248.95 |
| GLENDALE PLANT FULL TIME EMPLOYEES | 14 | 14 | | |
| Water Utility Chief Plant Operator | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Wastewater Plant Supervisor | 4 | 4 | WU49 | \$60,733.65 - \$77,529.36 |
| Wastewater Plant Operator II | 7 | 7 | WU38 | \$46,420.18 - \$59,248.95 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Equipment Operator I | 3 | 3 | 34 | \$34,654.42 - \$53,760.39 |
| Office Support Specialist II | 1 | 0 | 32 | \$33,004.22 - \$51,200.37 |
| NORTHSIDE PLANT FULL TIME EMPLOYEES | 17 | 16 | | |
| Grounds Maintenance Worker III | 3 | 3 | 36 | \$36,387.14 - \$56,448.39 |
| WEST LAKELAND WASTELOAD FACILITY FT EMP | 3 | 3 | | |
| TREATMENT TOTAL | 34 | 33 | | |

Figure G-116: Wastewater Treatment Positions

Wastewater – Wetlands – Table of Organization

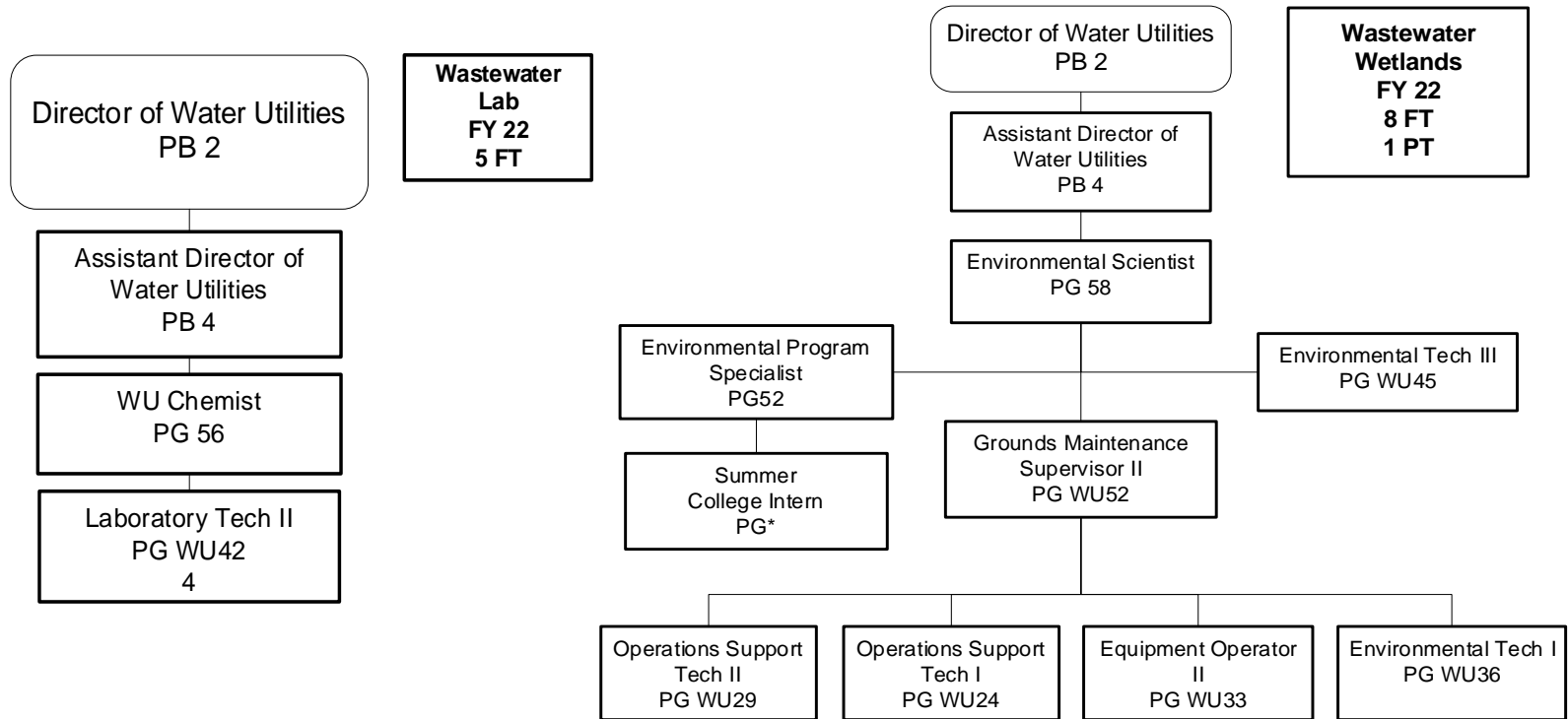


Figure G-117: Wastewater Lab & Wetlands Table of Organization

Wastewater – Wetlands – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|-----------|-----------|------|----------------------------|
| | Current | Proposed | | |
| Water Utility Chemist | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Laboratory Technician II | 3 | 4 | WU42 | \$51,199.07 - \$65,326.95 |
| LABORATORY FULL TIME EMPLOYEES | 4 | 5 | | |
| Environmental Scientist | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Environmental Program Specialist | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Grounds Maintenance Supervisor II | 1 | 1 | 52 | \$53,760.39 - \$83,400.00 |
| Environmental Technician III | 1 | 1 | WU45 | \$75,896.42 - \$70,314.62 |
| Environmental Technician I | 1 | 1 | WU36 | \$44,216.32 - \$56,441.94 |
| Equipment Operator II | 0 | 1 | WU33 | \$41,107.73 - \$52,474.99 |
| Equipment Operator I | 1 | 0 | WU29 | \$37,279.97 - \$47,580.10 |
| Operations Support Technician II | 0 | 1 | WU29 | \$37,279.97 - \$47,580.10 |
| Operations Support Technician I | 1 | 1 | WU24 | \$32,988.25 - \$42,105.27 |
| WETLANDS MANAGEMENT FULL TIME EMP | 7 | 8 | | |
| <hr/> | | | | |
| WETLANDS MANAGEMENT TOTAL | 11 | 12 | | |
| Laboratory Technician II | 1 | 0 | 42 | \$42,122.67 - \$65,346.08 |
| College Intern | 1 | 1 | * | \$20,800.00 - \$165,126.30 |
| PART TIME EMPLOYEES | 2 | 2 | | |
| <hr/> | | | | |
| Wastewater TOTAL FT | 97 | 99 | | |
| Wastewater TOTAL PT | 2 | 2 | | |

Figure G-118: Wastewater Lab & Wetlands Positions

Water – Administration – Table of Organization

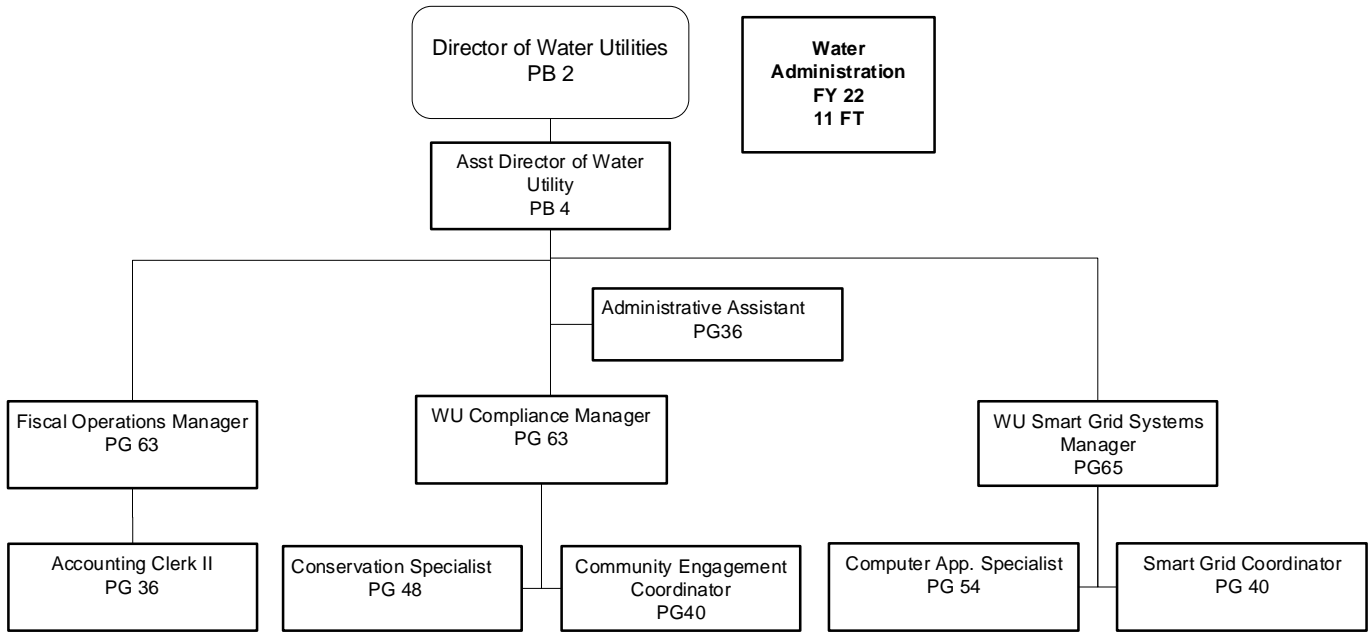


Figure G-119: Water Administration Table of Organization

Water – Administration – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|-----|----------------------------|
| | Current | Proposed | | |
| Water Utilities Director | 1 | 1 | PB2 | \$95,119.18 - \$176,683.72 |
| Assistant Director of Water Utilities | 1 | 1 | PB4 | \$77,448.45- \$143,849.74 |
| WU Smart Grid Systems Manager | 1 | 1 | 65 | \$73,823.18 -\$114,524.00 |
| Fiscal Operations Manager | 0 | 1 | 63 | \$70,307.79 -\$109,070.47 |
| WU Compliance Manager | 1 | 1 | 63 | \$70,307.79 -\$109,070.47 |
| Computer Applications Specialist | 1 | 1 | 54 | \$56,448.39 -\$87,570.00 |
| WU Conservation Specialist | 1 | 1 | 48 | \$48,762.25 -\$75,646.25 |
| Utilities Data Analyst II | 1 | 0 | 46 | \$46,440.25 -\$72,044.05 |
| Community Engagement Coordinator | 0 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| Smart Grid Coordinator | 1 | 1 | 40 | \$40,116.83 -\$62,234.36 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| Administrative Assistant | 1 | 1 | 36 | \$36,387.14 -\$56,448.39 |
| ADMINISTRATION FULL TIME EMPLOYEES | 11 | 11 | | |

