

Annual Budget Fiscal Year 2021

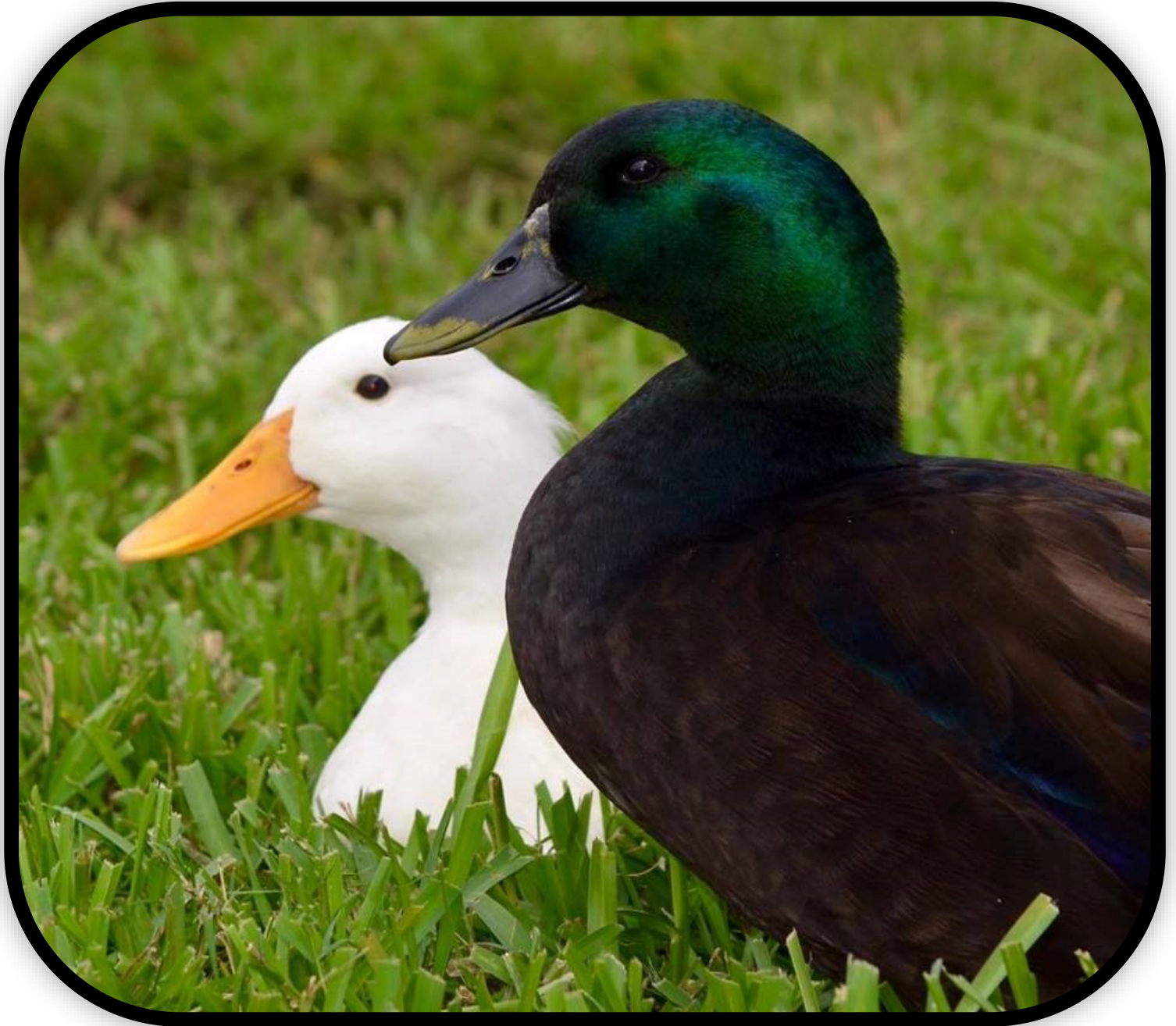


Photo Credit: Diane Devenezio Hagopian

City of Lakeland, Florida

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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 2021

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 Chad McLeod, Commissioner Phillip Walker, Commissioner Bill Read, Commissioner Scott Franklin



Tony Delgado
City Manager



Shawn Sherrouse
Deputy City Manager



Emily Colon
Assistant City Manager

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>).

Fiscal Year 2021 Annual Budget

Lakeland City Commission



H. William "Bill" Mutz
Mayor

William.Mutz@lakelandgov.net

Term Expires: 12/31/2021



Phillip Walker
Commissioner, Northwest

Phillip.Walker@lakelandgov.net

Term Expires: 12/31/2024



Stephanie Madden
Commissioner, At-Large

Stephanie.Madden@lakelandgov.net

Term Expires: 12/31/2021



Sara Roberts McCarley
Commissioner, Southwest

Sara.Mccarley@lakelandgov.net

Term Expires: 12/31/2021



Bill "Tiger" Read
Commissioner, Northeast

Bill.Read@lakelandgov.net

Term Expires: 12/31/2024



Scott Franklin
Commissioner, Southeast

Scott.Franklin@lakelandgov.net

Term Expires: 12/31/2021



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 Commissioner Districts

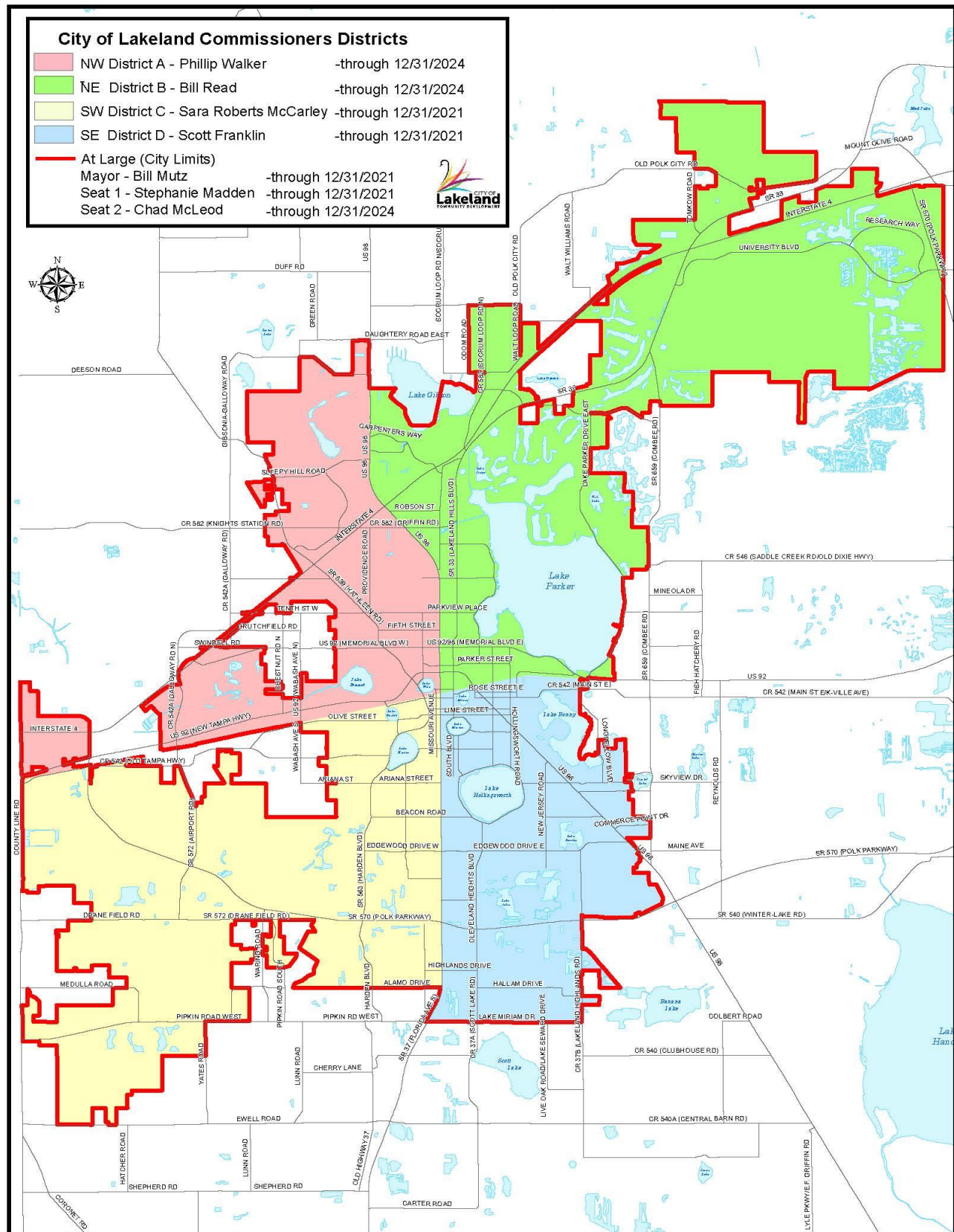


Figure A-1: Map of City Commission Districts inside Lakeland City Limits

Fiscal Year 2021 Annual Budget

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
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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, 2019. 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, 2019

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.

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City Manager's Letter

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



ANTHONY J. DELGADO
City Manager
863-834-6006

September 17, 2020

Honorable Mayor and City Commissioners:

Submitted herewith for your consideration is the City of Lakeland Fiscal Year (FY) 2021 Annual City Budget, including the 2021-2030 Capital Improvement Program Budgets. These documents comprise the financial, operational, performance management and capital plans prepared by the Administration following direction received at the Mayor and City Commission's Annual Strategic Planning Retreat and Budget Workshops held earlier this year. This represents the fifth annual budget I have had the honor to prepare with City staff for your consideration as City Manager. As I retire prior to the start of the 2021 Fiscal Year, I am honored to have been given the opportunity to work with the outstanding team of public servants who administer the services and programs to the residents and businesses of the City of Lakeland and our service territory. As you are aware, the annual budgeting process was extremely challenging this past year as the City Commission addressed the fiscal realities of the changing landscape of economic conditions due to the impacts of the pandemic and social challenges effecting the nation and our State. As general government services as well as the evaluation of new initiatives and stakeholders' needs aimed at bettering the quality of life in our community remain first and foremost on the City Commission's agenda, the fiscal realities required an austere and conservative approach to creating the Fiscal Year 2021 General Fund Budget. These decisions required both the Commission and staff to balance fiscal realities with the collective expectations of our constituents for exceptional municipal services and their associated costs.

Lakeland's Budgeting Process

The City has been operating and refining its innovative Strategic Operating Plan (SOP) since its development 15 years ago. The SOP is not only intended to be a statement of Lakeland's goals, values and desired outcomes that articulate what the community strives to attain, but also serves as the foundation on 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. Furthermore, Lakeland has implemented a Performance Budget that is designed to be easier for the reader to understand the true costs of the various municipal services we provide, regardless of the department or departments that ultimately provide these services. The Performance Budget allows the reader to focus on the costs of the services, the level of staff required to deliver the services as well as any revenues that are directly attributable to highlight net costs. This practice is significantly different than most municipal budgets that are presented in a historical department-based format which makes understanding the budget difficult, if not impossible.

City Manager's Letter

The FY 2021 Annual Budget was created using the following budget parameters:

- Maintain, at minimum, 45 to 60 days cash-on-hand. Fiscal Year 2021 has been established with a Days Cash on hand of 73 days.
- Maintain the millage rate to 5.4644 mills.
- Maintain controllable costs with no increase for FY 2021.
- Lakeland Electric dividends to the City are budgeted to decrease \$800,000 as a result of a decline in load volumes due to the recession.
- No Across-the-Board Pay Adjustment or Merit (for those who are eligible and not subject to collective bargaining).
- No increase in the Health Insurance rates for the City or employee members for the upcoming year.

FY 2021 Strategic Initiatives

As part of the City's SOP development for FY 2021, strategic objectives and initiatives were identified which focus on emerging issues requiring attention in the upcoming year. The City Commission authorized the inclusion of the following highlighted initiatives in the development of the Budget with the understanding that major de-appropriations were required impacting the initiatives and projects to be included. Regardless of the necessity for austere development of the Fiscal Year 2021 General Fund budget, the City Commission maintained its commitment to developing programs to facilitate Affordable Housing and master planning of the West Lakeland development area. Additionally, the Commission identified 8 key strategic planning platforms that will be the foundation for future short and long-term planning and funding efforts.

Strategic Planning Target Areas

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

City Manager's Letter

Affordable Housing Strategic Initiative: Partner with developers to create affordable housing through incentives, infrastructure and land leveraging funds to promote affordable housing partnerships through the Midtown Community Redevelopment Agency and General Fund totaling \$500,000.

Catalyst Funds Strategic Initiative: Prepare consolidated master plan linking development and infrastructure projects between West Lake Wire and Lake Beulah and establishing gateways that include RP Funding Center and Bonnet Springs. Develop a Masterplan and renderings of the West Lake Wire and Lake Beulah area utilizing \$75,000 from available Catalyst funds.

Environmental and Utility Services Program

- The previously approved Water and Wastewater rates were reviewed in July 2020. The rates will be adjusted in FY 2021 by 2.5% for Water and 2.5% for Wastewater as well.
- There is a continued commitment that Water Administration, Finance and the City Manager's Office will review plans annually for opportunities to adjust proposed rates as appropriate.

Description	Current 2020	Proposed 2021	Proposed 2022	Proposed 2023
Water System	4.5%	2.5%	2%	2%
Wastewater System	2.5%	2.5%	2%	2%
Residential Water and Wastewater Bill – 8,000 Gallons	\$81.60	\$83.70	\$85.43	\$88.93
Proposed Increase per Bill - \$		\$2.10	\$1.73	\$1.74
Proposed Increase per Bill - %		2.6%	2.1%	2.0%

Figure A-3: Water and Wastewater Rates for 2020 Through Projected 2023

City Manager's Letter

FY 2021 Revenues by Source

The FY 2021 proposed budget of \$605,022,895 identifies that Charges for Services continue to provide the lion's share of the City's revenues (Utility Fees, Program Charges and User Fees, etc.). The property tax millage (5.4644 mills) accounts for approximately 8% of the overall revenues.

Sources

Charges for Services

All Other Revenue

Public Service, Communication, and Gasoline Taxes

Intergovernmental

Property Taxes

Licenses and Permits

Prior Year Surplus

Total Revenues

Revenues

\$417,306,171

32,759,751

30,135,142

34,474,849

46,274,355

4,347,822

39,724,805

\$605,022,895

Figure A-4: Revenue Sources List

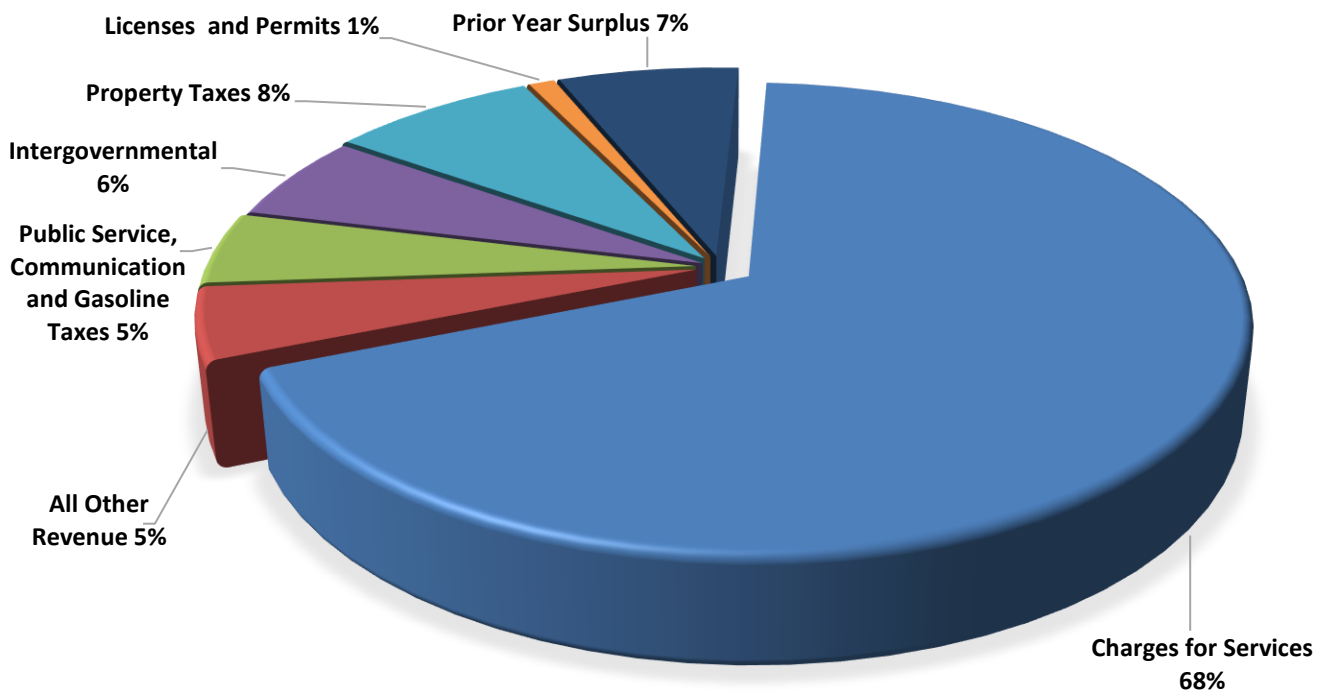


Figure A-5: Revenues by Source Pie Chart

City Manager's Letter

FY 2021 Expenses by Account

Personnel costs make up the largest category of expenses. Providing the municipal services our community has become accustomed to is, for the most part, an employee-driven endeavor. We are certainly unique in some respects due to the number of specialized areas of service requiring high-skilled and technical labor (electric utility, water/wastewater utilities, airport operations, engineering, planning, and development services).

Account	Expenses
Fuel and Purchased Power	\$114,166,207
Personnel	177,834,166
Capital Outlay	105,691,237
Debt Service	64,925,980
All Other Operations and Maintenance	17,866,249
Internal Service Charges	58,377,841
Professional and Contractual	42,847,425
Utilities	13,407,994
Insurance and Fixed Charges	9,905,796
Total Expenditures	<u>\$605,022,895</u>

Figure A-6: Expenses by Account

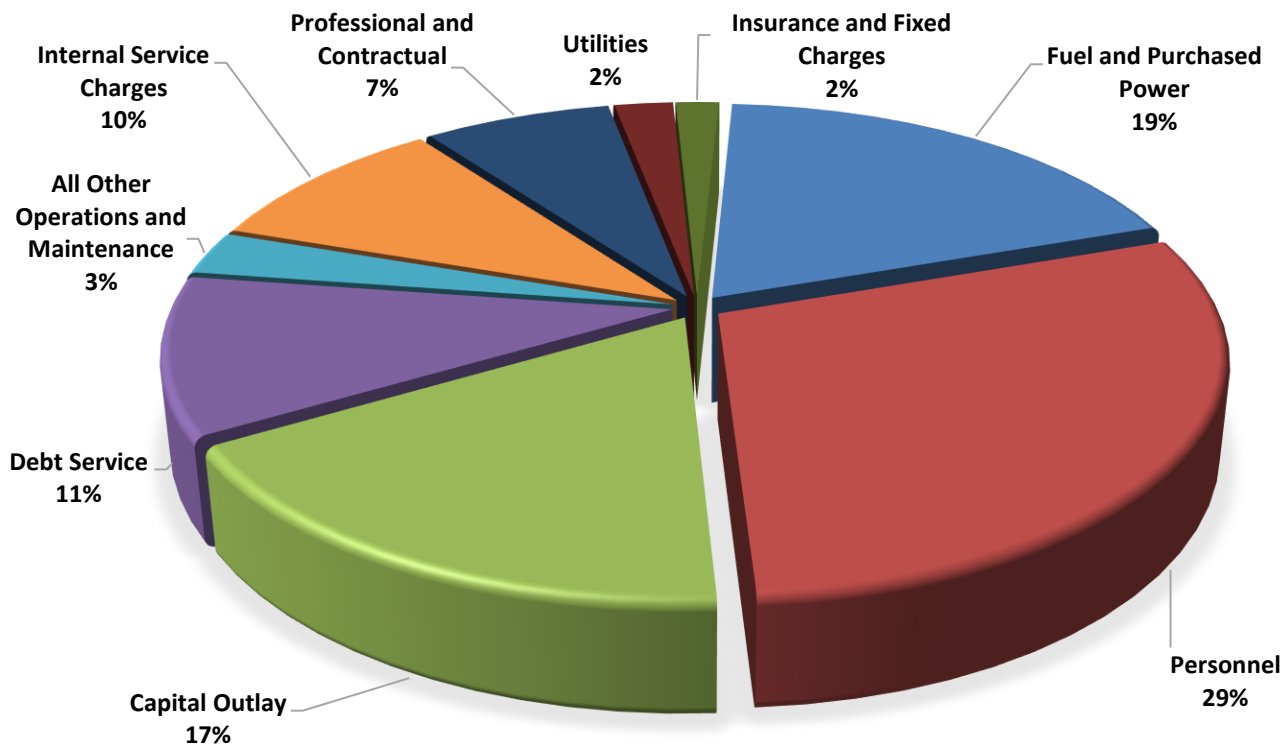


Figure A-7: Expenses by Account Pie Chart

City Manager's Letter

FY 2021 Property Values

The current millage rate of 5.4644 mills provides the General Fund approximately \$788,000 in new construction revenues and \$2.3M in increased property tax revenues for FY'21. The estimated gross taxable value of all properties in the City is \$7.45B. This equates to a tax levy of \$40,688,831 for FY 2021.

Fiscal Year	Millage
2012	4.1644
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

Figure A-8: List of Millage Rates for the Last 10 Years

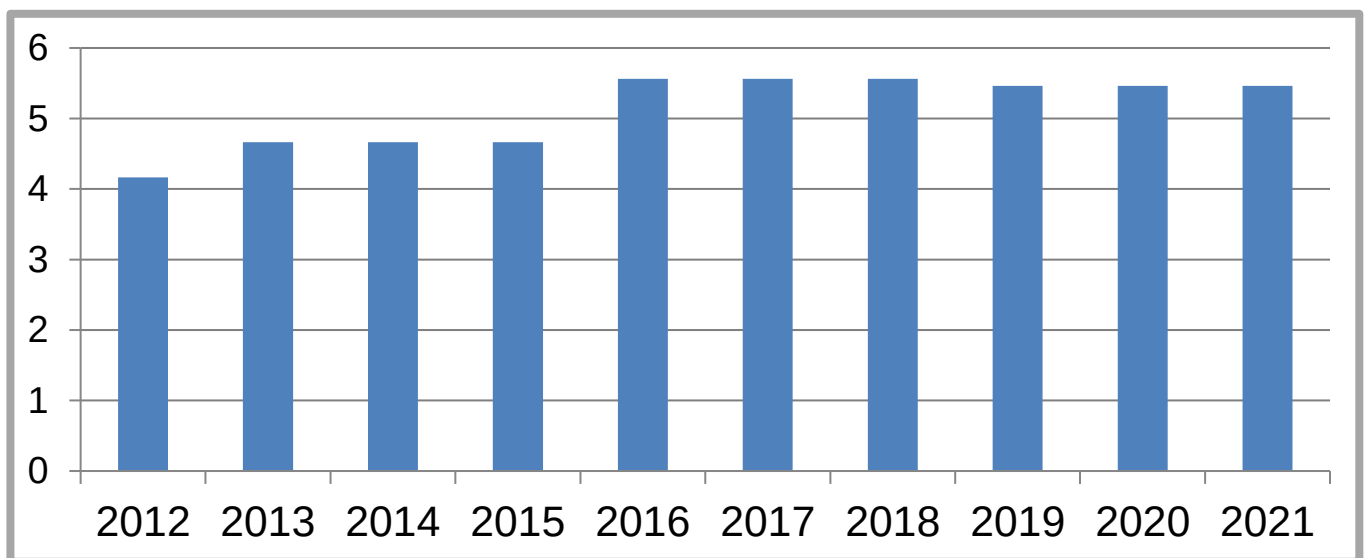


Figure A-9: Millage Rate Bar Graph

City Manager's Letter

FY 2021 General Fund Revenues

A quick review of General Fund revenues shows that property taxes provide 29% of the overall revenues associated with the proposed \$132,401,007 General Fund budget. Utility dividends again prove to be an important and integral part of the revenue base at 31%.

Source	Revenues
Property Taxes	\$38,803,196
Utility Dividend	40,992,118
Charges for Services	5,556,356
Grants	1,892,434
Utility Taxes and Franchise Fees	15,931,227
State Shared Revenues	8,899,715
Licenses and Permits	1,725,440
Fines and Forfeits	2,384,289
All Other	9,706,708
Prior Year Reserves	6,509,524
Total Revenues	<u>\$132,401,007</u>

Figure A-10: General Fund Revenues

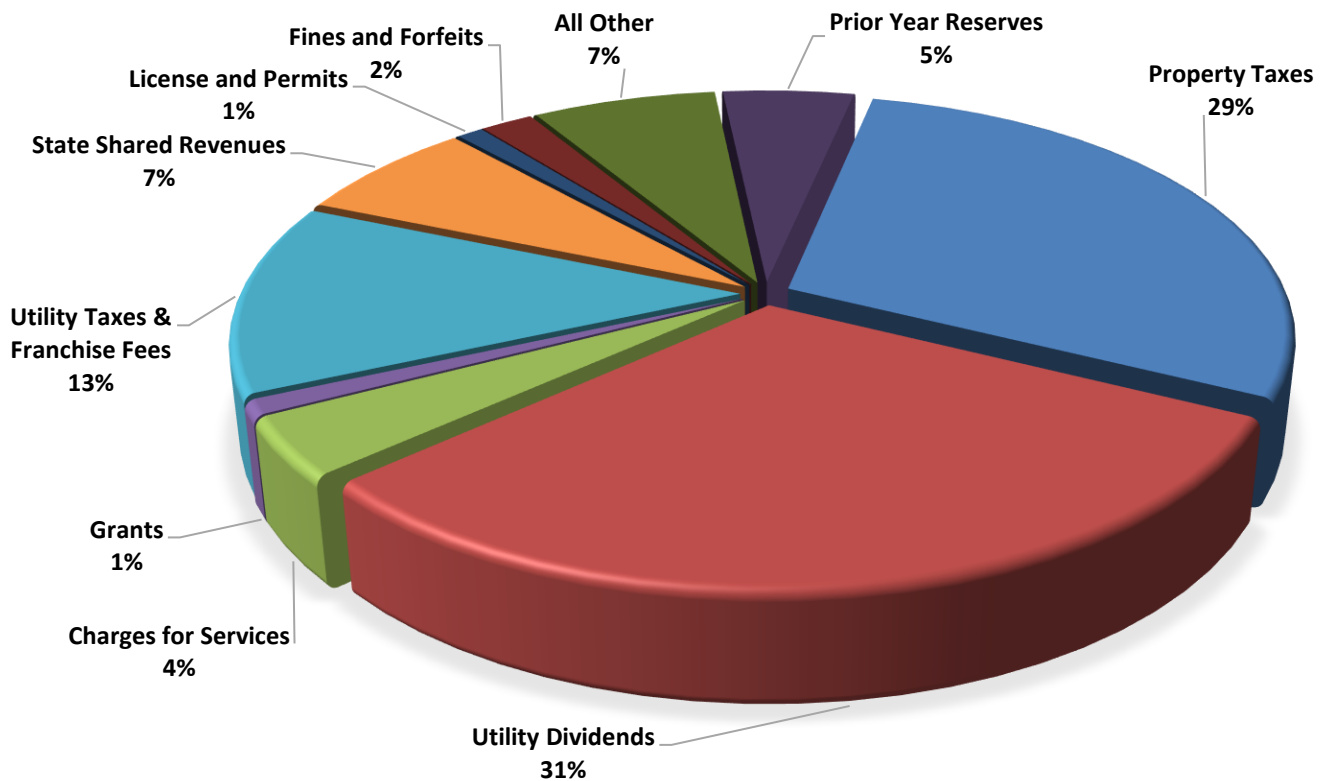


Figure A-11: General Fund Revenues Pie Chart

City Manager's Letter

FY 2021 General Fund Expenses

Municipalities are, by their nature, service providers to the community, therefore, personnel costs continue to be the primary cost-driver for the City. Police, Fire, and Parks and Recreation operations make up 72% of the overall General Fund expenditures, in line with previous budget years.

Department

Police
Fire
Public Works
Parks and Recreation
Debt Service
Capital Outlay
Community and Economic Development
General Government
Street Lighting
All Other
Total Revenues

Expenses

\$45,235,826
21,931,297
7,449,509
27,295,403
184,796
265,993
4,948,808
7,364,413
4,362,066
13,362,896
<u>\$132,401,007</u>

Figure A-12: General Fund Expenses

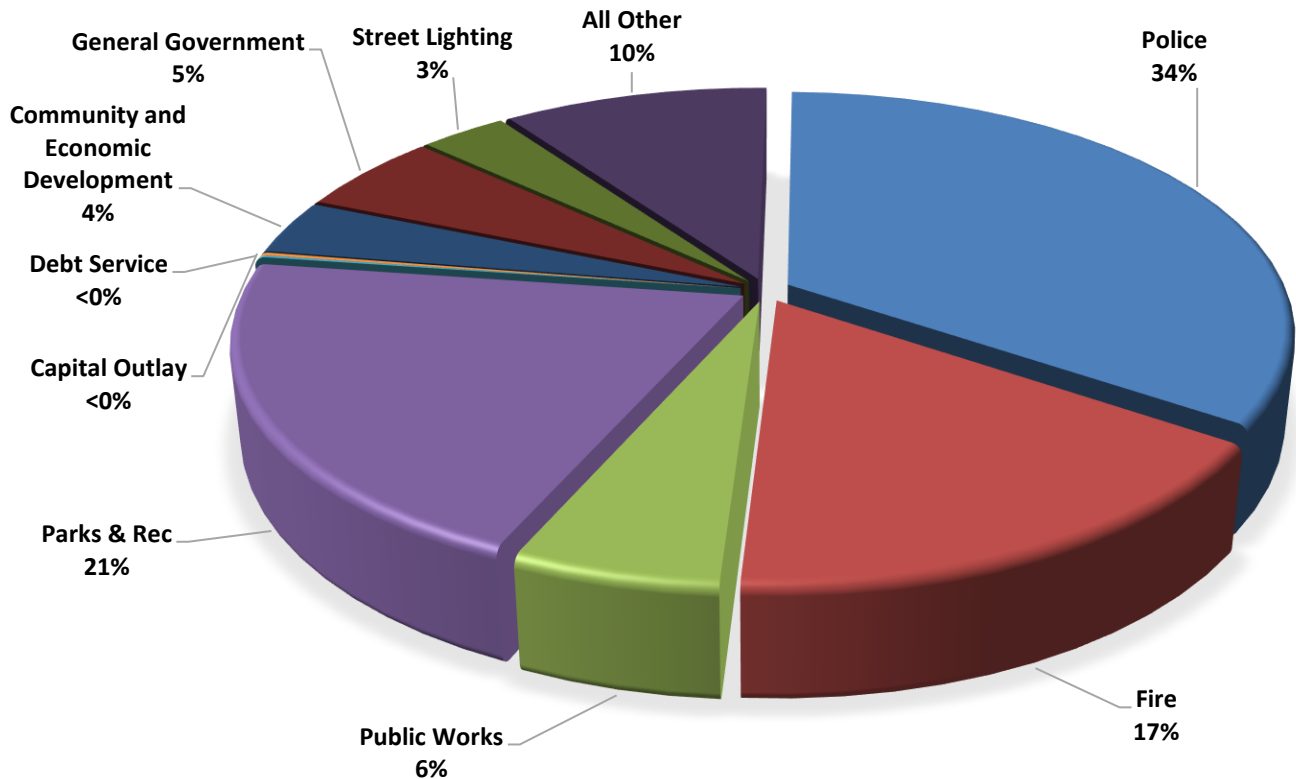


Figure A-13: General Fund Expenses Pie Chart

City Manager's Letter

Comparative Annual Cost of Services

A comparative look at annual costs of services (with those municipalities we have annually compared ourselves to, who provide electric service as a generator or distributor, a sister community within the I-4 corridor and/or county seat) continues to provide data that Lakeland maintains a fair and true level of affordability. Based on average fees, property tax, and sales and utility taxes, services provided by the City cost roughly just under \$4,500 on average per household.

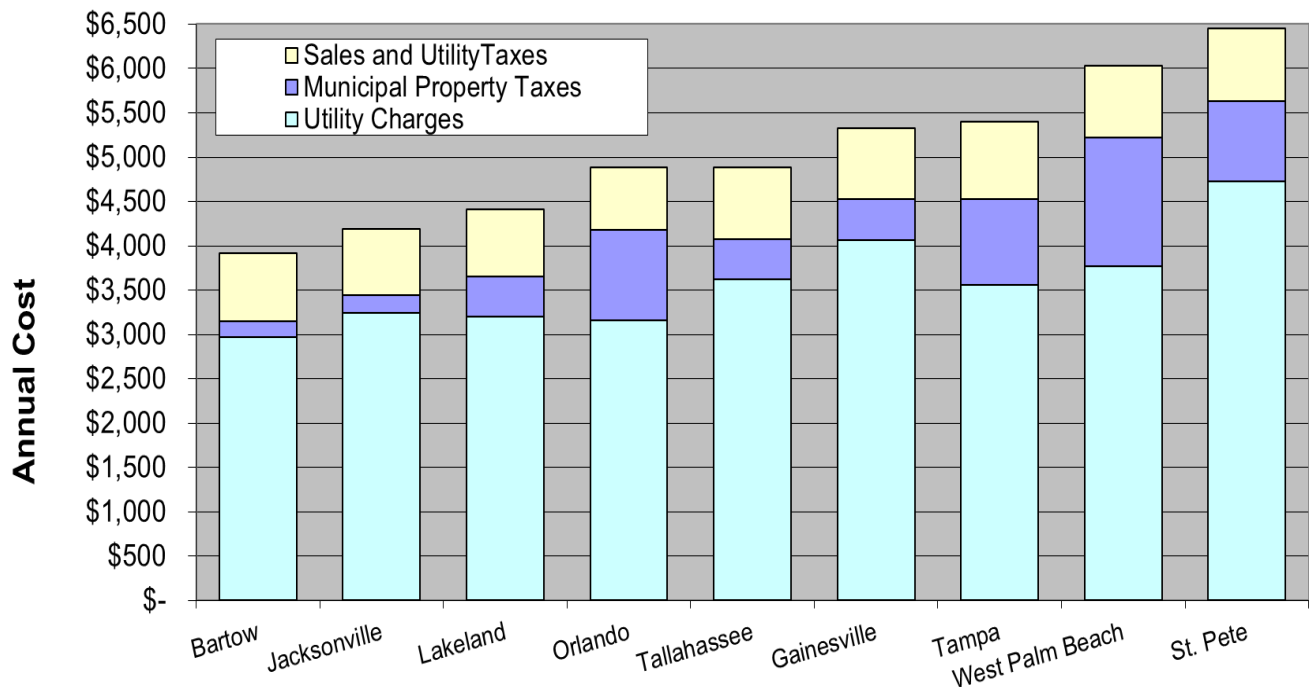


Figure A-14: Comparative Annual Cost of Services Chart

Conclusion

The format of the FY 2021 Annual Budget Book builds upon the success of the organization's previous Budgets that have received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award in recognition of its layout, planning, content, and overall presentation. The award is noteworthy in that it is bestowed on only a small percentage of public organizations. The annual budget process which fully incorporates the City's Strategic Planning process, with the yearly allocation of financial resources, represents an excellent opportunity for the City Commission, staff, and residents to review the delivery of municipal services, in comparison to our effectiveness, to accomplish the collective desires of the community. We believe readers will continue to find the City's user-friendly Budget Document effectively serves as a reference throughout the year and as both a financial tool and operations guide.

City Manager's Letter

In reviewing the Program Budget, the concept of total operating expenditures versus traditional General Fund expenditures should always be kept in mind. The property tax rate and other taxes and dividends primarily cover expenditures for the General Fund (which includes many of the traditional governmental services which do not have user fees such as Police, Fire, Planning and general government), and excludes those user fee-based costs attributable to Enterprise Operations (Lakeland Electric, Water and Wastewater, Solid Waste, Airport, and The RP Funding Center Funds), Special Revenue Funds (Community Development, Stormwater and the Lakeland Community Redevelopment Funds) or Capital Project Funds (Transportation and Public Improvement Funds). The Public Improvement Fund pays for deficiencies in some funds such as the General Fund and the RP Funding Center Fund through a transfer. Together, except for the Internal Service Funds (Fleet Management, Risk Management and Purchasing, Information Technology, and Facilities Maintenance Funds) and the allocation of Administrative Services, these expenses comprise the operational budget.

The development of this budget document continues the efforts and foundation to allow the departmental staff to take on a greater role in developing the processes and identifying funding options associated with the budget, while allowing the City Commission to concentrate on evaluating initiatives, projects (short and long-term) and larger policy goals associated with developing the annual budget. I am proud of the work the City of Lakeland's Administration Team has accomplished this past year and anticipate even greater levels of transparency and community interaction into the future as the budget process continues to be refined. Our organization has weathered a litany of economic and operational obstacles over the last year and we have successfully navigated through significant environmental challenges, community stakeholder requests for assistance, a resurgence in economic development and the continued emphasis of a customer-centric philosophy that will provide for greater community involvement and create public-private partnerships.

I would like to thank the City Commission for the hard work spent in retreats and departmental workshops to better understand the budget drivers and provide input so that the document is reflective of your collective direction. I would also like to take this opportunity to specifically recognize the dedication of the City of Lakeland's talented municipal workforce as they deliver an extensive array of municipal services for residents with enthusiasm and pride on a daily basis. Many of these employees have provided their time and talents in the preparation of this annual document and I truly appreciate and thank them for their commitment to the continuous evolution and enhancement of the City's budgeting process during these uncertain economic conditions and changing landscape of our community.

Sincerely,



Anthony J. Delgado
City Manager

Organizational Chart

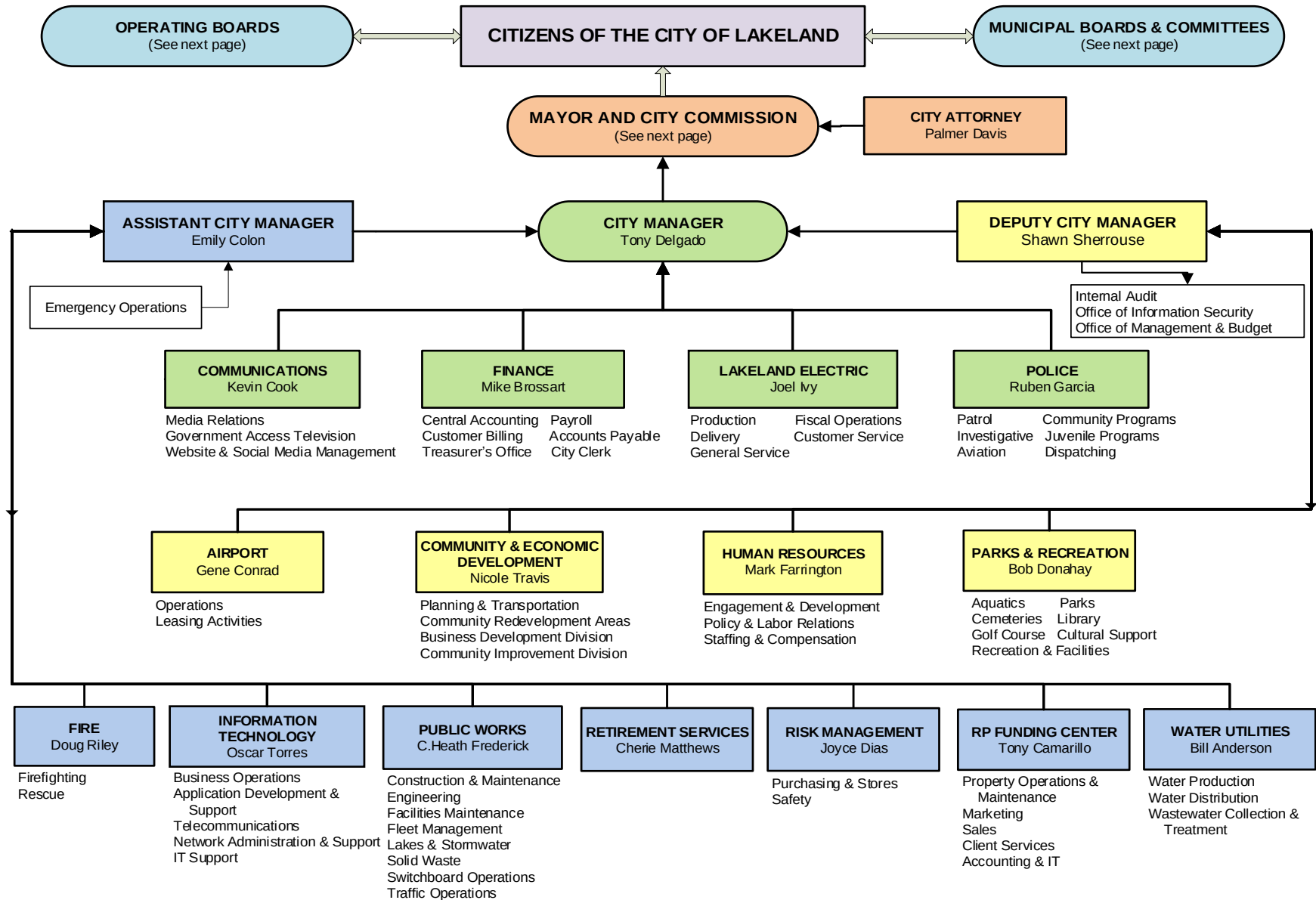


Figure A-15: Organizational Chart
Fiscal Year 2021 Annual Budget

Organizational Chart

CITIZENS OF THE CITY OF LAKELAND

MAYOR AND CITY COMMISSIONERS

William "Bill" Mutz, Mayor

Scott Franklin

Stephanie Madden

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
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.



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



135 Years Old

Incorporated January 1, 1885



110,494 Citizens

Approximate Population



74.85 Square Miles

Land Size inside City Limits



2,461 Employees

City of Lakeland Workforce



\$605 Million

Adopted Budget for FY 2021



5.4644

FY 2021 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 Estimate)	110,494

Median Age

41.1
(U.S. Census Bureau, 2019)

Median Household Income

\$45,149
(2020 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
(2020 Lakeland Demographic Guide)

Permitted Space (Square Feet)

Warehouse/Industrial Space	2,594,389
Retail Space	90,806
Commercial/Office Space	301,756

(2020 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-16:
Abraham Godwin Munn
Founder of Lakeland

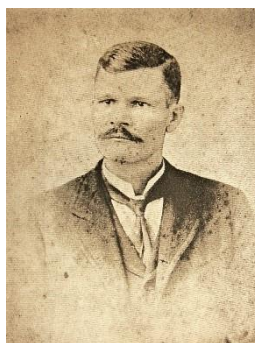


Figure A-17:
John Washington Trammell
First Mayor of Lakeland



Figure A-18:
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 general 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.

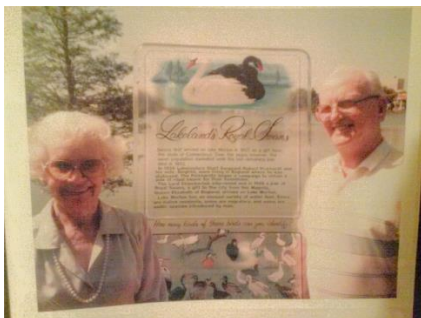


Figure A-19: Singhild and Robert Pickhardt



Figure A-20: 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-21 Bicycle Friendly Community Logo



Figure A-22: Playful City USA Logo



Figure A-23: Walk Friendly Communities Logo



TREE CITY USA®

Figure A-24: Tree City USA Logo



The Budget Overview provides highlights of the Annual Fiscal Budget, including the Budget Summary, Staffing Changes, and Financial Policies.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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.



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Budget Overview

Introduction

The FY 2021 Annual Budget was adopted on September 17, 2020. 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 2021 for all funds totals \$605,022,895. This represents a decrease of \$21,788,406 or 3.48% less than the FY 2020 budget. The FY 2021 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 May 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 2020.

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	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) • 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	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) Same table structure as identified above for Core Services.
Performance Measurements	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. Performance Measurements may be developed: • 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 2021 Strategic Planning and Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
January 27 to February 28	Lakeland View Survey (LKLDVIEW.com)	OMB
January 2 to February 1	Mid-Year PMFs Submitted to OMB	Departments, OMB
January 2 to March 31	Meet with Departments to review materials and instructions for Department Capture of Measurements/KSI data	Departments, OMB
February 29 to March 31	LKLD VIEW Survey Data Analysis	OMB
March 1 to 15	Complete ALL FY 2021 Personnel Request Forms (PMFs) and Submit to OMB	Departments, OMB
March 1 to April 12	HR Completes necessary Personnel PMF Review and Documentation. Output provided to OMB.	HR, Departments, OMB
March 11	Internal Services Line Item Budgets Available for Input	Finance, Departments
March 15 to April 30	PMF Review Team Meetings	DCM, ACM, OMB, HR, Finance
April 22	Line Item and CIPs Available for Entry	Finance, Departments
May 4	Line Item Budgets Completed and Finance Begins Review	Departments, Finance
May 11	Complete CIP Forms and notify Finance	Departments
May 11	Begin review of CIP Forms	Finance
May 12	City Commission Strategic Planning Workshop	City Commission, City Staff, Public
May 13	City Commission Strategic Planning Workshop	City Commission, City Staff, Public
After May 13	Team(s) Senior Leadership Workshop Conferences (assigned by project need)	Department Teams
After May 13	Team(s) Senior Leadership Project Development (assigned by project need)	Department Teams, CMO, Finance, OMB
May 29	City Commission Business Planning Review	City Commission, City Staff, Public
One week prior to City Manager Review Meeting	Return Electronic Meeting Deliverables and Budget Development Forms to OMB	Departments
June	Department Budget Meetings - Review Proposed Budgets, PMFs, and Accomplishments	Departments, City Manager, OMB, Finance

Figure B-2: Strategic Planning and Budget Development Calendar - Part 1
Fiscal Year 2021 Annual Budget

Budget Calendar

Fiscal Year 2021 Strategic Planning and Budget Development Calendar

DATE	ACTION REQUIRED	RESPONSIBILITIES
June	Finalize Budget Development Items Hyperion System: • Workforce Forms • Central Budget Forms • Performance Budget Forms • CIP Forms Table of Organization (TO) Process (N: Drive)	OMB, Finance, Departments
End of June and 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 1	Publish notice of Public Hearing on Mayor and City Commission Salary	City Clerk
July 15	Deliver to Property Appraiser the proposed Tax Millage Rate, Roll-Back Rate, and Public Hearing Schedule	Finance
July 16 and 31	City Commission Budget Workshop	Public, CC, CMO, Departments, OMB, Finance
July 17	Commission Agenda Study - Obtain guidance for Maximum Millage Rate to publish and confirm dates for Public Hearings	City Manager, Finance, City Commission
August 16	Publish TRIM Notice for First Public Hearing	Property Appraiser's Office
August 31	Complete all Performance Budget Allocations in Hyperion	Departments, OMB
September 1	Provide City Commission FY 2021 Proposed Budget (Line Item and CIP) prior to Budget Hearing	Finance
September 10	First Public Hearing on tentative Budget and Proposed Millage Rate; adopt Proposed Millage Rate	City Commission
September 12	Publish both the Notice of Proposed Tax Increase/Decrease or Notice of Budget Hearing and adjacent Budget Summary	City Clerk
September 17	Second Public Hearing to adopt final budget and Millage Rate	City Commission
Prior to October 1	Publish Line Item and CIP Budget	Finance
October	Distribute FY 2021 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: \$ 71,318,741

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: \$15,001,963

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: \$20,965,210

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: \$1,385

Environmental and Utility Services: \$402,494,068

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: \$ 35,184,717

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: \$ 45,831,121

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: \$ 5,855,964

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

Support Services: \$ 8,369,726

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 2021 Budget: \$605,022,895



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Budget in Brief

Expenditures by Activity

Community Safety	\$71,318,741
Community Police Programs	7,707,801
Dispatching Services	5,969,187
Emergency Preparedness	147,506
Firefighting Services	15,054,477
Investigative Services	11,247,455
Patrol Services	21,116,539
Rescue Services	10,075,776
Economic and Community Development	\$20,965,210
Affordable Housing Programs	1,458,986
Building Inspection and Permitting	1,408,516
Code Enforcement	1,513,287
CRA Districts	10,731,133
Development Review Services	3,421,327
Economic Development	290,619
Local Business Taxes	267,898
Neighborhood Programs	417,131
Planning Services	1,456,313
Environmental and Utility Services	\$402,494,068
Energy Production	199,215,332
Energy Transmission and Distribution	70,864,802
Energy Utility Billing and Customer Service	20,670,819
Lakes and Stormwater Management	8,313,887
Solid Waste - Commercial	6,034,337
Solid Waste - Recycling	3,126,983
Solid Waste - Residential	7,036,021
Water Treatment and Distribution	35,583,634
Wastewater Collection and Treatment	51,648,253
Cultural and Community Services	\$15,001,963
Library Services	4,477,729
Public Information Services	681,108
The RP Funding Center	9,843,126
Parks, Recreation, and Properties	\$35,184,717
Aquatics	1,759,630
Cemeteries	1,388,881
Cleveland Heights Golf Course	2,645,537
Parks	16,602,746
Recreation and Facilities Services	12,787,923

Budget in Brief

Expenditures by Activity

Transportation Services	\$45,831,121
Airport - Leasing Activities	9,180,346
Airport - Operations	21,699,106
Parking Services	1,634,377
Transportation Facilities – Construction	1,656,815
Transportation Facilities – Maintenance	11,660,477
Legislative Activities	\$5,855,964
City Clerk	712,907
City Commission	4,586,823
Community Relations	556,234
Support Services	\$8,369,726
Facilities Maintenance	243,432
Fleet Management	107,688
Governance Administration	7,343,540
Information Technology	654,635
Purchasing and Stores	20,431
Non-Departmental	\$1,385
Total Expenditures	\$605,022,895

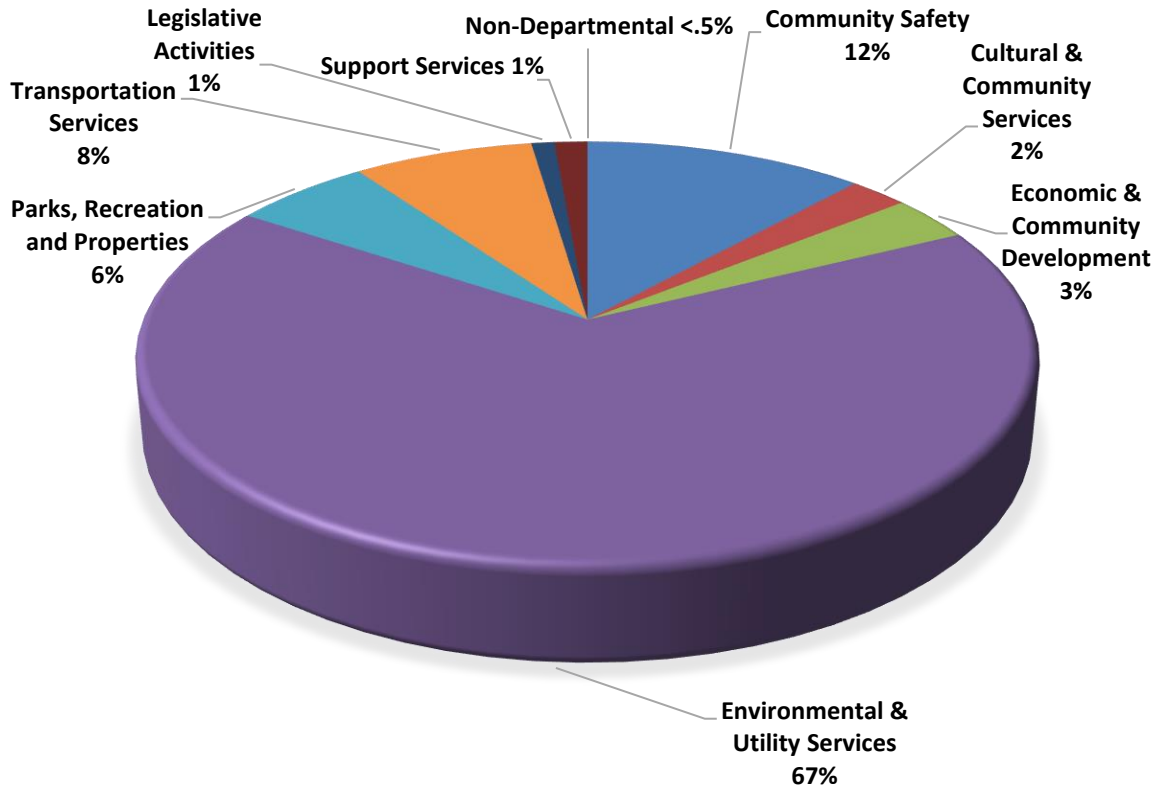


Figure B-4: Expenditures Pie Chart
Fiscal Year 2021 Annual Budget

Budget in Brief

Revenues by Activity

Community Safety	\$5,200,003
Community Police Programs	1,338,096
Dispatching Services	255,659
Emergency Preparedness	59,990
Firefighting Services	1,072,855
Investigative Services	115,488
Patrol Services	1,954,903
Rescue Services	403,012
Cultural and Community Services	\$6,039,173
Library Services	1,480,135
Public Information Services	21,000
The RP Funding Center	4,538,038
Economic and Community Development	\$16,715,187
Affordable Housing Programs	1,474,414
Building Inspection and Permitting	1,227,239
Code Enforcement	740,652
CRA Districts	7,483,356
Development Review Services	1,724,543
Economic Development	2,250,000
Local Business Taxes	1,796,140
Neighborhood Programs	0
Planning Services	18,843
Environmental and Utility Services	\$444,655,678
Energy Production	210,234,767
Transmission and Distribution	74,658,103
Utility Billing and Customer Service	35,815,720
Lakes and Stormwater Management	7,456,224
Solid Waste - Commercial	10,293,395
Solid Waste - Recycling	641,690
Solid Waste - Residential	8,804,611
Water Treatment and Distribution	41,416,718
Wastewater Collection and Treatment	55,334,450
Parks, Recreation, and Properties	\$9,621,968
Aquatics	87,725
Cemeteries	664,697
Cleveland Heights Golf Course	1,423,923
Parks	3,848,718
Recreation and Facilities Services	3,596,905

Budget in Brief

Revenues by Activity

Transportation Services	\$33,695,176
Airport - Leasing Activities	9,451,245
Airport - Operations	16,543,353
Parking Services	1,501,528
Transportation Facilities - Construction	1,021,072
Transportation Facilities - Maintenance	5,177,978
Legislative Activities	\$ 0
City Clerk	0
City Commission	0
Community Relations	0
Support Services	\$173,735
Facilities Maintenance	0
Fleet Management	0
Governance Administration	173,735
Information Technology	0
Purchasing and Stores	0
Non-Departmental	\$88,921,975
General Fund Services	88,598,456
Lakeland Regional Medical Center	323,519
Total Revenues	\$605,022,895

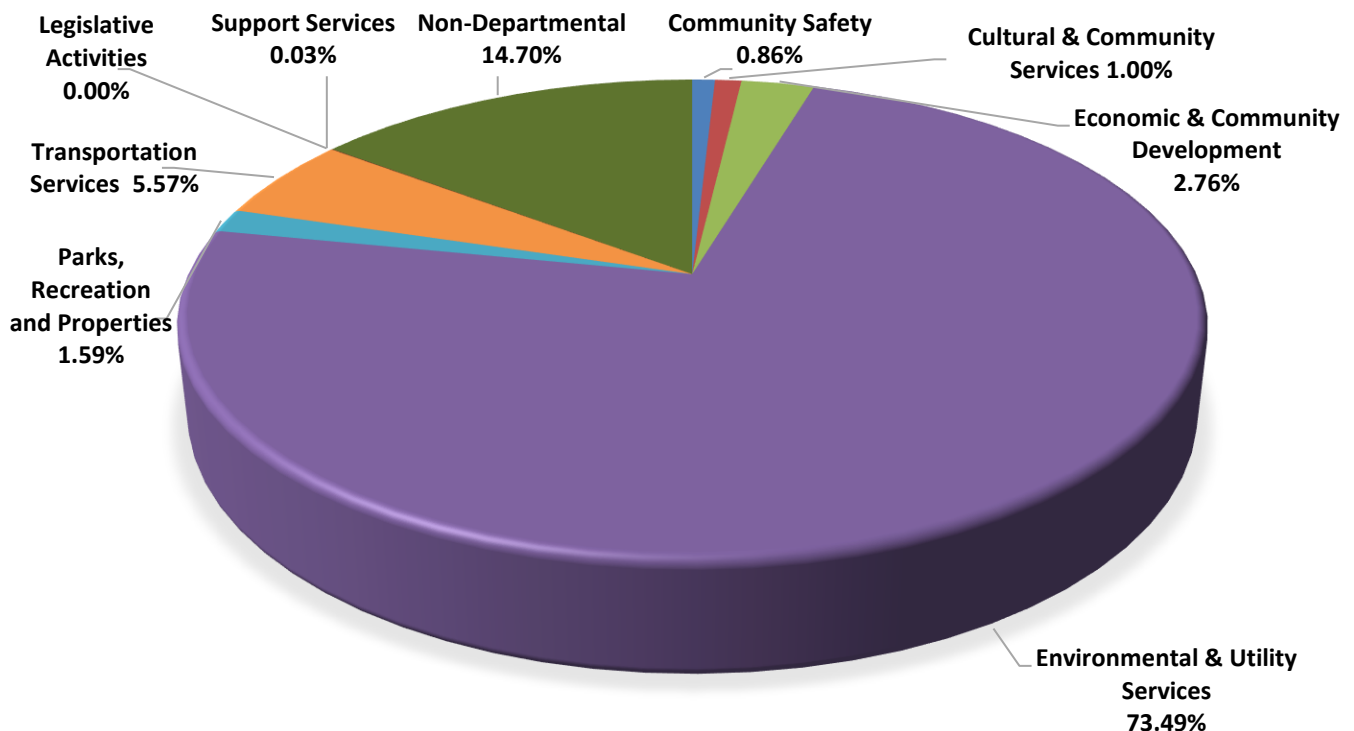


Figure B-5: Revenues by Activity Pie Chart
Fiscal Year 2021 Annual Budget

Budget Summary

Revenue Sources

Sources

Charges for Services
 All Other Revenue
 Public Service, Communication, and Gasoline Taxes
 Intergovernmental
 Property Taxes
 Licenses and Permits
 Prior Year Surplus

Total Revenues

Revenues

\$417,306,171
 32,759,751
 30,135,142
 34,474,849
 46,274,355
 4,347,822
 39,724,805
\$605,022,895

Figure B-6: Revenue Sources List

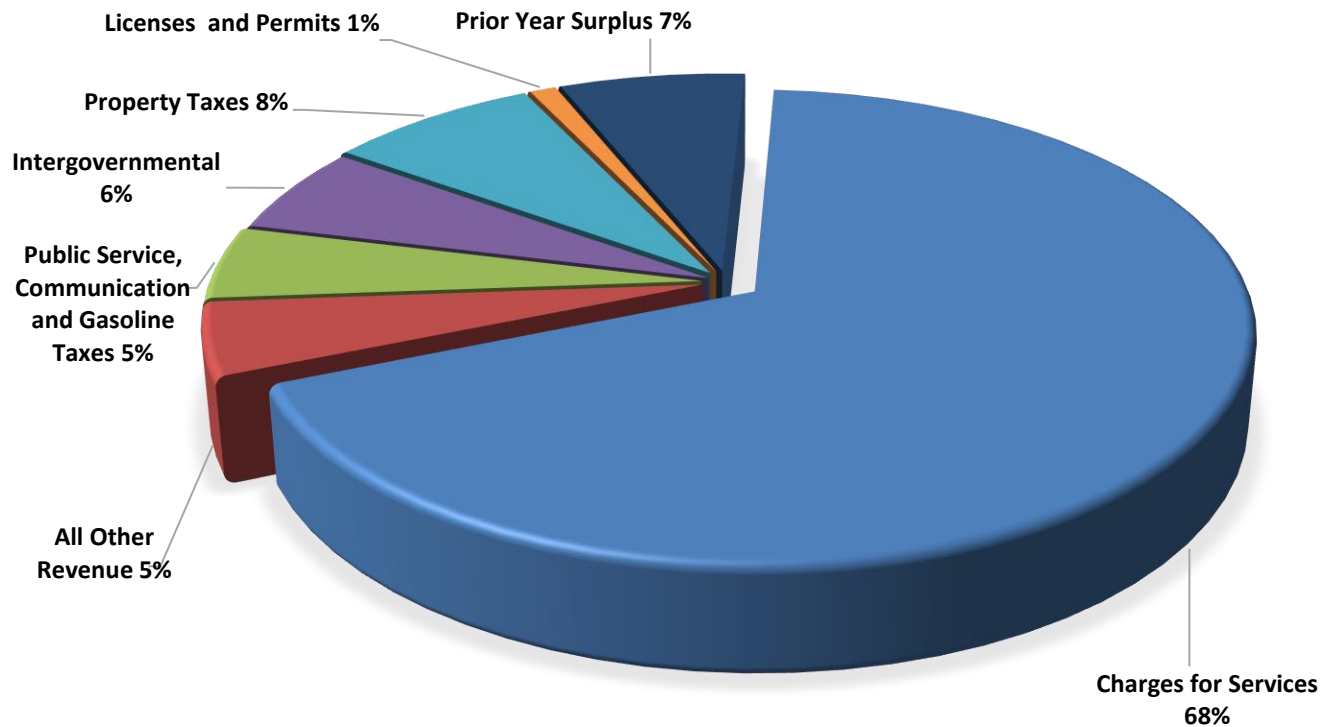


Figure B-7: Revenue Sources Pie Chart

Budget Summary

Expenses by Account

Account	Expenses
Fuel and Purchased Power	\$114,166,207
Personnel	177,834,166
Capital Outlay	105,691,237
Debt Service	64,925,980
All Other Operations and Maintenance	17,866,249
Internal Service Charges	58,377,841
Professional and Contractual	42,847,425
Utilities	13,407,994
Insurance and Fixed Charges	9,905,796
Total Expenditures	<u>\$605,022,895</u>

Figure B-8: Expenses by Account

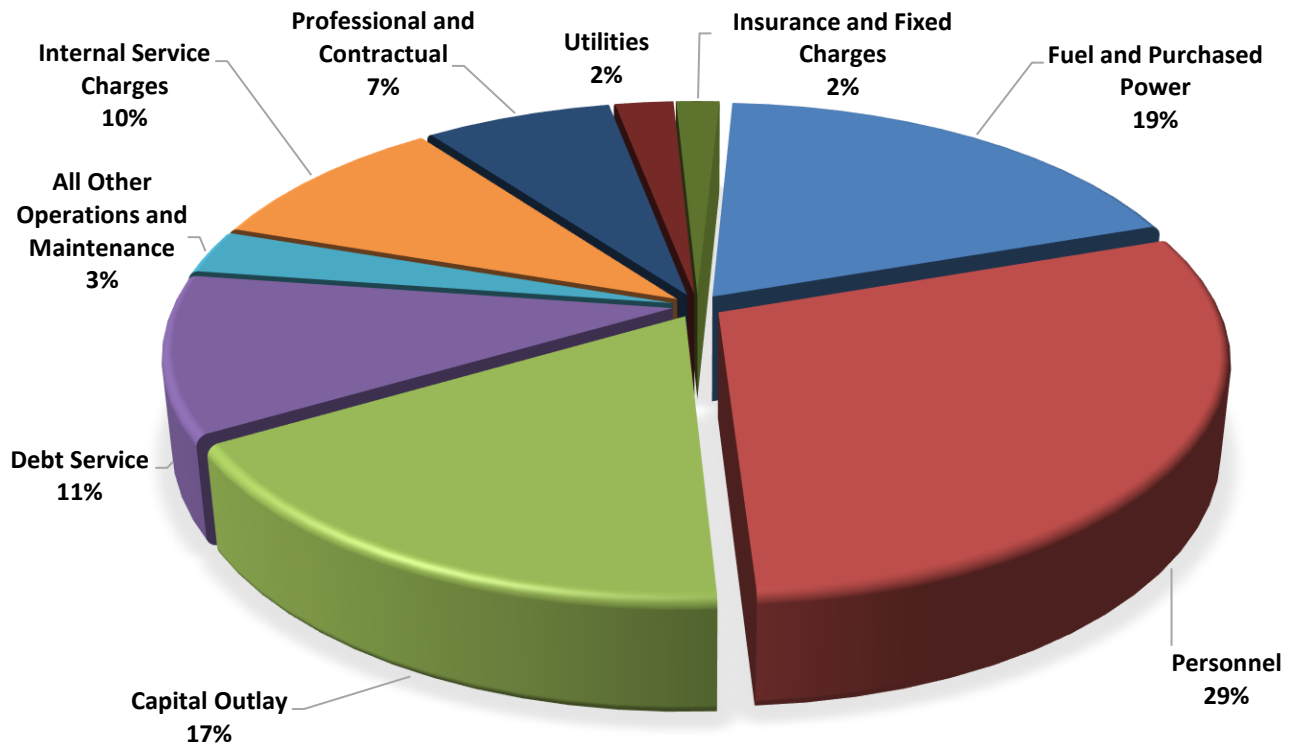


Figure B-9: Expenses by Account Pie Chart

Budget Summary

Summary of All Funds – Revenues

	Proposed Budget	Less Intracity Transactions	Net Budget
Revenues			
General	\$132,401,007	\$47,117,514	\$85,283,493
Transportation	8,337,958	25,000	8,312,958
Stormwater Utility	7,456,223		7,456,223
Public Improvement	25,398,686	430,470	24,968,216
Community Redevelopment Agency	7,483,354		7,483,354
Community and Economic Development	1,474,414		1,474,414
Building Inspection Fund	2,881,861		2,881,861
Fleet Management	16,723,225	16,723,225	
Purchasing and Stores	2,985,825	2,985,825	
Facilities Maintenance	7,272,826	7,272,826	
Information Technology	25,915,173	25,915,173	
Wastewater System	65,599,638	10,265,188	55,334,450
Water Utilities	53,866,153	12,449,435	41,416,718
Parking System	975,071	36,000	939,071
RP Funding Center	9,970,419	4,891,337	5,079,082
Lakeland Linder International Airport	27,359,030	1,364,432	25,994,598
Solid Waste Management	17,689,868		17,689,868
Lakeland Electric Utilities	359,924,179	39,215,590	320,708,589
Total Revenues	\$773,714,910	\$168,692,015	\$605,022,895