Figure G-120: Water Administration Positions

Water – Distribution – Table of Organization

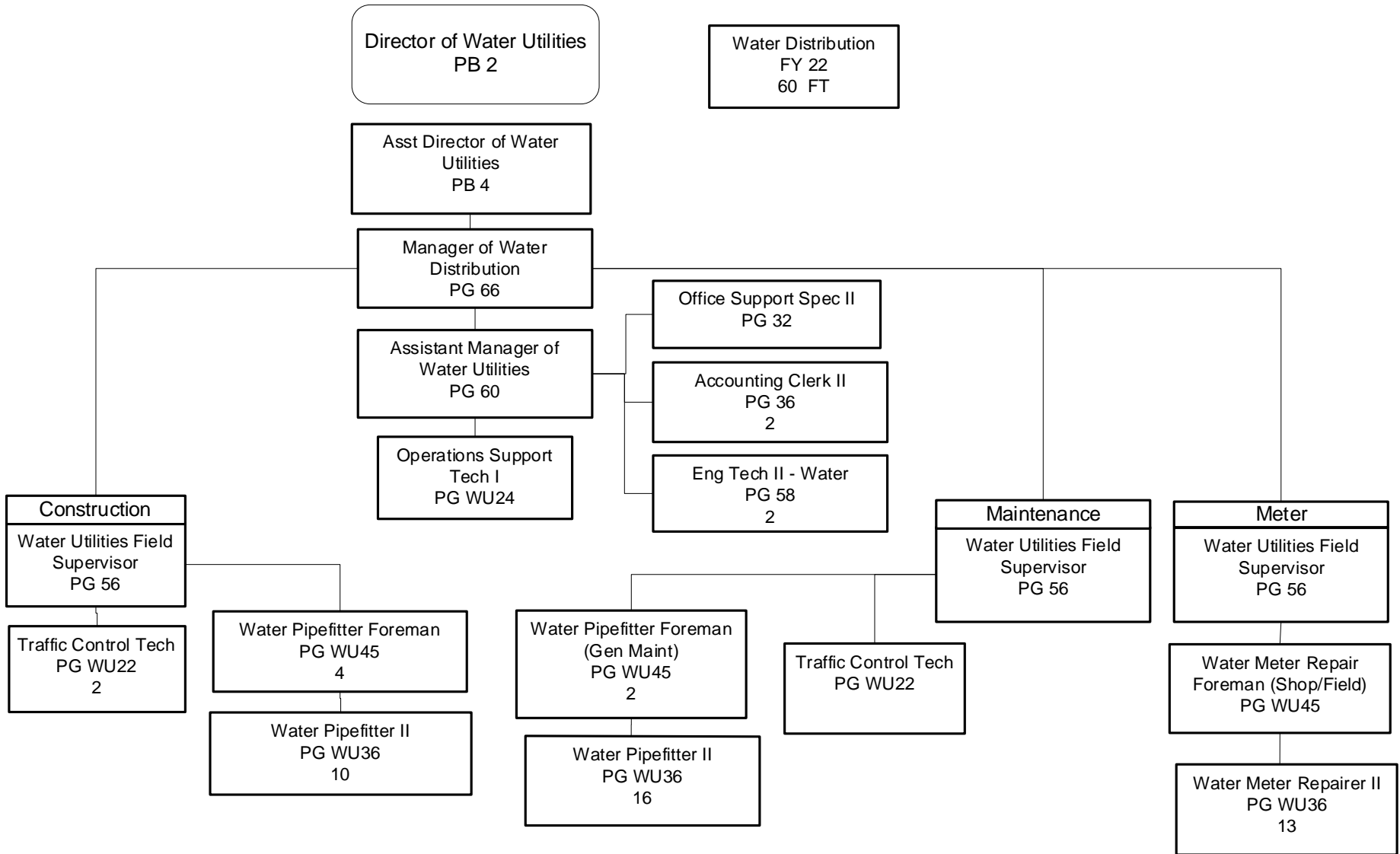


Figure G-121: Water Distribution Table of Organization

Water – Distribution – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|------|----------------------------|
| | Current | Proposed | | |
| Manager of Water Distribution | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| Assistant Manager Water Utilities | 1 | 1 | 60 | \$65,346.08 - \$101,373.22 |
| Engineering Technician II - Water | 2 | 2 | 58 | \$62,234.36 - \$96,545.93 |
| WU Field Supervisor | 3 | 3 | 56 | \$59,270.83 - \$91,948.50 |
| Water Meter Repairer Foreman | 1 | 1 | WU45 | \$75,896.42 - \$70,314.62 |
| Water Utilities Pipefitter Foreman | 6 | 6 | WU45 | \$75,896.42 - \$70,314.62 |
| Water Meter Repairer II | 13 | 13 | WU36 | \$44,216.32 - \$56,441.94 |
| Water Utilities Pipefitter II | 24 | 26 | WU36 | \$44,216.32 - \$56,441.94 |
| Accounting Clerk II | 2 | 2 | 36 | \$36,387.14 - \$56,448.39 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Office Support Tech I | 1 | 1 | WU24 | \$32,988.25 - \$42,105.27 |
| Traffic Control Technician | 3 | 3 | WU22 | \$31,433.96 - \$40,105.62 |
| DISTRIBUTION FULL TIME EMPLOYEES | 58 | 60 | | |

Figure G-122: Water Distribution Positions

Water – Engineering – Table of Organization

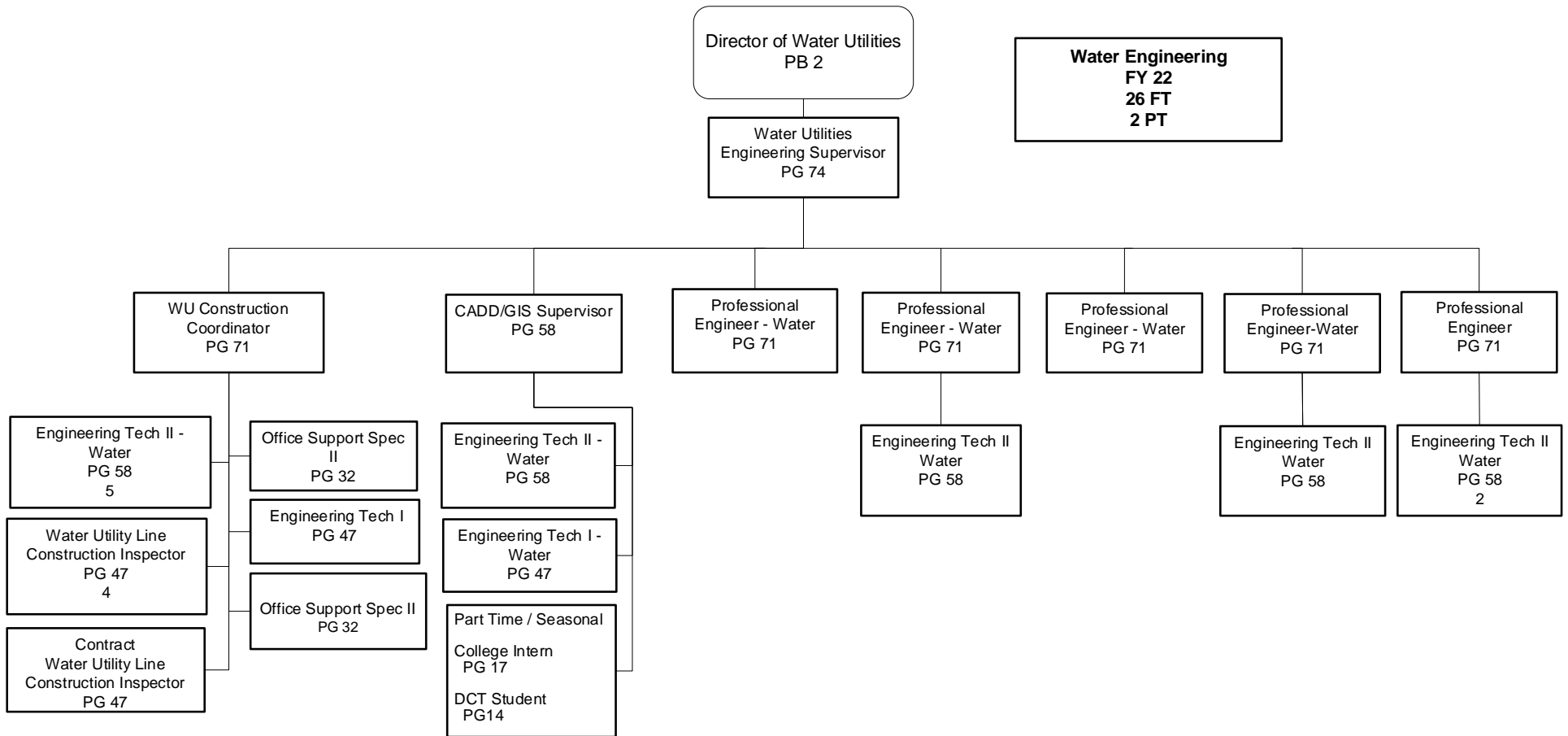


Figure G-123: Water Engineering Table of Organization

Water – Engineering – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|---|-----------|-----------|----|----------------------------|
| | Current | Proposed | | |
| Water Utilities Engineering Supervisor | 1 | 1 | 74 | \$91,948.50 - \$142,642.31 |
| Water Utility Construction Coordinator | 1 | 1 | 71 | \$85,459.58 - \$132,575.85 |
| Professional Engineer - Water | 5 | 5 | 71 | \$85,459.58 - \$132,575.85 |
| CADD/GIS Supervisor | 1 | 1 | 58 | \$62,234.36 - \$96,545.93 |
| Engineering Technician II - Water | 10 | 10 | 58 | \$62,234.36 - \$96,545.93 |
| Water Utilities Line Construction Inspector | 4 | 4 | 47 | \$47,587.09 - \$73,823.18 |
| Engineering Technician I - Water | 2 | 2 | 47 | \$47,587.09 - \$73,823.18 |
| Office Support Specialist II | 1 | 2 | 32 | \$33,004.22 - \$51,200.37 |
| ENGINEERING FULL TIME EMPLOYEES | <u>25</u> | <u>26</u> | | |
| College Intern | 1 | 1 | * | \$20,800.00 - \$165,126.30 |
| High School Intern | 1 | 1 | 4 | \$17,804.80 - \$25,477.50 |
| PART TIME EMPLOYEES | <u>2</u> | <u>2</u> | | |

Figure G-124: Water Engineering Positions

Water – Production – Table of Organization

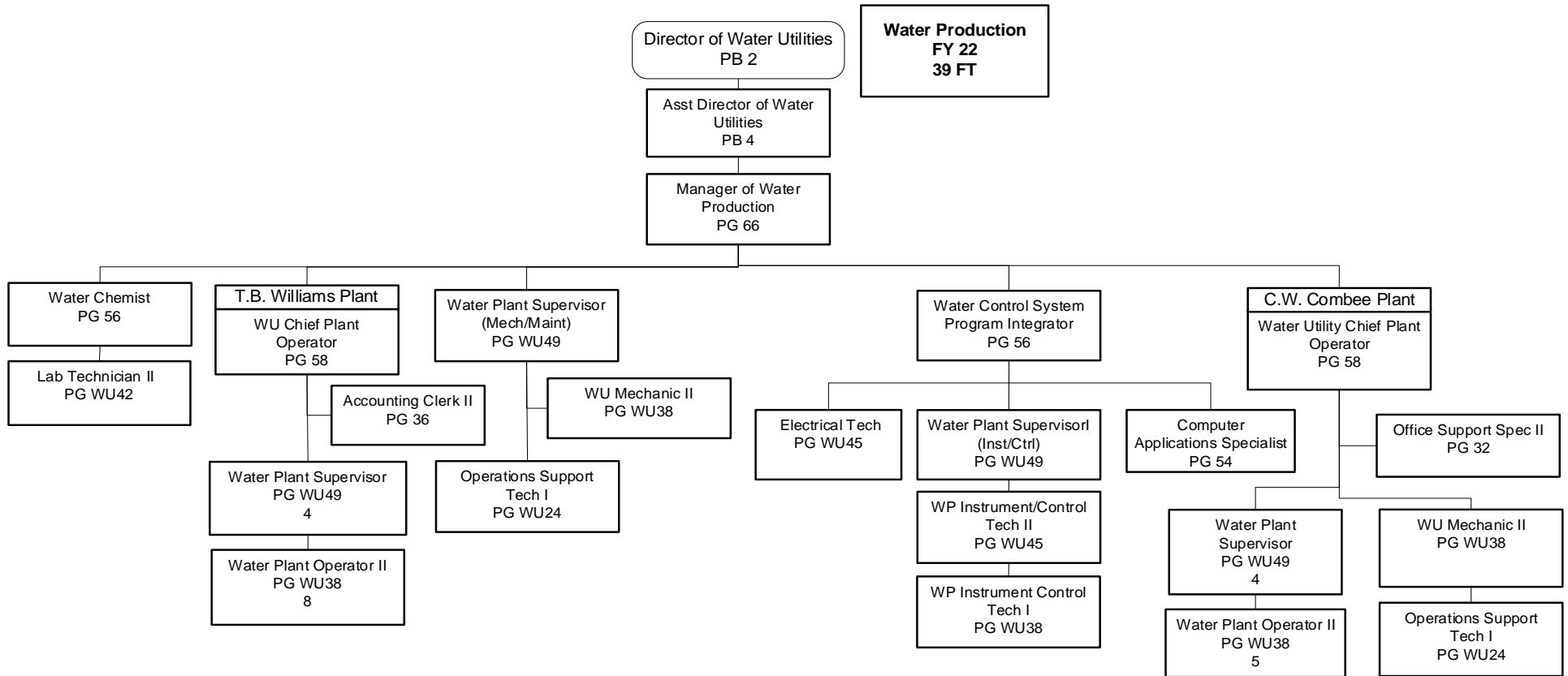


Figure G-125: Water Production Table of Organization

Water – Production – Positions

| Personnel | FY21 | FY22 | PG | Salary Range |
|--|------------|------------|------|----------------------------|
| | Current | Proposed | | |
| Manager of Water Production | 1 | 1 | 66 | \$75,646.25 - \$117,352.18 |
| WU Chief Plant Operator | 2 | 2 | 58 | \$62,234.36 - \$96,545.93 |
| Water Chemist | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Water Control Systems Program Integrator | 1 | 1 | 56 | \$59,270.83 - \$91,948.50 |
| Computer Application Specialist | 1 | 1 | 54 | \$56,448.39 - \$87,570.00 |
| Water Plant Supervisor | 10 | 10 | WU49 | \$60,733.65 - \$77,529.36 |
| Electrical Technician | 1 | 1 | WU45 | \$75,896.42 - \$70,314.62 |
| Water Plant Instrument/Control Technician II | 1 | 1 | WU45 | \$75,896.42 - \$70,314.62 |
| Lab Technician II | 1 | 1 | WU42 | \$51,199.07 - \$65,326.95 |
| Water Plant Operator II | 13 | 13 | WU38 | \$46,420.18 - \$59,248.95 |
| Water Utilities Mechanic II | 2 | 2 | WU38 | \$46,420.18 - \$59,248.95 |
| Water Plant Instrument/Control Technician I | 1 | 1 | WU38 | \$46,420.18 - \$59,248.95 |
| Accounting Clerk II | 1 | 1 | 36 | \$36,387.14 - \$56,448.39 |
| Office Support Specialist II | 1 | 1 | 32 | \$33,004.22 - \$51,200.37 |
| Operations Support Technician I | 2 | 2 | WU24 | \$32,988.25 - \$42,105.27 |
| PRODUCTION FULL TIME EMPLOYEES | 39 | 39 | | |
| Water TOTAL FT | 133 | 136 | | |
| Water TOTAL PT | 2 | 2 | | |

Figure G-126: Water Production Positions



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Figure Index

Introduction

Page Number

| | |
|--|------|
| Figure A-1: Map of City Commission Districts inside Lakeland City Limits | A-4 |
| Figure A-2: GFOA Distinguished Budget Presentation Award | A-6 |
| Figure A-3: Water and Wastewater Rates for 2020 Through Projected 2023 | A-15 |
| Figure A-4: Revenue Sources List | A-16 |
| Figure A-5: Revenues by Source Pie Chart | A-16 |
| Figure A-6: Expenses by Account | A-17 |
| Figure A-7: Expenses by Account Pie Chart | A-17 |
| Figure A-8: List of Millage Rates for the Last 10 Years | A-18 |
| Figure A-9: Millage Rate Bar Graph | A-18 |
| Figure A-10: General Fund Revenues | A-19 |
| Figure A-11: General Fund Revenues Pie Chart | A-19 |
| Figure A-12: General Fund Expenses | A-20 |
| Figure A-13: General Fund Expenses Pie Chart | A-20 |
| Figure A-14: Comparative Annual Cost of Services Chart | A-21 |
| Figure A-15: Organizational Chart | A-23 |
| Figure A-16: Abraham Godwin Munn | A-33 |
| Figure A-17: John Washington Trammell | A-33 |
| Figure A-18: Henry Bradley Plant | A-33 |
| Figure A-19: Singhild and Robert Pickhardt | A-34 |
| Figure A-20: Pickhardt Family | A-34 |
| Figure A-21: Bicycle Friendly Community Logo | A-36 |
| Figure A-22: Playful City USA Logo | A-36 |
| Figure A-23: Walk Friendly Communities Logo | A-36 |
| Figure A-24: Tree City USA Logo | A-36 |

Budget Overview

Page Number

| | |
|---|------|
| Figure B-1: Performance Budget Components | B-7 |
| Figure B-2: Strategic Planning and Budget Development Calendar - Part 1 | B-8 |
| Figure B-3: Strategic Planning and Budget Development Calendar - Part 2 | B-9 |
| Figure B-4: Expenditures by Activity Pie Chart | B-13 |
| Figure B-5: Revenues by Activity Pie Chart | B-15 |
| Figure B-6: Revenue Sources List | B-16 |
| Figure B-7: Revenue Sources Pie Chart | B-16 |
| Figure B-8: Expenses by Account List | B-17 |
| Figure B-9: Expenses by Account Pie Chart | B-17 |
| Figure B-10: List of Revenues by Funds | B-18 |
| Figure B-11: Revenues by Funds Pie Chart | B-18 |
| Figure B-12: List of Expenditures by Funds | B-19 |
| Figure B-13: Expenditures by Funds Pie Chart | B-19 |
| Figure B-14: General Government Funds Revenues List | B-20 |
| Figure B-15: General Governmental Funds Revenues Pie Chart | B-20 |
| Figure B-16: General Government Funds Expenditures | B-21 |
| Figure B-17: General Governmental Funds Expenditures Pie Chart | B-21 |