Figure B-10: List of Revenues by Funds

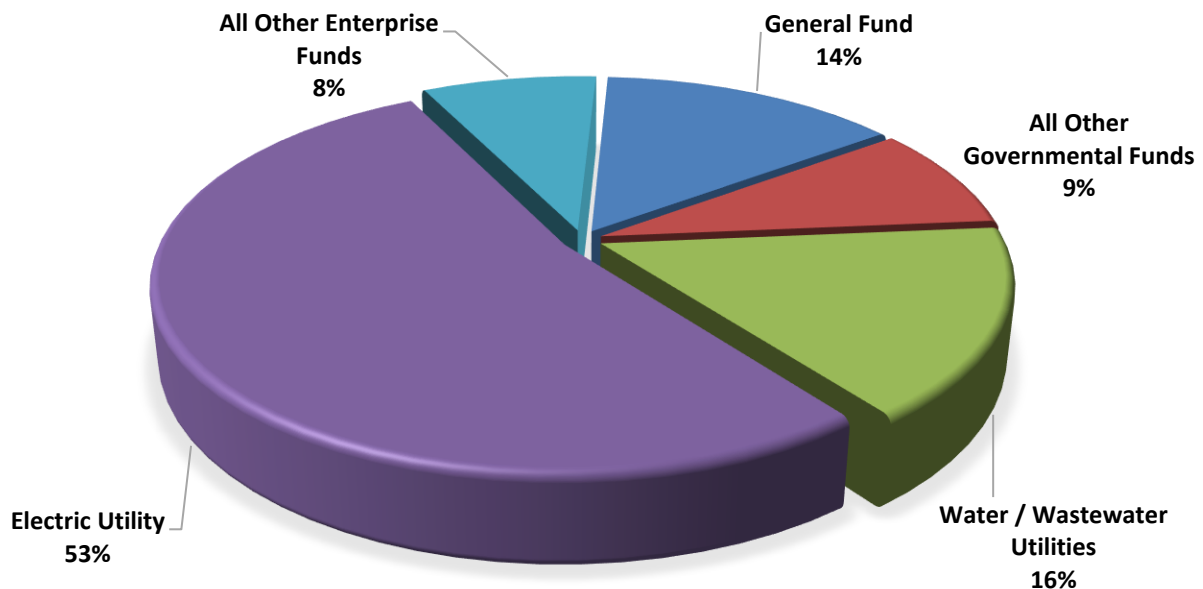


Figure B-11: Revenues by Funds Pie Chart

Budget Summary

Summary of All Funds – Expenditures

	Proposed Budget	Less Intracity Transactions	Net Budget
Expenditures			
General	\$132,401,007	\$3,050,218	\$129,350,789
Transportation	8,337,958	36,000	8,301,958
Stormwater Utility	7,456,223	918	7,455,305
Public Improvement	25,398,686	7,687,884	17,710,802
Community Redevelopment Agency	7,483,354	288,207	7,195,147
Community and Economic Development	1,474,414		1,474,414
Building Inspection Fund	2,881,861		2,881,861
Fleet Management	16,723,225	16,723,225	
Purchasing and Stores	2,985,825	2,985,825	
Facilities Maintenance	7,272,826	7,272,826	
Information Technology	25,915,173	25,915,173	
Wastewater System	65,599,638	15,037,526	50,562,112
Water Utilities	53,866,153	17,225,344	36,640,809
Parking System	975,071	88,725	886,346
RP Funding Center	9,970,419	5,609	9,964,810
Lakeland Linder International Airport	27,359,030	1,515,074	25,843,956
Solid Waste Management	17,689,868	1,606,833	16,083,035
Lakeland Electric Utilities	359,924,179	69,252,628	290,671,551
Total Revenues	\$773,714,910	\$168,692,015	\$605,022,895

Figure B-12: Expenditures by Funds List

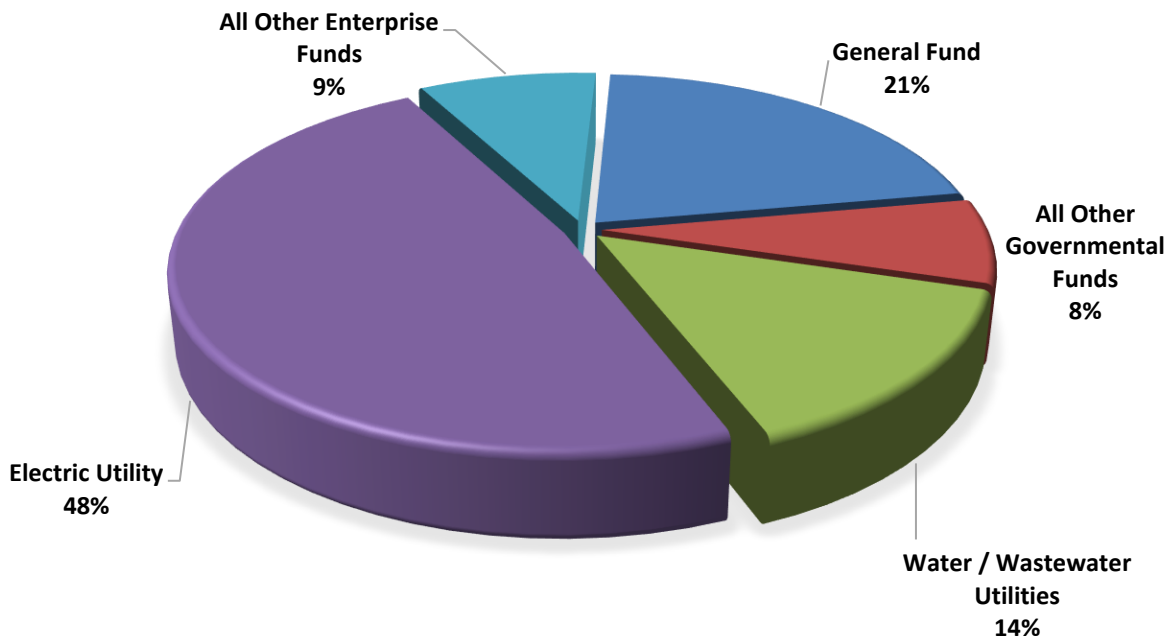


Figure B-13: Expenditures by Funds Pie Chart
Fiscal Year 2021 Annual Budget

Budget Summary

General Governmental Funds* - Revenues

Source	Revenues
Property Taxes	\$38,803,196
Utility Dividend	40,992,118
LRMC Lease	14,378,615
Charges for Services	17,955,643
Grants	6,276,915
Gas Taxes	5,304,200
Sales and Utility Taxes	15,931,227
CRA Tax Increment	7,471,159
All Other	29,490,890
Prior Year Reserves	8,829,540
Total Revenues	<u>\$185,433,503</u>

*Non-Enterprise Funds

Figure B-14: General Government Funds Revenues List

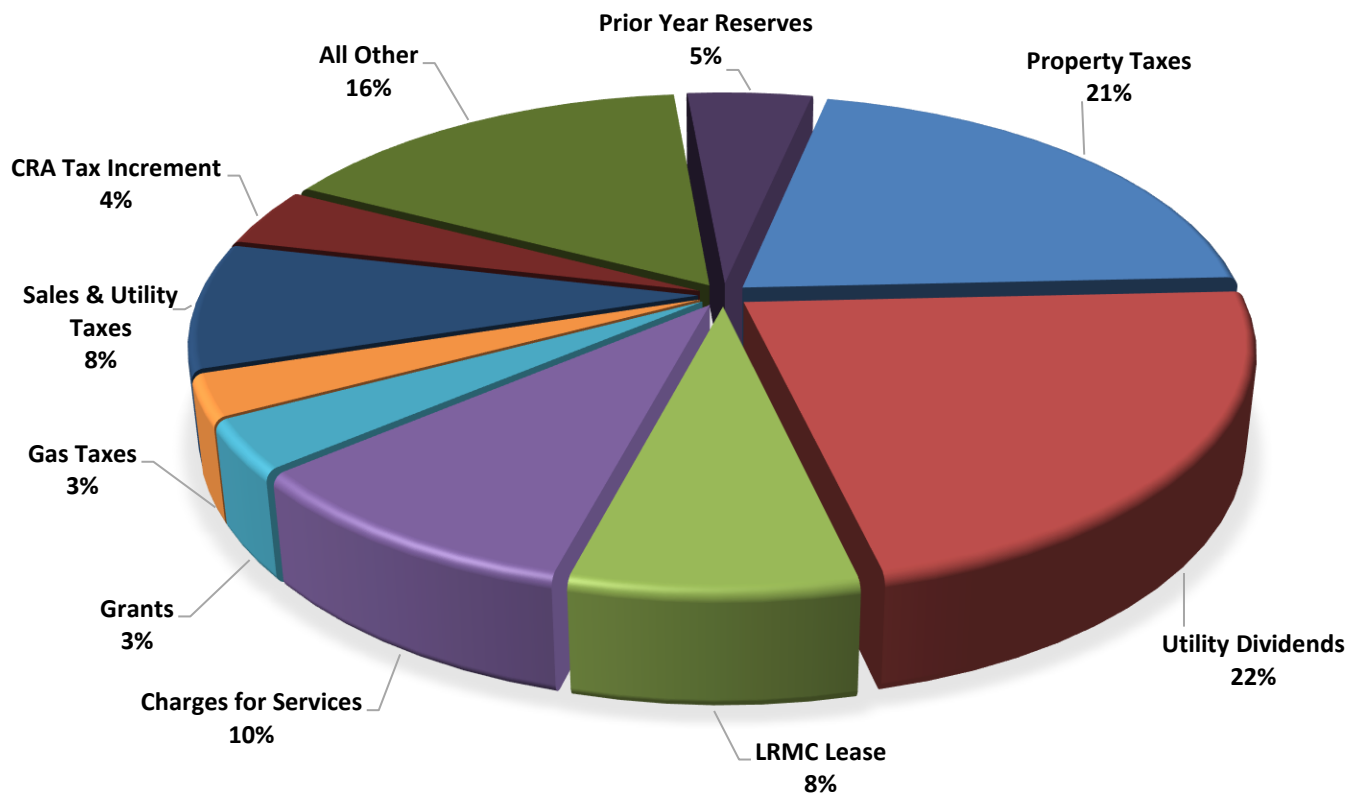


Figure B-15: General Governmental Funds Revenues Pie Chart

Budget Summary

General Governmental Funds* - Expenditures

Department	Expenses
Police	\$45,235,826
Fire	21,931,297
Public Works	7,449,509
Parks and Recreation	27,295,403
Debt Service	11,464,420
Capital Outlay	14,945,638
Community and Economic Development	9,305,083
General Government	7,364,413
Street Lighting	4,362,066
All Other	36,079,848
Total Expenditures	<u>\$185,433,503</u>

*Non-Enterprise Funds

Figure B-16: General Government Funds Expenditures List

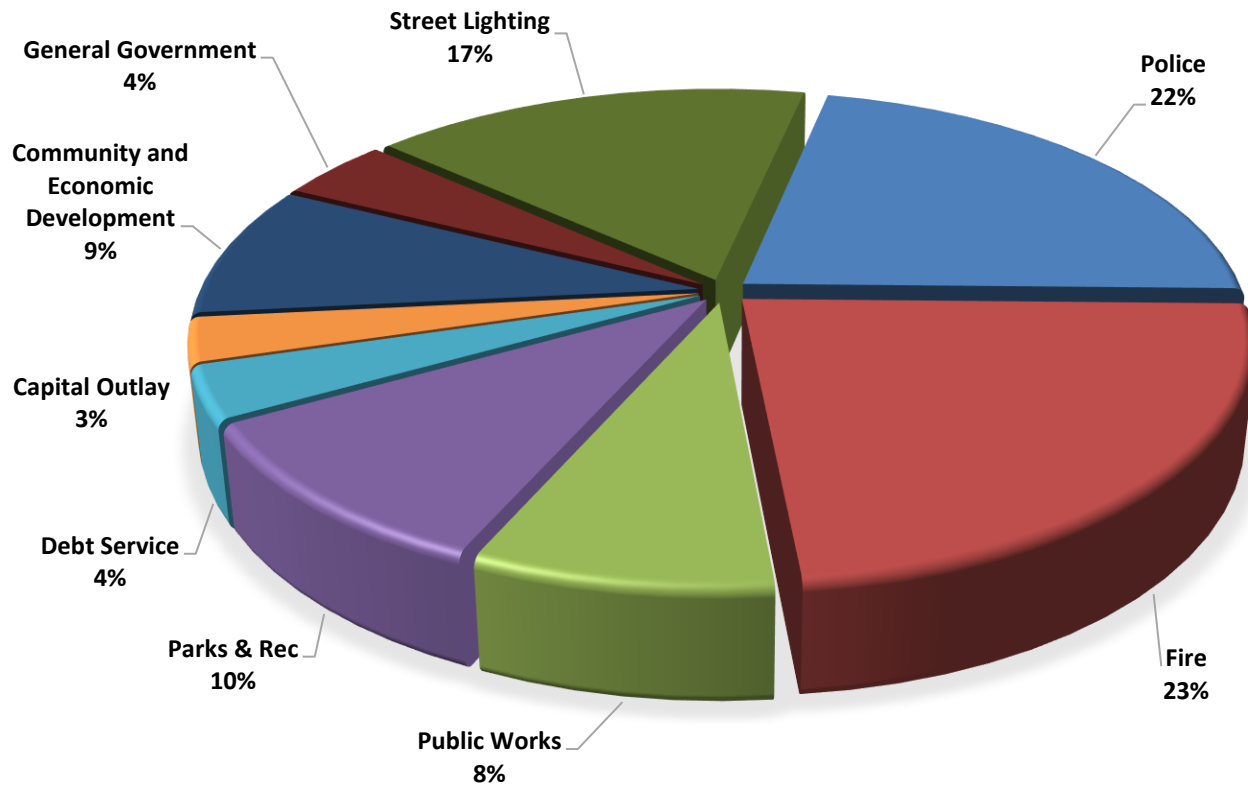


Figure B-17: General Governmental Funds Expenditures Pie Chart

Budget Summary

General Fund - Revenues

Source	Revenues
Property Taxes	\$38,803,196
Utility Dividend	40,992,118
Charges for Services	5,556,356
Grants	1,892,434
Utility Taxes and Franchise Fees	15,931,227
State Shared Revenues	8,899,715
Licenses and Permits	1,725,440
Fines and Forfeits	2,384,289
All Other	9,706,708
Prior Year Reserves	6,509,524
Total Revenues	<u>\$132,401,007</u>

Figure B-18: General Fund Revenues List

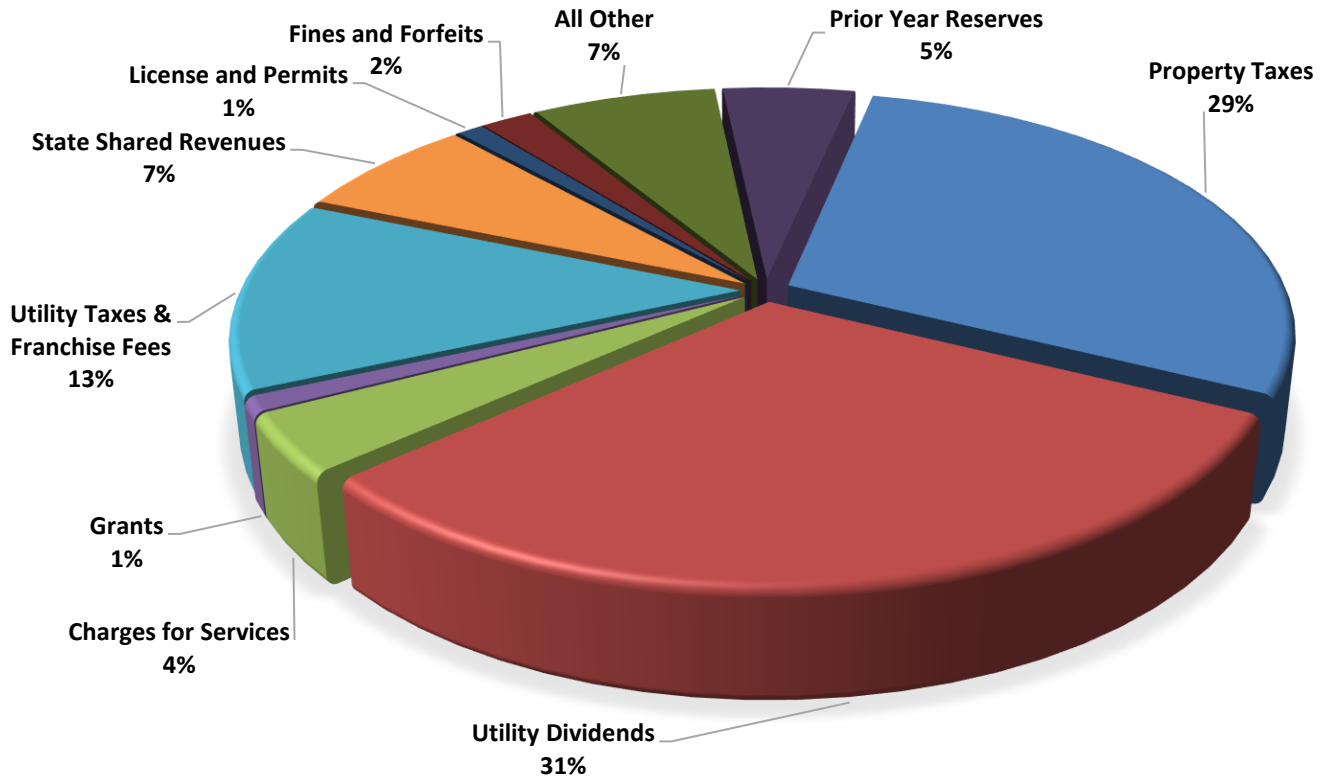


Figure B-19: General Fund Revenues Pie Chart

Budget Summary

General Fund - Expenditures

Department

Police
Fire
Public Works
Parks and Recreation
Debt Service
Capital Outlay
Community and Economic Development
General Government
Street Lighting
All Other

Total Revenues

Expenses

\$45,235,826
21,931,297
7,449,509
27,295,403
184,796
265,993
4,948,808
7,364,413
4,362,066
13,362,896
\$132,401,007

Figure B-20: General Fund Expenditures List

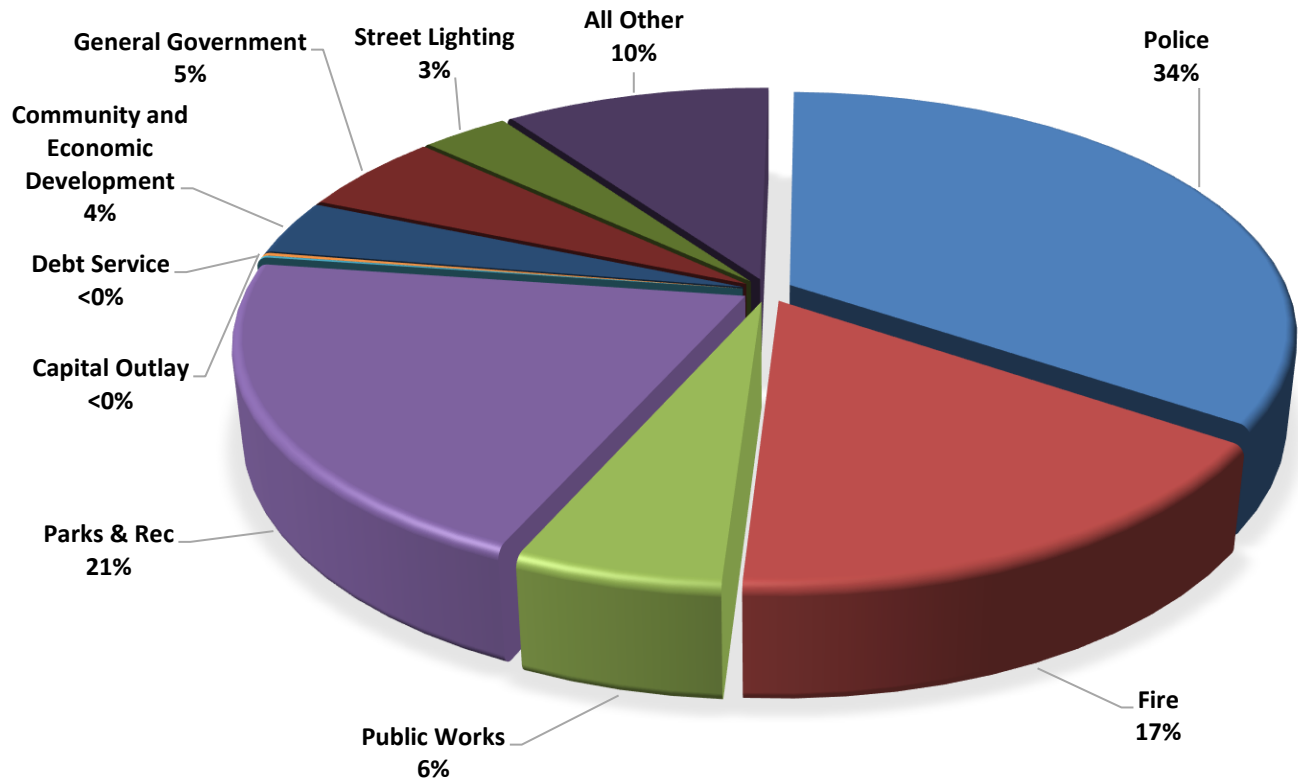


Figure B-21: General Fund Expenditures Pie Chart

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 2021 will continue to remain at 5.4644.

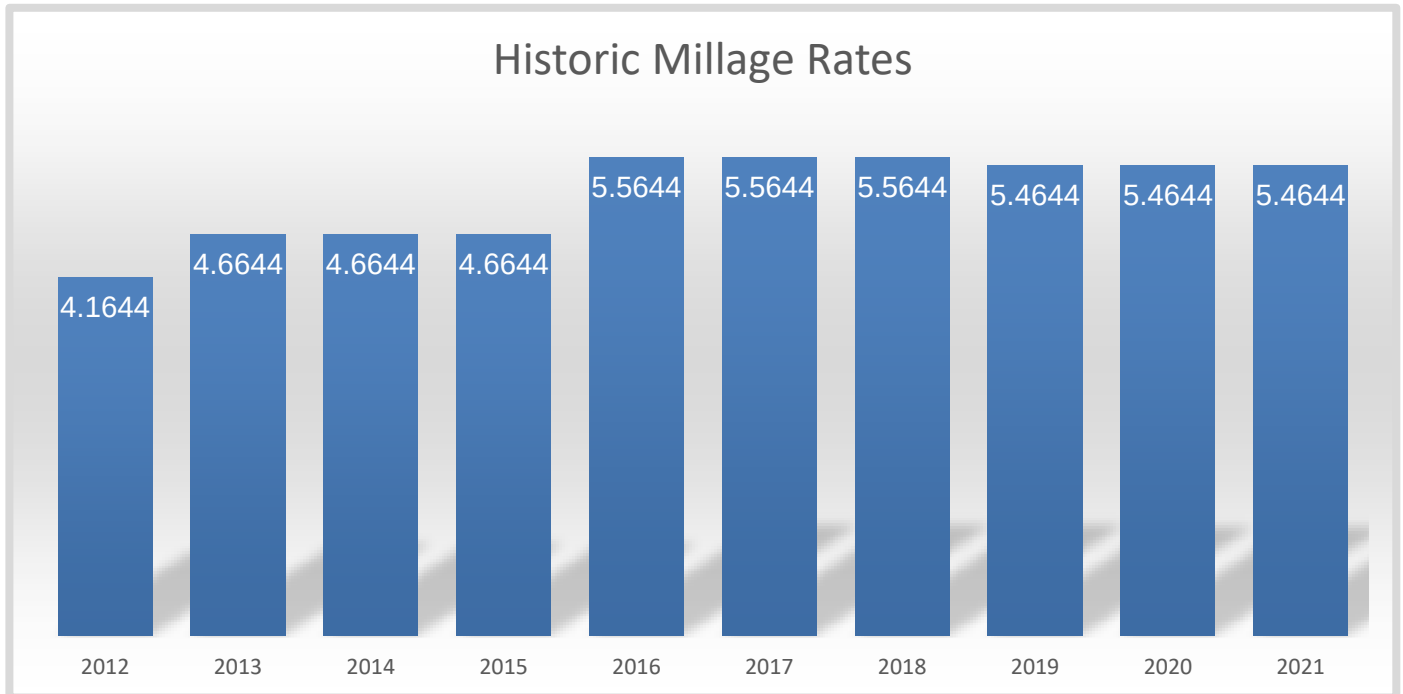


Figure B-22: Historic Millage Rates Graph

Fiscal Year	Millage
2012	4.1644
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

Figure B-23: List of Millage Rates by Year

Position Changes by Fund and Department

	FY 2019		FY 2020		FY 2021		FY20-21 Net Change	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Commission	1	7	1	7	1	7	0	0
City Manager	14	0	15	0	15	0	0	0
Communications	8	0	7	0	7	0	0	0
Legal	6	0	6	0	6	0	0	0
Retirement	3	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	18	0	16	0	16	0	0	0
Finance	43	1	44	1	44	1	0	0
Community Development	64	9	64	8	64	8	0	0
Fire	177	1	178	1	178	1	0	0
Police	368	14	368	14	372	11	4	-3
Public Works	116	0	117	0	117	0	0	0
Parks and Recreation	242	178	242	178	242	176	0	0
	1087	211	108	208	1093	205	4	-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	81	0	80	0	80	0	0	0
	189	0	188	0	188	0	0	0
RP Funding Center	51	305	51	305	51	305	0	0
Lakeland Linder International Airport	17	4	20	2	20	2	0	0
Parking System	5	0	5	0	5	0	0	0
Stormwater	9	0	12	0	12	0	0	0
Solid Waste	66	0	66	0	66	0	0	0
Water	130	2	133	2	133	2	0	0
Wastewater	95	2	97	2	98	2	1	0
Lakeland Electric	538	27	531	27	519	27	-12	-3
	911	340	915	338	904	338	-11	0
Grand Total	2192	551	2197	546	2190	543	-7	-3

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.

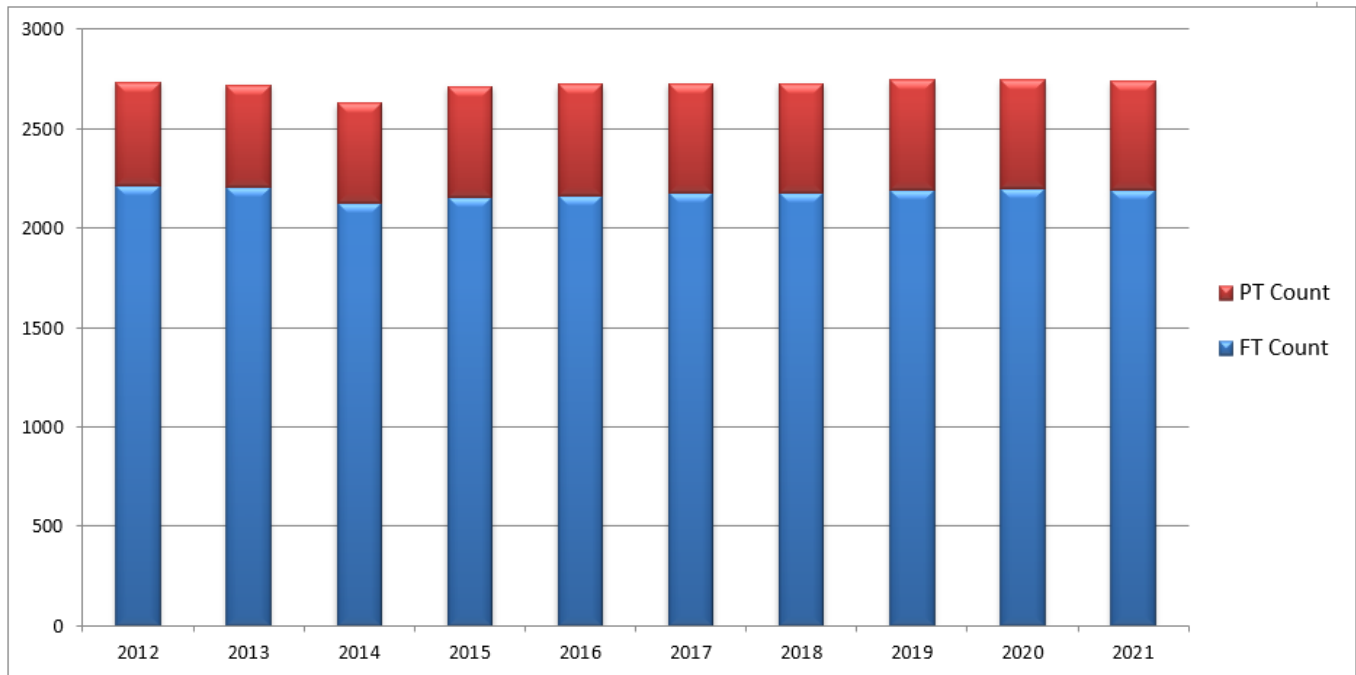


Figure B-25: Historical Full-time and Part-time Position Changes Graph

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

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.

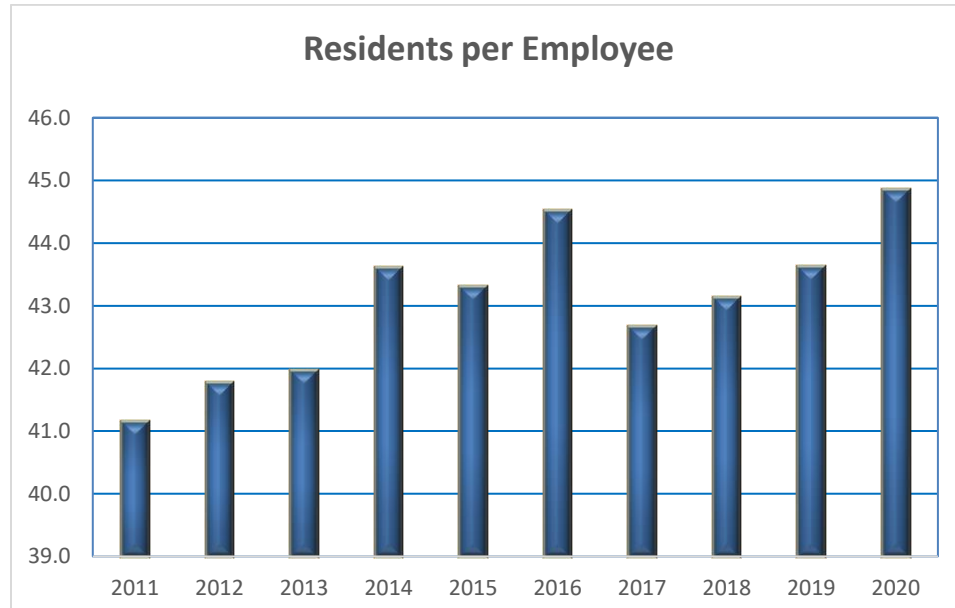


Figure B-27: Residents Per Employee Graph

Year	Lakeland Population*	LE Service Area Population	Lakeland FTE's	Residents per Employee
2011	97,690	253,009	2,373.50	41.2
2012	98,200	260,567	2,351.00	41.8
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	2326.67	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

*BEBR 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	General	RP Funding Center	CRA	Electric Utility	Solid Waste	Stormwater	Parks, Rec. & Properties	Lakeland Linder Intl. Airport
Public Safety \$71.3 Million	Community Safety	Police Services	X	X					X	X
		Firefighting Services	X	X					X	X
Cultural and Community Services \$15.0 Million	Cultural and Community Services	Library Services	X		X					
		Public Information	X	X	X	X	X	X	X	X
		RP Funding Center		X		X	X	X		X
Economic and Community Development \$20.9 Million	Economic and Community Development	Affordable Housing	X		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 \$402.5 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 \$35.2 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 \$8.4 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 \$45.8 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



The Long-Range Planning section begins with an analysis of the current financial environment, in addition to a Financial Condition Overview of the City, our Revenue Sources, Financial Strategy and Debt Management Overview.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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.



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Long-Range Planning Overview

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

First, a new Strategic Plan for the City, beginning with Fiscal Year 2021, was developed. The Strategic Plan is the outcome of the City Commission Retreat and contains the eight 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

Please Note: The economic indicators and information contained in the Environmental Scan was prepared before March 9, 2020, and the emergence of the COVID-19 coronavirus outbreak in the United States. This disease and our “new normal” will have an impact on all of the local and national economic measures highlighted.

Demographic Trends

In 2019, the University of Florida’s Bureau of Economic and Business Research (BEBR) estimated the City of Lakeland’s population to be 107,552, making Lakeland the 21st most populated city in Florida. This estimate depicts a nominal but steady increase from the 2010 U.S. Census estimate of 97,422. Supporting a healthy job and housing market, Lakeland is continuing to grow at a pace of more than 1% per year. With the consistent pattern of residential construction, Lakeland’s population has grown by 37% from the 2000 decennial census which estimated the City’s population to be 78,452.

Households and Families

The U.S. Census Bureau QuickFacts for 2018 estimated that there were 40,938 occupied housing units in Lakeland, of which, 54.9% were owner-occupied and 45.1% were renter-occupied. There were 8,434 vacant units, with a homeowner vacancy rate of 4.2% and a rental vacancy rate of 10.1%. The average Lakeland owner-occupied household size during this period was 2.47 people while the average family size was 3.15. Also, in 2018, the median age of residents in Lakeland was estimated to be 41.1.

Income

The 2018 QuickFacts estimated Lakeland's median household income at \$44,313 while the personal per capita income for Lakeland was estimated at \$35,463 for 2018 (*these figures are based upon 2018 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

Figure C-1: Per Capita Income

Environmental Scan – Demographic Trends

Cultural Factors

As Lakeland's population continues to expand well beyond the 100,000 mark, the City is also seeing shifts in its diversity. The 2018 QuickFacts data from the U.S. Census shows, 97.9% of Lakeland's residents reported themselves as being of one race. Within this one race category, 72.5% were white, 20.6% were African American, 0.3% were American Indian or Alaska Native, 0.1% were Native Hawaiian or Pacific Islander, 2.4% were Asian, and 2.1% listed other as a race. As part of the City's total population, the 2018 QuickFacts estimates there are 17,247 Hispanics or Latinos of any race embedded within the total figure. This number represents 15.6% of the City's total population, which is a 28.3% increase in Lakeland's Hispanic population since the 2010 U.S. Census.

Educational Attainment

With several public and private colleges located within the Lakeland Electric Service Area and the accessibility of online learning, Lakeland has seen a marked increase in the educational attainment of its residents. The 2018 Census QuickFacts shows that 88.8% of Lakeland residents over the age of 25 had graduated from high school. This marked a 11.4% increase from the 79.2% number that was recorded in the 2000 Census. The 2018 survey also reported that 26.3% of Lakeland's residents over age 25 had a bachelor's degree or higher.

Unemployment Rates for People Age 25 and Older by Educational Attainment

Source: Bureau of Labor Statistics, January 2020

Unemployment rates for people age 25 and older by educational attainment

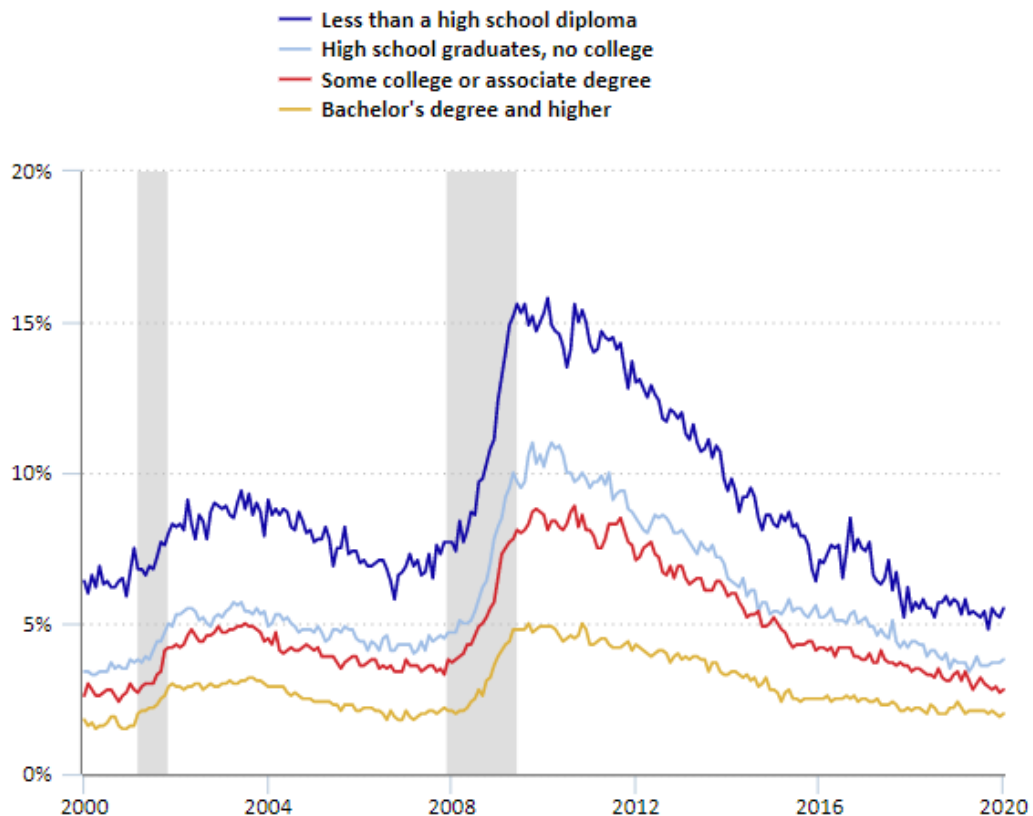


Figure C-2: Unemployment Rate by Educational Attainment

Environmental Scan – Land Development

Land Development Trends

Single-Family Residential

Residential construction in Lakeland continues to be very active. Lakeland issued 361 new single-family permits and 844 multi-family permits in 2019. This marks a slight year-over-year decrease from 2018 for single-family permits and a sharp increase for multi-family permits. Single-family permitting in Lakeland has averaged more than 300 new permits annually over the past 5-years, while multi-family has averaged just over 200 annually. Based on the highs and lows of the single-family residential market in Lakeland over the past 25 years, it is widely believed that a healthy market in Lakeland could support 150-200 new single-family permits per year. As we grow beyond that number, Lakeland's market is demonstrating a great deal of core strength as the market signals an expanding pattern for residential development. Prior to the housing crash in the late 2000's, Lakeland averaged more than 350 single family permits per year from 2002-2008. During this period, inflated values and accessible financing drove up the volume of housing units as prices rose to a seemingly sudden and unmanageable peak. Understanding the combined cyclical effects of a historic recession and stagnant unemployment, economists are now seeing a recovery in Lakeland's residential real estate market that is both consistent and sustainable.

Consistent with new single-family construction, Lakeland's residential resale market is busy. 2019 was marked as the most active real estate resale year over the past two decades, with 4,483 residential units being sold. Balancing this growth, the total units sold in 2019 marked a 141% increase from the markets most recent lowest point which was recorded in 2008. This increase in the number of homes sold has also impacted the price of existing homes. In Lakeland, the average purchase price for a home in 2019 was \$225,302, which was a 11.1% year-over-year increase from the prior year.

In 2008, when the real estate bubble burst and the market crash followed, the Lakeland Association of Realtors (LAR) reported the local real estate market had peaked with over 3,500 existing homes for sale within the current inventory. With a statistically steady number of buyers, and a defined number of homes for sale, it was estimated that Lakeland's residential real estate market had compiled almost 30 months of inventory during that period. Conversely, by the close the 2019 calendar year, the residential resale market accelerated to a level that may become difficult to maintain. With current inventory levels 47% below where they were just three years ago, Lakeland's 842 existing units for sale in December of 2019 represent a market inventory of just 2.3 months. Demand for existing inventory and new construction have enhanced the local housing market. Steady home sales and increasing market prices have solidified a turn towards a more level foundation that typically promotes a healthy and consistent residential market.

With this momentum, most economists agree that the residential real estate market reached its bottom in late 2012 and, moving forward, stabilization and growth may become the new normal. Key statistics outlining real estate valuations, sales transactions, and new construction starts all point to local and regional growth. Complimenting these trends, mortgage interest rates are decreasing, unemployment rates are historically low, and banks continue to loosen restrictions related to lending money. All of these factors look to be positive in repositioning Lakeland's residential market for continued growth.

Environmental Scan – Land Development

Commercial and Industrial Properties

Lakeland's industrial market is heavily reliant on job growth. Leasing activity in Lakeland's industrial market remained steady during 2019, similar to the accelerated pace seen over the past several years. Vacancy rates have surged to 7.0% which surpassed a 10-year post recession high. This increase can be attributed to the amount of new speculative warehouse projects that have been completed without a tenant in place. Analysts project that Lakeland's industrial market is positioned well, demonstrating strengths in both affordability and absorption. In 2019, Lakeland experienced more than 1.6 million square feet of new space delivered, making this one of the most active years since 2016. With many new industrial projects under construction and planned, 2020 should be another active year. The influx of new space should help vacancy rates remain stable as new inventory is constructed and demand increases.

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 to add new jobs. Unemployment rates within Lakeland continued to decline, with the year-end rate for 2019 dropping to 3.7%, which is 0.3% less than the 2018 rate and 1.1% less than the recorded rate for 2017. Lakeland's industrial market continued to expand as many organizations add jobs and make investments in new and existing facilities. The Lakeland MSA added 7,214 new jobs from January of 2019 to January of 2020. From a percentage standpoint, several industry sectors experienced positive year-over-year gains, the most substantial coming in construction, warehousing, and financial activities. These employment sectors grew cumulatively by 23% from January 2019 to January of 2020, with 2,900 new jobs added. Growth from all of Lakeland's professional industry sectors is a key indicator that aligns well with the fundamental health and expansion of the industrial market.

In 2019, industrial vacancy rates in Lakeland rose above 7% for the first time since 2009. This increase 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. By the start of the fourth quarter of 2019, Lakeland's industrial vacancy rate was 7.4%, which ended a streak of 29 consecutive quarters with a vacancy rate below 6%. With that, Lakeland's industrial market is still very healthy. In fact, much of this spike in vacancy is attributed to the net volume in new industrial space being permitted and constructed. With 1.6 million square feet completed in 2019 and 1.3 million more under construction, a slowdown in leasing activity of existing space has attributed to this increase.

Lakeland's consistency and demand can be partially attributed to the area's attractive lease rates. After several years of consistent rate increases, lease rates dropped by 8.8% in 2019 to an average asking rate of \$5.18. Rising vacancy rates and the volume of new inventory are impacting the rates for industrial property in Lakeland. The drop can be attributed to the number of high valued new products that have been added to the local market. This rate highlights a fair balance in availability, though new space is required to keep up with the demand shown in the market. Lakeland has several large speculative products nearing completion and new ones being planned in 2020 that should hold rates steady as demand and interest continues.

Environmental Scan – Land Development

Downtown Activity

Lakeland's downtown is experiencing a significant expansion. After a long wait without any significant new construction, downtown Lakeland saw many new projects begin and finish in 2019 that will change the area and will add value for its Citizens. From a residential standpoint, the Mirrorton Development located just north of Lake Mirror is now under construction and progressing quickly. The project will consist of 305 apartments and townhomes throughout 28 separate buildings. These apartments will feature many amenities that will attract new residents to downtown Lakeland. Within the Garden District, an additional 90 one-bedroom apartments are being planned on the south side of Lake Mirror and interest in Oak Street, between Tennessee and Kentucky Avenues, continues as developers explore options for more units that can accommodate the increase in demand. These additional units will, in turn, help support additional retail, office and entertainment options in downtown.



Mirrorton Development, Framework Group



Heritage Parking Garage, lakelandgov.net

Functioning as a successful urban area, Lakeland is seeing downtown growth in every major economic segment. To support all of this growth, the City of Lakeland partnered with Aspyre Properties, Mid Florida Credit Union, and Lakeland Regional Health Systems to support the construction of a new 836 space parking garage constructed in the City's downtown on the Heritage lot, south of Lemon Street and between Kentucky and Tennessee Avenues. This garage, which officially opened in February of 2020, will also feature a 40,000-square foot speculative office building that fronts Orange Street and has been partially leased. Lakeland's growing office market will be supported by an additional 18,000 square foot office which is under construction on the east side of Lake Mirror, just west of The Joinery. Also beginning construction in 2020 is the 9-story 135,000 square foot Summit Consulting office building that will be located on the southeast corner of Massachusetts Avenue and Cedar Street on the western edge of Lake Mirror. Adding to the excitement, the much-anticipated Catapult 3.0 will be completed and occupied in the spring of 2020. This state-of-the-art facility will feature 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 in downtown Lakeland.

Environmental Scan – Land Development

Downtown Activity Continued

Lakeland 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 downtown 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 it is anticipated that this new growth will reveal a new wave of development and redevelopment opportunities in Lakeland's urban core.



Catapult 3.0, The Lunz Group



The Joinery, WFLA

Other Land Development Trends

Lakeland is positioned well for growth. New residential construction continues to expand which, helps to balance consistent commercial and industrial activities throughout the City's core. For nearly a decade all types of construction and development-related activities boomed in Lakeland. Projects in north, south, and central Lakeland all brought residential elements with retail, commercial, and office to support. The previous recession and economic turbulence of 2007-2008 brought many projects to a sudden and expected halt. Today, development interests and projects have returned and there is an overall great interest in Lakeland.

Recognizing the community's interest in resurging neighborhoods, redevelopment activities in Lakeland continue 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

The City of Lakeland's population continues to grow at a moderate pace. In 2019, the University of Florida's Bureau of Economic and Business Research (BEBR) estimated Lakeland's population at 107,552 and Polk County's at 690,606. By all accounts, Florida's recent population is growing by more than 1,000 residents per day. The US Census Bureau estimates that Florida's 2019 population of 21,208,589, which ranks the state as the 3rd most populated in the US. Though Lakeland's growth is not as rapid as the state or county, the city has been growing at a pace of just over 1% annually since 2010. With regards to Lakeland Electric's service territory, for 2019, the population is estimated at 292,465 which represents a 1.49% increase from the prior year. This increase indicates that the residential construction market in the unincorporated area is expanding at a greater pace than the in-city market.

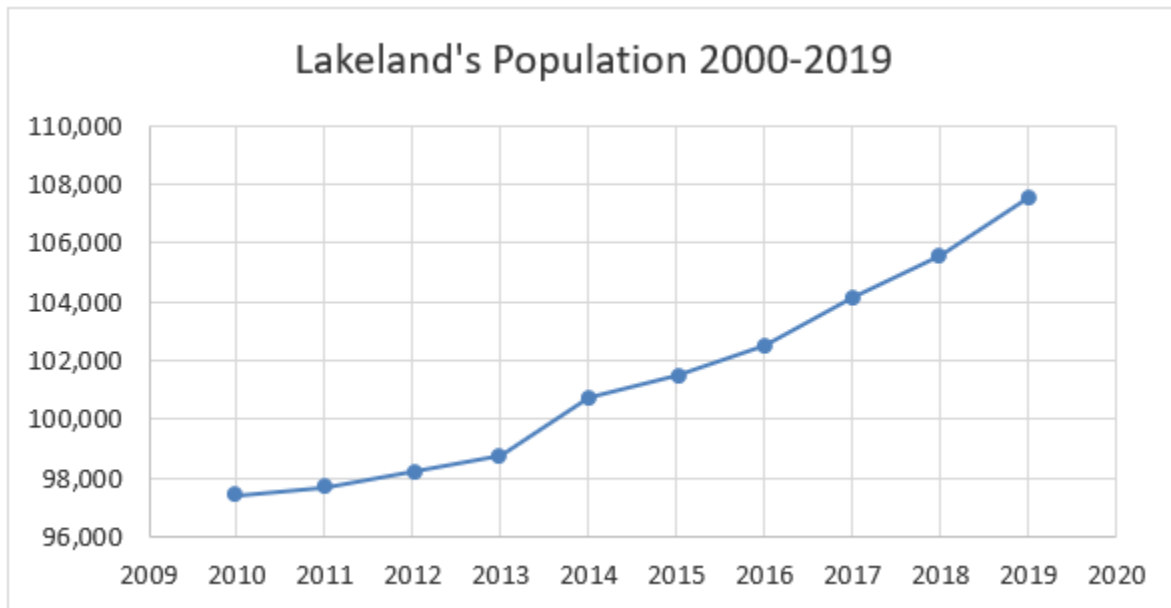


Figure C-3: Lakeland's Population by Year

Local Employment

Existing and new companies in Lakeland are helping to fuel the City's growing population which has a direct correlation in the local unemployment rate. The average level of unemployment during 2019 declined month-over-month by 1.4% points, peaking at a high of 4.5% in January and dropping to a low of 3.1% in December. Employment opportunities grew throughout the year thus allowing Lakeland's overall annual unemployment rate to drop from 4.0% in 2018 to 3.7% in 2019. This decrease marked the 9th consecutive annual drop in Lakeland's unemployment rate since it peaked at 11.7% in 2010.

Despite the expanding population, Lakeland's labor force shrunk slightly to 47,176 in 2019. This represents a small 0.48% decrease from the previous year but shows a healthy 8.7% increase since 2010. 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 2020, Lakeland's unemployment will remain constant, dipping into the low 3% range and expanding, before eventually stabilizing below 4% at year's end.

Economy

The National Economy

The US economy is entering a period of uncertainty. 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 4th quarter of 2019, economists have downgraded their forecasts for growth in 2020 with a likely contraction that could end a 10-year streak of expanded GDP. With the COVID-19 coronavirus spreading globally, there is now talk about negative growth. Consumer and business spending, corporate earnings, business investments, and interest rates are all being monitored closely as this disease expands through the US. Travel restrictions, social distancing, and business reductions have slowed spending. Consumer spending, which accounts for two-thirds of economic activity, grew at a solid pace of 2.3% in the 4th Quarter of 2019. However, this spending is expected to drop as the long-term uncertainty for the virus causes concern.

After reaching an all-time high in February of 2020, the Stock Market has experienced a sell off that resulted in a 40+% decline in value in just under two weeks in March. This sudden and turbulent market has pushed the Federal Reserve to reduce interest rates to 0% in an attempt to stabilize the financial market. Additionally, the Federal Government has approved a multi-trillion-dollar stimulus package that is intended to bridge the short and long-term effects of this pandemic on US businesses and citizens.

National Employment

US unemployment ended 2019 at a 50-year low by recording a rate of 3.5%. Employers reported 1 million more job openings than job seekers during this historic period. Forecasters believed early on that the labor market would continue to tighten with increased job growth in 2020, however much of that has been halted by the COVID-19 coronavirus pandemic. Mass closures involving schools, hotels, bars restaurants, sporting leagues, and entertainment venues have economists reassessing their economic forecasts for 2020.

Summary

After a solid start to 2020, estimations regarding future growth have become unclear with the COVID-19 coronavirus spreading throughout the US. Forecasters believe that the US GDP could drop below 1% for the 2nd quarter of 2020 before going negative in the 3rd quarter, with a possible rebound coming in the final quarter of 2020. Ahead of what seems to be a very fluid and unpredictable time, economists are waiting to understand the progression of the virus before making unreliable forecasts. It is true that consumer confidence will drop as spending is confined, global trade and manufacturing will slow, GDP will decline, and unemployment will rise as job openings begin to fall. Estimations for future growth are uncertain. Most economists agree that economic growth could be further downgraded if the current pandemic is not contained. Conversely, if the virus is managed in a way that limits its spread and exposure throughout the 3rd quarter of the year, declining interest rates and pent up customer spending could accelerate the economy through the 4th quarter of the year and into 2021.

Environmental Scan - Technology

Technology

Citizens of Lakeland, as your new Chief Information Officer (CIO) and Director of Information Technology, I'm excited to lead this exceptional team of technology professionals into the next chapter of providing innovative technology services and support to the City of Lakeland.

Our role as an Information Technology (IT) Department is to serve as a technology leader, expert, and trusted partner with strategic objectives that align with business/departmental goals, resulting in world-class municipal services and support to the citizens of Lakeland.

The City of Lakeland IT staff are among the finest technology professionals in the industry. We have the skills, knowledge, and experience to accomplish the City's Mission and support the Vision. The technology landscape continues to evolve and keep pace with the needs of the business; we will need to focus the IT strategy to align with business transformation and City Strategic Goals.

The IT strategic lines of effort that will help support this alignment are governance, servant leadership, business alignment, service management, cyber-focus, cost optimization, modernization, and professional development.

The Department of Information Technology is postured to meet the technology needs of the City. I'm excited to lead the department into the next evolution of technology services and innovative solutions that will support City departments and our citizens.



Environmental Scan - Legislation

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.



SHIP and SAIL funding are critical components of Lakeland's affordable housing and neighborhood stabilization efforts. The City is able to use 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. In FY 2017-18, Lakeland received \$439,440, but in FY 2018-19, that number dropped to \$152,392. Lakeland is approximately 500-700 housing units short of the need in our community.

Position: Support increased funding of the State's SHIP and SAIL programs in the 2020-21 Budget. Identify opportunities to reduce the shortfall in low income housing units in Lakeland.

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. The new law went into effect July 1st, so local governments are now conforming to the new requirements.

Despite the new law, legislation has been introduced that would provide further restrictions and requirements on local governments implementing impact fees. In addition to enhanced reporting requirements, each city and county that assesses impact fees would be required to appoint a 7-member committee that would be tasked with reviewing all proposed impact fees on new development and submit recommendations to the governing board.

Position: Oppose HB 637 and SB 1066 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 \$2 million operational funding increase from the Legislature in the 2020-21 Budget, as well as \$12 million to finalize construction of an Applied Research Center.



Position: Support Florida Polytechnic University's 2020-21 operational funding requests, as well as the \$12 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 2020-21 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.

The CST Work Group reviewed tax policy, historical trends, usage of the revenue source by local governments, and fairness of the tax structure. The Group submitted recommendations to the Legislature that included complete elimination of the CST. In recent years, the Legislature has reduced the State portion of the CST by 1.73%, without reducing the local portion.

Position: Oppose HB 701 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 2019, 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 legislation which would repeal Florida's Sports Development Program.

Environmental Scan - Legislation

Municipal Election Dates

Legislation has been introduced for the past couple of years that would have preempted to the State the authority to establish municipal election dates. Cities would have four options to choose from for their election dates - the General Election date in November of even-numbered years, the first Tuesday in November of odd-numbered years, or the third Tuesday in March of either even or odd numbered years. As a basic function of home rule authority, cities should retain the authority to determine when their elections are held.

Position: Oppose legislation dictating when municipal governments can hold their elections.



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 certification exams. To be eligible to sit for the exam, a candidate must provide evidence of five 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 five years of work, the Inspectors Board interprets it as five years in each field, for a total of 20 years of experience before a candidate is eligible. Once eligible, the candidate must sit for five exams in each of the specific trades in a one-year period, an arduous task for anyone working full-time.

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.



Environmental Scan - Legislation

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.

Legislation has been filed this year which would create the Florida Office of Broadband within the Department of Economic Opportunity and provide up to \$5 million per year for development of broadband infrastructure within the proposed multiuse corridors.

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. Monitor SB 1166 which would allocate funding for broadband infrastructure projects within the multiuse corridors.

Cannabis

In 2016, the Lakeland City Commission held a 5-hour community forum to hear from interested parties on whether the City should pass an ordinance that provides for an alternate adjudication process for possession of small amounts of cannabis. Commissioners heard from experts on both sides of the issue and ultimately decided not to move forward but recognize that there are issues that may be addressed at the State level, such as ensuring that enforcement procedures at the local level are adjudicated uniformly.

Position: Monitor legislation that would provide for uniformity of enforcement procedures for the adjudication of violations related to the possession of small amounts of cannabis.

Lakeland Se7en Wetlands

The City of Lakeland's Se7en Wetlands is an existing wastewater 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.

Position: Support HB 2467 which seeks \$2,000,000 for the City of Lakeland's Se7en Wetlands Educational Center project in the 2020-21 Budget.

Environmental Scan - Legislation

School Safety

Following the February 14, 2018, tragedy at Marjory Stoneman Douglas High School in Parkland, Florida, the Legislature passed a comprehensive bill that addressed multiple aspects relating to the shooting. The Marjory Stoneman Douglas Public Safety Act, signed into law by Governor Scott, dealt with the provision of increased mental health and threat assessment services in public schools, greater sharing of information between state and local agencies and the courts, authorized sheriffs to appoint trained individuals as school guardians, enhanced penalties for those who post or transmit threats of mass shootings or act of terrorism, raised the age limit to purchase firearms to 21, and expanded the 3-day waiting period for handguns to all firearms and bans possession of bump stocks.



The 2018-19 State Budget allocated \$67.5M for the Aaron Feis Guardian Program, statewide. School districts that chose not to participate in the Guardian Program are required to provide for a School Resource Officer in each school, one for every 1,000 students. The Legislature allocated \$97.5M, statewide, for the Safe Schools Allocation. (Average costs: Guardian - \$7,500 training; SRO - \$142,000 initial, \$77,635 recurring) In Polk County, Sheriff Grady Judd implemented the Guardian Program to supplement Polk's current SRO program, training armed guardians in time for the 2018-19 school year. These newly deputized guardians will serve in Polk County's public schools.

As with any major, comprehensive legislation that passes, implementation of the law has identified unintended consequences that should be addressed. One issue that has arisen is that the Safe Schools Allocation does not provide funding for charter schools. Due to the high costs of training and hiring SROs, many small budget charter schools cannot afford an SRO on campus. Another issue is that city police departments that provide SROs on school campuses are not funded at the same level as their counterparts at the Sheriff's Office. Lakeland Police Department SROs are funded by the Polk County School Board at 75% of the cost. This shortfall has led to an inability to place an SRO in every school in the city.

Position: Support increased funding of the Safe Schools Allocation to include charter schools as well as increased funding and flexibility for city police department officers to provide for safety of schools and students.

Automated Traffic Enforcement Systems

Automated traffic enforcement programs 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 legislative efforts to repeal the Mark Wandall Traffic Safety Statute.

Environmental Scan - Legislation

FRDAP Funding

For the past three years, Lakeland had grant application submissions for Large Project Funding Florida Recreation Developmental Assistance Program (FRDAP) for \$200,000 each. The applications, for Lake Crago Park Phase 1 and 2, were ranked #1 and #11 out of 166 submissions. The funding, matched through the City's CIP program, would be used to create a new soccer and baseball complex in order to keep up with community demands as well as hiking, bike, and nature trails. Unfortunately, the Legislature has not funded the Large Project FRDAP program for several years, so the funds were not realized.

Position: Support funding of the Large Project Funding FRDAP Grant Program in the 2019-20 Budget to include \$400,000 for the Lake Crago Park projects.

State Library Aid Funding

State aid to the Florida Libraries Program is a continuing State grant program authorized by Statute. For 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 \$518 million, statewide, to public libraries. The State's investment in 2018-19 is \$20.5 million. This low funding level makes it very difficult for the Library Cooperatives to continue to provide quality services to their residents.



Another resource for local libraries is the Library Cooperative Grant Program. This program reduces costs for libraries by facilitating resource sharing between libraries and providing training for 16,000 library staff annually.

Position: Support the Florida Library Association in their position to increase the State Aid Funding to the historical amount of \$33 million. Support continued funding of the Library Cooperative Grant Program at \$2 million.

Municipal Utilities

Municipal electric utilities in the State of Florida collectively serve more than 3 million Floridians, the third largest source of electric power in the State. As community-owned and locally managed organizations, these utilities focus on serving local needs and profits are reinvested into the local community to fund the needs of the community, such as police and fire protection. In addition, nearly every city has a locally-owned water/wastewater utility serving its citizens. Legislation has been filed which would prohibit municipal utilities (both electric and water/wastewater) 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.

Position: Oppose HB 653 which prohibits municipal utilities from returning profits to their local government for City services

Environmental Scan - Legislation

I-4/State Road 33 Interchange Funding

The Polk Transportation Planning Organization (TPO) is currently preparing its “Momentum 2040” long-range transportation plan to address transportation needs through the year 2040. Included in the plan is the reconstruction of the Interstate 4/State Road 33 interchange (Exit 38). The interchange is functionally obsolete and requires a full reconstruction. Florida Department of Transportation (FDOT) District One has already invested in PD&E/design and the right-of-way acquisition for the interchange but has not programmed construction funding. Exit 38 is the only interchange in Polk County that has not already been significantly modified, included in the Five-Year Work Program, or included in FDOT’s SIS 2040 Cost Feasibility Plan.

The SR 33 interchange is a critical component for freight movement for existing and future providers in Central Florida. Given its proximity to the CSX Intermodal Logistics Center, Florida Polytechnic University, and major transportation providers, such as Saddle Creek Corp. and ComCar Industries, the SR 33 interchange is critical to the future growth of the region and failure to address it expeditiously will constitute a connectivity failure for freight delivery in Florida.

Position: Support inclusion of the construction phase for Interstate 4/State Road 33 interchange in the DOT’s SIS 2040 Cost-Feasible Plan.

Transportation Funding

Transportation infrastructure is paramount to the prosperity of all cities. It greatly affects quality of life by influencing peoples’ decisions about where to live, work, and play. For more than 60 years, the federal government has helped states pay for highway repair and construction through the Highway Trust Fund, which relies primarily on federal gas tax revenue. However, with the growth of both electric vehicles and more fuel-efficient vehicles, drivers are buying less gasoline, leading to reduced gas tax revenues.

While the federal, state and county governments have a variety of tools available to address transportation funding, including charter counties having the ability to hold a referendum to impose up to 1% sales tax to fund transportation projects, cities have limited revenue options. Providing to cities the same transportation revenue options and/or indexing their local motor fuel tax rates are ways to provide greater flexibility to fund their unique needs. An improved transportation infrastructure at the local level will improve public safety and provide a catalyst for continued economic development and growth of a community.

Position: Support legislation that provides local governments with new and innovative revenue options and resources to finance critical infrastructure, maintenance, and construction needs.

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 legislation exempting airports from duplicative construction engineering inspection requirements.



Water Resources & Wastewater Discharge

Several bills have been introduced to address water resources in the 2020 Session that will need to be followed closely. HB 147 and SB 690 would require DEP to conduct a water needs assessment for the whole State, documenting current and future water infrastructure demands and identifying potential sources of funding to meet those needs.

One of the priorities for Governor DeSantis is enacting the recommendations of the Blue-Green Algae Task Force. SB 712 contains those recommendations, primarily consisting of the transfer of oversight for septic systems from the Department of Health to DEP, as well as enhancing Basin Management Action Plans (BMAPs) and Best Management Practices (BMPs) for application of fertilizers and agricultural practices. This bill will also bear watching due to significant planning requirements for local utilities as well as increased penalty thresholds for sanitary sewer overflows.

Finally, HB 715 puts forth the recommendations from the Potable Reuse Commission for the development of potable reuse as an alternative water supply. The bill also contains a prohibition, beginning in 2026, for wastewater facilities to dispose of effluent into surface waters, unless certain conditions are met.

Position: Support HB 147 and SB 690 requiring DEP to conduct a state-wide water needs assessment. Monitor SB 712 relating to water quality and septic oversight conversion. Monitor HB 715 relating to potable reuse as an alternative water supply and prohibiting discharge of effluent to surface waters.

Environmental Scan - Legislation

Florida Underground Facility Damage Prevention & Safety

F.S. 556 is the Florida Underground Facility Damage Prevention and Safety Act, commonly known as Sunshine 811. The goal of the Act is to identify and locate underground facilities prior to an excavation or demolition in order to prevent, damage, injury, or interruption of services. All operators of underground facilities in the State are required to be members of the corporation and required to use and participate in the system. Currently, contractors are required to notify the statewide toll-free telephone number (811) no less than 2 full business days prior to beginning operations. The system then notifies the facility operator who has 2 days to locate their underground facility in relation to the excavation site. Once everything has been properly marked, the contractor may proceed. Violations of the Act are noncriminal infractions enforceable by civil penalty of \$500, plus court costs. Revenues from the penalties are distributed 80% to the local government and 20% to the Clerk of Court. The USDOT's Pipeline and Hazardous Material Safety Administration (PHMSA) has federal authority to evaluate each state's damage prevention programs and enforce minimum standards. Where deficiencies are determined, PHMSA can enforce minimum Federal damage prevention standards and penalties sufficient to deter noncompliance.

Potential legislation would expand the time frame for underground facility operators to locate their facilities from 2 days to 3. The bill would also create a statewide Review Panel, made up of construction, telecom, water, and sewer experts who will review violations. Civil penalties will be increased to \$1,000 for the first violation, \$5,000 for the second violation, and up to \$50,000 for violations resulting in injury or service disruption to more than 500 customers.

Position: Support legislation strengthening the Sunshine 811 standards and civil penalties for noncompliance.

CCNA Annual Cost Indexing

F.S. 287.055 is the Consultants' Competitive Negotiation Act (CCNA). The Statute governs a public entity's acquisition of professional architectural, engineering, landscape architecture, and surveying and mapping services. The Statute allows for a continuing contract for professional services to be entered into between a local government and a firm if the individual project cost does not exceed \$2 million or the individual study does not exceed \$200,000. Any project or study exceeding these amounts must be put out to bid. These threshold amounts have not been adjusted since 2009, during the height of Florida's recession. In addition, the purchasing category threshold amounts listed in F.S.287.017 have not been adjusted since 2010.

Legislation has been introduced that would increase the maximum limit for using a continuing contract with a firm from \$2,000,000 to \$5,000,000 per project. The maximum limit for procuring a study is also increased from \$200,000 to \$500,000. In addition, the bill calls for the maximum limits to be adjusted annually based on the Construction Cost Index.

Position: Support HB 441 and SB 506 increasing the threshold amounts contained within the CCNA Statute and allowing them to be adjusted annually.

Environmental Scan - Legislation

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 2020 Session, and support of these initiatives will assist the municipalities of the State in the stewardship of their citizens' interests.

League of Cities' Priorities for 2020:

- Affordable Housing
- Communications Services and Local Business Tax Protection
- Cybersecurity
- Transportation Funding
- Vacation Rentals
- Water Resources

Position: Support the initiatives outlined in the Florida League of Cities 2020 Legislative Policy Statement and Legislative Action Agenda.



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 5.4644 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.