Figure Index

Budget Overview Continued

Page Number

| | |
|--|------|
| Figure B-18: General Fund Revenues List | B-22 |
| Figure B-19: General Fund Revenues Pie Chart | B-22 |
| Figure B-20: General Fund Expenditures List..... | B-23 |
| Figure B-21: General Fund Expenditures Pie Chart | B-23 |
| Figure B-22: Historic Millage Rates Graph | B-24 |
| Figure B-23: List of Millage Rates by Year | B-24 |
| Figure B-24: Position Changes by Fund and Department | B-25 |
| Figure B-25: Historical Full-time and Part-time Position Changes Graph | B-26 |
| Figure B-26: Full-time and Part-time Position Changes by Year | B-26 |
| Figure B-27: Residents Per Employee Graph..... | B-27 |
| Figure B-28: Population, Full-Time Equivalents and Residents per Employee by Year..... | B-27 |
| Figure B-29: Budgeted Funds Relationship by Program..... | B-31 |

Long-Range Planning

Page Number

| | |
|---|------|
| Figure C-1: Per Capita Income | C-4 |
| Figure C-2: Unemployment Rate by Educational Attainment..... | C-5 |
| Figure C-3: Chart of Single-Family Residential Permits Issued | C-6 |
| Figure C-4: Average Home Prices and Units Sold..... | C-7 |
| Figure C-5: Lakeland's Population Growth | C-10 |
| Figure C-6: Unemployment Rate Lakeland..... | C-11 |
| Figure C-7: Lakeland's Population by Year | C-12 |
| Figure C-8: National Unemployment Rate | C-13 |
| Figure C-9: Comparative Cost of Services | C-27 |
| Figure C-10: Governmental Activities Tax Revenues by Source | C-32 |
| Figure C-11: Outstanding Debt by Use..... | C-33 |
| Figure C-12: Revenue Bond Programs..... | C-34 |
| Figure C-13: Outstanding Debt by Fiscal Year | C-35 |
| Figure C-14: Debt Trends Graph | C-36 |
| Figure C-15: Debt Service Requirements | C-37 |
| Figure C-16: Revenue Bond Ratings | C-38 |

Performance Management

Page Number

| | |
|--|------|
| Figure D-1: Strategic Operating Plan and Budget Cycle Flow Chart | D-4 |
| Figure D-2: Process Map Legend..... | D-5 |
| Figure D-3: Process Map Task Descriptions - Part 1 | D-5 |
| Figure D-4: Process Map Task Descriptions - Part 2..... | D-6 |
| Figure D-5: Process Map Task Descriptions - Part 3..... | D-7 |
| Figure D-6: Process Map Task Descriptions - Part 4..... | D-8 |
| Figure D-7: Process Map Task Descriptions - Part 5..... | D-9 |
| Figure D-8: Infrastructure - Part 1 Mid-Year Report..... | D-13 |
| Figure D-9: Economic Development (E.D.)– Part 2, Category #1 E.D. Mid-Year Report..... | D-14 |
| Figure D-10: E.D. – Part 2, Category #2 - Innovation District Mid-Year Report | D-14 |

Figure Index

| Performance Management Continued | Page Number |
|--|--------------------|
| Figure D-11: E.D. – Part 2, Category #3 – Education Mid-Year Report..... | D-15 |
| Figure D-12: Affordable Housing – Part 3 Mid-Year Report..... | D-16 |
| Figure D-13: City Hall Communication – Part 4 Mid-Year Report..... | D-17 |
| Figure D-14: Parks and Recreation – Part 5 Mid-Year Report..... | D-18 |
| Figure D-15: Resiliency Plans – Part 6 Mid-Year Report..... | D-19 |
| Figure D-16: Public Safety – Part 7 Mid-Year Report | D-19 |
| Figure D-17: Ranking of City Goals | D-20 |
| Figure D-18: Choosing the Right Process Tool | D-25 |
| Figure D-19: Process Improvement Project Types | D-26 |
| Figure D-20: Process Flow Map Example | D-26 |
| Figure D-21: Process Flow Map Instructions | D-26 |
| Figure D-22: Process Improvement..... | D-27 |
| Figure D-23: Rapid Process Improvement Method Steps..... | D-28 |
| Figure D-24: DMAIC Process Improvement Methodology | D-29 |
| Figure D-25: LFD Scheduling Project RPI Presentation | D-29 |
| Figure D-26: Process Improvement Workbook..... | D-30 |
| Figure D-27: Tools for Continuous Improvement..... | D-30 |
| Figure D-28: List of Process Improvement Projects for FY 2021 | D-31 |
| Figure D-29: Culture of Quality and Continuous Improvement Phases | D-44 |
| Figure D-30: Performance Measurement and Process Improvement System Flow | D-45 |
| Figure D-31: Key Steps- Performance Measurement and Process Improvement System ... | D-45 |
| Figure D-32: Quality of Life Strategies and Why We Measure | D-48 |
| Figure D-33: Quality of Life KSIs | D-49 |
| Figure D-34: Quality of Life KSIs | D-50 |
| Figure D-35: Quality of Life KSIs | D-51 |
| Figure D-36: Communication Strategies and Why We Measure | D-52 |
| Figure D-37: Communication KSIs | D-53 |
| Figure D-38: Communication KSIs..... | D-54 |
| Figure D-39: Economic Opportunity Strategies and Why We Measure | D-55 |
| Figure D-40: Economic Opportunity KSIs | D-56 |
| Figure D-41: Fiscal Management Strategies and Why We Measure | D-57 |
| Figure D-42: Fiscal Management KSIs | D-58 |
| Figure D-43: Fiscal Management KSIs | D-59 |
| Figure D-44: Growth Management and Why We Measure | D-60 |
| Figure D-45: Growth Management KSIs..... | D-61 |
| Figure D-46: Growth Management KSIs..... | D-62 |
| Figure D-47: Governance Strategies and Why We Measure..... | D-63 |
| Figure D-48: Governance KSIs..... | D-64 |
| Figure D-49: Governance KSIs..... | D-65 |
| Figure D-50: Governance KSIs..... | D-66 |
| Figure D-51: Community Police Services Activity Performance Measures..... | D-67 |
| Figure D-52: Dispatching Services Activity Performance Measures..... | D-67 |
| Figure D-53: Firefighting Services Activity Performance Measures..... | D-67 |

Figure Index

Performance Management Continued

Page Number

| | |
|--|------|
| Figure D-54: Investigative Services Activity Performance Measures..... | D-68 |
| Figure D-55: Patrol Services Activity Performance Measures | D-68 |
| Figure D-56: Rescue Services Activity Performance Measures | D-68 |
| Figure D-57: Library Services Activity Performance Measures..... | D-69 |
| Figure D-58: Public Information Services Activity Performance Measures | D-69 |
| Figure D-59: RP Funding Center Activity Performance Measures..... | D-69 |
| Figure D-60: Affordable Housing Programs Activity Performance Measures | D-70 |
| Figure D-61: Building Inspection and Permitting Activity Performance Measures | D-70 |
| Figure D-62: Code Enforcement Activity Performance Measures | D-70 |
| Figure D-63: CRA Districts Activity Performance Measures | D-70 |
| Figure D-64: CRA Districts Activity Performance Measures | D-71 |
| Figure D-65: CRA Districts Activity Performance Measures | D-71 |
| Figure D-66: CRA Districts Activity Performance Measures | D-71 |
| Figure D-67: Economic Development Activity Performance Measures..... | D-72 |
| Figure D-68: Local Business Taxes Activity Performance Measures | D-72 |
| Figure D-69: Neighborhood Programs Activity Performance Measures | D-72 |
| Figure D-70: Planning Services Activity Performance Measures..... | D-73 |
| Figure D-71: Electric Utility – Energy Production Activity Performance Measures | D-74 |
| Figure D-72: Electric Utility – Transmission and Distribution Activity Performance Measures..... | D-74 |
| Figure D-73: Electric Utility – Billing and Customer Service Activity Performance Measures..... | D-74 |
| Figure D-74: Lakeland and Stormwater Management Activity Performance Measures..... | D-74 |
| Figure D-75: Solid Waste – Commercial Activity Performance Measures | D-75 |
| Figure D-76: Solid Waste – Recycling Activity Performance Measures..... | D-75 |
| Figure D-77: Solid Waste – Residential Activity Performance Measures..... | D-75 |
| Figure D-78: Water Treatment and Distribution Activity Performance Measures..... | D-75 |
| Figure D-79: Wastewater Collection and Treatment Activity Performance Measures | D-76 |
| Figure D-80: City Clerk Activity Performance Measures..... | D-77 |
| Figure D-81: City Commission Activity Performance Measures | D-77 |
| Figure D-82: Aquatics Activity Performance Measures..... | D-78 |
| Figure D-83: Cemeteries Activity Performance Measures | D-78 |
| Figure D-84: Cleveland Heights Golf Course Activity Performance Measures | D-78 |
| Figure D-85: Park Activity Performance Measures | D-78 |
| Figure D-86: Recreation and Facilities Activity Performance Measures | D-79 |
| Figure D-87: Recreation and Facilities Activity Performance Measures | D-80 |
| Figure D-88: LLIA–Leasing Activity Performance Measures | D-81 |
| Figure D-89: LLIA–Operations Activity Performance Measures | D-81 |
| Figure D-90: Parking Services Activity Performance Measures | D-81 |
| Figure D-91: Transportation – Facilities Construction Activity Performance Measures | D-82 |
| Figure D-92: Transportation – Facilities Maintenance Activity Performance Measures | D-82 |
| Figure D-93: Facilities Maintenance Activity Performance Measures | D-83 |
| Figure D-94: Fleet Management Activity Performance Measures | D-83 |
| Figure D-95: Information Technology Activity Performance Measures | D-83 |
| Figure D-96: Purchasing and Stores Activity Performance Measures | D-83 |
| Figure D-97: Governance Administration Activity Performance Measures | D-84 |
| Figure D-98: Governance Administration Activity Performance Measures | D-85 |