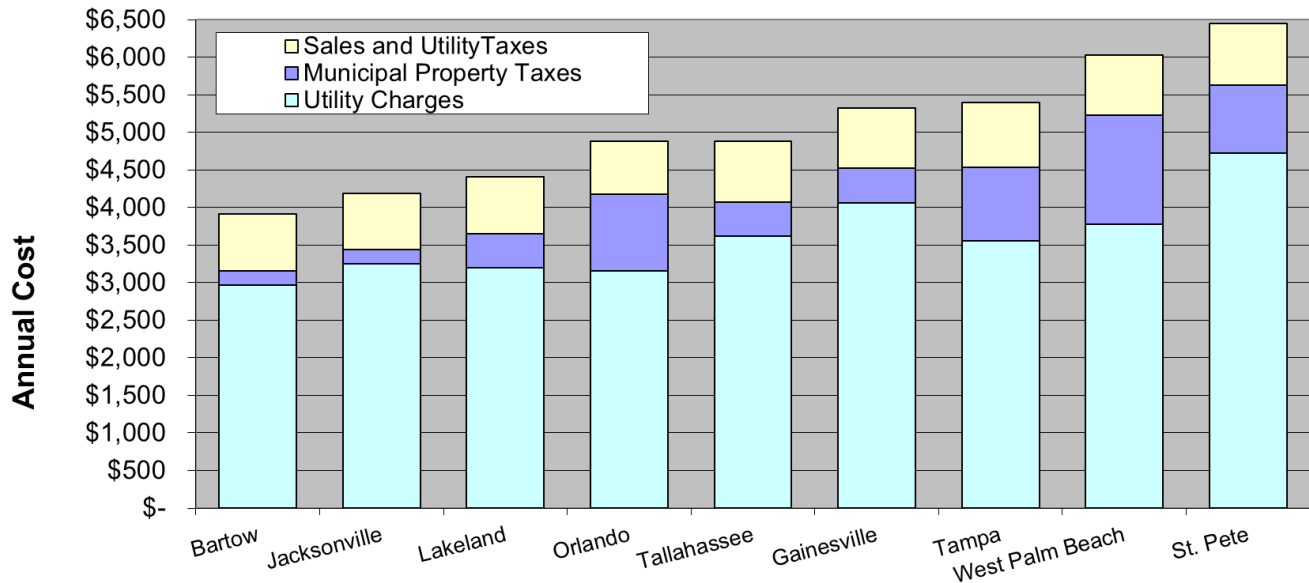


Figure C-4: Comparative Cost of Services

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. Total taxable values within the city limits are decreasing in FY 2021 compared to FY 2020. The proposed millage rate for FY 2021 is 5.4644, the same as FY 2020.

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	State Shared Revenues					Total
					Half Cent Sales Tax	State Revenue Sharing	Mobile Home License Fees	Alcoholic Beverage Tax	FF Comp Tax*	
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
2010	24,651,942	14,979,375	4,914,311	266,727	4,287,133	1,789,260	190,380	69,789	32,115	51,181,032

*Firefighters' Compensation Tax

Figures C-5: 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, 2019, the City had outstanding long-term debt of \$590.1 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 65% of the City’s outstanding debt funded electric system improvements. Water and wastewater projects make up another 14%, while all other uses account for the remaining 21% 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 79% 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.

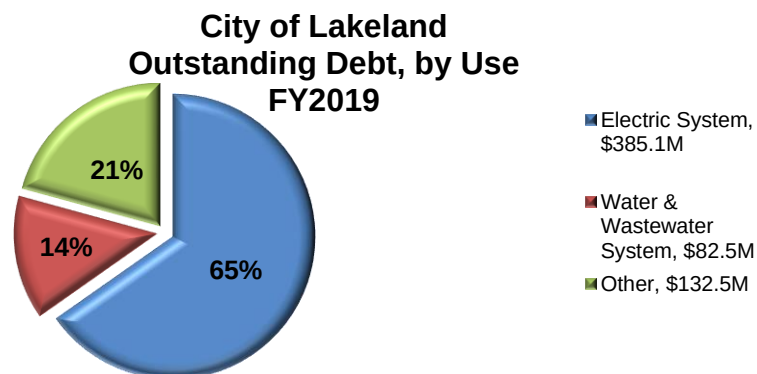


Figure C-6: Outstanding Debt by Use

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, 2019, the City had \$449.5 million of bonds outstanding (76%) along with \$140.6 million of loans (24%).

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 2019, that limit would have been approximately \$1.100 billion. However, the City has not had any general obligation debt outstanding since 1971.

City of Lakeland Revenue Bond Programs 9/30/2019				
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	\$385.1M	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	82.5M [c]	2033	0.44% 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	122.5M [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 \$8.8 million bank loan and \$40.1 million of State Revolving Fund loans issued under bond indenture [d] Includes \$ 33.3 million of bank loans				

Figure C-7: Revenue Bond Programs

Debt Management Overview

Debt Trends

Overall Debt: The City's outstanding debt has dropped, declining by 22% (\$162 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.

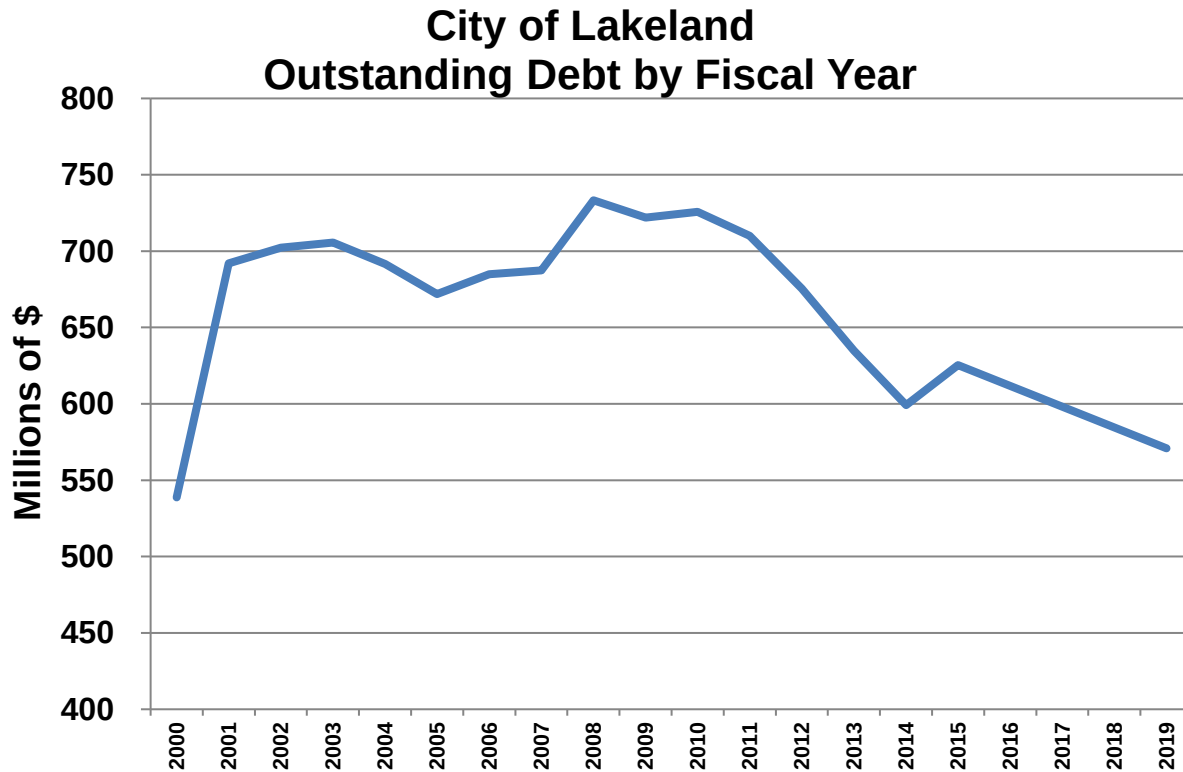


Figure C-8: Outstanding Debt by Fiscal Year

During FY 2019, overall debt declined by approximately \$13.6 million, because of regularly scheduled principal repayments exceeding new debt issuance. During FY 2020, outstanding debt is expected to increase by about \$63 million due to new issuance of some \$101 million less scheduled principal repayments of \$38 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 38% since 2002, reaching an estimated \$5,091 per person in 2019. Debt as a percentage of the area's annual personal income declined by 56% over the same period, dropping to an estimated 14.0% as of 2019. Both measures experienced a slight uptick during FY 2015 but have decreased since.

Debt Management Overview

Debt Trends (continued)

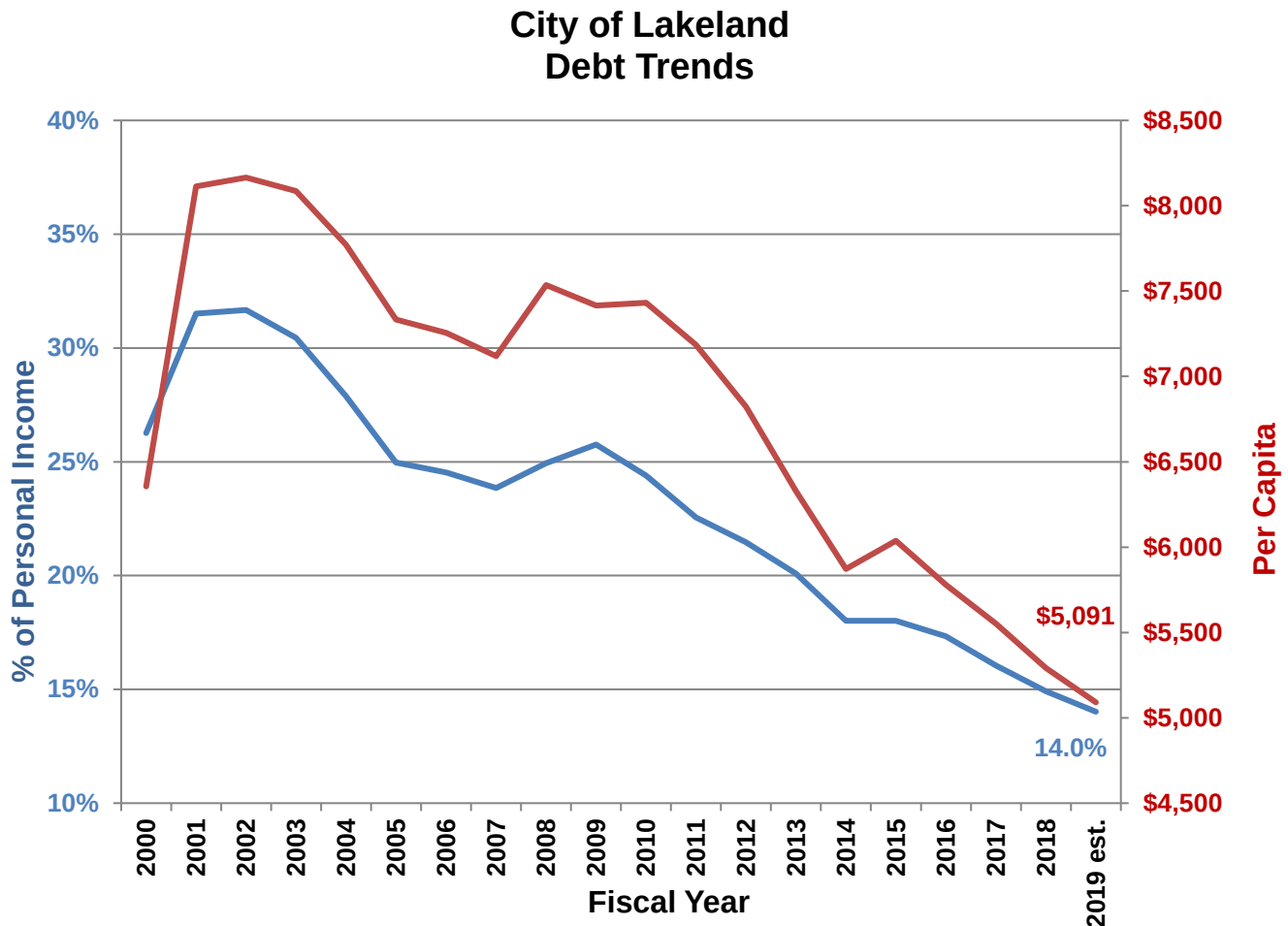


Figure C-9: Debt Trends Graph

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. If Lakeland's electric system debt is excluded from the calculations, debt per capita would drop to \$1,656 and debt as a percentage of personal income would be about 4.0%.

Recent Debt Management Activities

During FY 2019, the City incurred approximately \$7.8 million in new debt in the form of loans. These included some \$4.9 million in low-cost subsidized loans from the State of Florida through the State Revolving Fund for the City's wastewater system and a \$2.9 million loan from the Florida Department of Transportation for development projects at Lakeland Linder International Airport. These new loans were more than offset by regular principal payments on other City debt, resulting in a \$14 million decrease in overall outstanding debt.

During FY2020, the City executed three significant debt transactions.

Debt Management Overview

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.

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.

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 2019 CAFR)

<u>Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2020	37,868,897	20,608,812	58,477,709
2021	46,368,562	19,128,212	65,496,774
2022	32,211,663	17,726,041	49,937,704
2023	31,573,869	16,424,009	47,997,878
2024	29,402,895	15,160,240	44,563,135
2025-2029	152,276,090	56,534,599	208,810,689
2030-2034	141,474,425	28,496,091	169,970,516
2035-2039	115,634,218	6,152,050	121,786,268
2040-2044	3,304,322	91,545	3,395,867
	<u>590,114,941</u>	<u>180,321,599</u>	<u>770,436,540</u>

Figure C-10: 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-11: Revenue Bond Ratings



The Performance Management section provides an explanation of the services provided by the City, defined costs, measurable data, and specific Actionable Items for the budgeted year.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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.



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Performance Management Overview

Introduction

This Performance Management section details how the City will allocate resources to prioritized goals and core/support services based on the Strategic Operating and Business Plans. 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 (SOP):** 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.
- **Budgeting by Priorities:** A review of the steps involved in the SOP Process.
- **Service and Operations Strategy:** Outlines the 23 Strategies of the City.
- **Key Success Indicators (KSI) and Actionable Items:** This section provides an explanation of the performance measurement system developed to provide results for the City. Immediately following the explanation are pages outlined by City Goal that provide the Outcomes, KSIs, new Initiatives and Actionable Items for the new fiscal year. This section allows the reader a better explanation of how the City intends to meet each respective Goal.
- **Process Improvement and Efficiencies:** This 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 departmental services and programs with the City Commission strategies enabling departments to systematically measure results and adjust actions and resources.
- **Performance Budget:** 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 Process

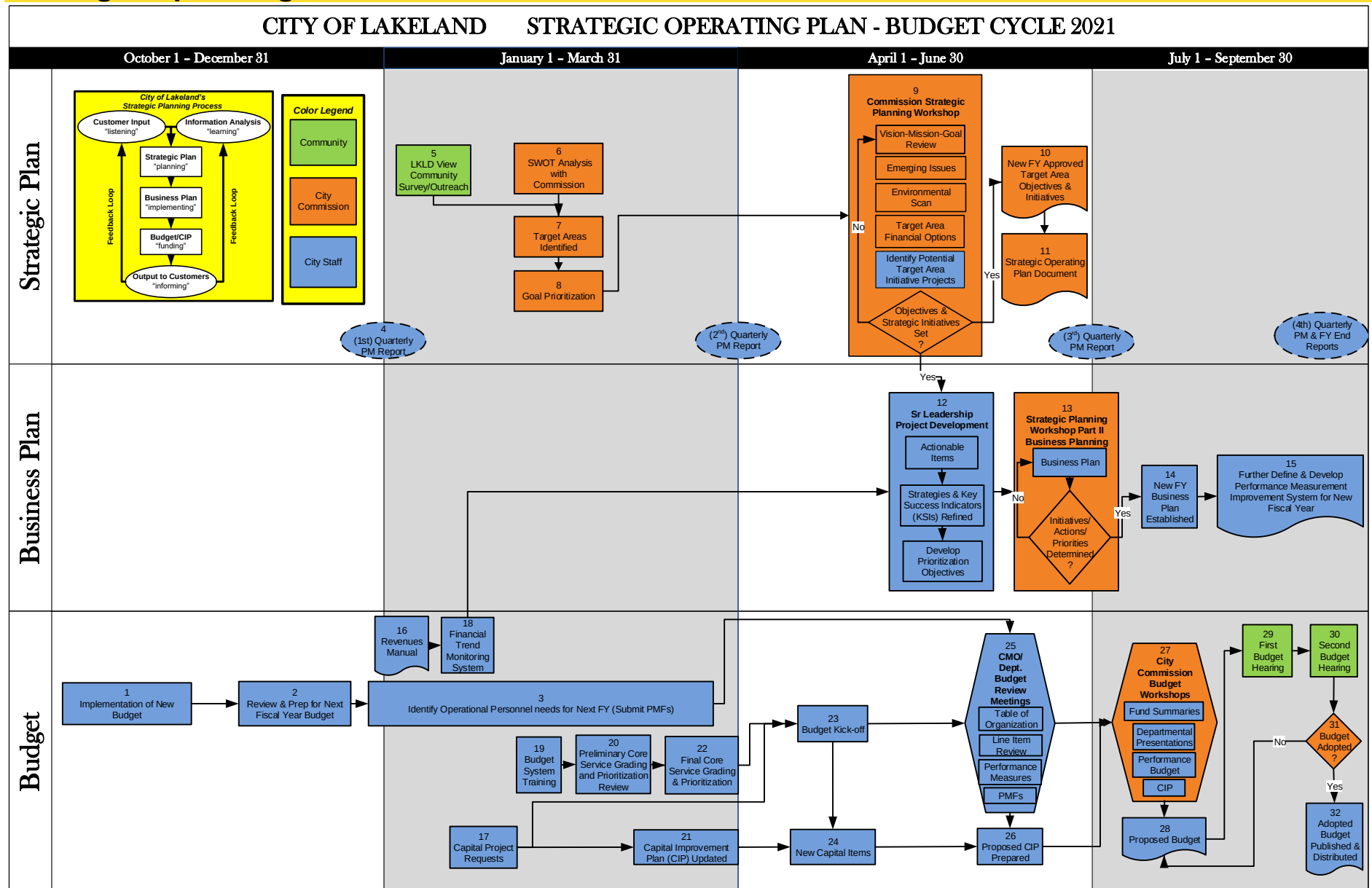


Figure D-1: Strategic Operating Plan and Budget Cycle Flow Chart

Strategic Operating Plan Tasks

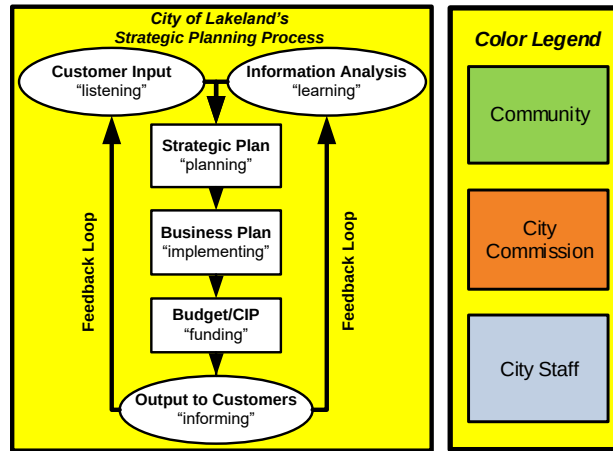


Figure D-2: Process Map Legend

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 review and documentation of each PMF.
Strategic Plan	
2nd Quarter	
4 (1st) Quarterly PM Report	City staff will be charged with the reinstitution of quarterly performance reporting to the City Commission and Lakeland Citizens based on the Strategic Operating Plan in meeting the City's Vision, Mission, and Goals specifically tied to Actionable Items and Key Success Indicators in support of those conceptual expectations.
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 Tasks

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 want 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 for meeting the Goals of the City.
3rd Quarter 9 Commission Strategic Planning Workshop	The first day of the City Commission Workshop includes informational presentations on key issues, brainstorming, and discussions of issues by stakeholder panels and annual assessment and direction of the Strategic Operating Plan by the City Commission.
10 New FY Approved Target Area Objectives & Initiatives	Based on the previously described strategic planning activities above, new approved Target Area Objectives and Initiatives are finalized for the upcoming fiscal year.
11 Strategic Operating Plan Document	The Strategic Operating Plan Document 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 Continued

Process Map Task	Description
Business Plan:	
3rd Quarter 12 Senior Leadership Project Development Actionable Items ↓ Strategies & KSIs Refined ↓ Develop Prioritization Objectives	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 Actionable Items to address issues identified in the City Commission's Strategic Planning Workshop. The staff also develop budget prioritization objectives for the upcoming budgeting cycle premised on updated economic and fiscal conditions facing the community.
13 Strategic Planning Workshop Part II Business Planning Business Plan ↓ Initiatives/Actions/ Priorities Determined	A one-day workshop is proposed for the Business Planning phase preceded and followed by separate workshops during the Strategic Planning and Budgetary phases, respectively. Based on the previously described Business Planning activities above from February through April, the workshop will focus intermediate level analysis on a staff drafted Business Plan with Initiatives, Actions and Priorities derived from earlier planning processes of this cycle and the City Commission's valuing (prioritizing) of its top Goal and Program areas.
4th Quarter 14 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.
15 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.

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
2nd Quarter	
16 Revenues Manual	A Revenues Manual has been initiated as an effort to better understand and predict the City's revenues, by undertaking a systematic documentation of all revenue sources thereby assisting in the planning and budgeting decision making process. It provides information about receipts as well as the variables that affect revenue from cycle to cycle. Revenue (or potential) categories will include taxes, non-ad valorem special assessments, franchise fees, intergovernmental revenue, interest income, and charges for services.
17 Capital Project Requests	Submission of new, replacement, or improvement projects and related costs based on departmental assessment.
18 Financial Trend Monitoring System	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.
19 Budget System Training	For the upcoming planning cycle, the City of Lakeland is in the midst of the design and development of the Oracle/Hyperion Planning and Core Services Implementation. The project is divided into multiple phases leading to training of master trainers who will train the mass users. The training phase will be followed by the "go live" application and ongoing system maintenance.
20 Primary Core Service Grading & Prioritization Review	City staff will tweak the results of the last year's consolidated core services and discuss final grading results and quadrant rankings for formulating implementation strategy from this cycle's Strategic and Business Planning results.
21 Capital Improvement Plan (CIP) Update	CIP is updated based on capital project requests and analyses.
22 Final Core Service Grading & Prioritization	City staff will adjust final core services' compilation, grading, and rankings based on the results of this cycle's Strategic and Business Planning Priorities.

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
3rd Quarter 23 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.
24 New Capital Items	Submission of new capital projects and related costs based on Strategic Priorities and Actionable Items.
25 CMO/Dept. Budget Review Meetings Table of Organization Line Item Review Performance Measures PMFs	Administrative review of comprehensive departmental operational budgets including program modification forms (PMFs), table of organizations (staffing structure), line items, and performance measures with tentative determination by City Manager of proposed budget.
26 Proposed CIP Prepared	Capital Improvement Plan recommended by Finance Department and City Manager's Office.
27 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.
28 Proposed Budget	Tentative budget prepared and made available to City Commission and all stakeholders.

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

Strategic Operating Plan Continued

Process Map Task	Description
Business Plan Continued:	
4th Quarter	
29 First Budget Hearing	Legally required first public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
30 Second Budget Hearing	Legally required second public hearing with timetable prerequisites preceding setting of property tax millage rate and adoption of final budget.
31 Budget Adopted	Legislative approval by the City Commission of final tax millage rate and budget.
32 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-8: Process Map Task Descriptions – Part 6

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 on 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 process 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	35.24%
Economic Opportunity	21.56%
Growth Management	17.19%
Quality of Life	9.63%
Governance	9.60%
Communication	6.78%

Figure D-9: 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 are communicated with Departments and Commissioners throughout the process and ultimately memorialize 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 12, 13, and 29, 2020. 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 (on pages A-26 through A-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:** 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:** Resources or assistance in support of a core service or deliverable 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 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 Citywide 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.

Service and Operations Strategy

The Strategic Plan is updated in a series of Senior Leadership workshops and a Commission Retreat workshop where the environmental issues impacting the City, customer requirements, and past performance are explored. The resulting 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 Directional Outcome areas, Department Directors have connected Services that will direct the way the City operates in order to address the Strategies and implement the Vision expressed in the Strategic Operating/Business Plan. Definitions of each strategy are located in the Introduction Section (on pages A-26 through A-31).

The 23 Strategies identified by the City Commission for this strategic plan are:

- Provide outstanding public safety response and prevention services.
- Enhance mobility options throughout the City.
- Provide outstanding (safe and reliable, clean and green) utility and environmental services.
- Promote arts, culture, life-long learning and active, healthy lifestyles.
- Respond to all customer inquiries in a responsive, efficient, professional, and courteous manner.
- Provide accurate and timely information.
- Maximize use of social media to increase real-time communication to inform and engage Citizens.
- Attract and support high-skill, high-wage and high-technology jobs.
- Promote Lakeland as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options.
- Participate with economic partners creating business opportunities and aligning regional interests.
- Collaborate with business and tourism partners to grow and sustain the economic environment.
- Foster an inclusive and diverse environment that encourages entrepreneurial ventures.
- Continually monitor and evaluate business practices for cost effectiveness and efficiency.
- Maintain financial stability by aligning resources to both municipal services and regulatory requirements.
- Maintain transparency in financial and operational reporting.
- Maintain diverse, safe, attractive neighborhoods throughout the City.
- Plan and direct investment in infrastructure necessary for growth and redevelopment.
- Effectively align resources to changing environments including green initiatives.
- Provide reliable and sustainable infrastructure.
- Provide services required by Federal, State, and Local Laws or policies or which meet an accreditation or industry standard.
- Provide desired internal services based on customer's priority and availability of funding.
- Foster a work environment that includes City Core Values and enriches, informs, encourages, and engages all employees to achieve their individual and collective potential.
- Utilize best practices for timely decisions, transparency and fiscally accountable governance.



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Actionable Items Overview

Actionable Items

An Actionable Item is a task, typically for a specific City Goal, representing a project or series of projects for the upcoming fiscal year(s) that will assist the City in accomplishing the said City Goal. City Goal descriptions can be found in the Introduction Section of this Budget Book (on pages A-26 through A-31).

The development process for an Actionable Item typically starts with Senior Leadership bringing a business need to the Strategic Planning Workshop. If similar concerns are voiced regarding the need, Senior Leadership then further develops what would be required to accomplish the need and successful implementation. The requirements are then brought back before the Commission at the Business Planning Retreat. Once reviewed, and if ultimately approved by the City Commission, the need becomes an Actionable Item.

During the development/approval process, an Actionable Item Worksheet is created to identify the Lead Department and any Support Departments necessary to complete the task. Senior Leadership is involved to ensure all parties have been included in understanding exactly what is needed to accomplish the proposed Actionable Item. In addition to the Lead and Support Departments the worksheets also identify:

- Purpose of the Actionable Item
- Complete Description of the Actionable Item
- City Goal(s) and Activities Impacted by Implementation
- Funding Budgeted
- Whether the Actionable Item will Span Multiple Years
- Measurement to Identify what Defines a Successful Implementation

To become a more data-driven organization, the measurement is followed throughout the project. That data is reported each year (quarterly, semi-annually, or annually) through a measurements dashboarding process for review by management and follow up.

The following pages outline each Actionable Item, by City Goal, that has been approved for the new fiscal year. In some cases, the Actionable Items represent initiatives that have been approved and conducted in prior fiscal years but may still have impacts or fiscal commitments for the current fiscal year.

Target Areas

The approach to Actionable Items for FY 2021 took a different approach. The needs of the community were brought forth by the City Commission at the workshop. These needs culminated into the development of 8 Strategic Target Areas. These Target Areas will be where the City of Lakeland focuses planning and business decisions for the short and long term. These Target Areas are outlined in the FY 2021 Strategic Plan Document.

Quality of Life – Actionable Items

Master Plan to Move Lakeland Fire Station 3

Lead Department: Fire

Support Departments: Community and Economic Development, Finance, Public Works, Water Utilities, Lakeland Electric, and Information Technology

Estimated FY 2021 Budget: TBD

Goal Areas: Quality of Life

Program: Community Safety

Activity: Firefighting and Rescue Services

Description: Evaluate the availability of property and feasibility of relocating Fire Station 3 to a more central location in their response zone. This option would eliminate the need to remodel/rebuild the current station and eliminate the need to build an eighth fire station in the northern quadrant of the city.

Purpose: Relocate Fire Station 3 to a more strategic location to reduce response times to North Lakeland while maintaining acceptable response times where Fire Station 3 currently resides. Relocating Fire Station 3 would allow us to maintain current response resources. This solution would replace the option of either renovating or rebuilding Fire Station 3 in its current location and building an additional fire station in the far north quadrant of the city. This option would require us to increase response resources.

FY 2019 Activity: Initial meeting with Community and Economic Development to discuss possible locations for relocating Fire Station 3 and determine the value of its current property.

FY 2020/2021 Plan: A plan of action will be completed based on availability and affordability of property that meets the identified need.

Measurable Progress Indicator(s): Identification of possible relocation sites.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2020/2021	TBD
On-Going Beyond FY 2021	TBD

Figure D-10: Estimated Duration – Master Plan to Move Fire Station 3

Quality of Life – Actionable Items

Lakeland History and Cultural Center

Lead Department: Parks and Recreation – Director’s Office

Support Departments and Partners: Public Works, Cultural Advisory Committee

Estimated FY 2021 Budget: \$300,000

Goal Areas: Quality of Life

Program: Cultural/Educational Programs

Activity: Library Services Activity

Description: Create a Lakeland History and Culture Center that will be housed in the Main Library. The FY 2021 budget will be utilized to retrofit the library to accommodate the center. Budget for the exhibits will be obtained through sponsorships.

Purpose: Cultural History.

FY 2019 Activity: Concept Plan Designed.

FY 2020 Activity: Construction documents completed; bids submitted and are being evaluated. Obtain budget for exhibits through sponsorships.

FY2021 Plan: Retrofit the library to accommodate the center. Obtain budget for exhibits through sponsorships.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	TBD
On-Going Beyond FY 2021	TBD

Figure D-11: Estimated Duration – Lakeland History and Cultural Center

Quality of Life – Actionable Items

Police Athletic League (PAL) Building

Lead Department: Police

Support Departments and Partners: Community and Economic Development, Finance, Public Works, Water Utilities, Lakeland Electric, and Information Technology

Estimated FY 2021 Budget: None

Goal Areas: Quality of Life

Program: Community Safety

Activity: Community Police Services

Description: Assess future needs of the PAL organization.

Purpose: To provide PAL adequate facilities for programming.

FY 2020 Activity: PAL Program transferred back to LPD from Parks and Recreation.

FY 2021 Plan: A plan of action will be completed based on PAL needs.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	Yes
On-Going Beyond FY 2021	TBD

Figure D-12: Estimated Duration – Police Athletic League (PAL) Building

Quality of Life – Actionable Items

Long-Term Community Policing Strategies

Lead Department: Police

Support Departments: Community and Economic Development

Estimated FY 2021 Budget: None

Goal Areas: Quality of Life

Program: Community Safety

Activity: Community Police Services

Description: Enhance community policing efforts through the expansion of a problem-solving policing team, to work in conjunction with the two established teams of neighborhood officers.

Purpose: Create a problem-solving enforcement team to aid and supplement the current Neighborhood Liaison Officer (NLO) groups.

FY 2021 Proposed Activity: Develop program parameters of how the expansion will work with the existing teams and results anticipated. Determine number of officers needed for expansion. Receive approvals required to proceed in FY 2022.

Measurable Progress Indicator(s): Seek FY 2022 approval to move forward with requested additional funding to support the proposed program needs including the number of new officers being requested.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	Yes
On-Going Beyond FY 2021	No

Figure D-13: Estimated Duration – Long-Term Strategies/Community Policing

Economic Opportunity – Actionable Items

North 10 Acres Infrastructure and Downtown Infrastructure

Lead Department: Community and Economic Development

Support Departments: Public Works, Lakeland Electric, Water Utilities, Information Technology, and Lakeland Fire Department

Estimated FY 2020 Budget: \$1,760,000 (Community and Economic Development, Public Works, and Water Utilities; \$840,000 Lakeland Electric)

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Purpose: North 10-Acre Area - Contribute to the Infrastructure for the development site. Have funds allocated specifically for the contribution towards Downtown infrastructure.

Action Plan: Approval for utilities to set aside funding. Strategically enhance infrastructure with infill development.

Progress Indicators/Measures:

- Approval of the North 10-acre development agreement. **Completed**
- The completion of the 10-acre development, 305 residential units. **Construction underway with first units being occupied by December 2020.**
- Upgraded infrastructure with infill development opportunities. **Lakeland Electric undergrounding of N. Iowa distribution line is underway.**

Actionable item will be completed in FY21

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	Yes
On-Going Beyond FY 2021	No

Figure D-14: Estimated Duration – North 10 Acres

Economic Opportunity – Actionable Items

Broadband Initiative

Lead Department: Information Technology

Support Departments: Lakeland Electric, Community Development, Finance, Legal, and Communications

Estimated FY 2021 Budget: Broadband Utility Business Plan – TBD, Digital Divide SurfLakeland Grant \$20,000 Annually

Goal: Economic Opportunity

Program: Economic and Community Development

Activity: Economic Development

Purpose: Determine how to best leverage City's existing fiber assets and decide what the City's role should be when it comes to ensuring that our Citizens and local businesses have access to high speed, reliable and affordable Internet access.

Broadband:

FY 2016/FY 2017 Activity: Magellan Advisors, LLC completed the City of Lakeland's Engagement Plan for Broadband. The City Commission conceptually approved.

FY 2018 Activity:

Developed and published a Broadband Utility Business Plan RFP.

FY 2019 Activity:

The Broadband Business Plan provided to the City Commissioners and City Management.

FY 2020 Activity:

- Broadband RFP 0125 was developed and issued on March 4, 2020, due on May 4, 2020.
- Broadband RFP 0125 was extended by 45 days in Addendum No. 4 on April 22, 2020, extending RFP due date to June 18, 2020.
- The City Commission/Selection Committee met on August 17, 2020 and selected to begin contract negotiations with the firms as ranked:
 1. Summit Broadband, Inc.
 2. MetroNet
 3. Hotwire Communications

FY 2021 Activity:

Funding and contract negotiations will determine next steps.

Economic Opportunity – Actionable Items

Broadband Initiative Continued

Digital Divide SurfLakeland Grant:

FY 2018 Activity:

1. Information Technology replaced obsolete wireless hardware and software in all City locations.
2. Community and Economic Development developed and managed a Grant process to solicit and score grant applicants from non-profits.
3. Parker Street Ministries has been selected as the FY 2018 recipient.
4. City Manager will provide final approval and notice to the City Commission.
5. Agreements will be signed by the City and Parker Street Ministries.

FY 2019 Activity:

- Information Technology installed SurfLakeland at the Parker Street facilities.
- 2019 Grant awarded to Alliance for Independence (AFI).
- Alliance for Independence declined grant due to moving facilities.
- Decision was made to select two from the 2020 applicants

FY 2020 Activity:

- Surveys were completed for the 2020 applicants.
- Peace River and Boys and Girls Club were selected.

FY 2021 Activity:

- Install 2020 sites, Peace River and Boys and Girls Club.
- Place grant out again for applicants to start the process again.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2020/2021	Unknown
On-Going Beyond FY 2021	Unknown

Figure D-15: Estimated Duration – Broadband Initiative

Economic Opportunity – Actionable Items

Providence Road Complete Street Improvements

Lead Department: Public Works

Support Departments: Community Redevelopment Agency, Lakeland Electric, Water Utilities, Information Technology, and Fire Department

Estimated FY 2021 Budget: \$505,000

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Transportation Services Program

Activities: Engineering Services

Purpose: The Providence Road Complete Street Improvements is a 1.3 -mile project from State Road 539 (Kathleen Road) to County Road 582 (Griffin Road). The City's Public Works Department is managing the design of this project which proposes eleven-foot-wide travel lanes with eight-foot-wide sidewalk along both sides of Providence Road. The planned improvements support the strategic goals of the City by creating bicycle and pedestrian infrastructure, connecting users to improved transit facilities, and providing turn lane improvements at strategic locations. The project also enhances safety for all modes of transportation in a manner consistent with the finding of the Lakeland Area Alternative Analysis.

Action Plan:

1. Data Collection - FY 2020 (Complete)
2. Design - FY 2020/2021
3. Construction - First Phase in FY 2022 or FY 2023

Estimated Duration of Actionable Item:

Stage 1 - Complete

Stage 2 - Fourteen (14) Months

Stage 3 - Twelve (12) Months

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	No
On-Going Beyond FY 2021	Yes

Figure D-16: Estimated Duration - Providence Road

Economic Opportunity – Actionable Items

Affordable Housing Strategies

Lead Department: Community Development and Community Redevelopment Area

Support Departments: Public Works, Lakeland Electric, Water Utilities, Information Technology, and Fire

FY 2021 Budget: \$250,000

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Description of Actionable Item: Expand Affordable Housing Incentives Plan to include mechanism for gap funding to finance new affordable housing developments and to leverage funds with existing incentives to offset development costs. This includes creation of a loan program to utilize the appropriation and a land bank program to dispose of surplus CRA and City parcels.

Purpose: Provide incentive package for developers and builders to construct new affordable housing units.

Measurable Progress Indicator(s):

Fiscal Year 2019

1. Adopt FY2019-2020 One-Year Action Plan to include new construction activity as allowable use of HOME funds.

Fiscal Year 2020

1. Adopt Loan Program Criteria and Application.
2. Amend FY2018-2019 One-Year Action Plan to include new construction activity as allowable use of HOME funds.
3. Amend Local Housing Assistance Plan (LHAP) to include loan and land bank programs.
4. Issue RFA/RFP for Loan Program.
5. Adopt SHIP 3-Year LHAP with a focus on new construction.
6. Reduce CDBG Carryover Funds by 50%.
7. Close-out NSP1 funds.

Fiscal Year 2021

1. Complete 5-Year CDBG/HOME Consolidated Plan.
2. Increase number of persons assisted by 15%.
3. Yield 10% increase in private investment.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	No
On-Going Beyond FY 2021	Yes

Figure D-17: Estimated Duration – Affordable Housing Strategies

Economic Opportunity – Actionable Items

Catalyst Site Evaluations Plan Including Funding Sources

Lead Department: Community and Economic Development

Support Departments: Public Works, Lakeland Electric, Water Utilities, Information Technology, Fire

Estimated FY 2021 Budget: \$2,500,000

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Description of Actionable Item: Encourage development opportunities within the Downtown district and leverage private investment for the best public benefit.

Purpose: To have the ability to be responsive to development opportunities

Measurable Progress Indicator(s): Approved Development Agreements and/or new development in Downtown. Approved Development Agreements: Summit Consulting and Downtown Oak (FURC1)

Estimated Duration of Actionable Item: Ongoing.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	No
On-Going Beyond FY 2021	Yes

Figure D-18: Estimated Duration – Catalyst Site Evaluation

Economic Opportunity – Actionable Items

Refresh the Face of Downtown - Parklets

Lead Department: Public Works

Support Departments: Parks and Recreation, Public Works, Traffic Operations, Lakeland Electric, Water Utilities, Information Technology, and Fire

External Support: Lakeland Downtown Development Authority (LDDA)

Estimated FY 2021 Budget: Policy Discussion

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Description of Actionable Item: The installation of “Parklet” areas on street, at the expense of the businesses immediately adjacent to downtown sidewalks. These Parklets should be semi-durable and easily removable if the need should arise. Work with the LDDA on determining candidate sites and a procedure/cost approach. Covid-19 has accelerated the need for consideration for these parklets.

Purpose: These Parklets could extend the sidewalk marketing area, potentially enhancing sales.

Measurable Progress Indicator(s): Change in business sales and safety of direct and indirect users.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021/2022	Yes
On-Going Beyond FY 2021	Yes

Figure D-19: Estimated Duration – Refresh the Face of Downtown - Parklets

Economic Opportunity – Actionable Items

Refresh the Face of Downtown - Wayfinding

Lead Department: Public Works

Support Departments: Parks and Recreation, Public Works, Traffic Operations, Lakeland Electric, Water Utilities, Information Technology, Fire

Estimated FY 2021 Budget: \$50,000 Signage/Install

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Description of Actionable Item: Develop a Systemic/scientific approach, including ADA accommodation, demographics, with a focus on high-level/fiscally responsible design of information signage downtown.

Purpose: Implement a network of Wayfinding signs that demonstrate public venues, places of interest, and government agency campuses; combining motorist and pedestrian scale signage. This network should enhance visitors' downtown experience, improve business sales, and minimize circuitous traffic.

Measurable Progress Indicator(s): Number of signs designed, fabricated and installed.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	Yes
On-Going Beyond FY 2022	No

Figure D-20: Estimated Duration – Refresh the Face of Downtown - Wayfinding

Economic Opportunity – Actionable Items

Targeted Economic Investment Opportunity

Lead Department: City Manager’s Office and Community and Economic Development

Support Departments: Public Works, Lakeland Electric, Water Utilities, and Fire

Estimated FY 2021 Budget: \$500,000

Goal Areas: Economic Opportunity, Growth Management, and Quality of Life

Program: Economic and Community Development

Activities: Economic Development and Community Redevelopment Area

Description of Actionable Item: An effort to help attract and grow businesses that provide value to the City of Lakeland and its Citizens.

Purpose: To provide financial support to qualifying and targeted economic development projects within the Lakeland Urban Area.

Measurable Progress Indicator(s):

Economic Development

- Return on public investments
- Private capital investments
- Businesses assisted
- Jobs created and/or retained
- Average wage of jobs created or retained
- Infrastructure improvements completed
- Community and quality of life benefit to Citizens

Estimated Duration of Actionable Item: Ongoing.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	Yes
To Be Completed in FY 2021	No
On-Going Beyond FY 2021	Yes

Figure D-21: Estimated Duration – Targeted Economic Investment Opportunity

Growth Management – Actionable Items

Wabash Avenue

Lead Department: Public Works

Support Departments: Community and Economic Development, Lakeland Electric, Water Utilities, Information Technology, and Fire

Estimated FY 2021 Budget: \$2,000,000 from FY 2020 Transportation CIP

Goal Areas: Growth Management and Quality of Life

Program: Transportation Services Program

Activities: Property Acquisition Services

Description of Actionable Item: Purchase right of way for the South Wabash Avenue Extension Project.

Purpose: Right of way is necessary for the new road project.

Measurable Progress Indicator(s): Purchase and Sale Agreements.

Estimated Duration of Actionable Item: 24 months.

Estimated Duration of Actionable Item:

Stage	Yes or No
Prior Year Action Item	No
To Be Completed in FY 2021/2022	No
On-Going Beyond FY 2022	Yes

Figure D-22: Estimated Duration – Wabash Avenue



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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.

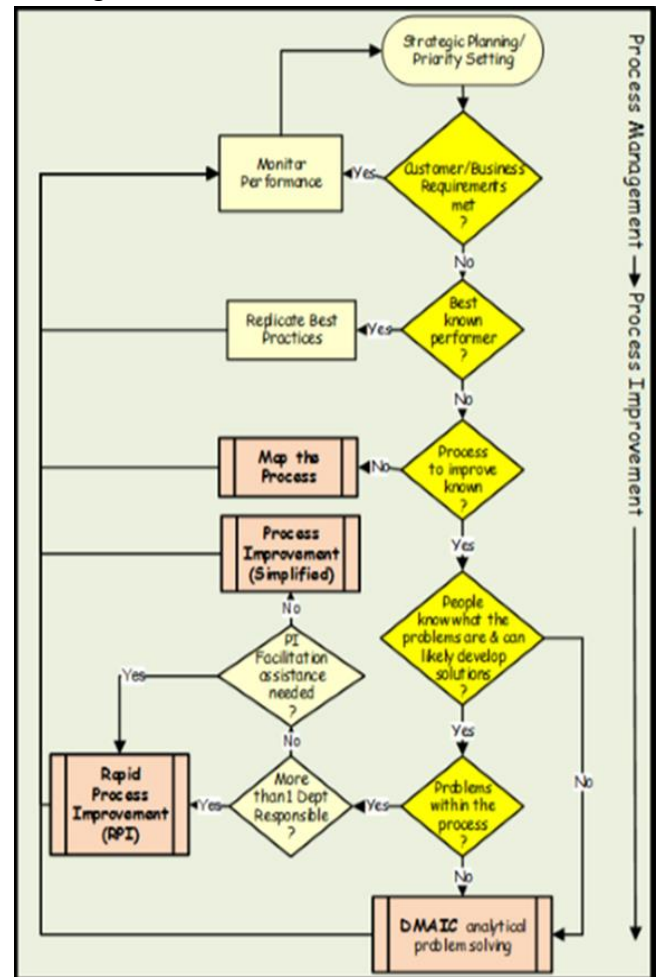


Figure D-23: Choosing the Right Process

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-24: 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.

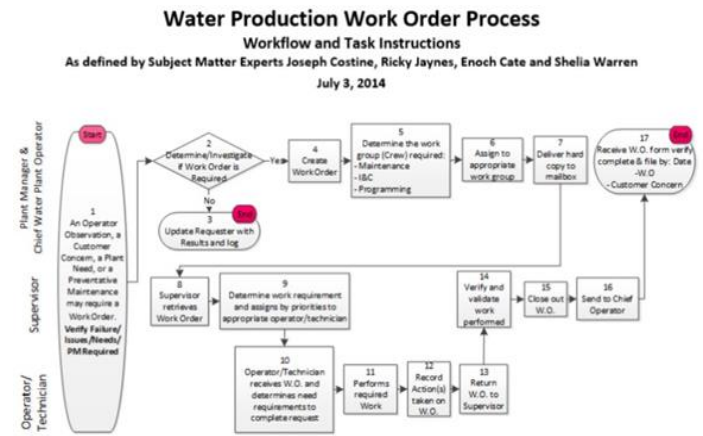


Figure D-25: Process Flow Map Example

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.
5	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. "Approve" 10. "Save" 11. Repeat steps until all Work Groups "Children Work Orders" have been created and assigned.
7	Deliver work Order to mailbox. Email Work Group Supervisor of pending work Orders.
8	On "Start Center," select appropriate "Work Group" and search "TBA" (to be assigned). Determine work requirement and assign by priorities to appropriate operator/technician.
9	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-26: 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:

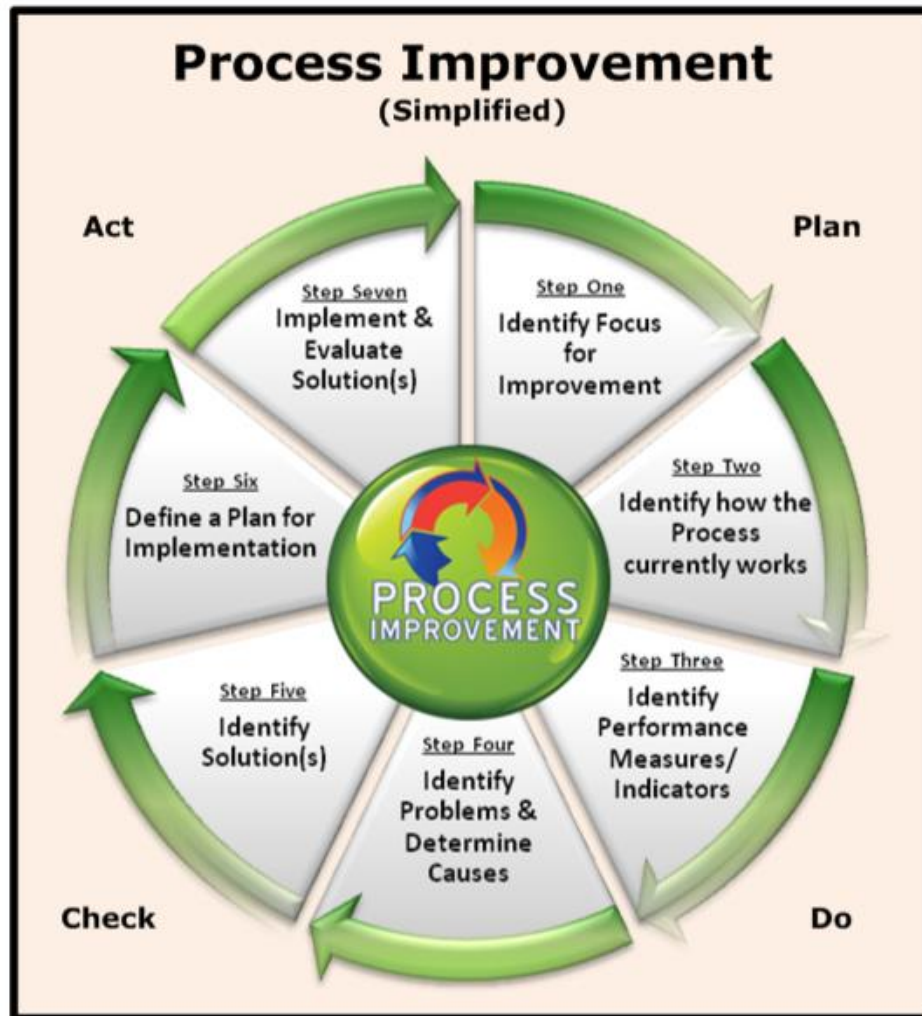


Figure D-27: Process Improvement

- 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 citywide 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 is 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 three to five days.

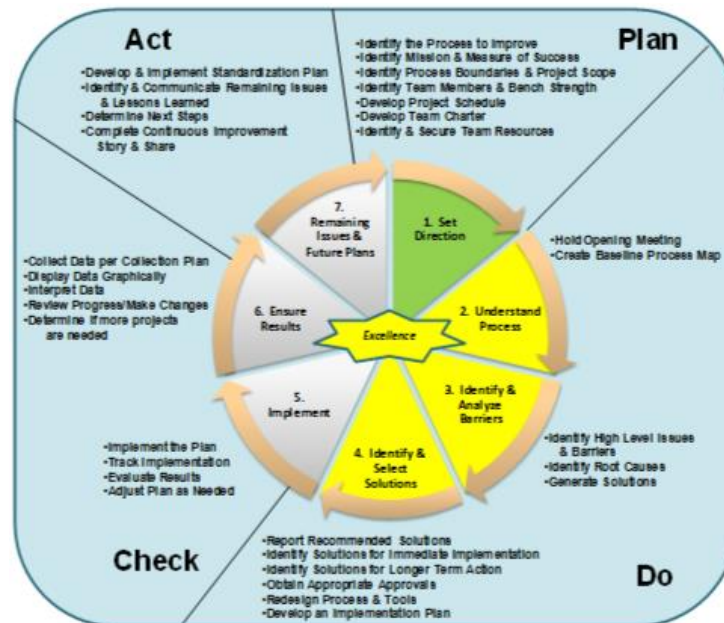


Figure D-28: Rapid Process Improvement Method Steps

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 and 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 totaling 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, and 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.

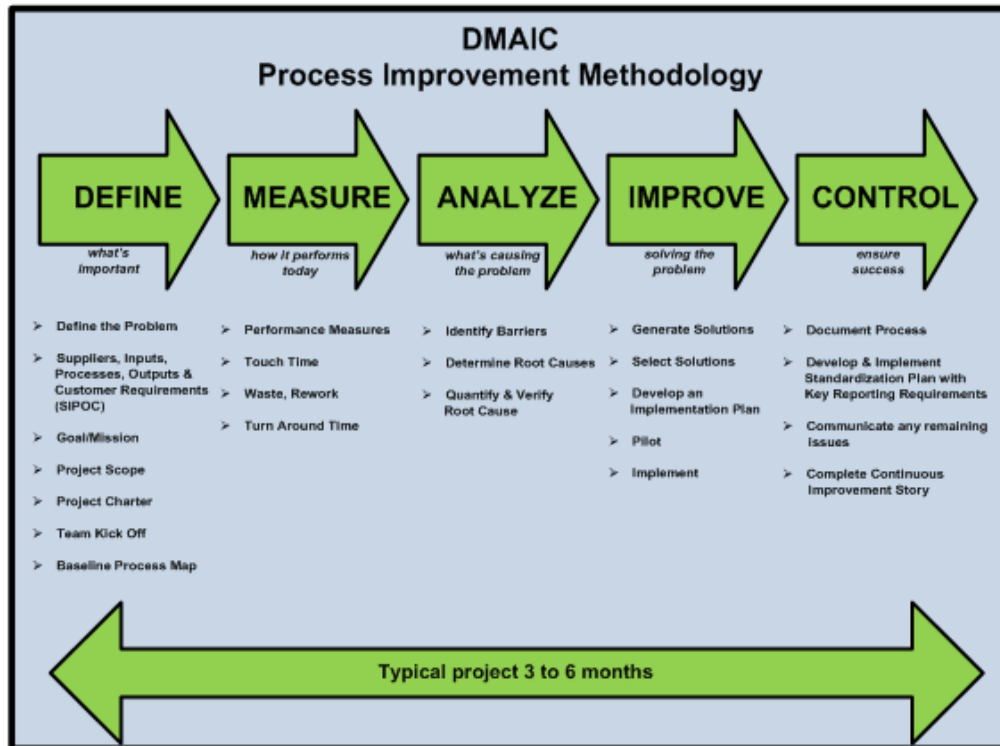


Figure D-29: DMAIC Process Improvement Methodology

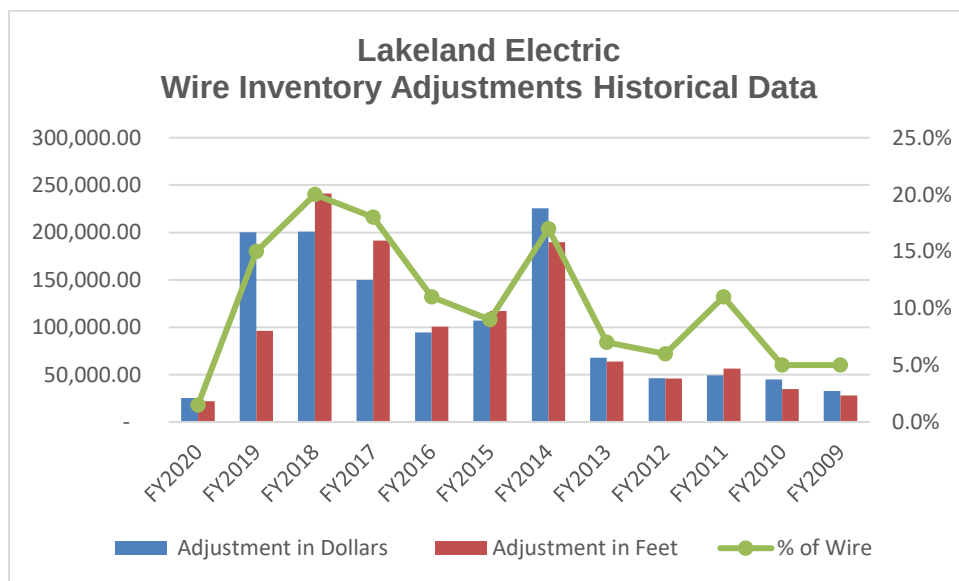


Figure D-30: Lakeland Electric Wire Inventory Adjustments following DMAIC project.

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 and Budget.

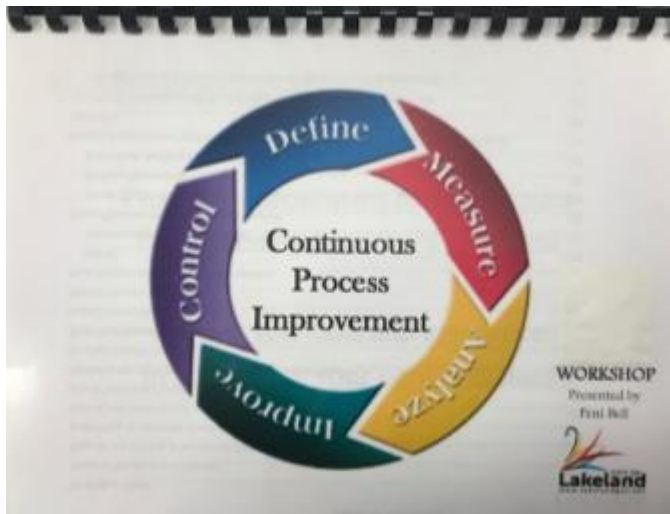


Figure D-31: Process Improvement Workbook

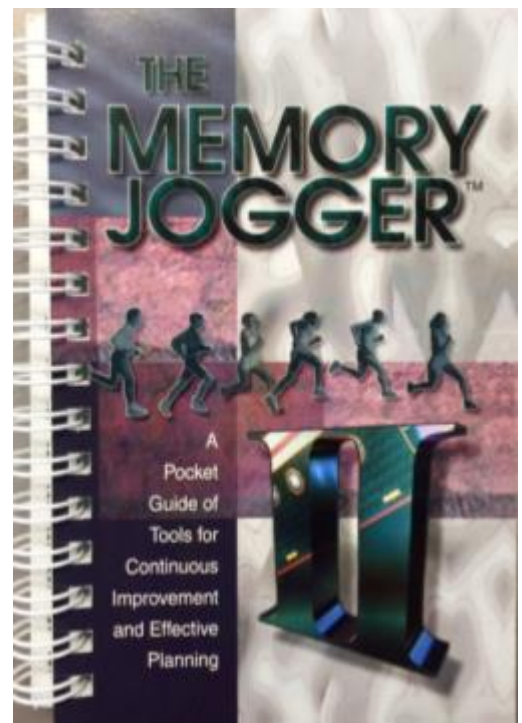


Figure D-32: Tools for Continuous Improvement

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

- UMS software implemented which has streamlined billing processes and reduced paperwork and time for tenant invoicing. This change also allowed the addition of online payment option for tenants.
- Integrated wildlife reporting and logs with FAA database, eliminating required dual reporting.
- Revamped the Lakeland Airport Website allowing better access to documents for our tenants while maintaining ADA compliance. Improved the ability for tenants to place online work orders.
- Added a Grounds Maintenance Equipment Specialist position to the Airport reducing equipment downtime.
- Transitioned tenant files from paper to electronic files.

City Manager's Office

Emergency Management

- With the Division of Emergency Management being new to the COL, as young as 6 months, efficiencies are being developed and identified. The current pandemic of COVID-19 has allowed early efficiencies to be identified, such streamlining resource procurement.

Information and Data Security

- InfoSec has virtualized the security management infrastructure. By moving to a virtual platform, InfoSec is providing an estimated cost saving of \$16,000 annual supports costs and \$60,000 in replacement fees every five years.
- InfoSec has worked to update documentation library, including topology diagrams, procedural guidance, and technical knowledgebase. The library now consists of more than 90 documents and technical guides to ensure operational reliability and consistency.
- The addition of procedural workflow documentation allows for skill sharing between team members, thus resulting in an overall efficiency with day to day operations.
- The InfoSec team is working to complete documentation, including a transition plan, that will allow for role transition of certain day to day activities to the IT department. This will ultimately provide additional time for the InfoSec staff to focus more time on auditing and governance functions.

Efficiencies by Department

City Manager's Office continued

Office of Management and Budget

Process Improvement Projects (DMAIC, RPI and Mapping)	Departments working with OMB
Fire - Retirement for Responders Process Mapping	Fire/Retirement Services
HR - Class and Compensation Process Mapping	Human Resources
Drug and Alcohol Testing Process (Random, Post Accident and Reasonable Suspicion) Mapping	Risk/Human Resources
Wire Inventory Management Process Improvement Project	Lakeland Electric and Purchasing
LE Budget Process Mapping	Lakeland Electric
Purchase Requisition and Change Order Process Documentation with thresholds for authorization	Purchasing
Printer/Copier - Lease/Purchases	City-wide
LE Disaster Restoration Solution Map	Lakeland Electric/IT
Patching and Maintenance (Monthly (Systems and Network) Quarterly (Database)) Brainstorm customer requirements and current processes for improvement opportunities	Information Technology
IT SmartGrid - AMI Billing Exception Handling and Daily Processing	IT/ Lakeland Electric
LE - System Planning - Forecasting Reporting - Document Peak Report Processes to allow for increased efficiency and effectiveness	Lakeland Electric
Mutual Aid Provider Process Documentation for Manual and Automated Process of Future State	Lakeland Electric
Water Utilities – Building and Fire Plan Review Process	Water

Figure D-33: List of Process Improvement Projects for FY 2020

Communications

- To save money and to be more efficient, the Communications Department adjusted the distribution method for the City's monthly newsletter, Access Lakeland, to an all-digital platform. Last year, the City of Lakeland printed over 70,000 monthly newsletters that were distributed through Lakeland Electric utility statements and created an electronic version for e-bill utility customers. The City now creates a monthly digital newsletter that is distributed to 112,437 email addresses. This method saves the City about \$50,000 per year in printing costs and it allows us to create a digital newsletter very rapidly if there is a need to focus on one crucial item to help educate residents. This strategy proved beneficial, especially when educating the public on COVID-19 related issues.

Efficiencies by Department

Communications continued

- Access Lakeland is just one tool produced by the Communications Department that allows the City to better communicate with Citizens. On a typical month, Access Lakeland has dedicated features on City of Lakeland Departments, projects, and initiatives. The newsletter is written to share news stories and invite the reader to visit the City's website for additional information on each topic and the digital product has direct links in the text. The Communications Department also produces a number of flyers, brochures, and posters to help promote City events, initiatives, and programs. The Communications Department created over 100 printed projects over the past year and developed a great deal of coronavirus related messaging in the form of posters and signage for City facilities. The in-house development for this messaging allowed very fast turn around and production time on this dynamic health-related topic.
- Vimeo is a video platform much like YouTube. It is a video-sharing website in which users can upload, share and view videos in HD. The Communications Department is using Vimeo as a file share for programming. This move makes it more efficient to upload video for playback and it integrates with the digital broadcast platform. The switch saves the City approximately \$5,000 each year in hosting fees and the switch has reduced the need for an in-house video server that costs thousands of dollars. All videos produced by the City of Lakeland are posted on the City's Vimeo page. The Communications Department has built a Channels page so videos are easy to find by subject matter and live meetings are cleverly indexed on Vimeo so citizens can quickly find an agenda item.
- The Communications Department has redesigned and reconfigured the mobile video production trailer to allow for more mobility and flexibility. It has now been made available to the RP Funding Center to augment any needs for hybrid, virtual, convention, and audience as participation at special events shifts due to COVID-19. This efficiency will help the RP Funding Center market their facility while allowing a virtual audience to participate in events.
- Communications staff Installed and integrated equipment to provide Closed Captioning across all video platforms for visually impaired. This continuing effort is to meet ADA compliance.
- 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.

Community and Economic Development

Building Inspection Division

- Express Permitting: Since October 1, 2019, 3,278 express permits were processed in an average of 26.6 minutes, with 86% processed in 30 minutes or less. This represents an increase of 15.5% in express permits processed from the same period in 2019, with average processing time improved 19%.
- ePlan: ProjectDox or ePlan electronic plans review software remains the exclusive method for plans submission and review. Since October 1, 2019, 99.8% of plans for new construction were submitted and reviewed electronically through ePlan, up from 99.2% over the same period last year.
- Permit Approval: Of those permits for new construction issued between October 1, 2019, and May 29, 2020, 57.5% were approved in a single round of reviews in an average of 9 days, 18.8% were approved in two rounds at an average of 36 days, and 23.7% were approved in three or more review cycles at an average of 316 days.

Efficiencies by Department

Community and Economic Development Continued

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.
- Staff worked remotely during COVID-19 pandemic from April 2020 to June 2020.
- BTO and OREPI staffed phones in support of CARES program.
- 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

- In early 2020, worked closely with staff from the Lakeland Police Department, Public Works, and Solid Waste to evaluate and recommend approaches to address illegal dumping. The plan ultimately approved by the City Commission involved increased awareness, public engagement and signage, compassion for property owner victims, and physical arrest for perpetrators.

Community Redevelopment Agency

- Partnered with Facilities Maintenance to provide maintenance services to CRA facilities, a cost savings of 60%.

Director's Office

- Remote Meeting Leadership. Among other impacts, the Coronavirus pandemic eliminated the ability to hold in-person public meetings and to solicit public input, a cornerstone of democracy and Lakeland's customer-centric philosophy. The Community and Economic Development Department staffs eight (8) such public boards and committees, and though canceling them all was an option, it would mean a virtual shutdown of major economic development projects and greater harm to an already struggling local economy. In order to meet the needs of customers and citizens, CED appointed a small "Remote Public Meeting Team" comprised of staff from various CED offices charged with developing business processes, ensuring legal requirements for such meetings were met, and training both volunteer board members and staff for whom the remote meeting technology was quite foreign. The result was successfully continued business that was heralded by customers and applicants eager to see their projects move forward.
- Electronic Department Payroll Reporting. As the pandemic saw more than half of CED telecommuting at least some of the time, the need to move from an antiquated, paper-based system of reporting employee payroll to a remote, electronic system was quickly realized. In mid-March, the new CED Electronic Timesheet was launched, complete with electronic employee signature, allowing employees and supervisors to complete their timesheet and route via email for approval and processing.

Efficiencies by Department

Community and Economic Development Continued

Planning and 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 part of the work from home initiative we implemented an automation project for Accounts Payable. Accounts Payable requires incoming correspondence such as invoices be time stamped with the date of receipt. Clerks would use rubber stamps on postal mail and then scan the mail onto a server. They would print hard copies of PDFs and other documents received electronically, affix the date stamp, and then scan them back onto a server. Therefore, they requested that our HRMS Manager develop an “electronic” time stamp since printing hard copies from home was not practical given the large volume of emails they receive. The resulting process automates the workflow by monitoring the designated email address on the mail server and downloads and time stamps each incoming document and automatically stores it on the server. The process has been so efficient they have integrated it into the workflow as a permanent solution. Over 10,000 emails have been processed automatically since March 20, 2020. This project not only saved processing time by the Accounts Payable clerks but also the cost of printing hard copies only to be scanned back to electronic form and then disposed of each month.
- Internal approval processes are now all electronic. Prior to the pandemic, supervisors had to print and manually sign all documents requiring approval. This is now done electronically, reducing the use of paper, printers, time, etc.
- Retirement Services Dashboard created to ensure quick access to important information including business processes, reports, and links into other departments for ease of collaboration.

Fire

- Streamlined worker's compensation process from department level by stylizing an all-digital method of communication and tracking.
- Planning and programming of a computer-based inventory program that allows for centralized data location for all equipment, supplies, and medications. This will yield efficiency and accountability while reducing labor hours for tracking resources and supplies.
- Identified \$100,000 in operational budget cuts.
- Planning and programming consolidated emergency pre-plan software that allows responders to view building plans and structural details from their apparatus mounted laptops. This tool will allow emergency responders and Fire Safety Inspectors to share and view data from the same platform. This is a first for the department.

Efficiencies by Department

Fire Continued

Training

- Utilizing National Testing Network for prequalifying firefighter applicants, a cost savings of \$120,000, of which \$67,000 in on an annual basis.
- Annual fire hose testing done in-house, annual cost savings is \$8,000.

Rescue

- All EMS Training done in-house, annual cost savings is \$40,000.
- Paper EMS forms from PRIDE Industries, annual cost savings is \$1,000.

Airport Rescue Firefighting

- Annual live fire training completed in-house, savings of \$15,000.

Urban Search and Rescue

- All USAR training conducted in-house, annual savings of \$4,500.

Human Resources (HR)

Employee Engagement and Development (EE&D)

City of Lakeland Mandatory Class Recertification Processes: The five-year recertification processes and delivery platforms were significantly streamlined translating into greater efficiencies for employees and the EE&D staff members. This enables a significant portion of the workforce to come into compliance.

- RED: The Respectful Workforce, Ethics for Public Servants, and Diversity in the Workplace courses were 3.5 hours each and required employees to travel to the Training Center to attend. This equates to 10.5 hours away from the worksite, not including travel time. Facilitators were necessary to conduct these courses. As of March 1, 2020, the three courses were combined into one 30-minute video that is accessible for employees to view on-line via InSite, at their desk or workspace, 24/7. To date (as of September 4, 2020), 1,006 employees have completed RED saving the City 10,060 hours of training time, which translates to 1,258 total days of productive work saved.
- Preventing Workplace Violence Recertification: A live four-hour course was streamlined to two hours (50% reduction of classroom time). Instead of using traditional classrooms, the recertification course is being held in the Youkey Theatre at the RP Funding Center where approximately 170 employees can practice safe social distancing while becoming compliant. This is a more efficient means of refreshing a large number of employees. Since it began on July 28, 2020 596 employees have completed this course.
- Annual Service Awards Recognition Program: The milestone service award gift offerings have been significantly streamlined and simplified. The recognition event will now be an annual event rather than four quarterly events.

Employment Services

- Reduced the number of pre-employment drug tests and physicals.
- Retirement and Benefits are given a monthly list of new hires that start early (before scheduled onboarding date) in order for new hires to enroll and go over information before effective date. This reduced the number of off cycle meetings that Retirement Services and Benefits were conducting.

Efficiencies by Department

Human Resources (HR) Continued

Compensation

- Essential Functions Instructions: Developed and posted on InSite and provided explanations and examples for what is an essential function and why they are important in a job description.
- Salary Plan Checklist: Developed an internal tool/roadmap for when there are across-the-board increases or salary actions related to Collective Bargaining Agreements.
- Job Description Template/Checklist: Developed an internal tool but can be shared with managers/supervisors if requested, which creates efficiencies in updating and standardizing job descriptions.
- Program Modification Forms (PMF) HR CC Tracking Spreadsheet: Developed an internal tool to assign and track where the HR memos related to PMF requests are within the HR department.
- Fair Labor Standards Act (FLSA) Tool: Creates efficiency and provides thorough reporting when a position's FLSA status may change or needs correction. This is an area of heightened concern.
- Cross Training: Taking one employee's skill set of PeopleSoft to bring the other employees up to speed on HR and payroll impacts and reporting. Taking one employee's compensation skill set and bringing the other up to speed on benchmarking and job description requirements.

Assessment Services

Assessment Services affected a yearly decrease in labor expenditure by at least 546* hours within the unit by focusing on:

- Technical issues related to software.
- Testing best practices.
- Partnerships with other areas of the City.
- Increased pass rates on Public Safety Aide (PSA) and Emergency Communications Specialist (ECS) tests – Result(s): Estimated yearly decrease in labor expenditure by at least 56 hours per year within the Assessment Unit.
- Placed the Accounting Clerk exam online – Result(s): Estimated yearly decrease in labor expenditure by at least 110 hours per year within the Assessment Unit.
- Test time tracking – Result(s): Estimated yearly decrease in labor expenditure by at least 135* hours per year within the Assessment Unit and an increase in the number of testing sessions offered per day, which reduces scheduling issues.
- Library test accommodations for tests under two hours in duration – Result: Better Customer Service and estimated yearly decrease in labor expenditure by at least 75* hours per year within the Assessment Unit.
- Created generic test batteries – Result(s): Better Customer Service (improvement in the candidate experience). Estimated yearly decrease in labor expenditure by at least 150* hours per year within the Assessment Unit.
- Developed shorter feedback reports – Result(s): Estimated yearly decrease in labor expenditure by at least 20* hours per year within the Assessment Unit and increased readability of the report.

*Note: Estimation based on conversations with proctors on the average time spent on accommodating tests over two hours.

Efficiencies by Department

Lakeland Electric

- Reduced table of organization by 8 full-time positions across Lakeland Electric.
- Cut FY 2020 Budget by \$6.4M to limit financial impact of COVID-related recession.
- Created DART application for damage assessment and storm restoration; this will allow for a more streamlined and cohesive approach to damage assessment and storm restoration. It should also allow for better data collection and tracking for FEMA purposes.
- Sublease one Train set to OUC to eliminate LE annual fixed cost of \$150k.
- Negotiated the GATX lease rate from \$225 to \$190, which is an annual savings of \$95k.
- DMAIC project for Wire Inventory, reducing year-end inventory adjustment to 1.5%, which is 5% below project goal.

Information Technology

- Expanded 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.
- Public Safety IT and LPD implemented the POBITS system to streamline the background investigation process.
- On October 1, 2019, LPD went live with a modification to the records process to eliminate the printing of every police report. Public Safety IT worked with LPD and IT staff to convert manual paper processes to automated electronic.

Police

- LPD added another College Resource Officer (CRO) at Florida Southern College (FSC). This brings the total to 4 CROs. This has proven to be a very successful partnership and continues to advance our efforts in community policing and problem solving.
- It was determined that the Police Athletic League (PAL) would be served more effectively under the direction of the Lakeland Police Department, so it was moved back from Parks and Recreation. To facilitate this transition and provide the program with a sworn presence to mentor the participants of the program, two of the civilian positions were converted to sworn at a cost neutral basis.
- LPD reclassified the civilian Planning and Research Supervisor to a Sergeant. The transition allows the responsibilities assigned to that position to continue and also allowed multiple new assignments to take place that require a sworn position at a cost savings to the department.
- Electronic subpoenas continued, and recently, the department worked with the State Attorney's Office (SAO) and is now able to upload videos and other documents to a server for the SAO to help eliminate the need of paper and burning of DVDs, etc. This has reduced the time to fulfill each request and we will work towards two other sections being able to add photos, videos, and other documents to this dedicated server hosted by the SAO.
- 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.

Efficiencies by Department

Police Continued

- 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.

Parks and Recreation

Cemeteries

- Panic buttons installed at each desk in cemetery office.
- Installed Intercom system on outside of office to alert staff when customer is at facility.
- Purchased electric blade sharpener allowing the employee to sharpen mower blades in a faster time frame.
- Purchased ride on fertilizer sprayer, which speeds up fertilizing time and reduces the impact on the employee.
- Anti-microbial chairs purchased for office.
- Purchased two new lowering devices for funeral services.

Cleveland Heights Golf Course (CHGC)

- Industry Standards (1) Maintenance Person Per Hole Minus the Par 3s - CHGC has 27 holes and 5 of them are Par 3s leaving 22 holes. CHGC has (15) maintenance personnel including the Superintendent and (2) of them are part-time. The maintenance staff also maintains (1) mile of Three Parks Trail bordering CHGC.
- Golf Operations down (1) Starter and (2) Cart Attendants; Job freeze COVID-19.
- Maintenance Operation down (1) FT and (1) PT Position; Job freeze COVID-19.

Library

- Auto-renewal of library materials on date due for customer convenience and helps avoid overdue fines.
- Provided self-serve options for both checkout and holds pickup.
- Working with City GIS to determine best location for new service outlet in south Lakeland area based on existing cards holder data.

Efficiencies by Department

Parks and Recreation Continued

Parks

- Installation of three new Batter's Eyes at Tigertown Complex. This was done for \$14,000; spent over \$20,000 in Windscreen material over the past seven years replacing from storm damage, etc.
- In-House Irrigation Project at Lake Crago Park, installing all landscaping and Athletic Fields.
- LED Lighting installed on Field #1 at Peterson Park. This will save on electric and equipment.
- Three Backpack Chemical Blowers added to Parks inventory for use of disinfecting Playgrounds, Stadium, Pavilions, high touch areas, etc. due to the COVID-19. By doing this in-house the City will save money and avoid using a contractor to perform the work.
- Hollis Garden Staff designed, built, and installed all new raised vegetable beds along with new irrigation system for Simpson Park's Bright Hearts Development Garden.
- Hollis Garden staff installed new irrigation in the Arbor and tubing irrigation to all flowerpots, eliminating hand-watering to those areas. Saved \$1,919 for Oct. 1 to June 5, 2020.
- Palm Field at the City Nursery is being renovated, replanted, and utilized with unique trees and palms to be used for future needs throughout the City.
- By growing trees, shrubs, annuals, etc. in-House at the City, we have saved \$43,685.

Recreation, Aquatics and Facilities Services

- Replaced flooring at Kelly Recreation Complex to LVT (lamine vinyl tile). By replacing we were able to spend \$2000 less on annual floor waxing.

Public Works

Construction and Maintenance

- Two (2) Vactor Vacuum Recycler Trucks to be 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 Polluted Elimination System Permit requirements for removing debris from the City's storm water system before it enters the lakes. The Vactor 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) Vactor Vacuum Recycler Trucks would save approximately 12,000 gallons of potable water and 8 hours of production daily.
- The cost of the Vactor Vacuum Recycler Trucks will be charged to the Storm Water Utility Fund. While the equipment will be used to accomplish work for a variety of City departments, the Vactor Vacuum Recycler Trucks will also serve as a valuable tool for removing debris and sediment after major storm events during emergency operations.

Facilities Maintenance

- City Energy Project Savings for FY 2019

Efficiencies by Department

Public Works Continued

Fleet Management

- Metrics as of 6.1.2020, fiscal year to date:
 - Vehicle uptime – 96.72%.
 - 0-48-hour vehicle turnaround time – 83%.
 - Direct labor billing – 71%.
- Pass-through expense accounts - 19% projected under original budget and 10% under contingency reduced budget at end of year.
- Sourced virtual training at minimal cost for hydraulics, electrical systems, engine management.
- NAPA IBS efficiencies:
 - New training utility provided at no additional cost available to all technicians - ASE prep tests, diagnostic training, virtual labs.

Lakes and Stormwater

- Established an aquatic nursery program utilizing multiple City owned stormwater treatment ponds as nursery/mitigation sites. Native, desirable aquatic plants are removed from locations with overgrowth and transplanted to the ponds that serve as an aquatic nursery. Plants are harvested as needed to be replanted where needed for erosion control, water quality improvement, aesthetics, and habitat. This saves the division from expending up to \$10,000 annually on costs to remove and/or purchase and install plants through a contractor, as well as having the added benefit of improving nutrient removal effectiveness in existing stormwater ponds and providing aesthetic improvements in City spaces.
- Applied for SWFWMD CFI grant funding for the Lake Crystal Nutrient Reduction Feasibility Project, which is designed to evaluate the feasibility of nutrient reduction in lake bottom sediments. This lake is under FDEP regulatory requirement for nutrient reduction, and the feasibility study is the first phase of that plan. SWFWMD has ranked this a high priority project and will reimburse the City of Lakeland more than \$100,000 upon completion of the feasibility study which is scheduled to begin fall of 2020. It is anticipated that SWFWMD will continue to provide CFI funding throughout the remainder of the project which will include restoration activities and subsequent monitoring. An anticipated cost savings of up to \$1,000,000 could be realized through the reimbursement of CFI funding for this required project.
- Staff have attended workshops and trainings as well as performed significant research into the use of pesticide/herbicide applications, resulting in efficiencies and costs savings of nearly \$10,000, such as:
 - We have functionally reduced the amount of herbicide/pesticide applications (frequency and volume).
 - Have obtained permission from FWC to utilize different, less expensive formularies with the same or better results.

Efficiencies by Department

Public Works Continued

Solid Waste

- Residential recycling programs, which includes our blue cart residential and yard waste programs continue to provide a significant diversion rate of 43.49% (↑ 2.29% = 1,214 tons) as compared to Polk County's average recycling diversion rate of 33% (FDEP, Annual Report 2018).
- Roll-off services have been fully converted to the Lucity™ paperless work order system similar to bulk collection to improve office staff, driver, and customer communications.
- Conversion of the Front Loader Commercial program to RouteSmart™ software and the Lucity™ paperless work order system has begun and is planned to be finished during the 1st Qtr. of FY 2021.

Engineering

- Negotiate \$146,961 in value engineering savings for West Lake Parker Trail construction contract.
- LAP (Federal) funding secured for current FY Engineering Division projects = \$3,079,456.
- Secure \$500,000 in FDOT funding for the Tradeport Boulevard Alternative Corridor Analysis.

Traffic

- The first round of conversion of LPD handbook parking citations to electronic citations is increasing accuracy and assisting patrons in the electronic appeal process.
- Installation of a new traffic sign fabrication "cutting table" which will allow the fabrication on average of three signs versus one sign at a time.
- The installation of 19 "Bluetooth" sensors at many of the highest traffic volume intersections has resulted in more efficient analysis of traffic travel time on a 24/7 basis.

RP Funding Center

- In order to finalize and stretch our dollars of our renovation project, our internal Engineering Staff is busy finishing some projects in lieu of using our General Contractor. These tasks include: LED fixtures installed throughout the building concourse and painting in the theatre. These projects will allow us to finish our renovation projects at a lower overall cost.
- Throughout the year we have continued to find ways to eliminate as much outside contractor spending for security and maintenance. We have done a good job of reducing that line item cost over the past fiscal year.

Efficiencies by Department

Retirement Services

- Retiring Employees depending on savings as well as pension benefits.
- Updating payouts to maintain accurate pension data.
- Maximize investment returns by continually diversifying holdings in order to reach long term goals.
- Updating PeopleSoft to reflect past distributions of pension related accounts, for historical reference.
- Finalizing Self-Service access for Plan C Pensioners to receive ongoing pension estimates at will.
- Higher education for Pension Trustees.

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 second year of voluntary electronic benefits open enrollment, utilizing the City's PeopleSoft software, resulted in 1,367 employees utilizing self-enrollment. This resulted in a savings of operational hours in reduced time to enroll 1,900 employee for the next benefit year.
- 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 \$52,060.00 per year.

Purchasing

- Realized an annual savings of \$ 12,075,367 achieved through both the sealed bid and request for proposal (RFP) processes.

Efficiencies by Department

Water Utilities

- Water Utilities distributes free conservation kits which include showerheads, bath aerators, and kitchen aerators to our customers. 1,700 kits issued as of May 2020, up from 1300 in 2019.
 - Average household saves 17,742 gallons per year.
 - 10-year life expectancy of devices.
 - Estimated water conserved - 301 million gallons.
- Water Utilities issued 795 toilet rebates as of July 2020. There are 500 rebates available under co-funding. The average household savings are 11,206 gallons per year and the 30-year life expectancy estimated water conserved is 267 million gallons.
- The utility secured an additional 10-years to their current Water Use Permit, extending the expiration of that permit from 2028 to 2038.
- An average of 11,578 MGD of industrial reuse water is provided to 3 customers:
 - McIntosh Power Plant.
 - Matheson Tri-Gas.
 - TECO Polk Power Station.
- The utilization of industrial reuse is expected to help Lakeland comply with further regulatory water use restrictions being proposed.
- Water sent to TECO assists in reducing the nutrients discharged into the Alafia river.
- Wastewater Treatment completed 100% of the Schneider Cogeneration Project at the Glendale Facility. This project is currently undergoing commissioning. This generator is projected to offset up to 40% of Glendale's current electrical needs.
- Engineering, design, and permitting of the County Line Road Water Main Extension was completed, with construction commencing in the summer of 2020. This extension will serve the water needs of the expected growth in Southwest Lakeland.
- The Wastewater laboratory achieved accreditation and certification to conduct additional analysis of constituents including E. Coli and Oil and Grease. These additional analytes will allow for more rapid results at lesser cost.
- This past year saw the Water Utility partner with several institutions of higher learning to assist with undergraduate and graduate programs, furthering the education of their students. Additionally, partnering with the Polk County School Board and other local Utilities, we're working toward the creation of a Polk County Water Academy. This Academy will provide a career pathway into the water and wastewater industry as well as provide a viable labor pool for the future.

Measuring Results Overview

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

The different system components are:

- Organizational Strategy-Based Key Success Indicators (KSI)
- Core/Support Service Performance Indicators
- Departmental Measures

These elements play an important part in the City's overall Business Plan and help keep the organization on target. The City revisited and refined its Measures in 2018 to more closely align them with the Strategic Direction and Goals of the City. This review process included participants from each department reviewing and refining both the citywide KSIs and the Core/Support Service Performance Measures. These new and improved measures are depicted throughout this section and will be further published as data becomes available. Future years will allow trending and goal/outcome connectivity.

Additionally, in 2018, a Performance Measurement Dashboard was developed. This tool has been developed as both an internal tool for our City Commission and all Departments and an outward facing citizen tool allowing our citizens to track data from the Lakeland View Survey as well as service measurements. Below are definitions for the different types of measurements found in the Performance Measurement Dashboard Tool and the Performance Management Section of the Annual Budget Book:

KSI Measurements

Measures that relay the impact the City is having on its set of visionary Goals.

Departmental Operational Measures

Operational Measures as defined by departments for operational concerns or Actionable Items.

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 and Continuous Improvement Program.

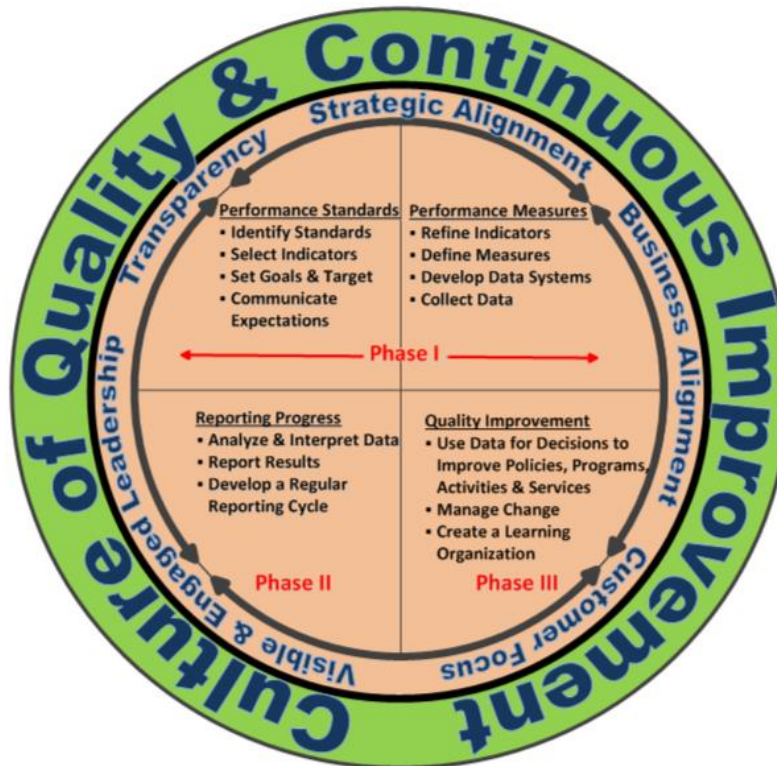


Figure D-34: Culture of Quality and Continuous Improvement Phases

Driving Improvements

Driving Improvements in our Organization

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

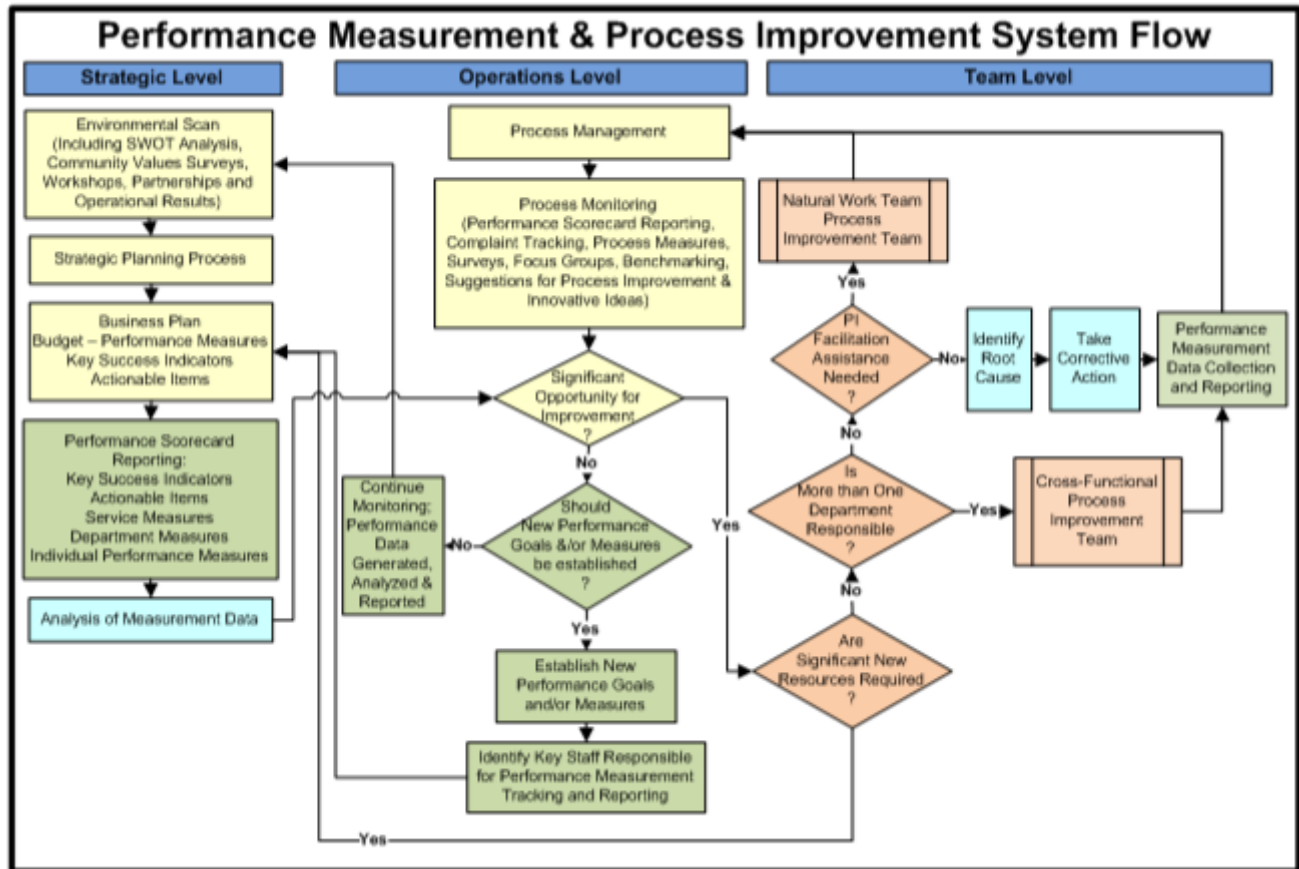


Figure D-35: Performance Measurement and Process Improvement System Flow

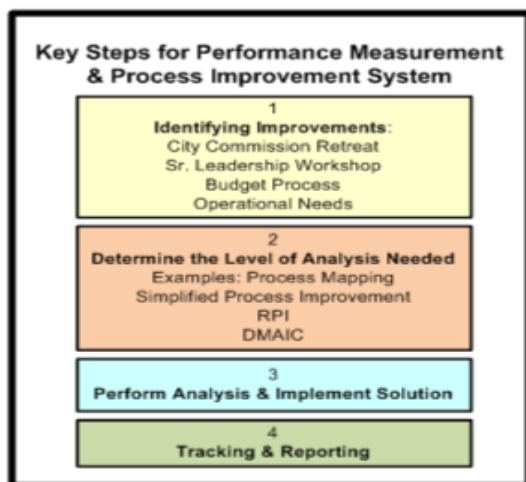


Figure D-36: Key Steps - Performance Measurement and Process Improvement System

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

Measuring Up and Transparency

The Performance Measurement Improvement System will require long-term commitment and dedication, from top-management to the front-line employees, to allow the City of Lakeland to “Measure Up” to our Mission.

Our first focus in implementing the Performance Measurement Improvement System began with the refining of our process and Senior Leadership’s reevaluation of our measures. Our next focus will include a transparent scorecard initiative which includes Operations, Commission, and Citizen dashboards.



Figure D-37 – Process Improvement Project Meeting

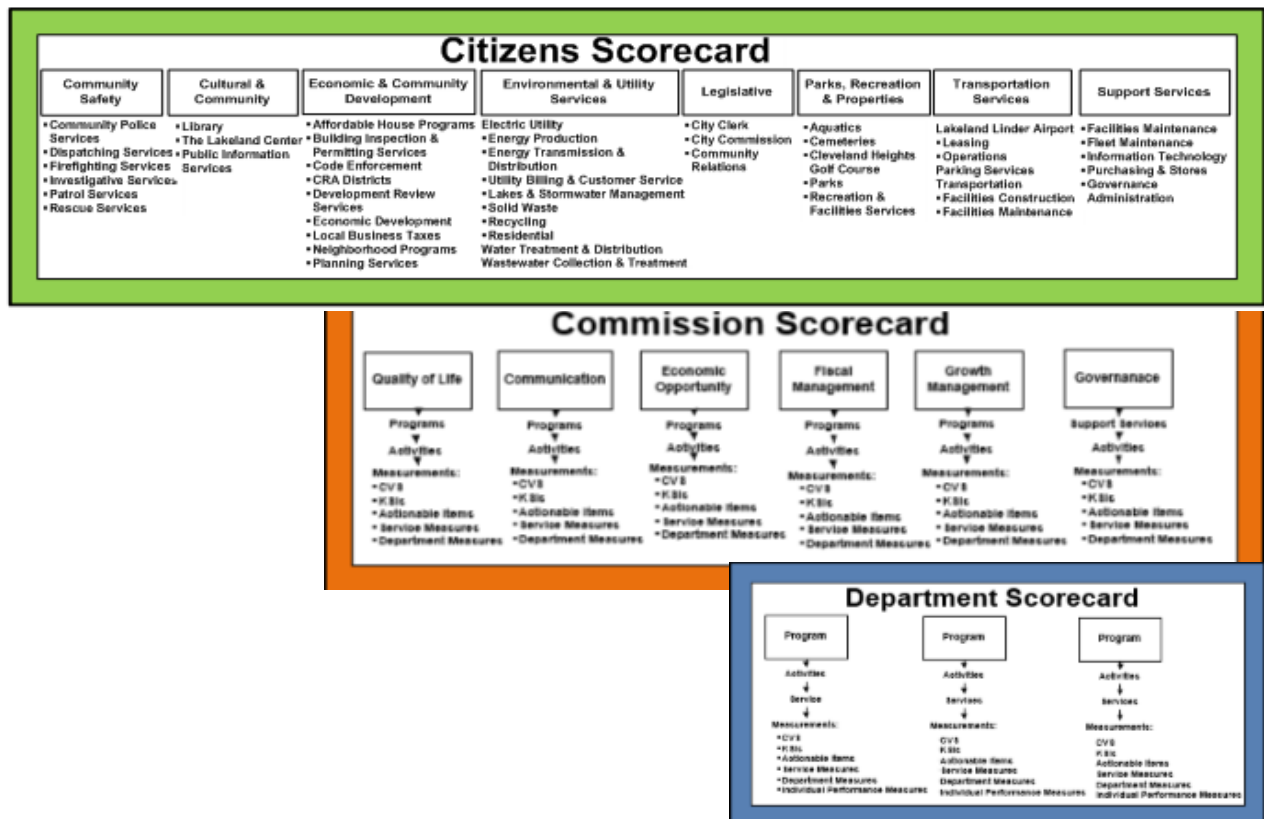


Figure D-38: Score Cards

Measuring Results

Benchmarking is the process of measuring products, services, and processes against those of organizations known to be leaders in one or more aspects of their operations. Benchmarking provides necessary insights to help us understand how our organization compares with similar organizations, even if they are in a different business or have a different group of customers. Benchmarking can help us identify areas, systems, or processes for improvements, either incremental (continuous) improvements or dramatic (business process reengineering) improvements. Each Department at the City of Lakeland benchmarks within their industry and/or professional standard.

Quality of Life - Key Success Indicators

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

1. Provide outstanding public safety response and prevention services.
2. Enhance mobility options throughout the city.
3. Provide outstanding (safe and reliable, clean and green) utility and environmental services.
4. Promote arts, culture, life-long learning, and active, healthy lifestyles.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
Overall Quality of Life	26.5%	55.3%	14.8%	3.2%	0.2%
Overall feeling of safety in Lakeland	18.3%	56.7%	20.2%	4.8%	0.1%
The overall cleanliness of Lakeland	22.4%	58.9%	16.2%	2.3%	0.2%
Available options for shopping, dining, and entertainment in Lakeland	29.1%	49.5%	17.6%	3.7%	0.1%
Lakeland having public places/spaces you enjoy	34.32%	45.4%	15.94%	3.82%	0.52%
Lakeland having a downtown/commercial area you enjoy	29.5%	45%	19.2%	5%	1.3%
The City of Lakeland meeting its Vision: <i>Lakeland - a vibrant, innovative, culturally inclusive world-class community.</i>	16.6%	45%	26.4%	8.8%	3.2%
The City of Lakeland meeting its Mission: <i>A community working together to achieve an exceptional quality of life.</i>	17.8%	46.1%	25.2%	8.1%	2.8%

Figure D-39: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Response times to high danger (Priority 1) calls (minutes)	Quarterly	6.2 (Average)	4.5	<7
Reliability of utility services: Electric Customer Average Interruption Duration (minutes)	Quarterly	80	55.6	60
New sidewalk constructed (Linear Foot)	Annually	8,823	2,968	4,990
New trail constructed (Linear Foot)	Annually	0	0	0
Bike lane construction (Linear Foot)	Annually	0	0	0
Number of crime prevention programs	Quarterly	353	300	300
Number of citizens engaged by a risk reduction or fire prevention education activity. (Does not include Social Media, PSAs, or flyer mail-outs.)	Quarterly	17,508	12,000	12,000

Figure D-40: Quality of Life KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Communication - Key Success Indicators

Develop an informed and engaged community.

1. Respond to all customer inquiries in a responsive, efficient, professional, and courteous manner.
2. Provide accurate and timely information.
3. Maximize use of social media to increase real-time communications to inform and engage Citizens.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
The City of Lakeland being transparent in its communication with citizens	29.5%	45.9%	16.2%	3.9%	4.5%

Figure D-41: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Records Administration - Number of Department Records Requests Processed	Annually	412	1150	500
Live Meetings	Annually	140	139	140

Figure D-42: Communication KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Economic Opportunity - Key Success Indicators

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

1. Attract and support high-skill, high-wage, and high-technology jobs.
2. Promote Lakeland as a regional center with a vibrant mix of high quality residential, retail, professional, civic, and entertainment options.
3. Participate with economic partners creating business opportunities and aligning regional interests.
4. Collaborate with business and tourism partners to grow and sustain the economic environment.
5. Foster an inclusive and diverse environment that encourages entrepreneurial ventures.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
Availability of employment in Lakeland	9%	38.2%	27.8%	9.5%	15.5%
Overall affordability of living in Lakeland (Cost of Living)	12.3%	43.7%	30.1%	12%	1.9%

Figure D-43: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Per Capita Income in Lakeland/MSA (Polk County) as a percentage of Florida	Annually	71.70%	70.83%	75.00%
Number of jobs: high-skill/high-wage development activity	Annually	190	290	300
Value of new commercial construction permits issued within Lakeland's redevelopment areas	Annually	27%	33%	26%
Number of new business openings in downtown district	Quarterly	58	65	75
Number of business closures in downtown district	Quarterly	9	9	12
Number of business licenses issued	Annually	4,908	3,606	5,000

Figure D-44: Economic Opportunity KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Fiscal Management - Key Success Indicators

Develop and effectively manage financial resources.

1. Continually monitor and evaluate business practices for cost effectiveness and efficiency.
2. Maintain financial stability by aligning resources to both municipal services and regulatory requirements.
3. Maintain transparency in financial and operational reporting.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
The City of Lakeland being efficient and effective in its operations	11.4%	45.1%	25.5%	8.6%	9.4%
Value for the taxes paid to the City of Lakeland	17%	41%	26%	9.4%	6.6%

Figure D-45: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Costs for municipal services comparing Lakeland among 8 benchmark communities in Florida	Annually	Lowest Quartile	Lowest Quartile	Lowest Quartile
Bond ratings average: Electric	Annually	AA/Aa3/AA	AA/Aa3/AA	AA/Aa3/AA
Bond ratings average: Water/Wastewater	Annually	AA/Aa2/AA+	AA/Aa2/AA+	AA/Aa2/AA+
Bond ratings average: General City	Annually	NR/Aa3/AA-	NR/Aa3/AA-	NR/Aa3/AA-
Per capita General Fund spending	Annually	\$130,413,869	\$134,019,099	\$131,762,537

Figure D-46: Fiscal Management KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Growth Management - Key Success Indicators

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

1. Maintain diverse, safe, attractive neighborhoods throughout the city.
2. Plan and direct investment in infrastructure necessary for growth and development.
3. Effectively align resources to changing environments including green initiatives.
4. Provide reliable and sustainable infrastructure.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
The City of Lakeland planning for and managing growth	9.5%	33%	27.7%	16.2%	13.6%
Availability of affordable housing in Lakeland	6.5%	29.5%	28%	19.6%	16.4%
Ease of driving throughout the city	7.1%	32.7%	38.7%	21.3%	0.2%
Ease of parking in the downtown area	5%	24.5%	39.5%	28.8%	2.2%
Ease of bicycling throughout the city	4.9%	18%	19.2%	12.8%	45.1%
Ease of walking throughout the city	13.7%	43.8%	23.6%	8.6%	10.3%
Lakeland as an ADA accessible community	6.6%	27.3%	16.1%	6.2%	43.8%

Figure D-47: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Active parkland acres ratio per 1,000 residents	Quarterly	17.3 acres/1,000	17.3 acres/1,000	17.3 acres/1,000
Ratio of water demand to permitted capacity	Quarterly	0.63	0.67	< 0.75
Ratio of wastewater demand to permitted capacity	Quarterly	0.5455	0.54	< 0.75
Percent of code enforcement cases resolved within 60 days	Quarterly	59.5%	57.39%	70%
New transit facilities (shelters, pads, access)	Annually	7	21	10
Number of new residential units in downtown (CRA boundary) Lakeland	Annually	0	374	15
Overall safety of residents (Lakeland View Community Survey)	Annually	76.4%	75%	≥ 51.00%

Figure D-48: Growth Management KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Governance - Key Success Indicators

Provide for responsive and responsible governmental service.

1. Provide services required by Federal, State, and Local laws for policies, or which meet an accreditation or industry standard.
2. Provide desired services based on customer's priority and availability of funding.
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.
4. Utilize best practices for timely decisions, transparency, and fiscally accountable governance.

FY 2020	Excellent	Good	Fair	Poor	Don't Know
The City of Lakeland acting in the best interest of the community	12.7%	42.2%	26.8%	11.6%	6.7%
The City of Lakeland welcoming citizen involvement	14.8%	41.2%	24.3%	8.2%	11.5%
Overall confidence in the City of Lakeland government	12.5%	43.8%	27.3%	11.8%	4.6%

Figure D-49: Lakeland View Community Survey, 2020, Total Respondents = 5,195

Key Success Indicators*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
City U HR training hours (Citywide organizational development training hours both internal and external)	Quarterly	6,716	5,564	NA
Citizen perceived value for taxes paid (Lakeland View Community Survey)	Annually	56.1%	62.2%	≥ 51.0
Dollars used for tuition reimbursement	Quarterly	\$109,963	\$95,039	NA
Percentage of Promotions Citywide per total employee count	Quarterly	7.19%	4.65%	8%
The number of Comprehensive Annual Financial Reporting (CAFR) findings related to non-compliance with laws and regulation	Annually	2	0	NA

Figure D-50: Governance KSI - Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Community Safety Program

Community Police Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Crime Prevention Programs	Quarterly	353	300	300
Number of victims assisted	Annually	3,068	3,680	3,000
Number of Special Events	Quarterly	296	62	300

Figure D-51: Community Police Services Activity Performance Measures

Dispatching Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Total calls received in dispatch	Quarterly	243,406	260,060	250,000
Police calls for service	Quarterly	107,789	100,214	100,000
Fire calls for service	Quarterly	26,308	25,540	25,500

Figure D-52: Dispatching Services Activity Performance Measures

Firefighting Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Fires requiring a Fire Investigator to determine cause and origin	Annually	60	25	25
Number of Commercial Buildings Inspected	Annually	2,059	2,000	2,000
Number of Construction Plans Reviewed	Annually	1,896	750	750
Total Square Footage of Constructed Plans Reviewed	Annually	NA	NA	NA
Structure Fire Calls (100 series NFIRS)	Annually	80	150	150
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%
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%
Percentage of NFPA Mandated Training Hours Accomplished	Annually	100%	100%	100%
Percentage of Population (citizens within City limits) reached by Public Education Programs	Annually	100%	100%	100%
FAR 139 Training Requirements (Percentage of monthly training competencies completed)	Annually	100%	100%	100%

Figure D-53: Firefighting Services Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Community Safety Program

Investigative Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Total Lab Cases Worked	Quarterly	1,236	1,144	1,250
Total Criminal Investigative Cases	Quarterly	2,106	1,290	2,100
Total Special Investigative Cases Worked	Quarterly	204	185	175

Figure D-54: Investigative Services Activity Performance Measures

Patrol Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Calls for Service	Quarterly	84,046	NA	NA
Total Uniform Crime Rate Part 1 Crimes	Quarterly	4 per 100	NA	NA
Driving Under the Influence (DUI) Arrests	Quarterly	185	NA	NA
Traffic Citations	Quarterly	10,617	6,701	NA

Figure D-55: Patrol Services Activity Performance Measures

Rescue Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Emergency Medical Responses	Annually	18,820	21,000	21,000
Percentage of Mandated Medical training hours accomplished	Annually	100%	100%	100%

Figure D-56: Rescue Services Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Cultural and Community Services Program

Library Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Circulation total	Annually	1,002,171	873,500	995,000
Digital Circulation total (percentage of Total Circulation attributed to Digital content)	Annually	19%	29%	30%
Visits to the facilities	Annually	603,879	339,874	450,000
Number of programs	Annually	915	470	120
Attendance at programs	Annually	24,790	10,519	500
Hours of public access computer use	Annually	78,147	49,060	50,000

Figure D-57: Library Services Activity Performance Measures

Public Information Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Live Meetings	Annually	140	139	140
Records Administration—Number of Department Requests Processed	Annually	412	1150	500

Figure D-58: Public Information Services Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Cultural and Community Services Program

RP Funding Center Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of events	Quarterly	267	166	280
Occupancy Percentage	Quarterly	31%	19%	34%
Attendance Number	Quarterly	328,060	167,373	350,000
Total Sales (in millions)	Quarterly	5.28	3.22	5.47
Gross Operating Profit (loss) %	Quarterly	-21.2%	-63.4%	-30%
Total sales of Food and Beverages (in hundred-thousands)	Quarterly	19.05	NA	20
Food and Beverages Per Capita Sales	Quarterly	13.08	NA	13.50
Total Commission (in hundred-thousands)	Quarterly	4.89	3	4.5
Ad Dollars Spent (in hundred-thousands)	Quarterly	2.67	2.46	2.5
Number of Unique Visitors to Social Media Outlets	Quarterly	1,613	969	1800
Total Revenue (in millions)	Quarterly	8.75	7.80	8.8

Figure D-59: RP Funding Center Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Economic and Community Dev. Program

Affordable Housing Programs Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Private Investment Generated for Each Dollar of Home Purchase Assistance Awarded	Annually	\$9.31	\$9.98	\$10.98
Number of Units Rehabilitated/ Persons Assisted	Annually	28/53	31/57	30/55

Figure D-60: Affordable Housing Programs Activity Performance Measures

Building Inspection and Permitting Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Average Days for Commercial Building Permit Approval	Annually	2.81	2.26	2.7
Percent of Commercial Building Plans resubmitted more than once	Annually	50.2%	43%	25%
Average Days for Residential Building Permit Approval	Annually	1.92	2.24	2
Percent of Residential Building Plans resubmitted more than once	Annually	39%	19%	25%
Number and Value of Commercial Building Permits issued	Annually	2,238 \$411,911,778	2,301 \$619,228,224	1,750 \$325,000,000
Number and Value of Residential Building Permits issued	Annually	5,956 \$127,904,717	6,303 \$171,002,944	5,750 \$200,000,000

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

Code Enforcement Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percent of Cases Brought into Compliance	Quarterly	85.08%	77.76%	88%
Average Calendar Days from Complaint to First Inspection/Site Visit	Quarterly	0.39	0.6	0.4
Median Calendar Days to Achieve Compliance	Quarterly	26	24	24
Percent of Cases Brought into Compliance After More than 6 Months	Quarterly	5.12%	6.38%	5.00%

Figure D-62: Code Enforcement Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Economic and Community Dev. Program

CRA Districts Activity

Downtown:

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percent Increase/Decrease in Downtown CRA Taxable Property Value	Annually	6%	4%	1%
Value of Building Permits Issued Within Downtown CRA	Annually	\$51,624,482	\$97,513,963	\$20,000,000

Figure D-63: CRA Districts Activity Performance Measures for Downtown

Dixieland:

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percent Increase/Decrease in Dixieland CRA Taxable Property Value	Annually	3%	4%	1%
Value of Building Permits Issued Within Dixieland CRA	Annually	\$997,917	\$478,878	\$500,000
Number of Design Assistance Grants Awarded in Dixieland CRA	Annually	1	2	2
Amount of Dixieland Façade Improvement Matching Grant Funds Awarded	Annually	1	2	2
Amount of Dixieland Food Service Matching Grant Funds Awarded	Annually	1	0	1
Private Investment Generated for Each Dollar of Dixieland CRA Matching Grant Awarded	Annually	\$2.10	\$1.75	\$1.50

Figure D-64: CRA Districts Activity Performance Measures for Dixieland

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Economic and Community Dev. Program

CRA Districts Activity Continued

Midtown:

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percent Increase/Decrease in Mid-town CRA Taxable Property Value	Annually	8%	6%	3%
Value of Building Permits Issued Within Midtown CRA	Annually	\$39,699,649	\$103,608,458	\$50,000,000
Amount of Midtown CRA Investment in Public Enhancements	Annually	\$311,947	\$1,301,160	\$500,000
Amount of Economic Development Incentives Awarded	Annually	\$468,765	\$1,062,629	\$300,000

Figure D-65: CRA Districts Activity Performance Measures for Midtown

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Economic and Community Dev. Program

Development Review Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Site Plans Reviewed	Annually	63	48	40
Average Number of Days for Site Plan Approval	Annually	139	139	130
Total Residential Units Permitted	Annually	714	1,447	450
Total Square Feet Permitted: Industrial	Annually	2,511,421	2,127,043	2,000,000
Total Square Feet Permitted: Office	Annually	182,490	211,064	150,000
Total Square Feet Permitted: Retail	Annually	87,272	108,852	90,000
Total Square Feet Permitted: Institutional	Annually	100,000	191,347	100,000
Percent of Permits that Required a Variance	Annually	0.00%	0.35%	0.02%
Number of Subdivision Plats/Parcels Reviewed	Annually	9	15	10
Number of Historic Preservation Reviews Completed	Annually	250	223	220
Percent of Reviews Completed: Administrative/Historic Preservation Board	Annually	86%/14%	87%/13%	90%/10%
Average Days for Review: Administrative/Historic Preservation Board	Annually	1 / 25	22 / 19	1 / 20

Figure D-66: Development Review Activity Performance Measures

Economic Development Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Private Investment Generated for Each Public Incentive Dollar Awarded	Annually	\$67.70	\$86.27	\$100
Number of Incentivized Jobs Created	Annually	1,115	891	750
Public Investment per Job Created	Annually	\$115	\$2,367	\$2,000
Number of High Skill/High Wage Jobs Created	Annually	150	400	250
Public Investment per High Skill/High Wage Job Created	Annually	\$855	\$5,274	\$5,000

Figure D-67: Economic Development Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Economic and Community Dev. Program

Local Business Taxes Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Business Tax Receipts Issued	Annually	6,127	6,079	6,200
Total Business Tax Receipt Revenue	Annually	\$1,599,291.85	\$1,632,357.90	\$1,700,000

Figure D-68: Local Business Taxes Activity Performance Measures

Neighborhood Programs Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Registered Neighborhood Associations	Annually	23	25	27
Number of Citizens in Attendance at Registered Neighborhood Association Meetings	Annually	689	455	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	10 grants, 2 Neighborhood Partnership Projects, and 5 community sponsorships

Figure D-69: Neighborhood Programs Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Additional Explanation

The Neighborhood Outreach Office is currently working on “new initiatives” designed to increase services available to neighborhoods, while also reducing the number of association/community-based meetings that staff attends. Working smarter and not harder.

This office works with partnering organizations that offer services to all neighborhoods with or without active neighborhood associations. It is our goal to connect all Citizens to government and community resources/services. These initiatives include but are not limited to an interactive website including a neighborhood Facebook page, a neighborhood boot camp that consists of training and developmental services for new and existing neighborhoods, and a self-help guide to increase self-sufficiency for neighborhood leaders. We have also identified approximately 20 agency partners that we consistently work with throughout the year.

Operational Measures - Economic and Community Dev. Program

Planning Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percent Increase in City Limits Through Annexation	Annually	0.0149	0.165	NA
Number of Future Land Use Map Amendments	Annually	4	5	5
Increase in Miles of Bike Lanes and Sidewalks/Number of Transit Facilities	Annually	0.53 miles/ 7 transit stop improvements	7.7 miles of sidewalk/ 0.66 miles of new road with bike lanes 21 transit stop improvements	5 miles/ 10 transit stop improvements
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	25 site plans/ 5 subdivision plats- construction plans/ 10 zoning conditions
Grant Funding Awarded for Road, Trail and Other Transportation Improvements	Annually	\$4,150,460	\$3,414,596	\$1,000,000
Number of Rezoning Applications, including Planned Unit Developments	Annually	94	92	80
Number of Conditional Use Applications	Annually	12	15	20
Average Number of Calendar Days for Approval of Conditional Use	Annually	93	85	60

Figure D-70: Planning Services Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Environmental and Utility Services Program

Electric Utility – Energy Production Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Equivalent Availability Rate U3 - Power Production	Quarterly	60.98%	27.65%	NA
Equivalent Availability Rate U5 - Power Production	Quarterly	93.49%	98.03%	NA
Safety-Power Production	Quarterly	3 LTI	0	0
Competitive ranking (Florida) Fiscal Operations	Quarterly	1st Quartile	1st Quartile	1st Quartile

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

Electric Utility – Transmission and Distribution Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Service Reliability (availability)-Energy Delivery -System Average Interruption Duration Index (minutes)	Quarterly	79.1	62.23	66
Safety-Energy Delivery	Quarterly	2 LTI	0 LTI	0
Accounts Served-Systems Plan	Quarterly	131,793	133,571	133,293
GWhr Delivered-System Plan	Quarterly	3,131	3,187	3,010

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

Electric Utility – Billing and Customer Service Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Average Time to Answer (in seconds)-Customer Service	Quarterly	17	36	27
First Contact Resolution-Customer Service	Quarterly	97.5%	98%	96%
Uncollected % of Revenue-Customer Service	Quarterly	0.17%	0.16%	0.24%
Water Meter Reading Accuracy-Customer Service	Quarterly	99.94%	99.97%	99.97%
Safety-Customer Service	Quarterly	0	0	0

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

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Environmental and Utility Services Program

Lakeland and Stormwater Management Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Stormwater System Inspected (linear foot)	Annually	197,660	147,610	115,000
Number of industrial and City facilities inspected	Annually	14	36	15
Number of stormwater - related training classes taught	Annually	4	3	3
Number of water quality education events participated in	Annually	21	16	5
Street curb mile swept	Annually	19,639	18,427	20,000
Debris removed from streets and stormwater system (tons)	Annually	2,033	1,862	2,000
Number of lake monitoring/sampling events	Annually	24	24	24
Number of illicit discharge inspections conducted	Annually	151	150	150
Number of lake trash clean-up events	Annually	15	17	15

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

Solid Waste - Commercial Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Customers served	Annually	5,535	5,614	5,650
Garbage collected (tonnage)	Annually	40,189	38,420	38,000
Roll-off tonnage	Annually	10,321	5,972	6,500
Roll-off trips to the landfill	Annually	4,255	2,500	3,800

Figure D-75: Solid Waste Commercial Activity Performance Measures

Solid Waste - Recycling Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Residential Program Participation (%)	Annually	86.01%	87%	88%
Curbside tonnage	Annually	6,219	6,052	6,600
Commercial tonnage	Annually	1,370	832	1,550

Figure D-76: Solid Waste Recycling Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Environmental and Utility Services Program

Solid Waste - Residential Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Customers served	Annually	46,941	47,544	48,000
Garbage collected (tonnage)	Annually	29,957	31,993	30,000
Yard waste collected (tonnage)	Annually	16,830	12,587	15,000
Percentage of respondents on the Lakeland View Community Survey indicating "Excellent" or "Good" rating for Overall Cleanliness of the city	Annually	NA	81.4%	≥ 51.00%

Figure D-77: Solid Waste Residential Activity Performance Measures

Water Treatment and Distribution Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Water losses (% of total)	Quarterly	8.67%	8.40%	< 8.00%
Distribution cost \$ per 1,000 gallons	Annually	\$1.28	\$1.50	\$1.50
Average Daily Flow (ADF) 12 month rolling (millions of gallons per day)	Quarterly	21.95	22.814	22.00
Peak Daily Flow (PDF)	Quarterly	31.763	29.336	29.00
Total Water treated (millions of gallons)	Quarterly	8010.3	8350	8050
Treatment cost \$ per 1,000 gallons	Annually	\$1.66	\$1.10	\$1.10
Cost of Service \$ per 1,000 gallons	Annually	\$4.51	\$3.90	\$3.90

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

Wastewater Collection and Treatment Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of spills (count)	Quarterly	8	6	0
Cost of Collection \$ per 1,000 gallons	Annually	\$1.92	\$1.77	\$1.77
12 month rolling Average Daily Flow (millions of gallons)	Quarterly	11.83	11.84	12.00
Peak Daily Flow (PDF) (millions of gallons)	Quarterly	22.81	22.00	21.00
Wastewater Treated Total	Quarterly	4,320.37	4,200	4,200
Cost of Treatment \$ per 1,000 gallons	Annually	\$2.91	\$2.42	\$2.42
Cost of Service \$ per 1,000 gallons	Annually	\$7.02	\$7.80	\$7.80

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

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Legislative Activities Program

City Clerk Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of candidate handbooks issued and reviewed	Quarterly	19	0	6
Number of campaign reports received, reviewed, and published to the web	Biannually	67	40	40
Number of absentee ballot signatures verified	Biannually	5,579	11,104	11,000
Number of Boards and Committees Applications received and processed and appointments	Annually	52	53	50
Number of legal ads published each year	Annually	39	47	40
Number of meetings attended by Clerk's office (Commission, Boards, Task Force)	Quarterly	127	144	140
Number of boxes (Records) placed in storage	Annually	750	479	225
Number of boxes (Records) destroyed	Annually	370	870	750
Records Administration — Number of Department Records Requests Processed	Quarterly	412	1,150	500

Figure D-80: City Clerk Activity Performance Measures

City Commission Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Maintain a greater percentage of total Worker's Compensation medical claims vs. the percentage of total Worker's Compensation indemnity claims	Annually	78% Medical	72% Medical	75% Medical
Maintain or lower the percentage of total open auto and general liability claims based on a five-year running average	Annually	3.75% AL 4% GL	7.8% AL 13.8% GL	9% AL 12% GL

Figure D-81: City Commission Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Park, Recreation, and Properties Program

Aquatics Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Swim lessons participants	Annually	613	0	650
Attendance-Gandy Pool	Quarterly	77,532	46,201	45,000
Attendance-Simpson Pool	Quarterly	11,038	8,110	9,000

Figure D-82: Aquatics Activity Performance Measures

Cemeteries Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Interments	Annually	434	413	425
Lot Sales	Annually	427	435	445
Memorial Installations	Annually	324	275	300

Figure D-83: Cemeteries Activity Performance Measures

Cleveland Heights Golf Course Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Rounds of Golf	Quarterly	57,396	66,777	65,000
Memberships	Annually	58	52	45
Tournaments	Annually	30	19	30

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

Park Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Acres Maintained (Active Parks)	Annually	643.64	643.64	643.64
Number of Special Events (permitted)	Annually	266	172	250
Acres Maintained (Passive Parks)	Annually	97	97	97
Acres Maintained (Right of Way Maintenance)	Annually	72	72	72
Volunteer Hours	Annually	7,753	2,182	4,000
Maintenance Cost per acre	Annually	\$6,700	\$7,487.60	\$7,500
Trees Trimmed	Annually	3,257	3,200	3,200
Trees Removed	Annually	1,401	1,200	1,200
Operating Expenditures for Park Maintenance (Labor, Material Equipment- Value)	Annually	\$5,500,000.00	\$6,084,727.00	\$6,175,997.00

Figure D-85: Park Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Park, Recreation, and Properties Program

Recreation and Facilities Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Camp Participation	Annually	399	195	250
Number of building Rentals per area: Lake Mirror	Annually	87	119	100
Number of building Rentals per area: Peggy Brown	Annually	82	175	100
Number of building Rentals per area: Magnolia	Annually	114	152	100
Number of building Rentals per area: Coleman Bush Large Room	Annually	64	46	25
Number of building Rentals per area: Coleman Bush Small Room	Annually	28	18	10
Number of Instructional lessons (includes tiny tots)	Quarterly	400	437	350
Number of camp participants	Quarterly	126	96	95
Number of adult league participants	Quarterly	37	3	0
Attendance per Recreation Center: Kelly Rec	Quarterly	131,403.5	98,296	90,000
Attendance per Recreation Center: Simpson Park Community Center	Quarterly	165,782	67,685	65,000
Attendance per Recreation Center: Gandy Pool	Quarterly	77,532	46,201	45,000
Attendance per Recreation Center: Simpson Pool	Quarterly	11,038	8,110	9,000
Volunteer Hours (Recreation Programs)	Quarterly	0	0	NA

Figure D-86: Recreation and Facilities Activity Performance Measures – Part 1

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Park, Recreation, and Properties Program

Recreation and Facilities Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Transaction by Facility: Kelly Rec Center	Quarterly	65,788	37,674	40,000
Transaction by Facility: Tennis Courts	Quarterly	865	684	700
Transaction by Facility: Simpson Park Community Center	Quarterly	31,304	18,544	22,000
Transaction by Facility: Gandy Pool	Quarterly	38,948	23,027	25,000
Transaction by Facility: Simpson Pool	Quarterly	3,595	3,120	3,100
Transaction by Facility: Coleman Bush	Quarterly	2,580	1,870	2,000
New Patron Sign-ups per Facility: Kelly Rec	Quarterly	2,358	1,313	1,500
New Patron Sign-ups per Facility: Tennis Courts	Quarterly	106	84	85
New Patron Sign-ups per Facility: Simpson Park Community Center	Quarterly	756	386	400
New Patron Sign-ups per Facility: Gandy Pool	Quarterly	1,794	827	900
New Patron Sign-ups per Facility: Simpson Pool	Quarterly	954	688	700
New Patron Sign-ups per Facility: Coleman Bush	Quarterly	87	56	60
New Patron Sign-ups: Online	Quarterly	59	23	30
Number of teams per league: Softball	Quarterly	227	64	60
Number of teams per league: Flag Football	Quarterly	6	5	4
Number of teams per league: Kickball	Quarterly	21	12	6
Number of teams per league: Adult Basketball	Quarterly	0	2	4
Number of teams per league: Summer Teen	Quarterly	0	0	4
Number of teams per league: Youth Basketball	Quarterly	38	45	40
Number of participants in each sport: Softball	Quarterly	3,405	960	900
Number of participants in each sport: Flag Football	Quarterly	70	60	48
Number of participants in each sport: Kickball	Quarterly	315	180	90
Number of participants in each sport: Adult Basketball	Quarterly	0	24	48
Number of participants in each sport: Summer Teen	Quarterly	0	0	48
Number of participants in each sport: Youth Basketball	Quarterly	472	485	480

Figure D-87: Recreation and Facilities Activity Performance Measures – Part 2

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Transportation Service Program

Lakeland Linder International Airport – Leasing Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Gross Revenues	Annually	\$5,578,000	\$6,200,000	\$9,861,000
Square Footage Leased (Aviation Tenants)	Annually	678,600	722,600	730,000
Square Footage Leased (Non-Aviation Tenants)	Annually	294,000	294,000	294,000
Square Footage Vacant (Airport)	Annually	69,000	25,000	25,000
Number of Aviation Leases-T Hangars	Annually	75	75	75
Number of Aviation Leases-Other	Annually	42	42	44
Number of Non-Aviation Leases	Annually	18	18	19

Figure D-88: Lakeland Linder International Airport Leasing Performance Measure

Lakeland Linder International Airport - Operations Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Air Traffic Itinerant Operations (takeoffs and landings annually)	Annually	73,000	62,089	66,000
Air Traffic Local Operations (takeoffs and landings annually)	Annually	47,000	44,428	48,000
Based Aircraft (Total)	Annually	273	243	247
Based Aircraft (Jet)	Annually	85	71	73
Aircraft Fuel Flowage (gallons delivered to the Airport)	Annually	1,350,000	1,900,000	5,200,000
Dollar Amount of Grants Received	Annually	\$26,407,000	\$5,800,000	\$12,000,000

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

Parking Services Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Parking Enforcement-Percentage Reduction of Citations	Annually	991 or 16%	630 or 16%	≤ 15%
Leased parking spaces	Quarterly	98%	70%	90%
Revenue generated by Leases	Quarterly	\$607,615	\$493,666	\$600,000

Figure D-90: Parking Services Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Transportation Service Program

Transportation – Facilities Construction Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of traffic calming projects	Annually	8	5	5
Parcels acquired	Annually	8	7	10
Parcels condemned	Annually	0	1	0
New sidewalk Constructed (Linear Foot)	Annually	8,823	2,968	4,990
New Trail constructed (Linear Ft.)	Annually	0	0	0
Bike Lane Construction (Linear Ft.)	Annually	0	0	0
New/Widened roadway lane miles	Annually	0	0	0

Figure D-91: Transportation Facilities Construction Activity Performance Measures

Transportation - Facilities Maintenance Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Resurfacing (Lane Miles)	Annually	13	31.03	34.89
Resurfacing Cost	Annually	\$1,134,012	\$1,536,090	\$1,672,119
Right-of-Way Maintenance (acres maintained)	Annually	321	321	321
Sidewalks Repaired (Linear Ft.)	Annually	5,523	5,923	5,500
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
Response Time to Citizen Request for Road Repair—Average number of hours per work order for asphalt repair	Annually	1	1	1
Traffic Signals Maintained	Annually	174	174	174
Number of Traffic Signals online and connected (daily, out of 174)	Annually	174	174	174
Number of Traffic Signals fully operational (daily, out of 174)	Annually	174	174	174
Traffic Signs Maintained	Annually	19,400	19,500	19,500
Number of traffic studies performed	Annually	130	130	130
Health (Percentage) of CCTV Cameras On-Line	Annually	99.70%	99.0%	100%
Health (Percentage) of video detection Cameras	Annually	99.71%	99.0%	100%
Percentage of Fiber Optic Cable operating at 95% efficiency or better	Annually	100%	100%	100%
Health of Opticom Devices	Annually	100%	100%	100%
Health of Hub Sites	Annually	100%	100%	100%

Figure D-92: Transportation Facilities Maintenance Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Facilities Maintenance Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Number of Work Orders Completed (Facility Support, Fire Suppression, and Janitorial)	Annually	17,898	19,200	19,000
Work Orders Completion Time (Maintenance, Fire, Security, and Janitorial)	Annually	12 days	12 days	10 days
Capital Projects Completed (Facility Support)	Annually	71	70	65
Cost of Facility Maintenance (per sq. foot)	Annually	\$2.61	\$2.62	\$2.65
Cost of Security and Fire Maintenance (per sq. foot)	Annually	\$0.41	\$0.44	\$0.48
Cost of Janitorial Services (per sq. foot)	Annually	\$2.17	\$2.22	\$2.25
Money saved due to energy projects	Annually	\$765,797	\$800,000	\$750,000

Figure D-93: Facilities Maintenance Activity Performance Measures

Fleet Management Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Percentage of replacement eligible vehicles	Annually	14.78%	17.90%	20%
Vehicle turnaround time 0-24 hrs.	Annually	75.50%	77.25%	75%
Billed labor hours	Annually	64.50%	68.30%	70%
Vehicle Availability	Annually	96.09%	96.60%	95%
Annual fuel gallons dispensed	Annually	1,084,433	1,040,997	1,050,000

Figure D-94: Fleet Management Activity Performance Measures

Information Technology Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Planned Projects Requested vs. Completed Projects	Quarterly	115%	65%	100%
Incident Response Time	Quarterly	97%	92%	90%

Figure D-95: Information Technology Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Purchasing and Stores Activity

Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Total Number of Inventory Items Issued	Annually	7,865	7,963	+1.25%
Total Dollar Amount of Inventory	Annually	\$19,062,969	\$19,301,256	+1.25%
Internal Audit Error Percentage	Annually	N/A	N/A	0
Total Number of Sealed Bids/RFPs	Annually	133	146	+1.25%
Total Dollar Amount of Sealed Bids and RFPs	Annually	\$59,200,537	\$59,940,544	+1.25%
Total Annual Cost savings through sealed bids	Annually	\$12,075,367	\$12,226,309	+1.25%
Total annual number of purchase orders	Annually	3,868	3,916	+1.25%
Total number of quotes	Annually	1,019	1,032	+1.25%
Total annual contract purchase order amount	Annually	\$73,112,766	\$60,850,001	+1.25%
Annual Contract Percentage	Annually	30%	25%	≥ 25%

Figure D-96: Purchasing and Stores Activity Performance Measures

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Governance Administration Activity

Service	Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 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
Audited Financials	Clean Audit Opinion	Annually	No Findings	No Findings	No Findings
Billing Operations - Solid Waste/Recycling	Accuracy of Billings (number of Customer Complaints and errors)	Annually	<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%
Billing Operations - Stormwater	Accuracy of Billings (number of Customer Complaints and errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Stormwater	Meeting Budgeted Revenues - Stormwater	Annually	100.1%	100%	100%
Billing Operations - Wastewater	Accuracy of Billings (number of Customer Complaints and errors)	Annually	<1% of total customers	<1% of total customers	<1% of total customers
Billing Operations - Wastewater	Meeting Budgeted Revenues - Wastewater	Annually	113.4%	<100%	100%
Code Enforcement Collections	Percentage of Code Enforcement fines processed	Annually	100%	100%	100%

Figure D-97: Governance Administration Activity Performance Measures – Part 1

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Governance Administration Activity

Service	Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Debt Management	Timely payments of Principal and Interest payments	Quarterly	Yes	Yes	Yes
Grants and Contracts Regulation/ Monitoring	Number of Audit Findings concerning Grants Administration	Quarterly	No Findings	No Findings	No Findings
Investments and Cash Management	Compliance with Investment Policies	Annually	Yes	Yes	Yes
Investments and Cash Management	Investment Earnings - Meet or exceed investment earnings benchmark	Annually	Yes	Yes	Yes
Budget Development and Financial Monitoring	GFOA Award	Annually	Awarded	Awarded with Special Recognition for CIP	NA
Civil Service Rules and Compliance	Number of Public Employers Relations Commission Hearings	Annually	3	2	2
Civil Service Rules and Compliance	Number of Arbitration and Mediation Hearings	Annually	11	2	4
Civil Service Rules and Compliance	Number of Policy Developments / Revisions	Annually	16	8	6
Development/ Redevelopment Administration	Number of Site Plans reviewed by both the DRT and SRT	Annually	162	139	150
Emergency and Disaster Recovery and Preparedness	Number of Fire Drills and other Emergency Exercises	Annually	6	3	6

Figure D-98: Governance Administration Activity Performance Measures – Part 2

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Governance Administration Activity

Service	Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Emergency and Disaster Recovery and Preparedness	Number of Events to which Safety Responded	Annually	0	0	0
Employee Engagement Activities	VIP Awards (Total Number of VIP Awards)	Quarterly	572	530	NA
Employee Wellness Program	Return on Investment (Ratio of money spent vs. savings)	Annually	4.17:1	4.58:1	4.00:1
Employee Wellness Program	Percent of employees who have decreased risk factors	Annually	74%	69%	70%
Employment Recruitment and Selection	Number of Requisitions	Quarterly	461	252	350
Employment Recruitment and Selection	Number of positions filled with existing employees (promotions from within ranks)	Quarterly	156	104	196
Employment Recruitment and Selection	Number of external new hires	Quarterly	305	218	250
Employment Recruitment and Selection	Average number of minimally qualified applicants per requisition	Annually	22	16	25
Health Insurance/Other Benefits Management	Per member/ per year cost	Annually	\$10,126 PM/PY	\$10,800 PM/PY	\$11,000 PM/PY

Figure D-99: Governance Administration Activity Performance Measures – Part 3

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Governance Administration Activity

Service	Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Health Insurance/Other Benefits Management	Total % of eligible reimbursements dollars from Medicare Part D and Stop Loss Insurance	Annually	100%	100%	100%
Investigative Audits	Commencement of investigation in a timely manner (within one business day of notification)	Annually	100%	100%	100%
Labor Relations	Number of Grievances Filed	Quarterly	7	45	30
Labor Relations	Number of Grievances Resolved	Quarterly	7	3	15
Occupational Safety Education, Training and Compliance	Number of citywide auto and general liability claims	Annually	109 AL 259 GL	117 AL 247 GL	115 AL 240 GL
Occupational Safety Education, Training and Compliance	Total Number of Observed Hazards from onsite surveys	Annually	41	41	37
Occupational Safety Education, Training and Compliance	Total Training Hours Provided to City Employees	Annually	8,349	2,085	NA
Operational Audits	Implementation of at least 75% of suggested recommendations for changes to processes	Annually	85%	90%	90%

Figure D-100: Governance Administration Activity Performance Measures – Part 4

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.

Operational Measures - Support Services Program

Governance Administration Activity

Service	Performance Measure*	Collection Frequency	FY 2019 Actual	FY 2020 Est./Actual	FY 2021 Proposed
Pension Board and Policy Administration	Number of Ordinance Changes as needed/ Actuary	Biannually	0	2	1
Pension Board and Policy Administration	Number of significant deficiencies or material weaknesses on the Annual Audit Report	Annually	1	0	0
Pension Board and Policy Administration	Timely/Efficient and Accurate filing the State Report, Valuation and Audit Reports with the F1 Division of Retirement	Annually	3	3	3
Pension Fund Support	Reporting efficiency: Number of Active, number of retired, deceased, number of transitions	Annually	1	0	0
Pension Fund Support	Actual Plan Assets	Annually	7.25%	7.25%	7.25%
Retirement Enrollment and Benefit Services	Number of Retirement Actions: Drops, Retirements, Exit Drop, Survivors, Deceased, Refunds of Contributions	Quarterly	200	171	200
Retirement Enrollment and Benefit Services	Number of Educational Opportunity Events	Quarterly	198	54	200
Retirement Enrollment and Benefit Services	Retirement Readiness Metric	Annually	90%	92%	90%

Figure D-101: Governance Administration Activity Performance Measures - Part 5

*City Facilities were closed from March 24th through April 30th, 2020, due to the COVID-19 Pandemic. This closure directly impacted City Activities and Services.