Figure Index

| Performance Management Continued | Page Number |
|---|--------------------|
| Figure D-99: Governance Administration Activity Performance Measure | D-86 |
| Figure D-100: City Services Pyramid-Programs, Activities, Core/Support Services | D-87 |
| Figure D-101: Community Safety Program Summary | D-89 |
| Figure D-102: Community Safety Program Budget Summary | D-90 |
| Figure D-103: Community Safety Program Pie Charts | D-90 |
| Figure D-104: Community Police Services Activity Summary | D-91 |
| Figure D-105: Community Police Services Activity Budget Summary | D-91 |
| Figure D-106: Community Police Services Activity Pie Charts | D-91 |
| Figure D-107: Community Police Services Activity Costs | D-95 |
| Figure D-108: Dispatching Services Activity | D-96 |
| Figure D-109: Dispatching Services Activity Budget Summary | D-96 |
| Figure D-110: Dispatching Services Activity Pie Charts | D-96 |
| Figure D-111: Dispatching Services Activity Costs | D-97 |
| Figure D-112: Firefighting Services Activity | D-98 |
| Figure D-113: Firefighting Services Activity Budget Summary | D-98 |
| Figure D-114: Firefighting Services Pie Charts | D-98 |
| Figure D-115: Firefighting Services Activity Costs | D-101 |
| Figure D-116: Investigative Services Activity | D-102 |
| Figure D-117: Investigative Services Activity Budget Summary | D-102 |
| Figure D-118: Investigative Services Activity Pie Charts | D-102 |
| Figure D-119: Investigative Services Activity Costs | D-104 |
| Figure D-120: Patrol Services Activity | D-105 |
| Figure D-121: Patrol Services Activity Budget Summary | D-105 |
| Figure D-122: Patrol Services Activity Pie Charts | D-105 |
| Figure D-123: Patrol Services Activity Costs | D-106 |
| Figure D-124: Rescue Services Activity | D-107 |
| Figure D-125: Rescue Services Activity Budget Summary | D-107 |
| Figure D-126: Rescue Services Activity Pie Charts | D-107 |
| Figure D-127: Rescue Services Activity Costs | D-108 |
| Figure D-128: Emergency Preparedness Services Activity | D-109 |
| Figure D-129: Emergency Preparedness Services Activity Budget Summary | D-109 |
| Figure D-130: Emergency Preparedness Services Activity Pie Charts | D-109 |
| Figure D-131: Emergency Preparedness Services Activity Costs | D-111 |
| Figure D-132: Cultural and Community Services Program | D-113 |
| Figure D-133: Cultural and Community Services Program Budget Summary | D-113 |
| Figure D-134: Cultural and Community Services Program Pie Charts | D-113 |
| Figure D-135: Library Services Activity | D-114 |
| Figure D-136: Library Services Activity Budget Summary | D-114 |
| Figure D-137: Library Services Activity Pie Charts | D-114 |
| Figure D-138: Library Services Activity Costs | D-116 |
| Figure D-139: Public Information Services Activity | D-117 |
| Figure D-140: Public Information Services Activity Budget Summary | D-117 |
| Figure D-141: Public Information Services Activity Pie Charts | D-117 |
| Figure D-142: Public Information Services Activity Costs | D-121 |

Figure Index

| Performance Management Continued | Page Number |
|--|--------------------|
| Figure D-143: RP Funding Center Activity | D-122 |
| Figure D-144: RP Funding Center Activity Budget Summary | D-122 |
| Figure D-145: RP Funding Center Activity Pie Charts | D-122 |
| Figure D-146: RP Funding Center Activity Costs | D-126 |
| Figure D-147: Economic and Community Development Program | D-127 |
| Figure D-148: Economic and Community Development Program Budget Summary | D-128 |
| Figure D-149: Economic and Community Development Program Pie Charts | D-128 |
| Figure D-150: Affordable Housing Programs Activity | D-129 |
| Figure D-151: Affordable Housing Programs Activity Budget Summary | D-129 |
| Figure D-152: Affordable Housing Programs Activity Pie Charts | D-129 |
| Figure D-153: Affordable Housing Programs Activity Costs | D-131 |
| Figure D-154: Building Inspection and Permitting Activity | D-132 |
| Figure D-155: Building Inspection and Permitting Activity Budget Summary | D-132 |
| Figure D-156: Building Inspection and Permitting Activity Pie Charts | D-132 |
| Figure D-157: Building Inspection and Permitting Activity Costs | D-133 |
| Figure D-158: Code Enforcement Activity | D-134 |
| Figure D-159: Code Enforcement Activity Budget Summary | D-134 |
| Figure D-160: Code Enforcement Activity Pie Charts | D-134 |
| Figure D-161: Code Enforcement Activity Costs | D-136 |
| Figure D-162: CRA Districts Activity | D-137 |
| Figure D-163: CRA Districts Activity Budget Summary | D-137 |
| Figure D-164: CRA Districts Activity Pie Charts | D-137 |
| Figure D-165: CRA Districts Activity Costs | D-139 |
| Figure D-166: Development Review Activity | D-140 |
| Figure D-167: Development Budget Summary | D-140 |
| Figure D-168: Development Review Activity Pie Charts | D-140 |
| Figure D-169: Development Review Activity Costs | D-142 |
| Figure D-170: Economic Development Activity | D-143 |
| Figure D-171: Economic Development Budget Summary | D-143 |
| Figure D-172: Economic Development Activity Pie Charts | D-143 |
| Figure D-173: Economic Development Activity Costs | D-145 |
| Figure D-174: Local Business Taxes Activity | D-146 |
| Figure D-175: Local Business Taxes Budget Summary | D-146 |
| Figure D-176: Local Business Taxes Activity Pie Charts | D-146 |
| Figure D-177: Local Business Taxes Activity Costs | D-147 |
| Figure D-178: Neighborhood Programs Activity | D-148 |
| Figure D-179: Neighborhood Programs Activity Budget Summary | D-148 |
| Figure D-180: Neighborhood Programs Activity Pie Chart | D-148 |
| Figure D-181: Neighborhood Programs Activity Costs | D-150 |
| Figure D-182: Planning Services Activity | D-151 |
| Figure D-183: Planning Services Activity Budget Summary | D-151 |
| Figure D-184: Planning Services Activity Pie Charts | D-151 |
| Figure D-185: Planning Services Activity Costs | D-153 |

Figure Index

| Performance Management Continued | Page Number |
|---|-------------|
| Figure D-186: Environmental and Utility Services Program..... | D-155 |
| Figure D-187: Environmental and Utility Services Program Budget Summary | D-155 |
| Figure D-188: Environmental and Utility Services Program Pie Charts | D-155 |
| Figure D-189: Electric Utility - Energy Production Activity | D-156 |
| Figure D-190: Electric Utility - Energy Production Activity Budget Summary..... | D-156 |
| Figure D-191: Electric Utility - Energy Production Activity Pie Charts..... | D-156 |
| Figure D-192: Electric Utility - Energy Production Activity Costs | D-160 |
| Figure D-193: Electric Utility - Transmission and Distribution Activity..... | D-161 |
| Figure D-194: Electric Utility - Transmission and Distribution Activity Budget Summary | D-161 |
| Figure D-195: Electric Utility - Transmission and Distribution Activity Pie Charts | D-161 |
| Figure D-196: Electric Utility - Transmission and Distribution Activity Costs..... | D-162 |
| Figure D-197: Electric Utility - Billing and Customer Service Activity | D-163 |
| Figure D-198: Electric Utility - Billing and Customer Service Activity Budget Summary | D-163 |
| Figure D-199: Electric Utility - Billing and Customer Service Activity Pie Charts | D-163 |
| Figure D-200: Electric Utility - Billing and Customer Service Activity Costs..... | D-165 |
| Figure D-201: Lakes and Stormwater Management Activity | D-166 |
| Figure D-202: Lakes and Stormwater Management Activity Budget Summary | D-166 |
| Figure D-203: Lakes and Stormwater Management Activity Pie Charts | D-166 |
| Figure D-204: Lakes and Stormwater Management Activity Costs..... | D-170 |
| Figure D-205: Solid Waste - Commercial Activity | D-171 |
| Figure D-206: Solid Waste - Commercial Activity Budget Summary..... | D-171 |
| Figure D-207: Solid Waste - Commercial Activity Pie Charts | D-171 |
| Figure D-208: Solid Waste - Commercial Activity Costs | D-172 |
| Figure D-209: Solid Waste - Recycling Activity..... | D-173 |
| Figure D-210: Solid Waste - Recycling Activity Budget Summary | D-173 |
| Figure D-211: Solid Waste - Recycling Activity Pie Charts | D-173 |
| Figure D-212: Solid Waste - Recycling Activity Costs..... | D-174 |
| Figure D-213: Solid Waste - Residential Activity | D-175 |
| Figure D-214: Solid Waste - Residential Activity Budget Summary | D-175 |
| Figure D-215: Solid Waste - Residential Activity Pie Charts..... | D-175 |
| Figure D-216: Solid Waste - Residential Activity Costs | D-176 |
| Figure D-217: Water Treatment and Distribution Activity..... | D-177 |
| Figure D-218: Water Treatment and Distribution Activity Budget Summary | D-177 |
| Figure D-219: Water Treatment and Distribution Activity Pie Charts | D-177 |
| Figure D-220: Water Treatment and Distribution Activity Costs..... | D-178 |
| Figure D-221: Water Collection and Treatment Activity | D-179 |
| Figure D-222: Water Collection and Treatment Activity Budget Summary | D-179 |
| Figure D-223: Water Collection and Treatment Activity Pie Charts | D-179 |
| Figure D-224: Water Collection and Treatment Activity Costs..... | D-181 |
| Figure D-225: Legislative Activities Program | D-183 |
| Figure D-226: Legislative Activities Program Budget Summary | D-183 |
| Figure D-227: Legislative Activities Program Pie Charts | D-183 |
| Figure D-228: City Clerk Activity | D-184 |
| Figure D-229: City Clerk Activity Budget Summary | D-184 |

Figure Index

| Performance Management Continued | Page Number |
|---|--------------------|
| Figure D-230: City Clerk Activity Pie Chart..... | D-184 |
| Figure D-231: City Clerk Activity Costs..... | D-185 |
| Figure D-232: City Commission Activity..... | D-186 |
| Figure D-233: City Commission Activity Budget Summary..... | D-186 |
| Figure D-234: City Commission Activity Pie Charts..... | D-186 |
| Figure D-235: City Commission Activity Costs..... | D-187 |
| Figure D-236: Community Relations Activity..... | D-188 |
| Figure D-237: Community Relations Activity Budget Summary..... | D-188 |
| Figure D-248: Community Relations Activity Pie Chart..... | D-188 |
| Figure D-235: Community Relations Activity Costs..... | D-189 |
| Figure D-240: Parks, Recreation and Properties Program..... | D-191 |
| Figure D-241: Parks, Recreation and Properties Program..... | D-191 |
| Figure D-242: Parks, Recreation and Properties Program Pie Charts..... | D-191 |
| Figure D-243: Aquatics Activity..... | D-192 |
| Figure D-244: Aquatics Activity Budget Summary..... | D-192 |
| Figure D-245: Aquatics Activity Pie Charts..... | D-192 |
| Figure D-246: Aquatics Activity Costs..... | D-193 |
| Figure D-247: Cemeteries Activity..... | D-194 |
| Figure D-248: Cemeteries Activity Budget Summary..... | D-194 |
| Figure D-249: Cemeteries Activity Pie Charts..... | D-194 |
| Figure D-250 Cemeteries Activity Costs..... | D-195 |
| Figure D-251: Cleveland Heights Golf Course Activity..... | D-196 |
| Figure D-252: Cleveland Heights Golf Course Activity Budget Summary..... | D-196 |
| Figure D-253: Cleveland Heights Golf Course Activity Pie Charts..... | D-196 |
| Figure D-254: Cleveland Heights Golf Course Activity..... | D-197 |
| Figure D-255: Parks Activity..... | D-198 |
| Figure D-256: Parks Activity Budget Summary..... | D-198 |
| Figure D-257: Parks Activity Pie Charts..... | D-198 |
| Figure D-258: Parks Activity Costs..... | D-200 |
| Figure D-259: Recreation and Facilities Activity..... | D-201 |
| Figure D-260: Recreation and Facilities Activity Budget Summary..... | D-201 |
| Figure D-261: Recreation and Facilities Activity Pie Charts..... | D-201 |
| Figure D-262: Recreation and Facilities Activity Costs..... | D-204 |
| Figure D-263: Transportation Services Program..... | D-205 |
| Figure D-264: Transportation Services Program Budget Summary..... | D-205 |
| Figure D-265: Transportation Services Program Pie Charts..... | D-205 |
| Figure D-266: Lakeland Linder International Airport - Leasing Activity..... | D-206 |
| Figure D-267: Lakeland Linder International Airport - Leasing Activity Budget Summary... | D-206 |
| Figure D-268: Lakeland Linder International Airport - Leasing Activity Pie Charts..... | D-206 |
| Figure D-269: Lakeland Linder International Airport - Leasing Activity Costs..... | D-208 |
| Figure D-270: Lakeland Linder International Airport - Operations Activity..... | D-209 |
| Figure D-271: Lakeland Linder International Airport - Operations Activity Summary..... | D-209 |
| Figure D-272: Lakeland Linder International Airport - Operations Activity Pie Charts..... | D-209 |
| Figure D-273: Lakeland Linder International Airport - Operations Activity Costs..... | D-210 |

Figure Index

| Performance Management Continued | Page Number |
|--|--------------------|
| Figure D-274: Parking Services Activity..... | D-211 |
| Figure D-275: Parking Services Activity Budget Summary | D-211 |
| Figure D-276: Parking Services Activity Pie Charts | D-211 |
| Figure D-277: Parking Services Activity Costs | D-213 |
| Figure D-278: Transportation - Facilities Construction Activity | D-214 |
| Figure D-279: Transportation - Facilities Construction Activity Budget Summary | D-214 |
| Figure D-280: Transportation - Facilities Construction Activity Pie Charts | D-214 |
| Figure D-281: Transportation - Facilities Construction Activity Costs | D-217 |
| Figure D-282: Transportation - Facilities Maintenance Activity | D-218 |
| Figure D-283: Transportation - Facilities Maintenance Activity Budget Summary | D-218 |
| Figure D-284: Transportation - Facilities Maintenance Activity Pie Charts | D-218 |
| Figure D-285: Transportation - Facilities Maintenance Activity Costs..... | D-221 |
| Figure D-286: Support Services Program..... | D-223 |
| Figure D-287: Support Services Program Budget Summary | D-223 |
| Figure D-288: Support Services Program Pie Chart..... | D-223 |
| Figure D-289: Facilities Maintenance Activity | D-224 |
| Figure D-290: Facilities Maintenance Activity Budget Summary | D-224 |
| Figure D-291: Facilities Maintenance Activity Pie Chart | D-224 |
| Figure D-292: Facilities Maintenance Activity Costs | D-225 |
| Figure D-293: Fleet Management Activity..... | D-226 |
| Figure D-294: Fleet Management Activity Budget Summary | D-226 |
| Figure D-295: Fleet Management Activity Pie Chart..... | D-226 |
| Figure D-296: Fleet Management Activity Costs | D-228 |
| Figure D-297: Information Technology Activity | D-229 |
| Figure D-298: Information Technology Activity Budget Summary | D-229 |
| Figure D-299: Information Technology Activity Pie Chart | D-229 |
| Figure D-300: Information Technology Activity Costs | D-232 |
| Figure D-301: Purchasing and Stores Activity | D-233 |
| Figure D-302: Purchasing and Stores Activity Budget Summary..... | D-233 |
| Figure D-303: Purchasing and Stores Activity Pie Chart | D-233 |
| Figure D-304: Purchasing and Stores Activity Costs | D-235 |
| Figure D-305: Governance Administration Activity | D-236 |
| Figure D-306: Governance Administration Activity Budget Summary..... | D-236 |
| Figure D-307: Governance Administration Activity Costs - Part 1 | D-242 |
| Figure D-308: Governance Administration Activity Costs - Part 2 | D-243 |
| Figure D-309: Governance Administration Activity Costs - Part 3 | D-244 |
| Figure D-310: Non-Departmental..... | D-245 |
| Figure D-311: Non-Departmental Pie Chart..... | D-245 |
| Figure D-312: Non-Departmental Costs | D-24 |

Figure Index

| Line Item | Page Number |
|--|-------------|
| Figure E-1: Modified Accrual Basis of Accounting by Fund | E-7 |

Figure Index

| Capital Improvement Plan | Page Number |
|--|-------------|
| Figure F-1: Capital Improvement Project Process | F-3 |
| Figure F-2: City of Lakeland Budget Cycle | F-5 |
| Figure F-3: CIP Impact | F-10 |
| Figure F-4: CIP Non-Recurring Projects Impact on Operating Budget | F-11 |
| Figure F-5: Capital Improvement Fund Totals | F-12 |
| Figure F-6: 10-Year Capital Improvement Fund Totals..... | F-12 |
| Figure F-7: Capital Funding Sources Pie Chart..... | F-13 |
| Figure F-8: 10-Year Capital Funding Sources Pie Chart | F-13 |
| Figure F-9: Capital Funding Uses All Funds Pie Chart | F-14 |
| Figure F-10: 10-Year Capital Funding Uses Pie Chart | F-14 |
| Figure F-11: City of Lakeland - CIP Funds Color Legend | F-15 |
| Figure F-12: CIP Funds Color Legend..... | F-16 |
| Figure F-13: Historical and Projected CIP Expenditures Graph..... | F-16 |
| Figure F-14: List of Historical and Projected CIP Expenditures | F-17 |
| Figure F-15: CIP Project Map - All Funds | F-19 |
| Figure F-16: CIP Map - Transportation Fund..... | F-20 |
| Figure F-17: Master List of Appropriated Capital Projects Transportation - Part 1 | F-21 |
| Figure F-18: Master List of Appropriated Capital Projects Transportation - Part 2 | F-22 |
| Figure F-19: Funding – Intersection Video Detectors | F-23 |
| Figure F-20: Budget Impact - Intersection Video Detectors | F-23 |
| Figure F-21: Funding – Modem Replacement for School Zone Clocks. | F-24 |
| Figure F-22: Budget Impact - Modem Replacement for School Zone Clocks..... | F-24 |
| Figure F-23: Funding – Sign Printer Head Replacement..... | F-25 |
| Figure F-24: Budget Impact - Sign Printer Head Replacement..... | F-25 |
| Figure F-25: Funding – Trimble GPS Equipment Replacement..... | F-26 |
| Figure F-26: Budget Impact - Trimble GPS Equipment Replacement | F-26 |
| Figure F-27: Funding – Small Equipment Replacement | F-27 |
| Figure F-28: Budget Impact – Small Equipment Replacement | F-27 |
| Figure F-29: CIP Map - Public Improvement Fund | F-28 |
| Figure F-30 Master List of Appropriated Capital Projects Public Improvement - Part 1 | F-29 |
| Figure F-31: Master List of Appropriated Capital Projects Public Improvement - Part 2..... | F-30 |
| Figure F-32: Master List of Appropriated Capital Projects Public Improvement - Part 3..... | F-31 |
| Figure F-33: Funding – Jackson Park Playground Equipment Replacement..... | F-32 |
| Figure F-34: Budget Impact – Jackson Park Playground Equipment Replacement | F-32 |
| Figure F-35: Funding – Horney Park Playground Equipment Replacement | F-33 |
| Figure F-36: Budget Impact - Horney Park Playground Equipment Replacement..... | F-33 |
| Figure F-37: Funding – Peterson Park Playground Equipment Replacement. | F-34 |
| Figure F-38: Budget Impact - Peterson Park Playground Equipment Replacement | F-34 |
| Figure F-39: Funding – Peterson Park Fan Seating ADA Upgrades | F-35 |