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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.

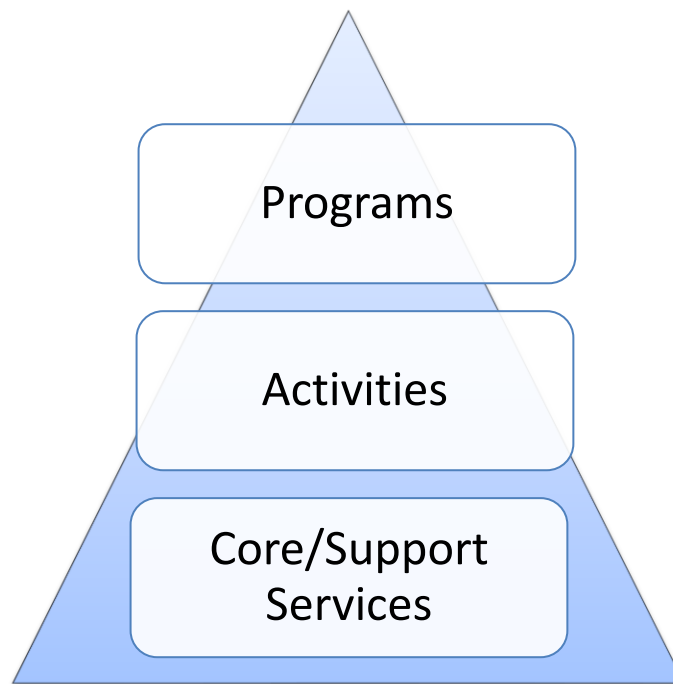


Figure D-102: City Services Pyramid-Programs, Activities, Core/Support Services



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Community Safety Program

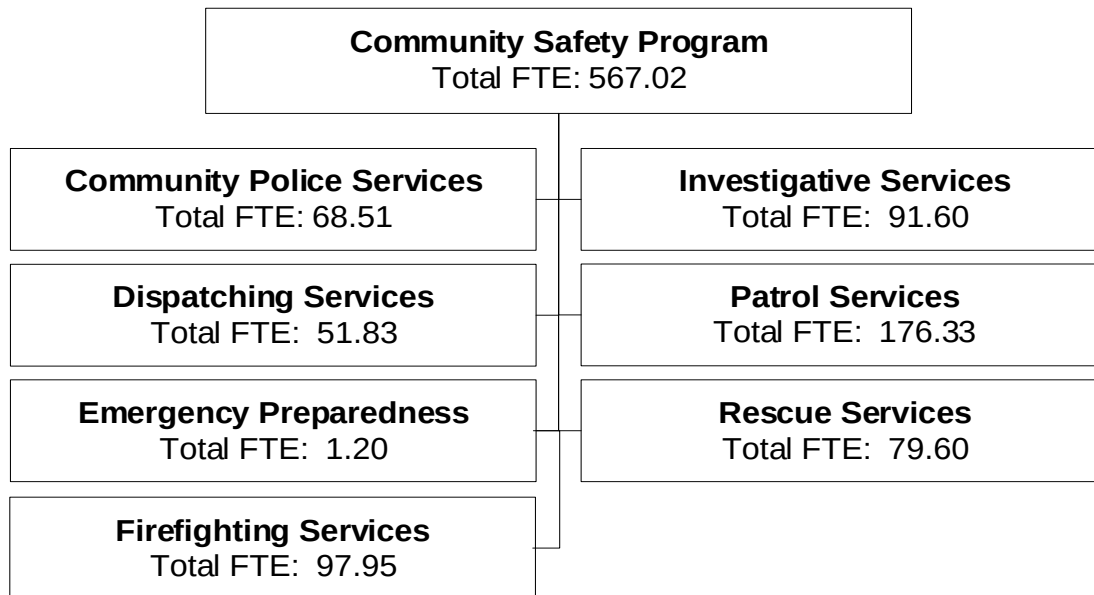


Figure D-103: Community Safety Program

Program Summary

This Program includes providing:

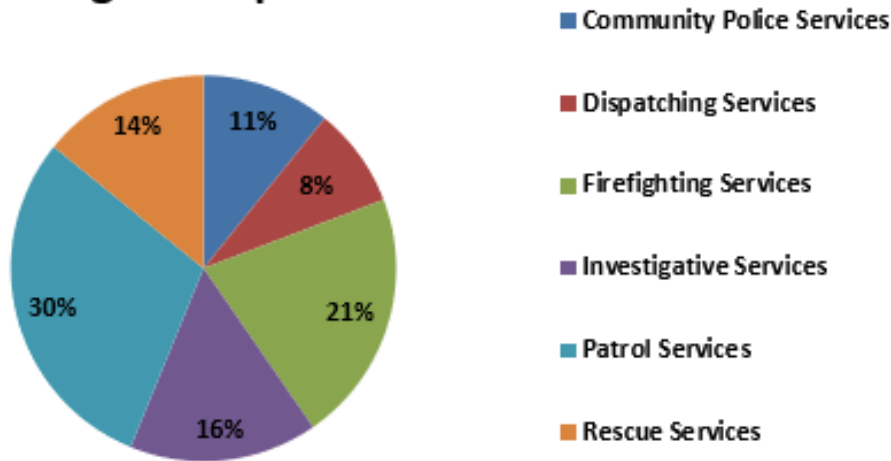
- Prompt, attentive and compassionate customer service in response to calls for police, emergency and non-emergency services from the residents and visitors of the City of Lakeland.
- Quality follow-up investigations of criminal incidents occurring within the City of Lakeland along with developing an 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$73,243,804	\$69,880,478	\$71,318,741
Revenues Summary	\$9,557,277	\$5,013,627	\$5,200,003
Net Cost Summary	\$63,686,527	\$64,866,851	\$66,118,738
FTE Summary	553.82	562.02	567.02

Figure D-104: Community Safety Program Budget Summary

Program Expenditures



Program Revenues

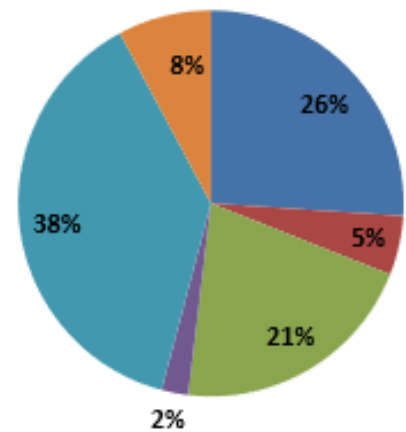


Figure D-105: Community Safety Program Pie Charts

Community Police Services Activity

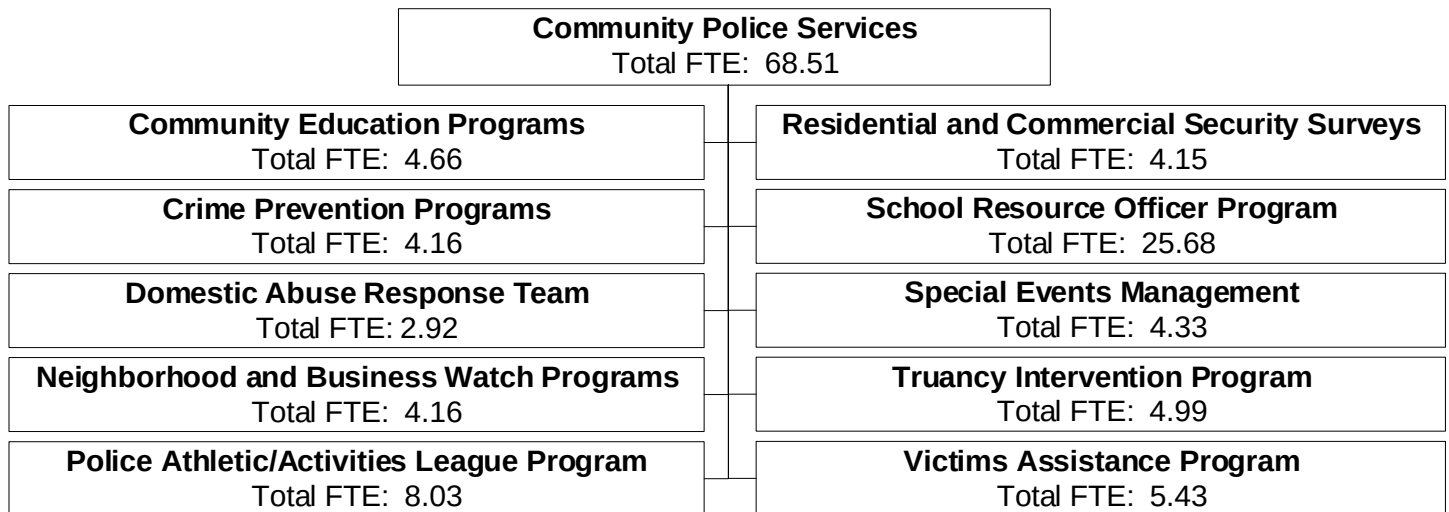


Figure D-106: Community Police Services Activity

Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$6,604,055	\$7,553,028	\$7,707,801
Revenues Summary	\$1,337,670	\$1,260,079	\$1,338,096
Net Cost Summary	\$5,266,385	\$6,292,949	\$6,369,705
FTE Summary	57.25	67.00	68.51

Figure D-107: Community Police Services Activity Budget Summary

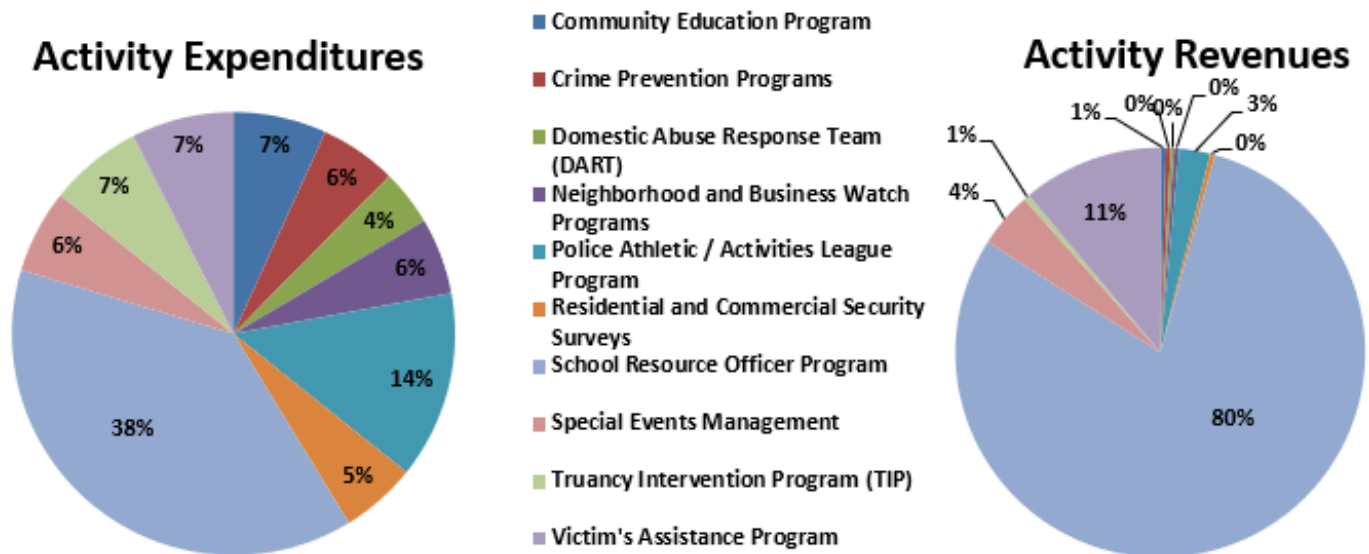


Figure D-108: Community Police Services Activity Pie Charts

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

- LPD completed the Law Enforcement CALEA 4-year cycle re-accreditation process in May 2020 for the department and the Communications Center. All files were found in compliance and we are waiting to receive our official re-accreditation status in July 2020.
- LPD Communications also completed the CALEA Public Safety Telecommunications re-accreditation process and all files were found to be in compliance as well.
- LPD completed the CFA 3-year re-accreditation cycle process in 2019. All files were found in compliance and we received our official re-accreditation status.
- An Officer received the Polk County Police Chief's 2019 Law Enforcement Officer of the Year. She received this honor for the heroic actions she displayed when she arrived on scene before fire and EMS and applied a tourniquet and saving the life of a car crash victim that had an arterial bleed due to injuries from the crash.
- An Officer received a Meritorious Service Award by the Knights of Columbus, recognized for use of a tourniquet to save the life of a citizen that would have bled out and died without his life saving efforts.
- The Lakeland Police Department recognized its Civilian of the Year, and two detectives were recognized as Detectives of the Year for two different homicide cases. One detective utilized special DNA technology to solve a 38-year-old homicide. This was the first time the technology had been used in a case in Polk County. Another detective solved a complex homicide investigation that led to an arrest in Miami, Florida of a suspect that fired over 40 rounds at two victims in Lakeland.
- The Lakeland Police Department continued to partner with Lakeland Regional Health's Trauma Team to conduct bleeding control classes for all sworn officers and first responder personnel. As a result, every sworn member was issued a tourniquet and in FY20, two lives of citizens were saved with the use of tourniquet application by our officers and were recognized for this by LRH Trauma Services.
- In the end of 2019 and beginning of 2020, the Police Athletic League (PAL) was brought to LPD from Parks and Recreation. A complete restructuring of the program is occurring along with the reclassification of the civilian director position to a Police Sergeant to oversee it and converting a civilian coordinator position to another sworn police officer position for PAL.
- In 2019, two Police Officers and the Public Information Officer were recognized by Mothers Against Drunk Driving for their efforts in combating impaired driving. One Officer is the Agency Inspector for our Breath Test Instruments and conducts monthly maintenance and certifications on them. This Officer also became a nationally certified Drug Recognition Expert and the Public Information Officer was recognized for promoting traffic safety and impaired driving awareness via social media and press releases throughout the year.
- SWAT - This is the (7th) 1st-place win for the Lakeland Police Department at the SWAT Round-up International Competition. This year they competed against 55 swat teams from the across the United States and abroad, to include Hungary, Kuwait, Estonia, Brazil, and Germany.

Community Police Services Activity Continued

Changes and Accomplishments Continued

- Recruiting Facebook Page - The Lakeland Police Department launched its first recruiting Facebook page - "joinlakelandpd". The Facebook page was designed to span the generational landscape and be a source of information for potential LPD employees. Users who sign-up can obtain valuable information about the agency, job listings, and recruiting events. The website also provides the users with instant access to the police recruiter who is available to answer any questions about the recruiting and hiring process.
- K-9 - February 3 – 6, 2020, Lakeland Police Department's K-9 Unit participated in the USPCA Regional Trials hosted by the Pinellas 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 Lakeland Police Department K-9 Unit won 1st place in the four-man team category, 2nd place in the two-man team category, and a Police Sergeant and K-9 Blizzard took home the TOP DOG award, finishing in first place overall.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Education Programs	4.66	360,188	164,462	524,650	5,778	518,872
Crime Prevention Programs	4.16	330,866	100,965	431,831	5,167	426,664
Domestic Abuse Response Team (DART)	2.92	244,647	69,795	314,442	3,653	310,789
Neighborhood and Business Watch Programs	4.16	330,866	98,454	429,320	5,167	424,153
Police Athletic/Activities League Program	8.03	717,303	337,037	1,054,340	32,855	1,021,485
Residential and Commercial Security Surveys	4.15	328,946	98,223	427,169	5,155	422,014
School Resource Officer Program	25.68	2,361,243	595,818	2,957,061	1,067,262	1,889,799
Special Events Management	4.33	367,897	102,581	470,478	58,505	411,973
Truancy Intervention Program (TIP)	4.99	405,008	117,637	522,645	6,181	516,464
Victims Assistance Program	5.43	399,055	176,810	575,865	148,373	427,492
FY 2021 Total:	68.51	5,846,019	1,861,782	7,707,801	1,338,096	6,369,7

Figure D-109: Community Police Services Activity Costs

Dispatching Services Activity

Dispatching Services Total FTE: 51.83

Figure D-110: Dispatching Services Activity

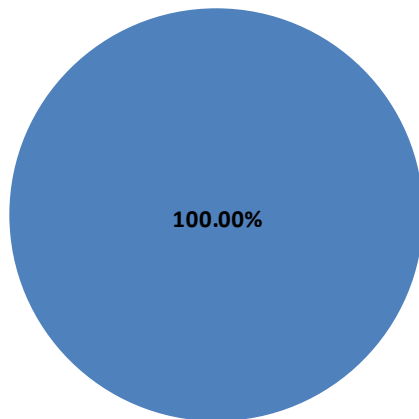
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$6,700,473	\$6,009,563	\$5,969,187
Revenues Summary	\$1,095,320	\$87,065	\$255,659
Net Cost Summary	\$5,605,153	\$5,922,498	\$5,713,528
FTE Summary	53.93	51.98	51.83

Figure D-111: Dispatching Services Activity Budget Summary

Activity Expenditures



■ Public Safety Dispatch Services

Activity Revenues

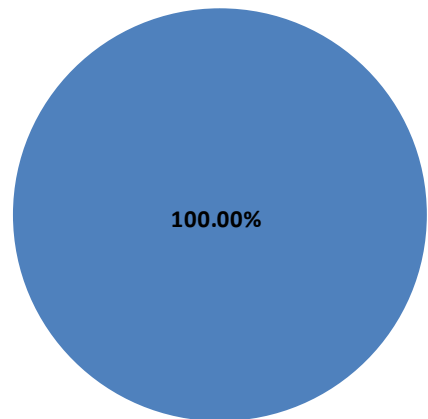


Figure D-112: Dispatching Services Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Public Safety Dispatch Services	51.83	4,658,938	1,310,249	5,969,187	255,659	5,713,528
FY 2021 Total:	51.83	\$4,658,938	\$1,310,249	\$5,969,187	\$255,659	\$5,713,528

Figure D-113: Dispatching Services Activity Costs

Firefighting Services Activity

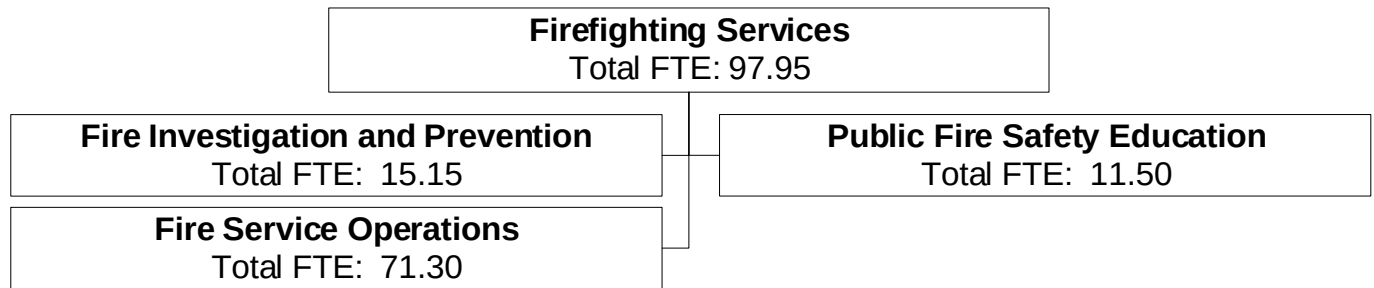


Figure D-114: Firefighting Services Activity

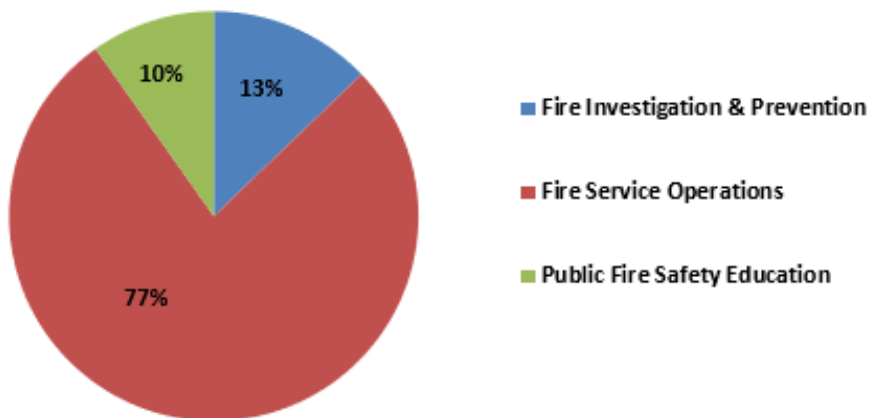
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$16,824,156	\$13,429,882	\$15,054,477
Revenues Summary	\$2,661,952	\$1,059,523	\$1,072,855
Net Cost Summary	\$14,162,204	\$12,370,359	\$13,981,622
FTE Summary	89.85	91.10	97.95

Figure D-115: Firefighting Services Activity Budget Summary

Activity Expenditures



Activity Revenues

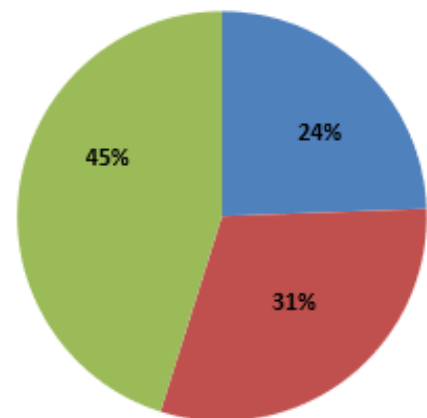


Figure D-116: Firefighting Services Pie Charts

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

- Implementation of a City of Lakeland Emergency Manager.
- Established a new Firefighter Intern position.
- Successfully implemented a new Fire Records Management System.
- Developed protocols for response and mitigation of COVID-19. This required all divisions within the fire department to plan, strategize, and manage emergency response and employee exposure to COVID-19.
- Planning and programming consolidated emergency pre-plan software that allows firefighters to view building plans and structural details from their apparatus mounted laptops.
- Creation of position manuals for clerical staff for cross training of positions.
- Created quarterly overtime report to identify sick time use trends and projections.
- Chief Riley became the Florida Fire Chief's Association Secretary.
- Chief Riley was elected and the Florida Fire Chief's Association 1st Vice President for 2020-2021.

Firefighting Services Activity Continued

Changes and Accomplishments Continued

Administration Continued

- Fire Investigator John McGrath was named Fire Investigator of the Year.
- Chief Hartzog became the Co-Coordinator of the Central West region of the Florida Firefighter's Safety and Health Collaborative.
- Hired the fire department's first firefighter/intern.
- Captain Brown completed the National Fire Academy Managing Fire Officer Program.
- Chief Thompson and Captain Stewart completed the Emergency Services Leadership Institute.
- Chief Reynolds created a relationship with Lakeland Regional Health for firefighter in-patient and out-patient mental health support.
- Hosted a quarterly FFSHC meeting with a focus on firefighter mental health.
- Hosted a State Fire Marshal's rules making workshop.
- Attended a Legislative session in Tallahassee with local State House Representatives Josie Tomkow and Coleen Burton.
- Bolstered the department's Igniting Change: Women in the Fire Service recruitment and campaign program. Added resources and speaking commitments with several area groups that focus on achievement of young women.
- Sponsored recipients of the FOCUS Scholarship Program for the 5th year.

Public Relations

- Golf Tournament partnership with the Lakeland Realtors Association resulting in a new ATV response vehicle.
- Truck or Treat event with 6,000 + attendees.
- Multiple magazine features for the department, including LKND HAVEN, Firehouse, Florida Fire Chief's Association, etc.
- Successful 5th year of LFD/SPCA Florida fundraising calendar, raising over \$15,000 for charity.
- Annual Holiday Toy Drive benefiting Children's Home Society of Florida and the Lakeland Dream Center – over 3,000 toys collected.
- Continued partnerships with community organizations such as PACE School for Girls and the Department of Children and Families.
- Firefighter for a Day experience benefiting Central Florida Speech and Hearing Center, SPCA Florida and Read Lakeland.

Operations

- Created a new accountability system to track firefighters on emergency scenes that is interoperable with other fire departments.
- Completed live fire training for ARFF trained personnel.

Firefighting Services Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Fire Investigation & Prevention	15.15	1,598,697	341,320	1,931,734	262,074	1,669,660
Fire Service Operations	71.30	7,800,294	3,856,195	11,648,206	326,515	11,321,691
Public Fire Safety Education	11.50	1,208,335	274,485	1,474,537	484,266	990,271
FY 2021 Total:	97.95	\$10,607,326	\$4,472,000	\$15,054,477	\$1,072,855	\$13,981,622

Figure D-117: Firefighting Services Activity Costs

Investigative Services Activity

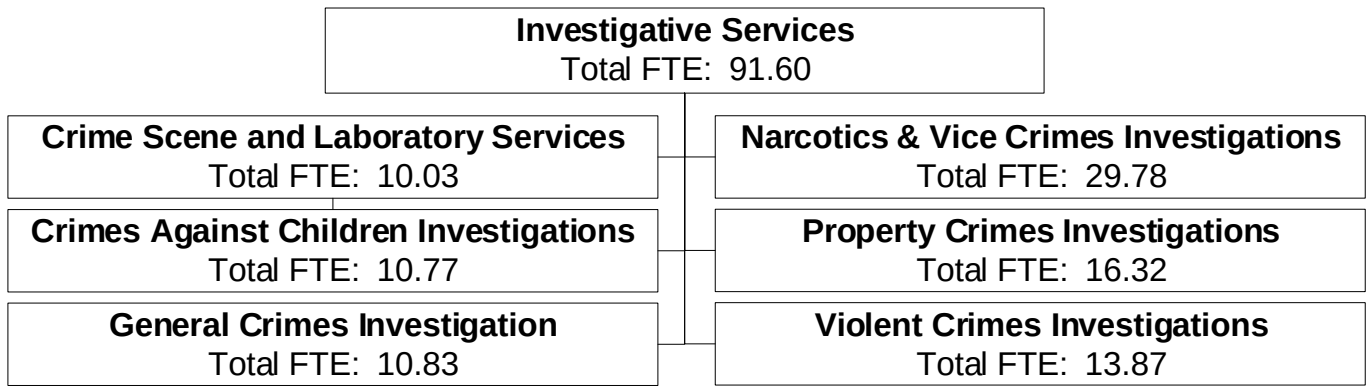


Figure D-118: Investigative Services Activity

Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$11,560,446	\$11,438,365	\$11,247,455
Revenues Summary	\$516,280	\$120,150	\$115,488
Net Cost Summary	\$11,044,166	\$11,318,215	\$11,131,967
FTE Summary	94.13	93.76	91.60

Figure D-119: Investigative Services Activity Budget Summary

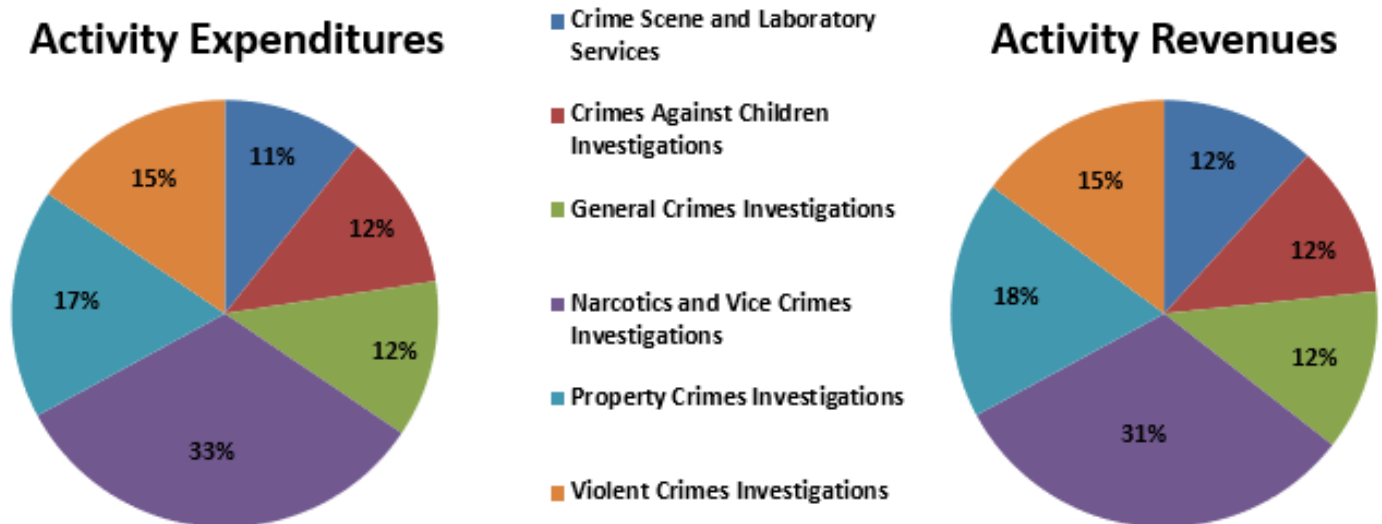


Figure D-120: Investigative Services Activity Pie Charts

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Crime Scene and Laboratory Services	10.03	905,428	292,389	1,197,817	13,559	1,184,258
Crimes Against Children Investigations	10.77	1,077,602	262,710	1,340,312	13,401	1,326,911
General Crimes Investigations	10.83	1,060,786	275,638	1,336,424	14,085	1,322,339
Narcotics and Vice Crimes Investigations	29.78	2,769,188	900,804	3,669,992	36,464	3,633,528
Property Crimes Investigations	16.32	1,554,704	402,383	1,957,087	20,791	1,936,296
Violent Crimes Investigations	13.87	1,411,545	334,278	1,745,823	17,188	1,728,635
FY 2021 Total:	91.60	\$8,779,253	\$2,468,202	\$11,247,455	\$115,488	\$11,131,967

Figure D-121: Investigative Services Activity Costs

Patrol Services Activity

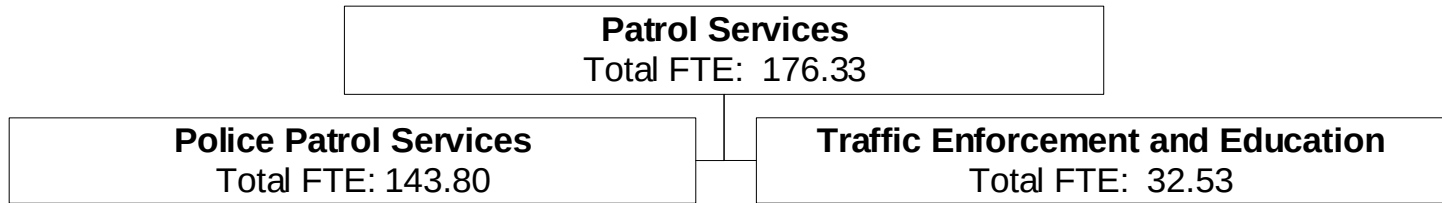


Figure D-122: Patrol Services Activity

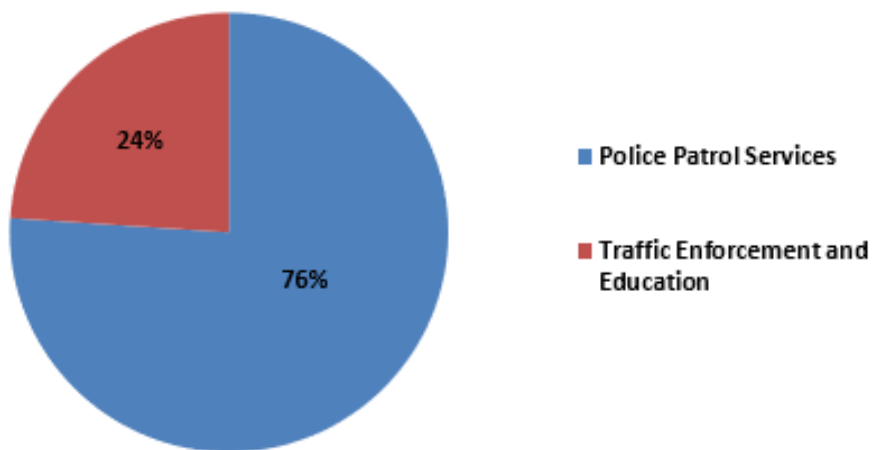
Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$21,301,339	\$20,804,843	\$21,116,539
Revenues Summary	\$2,617,138	\$2,068,814	\$1,954,903
Net Cost Summary	\$18,684,201	\$18,736,029	\$19,161,636
FTE Summary	170.51	170.53	176.33

Figure D-123: Patrol Services Activity Budget Summary

Activity Expenditures



Activity Revenues

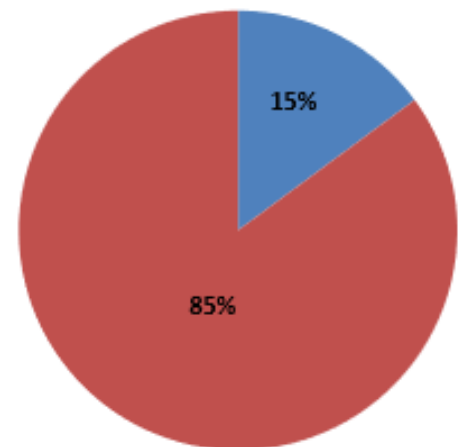


Figure D-124: Patrol Services Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Police Patrol Services	143.80	12,574,525	3,483,935	16,0548,460	291,179	15,767,281
Traffic Enforcement and Education	32.53	2,894,363	2,165,179	5,058,079	1,663,724	3,394,355
FY 2021 Total:	176.33	\$15,468,888	\$5,649,114	\$21,116,539	\$1,954,903	\$19,161,636

Figure D-125: Patrol Services Activity Costs

Rescue Services Activity

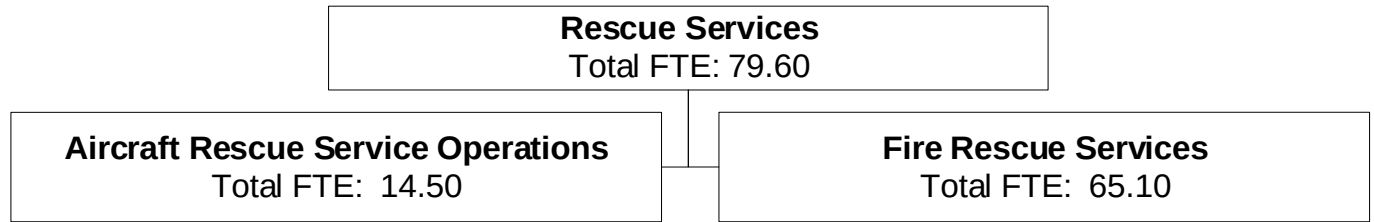


Figure D-126: Rescue Services Activity

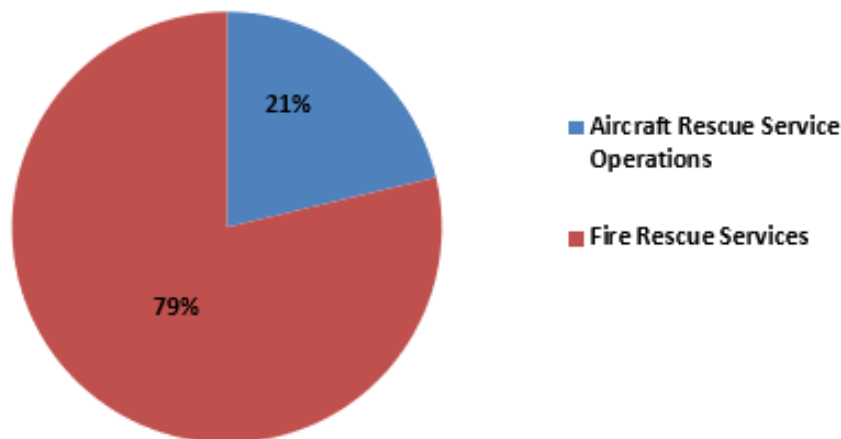
Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$10,253,335	\$10,496,943	\$10,075,776
Revenues Summary	\$1,328,917	\$417,996	\$403,012
Net Cost Summary	\$8,924,418	\$10,078,947	\$9,672,764
FTE Summary	88.15	86.65	79.60

Figure D-127: Rescue Services Activity Budget Summary

Activity Expenditures



Activity Revenues

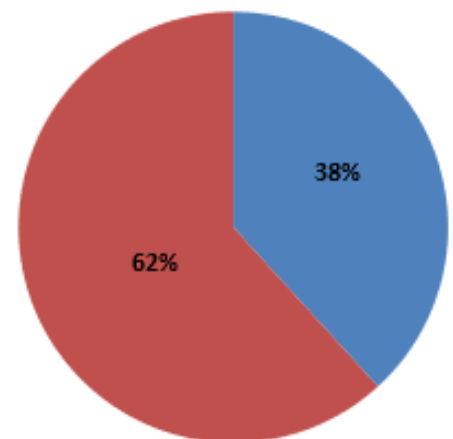


Figure D-128: Rescue Services Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aircraft Rescue Service Operations	14.50	1,662,323	491,260	2,145,300	154,161	1,991,139
Fire Rescue Services	65.10	7,201,159	737,600	7,930,476	248,851	7,681,625
FY 2021 Total:	79.60	\$8,863,482	\$1,228,860	\$10,075,776	\$403,012	\$9,672,764

Figure D-129: Rescue Services Activity Costs

Emergency Preparedness Services Activity

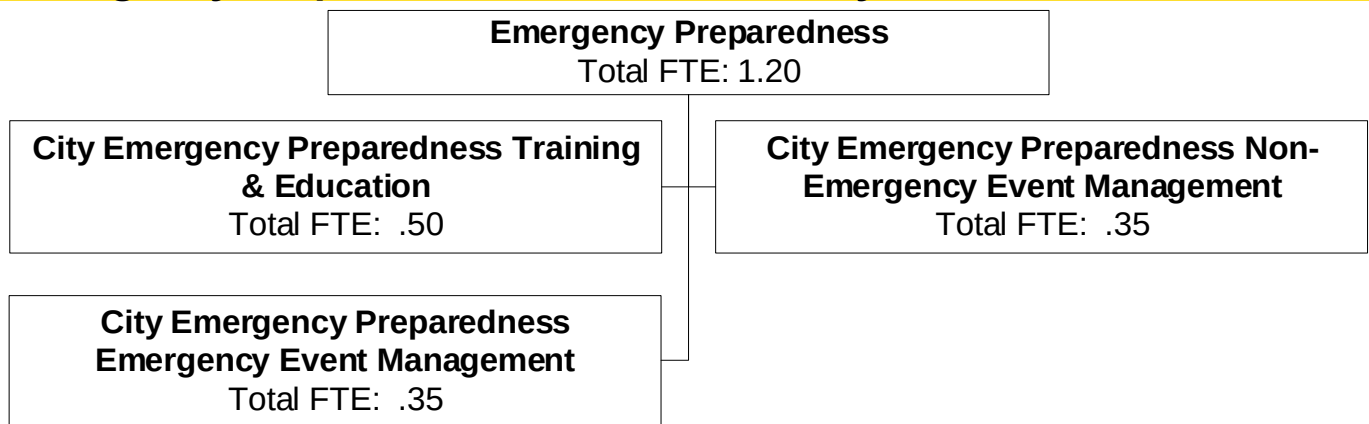


Figure D-130: Emergency Preparedness Services Activity

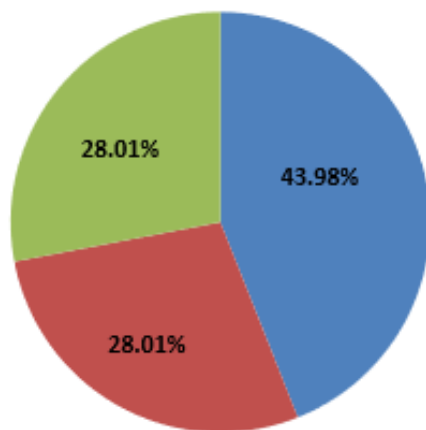
Mission

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

	<u>FY 2018 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	-	\$147,854	\$147,506
Revenues Summary	-	-	\$59,990
Net Cost Summary	-	\$147,854	\$87,516
FTE Summary	-	1.00	1.20

Figure D-131: Emergency Preparedness Services Activity Budget Summary

Activity Expenditures



- City Emergency Preparedness Training & Education
- City Emergency Preparedness Emergency Event Management
- City Emergency Preparedness Non-Emergency Event Management

Activity Revenues

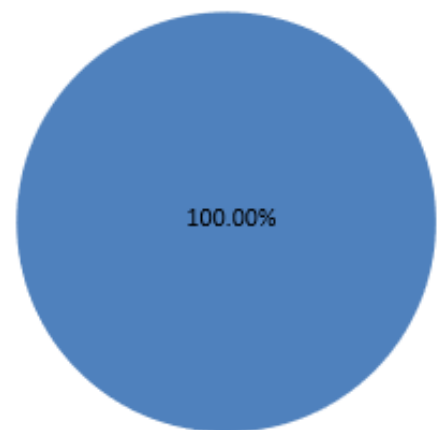


Figure D-132: Emergency Preparedness Services Activity Pie Charts

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 team work and inclusion in the delivery of services during non-emergency events.

Changes and Accomplishments

Administration

- Developed a records management system for emergency management
- Met with internal Departments and captured the needs of each department needed to support them
- Work with facilities in grant writing for hardening Critical Facilities under the Florida CDBG-DEO Rebuild Florida Grant

Training

- Completed the following training sessions
 - FEMA Advanced Emergency Operation Center Functions – G2300
 - FEMA Intermediate Emergency Operation Center Functions – IS-2200

Planning

- Developed in draft form the City Pandemic, Biohazard and Influenza Plan
- Developed in draft form the Emergency Operations Center Plan
- Developed in draft form updated articles under the COL Chapter 26 Civil Emergencies Code

Emergency Preparedness Services Activity Continued

Changes and Accomplishments Continued

Planning Continued

- Currently developing the City Comprehensive Emergency Management Plan
- Supported the efforts and planning for the LRH Drive through COVID-19 testing facility
- Developed the new EOC Floor Plan, with COVID-19 requirements
- Participate in the Local Mitigation Strategy planning for Polk, Hillsborough, Region 4
- Support internal departments on their individual SOPs for reopening
- Support Parks & Recreation in the planning of Polk County High School Graduations
- Support Parks & Recreation in the planning of the Tigertown 4th of July
- Participate in Super Bowl LV planning sessions

Operations

- Attend daily, Florida DEM state calls for COVID-19
- Attend weekly, Polk County Department of Health conference calls
- Provide situational awareness to the CMOs regarding COVID-19 and supported the development of work from home and return to work guidance.
- Developed a logistical tracking form for requests of PPE from the warehouse.
- Developed procedures on the request of supplies from the warehouse for COVID-19
- Supported Lakeland Police in the PD command center, with logistics and situational awareness during the Black Lives Matter protests on May 31, 2020
- Supported Lakeland Police in the PD command center, with situational awareness during the Black Lives Matter march on June 7, 2020

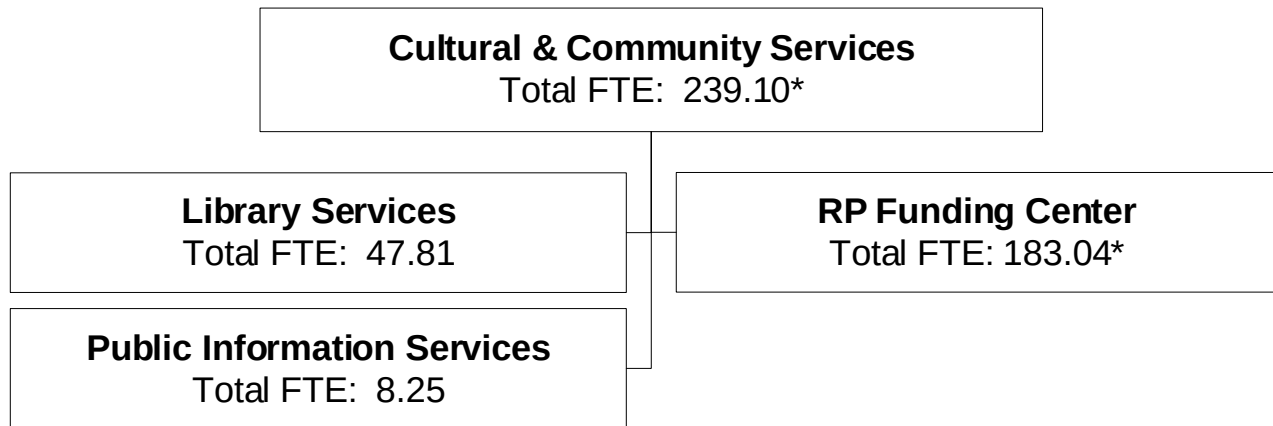
Community Support

- Provided multiple updated presentations on COVID-19 to City Commission
- Provided content to Communications Department for social media platforms on COVID-19 and hurricane preparedness
- Established internal and external network with community stakeholders

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Emergency Preparedness Training & Education	.50	56,307	16,852	64,876	24,996	39,880
City Emergency Preparedness Emergency Event Management	.35	46,536	3,062	41,315	17,497	23,818
City Non-Emergency Preparedness Emergency Event Management	.35	46,536	3,062	41,315	17,497	23,818
FY 2021 Total:	1.20	\$149,679	\$22,976	\$147,506	\$59,990	\$87,516

Figure D-133: Emergency Preparedness Services Activity Costs

Cultural and Community Services Program



*Includes Pooled Employees

Figure D-134: Cultural and Community Services Program

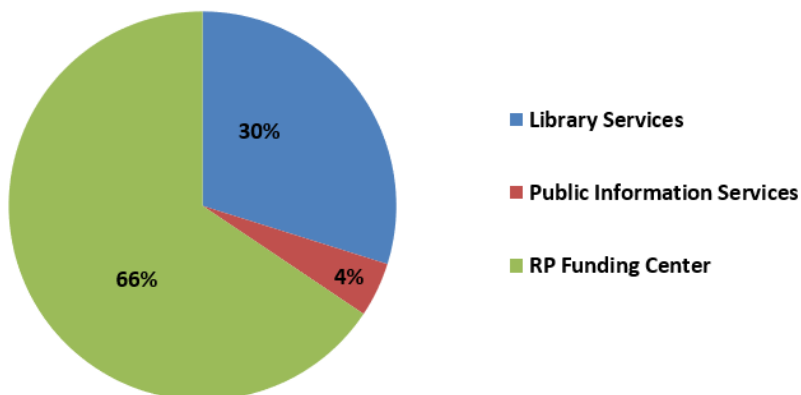
Program Summary

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$16,723,391	\$15,917,259	\$15,001,963
Revenues Summary	\$7,976,308	\$7,528,344	\$6,039,173
Net Cost Summary	\$8,747,083	\$8,388,915	\$8,962,790
 FTE Summary	 214.31*	 193.52*	 239.10*

Figure D-135: Cultural and Community Services Program Budget Summary

Program Expenditures



Program Revenues

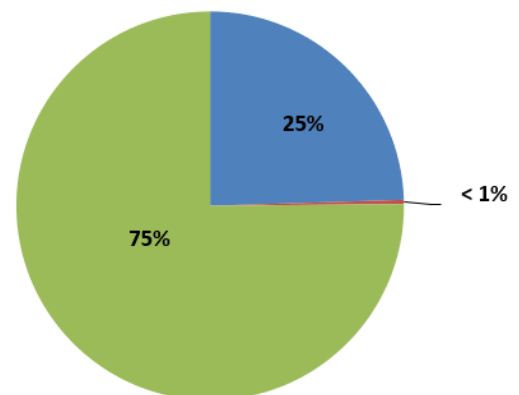


Figure D-136: Cultural and Community Services Program Pie Charts

Library Services Activity

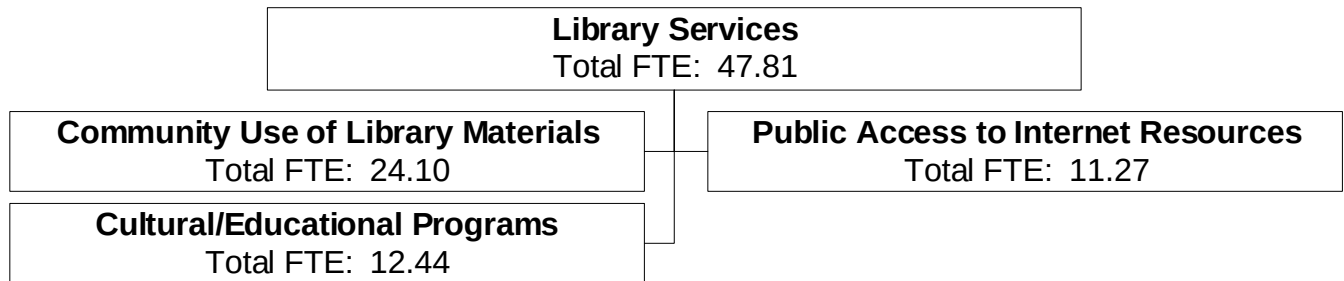


Figure D-137: Library Services Activity

Mission

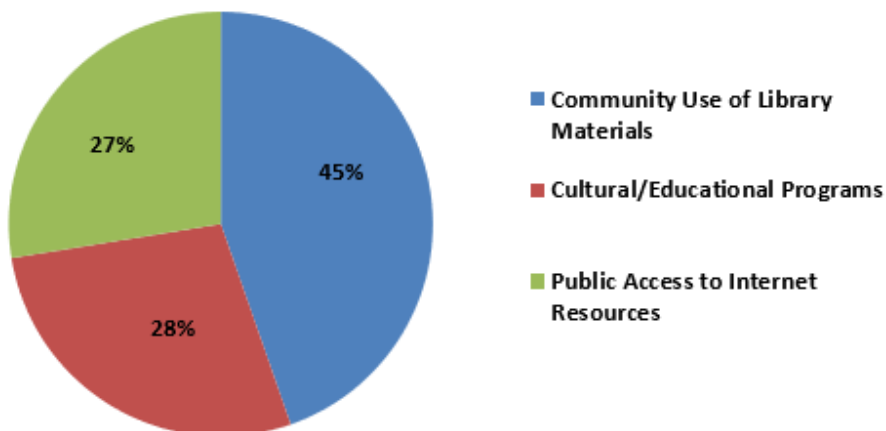
This Program includes providing:

- 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$5,187,703	\$4,578,637	\$4,477,729
Revenues Summary	\$1,382,213	\$1,396,323	\$1,480,135
Net Cost Summary	\$3,805,490	\$3,182,314	\$2,997,594
FTE Summary	49.70	48.20	47.81

Figure D-138: Library Services Activity Budget Summary

Activity Expenditures



Activity Revenues

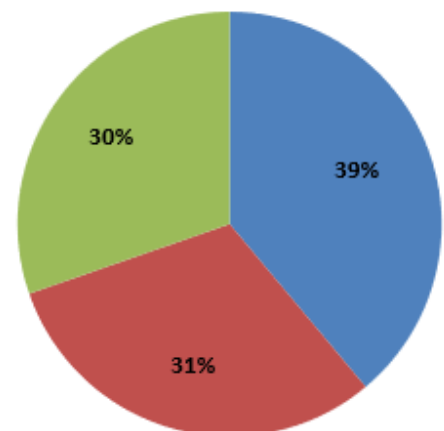


Figure D-139: Library Services Activity Pie Charts

Fiscal Year 2021 Annual Budget

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

- **PLUS** accounts for Polk County Public School students. Allows access to library services with school ID Number.
- **Learn to Sew** programs for kids and adults at the Main & Branch teach valuable, practical life skills.
- **Lakeland History and Culture Center** plans developed in concert with members of community.
- **Imperial Symphony Orchestra (ISO)** Listener's Club, a partnership event with the library that provides free monthly lectures related to upcoming performances.
- **Culture Pass** – allows the public to check out a free pass to Explorations V Children's Museum downtown.
- **Books by Mail** – service began in April in response to COVID19 closures. Lakeland provided a second outlet in the Library Cooperative that prioritized service to Lakeland residents via USPS.

Library Services Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Use of Library Materials	24.10	1,300,406	698,963	1,999,369	575,957	1,423,412
Cultural/Educational Programs	12.44	856,897	387,138	1,244,035	455,415	788,620
Public Access to Internet Resources	11.27	714,711	519,614	1,234,325	448,763	785,562
FY 2021 Total:	47.81	\$2,872,014	\$1,605,715	\$4,477,729	\$1,480,135	\$2,997,594

Figure D-140: Library Services Activity Costs

Public Information Services Activity

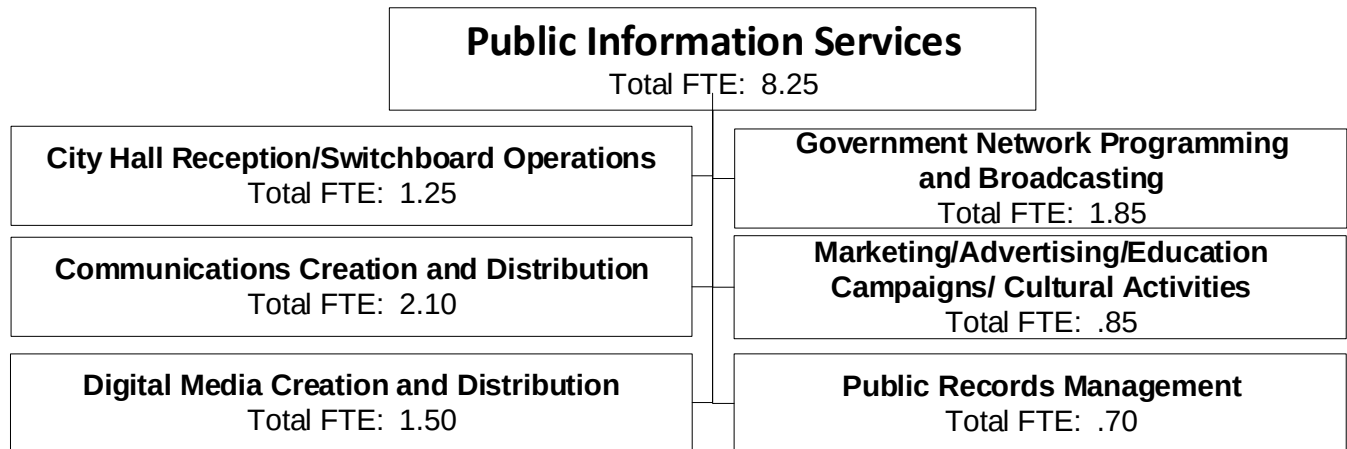


Figure D-141: Public Information Services Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$760,757	\$753,275	\$681,108
Revenues Summary	\$20,000	\$20,000	\$21,000
Net Cost Summary	\$740,757	\$733,275	\$660,108
FTE Summary	8.00	7.00	8.25

Figure D-142: Public Information Services Activity Budget Summary



Figure D-143: 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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
City Hall Reception/ Switchboard Operations	1.25	75,124	26,532	35,219	0	35,219
Communications Creation and Distribution	2.10	191,938	58,699	202,218	0	202,218
Digital Media Creation and Distribution	1.50	136,580	46,061	134,222	0	134,222
Government Network Programming and Broadcasting	1.85	184,344	53,433	189,358	0	189,358
Marketing/Advertising/ Education Campaigns	.85	85,574	32,369	69,524	21,000	48,524
Public Records Management	.70	69,776	29,210	50,567	0	50,567
FY 2021 Total:	8.25	\$743,336	\$246,304	\$681,108	\$21,000	\$660,108

Figure D-144: Public Information Services Activity Costs

RP Funding Center Activity

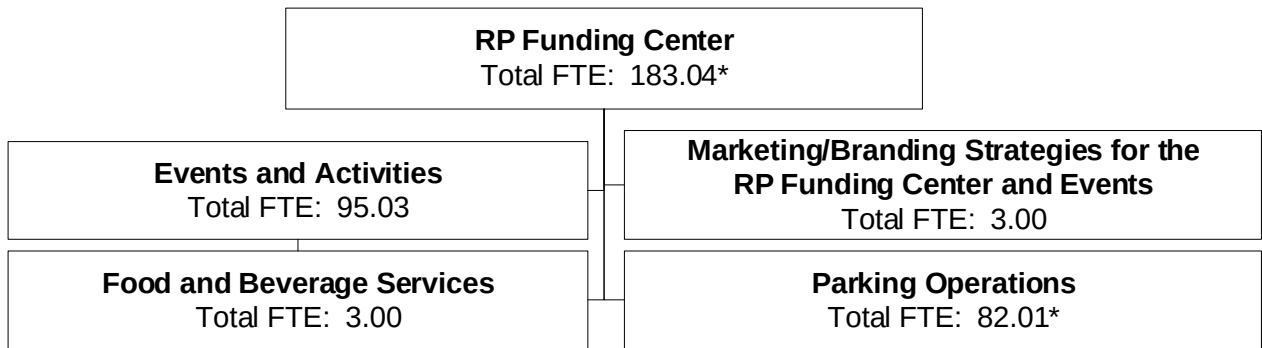


Figure D-145: RP Funding Center Activity

Mission

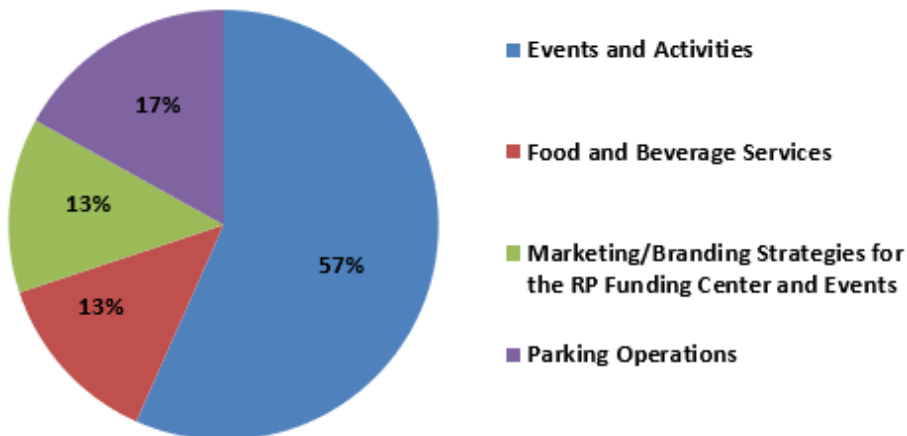
To be considered the venue of choice for the greater Lakeland and Polk County area by providing superior facilities and outstanding events.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$10,774,931	\$10,585,347	\$9,843,126
Revenues Summary	\$6,574,095	\$6,112,021	\$4,538,038
Net Cost Summary	\$4,200,836	\$4,473,326	\$5,305,088
 FTE Summary	 156.61*	 138.32*	 183.04*

Figure D-146: RP Funding Center Activity Budget Summary

*includes pool employees

Activity Expenditures



Activity Revenues

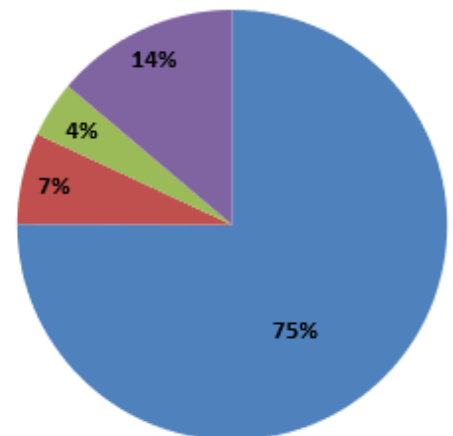


Figure D-147: RP Funding Center Activity Pie Charts

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.

RP Funding Center Activity Continued

Changes and Accomplishments

Another busy year has passed, and we are hopeful at the RPFC. We have wrapped the bulk of our renovation project but are still working towards two key goals to get us past this project. The facility wide restroom project is in the planning stages. We are working with Straughn Trout on the design plans. We are also looking forward to our sprinkler project kicking off this summer in the Youkey Theatre.

Now that we have such a great new building, we have put into our daily practice keeping it that way. It is called Care and Feeding, essentially, we need to keep our new building clean and fresh. We do this though some experimentation, the new carpet cleans easily but really takes a beating. We have found new ways to attack certain stains, doing this through trial and error. Staff has done a great job of being resourceful and appreciate the new designs.

The Lakeland Magic's third season is ongoing. We have really hit our stride operationally. Very few issues related to the game day have come up. This year the Magic has focused on pushing their marketing efforts on some themed games. This promotion has worked OK, but single game day sales are still a goal for the Magic. It is too early to tell if they will make the playoffs this year, we are hopeful for the extra revenue and any success the team can attain. The Tropics indoor soccer team's fourth season is ongoing. The team this year looks really strong and are just about a lock for playoffs. The team really went after good players to try and win a Championship. The Tropics have done relatively well; attendance is a touch better than the Magic in comparison. The contract ends in June, so we will be discussing renewal.

RPFC Staff

We continue to stress our Norms, something we try and address each week at our Senior Staff Meeting:

1. We trust each other to conduct business to the best of our ability and exercise good judgment.
2. All team members matter; we listen to, communicate with and value everyone.
3. We are friendly, welcoming, and responsive to all visitors, clients, and team members.

Although we missed the mark over the summer to expand our Norms, we will again focus on introducing the Norms to part timers and Spectra.

The RP Funding Center welcomed a new member to the Marketing Staff as a Marketing Manager focusing on Group Sales and Digital Design. This member has been a great addition to the staff showing great customer services to our groups as well as a great amount of creativity to our many design projects. As our United Way liaison for the COL, Erica spearheaded the Christmas Tree competition that proved to be a decent money maker, but also a way to engage the rest of the city team to give to United Way.