Figure Index

Capital Improvement Plan Continued

Page Number

| | |
|---|------|
| Figure F-40: Budget Impact - Peterson Park Fan Seating ADA Upgrades | F-35 |
| Figure F-41: Funding – Woodlake Lights for Pickle Ball Courts..... | F-36 |
| Figure F-42: Budget Impact - Woodlake Lights for Pickle Ball Courts | F-36 |
| Figure F-43: Funding – Centralized Irrigation System | F-37 |
| Figure F-44: Budget Impact - Centralized Irrigation System | F-37 |
| Figure F-45: Funding – Southwest Complex – Clubhouse Remodel | F-38 |
| Figure F-46: Budget Impact - Southwest Complex – Clubhouse Remodel..... | F-38 |
| Figure F-47: Funding – Westside Complex Concession Stand Rehab | F-39 |
| Figure F-48: Budget Impact - Westside Complex Concession Stand Rehab..... | F-39 |
| Figure F-49: Funding – Simpson Park Bleacher Shading..... | F-40 |
| Figure F-50: Budget Impact – Simpson Park Bleacher Shading..... | F-40 |
| Figure F-51: Funding – Concession/Restroom Renovation | F-41 |
| Figure F-52: Budget Impact - Concession/Restroom Renovation..... | F-41 |
| Figure F-53: Funding – E Library Relocation. | F-42 |
| Figure F-54: Budget Impact - E Library Relocation..... | F-42 |
| Figure F-55: Funding – Oak Hill Cemetery Maintenance Shed | F-43 |
| Figure F-56: Budget Impact - Oak Hill Cemetery Maintenance Shed | F-43 |
| Figure F-57: Funding – LPD Department Generator Purchase/Rehab | F-44 |
| Figure F-58: Budget Impact - LPD Department Generator Purchase/Rehab..... | F-44 |
| Figure F-59: Funding – TRAKIT Electronic Plans Review | F-45 |
| Figure F-60: Budget Impact - TRAKIT Electronic Plans Review | F-45 |
| Figure F-61: CIP Map - Downtown CRA Fund..... | F-46 |
| Figure F-62: Master List of Appropriated Capital Projects Downtown CRA | F-47 |
| Figure F-63: CIP Map – Dixieland CRA Fund..... | F-48 |
| Figure F-64: Master List of Appropriated Capital Projects Dixieland CRA | F-49 |
| Figure F-65: CIP Map - Midtown CRA Fund | F-50 |
| Figure F-66: Master List of Appropriated Capital Projects Midtown CRA | F-51 |
| Figure F-67: Funding - Olive Street Sidewalk..... | F-52 |
| Figure F-68: Budget Impact - Olive Street Sidewalk..... | F-52 |
| Figure F-69: Funding – North Scott Avenue Sidewalk..... | F-53 |
| Figure F-70: Budget Impact - North Scott Avenue Sidewalk..... | F-53 |
| Figure F-71: CIP Map - Stormwater Fund..... | F-54 |
| Figure F-72: Master List of Appropriated Capital Projects Stormwater - Part 1 | F-55 |
| Figure F-73: Master List of Appropriated Capital Projects Stormwater - Part 2 | F-56 |
| Figure F-74: Funding – Lake Bonnet Drainage Improvement..... | F-57 |
| Figure F-75: Budget Impact - Lake Bonnet Drainage Improvement | F-58 |
| Figure F-76: CIP Map - Parking Fund..... | F-59 |
| Figure F-77: Master List of Appropriated Capital Projects Parking..... | F-60 |
| Figure F-78: CIP Map - RP Funding Center Fund | F-61 |
| Figure F-79: Master List of Appropriated Capital Projects RP Funding | F-62 |
| Figure F-80: Funding – Arena Floor Diamond Concrete Grinding | F-63 |
| Figure F-81: Budget Impact - Arena Floor Diamond Concrete Grinding | F-63 |
| Figure F-82: Funding – Arena Curtain Replacement | F-64 |
| Figure F-83: Budget Impact - Arena Curtain Replacement..... | F-64 |
| Figure F-84: Funding – Epoxy Floor Finisher | F-65 |
| Figure F-85: Budget Impact - Epoxy Floor Finisher | F-65 |

Figure Index

| Capital Improvement Plan Continued | Page Number |
|---|--------------------|
| Figure F-86: CIP Map - Airport Fund | F-66 |
| Figure F-87: Master List of Appropriated Capital Projects Airport..... | F-67 |
| Figure F-88: Funding – NOAA Lease Improvements..... | F-68 |
| Figure F-89: Budget Impact - NOAA Lease Improvements | F-68 |
| Figure F-90: CIP Map - Wastewater Utility Fund | F-69 |
| Figure F-91: Master List of Appropriated Capital Projects Wastewater Utility - Part 1 | F-70 |
| Figure F-92: Master List of Appropriated Capital Projects Wastewater Utility - Part 2 | F-71 |
| Figure F-93: Master List of Appropriated Capital Projects Wastewater Utility - Part 3 | F-72 |
| Figure F-94: Funding – Dredging and Sediment Management..... | F-73 |
| Figure F-95: Budget Impact - Dredging and Sediment Management..... | F-73 |
| Figure F-96: Funding – Bypass Pump Station Rehab..... | F-74 |
| Figure F-97: Budget Impact - Bypass Pump Station Rehab | F-74 |
| Figure F-98: Funding – BFP Control Panel and Polymer Skid Replacement..... | F-75 |
| Figure F-99: Budget Impact - BFP Control Panel and Polymer Skid Replacement | F-75 |
| Figure F-100: Funding – L0790 Publix Pump Station Pump Replacement..... | F-76 |
| Figure F-101: Budget Impact - L0790 Publix Pump Station Pump Replacement | F-76 |
| Figure F-102: Funding – L0440 Bridgefield Panel Replacement | F-77 |
| Figure F-103: Budget Impact - L0440 Bridgefield Panel Replacement..... | F-77 |
| Figure F-104: Funding – Edgewood Ext. Rehab..... | F-78 |
| Figure F-105: Budget Impact - Edgewood Ext. Rehab | F-78 |
| Figure F-106: Funding – Skyview Drive L3845 Force Main Upsizing | F-79 |
| Figure F-107: Budget Impact - Skyview Drive L3845 Force Main Upsizing | F-79 |
| Figure F-108: Funding – Lakeland Central Park Upsize Reimbursement..... | F-80 |
| Figure F-109: Budget Impact - Lakeland Central Park Upsize Reimbursement | F-80 |
| Figure F-110: CIP Map - Water Utility Fund..... | F-81 |
| Figure F-111: Master List of Appropriated Capital Projects Water Utility - Part 1 | F-82 |
| Figure F-112: Master List of Appropriated Capital Projects Water Utility - Part 2 | F-83 |
| Figure F-113: Funding – Williams WTP Chemical Feed Equipment Replacement | F-84 |
| Figure F-114: Budget Impact - Williams WTP Chemical Feed Equipment Replacement..... | F-84 |
| Figure F-115: Funding – Smart Grid MDM..... | F-85 |
| Figure F-116: Budget Impact - Smart Grid MDM | F-85 |
| Figure F-117: CIP Map - Electric Utility Fund | F-86 |
| Figure F-118: Master List of Appropriated Capital Projects Electric Utility - Part 1 | F-87 |
| Figure F-119: Master List of Appropriated Capital Projects Electric Utility - Part 2 | F-88 |
| Figure F-120: Master List of Appropriated Capital Projects Electric Utility - Part 3 | F-89 |
| Figure F-121: Master List of Appropriated Capital Projects Electric Utility - Part 4 | F-90 |
| Figure F-122: Master List of Appropriated Capital Projects Electric Utility - Part 5 | F-91 |
| Figure F-123: Funding - Upgrade Power at McIntosh Power Island | F-92 |
| Figure F-124: Budget Impact – Upgrade Power at McIntosh Power Island | F-92 |
| Figure F-125: Funding - MGT2 Exhaust Replacement, Liner Plate | F-93 |
| Figure F-126: Budget Impact – MGT2 Exhaust Replacement, Liner Plate | F-93 |
| Figure F-127: Funding - MCI Utility Rerouting (1 of 2) | F-94 |
| Figure F-128: Budget Impact - MCI Utility Rerouting (1 of 2)..... | F-94 |
| Figure F-129: Funding - MCI Utility Rerouting (2 of 2) | F-95 |
| Figure F-130: Budget Impact – MCI Utility Rerouting (2 of 2) | F-95 |

Figure Index

| Capital Improvement Plan Continued | Page Number |
|---|--------------------|
| Figure F-131: Funding – COL Centralized Control Room..... | F-96 |
| Figure F-132: Budget Impact - COL Centralized Control Room | F-96 |
| Figure F-133: Funding – U5 CT Lube Oil Closed Water Cooling..... | F-97 |
| Figure F-134: Budget Impact - U5 CT Lube Oil Closed Water Cooling..... | F-97 |
| Figure F-135: Funding – 16” Gas Isolation Valve | F-98 |
| Figure F-136: Budget Impact - 16” Gas Isolation Valve | F-98 |
| Figure F-137: Funding - Jack and Bore U5 Feeder | F-99 |
| Figure F-138: Budget Impact – Jack and Bore U5 Feeder | F-99 |
| Figure F-139: Funding - U8 Voltage Regulators | F-100 |
| Figure F-140: Budget Impact – U8 Voltage Regulators | F-100 |
| Figure F-141: Funding - Upgrade Electro Mechanical Generator Protection | F-101 |
| Figure F-142: Budget Impact – Upgrade Electro Mechanical Generator Protection | F-101 |
| Figure F-143: Funding - Bridgewater Substation | F-102 |
| Figure F-144: Budget Impact – Bridgewater Substation..... | F-102 |
| Figure F-145: Funding - Highland City Substation Circuit Rerouting..... | F-103 |
| Figure F-146: Budget Impact – Highland City Substation Circuit Rerouting | F-103 |

Figure Index

| Supplementary | Page Number |
|--|--------------------|
| Figure G-1: Principal Tax Payers..... | G-5 |
| Figure G-2: Principal Employers..... | G-6 |
| Figure G-3: Schedule of Property Rates..... | G-7 |
| Figure G-4: General Fund Property Tax Levies, Collections, Valuations, and Rates | G-8 |
| Figure G-5: Taxes Collected Within Fiscal Year of Levy..... | G-8 |
| Figure G-6: Governmental Activities Tax Revenues by Source | G-9 |
| Figure G-7: Changes in Fund Balances of Governmental Funds | G-10 |
| Figure G-8: Position Changes by Fund and Department | G-20 |
| Figure G-9: Airport Table of Organization..... | G-21 |
| Figure G-10: Airport Positions | G-22 |
| Figure G-11: City Attorney Table of Organization | G-23 |
| Figure G-12: City Attorney Positions..... | G-23 |
| Figure G-13: City Manager Table of Organization | G-24 |
| Figure G-14: City Manager Positions..... | G-25 |
| Figure G-15: Communications Table of Organization..... | G-26 |
| Figure G-16: Communications Positions | G-26 |
| Figure G-17: Community and Economic Development Table of Organization..... | G-27 |
| Figure G-18: Community and Economic Development Positions - Part 1..... | G-28 |
| Figure G-19: Community and Economic Development Positions - Part 2..... | G-29 |
| Figure G-20: Electric General Manager Administration Table of Organization | G-30 |
| Figure G-21: Electric General Manager Fuels Table of Organization | G-30 |
| Figure G-22: Electric General Manager Positions | G-31 |
| Figure G-23: Electric Customer Service Energy & Business Serv. Table of Organization.... | G-32 |
| Figure G-24: Customer Service Field Services Table of Organization..... | G-32 |
| Figure G-25: Electric Customer Service Operations Table of Organization..... | G-33 |
| Fiscal Year 2021 Annual Budget | G-133 |

Figure Index

Supplementary Continued

Page Number

| | |
|---|------|
| Figure G-26: Electric Customer Service AGM/Technical Support Table of Organization | G-33 |
| Figure G-27: Electric Customer Service Utility Marketing Table of Organization | G-34 |
| Figure G-28: Electric Customer Service Positions - Part 1 | G-35 |
| Figure G-29: Electric Customer Service Positions - Part 2 | G-36 |
| Figure G-30: Electric Delivery AGM Table of Organization..... | G-37 |
| Figure G-31: Electric Delivery System Control Table of Organization | G-37 |
| Figure G-32: Electric Delivery Substation Operations Table of Organization | G-38 |
| Figure G-33: Electric Delivery Engineering Table of Organization..... | G-39 |
| Figure G-34: Electric T&D Operations Table of Organization | G-40 |
| Figure G-35: Electric Delivery Positions - Part 1 | G-41 |
| Figure G-36: Electric Delivery Positions - Part 2..... | G-42 |
| Figure G-37: Electric Delivery Positions - Part 3..... | G-43 |
| Figure G-38: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization | G-44 |
| Figure G-39: Electric Fiscal Operations Delivery Table of Organization | G-44 |
| Figure G-40: Electric Fiscal Operations Finance Table of Organization | G-45 |
| Figure G-41: Electric Fiscal Operations AGM Table of Organization..... | G-45 |
| Figure G-42: Electric Fiscal Operations Production Table of Organization..... | G-46 |
| Figure G-43: Electric Fiscal Operations Pricing and Reporting Table of Organization..... | G-46 |
| Figure G-44: Electric Fiscal Operations Positions - Part 1 | G-47 |
| Figure G-45: Electric Fiscal Operations Positions - Part 2..... | G-48 |
| Figure G-46: Electric Production Environmental Affairs Table of Organization..... | G-49 |
| Figure G-47: Electric Production Administration Table of Organization | G-49 |
| Figure G-48: Electric Production Administration Table of Organization | G-50 |
| Figure G-49: Electric Production Operations Table of Organization | G-51 |
| Figure G-50: Electric Production Plant Engineering Table of Organization | G-52 |
| Figure G-51: Electric Production Maintenance Table of Organization | G-53 |
| Figure G-52: Electric Production Chemical Process Control Table of Organization | G-54 |
| Figure G-53: Electric Production Engineering Table of Organization | G-54 |
| Figure G-54: Electric Production Positions - Part 1 | G-55 |
| Figure G-55: Electric Production Positions - Part 2 | G-56 |
| Figure G-56: Electric Production Positions - Part 3 | G-57 |
| Figure G-57: Finance Table of Organization..... | G-58 |
| Figure G-58: Finance Positions - Part 1..... | G-59 |
| Figure G-59: Finance Positions - Part 2..... | G-60 |
| Figure G-60: Fire Table of Organization | G-61 |
| Figure G-61: Fire Positions..... | G-62 |
| Figure G-62: Human Resources Table of Organization..... | G-63 |
| Figure G-63: Human Resources Positions | G-64 |
| Figure G-64: Information Technology Table of Organization | G-65 |
| Figure G-65: Information Technology Positions - Part 1 | G-66 |
| Figure G-66: Information Technology Positions - Part 2..... | G-67 |
| Figure G-67: Internal Audit Table of Organization | G-68 |
| Figure G-68: Internal Audit Positions | G-68 |
| Figure G-69: Parks & Recreation Director Table of Organization | G-69 |
| Figure G-70: Parks & Recreation Director Positions..... | G-69 |

Figure Index

| Supplementary Continued | Page Number |
|--|--------------------|
| Figure G-71: Parks & Recreation Cemeteries Table of Organization | G-70 |
| Figure G-72: Parks & Recreation Cemeteries Positions | G-71 |
| Figure G-73: Parks & Recreation Cleveland Heights Golf Course Table of Organization..... | G-72 |
| Figure G-74: Parks & Recreation Cleveland Heights Golf Course Positions | G-73 |
| Figure G-75: Parks & Recreation Library Table of Organization..... | G-74 |
| Figure G-76: Parks & Recreation Library Positions - Part 1..... | G-75 |
| Figure G-77: Parks & Recreation Library Positions - Part 2..... | G-76 |
| Figure G-78: Parks & Recreation Parks Table of Organization | G-77 |
| Figure G-79: Parks & Recreation Parks Positions | G-78 |
| Figure G-80: Parks & Recreation Table of Organization..... | G-79 |
| Figure G-81: Parks & Recreation Positions | G-80 |
| Figure G-82: Police Administration Table of Organization | G-81 |
| Figure G-83: Police Investigative Services Division Table of Organization..... | G-82 |
| Figure G-84: Police Community Services Division Table of Organization | G-83 |
| Figure G-85: Police Uniform Patrol Division Table of Organization | G-84 |
| Figure G-86: Police Special Operations Division Table of Organization | G-85 |
| Figure G-87: Police Support Services Division Table of Organization | G-86 |
| Figure G-88: Police Positions - Part 1..... | G-87 |
| Figure G-89: Police Positions - Part 2..... | G-88 |
| Figure G-90: Public Works Director Table of Organization | G-89 |
| Figure G-91: Public Works Director Positions..... | G-89 |
| Figure G-92: Public Works Construction & Maintenance Table of Organization..... | G-90 |
| Figure G-93: Public Works Construction & Maintenance Positions | G-91 |
| Figure G-94: Public Works Engineering Table of Organization | G-92 |
| Figure G-95: Public Works Engineering Positions | G-92 |
| Figure G-96: Public Works Facilities Maintenance Table of Organization | G-93 |
| Figure G-97: Public Works Facilities Maintenance Positions..... | G-94 |
| Figure G-98: Public Works Fleet Table of Organization..... | G-95 |
| Figure G-99: Public Works Fleet Positions | G-95 |
| Figure G-100: Public Works Lakes & Stormwater Table of Organization | G-96 |
| Figure G-101: Public Works Lakes & Stormwater Positions | G-96 |
| Figure G-102: Public Works Solid Waste Table of Organization | G-97 |
| Figure G-103: Public Works Solid Waste Positions | G-98 |
| Figure G-104: Public Works Traffic Operations Table of Organization | G-99 |
| Figure G-105: Public Works Traffic Operations Positions..... | G-100 |
| Figure G-106: Purchasing & Risk Management Table of Organization | G-101 |
| Figure G-107: Purchasing & Risk Management Positions | G-102 |
| Figure G-108: RP Funding Center Table of Organization..... | G-103 |
| Figure G-109: RP Funding Center Positions - Part 1..... | G-104 |
| Figure G-110: RP Funding Center Positions - Part 2..... | G-105 |
| Figure G-111: Retirement Services Table of Organization | G-106 |
| Figure G-112: Retirement Services Positions..... | G-106 |
| Figure G-113: Wastewater Collection Table of Organization..... | G-107 |
| Figure G-114: Wastewater Collection Positions | G-108 |

Figure Index

| Supplementary Continued | Page Number |
|---|--------------------|
| Figure G-115: Wastewater Treatment Table of Organization | G-109 |
| Figure G-116: Wastewater Treatment Positions | G-110 |
| Figure G-117: Wastewater Lab & Wetlands Table of Organization | G-111 |
| Figure G-118: Wastewater Lab & Wetlands Positions | G-112 |
| Figure G-119: Water Administration Table of Organization | G-113 |
| Figure G-120: Water Administration Positions | G-113 |
| Figure G-121: Water Distribution Table of Organization | G-114 |
| Figure G-122: Water Distribution Positions | G-115 |
| Figure G-123: Water Engineering Table of Organization | G-116 |
| Figure G-124: Water Engineering Positions | G-117 |
| Figure G-125: Water Production Table of Organization | G-118 |
| Figure G-126: Water Production Positions | G-119 |