RP Funding Center Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Events and Activities	95.03	3,102,483	2,474,009	5,576,492	3,406,417	2,170,075
Food and Beverage Services	3.0	295,275	1,009,506	1,304,781	311,926	992,855
Marketing/Branding Strategies for RP Funding Center and Events	3.0	295,275	999,810	1,295,085	192,208	1,102,877
Parking Operations	82.01	660,498	1,006,270	1,666,768	627,487	1,039,281
FY 2021 Total:	183.04	\$4,353,531	\$5,489,595	\$9,843,126	\$4,538,038	\$5,305,088

Figure D-148: RP Funding Center Activity Costs



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Economic and Community Development Program

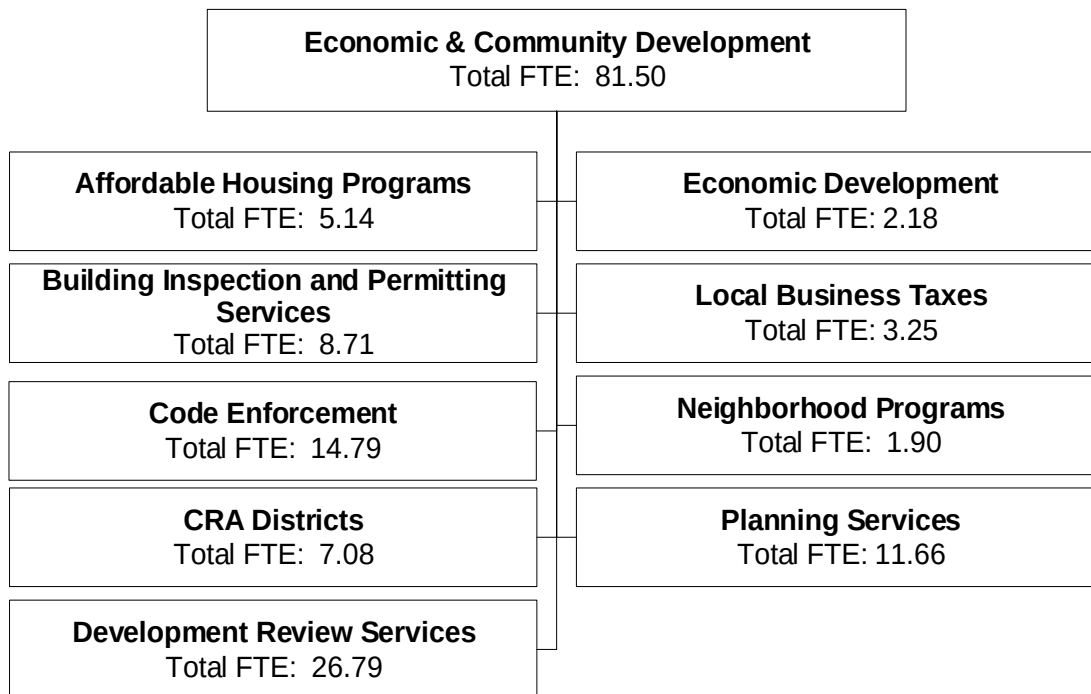


Figure D-149: Economic and Community Development Program

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$19,704,767	\$22,286,488	\$20,965,210
Revenues Summary	\$14,654,807	\$15,913,464	\$16,715,187
Net Cost Summary	\$5,049,960	\$6,373,024	\$4,250,023
FTE Summary	80.67	81.46	81.50

Figure D-150: Economic and Community Development Program Budget Summary



Figure D-151: Economic and Community Development Program Pie Charts

Affordable Housing Programs Activity

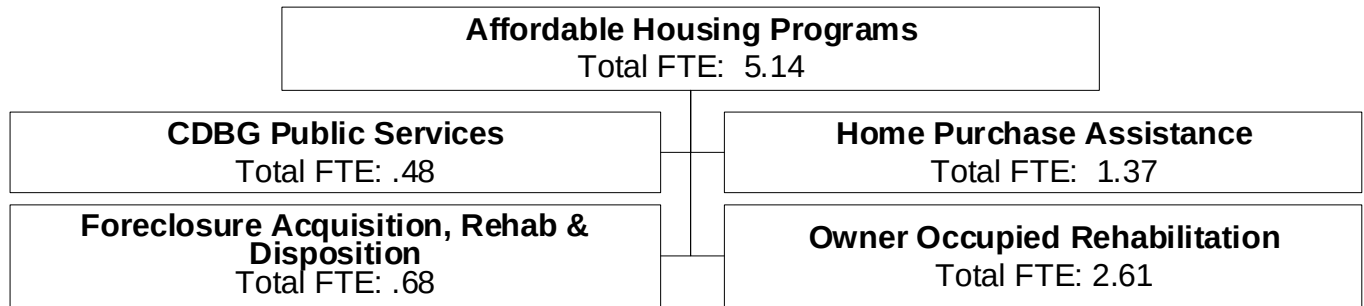


Figure D-152: Affordable Housing Programs Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,415,118	\$1,218,867	\$1,458,986
Revenues Summary	\$1,403,795	\$1,305,578	\$1,474,414
Net Cost Summary	\$11,323	(\$86,711)	(\$15,428)
FTE Summary	5.39	5.14	5.14

Figure D-153: Affordable Housing Programs Activity Budget Summary



Figure D-154: 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 child care, 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

- Administered housing rehabilitation assistance to twenty-nine (29) low income families (including six emergency repairs and 13 CRA Projects) at a cost of \$707,183.46 Two (2) additional projects totaling \$97,004.08 are currently in progress, to be completed by the end of FY2020.
- Administered \$76,000 in home purchase assistance to six families leveraging \$758,828.93 in private investment (each \$1.00 of public assistance generated \$9.98 of private investment).
- Established the Coronavirus Aid for Rent and Expenses (CARE) program disbursing more than \$200,000 to assist over 100 income-eligible households.
- Established the land bank program and reviewing 22 applications seeking to construct single-family affordable housing units on 66 City and CRA owned properties.
- Established rental development loan program providing \$788,000 to developers of affordable multi-family communities.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
CDBG Public Services	.48	33,101	167,271	200,372	146,696	53,676
Foreclosure Acquisition, Rehab & Disposition	.68	50,299	11,459	61,758	0	61,758
Home Purchase Assistance	1.37	90,352	432,297	522,649	205,787	316,862
Owner Occupied Rehabilitation	2.61	184,635	489,572	674,207	1,121,931	(447,724)
FY 2021 Total:	5.14	\$358,387	\$1,100,599	\$1,458,986	\$1,474,414	\$(15,428)

Figure D-155: Affordable Housing Programs Activity Costs

Building Inspection and Permitting Activity

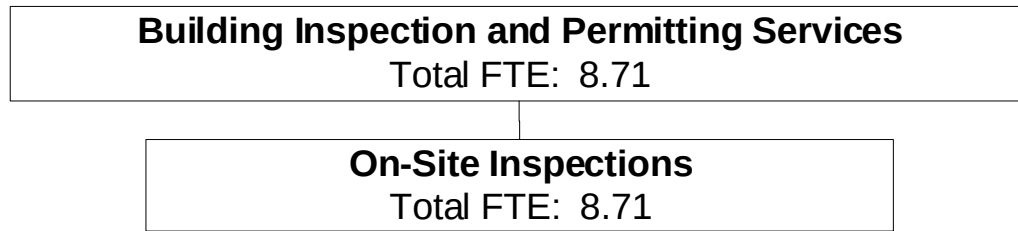


Figure D-156: Building Inspection and Permitting Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,129,083	\$1,255,672	\$1,408,516
Revenues Summary	\$1,560,411	\$1,627,488	\$1,227,239
Net Cost Summary	(\$431,328)	(\$371,816)	\$181,277
FTE Summary	9.57	9.51	8.71

Figure D-157: Building Inspection and Permitting Activity Budget Summary

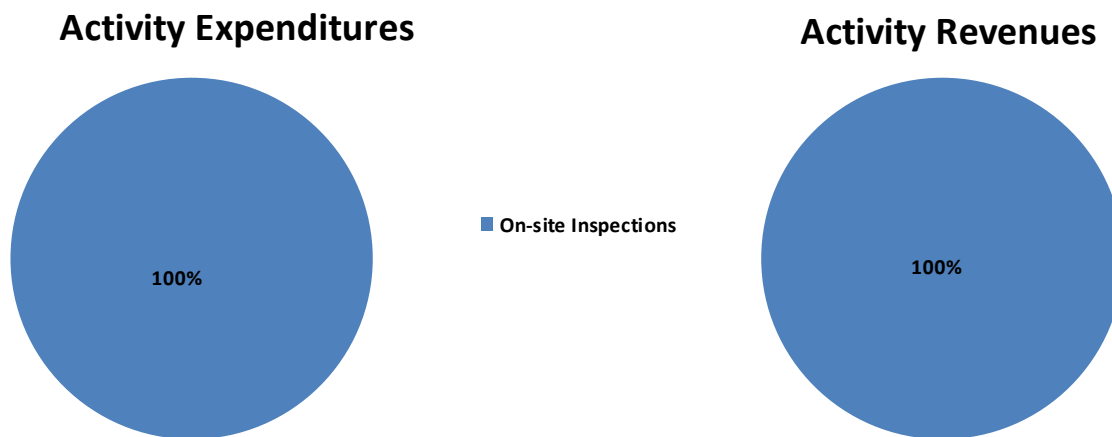


Figure D-158: Building Inspection and Permitting Activity Pie Charts

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, 2019 through May 29, 2020, issued 5,872 permits for construction valued at \$598.8 million, representing an increase of 16% in permits and 106% in value.
- Of those 5,872 permits, 3,441 or 58.6% were approved the same day, 1,540 or 26.2% were approved in 1-10 days, 659 or 11.2% were approved in 11-60 days and 232 or 4% took more than 60 days to approve. These percentages were comparable to the same period from last year.
- Completed 29,380 inspections since October 1, 2019, 99.2% 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. Inspection-by-affidavit was later expanded to include single-trade residential inspections, and since April 1st a total of 363 virtual/affidavit inspections have been completed. Those represent 4% of all inspections but are the types of inspections creating the highest risk of exposure for customers and staff alike.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
On-Site Inspections	8.71	974,915	433,601	1,408,516	1,227,239	(181,277)
FY 2021 Total:	8.71	\$974,915	\$433,601	\$1,408,516	\$1,227,239	\$(181,277)

Figure D-159: Building Inspection and Permitting Activity Costs

Code Enforcement Activity

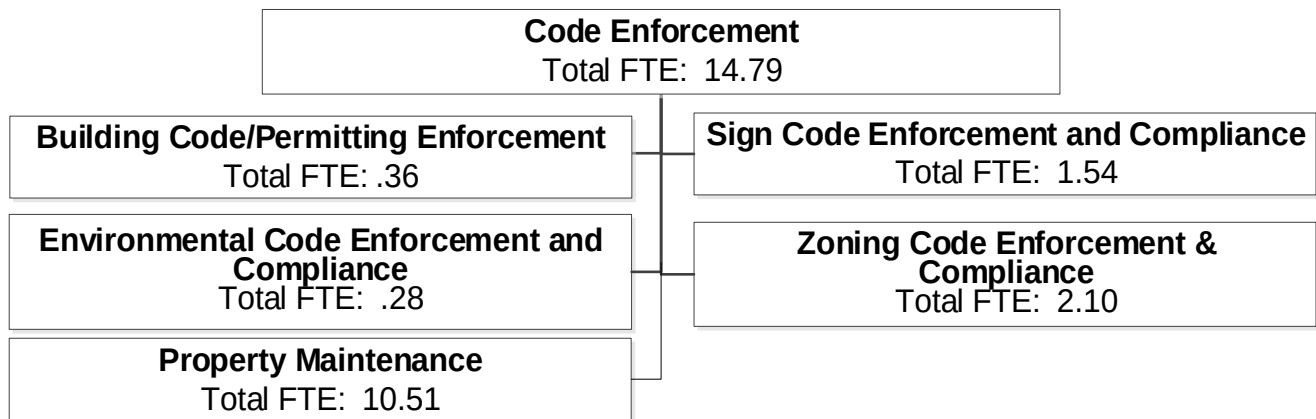


Figure D-160: Code Enforcement Activity

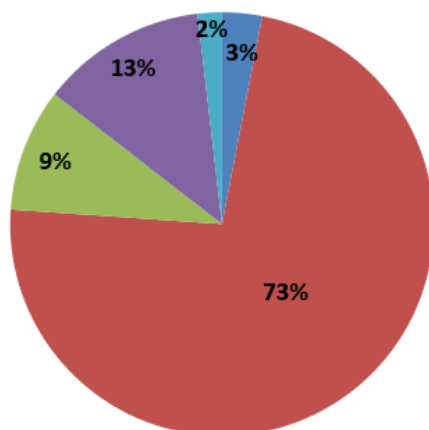
Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,512,209	\$1,447,419	\$1,513,287
Revenues Summary	\$971,049	\$858,380	\$740,652
Net Cost Summary	\$541,160	\$589,039	\$772,635
FTE Summary	14.66	13.79	14.79

Figure D-161: Code Enforcement Activity Budget Summary
Code Enforcement Activity Pie Charts

Activity Expenditures



Activity Revenues

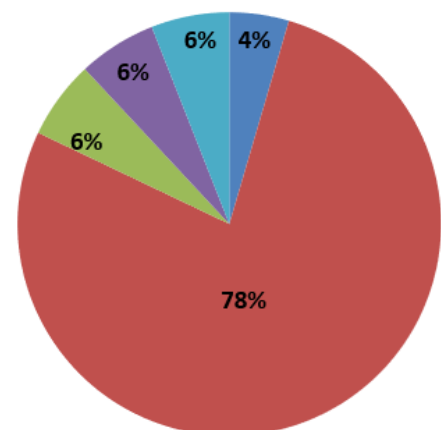


Figure D-162: Code Enforcement Activity Pie Charts

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

- Since October 1, 2019, opened 4,401 cases for code violations and investigated 1,114 citizen complaints with an average initial response of 0.81 calendar days. Because of the Coronavirus pandemic, total cases were down 13.8% and response time increased 77.2% from the same period in 2019.
- Fiscal year-to-date, realized a compliance rate of 75.96%, with average calendar days for compliance of 63 days.
- Contracted for the cutting and cleaning of 240 private properties and demolished 6 blighted structures since October 1, 2019.
- Removed 4,128 illegally placed signs from the City's public rights-of-way since October 1, 2019.
- Since October 1, 2019, scheduled and completed hearings for 601 red light camera violations either contested or for which payment extensions were requested.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Building Code/Permitting Enforcement	.36	34,900	13,019	47,919	33,623	14,296
Property Maintenance	10.51	703,209	484,772	1,147,652	574,372	573,280
Sign Code Enforcement and Compliance	1.54	109,718	39,925	147,638	44,219	103,619
Zoning Code Enforcement and Compliance	2.10	143,542	57,621	198,859	44,219	154,640
Environmental Code Enforcement and Compliance	.28	19,983	7,596	(28,981)	44,219	(73,200)
FY 2021 Total:	14.79	\$1,011,352	\$602,933	\$1,513,287	\$740,652	\$772,635

Figure D-163: Code Enforcement Activity Costs

CRA Districts Activity

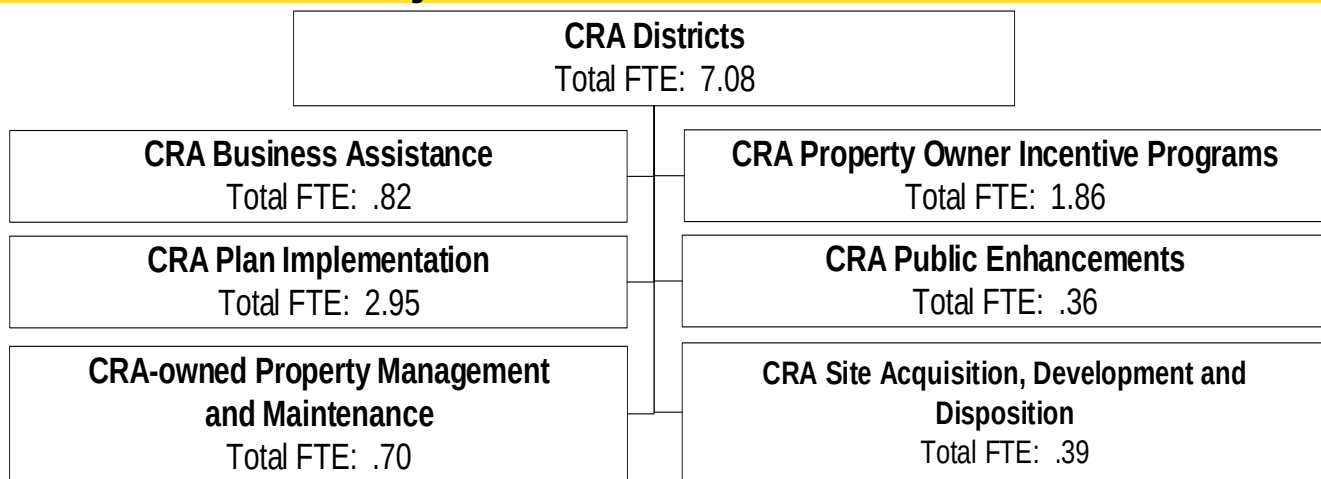


Figure D-164: CRA Districts Activity

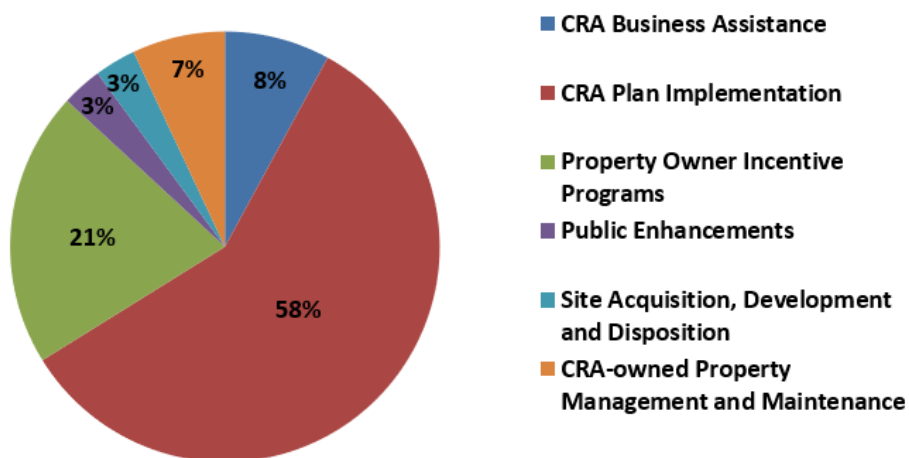
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$9,909,559	\$11,845,933	\$10,731,133
Revenues Summary	\$7,681,919	\$8,793,093	\$7,483,356
Net Cost Summary	\$2,227,640	\$3,052,840	\$3,247,777
FTE Summary	5.55	7.08	7.08

Figure D-165: CRA Districts Activity Budget Summary

Activity Expenditures



Activity Revenues

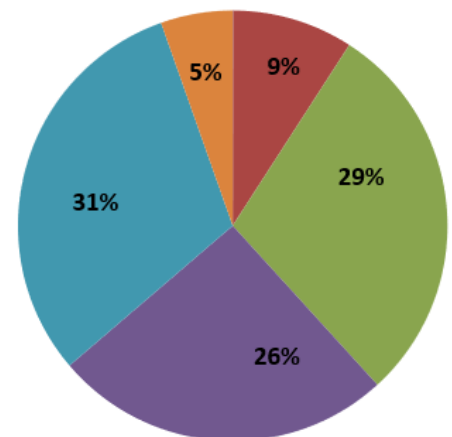


Figure D-166: CRA Districts Activity Pie Charts

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

- In the past year, CRA managed and incentivized 21 projects across the three redevelopment areas
 - Highlights include
 - Patriot Coffee
 - Fusion Transport
 - Boring Business Solutions
 - Pegasus Medical Supply
 - The Joinery
 - Yard on Mass
 - RecRoom
 - Coney Funeral Home
 - Cannon Funeral Home
 - Larson Financial
- \$152,102,430 of combined building permit activity in the three CRAs
- 20:1 ratio of private investment versus CRA contribution
- CRA contributed 76 parcels to the Affordable Housing Land Bank
- CRA donated Vermont Ave. apartments for renovation to affordable housing.
- Lake Parker Shared Use Path & Art Walk Initiated
- North Downtown Master Plan Completed

CRA Districts Activity Continued

Changes and Accomplishments Continued

- Mass Market Area Master Plan underway
- Demolition of 2.5 acres of blighted properties in Midtown CRA
- Increased grant allocations for Dixieland CRA to support redevelopment projects
- Completed Lincoln Square
- Down payment home purchase assistance twenty-four (24) recipients
- Ten (10) Fix-It-Up home renovations
- Watson Clinic land Exchange to facilitate Medical District Development
- Four (4) new mural installations across all districts

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
CRA Business Assistance	.82	102,862	749,550	852,412	(1,593)	854,005
CRA Plan Implementation	2.95	321,122	5,925,955	6,247,077	682,400	5,564,677
Community Redevelopment Property Owner Incentive Programs	1.86	193,919	2,027,851	2,221,770	2,178,822	42,948
Community Redevelopment Public Enhancements	.36	36,116	289,582	325,698	1,909,475	(1,583,777)
Community Redevelopment Site Acquisition, Development and Disposition	.39	48,929	284,704	333,633	2,308,757	(1,975,124)
CRA-owned Property Management and Maintenance	.70	71,478	679,065	750,543	405,495	345,048
FY 2021 Total:	7.08	\$774,426	\$9,956,707	\$10,731,133	\$7,483,356	\$3,247,777

Figure D-167: CRA Districts Activity Costs

Development Review Activity

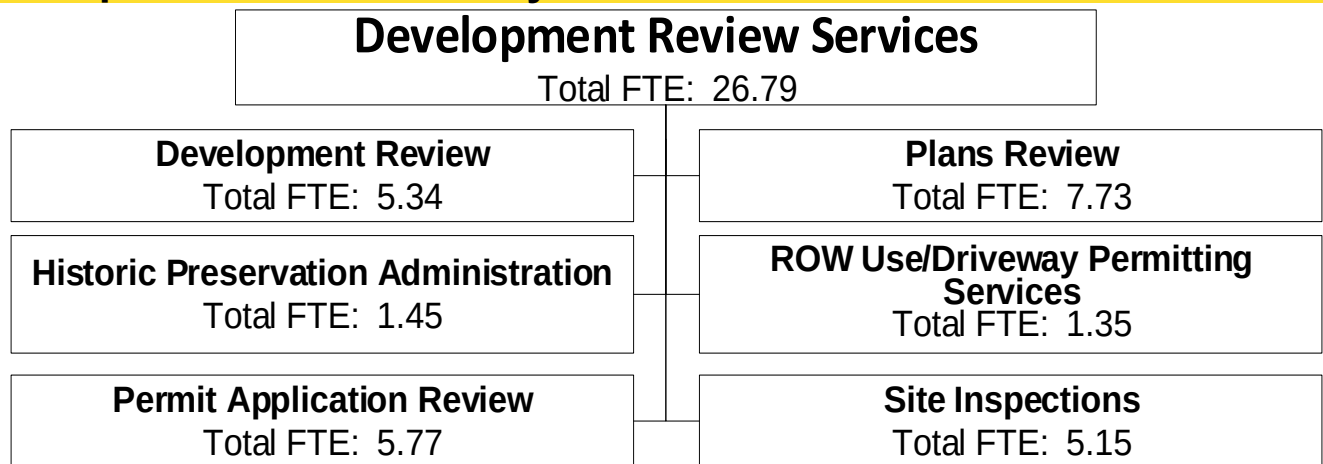


Figure D-168: Development Review Activity

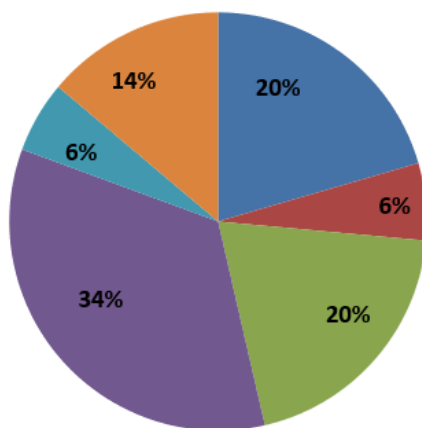
Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$3,013,613	\$3,570,175	\$3,421,327
Revenues Summary	\$1,395,841	\$1,480,275	\$1,724,543
Net Cost Summary	\$1,617,772	\$2,089,900	\$1,696,784
FTE Summary	25.60	26.95	26.79

Figure D-169: Development Budget Summary

Activity Expenditures



Activity Revenues

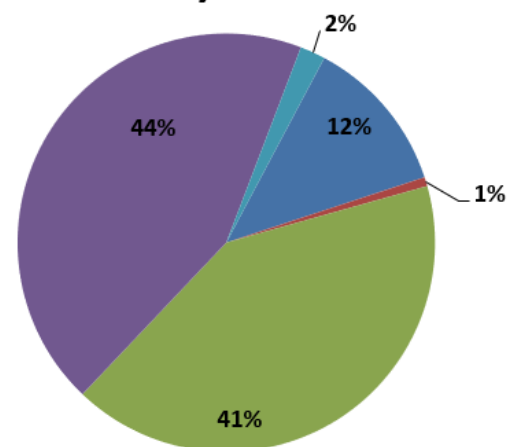


Figure D-170: Development Review Activity Pie Charts

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Development Review	5.34	502,089	283,475	701,189	209,766	491,423
Historic Preservation Administration	1.45	133,351	70,828	204,179	12,115	192,064
Permit Application Review	5.77	423,589	258,422	682,011	714,875	(32,864)
Plans Review	7.73	921,156	251,710	1,170,209	754,102	416,107
ROW Use/Driveway Permitting Services	1.35	156,876	37,566	189,127	33,685	155,442
Site Inspections	5.15	444,990	84,709	474,612	0	474,612
FY 2021 Total:	26.79	\$2,582,051	\$986,710	\$3,421,327	\$1,724,543	\$1,696,784

Figure D-171: Development Review Activity Costs

Economic Development Activity

Economic Development Total FTE: 2.18

Figure D-172: Economic Development Activity

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$286,021	\$230,750	\$290,619
Revenues Summary	\$0	\$0	\$2,250,000
Net Cost Summary	\$286,021	\$230,750	(\$1,959,381)
FTE Summary	2.38	2.18	2.18

Figure D-173: Economic Development Budget Summary

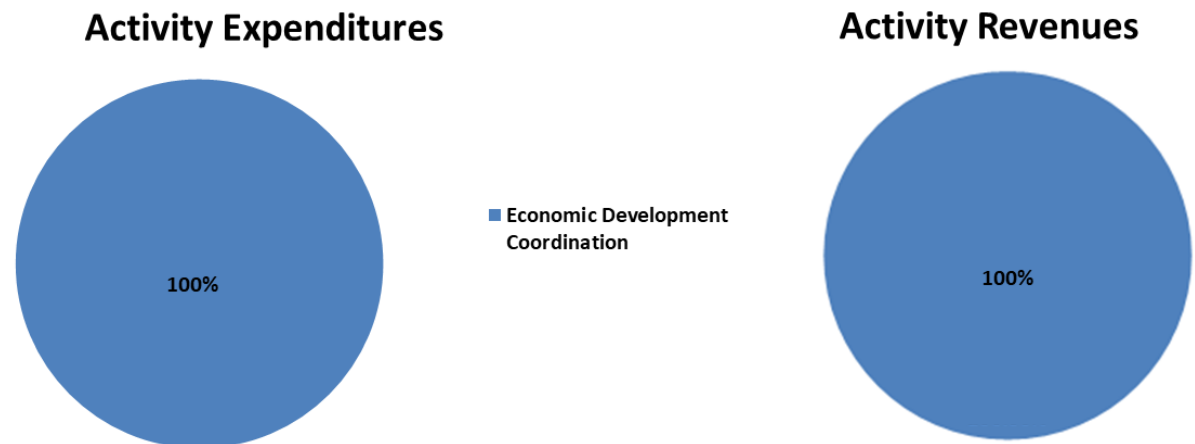


Figure D-174: Economic Development Activity Pie Charts

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 and managed the sale of 1 City property, collecting \$2,481.61 in revenues. There are 2 pending projects estimated to collect at minimum of \$10,671.60. (Note: The moratorium on the Sale of City-Owned Property ended February 2020.)
- OREPI processed and successfully completed 2 applications to request the vacation of public utility easements, collecting \$350 in revenues from fees. OREPI also processed and completed 2 applications to request the vacation of public right-of-way (One was a swap; no fees were collected and the other was finalized through the City Manager's Office). There are 20 requests to vacate public utility easements and/or public right-of-way at various stages of the vacate process.
- OREPI verified 2,750 New Location Addresses for Lakeland Electric Accounts and assigned 2,361 new addresses for Residential/Commercial subdivisions. OREPI also completed 16 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 2019, the Distribution Amount for LPD was \$1,007,757.36 and the Distribution Amount for LFD was \$780,046.52.
- Business Tax Office received 620 new business applications and has collected in excess of \$1.631 million in receipt fees.
- The Lakeland City Commission approved a 5% Business Tax increase.
- The Business Development Coordinator managed and facilitated nearly 40 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.
- Conducted intake and coordinated reviews for 90 Concept Plans (2,225,785 sf) and 56 Site Plans (5,564,085 sf) since last June. Since October, 59 Concept Plans (1,397,280 sf) and 36 Site Plans (5,184,369 sf) were processed and reviewed.
- Conducted intake and coordinated reviews for construction plans and plats for Villages at Bridgewater, Riverstone, Lakes at Laurel Highlands, Interstate Commerce Park and Publix County Line Road.
- Processed Development Agreement for Lakeland Central Park and Proportionate-Share Agreement for Riverstone. Worked with developer to execute Escrow Agreements for Waring Road Corridor improvements and transit service funding.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Economic Development Coordination	2.18	184,351	106,268	290,619	2,250,000	(1,959,381)
FY 2021 Total:	2.18	\$184,351	\$106,268	\$290,619	\$2,250,000	\$(1,959,381)

Figure D-175: Economic Development Activity Costs

Local Business Taxes Activity

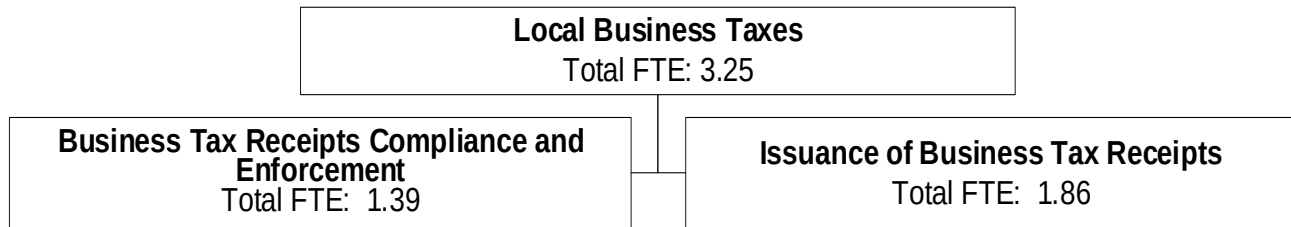


Figure D-176: Local Business Taxes Activity

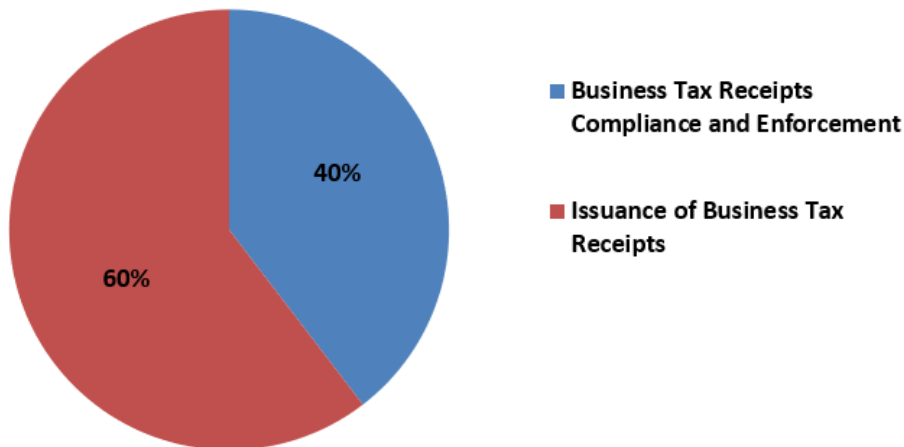
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$281,748	\$290,069	\$267,898
Revenues Summary	\$1,589,925	\$1,721,200	\$1,796,140
Net Cost Summary	(\$1,308,177)	(\$1,431,131)	(\$1,528,242)
FTE Summary	3.20	3.25	3.25

Figure D-177: Local Business Taxes Budget Summary

Activity Expenditures



Activity Revenues

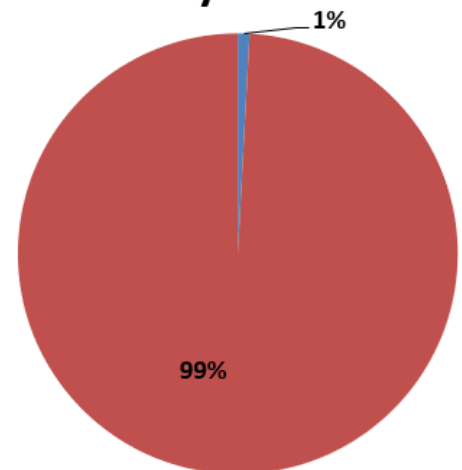


Figure D-178: Local Business Taxes Activity Pie Charts

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 insure 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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Issuance of Business Tax Receipts	1.39	75,030	31,040	106,070	15,300	90,770
Business Tax Receipts Compliance and Enforcement	1.86	120,451	41,377	161,828	1,780,840	(1,619,012)
FY 2021 Total:	3.25	\$195,481	\$72,417	\$267,898	\$1,796,140	(\$1,528,242)

Figure D-179: Local Business Taxes Activity Costs

Neighborhood Programs Activity

Neighborhood Programs Total FTE: 1.90

Figure D-180: 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$368,045	\$369,578	\$417,131
Revenues Summary	\$0	\$0	\$0
Net Cost Summary	\$368,045	\$369,578	\$417,131
FTE Summary	1.94	1.90	1.90

Figure D-181: Neighborhood Programs Activity Budget Summary

Activity Expenditures

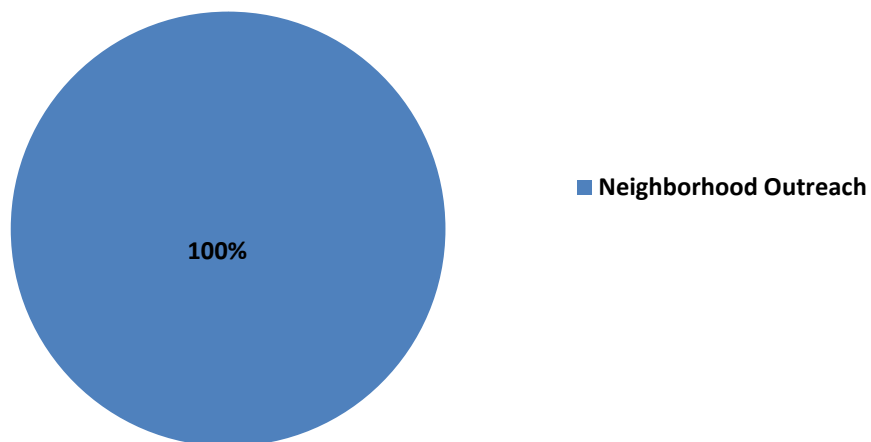


Figure D-182: Neighborhood Programs Activity Pie Chart

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 to agents based on skillset, availability and priority, and all but eliminating phone tree menus in favor of a "you call, we answer" service model. Since October 1, 2019, CED staff has answered 88% of the 33,216 calls placed to the various offices in the department.
- CED and Communications staff formed a Census 2020 Complete Count Committee to work with Polk County in promoting the decennial census. Radio and theater ads, public kiosks, social media campaigns and billboard space have been used locally to increase Census participation, particularly among Lakeland's historically undercounted neighborhoods. As of June 22nd, Lakeland's overall self-response rate stood at 61.0%, compared favorably with Polk County (57.4%), Florida (58.8%) and just behind the national rate of 61.6%. The Census Bureau's COVID-19 adjusted timeline, including direct outreach via phone and door-to-door, continues through September 2020.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Neighborhood Outreach	1.90	153,901	263,230	417,131	0	417,131
FY 2021 Total:	1.90	\$153,901	\$263,230	\$417,131	\$0	\$417,131

Figure D-183: Neighborhood Programs Activity Costs

Planning Services Activity

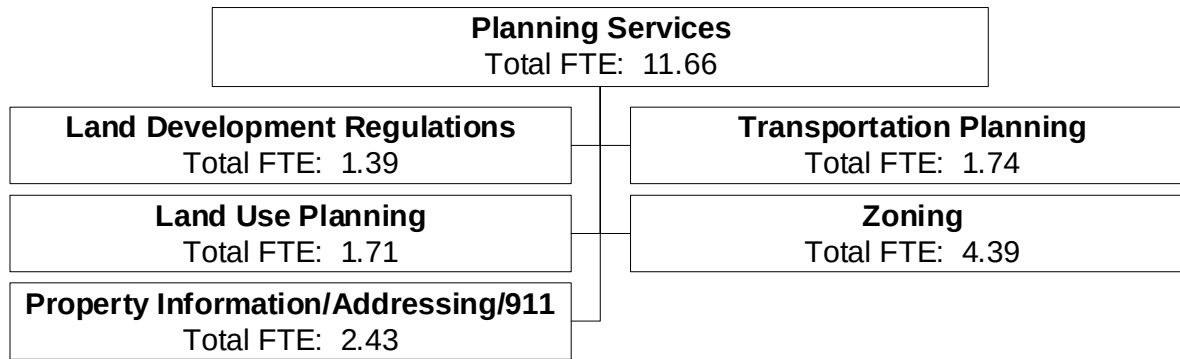


Figure D-184: Planning Services Activity

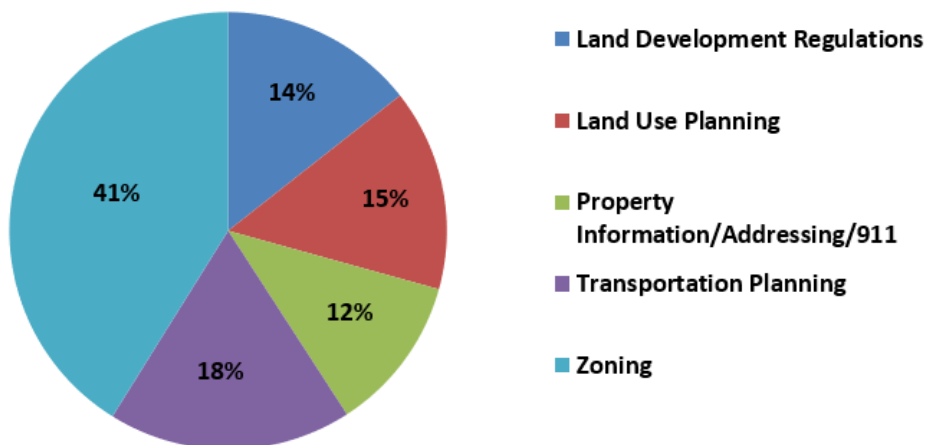
Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,789,371	\$2,058,025	\$1,456,313
Revenues Summary	\$51,867	\$127,450	\$18,843
Net Cost Summary	\$1,737,504	\$1,930,575	\$1,437,470
FTE Summary	12.38	11.66	11.66

Figure D-185 Planning Services Activity Budget Summary

Activity Expenditures



Activity Revenues

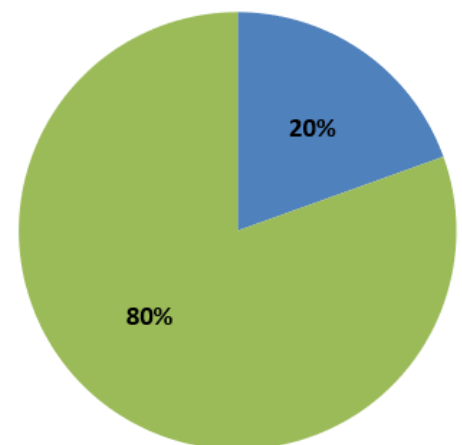


Figure D-186: Planning Services Activity Pie Charts

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

- Following completion of the Look Forward Lakeland public engagement campaign for the 10-year Comprehensive Plan update, staff tabulated results from more than 1,100 survey participants with 13,182 ranking inputs, 2,100 map markers, and 200 comments. The data serves as a basis for priorities within the update which will be adopted later this year.
- Completed 5-year impact fee study and implemented policy and process changes for March 1, 2020, effective date.
- Completed a major round of Land Development Code Text Amendments providing greater flexibility and clarification. This included changes to use standards that have remained relatively unchanged since 1993. The changes removed outdated terms, consolidated uses under more general categories, and provided standards for previously unaccounted for uses such as micro-breweries and food truck courts.
- Reviewed applications for 138 historic preservation projects; 40 zoning cases; 28 variances; 9 administrative adjustments; 60 concept plan reviews totaling 1.4 million sq. ft.; and 36 site plans totaling 5.2 million sq. ft.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Land Development Regulations	1.39	141,102	68,456	209,558	3,675	205,883
Land Use Planning	1.71	137,903	79,415	217,318	0	217,318
Property Information/Addressing/911	2.43	186,697	112,560	168,180	15,168	153,012
Transportation Planning	1.74	181,470	80,796	262,266	0	262,266
Zoning	4.39	396,205	202,786	598,991	0	598,991
FY 2021 Total:	11.66	\$1,043,377	\$544,013	\$1,456,313	\$18,843	\$1,437,470

Figure D-187: Planning Services 1wActivity Costs



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Environmental and Utility Services Program

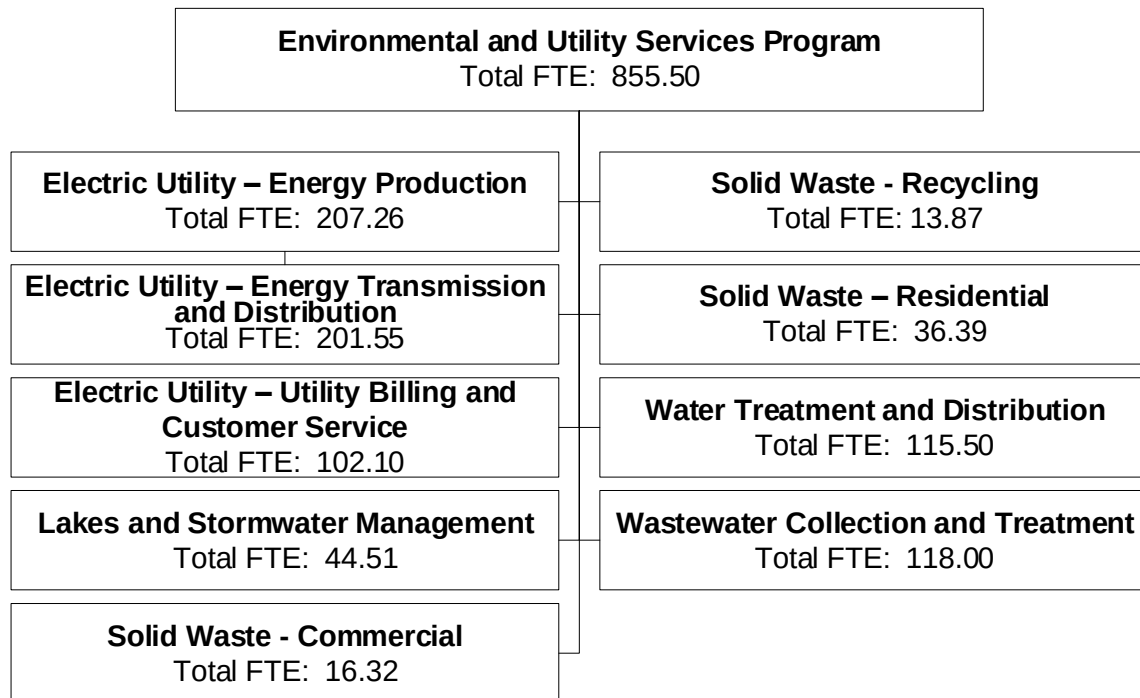


Figure D-188: Environmental and Utility Services Program

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$404,558,322	\$412,773,336	\$402,494,068
Revenues Summary	\$446,018,141	\$459,126,712	\$444,655,678
Net Cost Summary	(\$41,459,819)	(\$46,353,76)	(\$42,161,610)
FTE Summary	886.24	895.90	855.50

Figure D-189: Environmental and Utility Services Program Budget Summary

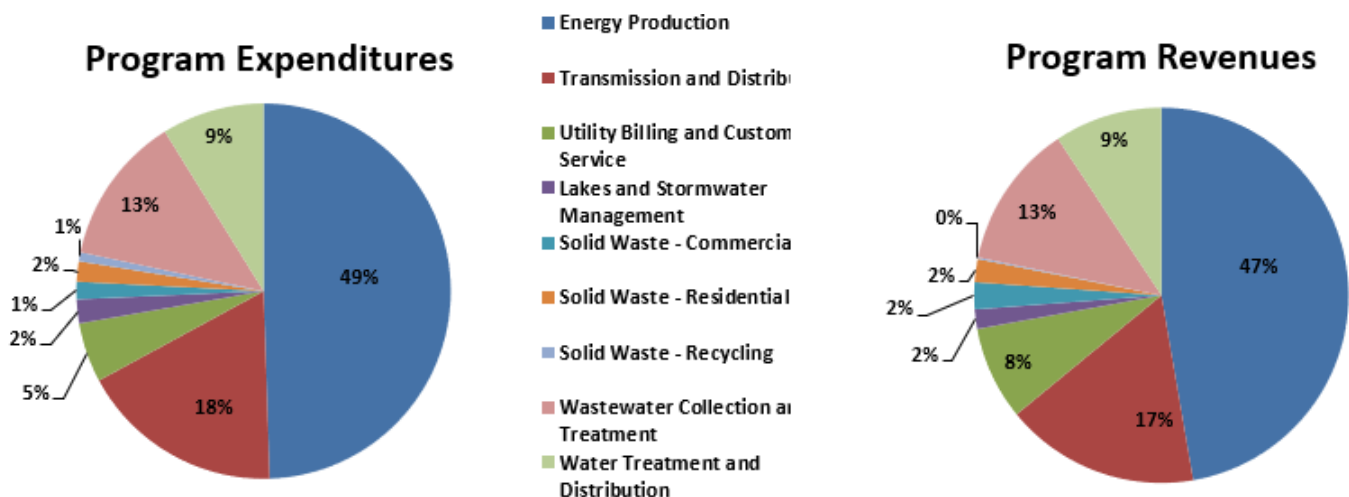


Figure D-190: Environmental and Utility Services Program Pie Charts
Fiscal Year 2021 Annual Budget

Electric Utility – Energy Production Activity

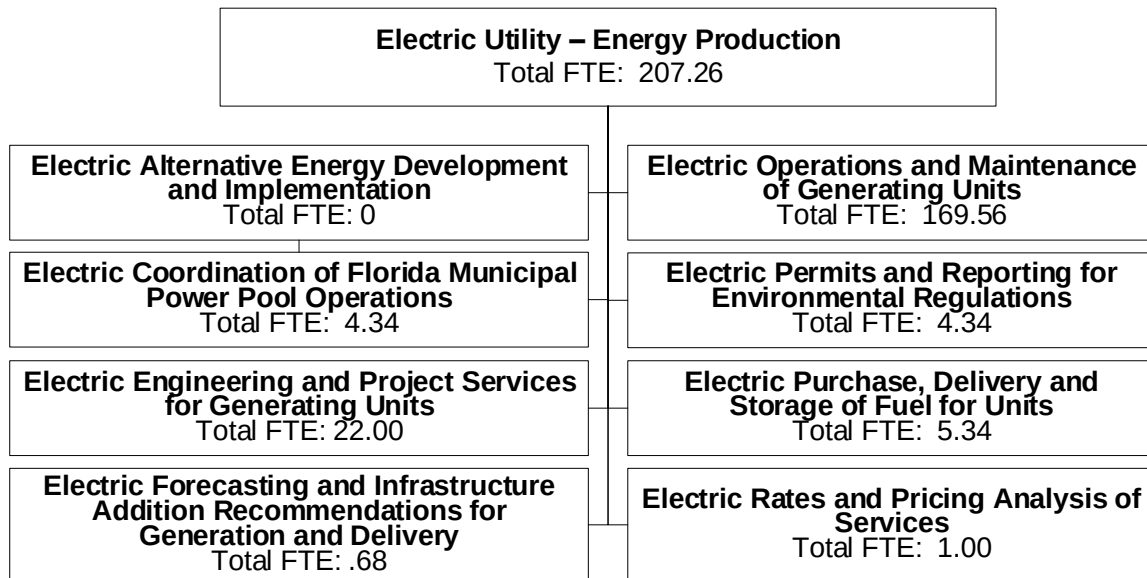


Figure D-191 Electric Utility – Energy Production Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$208,879,267	\$213,628,659	\$199,215,332
Revenues Summary	\$233,205,912	\$240,740,751	\$210,234,767
Net Cost Summary	(\$24,326,645)	(\$27,112,092)	(\$11,019,435)
FTE Summary	227.13	225.32	207.26

Figure D-192: Electric Utility – Energy Production Activity Budget Summary

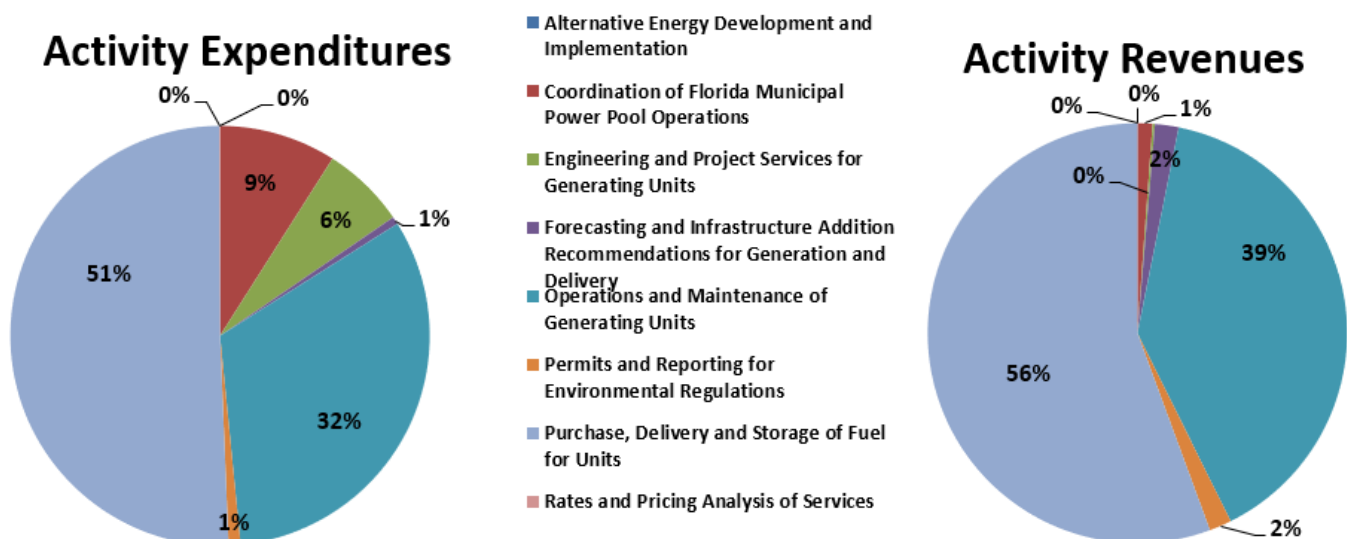


Figure D-193: Electric Utility – Energy Production Activity Pie Charts

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 (FMPA). 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

- Kept rates among lowest quartile in the State
- Lowered fuel rate to ease customer financial hardship during COVID lockdown
- Plan to issue \$114M of bonds by end of fiscal year to fund purchase of new generation
- Projecting to end year at 210-220 days of cash, well within AA range
- FEMA obligated \$7.0M for Irma restoration; \$3.3M still outstanding
- MGT2 began commercial operation in June 2020
- Identified best option for replacement of Unit 3's capacity after it is shuttered; received approval from Utility Committee to proceed with purchase of five Wartsilas (100MW total)

Electric Utility – Energy Production Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Alternative Energy Development and Implementation	0	0	688	688	20	688
Coordination of Florida Municipal Power Pool Operations	4.34	794,853	17,197,758	17,963,096	2,429,884	15,533,212
Engineering and Project Services for Generating Units	22.00	3,583,936	9,714,165	12,830,313	376,684	12,453,629
Forecasting and Infrastructure Addition Recommendations for Generation and Delivery	.68	80,723	1,136,091	1,165,123	3,839,221	(2,674,098)
Operations and Maintenance of Generating Units	169.56	19,679,364	56,848,012	64,529,526	83,053,944	(18,524,418)
Permits and Reporting for Environmental Regulations	4.34	797,539	1,144,361	1,826,722	3,600,979	(1,774,257)
Purchase, Delivery and Storage of Fuel for Units	5.34	815,186	100,648,207	100,799,114	116,931,078	(16,131,964)
Rates and Pricing Analysis of Services	1.00	100,062	688	100,750	2,958	97,792
FY 2021 Total: 207.26 \$25,851,663 \$186,689,970 \$199,215,332 \$210,234,767 (\$11,019,435)						

Figure D-194: Electric Utility – Energy Production Activity Costs

Electric Utility – Transmission and Distribution Activity

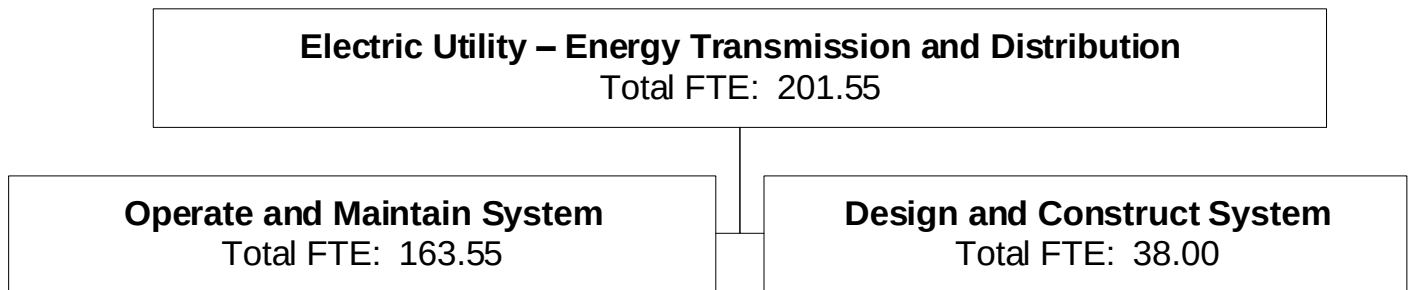


Figure D-195: Electric Utility – Transmission and Distribution Activity

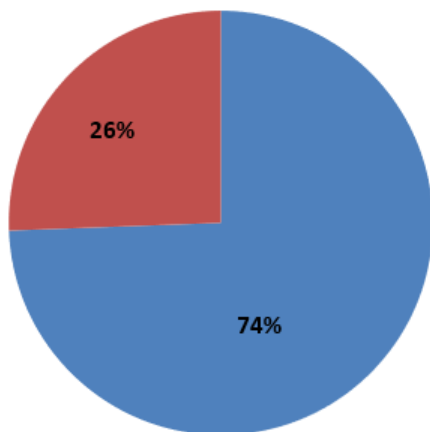
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$78,817,985	\$72,988,646	\$70,864,802
Revenues Summary	\$78,152,851	\$76,597,545	\$74,658,103
Net Cost Summary	\$665,134	(\$3,608,899)	(\$3,793,301)
FTE Summary	218.21	219.04	201.55

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

Activity Expenditures



■ Electric Transmission and Distribution - Operate and Maintain System

■ Electric Transmission and Distribution - Design and Construct System

Activity Revenues

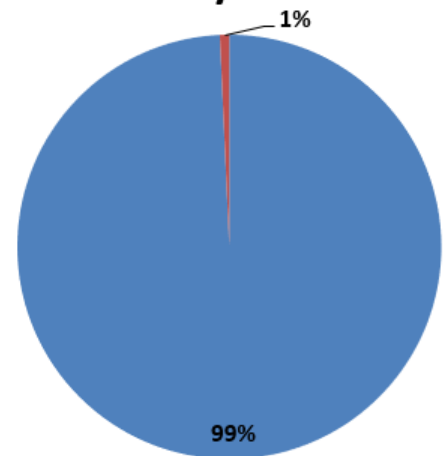


Figure D-197: Electric Utility – Transmission and Distribution Activity Pie Charts

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

- Entered into LE-TECO partnership for Polk City back-up feed
- Through May, invested approximately \$17M to maintain and improve T&D infrastructure
- Applied for \$1.0M of FEMA mitigation funds to install reclosers and trip-savers throughout service territory. Application was approved
- Reliability metrics exceeded goal by 27%

Electric Utility – Transmission and Distribution Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Transmission and Distribution - Operate and Maintain System	163.55	16,900,938	37,325,103	52,734,674	74,125,822	(21,391,148)
Electric Transmission and Distribution - Design and Construct System	38.00	7,524,819	11,080,945	18,130,128	532,280	17,597,848
FY 2021 Total:	201.55	\$24,425,757	\$48,406,048	\$70,864,802	\$74,658,103	(\$3,793,301)

Figure D-198: Electric Utility – Transmission and Distribution Activity Costs

Electric Utility – Billing and Customer Service Activity

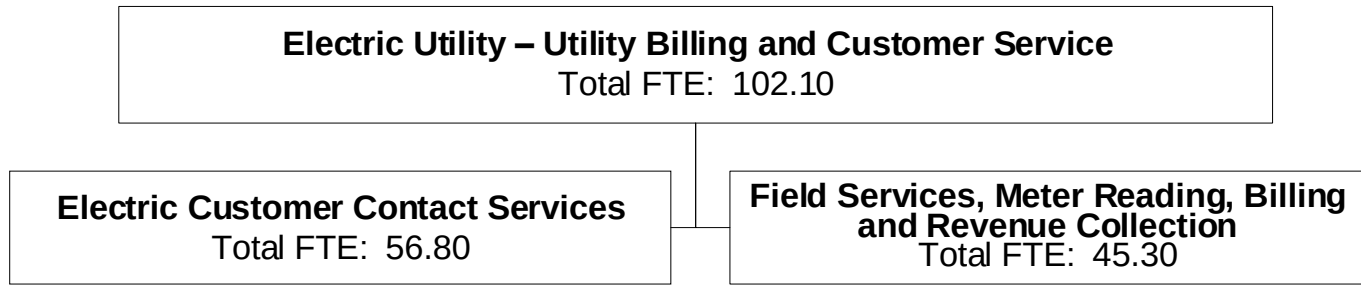


Figure D-199: Electric Utility – Billing and Customer Service Activity

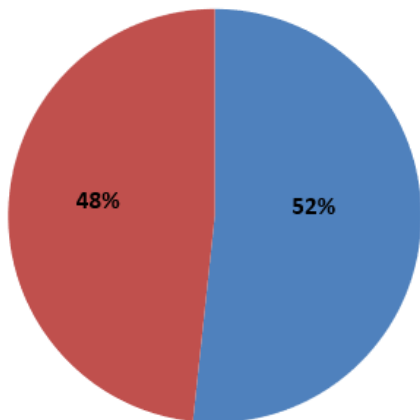
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$15,082,842	\$18,516,306	\$20,670,819
Revenues Summary	\$22,183,854	\$18,691,175	\$35,815,720
Net Cost Summary	(\$7,101,012)	(\$174,869)	(\$15,144,901)
FTE Summary	103.84	105.54	102.10

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

Activity Expenditures



■ Electric Customer Contact Services

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

Activity Revenues

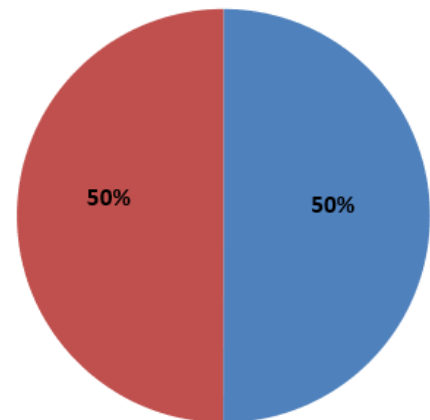


Figure D-201: Electric Utility – Billing and Customer Service Activity Pie Charts

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 (97%), CSR Productivity (97%), Meter Reading Accuracy (97%), and Average Time to Answer (28 seconds).
 - Delinquent accounts and write-offs both top quartile in annual benchmarking survey.

Electric Utility – Billing and Customer Service Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Electric Customer Contact Services	56.80	3,740,038	7,824,617	10,685,081	17,918,126	(7,233,045)
Electric Field Services, Meter Reading, Billing and Revenue Collection	45.30	3,233,386	8,055,088	9,985,738	17,897,594	(7,911,856)
FY 2021 Total:	102.10	\$6,973,424	\$15,879,705	\$20,670,819	\$35,815,720	(\$15,144,901)

Figure D-202: Electric Utility – Billing and Customer Service Activity Costs

Lakes and Stormwater Management Activity

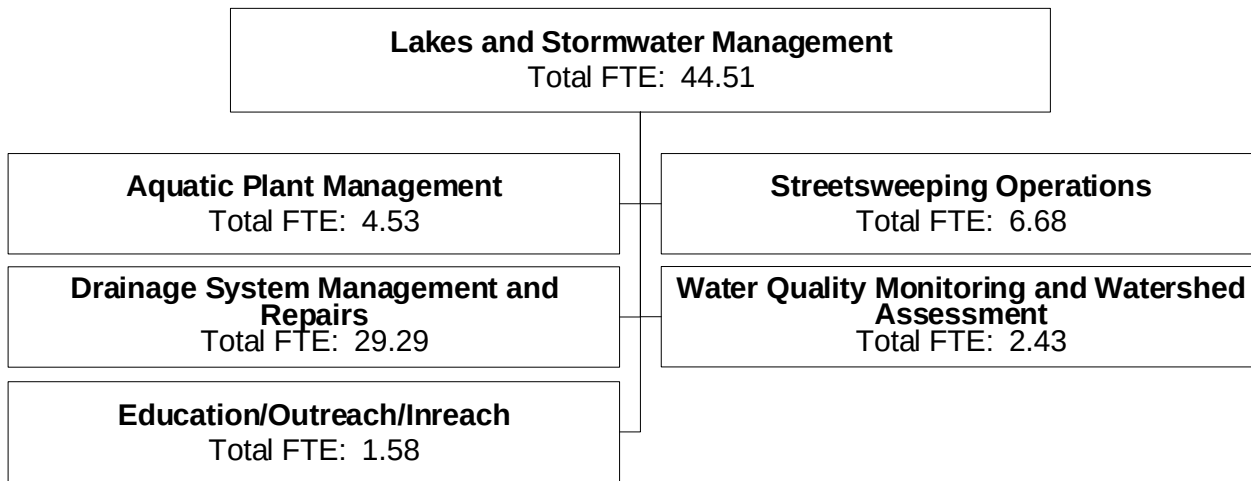


Figure D-203: Lakes and Stormwater Management Activity

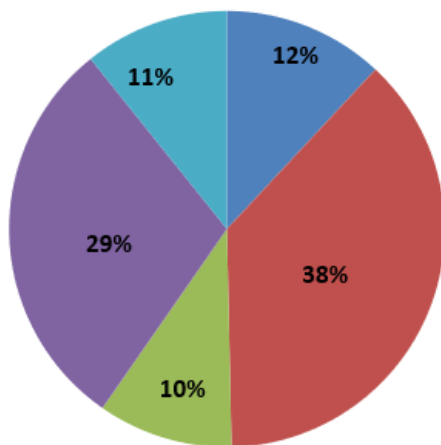
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$8,247,448	\$8,756,834	\$8,313,887
Revenues Summary	\$6,933,895	\$7,821,730	\$7,456,224
Net Cost Summary	\$1,313,553	\$935,104	\$857,663
FTE Summary	40.96	44.78	44.51

Figure D-204: Lakes and Stormwater Management Activity Budget Summary

Activity Expenditures



Activity Revenues

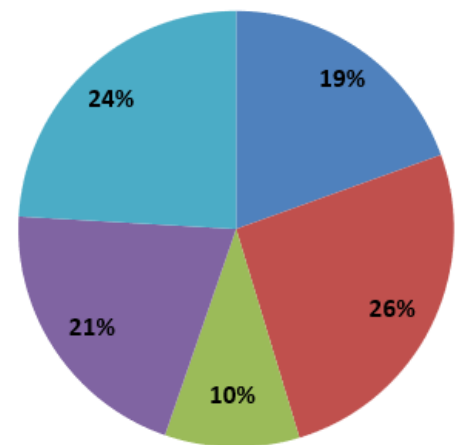


Figure D-205: Lakes and Stormwater Management Activity Pie Charts

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 beatification 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

- Significant progress made on the completion of the Stormwater Management Master Plan that will be utilized to prepare the City for stormwater management, treatment, flood control, and surface water quality protection and restoration planning for the future.
- Significant progress completed on the construction of the Lake Hunter Stormwater Treatment Best Management Practices (BMP) project at the intersection of Lime Street and Sykes Boulevard. The project is intended to remove sediment and nutrients from previously untreated stormwater prior to its discharge to Lake Hunter and will contribute to surface water quality improvement as well as compliance with state and federal Total Maximum Daily Load nutrient reduction requirements for Lake Hunter. The work is being completed with a 50% matching Cooperative Funding Initiative (CFI) grant received from the Southwest Florida Water Management District (SWFWMD) totaling more than \$500,000.
- Initiated a Quarterly Surface Water Quality Monitoring Report to provide updated summaries of surface water quality field and laboratory data to assist with understanding and evaluating real time water quality and 10-year trends.
- Initiated quarterly phytoplankton sampling in monitored lakes to evaluate the presence, levels and types of algae in our surface waters. The data will be used to identify trends and evaluate potential sources and control of nuisance algae in the lakes.
- Improvements to the Floodplain Management Program initiated in FY19 and fully implemented in FY20 has resulted in the consolidation of Floodplain Management activities under the direction of the Lakes & Stormwater Division. This has led to the elimination of conflicting interpretations between Departments and improved response time for citizens and developers.
- The Lakes & Stormwater has made multiple improvements to the Aquatic Plant Control Program, including:
 - The Division purchased and took delivery of an amphibious aquatic workboat (Truxor) that is being utilized for a multitude of uses in the City's lakes and drainage systems for plant management, maintenance of drainage outfalls and trash removal.
 - The Division will take delivery of an aquatic vegetation harvester in summer of FY20. The aquatic harvester will be used on larger scale aquatic vegetation management and invasive species eradication in the City's lakes. This is a significant and important piece of equipment that will immediately provide benefits in helping to restore the City's lakes through improved nuisance aquatic plant control and removal and provide long term water quality improvement through the reduction of pesticide/herbicide use. An added benefit is the reduction of decaying plant matter on lake bottoms that ultimately would contribute to increased muck.
 - Staff have received FAA Drone Pilot licenses and use a drone to survey and document aquatic plant habitat in the lakes. This perspective allows for large scale documentation allows improvement in understanding of the areal extent of nuisance and invasive vegetation in the lakes that were easily mapped or seen from the boat. This improved knowledge and documentation has allowed us to work with FWC to modify our permits for more controlled, targeted aquatic plant treatment plans.

Lakes and Stormwater Management Activity Continued

Changes and Accomplishments Continued

- FEMA conducted an audit of the City's Floodplain Management Program and Community Resource System (CRS) activities and report. The auditor indicated improvement to the program since the previous audit and higher audit points due to increased Code Enforcement activities in regard to enforcing construction requirements, increased freeboard requirements for building permits (2' City Ordinance vs the 1' required by FEMA), and the availability of City owned open spaces contributing to flood control that were not previously recognized
- Successfully completed the Cycle 4/Year 3 National Pollutant Discharge Elimination System (NPDES) Annual Report (FDEP indicated the report was exemplary)
- Submitted Updated Stormwater Management Plan to FDEP for FY20
- Submitted Updated TMDL Prioritization Plan to FDEP for FY20
- Completed a successful new educational and public outreach Public Service Ad featuring Hope the Heron to educate citizens on the benefits of reducing single use plastics, and developed associated educational materials for distribution

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatic Plant Management	4.53	303,237	690,817	992,725	1,452,454	(459,729)
Drainage System Management and Repairs	29.29	1,007,316	2,189,960	3,136,154	1,925,287	1,210,867
Education/Outreach/Inreach	1.58	143,509	690,817	832,997	745,715	87,282
Streetsweeping Operations	6.68	257,364	2,201,680	2,456,918	1,537,218	919,700
Water Quality Monitoring & Watershed Assessment	2.43	207,245	692,100	895,093	1,795,550	(900,457)
FY 2021 Total:	44.51	\$1,918,671	\$6,465,374	\$8,313,887	\$7,456,224	\$857,663

Figure D-206: Lakes and Stormwater Management Activity Costs

Solid Waste - Commercial Activity

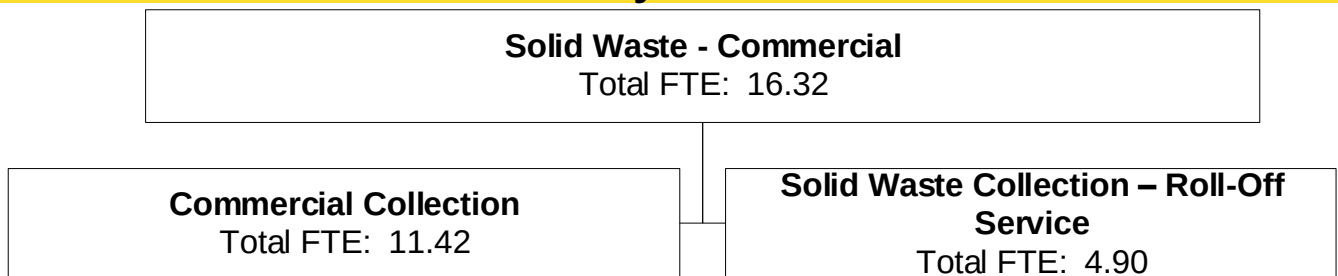


Figure D-207: Solid Waste - Commercial Activity

Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$5,494,394	\$6,155,210	\$6,034,337
Revenues Summary	\$9,232,264	\$11,685,400	\$10,293,395
Net Cost Summary	(\$3,737,870)	(\$5,530,190)	(\$4,259,058)
FTE Summary	17.82	18.82	16.32

Figure D-208: Solid Waste - Commercial Activity Budget Summary

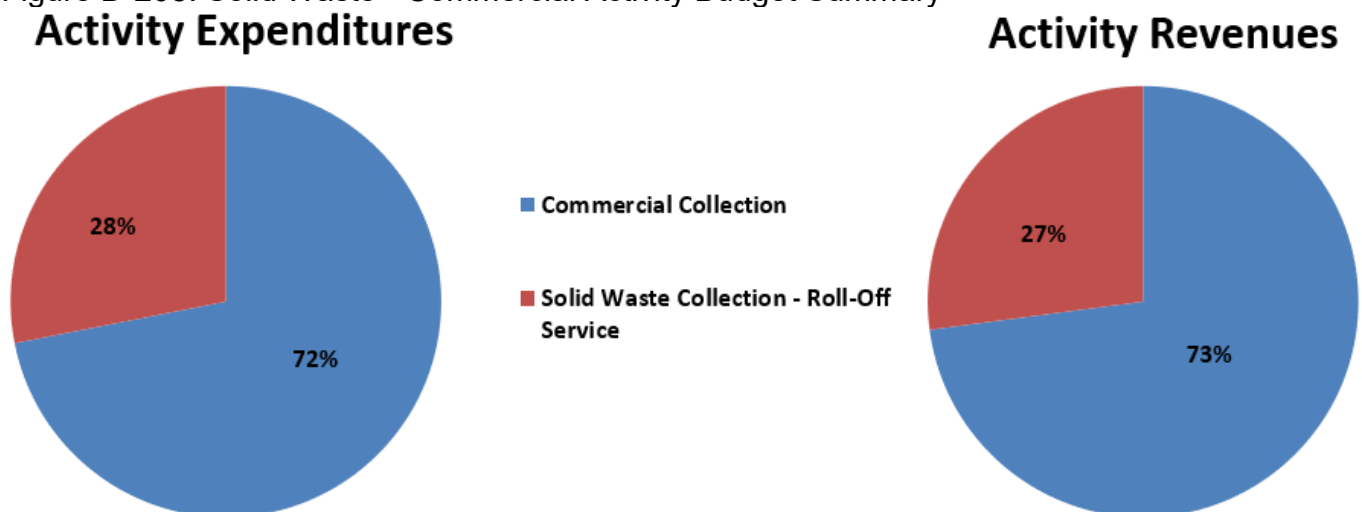


Figure D-209: Solid Waste - Commercial Activity Pie Charts

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

- The BB&T Bank Alley compactor has been installed and operational for FY20 and has finalized the closed compactor installation plans for the downtown core.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Commercial Collection	11.42	805,693	3,542,315	4,338,973	7,505,179	(3,166,206)
Solid Waste Collection - Roll-Off Service	4.90	388,143	1,315,193	1,695,364	2,788,216	(1,092,852)
FY 2021 Total:	16.32	\$1,193,836	\$4,857,508	\$6,034,337	\$10,293,395	(\$4,259,058)

Figure D-210: Solid Waste - Commercial Activity Costs

Solid Waste - Recycling Activity

Solid Waste – Recycling Total FTE: 13.87

Figure D-211: 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$3,027,040	\$3,105,381	\$3,126,983
Revenues Summary	\$555,817	\$1,499,559	\$641,690
Net Cost Summary	\$2,471,223	\$1,605,822	\$2,485,293
FTE Summary	11.62	11.64	13.87

Figure D-212: Solid Waste - Recycling Activity Budget Summary

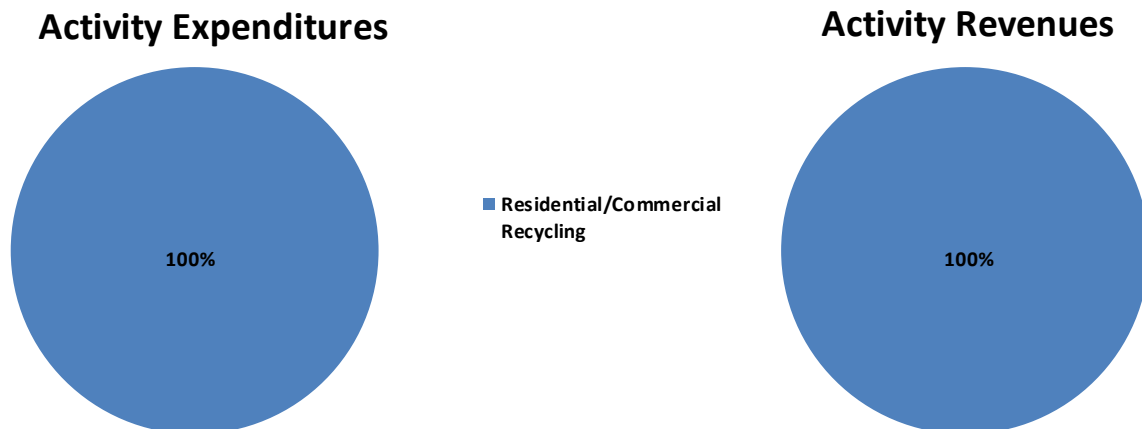


Figure D-213: Solid Waste - Recycling Activity Pie Charts

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

- Commercial Mixed Recycling Program has seen steady growth in tons diverted, with an average of 11.2 additional tons per month. Commercial recycling continues to present itself as our largest opportunity for recycling growth in planning and development.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential/Commercial Recycling	13.87	990,719	2,143,642	3,126,983	641,690	2,485,293
FY 2021 Total:	13.87	\$990,719	\$2,143,642	\$3,126,983	\$641,690	\$2,485,293

Figure D-214: Solid Waste - Recycling Activity Costs

Solid Waste - Residential Activity

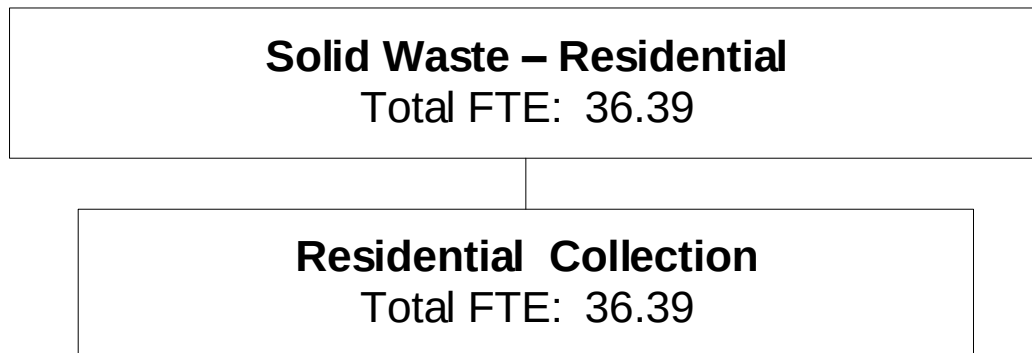


Figure D-215: Solid Waste - Residential Activity

Mission

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

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$6,641,745	\$7,149,437	\$7,036,021
Revenues Summary	\$8,600,241	\$10,361,740	\$8,804,611
Net Cost Summary	(\$1,958,496)	(\$3,212,303)	(\$1,768,590)
FTE Summary	37.14	37.24	36.39

Figure D-216: Solid Waste - Residential Activity Budget Summary

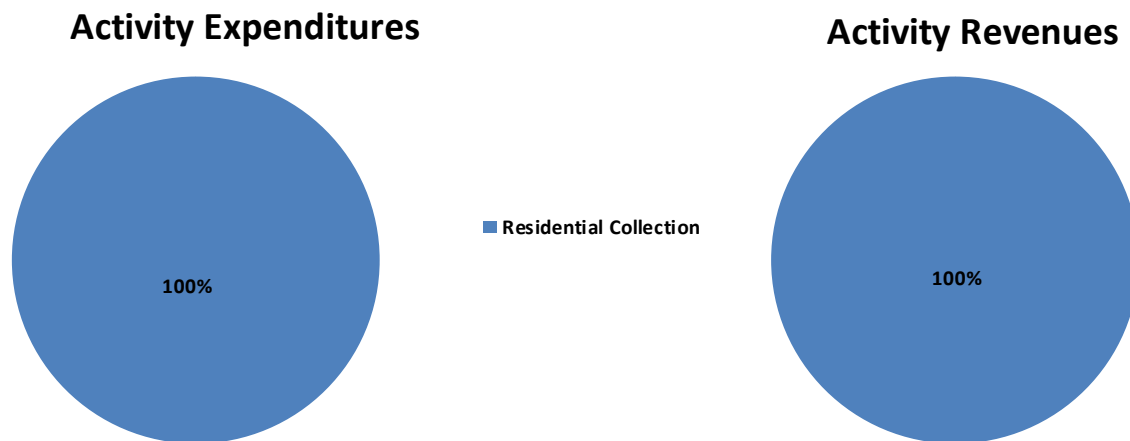


Figure D-217: Solid Waste - Residential Activity Pie Charts

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

- Full roll out of the FY20 “Every Blue Cart Makes a Difference” campaign. This included a recycling webpage redesign, social medial campaign and a direct mail campaign with the spot the “no bagged recyclables” decal contest. Post campaign research data is being collected and analyzed for publication prior to the end of FY20. The recycling outreach and education campaigns are continuing to be funded for FY21.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Residential Collection	36.39	2,437,476	4,605,986	7,036,021	8,804,611	(1,768,590)
FY 2021 Total:	36.39	\$2,437,476	\$4,605,986	\$7,036,021	\$8,804,611	(\$1,768,590)

Figure D-218: Solid Waste - Residential Activity Costs

Water Treatment and Distribution Activity

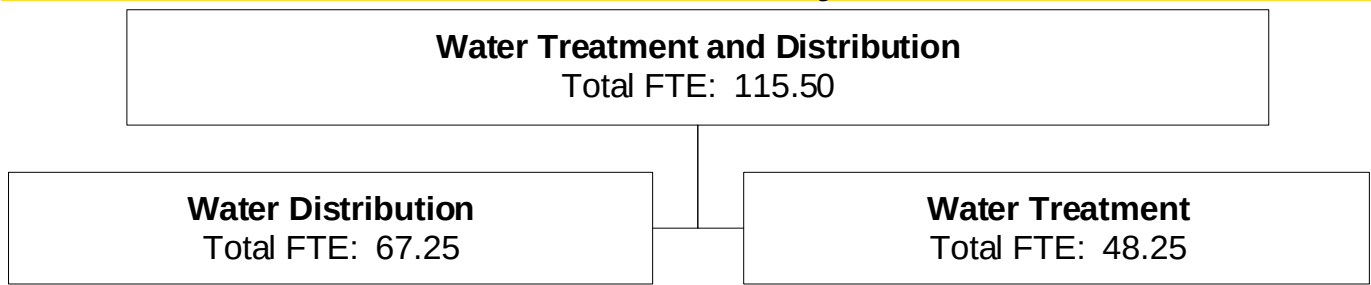


Figure D-219: Water Treatment and Distribution Activity

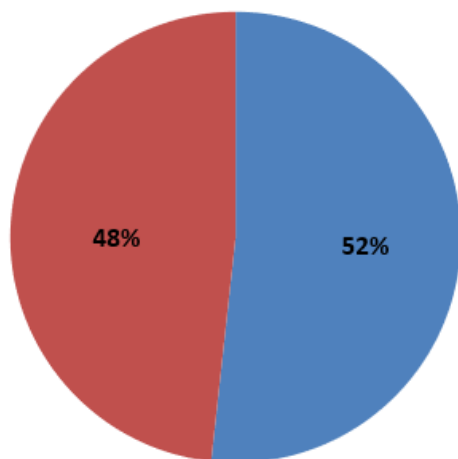
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$45,240,723	\$33,701,131	\$35,583,634
Revenues Summary	\$52,166,185	\$39,669,001	\$41,416,718
Net Cost Summary	(\$6,925,462)	(\$5,967,870)	(\$5,833,084)
FTE Summary	114.26	115.76	115.50

Figure D-220: Water Treatment and Distribution Activity Budget Summary

Activity Expenditures



Activity Revenues

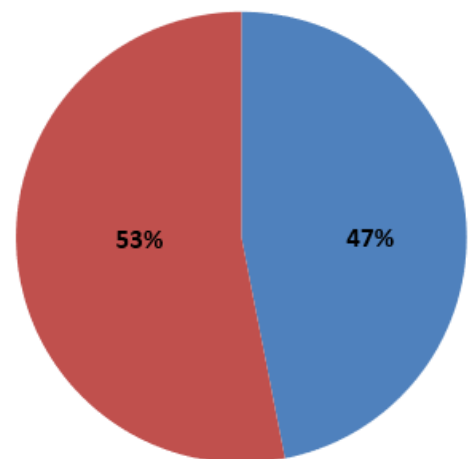


Figure D-221: Water Treatment and Distribution Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Water Distribution	67.25	4,202,523	15,797,380	18,408,408	19,425,651	(1,017,243)
Water Treatment	48.25	4,585,558	14,181,163	17,175,226	21,991,067	(4,815,841)
FY 2021 Total:	115.50	\$8,788,081	\$29,978,543	\$35,583,634	\$41,416,718	(\$5,833,084)

Figure D-222: Water Treatment and Distribution Activity Costs

Wastewater Collection and Treatment Activity

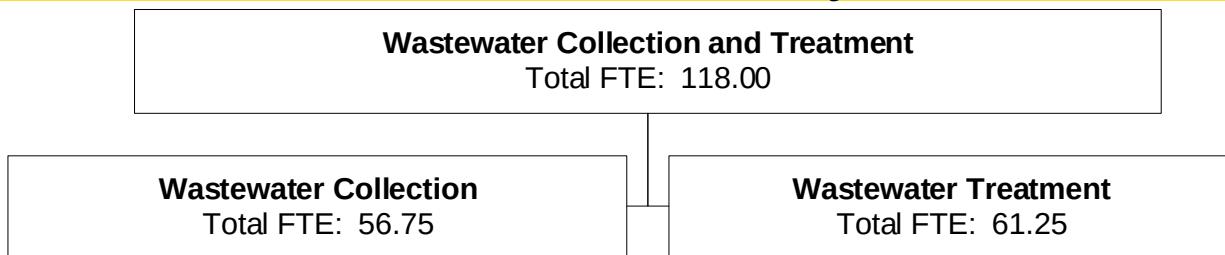


Figure D-223: Water Collection and Treatment Activity

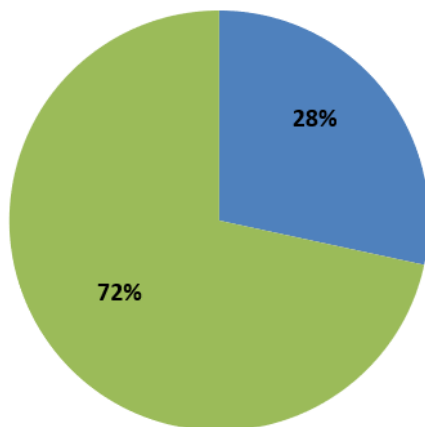
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$33,126,878	\$48,771,732	\$51,648,253
Revenues Summary	\$34,987,122	\$52,059,811	\$55,334,450
Net Cost Summary	(\$1,860,244)	(\$3,288,079)	(\$3,686,197)
FTE Summary	115.26	117.76	118.00

Figure D-224: Water Collection and Treatment Activity Budget Summary

Activity Expenditures



Activity Revenues

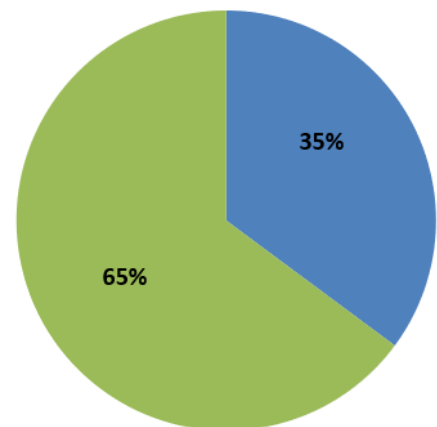


Figure D-225: Water Collection and Treatment Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Wastewater Collection	56.75	4,235,209	10,424,984	14,658,318	19,448,300	(4,789,982)
Wastewater System Capital Improvement	0	3,458	688	4,146	0	4,146
Wastewater Treatment	61.25	4,963,206	32,194,458	36,985,789	35,886,150	1,099,639
FY 2021 Total:	118.00	\$9,201,873	\$42,620,130	\$51,648,253	\$55,334,450	(\$3,686,197)

Figure D-226: Water Collection and Treatment Activity Costs



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Legislative Activities Program

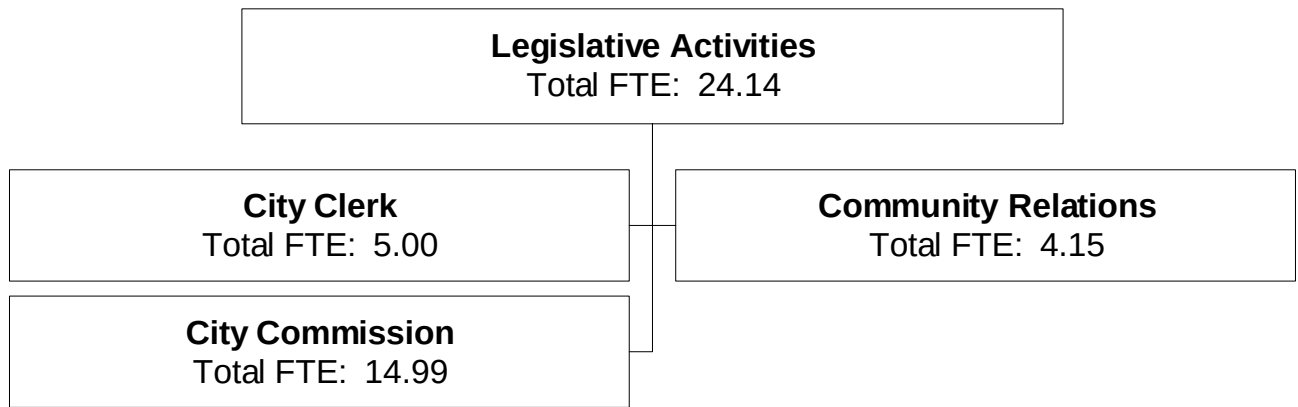


Figure D-227: Legislative Activities Program

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$4,211,273	\$5,932,951	\$5,855,964
FTE Summary	26.31	23.64	24.14

Figure D-228: Legislative Activities Program Budget Summary

Program Expenditures

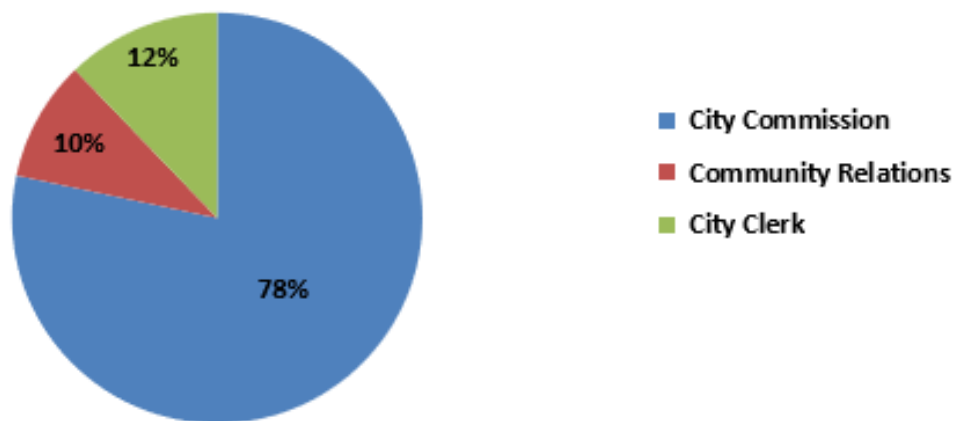


Figure D-229: Legislative Activities Program Pie Charts

City Clerk Activity

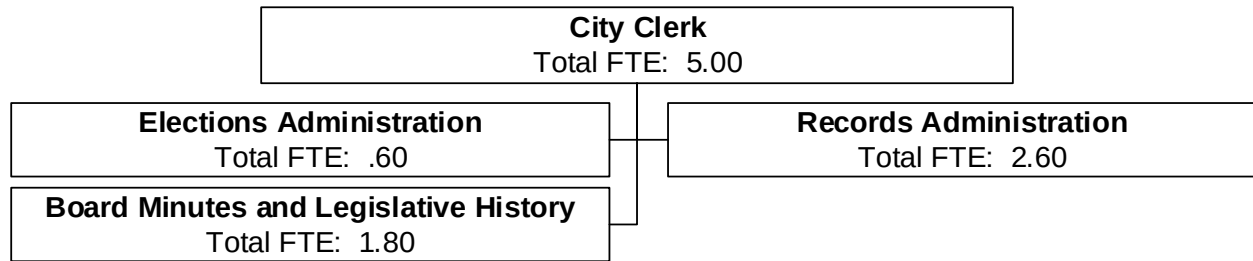


Figure D-230: City Clerk Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$488,190	\$654,263	\$712,907
Net Cost Summary	5.00	5.00	5.00

Figure D-231: City Clerk Activity Budget Summary

Activity Expenditures

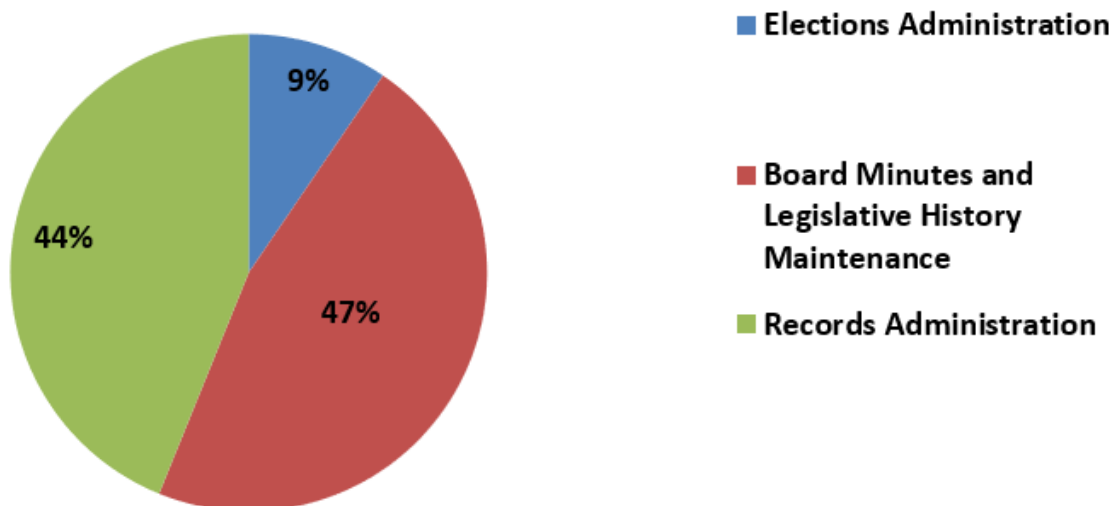


Figure D-232: City Clerk Activity Pie Chart

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Elections Administration	.60	66,238	22,759	67,898	0	67,898
Board Minutes and Legislative History Maintenance	1.80	171,283	204,902	332,299	0	332,299
Records Administration	2.60	206,639	165,148	312,710	0	312,710
FY 2021 Total:	5.00	\$444,160	\$392,809	\$712,907	\$0	\$712,907

Figure D-233: City Clerk Activity Costs

City Commission Activity

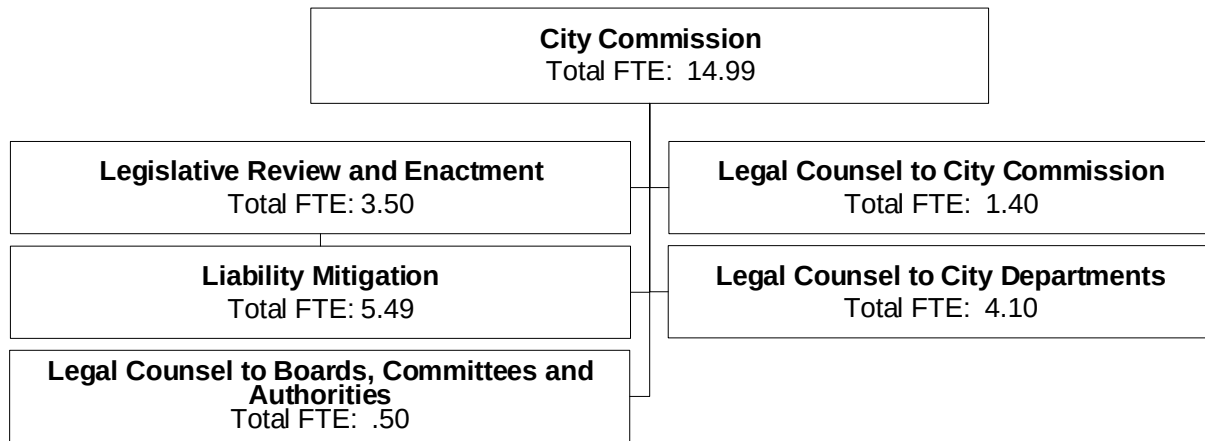


Figure D-234: City Commission Activity

Mission

To protect and promote a quality of life in Lakeland that includes the health, safety and general welfare of the citizenry.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$3,199,930	\$4,417,510	\$4,586,823
FTE Summary	16.76	14.39	14.99

Figure D-235: City Commission Activity Budget Summary

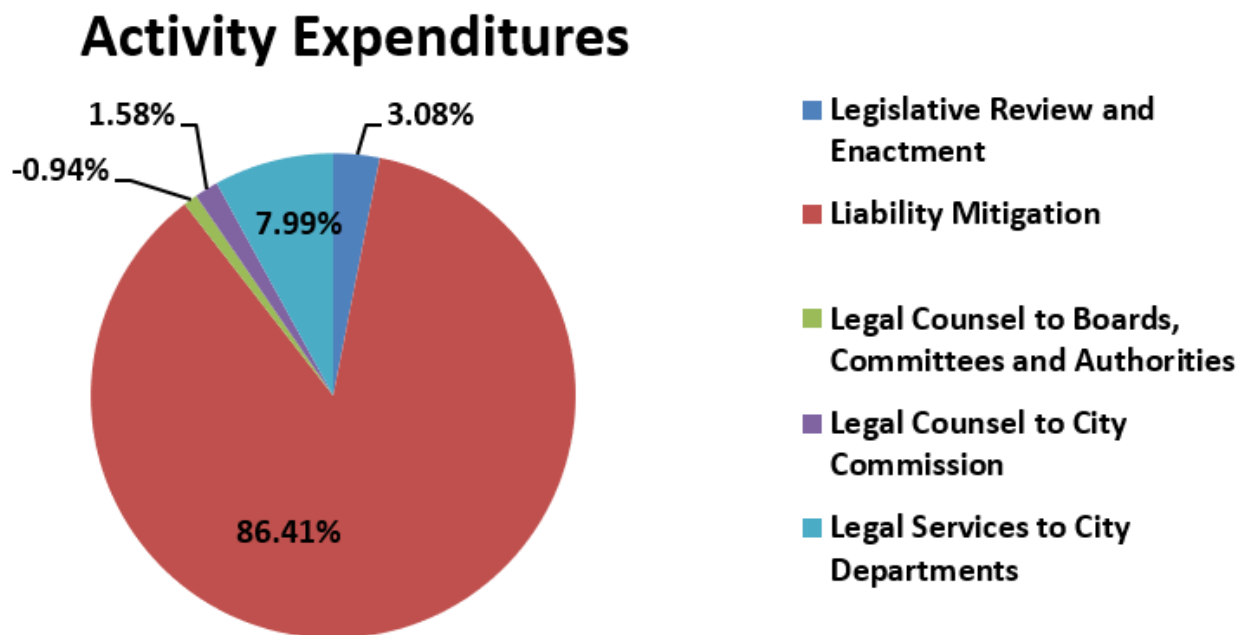


Figure D-236: City Commission Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Legislative Review and Enactment	3.50	175,201	157,878	144,060	0	144,060
Liability Mitigation	5.49	438,329	3,802,309	4,039,161	0	4,039,161
Legal Counsel to Boards, Committees and Authorities	.50	70,942	129,695	(43,727)	0	(43,727)
Legal Counsel to City Commission	1.40	188,732	129,695	74,063	0	74,063
Legal Services to Departments	4.10	487,935	129,695	373,266	0	373,266
FY 2021 Total:	14.99	\$1,361,139	\$4,349,272	\$4,586,823	\$0	\$4,586,823

Figure D-237: City Commission Activity Costs

Community Relations Activity

Community Relations

Total FTE: 4.15

Figure D-238: 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$523,153	\$861,178	\$556,234
FTE Summary	4.55	4.25	4.15

Figure D-239: Community Relations Activity Budget Summary

Activity Expenditures

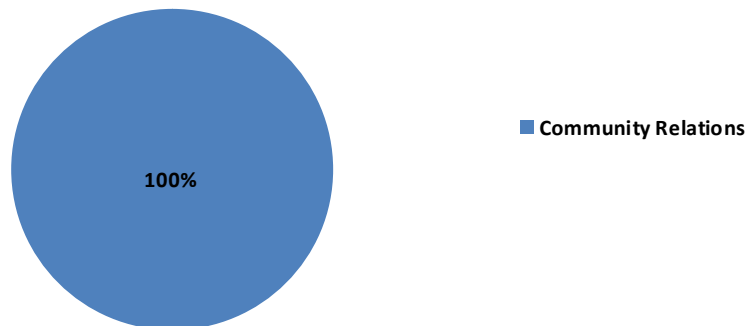


Figure D-240: Community Relations Activity Pie Chart

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Community Relations	4.15	293,348	536,280	556,234	0	556,234
FY 2021 Total:	4.15	\$293,348	\$536,280	\$556,234	\$0	\$556,234



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Parks, Recreation and Properties Program

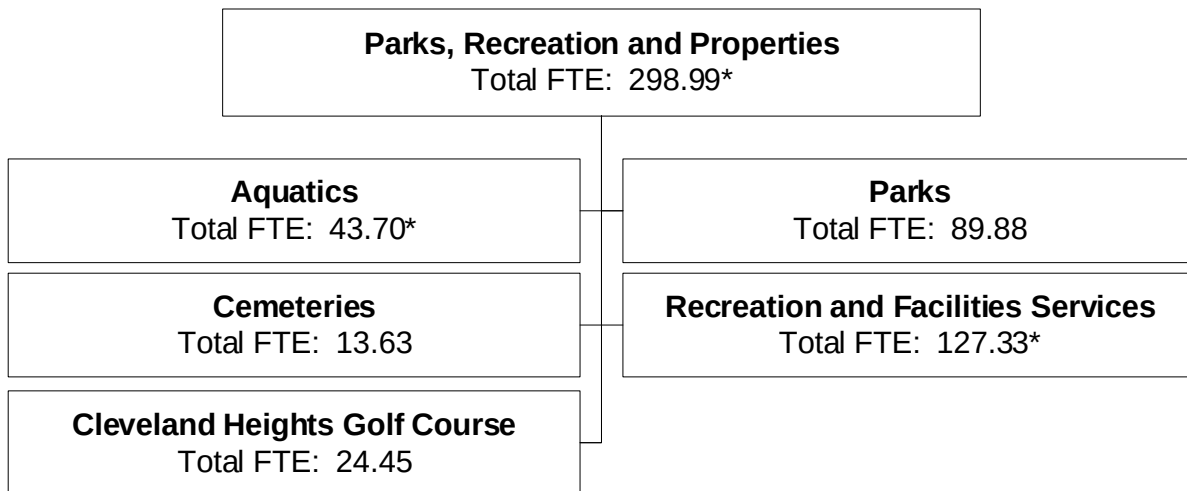


Figure D-241: Parks, Recreation and Properties Program

Program Summary

The Program includes providing:

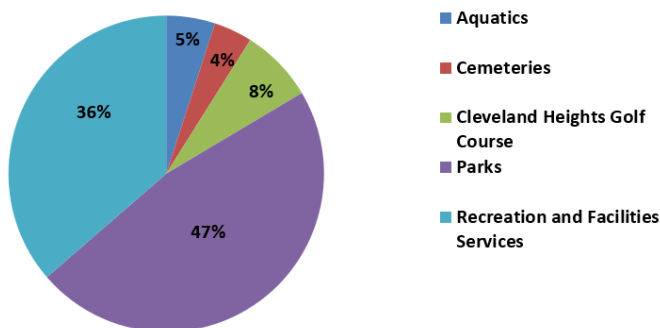
- Citizens with safe, visually pleasing and enjoyable experiences utilizing public facilities, parks, athletic complexes and public rights-of-way.
- A variety of activities, programs, athletic leagues, day camps and special events.
- Publicly funded space and maintained and improved facilities and parks 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$40,762,840	\$36,141,822	\$35,184,717
Revenues Summary	\$13,808,918	\$7,645,414	\$9,621,968
Net Cost Summary	\$26,953,922	\$28,496,408	\$25,562,749
FTE Summary	305.39*	301.31*	298.99*

*Includes Pooled Employees

Figure D-242: Parks, Recreation and Properties Program

Program Expenditures



Program Revenues

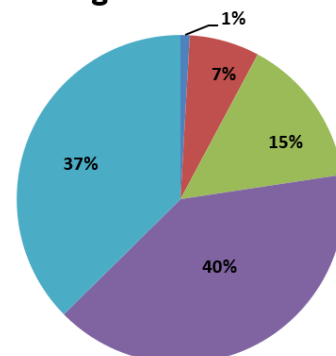


Figure D-243: Parks, Recreation and Properties Program Pie Charts

Fiscal Year 2021 Annual Budget

Aquatics Activity

Aquatics
Total FTE: 43.70*

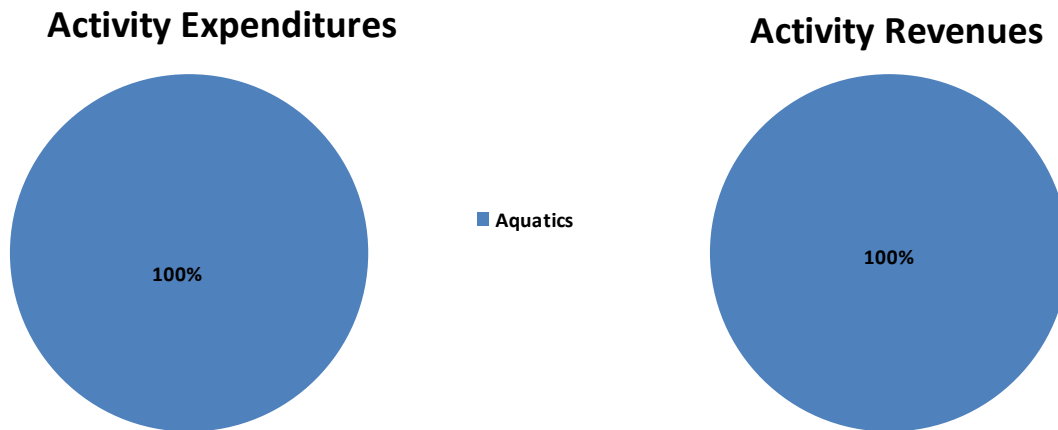
Figure D-244: Aquatics Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,961,005	\$1,706,256	\$1,759,630
Revenues Summary	\$167,965	\$159,050	\$87,725
Net Cost Summary	\$1,793,040	\$1,547,206	\$1,671,905
FTE Summary	43.25*	43.55*	43.70*

Figure D-245: Aquatics Activity Budget Summary



*Includes Pooled Employees

Figure D-246: 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

- Gandy Valve Repair – identified and repaired a leak, providing considerable cost savings on chemicals and staff time to troubleshoot chemical balance daily.
- Certified nine Water Safety Instructors (swim lesson instructors) to grow our swim lesson provision.
- Simpson Pool lobby refurbished. New floors, customer service desk re-laminated and painted. Mural painted in Simpson Park gym.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Aquatics	43.70	1,200,314	559,316	1,759,630	87,725	1,671,905
FY 2021 Total:	43.70	\$1,200,314	\$559,316	\$1,759,630	\$87,725	\$1,671,905

Figure D-247: Aquatics Activity Costs

Cemeteries Activity

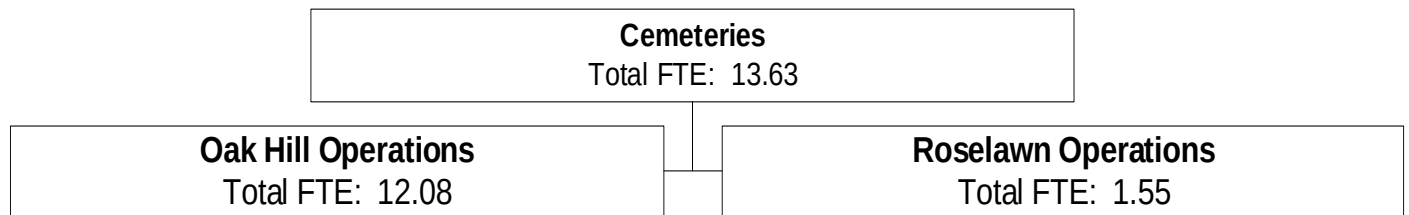


Figure D-248: Cemeteries Activity

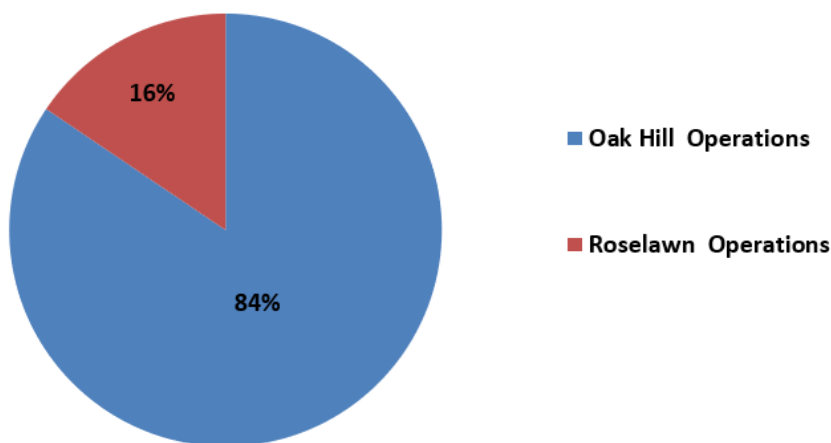
Mission

To provide Lakeland Citizens with respectful, attractive and well-maintained burial parks.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,522,962	\$1,403,763	\$1,388,881
Revenues Summary	\$ 585,034	\$686,805	\$664,697
Net Cost Summary	\$ 937,931	\$716,958	\$724,184
FTE Summary	13.80	13.71	13.63

Figure D-249: Cemeteries Activity Budget Summary

Activity Expenditures



Activity Revenues

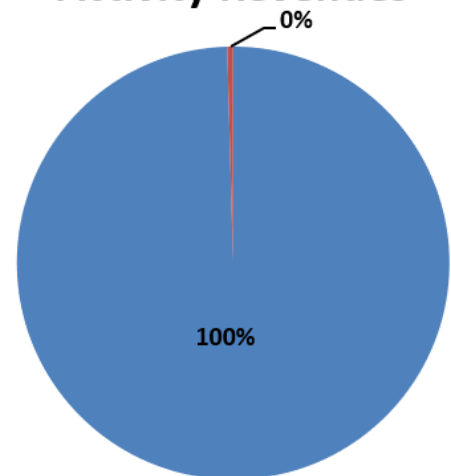


Figure D-250: Cemeteries Activity Pie Charts

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

- Expanded the cremation bench area which added an additional sixteen areas for benches. Price for the bench area to be added to the cemeteries rates in October.
- Employee graduated from New to Supervision Leadership Series at CityU.
- All employees are up to date on their RED (**R**espect, **E**thics, **D**iversity) refresher courses.
- Beginning stages of the Oak Hill Expansion Project which will add 1600 burial spaces, estimated completion in 2021.
- Re-landscaped the cremation niche and bench area.
- New Cemeteries Standard Operating Procedures (SOP)

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Oak Hill Operations	12.08	822,136	350,682	1,172,818	661,793	511,025
Roselawn Operations	1.55	105,940	110,123	216,063	2,904	213,159
FY 2021 Total:	13.63	\$928,076	\$460,805	\$1,388,881	\$664,697	\$724,184

Figure D-251: Cemeteries Activity Costs

Cleveland Heights Golf Course Activity

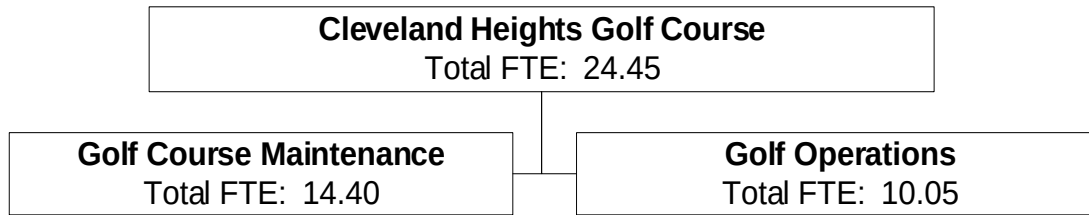


Figure D-252: Cleveland Heights Golf Course Activity

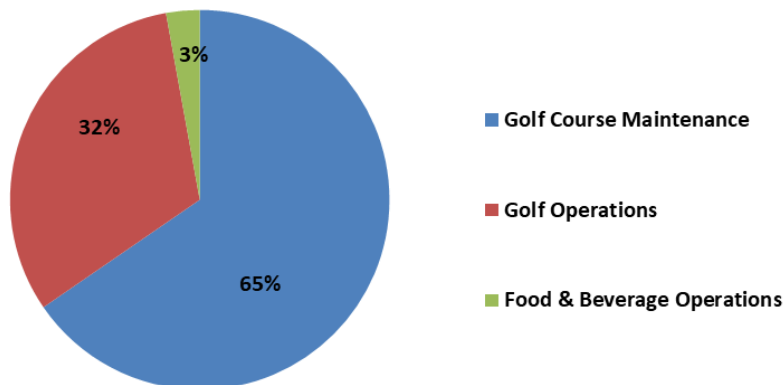
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$2,768,756	\$2,633,281	\$2,645,537
Revenues Summary	\$1,503,141	\$1,356,118	\$1,423,923
Net Cost Summary	\$1,265,615	\$1,277,163	\$1,221,614
FTE Summary	25.08	24.23	24.45

Figure D-253: Cleveland Heights Golf Course Activity Budget Summary

Activity Expenditures



Activity Revenues

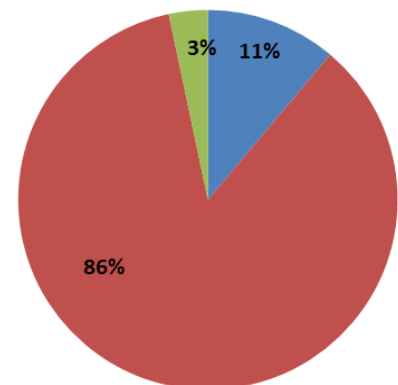


Figure D-254: Cleveland Heights Golf Course Activity Pie Charts

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 Boys & Girls County Golf Tournaments
- New Food & Beverage Operation (1916 Irish Pub/Second Plate Catering)
- Changed Golf Rates to Adding Tax Instead of Including Tax
- Employees at CHGC Pay \$5 to Play Golf / Volunteers Receive Comp Golf
- Voted 2nd Place Best Golf Course in Central Florida (Best of the Best, Ledger)
- Featured with (10) other Golf Courses to Play in the Southeast (Links Magazine)
- Golf Course Closed March 24th thru April 30th (COVID-19)
- New SOP at CHGC (COVID-19) Opened Back up May 1st

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Food Service	0	94	693	787	0	787
Golf Course Maintenance	14.40	842,448	876,421	1,718,869	158,874	1,559,995
Golf Operations	10.05	314,188	529,887	844,075	1,217,799	(373,724)
Lounge Operations	0	612	693	1,305	0	1,305
Food & Beverage Operations	0	0	80,501	80,501	47,250	33,251
FY 2021 Total:	24.45	\$1,157,342	\$1,488,195	\$2,645,537	\$1,423,923	\$1,221,614

Figure D-255: Cleveland Heights Golf Course Activity

Parks Activity

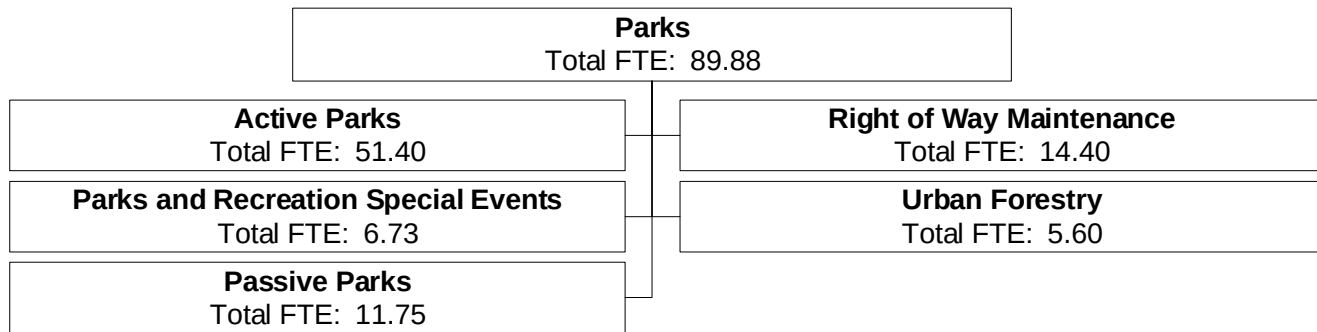


Figure D-256: Parks Activity

Mission

To provide Citizens with safe, visually pleasing and enjoyable experiences utilizing public facilities parks, athletic complexes and public rights-of-way.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$18,262,359	\$15,942,695	\$16,602,746
Revenues Summary	\$7,469,076	\$1,491,140	\$3,848,718
Net Cost Summary	\$10,793,283	\$14,451,555	\$12,754,028
FTE Summary	89.00	90.25	89.88

Figure D-257: Parks Activity Budget Summary



Figure D-258: 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

- 65 Employees with Best Management Certifications from Cooperative Extension
- 50 Employees with 482 Pesticide License
- 7 Employees with 487 Pesticide License
- 58 Employees with CDL – Commercial Driving License
- Tree Crew and Contractor Crew:
1382 Trees Trimmed, 1328 Trees Removed, 2361 Palms Trimmed, 165 Palms Removed
- 2426 hours of Community Service and work Release Volunteers used in Parks Division since March, we have discontinued due to COVID19.
- Publix Marchant Stadium named Best Grapefruit League Ballpark 2nd year in a row by the annual Ballpark Digest "Best of the Ballpark" Vote.
- 2,698 volunteer hours donated to the City Nursery
- Rose Garden Volunteer Program: 13 Volunteers who contribute 520 for the year.
- Parks Division Planted 618 trees, 1318 shrubs and 24,718 annuals
- Commercial Development 783 trees were removed, and 2527 trees were planted, 135 Palms planted.

Parks Activity Continued

Changes and Accomplishments Continued

- Re-landscaped – 12 locations: Police Department Memorial, Main Library, Lake Parker (Lawn Bowling), Golf Course (Club House North Entrance), Branch Library, Drane Park, Campfire, Garden Street, Hollingsworth & Crystal Lake Dr., Marchant Stadium (Players Entrance), Jackson Park, Tigertown, North Florida Ave.
- Completed 93 Commercial Landscape Inspections, 91 Commercial Site Plans Reviewed, 314 Pesticide Applications, 76 Tree Permits, 109 Concept Plan Reviews, and 12 Subdivision Reviews.
- 234 playground Inspections by our Certified Playground Safety inspectors (CPSI's) of our 23 playgrounds in the first 5 months of this fiscal year, before the Pandemic hit and all Playgrounds were closed.
- We have more than a dozen rose gardens throughout the city and they are considered to be the best public displays in Southeastern United States.
- Our city-wide annual bed program features the best and newest genetics.
- Botanical display gardens have been created or enhanced at several locations including City Hall, Lake Morton Library, Lake Hollingsworth Shore, E&W Administration Building, Common Ground Park.
- Enforcement of the landscape ordinance has resulted in over 2500 trees being planted on new commercial projects so far, this fiscal year.
- ArcGIS mapping of the flowering trees on Lake Morton is nearing completion for rollout to the public.
- Hollis Garden has remained at the top of several travel lists receiving 4.5 to 5.0 stars on Trip Advisor, Google and Yelp.
- Hollis Garden was featured in and on the front cover of Central Florida ag-news magazine's January edition.
- Hollis Garden made number 5 Best Tropical Gardens in Tampa and Beyond.
- Hollis Garden planted over 13,341 Annual Plants throughout the year.
- Installation of Cameras at Dog Leg Woods Park.
- City Parks and Recreation Department helped assist with 20 High School Graduations at Publix Field due to the COVID19.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Active Parks	51.4	3,274,362	4,485,553	7,759,915	2,889,739	4,870,176
Park and Recreation Special Events	6.73	471,615	4,857,619	5,329,234	780,490	4,548,744
Passive Parks	11.75	808,664	453,426	1,262,090	64,362	1,197,728
Right of Way Maintenance	14.40	885,539	459,104	1,344,643	63,202	1,281,441
Urban Forestry	5.60	447,781	459,083	906,864	50,925	855,939
FY 2021 Total:	89.88	\$5,887,961	\$10,714,785	\$16,602,746	\$3,848,718	\$12,754,028

Figure D-259: Parks Activity Costs

Recreation and Facilities Activity

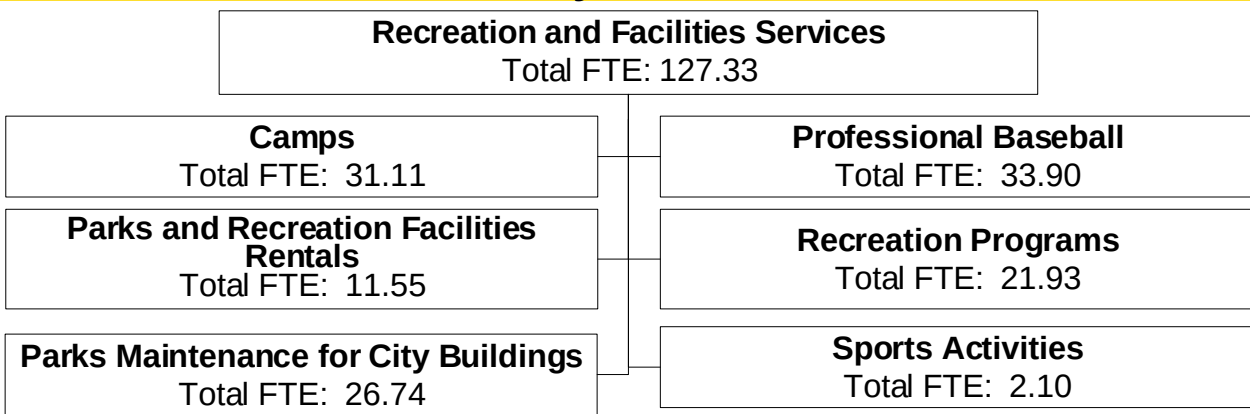


Figure D-260: Recreation and Facilities Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$16,247,758	\$14,455,827	\$12,787,923
Revenues Summary	\$4,083,705	\$3,952,301	\$3,596,905
Net Cost Summary	\$12,164,053	\$10,503,526	\$9,191,018
FTE Summary	134.26*	132.57*	127.33

Figure D-261: Recreation and Facilities Activity Budget Summary

*Includes Pooled Employees

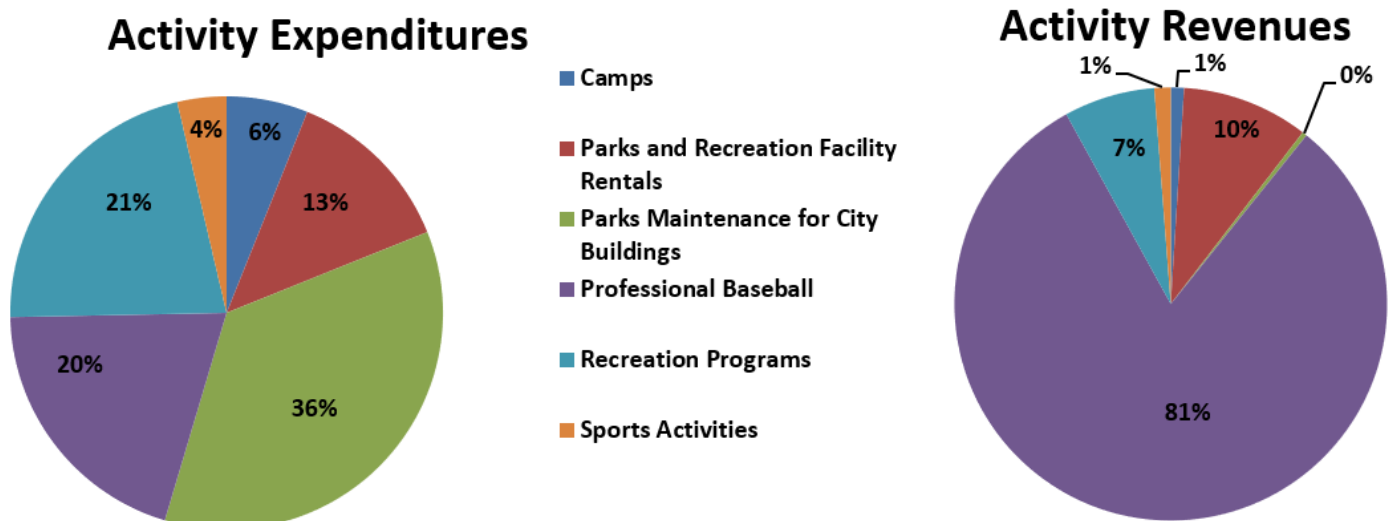


Figure D-262: Recreation and Facilities Activity Pie Charts

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

- Opened up Lake Crago Outdoor Recreational Complex
- Set up weekly audit system to assist with financial monitoring within Recreation Division.
- Merged rules and regulations with Coleman Bush for rentals, both in person and in the Ungerboeck rental system, to provide a more consistent rental experience as it relates to pricing, scheduling, and cancellations.
- Added new and innovative classes in the Recreation Centers.
- Partnered with United Healthcare to provide information to Seniors regarding insurance and resources in the community
- Combined men's and women's workout areas to make a separate weight room and separate cardio room
- New Customer satisfaction survey created for all rentals and sent out after each event for feedback.
- Implementation of Client Services email to help rentals process all communication with clients for their event.
- Purchase and Implementation of the Room Viewer Software to provide, to scale, floorplans for our customers. Customers can choose from some stock floorplans or create their own and we can provide them with information as to whether it will work.
- Ungerboeck one invoice billing implementation – all department costs associated with Special event are provided in one bill. Event billing used to be done via each department involved with event.
- Brightwheel App – Camp Management Software; Implemented new software for a safer, touch-free, check-in and check-out experience, plus increased messaging and communication provision for summer recreation employees between parents/guardians.
- Bark at the Lake Dog Park- construction documents completed, SWFTMD permit obtained. Construction placed on hold by administration.
- Kelly Recreation lobby refurbished. New floors, customer service desk re-laminated and painted.
- Lakeland History & Culture Center – construction drawings completed. Bid package completed.
- Se7en Wetlands- conceptual drawing completed for the Education Center. Construction documents in process. Grant for \$500,000 obtained from State of Florida DEP.
- Cypress Youth Sports Complex – Phase 2 construction drawing in process.
- P&R Impact Fee report updated.
- P3 created with Polk County School graduations held at JM Stadium.

Recreation and Facilities Activity Continued

Changes and Accomplishments Continued

- Superintendent of Recreation position filled.
- Fletcher Park on Lake Bonny converted to 5-year Stewardship Report with DEP Florida Communities Trust.
- Feng Shui Giotto sculpture by Glenn Zwegardt purchased for Lake Crago Park.
- Britto swan in Munn Park refurbished by Britto.
- Lemon Street Outdoor Sculpture competition completed expanded to 11 sculpture on display.
- Streetscape landscape fencing alternative added to the inventory in place of street trees in areas with architectural conflicts. Developer pays for the fencing and irrigation.
- Swan Brochure- document to provide info to the public on the history of our swans, care and feeding, and general tips

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Camps	31.11	460,095	318,438	778,533	35,405	743,128
Parks and Recreation Facility Rentals	11.55	749,083	900,222	1,640,518	340,330	1,300,188
Parks Maintenance for City Buildings	26.74	1,550,171	3,655,468	4,564,648	12,345	4,552,303
Professional Baseball	33.90	1,144,199	1,422,682	2,566,881	2,920,385	(353,504)
Recreation Programs	21.93	1,439,867	1,330,680	2,768,350	244,672	2,523,678
Sports Activities	2.10	128,979	340,014	468,993	43,769	425,224
FY 2021 Total:	127.33	\$5,472,394	\$7,967,504	\$12,787,923	\$3,596,905	\$9,191,018

Figure D-263: Recreation and Facilities Activity Costs

Transportation Services Program

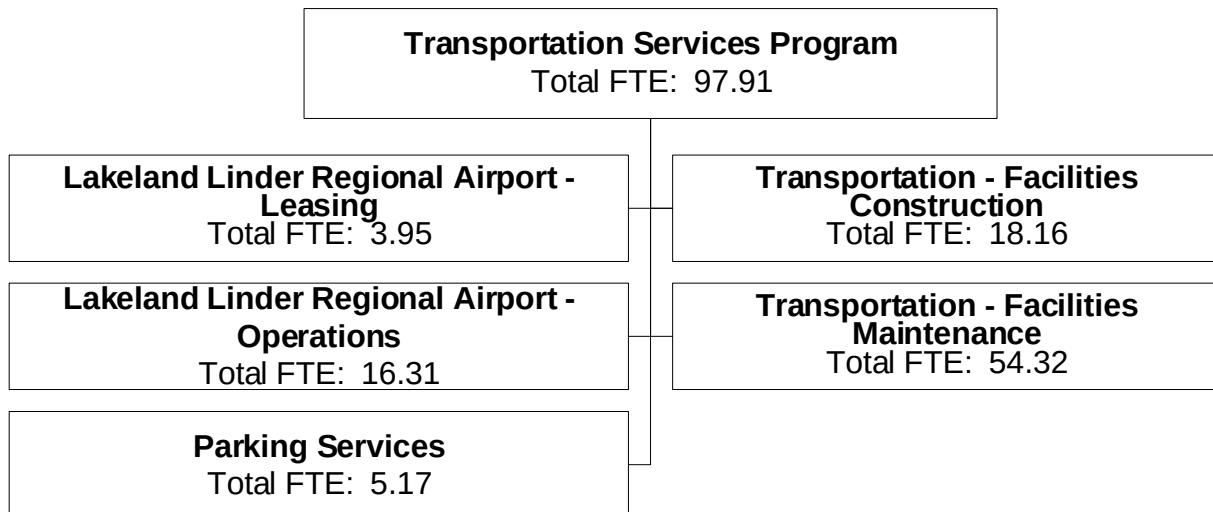


Figure D-264: Transportation Services Program

Program Summary

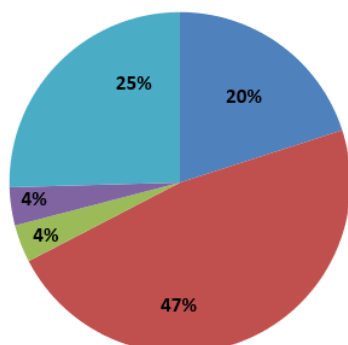
This Program includes providing:

- 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$45,018,195	\$52,376,159	\$45,831,121
Revenues Summary	\$37,425,784	\$42,169,113	\$33,695,176
Net Cost Summary	\$7,592,411	\$10,207,046	\$12,135,945
FTE Summary	98.20	98.56	97.91

Figure D-265: Transportation Services Program Budget Summary

Program Expenditures



Program Revenues

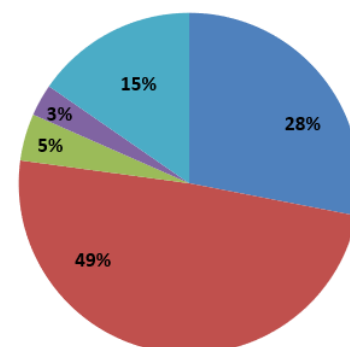


Figure D-266: Transportation Services Program Pie Charts
Fiscal Year 2021 Annual Budget

Lakeland Linder International Airport - Leasing Activity

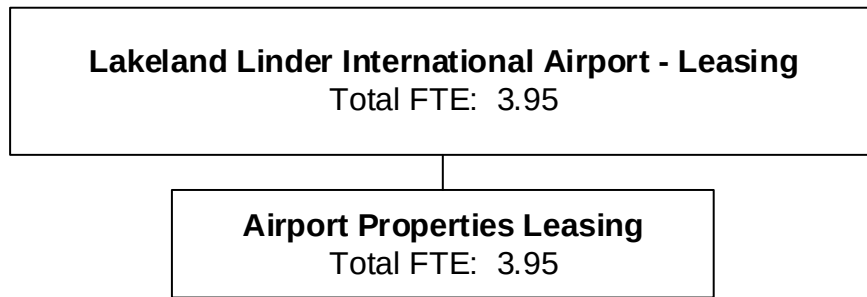


Figure D-267: Lakeland Linder International Airport – Leasing Activity

Mission

To provide airport funding sources for both operational and capital needs by leasing and maintaining aviation and non-aviation facilities.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$3,931,585	\$4,123,757	\$9,180,346
Revenues Summary	\$5,630,899	\$7,161,063	\$9,451,245
Net Cost Summary	(\$1,699,314)	(\$3,037,306)	(\$270,899)
FTE Summary	3.95	3.95	3.95

Figure D-268: Lakeland Linder International Airport – Leasing Activity Budget Summary

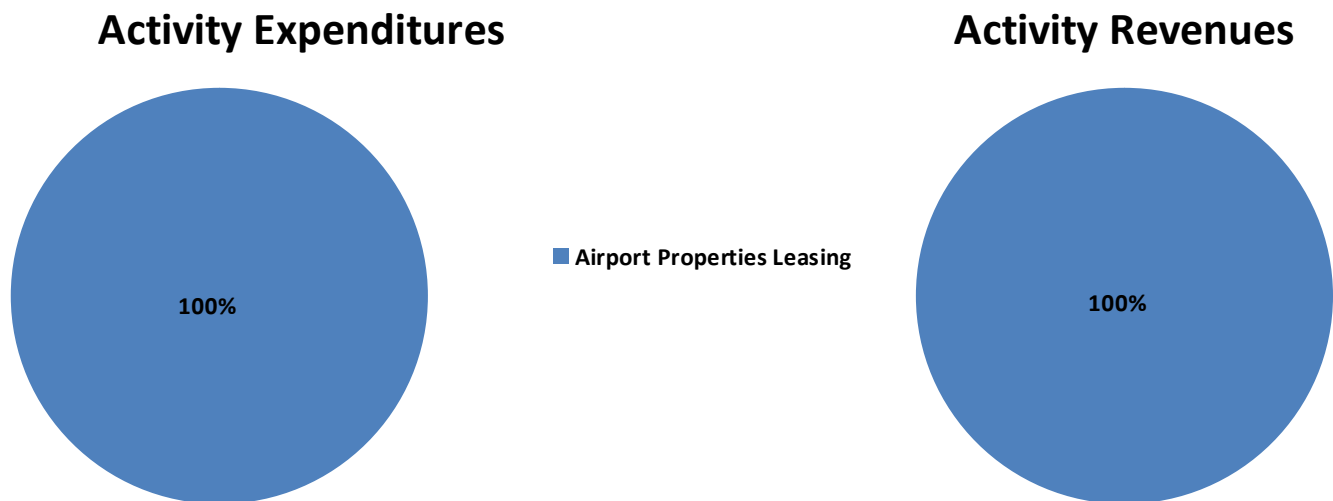


Figure D-269: Lakeland Linder International Airport – Leasing Activity Pie Charts

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

- Secured funding of \$62mm for Infrastructure projects of \$78mm with local share \$16mm
 - DEO Grant \$4.7mm
 - County Grant \$0.5mm
 - FAA funding \$18.8mm
 - FDOT funding \$29.0mm
 - NOAA Commitment \$9.0mm
- Negotiated a new lease with NOAA for a twenty-year term along with a \$12 mm expansion to the facility and an estimated 75 new high skill high wage jobs
- Completed the infrastructure projects to support Amazon's \$130mm capital investment to commence Cargo Operations at LLIA, which included:
 - Strengthening and Reconstruction of RWY 9-27 - \$25.9mm
 - Creation of Ramp area and site work for Amazon's Operations - \$17.8mm
 - Upgrading our ILS/RVR system to a SA CAT II - \$2.9mm
- Grant application for the Rehabilitation of TWY A, B, C which should be awarded this fiscal year at 100% funding
- Revenue Impacts from NOAA and Amazon have significantly increased the Airport's revenues from \$7.7mm in 2020 to \$9.9mm in 2021 and forecasted revenues in 2022 of \$10.8mm
- Projects completed this fiscal year:
 - Added an additional ten T-Hangars - \$1.0mm
 - Completed Terminal Apron Rehabilitation - \$2.6mm
 - Completed TWY H Rehabilitation - \$2.6mm
 - Expanded South-side Fuel Farm - \$500,000
 - Completed Airport's Master Plan - \$750,000
 - KTTWs 60,000 square foot hangar - \$8.5mm
 - Added generator backup for the South-side Fuel Farm - \$275,000
 - Completed NOAA improvements – huddle room, generator and catwalk - \$1.0mm
- Expansion of Air Traffic Control services to a 24/7/365
- Converted accounts receivable billing system to UMS System
- Received no audit comments related to annual airfield inspections

Lakeland Linder International Airport - Leasing Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Properties Leasing	3.95	375,468	8,804,878	9,180,346	9,451,245	(270,899)
FY 2021 Total:	3.95	\$375,468	\$8,804,878	\$9,180,346	\$9,451,245	(\$270,899)

Figure D-270: Lakeland Linder International Airport – Leasing Activity Costs

Lakeland Linder International Airport - Operations Activity



Figure D-271: Lakeland Linder International Airport – Operations Activity

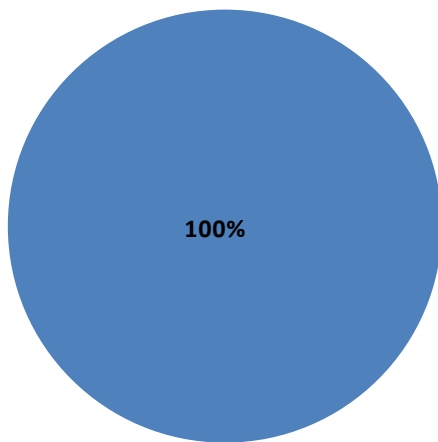
Mission

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$23,181,513	\$28,418,746	\$21,699,106
Revenues Summary	\$21,451,564	\$25,418,724	\$16,543,353
Net Cost Summary	\$1,729,949	\$3,000,022	\$5,155,753
FTE Summary	14.81	16.31	16.31

Figure D-272: Lakeland Linder International Airport – Operations Activity Summary

Activity Expenditures



Activity Revenues

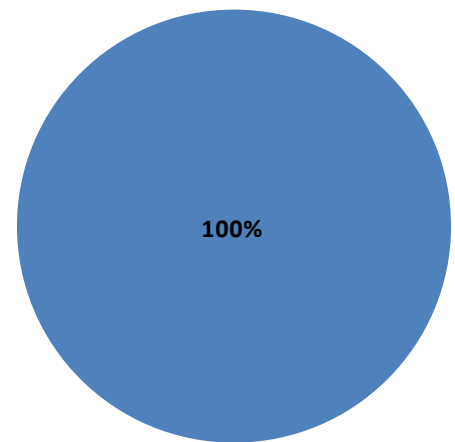


Figure D-273: Lakeland Linder International Airport – Operations Activity Pie Charts

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Airport Operations	16.31	1,400,245	20,298,861	21,699,106	16,543,353	5,155,753
FY 2021 Total:	16.31	\$1,400,245	\$20,298,861	\$21,699,106	\$16,543,353	\$5,155,753

Figure D-274: Lakeland Linder International Airport – Operations Activity Costs

Parking Services Activity

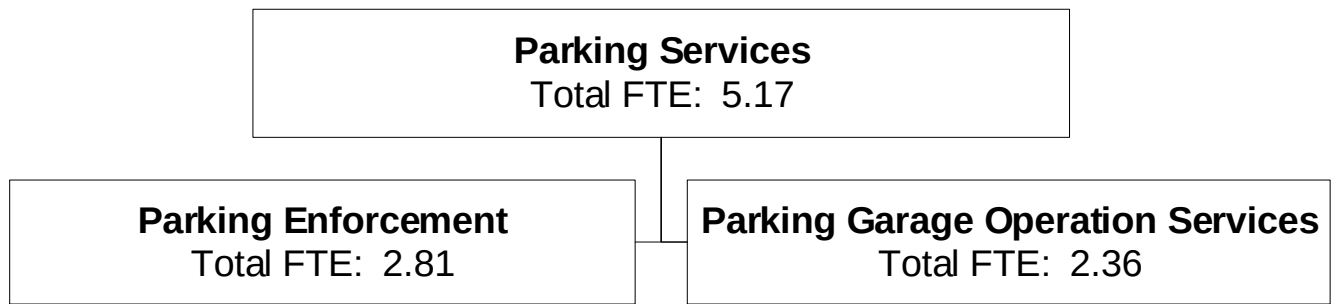


Figure D-275: Parking Services Activity

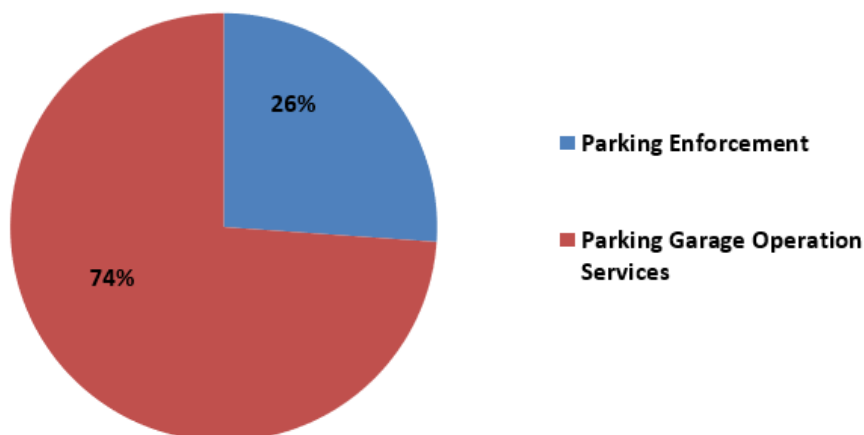
Mission

To provide safe, convenient parking facilities and assist businesses within the Central Business District (CBD) by reducing parking issues through consistent enforcement.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$894,201	\$1,805,058	\$1,634,377
Revenues Summary	\$1,273,666	\$1,665,386	\$1,501,528
Net Cost Summary	(\$379,465)	\$139,672	\$132,849
FTE Summary	5.19	5.29	5.17

Figure D-276: Parking Services Activity Budget Summary

Activity Expenditures



Activity Revenues

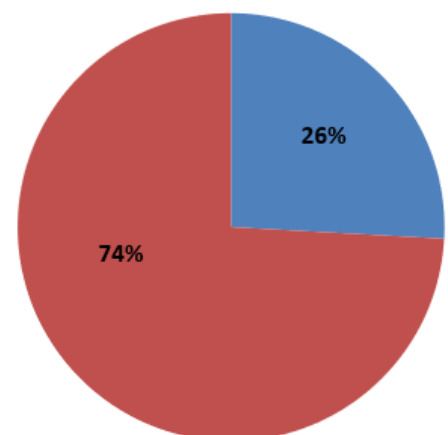


Figure D-277: Parking Services Activity Pie Charts

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

- Partnered with the FDOT D-1 on the installation of four mid-block pedestrian crossings on Memorial Boulevard from Lincoln to Ingraham. These crossings will be in the form of HAWK signals. These features were installed in February of 2020
- To date the City has installed 19 RRFB's with four additional systems planned for 2020. We also have a “high (8) / medium (13) / low (7)” candidate list for future consideration.
- The City has also invested in “Diagonal Pedestrian” crosswalks at Lake Miriam Drive and Cleveland Heights Boulevard. This “push button” activation configuration coupled with an “Exclusive Pedestrian” phase and “No Right-Turn on Red” phase, provides added safety for the students of Lakeland Highlands Middle School and the public.
- Upgraded eight (8) hub sites with “Ruckus” core routing switches, increasing the 1 GB redundant system backbone to 10 GB system. This upgrade improves the data throughput maximizing the capacity for hardware and software applications.
- Installed video sensor system at the intersection of Kathleen Road and Mall Hill Drive
- Installed additional “Bluetooth” sensor at the intersection of Edgewood Drive and New Jersey Road. This installation will aid in the analysis of travel time for the S. Florida Avenue Right-sizing (Road Diet).
- Installed two additional CCTV cameras on S. Florida Avenue at Patterson Street and at Alamo Drive.

Transportation – Facilities Construction Activity

Changes and Accomplishments Continued

- Lakeland Detour Rail Bypass System on S. Florida Avenue
- Conducted comprehensive (seven days) pedestrian study at the “CSX” rail line overpass over Sloan Avenue in association with the Bonnet Springs development.
- Two NEW parking PayStations were installed in the first level of the Heritage Garage daytime hourly parking (49 spaces).

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Parking Enforcement	2.81	145,324	287,161	426,639	388,412	38,227
Parking Garage Operation Services	2.36	146,656	1,064,271	1,207,738	1,113,116	94,622
FY 2021 Total:	5.17	\$291,980	\$1,351,432	\$1,634,377	\$1,501,528	\$132,849

Figure D-278: Parking Services Activity Costs

Transportation – Facilities Construction Activity

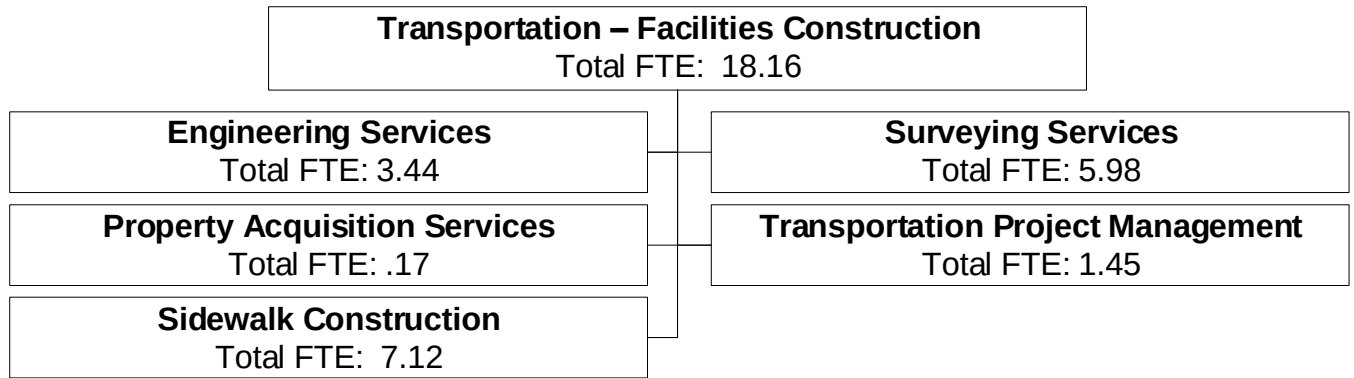


Figure D-279: Transportation – Facilities Construction Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,890,616	\$3,479,497	\$1,656,815
Revenues Summary	\$1,334,018	\$3,536,344	\$1,021,072
Net Cost Summary	\$556,598	(\$56,847)	\$635,743
 FTE Summary	 22.82	 23.88	 18.16

Figure D-280: Transportation – Facilities Construction Activity Budget Summary

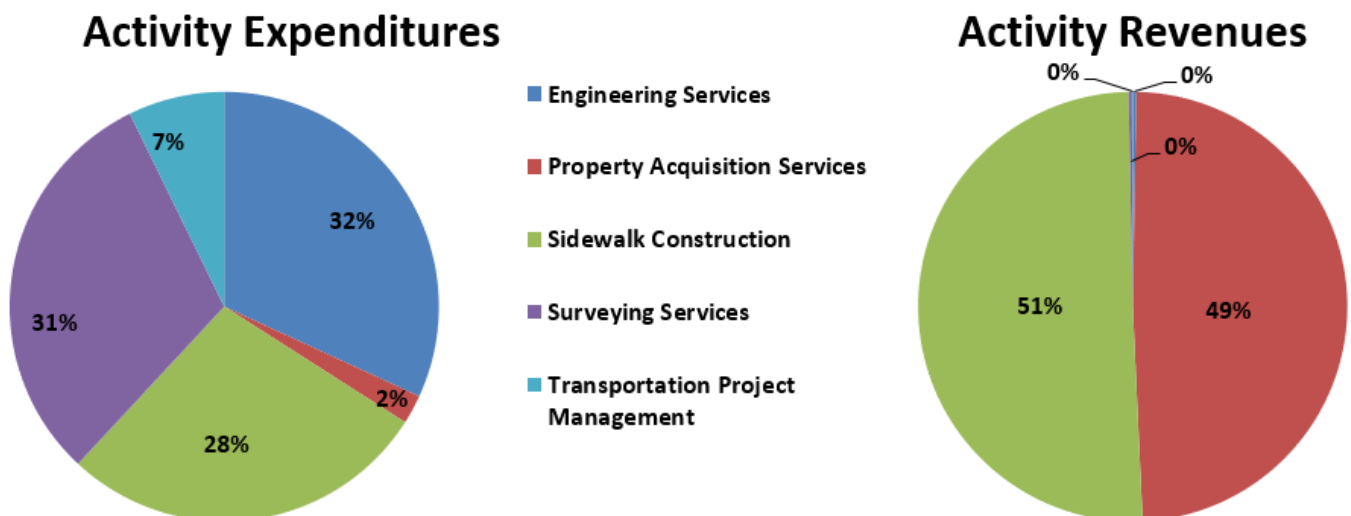


Figure D-281: Transportation – Facilities Construction Activity Pie Charts

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 street lights), 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

- Reconstructed 98 ADA Accessible curb ramps or 2.7% of the total inventory of curb ramps
- Constructed 2,647 Linear feet of new sidewalk for ADA Accessibility
- Replace 3,532 Linear Feet of damaged sidewalk that is 0.25% of the total inventory
- Constructed 3,900 Square Feet of New Streetscape
- Removed and Replaced 2,903 Square feet of damaged streetscape
- Lake Hollingsworth Walking Path resurfacing project completed
- Mill and resurfaced 24 lane miles of roadways
- Applied pavement preservation treatments to 23 lane miles of roadways
- Cleaned 100,631 Linear feet of Storm Sewer that is 9.8% of the total inventory
- Televised 58,615 Linear Feet of Storm Sewer that is 5.7% of the total inventory
- Completed Safety enhancement project located at Dixieland Elementary School
- Completed sidewalk enhancement project on S Lincoln Av from Dove Ridge Dr to W Beacon Rd. (1048 Linear Feet)
- Completed Carpenter's Way WB @ US 98 - Lane extension for facilitating entry of motorists into the "left" left-turn lane
- Completed West Lake Beulah cul-de-sac renovation
- Completed Lake Hollingsworth Dr and Buckingham Av Pedestrian Crosswalk
- Completed Easton Drive brick restoration project from Florida Av to Cleveland Heights Blvd.
- Completed drainage enhancement project on Dakeman Road. at Hallam Drive

Completed Engineering Plans for the following projects:

- Three Parks Trail East (LAP Project)
- Main Street Parkway (LAP Project)
- West Lake Parker Trail (CRA Funded Project)
- Lincoln Avenue Sidewalk
- Plateau Avenue Sidewalk
- Luce Road Sidewalk
- Choctaw Avenue Sidewalk (CDBG Funded Project)

Ongoing Design Effort

- North Crystal Lake Drive Sidewalk (LAP- Design Complete Dec-20)
- Teneroc Trail Segment I (LAP-PD&E Complete FY 21)
- Gilmore Avenue Sidewalk (Design Complete Sep-20)
- Olive Street Sidewalk (Design Complete Nov-20)
- North Florida Avenue (Design Complete Oct-20)
- Oak Hill Cemetery Expansion (Parks & Rec – Design Complete Aug-20)
- Lake Hunter Drive Drainage Improvement (Design Complete Aug-20)
- Drane Field Road @ Don Emerson Drive Roundabout (FDOT JPA- Design Complete Dec-20)
- Providence Road Corridor Improvements (Design FY 20-21)
- Tradeport Boulevard Alternative Corridor Evaluation (FDOT FY 20-21)
- Lake Beulah Roundabout (CRA – Design FY 20-21)
- Josephine Street Sidewalk (LAP – Design FY 20-21)
- Three Parks Trail West (LAP – Design FY 20-21)

Transportation – Facilities Construction Activity Continued

Changes and Accomplishments Continued

Survey Support

- 13 plat reviews (October 1, 2019 – April 1, 2020)
- Complete Design Surveys for all current year engineering projects
- Provide support services for fifteen (15) Lakeland Electric projects
- Provide support services for ten (10) Lakeland Water Utilities projects
- Provide support services for five (5) PW Lakes, C&M, or Facilities projects
- Provide support services for nine (9) CRA projects

Development Reviews and Support (October 1, 2019 – April 1, 2020)

- 114 Right of Way Use Permits Processed
- 48 Concept Plan Reviews
- 67 Commercial Site Plan Reviews
- 21 Subdivision Plan Reviews
- 33 Building Permit Reviews
- 759 Driveway Inspections
- 154 ADA Inspections
- 9 Paving Inspections
- 220 Commercial Site Inspections
- 134 Subdivision Inspections
- 178 Demolition Inspections
- 77 Capital Improvement Project Inspections

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Engineering Services	3.44	481,327	67,219	527,818	2,686	525,132
Property Acquisition Services	.17	31,628	13,676	36,269	500,367	(464,098)
Sidewalk Construction	7.12	264,062	198,373	461,904	514,808	(52,904)
Surveying Services	5.98	404,991	106,946	510,608	2,599	508,009
Transportation Project Management	1.45	168,212	29,071	120,216	612	119,604
FY 2021 Total:	18.16	\$1,350,220	\$415,285	\$1,656,815	\$1,021,072	\$635,743

Figure D-282: Transportation – Facilities Construction Activity Costs

Transportation – Facilities Maintenance Activity

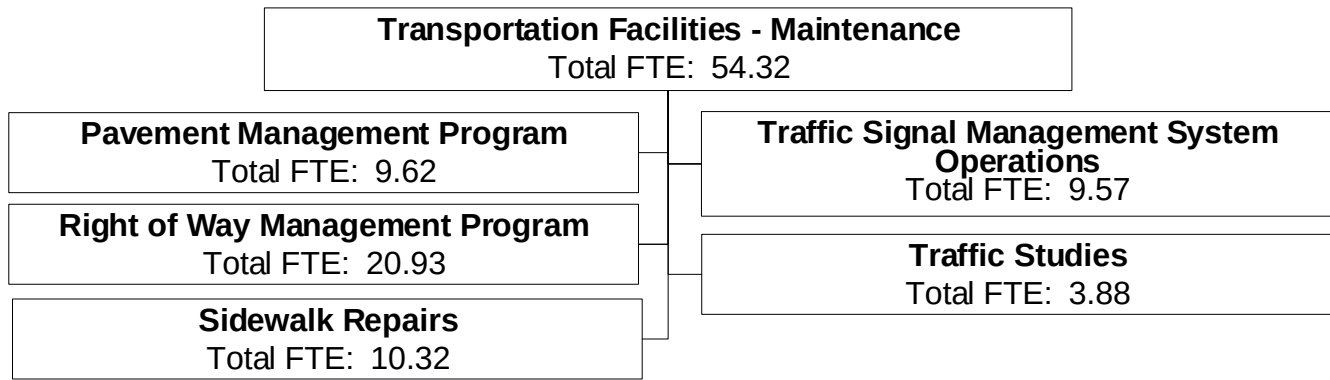


Figure D-283: Transportation – Facilities Maintenance Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	15,120,280	\$14,549,101	\$11,660,477
Revenues Summary	7,735,637	\$4,387,596	\$5,177,978
Net Cost Summary	\$7,384,643	\$10,161,505	\$6,482,499
FTE Summary	51.43	49.13	54.32

Figure D-284: Transportation – Facilities Maintenance Activity Budget Summary

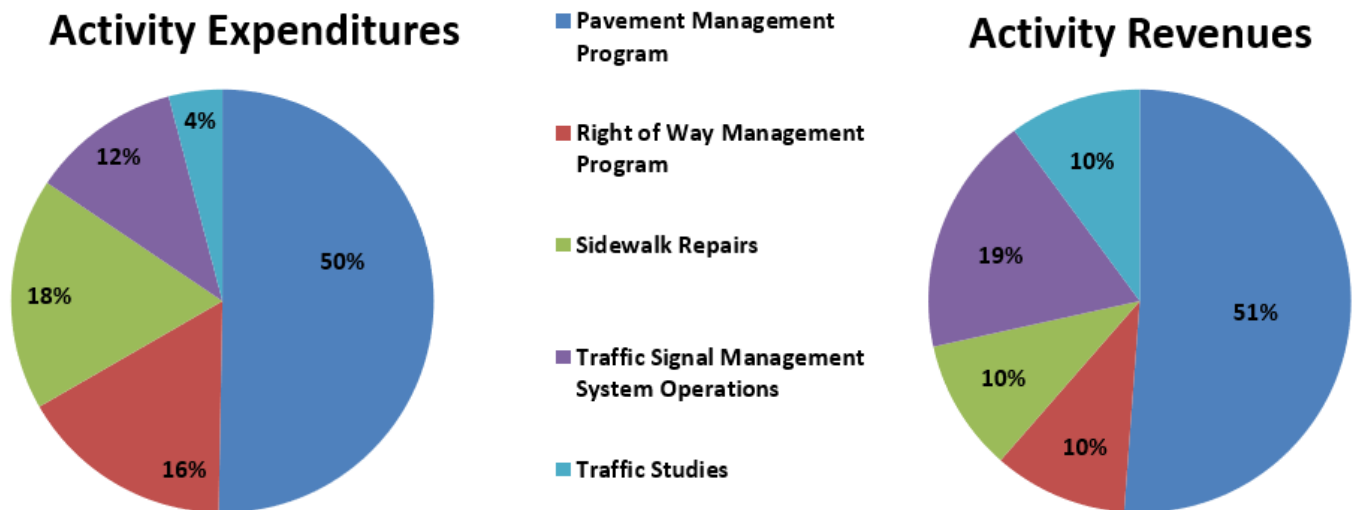


Figure D-285: Transportation – Facilities Maintenance Activity Pie Charts

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

- Upgraded Lucity Asset Management to Version 19r3
- Implemented the Assetworks Telematics API to import NetworkFleet data for Community and Economic Development Vehicles.
- Integrated GraniteNET TV Inspections into Lucity for easy scoring and analysis of areas with issues
- Imported DAC work into Lucity to generate ADA Action Plan work orders and assign dates and supervisors to the work
- Created ARCGIS online maps for field staff to visually see where ADA issues were identified by DAC reporting
- Upgraded RouteSmart for Solid Waste and completed training on Multi-Day Routing
- Completed Right of Way Acquisition for the North Wabash Avenue Extension project
- Awarded the North Wabash Avenue Extension project CEI contract (RFQ #0017) to RK&K
- Filed eminent domain case for the Lakeland Park Drive Connector project.
- Awarded the US 92@ Wabash Avenue Intersection project CEI task authorization to AE Engineering

Transportation – Facilities Maintenance Activity Continued

Changes and Accomplishments Continued

ADA/Accessibility Activities

- Facilitated Lakeland Alliance for Accessibility meetings
- Deaf Expo - outreach
- Updated ADA Grievance and Nondiscrimination policy for posting
- Met with Age Friendly Lakeland members to network
- Continued work on ADA improvement plan
- High School Transition Symposium – outreach
- Christmas Parade planning for Accessibility
- White Cane Safety Day proclamation
- Participated in statewide ADA networking meetings
- Developed ADA/Accessibility Checklist for Parks & Rec event permit
- Worked with statewide ADA staff to plan Fl. ADA conference in June, including being a workshop facilitator (event now canceled due to Coronavirus)
- Worked with Lisa McCall to use Disability Access Consultants data for project planning
- Conducted presentation for Chamber of Commerce on ADA/Accessibility
- APWA Re-Accreditation
- Completed APWA Re-accreditation efforts (Review and updated documentation for 367 Practices) for original Evaluation Site Visit of March 16-18, 2020. Evaluation Site Visit was temporarily postponed due to Covid-19

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Pavement Management Program	9.62	3,065,052	2,859,576	5,863,506	2,650,271	3,213,235
Right of Way Management Program	20.93	1,101,497	812,568	1,911,408	530,818	1,380,590
Sidewalk Repairs	10.32	1,871,097	203,086	2,070,994	522,998	1,547,996
Traffic Signal Management System Operations	9.57	892,374	452,560	1,335,899	950,366	385,533
Traffic Studies	3.88	307,406	180,831	478,670	523,525	(44,855)
FY 2021 Total:	54.32	\$7,237,426	\$4,508,621	\$11,660,477	\$5,177,978	\$6,482,499

Figure D-286: Transportation – Facilities Maintenance Activity Costs

Support Services Program

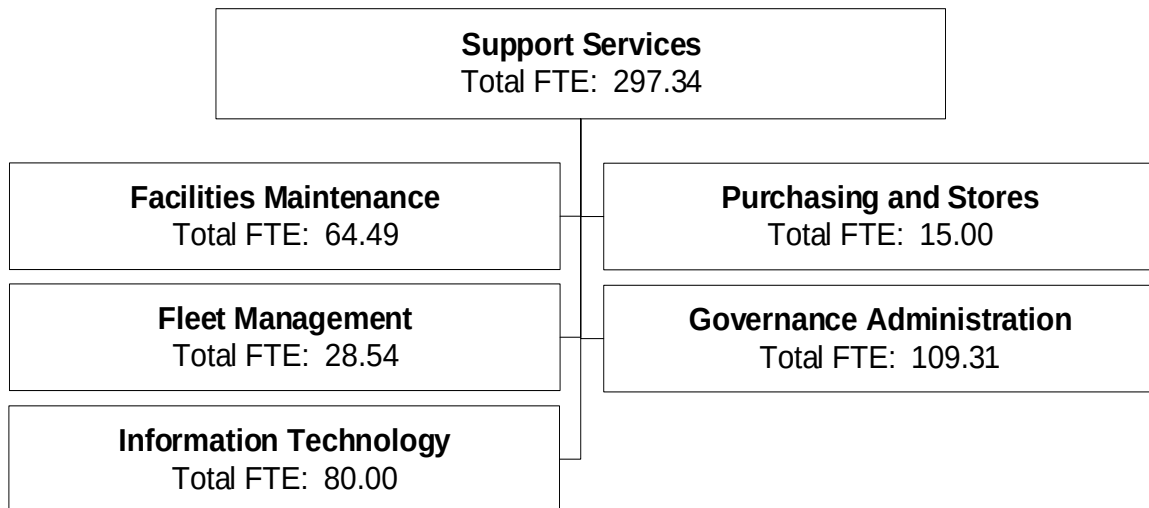


Figure D-287: Support Services Program

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$6,754,967	\$11,501,890	\$8,369,726
Revenues Summary	\$1,355,764	\$2,516,026	\$173,735
Net Cost Summary	\$5,399,203	\$8,985,864	\$8,195,991
FTE Summary	298.56	308.09	297.34

Figure D-288: Support Services Program Budget Summary

Program Expenditures

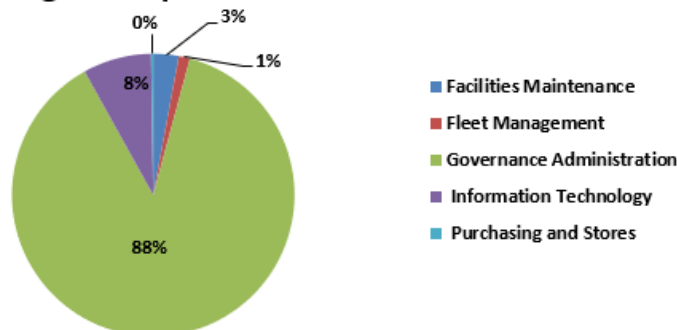


Figure D-289: Support Services Program Pie Chart
Fiscal Year 2021 Annual Budget

Facilities Maintenance Activity

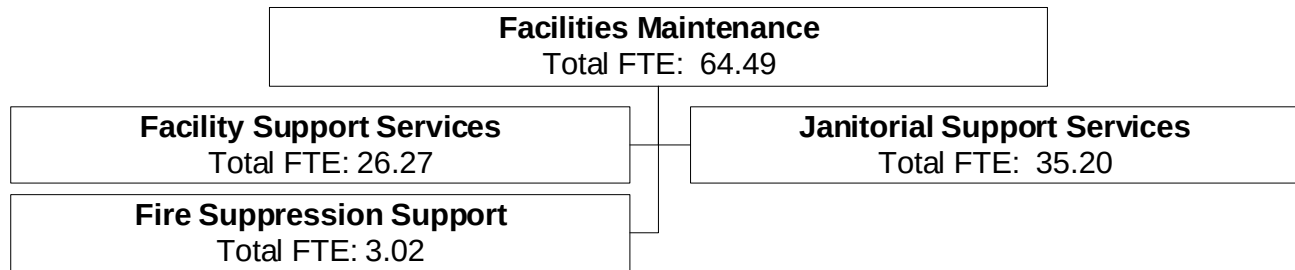


Figure D-290: Facilities Maintenance Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$217,415	\$2,323,274	\$243,432
FTE Summary	64.29	64.70	64.49

Figure D-291: Facilities Maintenance Activity Budget Summary

Activity Expenditures

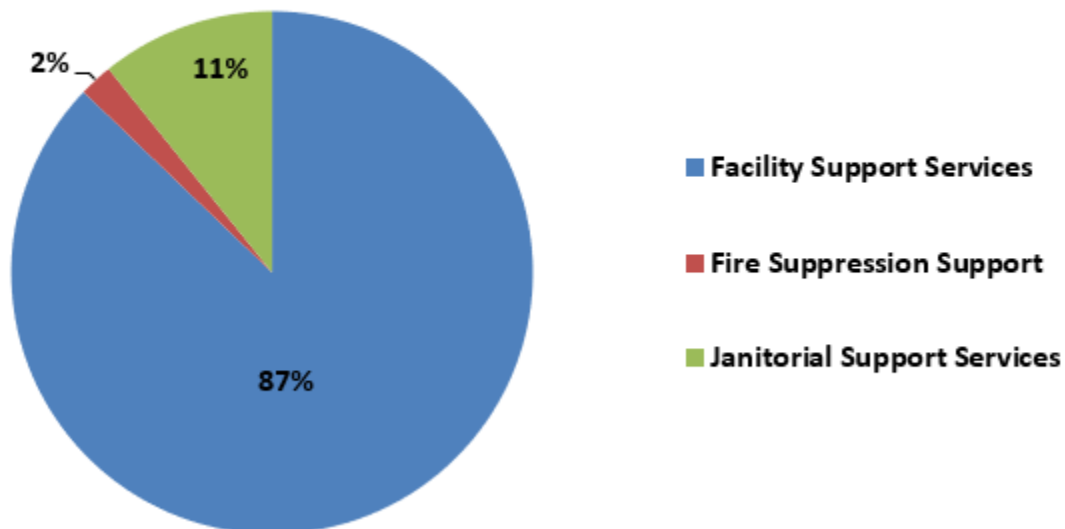


Figure D-292: Facilities Maintenance Activity Pie Chart

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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Facility Support Services	26.27	24,786	193,734	212,142	0	212,142
Fire Suppression Support	3.02	4,973	1,129	5,039	0	5,039
Janitorial Support Services	35.20	9,443	19,465	26,251	0	26,251
FY 2021 Total:	64.49	\$39,202	\$214,328	\$243,432	\$0	\$243,432

Figure D-293: Facilities Maintenance Activity Costs

Fleet Management Activity

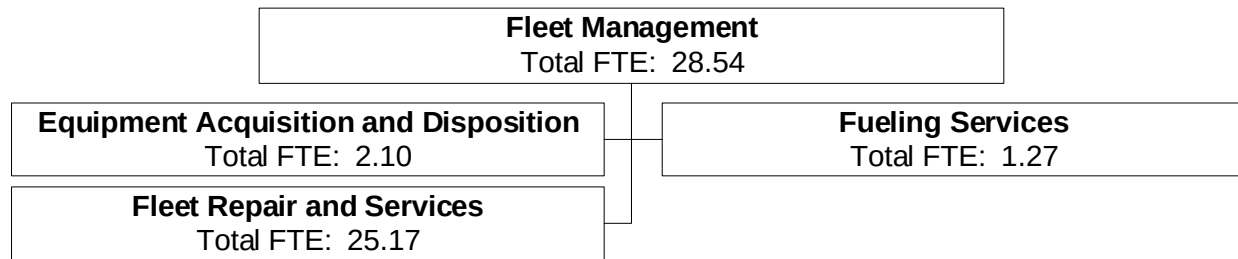


Figure D-294: Fleet Management Activity

Mission

To effectively purchase, manage, maintain, and service reliable, cost-effective vehicles and equipment while providing exceptional customer service.

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$111,966	\$104,244	\$107,688
FTE Summary	28.58	28.58	28.54

Figure D-295: Fleet Management Activity Budget Summary

Activity Expenditures

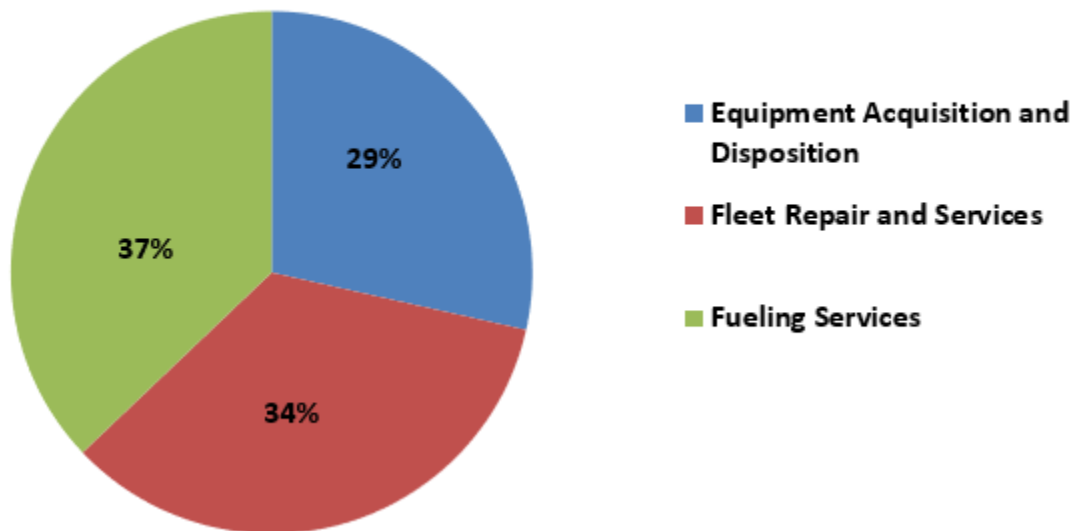


Figure D-296: Fleet Management Activity Pie Chart

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 Road.

Fleet Management provides on-site fuel delivery to various departments for generators and off-road equipment, on request.

Changes and Accomplishments

- Converted City vehicle fueling to the state fuel card program, yielding a number of improvements.
- Networking involvement: FLAGFA officer position, Florida Benchmarking Consortium Fleet Management Service Lead, Government Fleet Magazine Advisory Committee.
- Selected as one of Government Fleet Magazine's 50 Leading Fleets for 2019.
- Selected as one of the 100 Best Fleets in the Americas for 2019 #13 ranking.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Equipment Acquisition and Disposition	2.10	23,124	12,909	30,718	0	30,718
Fleet Repair and Services	25.17	31,904	14,154	37,023	0	37,023
Fueling Services	1.27	43,472	10,825	39,947	0	39,947
FY 2021 Total:	28.54	\$98,500	\$37,888	\$107,688	\$0	\$107,688

Figure D-297: Fleet Management Activity Costs

Information Technology Activity

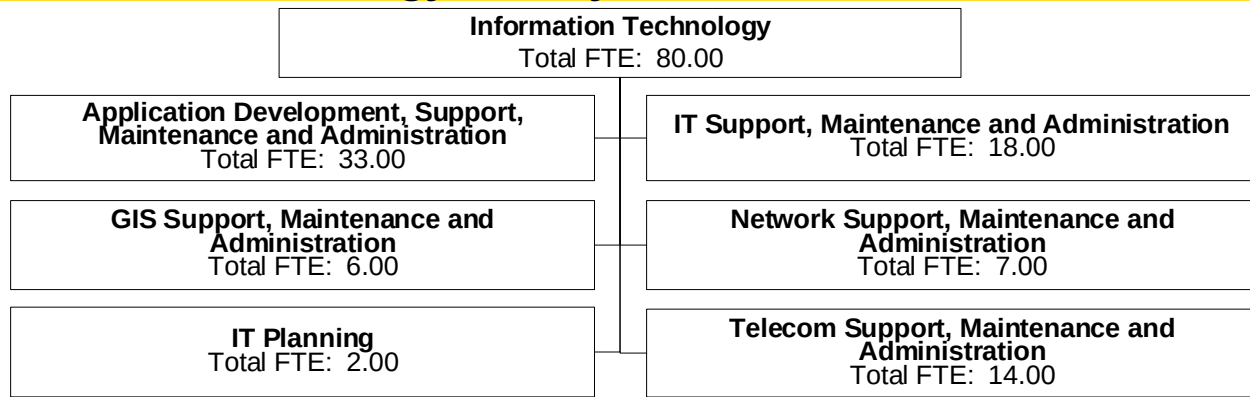


Figure D-298: Information Technology Activity

Mission

An organization working together to provide planning, implementation and support of information technologies enabling efficient City operations

	<u>FY 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$673,465	\$667,746	\$654,635
FTE Summary	81.00	81.00	80.00

Figure D-299: Information Technology Activity Budget Summary

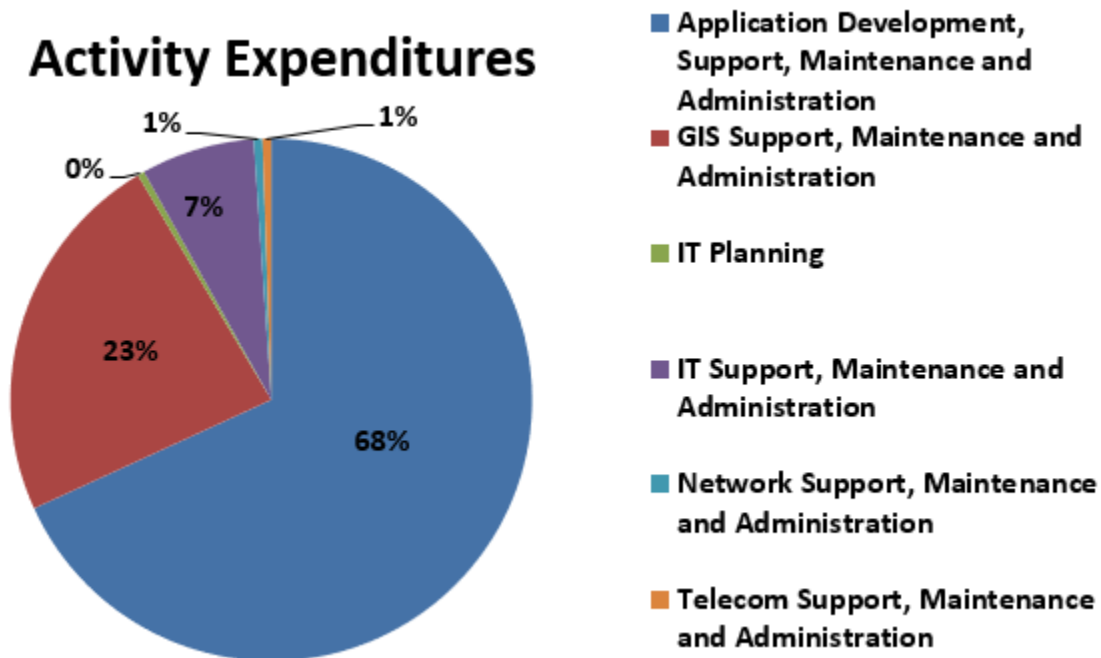


Figure D-300: Information Technology Activity Pie Chart

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 the 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 the Vision and Mission and planning for all IT Divisions. Citywide 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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Application Development, Support, Maintenance and Administration	33.00	1,827	444,479	446,306	0	446,306
GIS Support, Maintenance and Administration	6.0	3,761	148,627	152,388	0	152,388
IT Planning	2.0	2,116	701	2,817	0	2,817
IT Support, Maintenance and Administration	18.00	1,872	44,172	46,044	0	46,044
Network Support, Maintenance and Administration	7.00	2,847	701	3,548	0	3,548
Telecom Support, Maintenance and Administration	14.00	1,793	1,739	3,532	0	3,532
FY 2021 Total:	80.00	\$14,216	\$640,419	\$654,635	\$0	\$654,635

Figure D-301: Information Technology Activity Costs

Purchasing and Stores Activity

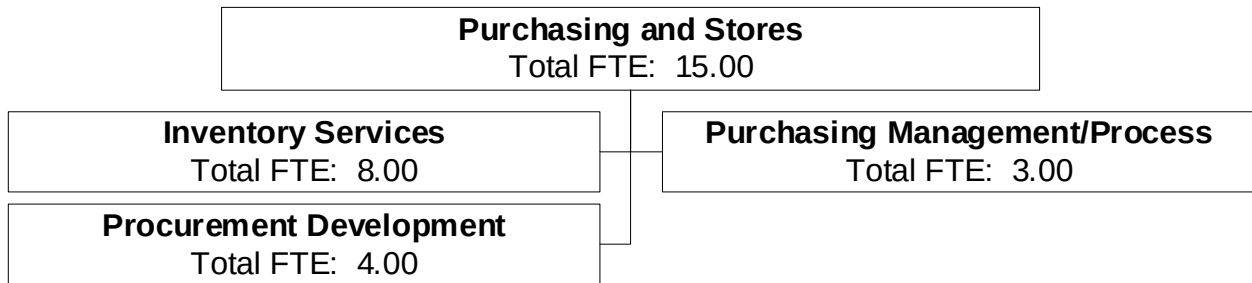


Figure D-302: Purchasing and Stores Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$28,251	\$15,987	\$20,431
Revenues Summary	\$1,284,618	\$2,354,826	0
Net Cost Summary	(\$1,256,367)	(\$2,338,839)	\$20,431
FTE Summary	16.00	15.00	15.00

Figure D-303: Purchasing and Stores Activity Budget Summary

Activity Expenditures

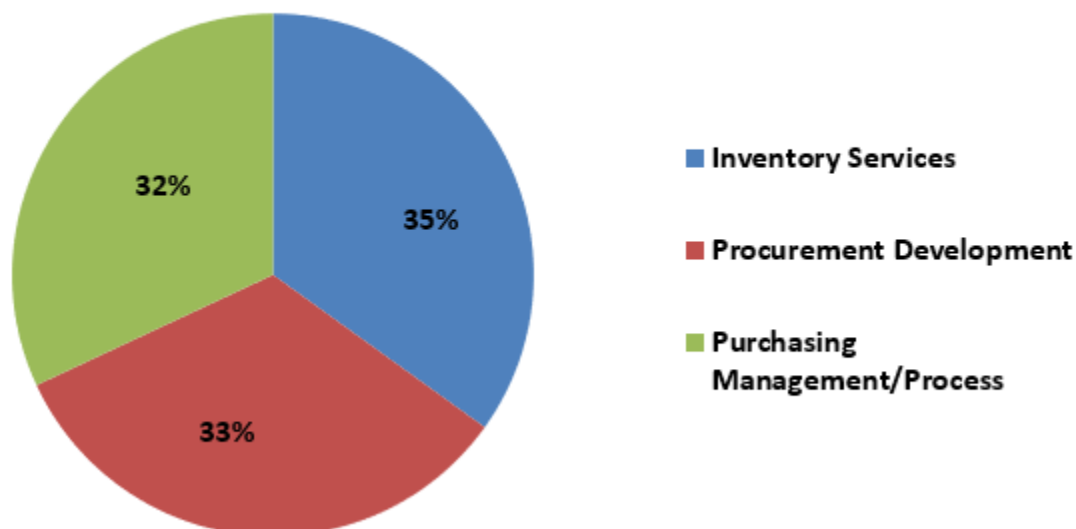


Figure D-304: Purchasing and Stores Activity Pie Chart

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

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Inventory Services	8.0	2,603	4,532	7,135	0	7,135
Procurement Development	4.0	2,238	4,532	6,770	0	6,770
Purchasing Management/Process	3.0	1,994	4,532	6,526	0	6,526
FY 2021 Total:	15.00	\$6,835	\$13,596	\$20,431	\$0	(\$20,431)

Figure D-305: Purchasing and Stores Activity Costs

Governance Administration Activity

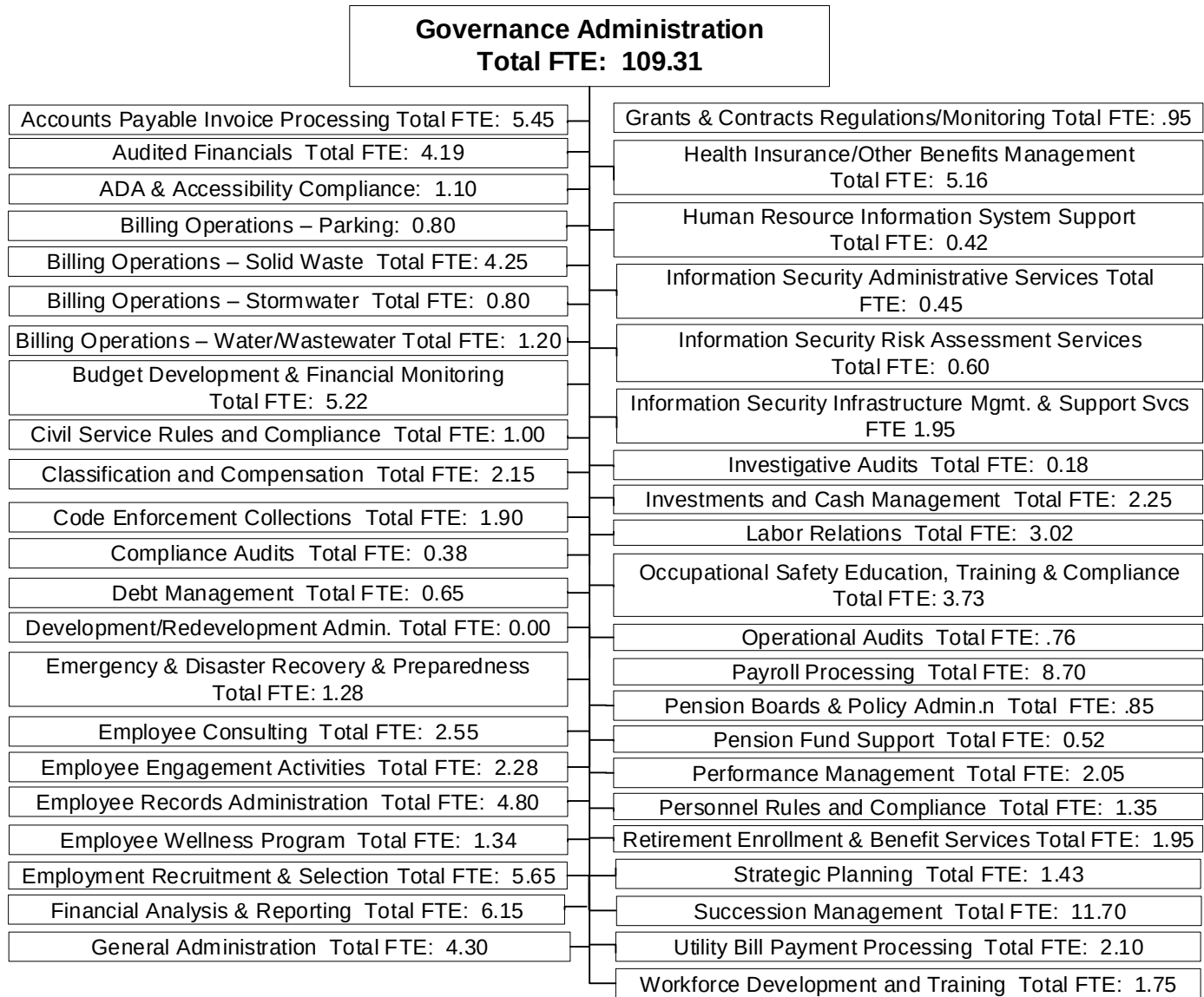


Figure D-306: Governance Administration Activity

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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$5,723,870	\$8,390,639	\$7,343,540
Revenues Summary	\$71,146	\$161,200	\$173,735
Net Cost Summary	\$5,652,724	\$8,229,439	\$7,169,805
 FTE Summary	 108.69	 118.81	 109.31

Figure D-307: 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 insure 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 policy-making 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.

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Accounts Payable Invoice Processing	5.45	424,144	70,955	304,938	0	304,938
ADA & Accessibility Compliance	1.10	104,228	1,519,159	1,516,504	0	1,516,504
Audited Financials	4.19	436,901	83,841	272,893	0	272,893
Billing Operations - Parking	.80	48,380	25,544	(50,976)	0	(50,976)
Billing Operations - Solid Waste	4.25	259,251	28,125	162,476	0	162,476
Billing Operations - Stormwater	.80	61,462	25,670	(37,768)	0	(37,768)
Billing Operations - Water/Wastewater	1.20	76,310	25,954	(22,636)	0	(22,636)
Budget Development and Financial Monitoring	5.22	743,394	229,021	479,808	0	479,808
Civil Service Rules and Compliance	1.00	114,150	27,980	51,655	0	51,655
Classification and Compensation	2.15	233,254	28,373	181,812	0	181,812
Code Enforcement Collections	1.90	130,354	26,452	31,906	89,735	(57,829)
Compliance Audits	.38	39,351	7,505	14,619	0	14,619
Debt Management	.65	101,627	72,975	(59,918)	0	(59,918)
Development/Redevelopment Administration	0	1,790	690	2,480	0	2,480
Emergency and Disaster Recovery and Preparedness	1.28	143,705	96,566	38,794	0	38,794
Employee Consulting	2.55	264,666	30,899	193,966	0	193,966

Figure D-308: Governance Administration Activity Costs - Part 1

Governance Administration Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Employee Engagement Activities	2.28	225,739	243,760	298,918	0	298,918
Employee Records Administration	4.80	295,422	112,341	152,284	0	152,284
Employee Wellness Program	1.34	126,077	96,566	21,166	0	21,166
Employment Recruitment and Selection	5.65	471,598	155,736	551,732	0	551,732
Financial Analysis & Reporting	6.15	630,843	111,712	301,699	8,400	293,299
General Administration	4.30	884,115	556,228	882,168	0	882,168
Grants and Contracts Regulations /Monitoring	.95	106,523	70,955	(12,683)	0	(12,683)
Health Insurance/ Other Benefits Management	5.16	415,834	96,566	310,923	0	310,923
Human Resource Information System Support	.42	45,071	32,460	455	0	455
Investigative Audits	.18	18,611	3,918	7,259	0	7,259
Investments and Cash Management	2.25	315,792	80,788	65,948	0	65,948
Labor Relations	3.02	418,100	144,058	179,721	0	179,721
Occupational Safety Education, Training and Compliance	3.73	370,651	96,566	265,740	0	265,740
Operational Audits	.76	78,697	14,320	28,542	0	28,542
Payroll Processing	8.70	832,280	71,621	691,561	0	691,561
Pension Boards and Policy Administration	.85	98,596	15,419	39,972	8,400	31,572
Pension Fund Support	.52	79,727	71,621	(60,992)	0	(60,992)
Performance Management	2.05	258,470	96,077	116,539	0	116,539

Figure D-309: Governance Administration Activity Costs – Part 2

Fiscal Year 2021 Annual Budget

Governance Administration Activity Continued

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
Personnel Rules and Compliance	1.35	145,433	29,246	66,170	0	66,170
Retirement Enrollment and Benefit Services	1.95	129,378	12,236	67,571	67,200	371
Strategic Planning	1.43	180,788	47,753	66,135	0	66,135
Utility Bill Payment Processing	2.10	164,454	156,963	10,902	0	10,902
Workforce Development and Training	1.75	162,522	126,139	153,158	0	153,158
Information Security Administrative Services	.45	73,386	34,151	(31,325)	0	(31,325)
Information Security Risk Assessment Services	.60	84,338	96,340	25,664	0	25,664
Information Security Infrastructure Management and Support Services	1.95	250,120	137,082	86,821	0	86,821
Succession Management	11.70	252,592	128,778	(23,061)	0	(23,061)
FY 2021 Total:	109.31	\$10,298,144	\$5,139,109	\$7,343,540	\$173,735	\$7,169,805

Figure D-310: 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 2019 Budget</u>	<u>FY 2020 Budget</u>	<u>FY 2021 Budget</u>
Expenditures Summary	\$1,496,930	\$918	\$1,385
Revenues Summary	\$81,677,490	\$86,898,601	\$88,921,975
Net Cost Summary	(\$80,180,560)	\$86,897,683	(\$88,237,528)

Figure D-311: Non-Departmental

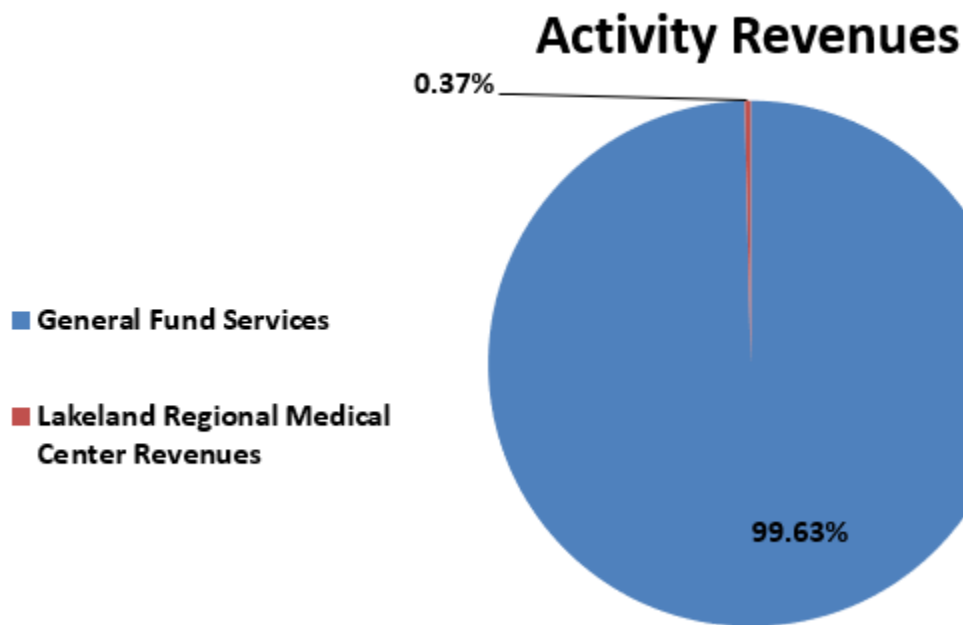


Figure D-312: Non-Departmental Pie Chart

Service	FTE	Personnel Cost	Operational Cost	Total Expenditures	Net Revenues	Net Cost
General Fund Services	-	-	693	693	87,915,394	(87,914,701)
Lakeland Regional Medical Center Revenues	-	-	693	693	323,519	(322,827)
FY 2021 Total:	-	\$0	\$1,385	\$1,385	\$88,921,975	(\$88,237,528)

Figure D-313: Non-Departmental Costs



The Line Item Budget section provides both a Line Item overview and Line Item detail by Fund.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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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 E7 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

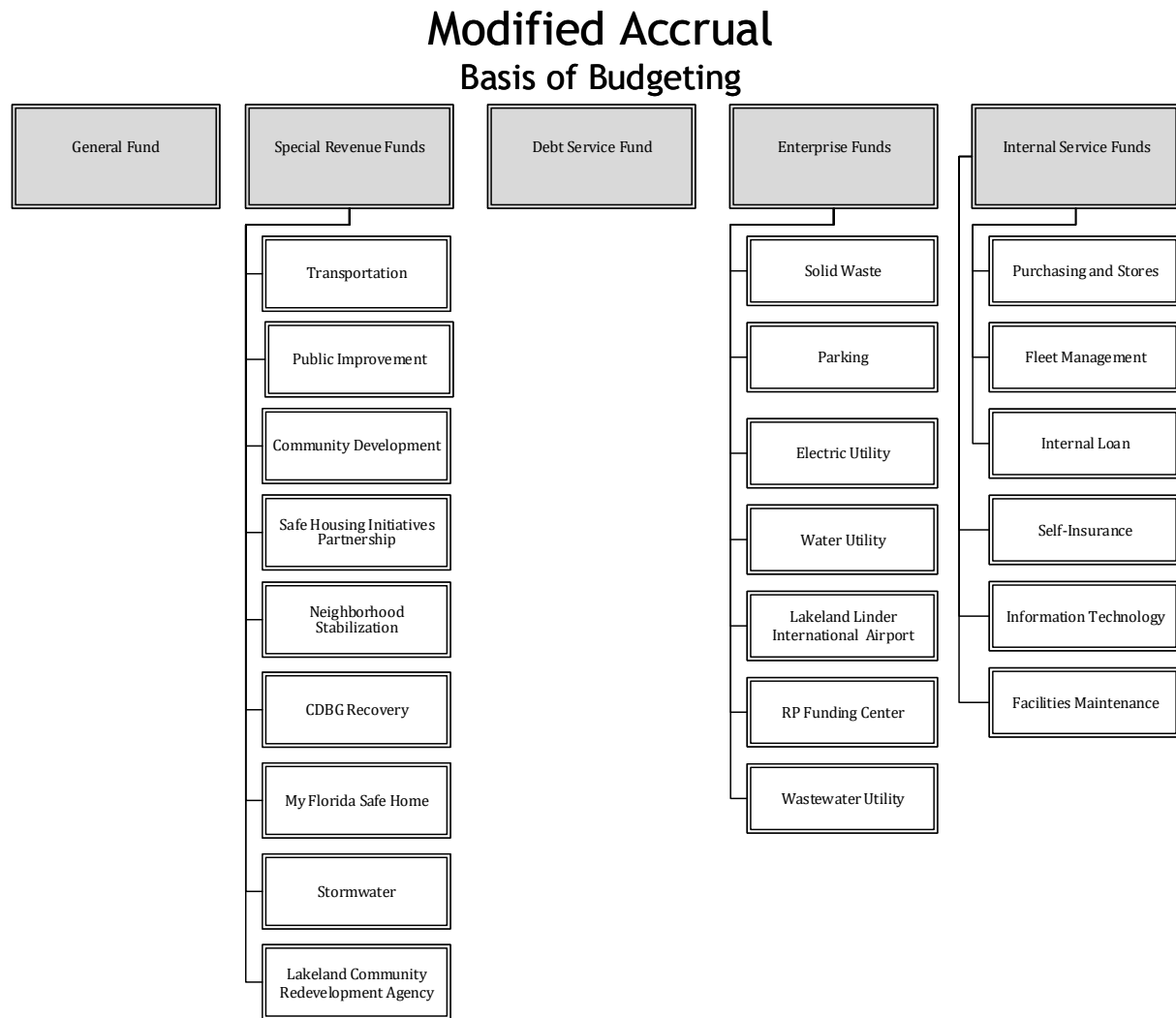


Figure E-1: Modified Accrual Basis of Accounting by Fund



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REVENUE AND EXPENDITURE SUMMARY

GENERAL FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	62,931,048	66,624,565	60,479,588	65,481,799
Fringe Benefits	22,790,537	23,125,982	22,612,345	25,129,885
Total Personnel	85,721,585	89,750,547	83,091,933	90,611,684
Non-Personnel				
Utilities	7,109,442	7,360,415	7,126,382	7,375,233
Professional and Contractual	1,661,668	1,810,039	1,706,766	1,410,219
Insurance and Fixed Charges	2,467,006	3,658,714	3,651,136	3,910,111
Grants and Aid	203,116	255,236	290,762	270,236
Arts and Cultural	251,196	250,509	250,000	250,000
Fuel and Purchased Power	5,220	7,000	7,000	25,000
Internal Service Charges	15,986,651	17,266,863	16,814,240	17,559,977
All Other Operations & Maintenance	7,431,722	9,210,523	7,660,664	8,888,264
Debt Service	593,955	257,827	581,805	184,796
Capital Outlay	1,032,017	806,111	208,874	265,993
Maintenance and Special Projects	7,950,291	12,367,235	11,219,353	9,063,373
Total Non-Personnel	44,692,284	53,250,472	49,516,982	49,203,202
Total Expenditures	130,413,869	143,001,019	132,608,915	139,814,886
Transfers				
Cost Allocations and Recoveries	(10,565,602)	(11,642,573)	(11,647,080)	(11,045,146)
Transfers In	46,328,882	49,592,764	49,592,764	46,720,495
Transfers Out	4,495,500	4,376,158	6,689,884	3,214,972
Net Transfers	52,398,984	56,859,179	54,549,960	54,550,669
Revenue Sources				
Taxes	49,850,078	51,740,629	52,339,168	54,734,423
License and Permits	4,808,692	1,741,700	1,583,939	1,725,440
Intergovernmental Revenues	12,326,621	12,223,487	11,073,236	10,792,149
Charges for Services	6,839,725	6,503,723	6,511,531	5,556,356
Interest Income	3,132,054	1,635,009	1,935,364	1,996,210
All Other Revenue	5,730,695	4,958,432	3,852,019	3,950,115
Total Revenue	82,687,865	78,802,980	77,295,257	78,754,693
Funding to be Provided	(4,672,980)	7,338,860	763,698	6,509,524

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
TAXES				
Franchise Fees	265,961	254,600	221,500	234,885
Property Taxes	34,147,252	35,856,099	36,300,239	38,803,196
Utility Taxes	15,436,865	15,629,930	15,817,429	15,696,342
LICENSES & PERMITS				
Building Inspection Fee	3,095,734	91,200		
Business Tax Licenses	1,712,958	1,650,500	1,583,939	1,725,440
INTERGOVERNMENTAL REVENUES				
Federal Grants	156,475	73,631	36,111	37,496
Local Grants	3,950			
State Grants	582,807	610,600	585,038	581,904
County Shared Revenues	1,219,887	1,221,956	1,091,340	1,273,034
State Shared Revenues	10,363,501	10,317,300	9,360,747	8,899,715
CHARGES FOR SERVICES				
Other Charges for Services	25,561	25,900	27,311	27,310
General Government Charges for Services	509,850	402,581	484,763	500,860
Public Safety Charges for Services	2,668,005	2,238,834	2,672,420	1,668,641
Other Physical Environment Charges for Services	237,117	263,249	237,941	251,711
Cemetery Charges for Services	712,067	682,300	722,268	659,770
Transportation Charges for Services	17,371	11,800	10,256	10,465
Libraries Charges for Services	50			
Parks & Recreation Activities Charges for Services	1,019,714	918,192	523,152	458,001
Golf Course Charges for Services	1,074,089	1,254,500	1,321,015	1,317,225
Special Facilities - Stadiums	273,443	335,443	249,276	352,215
Special Facilities - Buildings	252,794	301,953	212,786	245,535
Special Facilities - Other	49,663	68,971	50,343	64,623
FINES AND FORFEITS				
Court Cases	658,313	674,163	167,269	240,870
Library Fines	51,331	50,000	20,755	52,500
Violations of Local Ordinances	1,838,123	2,267,275	1,875,000	2,067,194
Other Miscellaneous Fines and Forfeits	21,114	22,216	25,980	23,725

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUE				
Interest Earnings	3,132,054	1,635,009	1,935,364	1,996,210
Contributions and Donations	113,695	85,407	69,036	21,000
Other Miscellaneous Revenue	1,196,974	992,095	861,634	921,490
Reimbursements	625,698	399,371	429,890	228,442
Rents and Royalties	168,528	174,296	164,446	165,305
Sale of Fixed Assets	37,902	61,000	5,400	15,000
Transfer from Trust Funds	132,828	232,609	232,609	214,589
Increase in Obligations Under Capital Leases	886,189			
NON-OPERATING REVENUES				
Transfers In	46,328,882	49,592,764	49,592,764	46,720,495
PRIOR YEAR SURPLUS	(4,672,980)	7,338,860	763,698	6,509,524
TOTAL REVENUES	<u>124,343,767</u>	<u>135,734,604</u>	<u>127,651,719</u>	<u>131,984,712</u>

GENERAL FUND EXPENSES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
City Commission	128,022	131,266	120,324	161,531
Office of the City Manager	373,895	1,973,690	1,962,794	735,791
Office of Management & Budget	271,285	249,291	236,529	273,355
Information Security	1,480	35,288	21,173	78,322
Communications Department	657,514	639,374	621,773	589,119
Legal Department	631,530	119,866	204,048	394,119
Retirement Services	216,711	204,431	25,621	155,386
Internal Auditor	2,009	34,434	40,889	72,619
Human Resources:				
Office of the Human Resources Director	68,953	283,930	249,409	257,590
Employment Services	589,169	575,926	496,940	712,165
Engagement and Development	547,489	639,706	589,718	604,901
Policy and Labor Relations	140,109	166,464	147,617	187,240
Risk Management Office	794,857	976,653	977,004	961,267
Community and Economic Development:				
Planning	2,813,821	3,990,588	3,614,469	3,328,309
Code Enforcement	1,282,320	1,380,829	1,237,565	1,399,599
Building Inspection	1,924,412		2,018,899	
Business Tax Office	252,208	258,852	219,949	223,470
Finance Department:				
Central Accounting	1,219,465	1,336,440	1,187,494	1,383,293
City Treasurer	9,194	(27,866)	(39,532)	40,391
Finance - Customer Billing	33,896	(59,561)	(77,301)	77,894
City Clerk / Records Retention	560,914	629,868	628,348	691,430
Fire Department	20,513,351	21,019,800	20,457,473	21,936,297
Police Department	43,059,251	47,632,517	42,615,633	45,295,894
Public Works:				
Traffic Operations	1,596,551	1,881,291	1,519,904	1,584,033
Office Of The Public Works Director	591,502	514,896	556,938	572,591
Engineering	1,503,976	1,626,949	1,503,770	1,598,216
Public Works Construction & Maintenance	3,283,714	3,677,646	3,000,684	3,707,485

GENERAL FUND EXPENSES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Parks and Recreation:				
Office Of Parks & Recreation Director	632,253	578,626	546,037	629,989
Parks	11,717,434	12,379,743	11,762,125	12,554,878
Recreation	5,552,218	6,703,592	5,279,371	6,525,009
Cleveland Heights Course	2,651,316	2,428,419	2,236,784	2,485,319
Libraries	3,484,284	4,269,181	4,008,294	3,651,318
Larry R. Jackson Branch Library	457,852	478,103	455,289	479,665
Cemeteries	1,115,079	1,127,138	1,136,554	1,177,560
Non-Departmental	15,665,732	17,877,234	18,089,133	17,458,667
TOTAL EXPENSES	124,343,767	135,734,604	127,651,719	131,984,712

GENERAL FUND REVENUES

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GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
LICENSE AND PERMITS				
BUILDING INSPECTION FEES				
Building Inspection Fees	1,828,203			
Other Building Inspection Fees	497,286	91,200		
Plumbing Inspection Fees	184,250			
Mechanical Inspection Fees	236,619			
Electrical Inspection Fees	315,143			
Building Permit Surcharge Administration Fees	8,857			
Notice of Commencement Fee	22,996			
Records Maintenance Fee	2,380			
	3,095,734	91,200		
BUSINESS TAX LICENSE				
Occupational License Tax	1,698,273	1,628,500	1,568,500	1,709,925
Penalties-Occupational License	14,475	21,700	15,231	15,300
Transfer & Dup Fees-Occupational License	209	300	208	215
	1,712,958	1,650,500	1,583,939	1,725,440
TOTAL LICENSE AND PERMITS	4,808,692	1,741,700	1,583,939	1,725,440
INTERGOVERNMENTAL REVENUE				
STATE REVENUE SHARING				
Alcoholic Beverage License Tax	92,373	110,000	102,110	104,500
11 Cent Cigarette Tax	2,943,228	3,100,000	2,521,212	2,600,000
Mobile Home License Fees	260,395	255,000	327,412	237,815
Local Government Half-Cent Sales Tax	6,997,382	6,786,000	6,336,000	5,886,000
Firefighters Compensation Tax	70,124	66,300	74,013	71,400
	10,363,501	10,317,300	9,360,747	8,899,715
OTHER LOCAL UNITS REVENUE SHARING				
County Occupation License Tax	64,642	66,000	37,085	66,000
County-Wide Library Revenues	1,155,245	1,155,956	1,054,255	1,207,034
	1,219,887	1,221,956	1,091,340	1,273,034

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
FEDERAL GRANTS				
DOJ-Justice Assistance Grant	29,017	56,688	24,979	22,908
Department of Health Child Care Food Program	7,100	16,943	11,132	14,588
Mutual Aid - Michael Mission - State	120,358			
	156,475	73,631	36,111	37,496
STATE GRANTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	379,838	381,800	391,238	400,890
Urban Search and Rescue Team (USAR)		16,200	16,200	17,010
FOAG Victim Assistance (VOCA)	79,696	139,200	139,200	148,920
FDLE-Byrne Police Athletic League (PAL)	16,804	23,400	23,400	15,084
Mutual Aid - Michael Mission - State	28,957			
Mutual Aid - Michael Mission # FL-218859	13,113			
Mutual Aid - Florence Mission AHIMT Region 4/6	12,314			
Mutual Aid - Michael Mission # FL-758415	14,588			
FDOH - HEROS Program	37,497			
Lakeland Residential Historic Districts Design Guidelines Revision		50,000	15,000	
	582,807	610,600	585,038	581,904
LOCAL GRANTS				
NRPA - Healthy Out-of-School Time Program Grant	3,950			
	3,950			
TOTAL INTERGOVERNMENTAL				
	12,326,621	12,223,487	11,073,236	10,792,149
CHARGES FOR SERVICES				
GENERAL GOVERNMENT				
Zoning & Subdivision Fees	156,651	61,500	118,769	121,145
Sales- Maps & Publication	285	400	165	168
Certification Copying Research Fees	1,868	2,500	975	980
County Impact Fees-Administration	2,358	1,000	1,372	1,400
Garnishment Fees	7,112	7,300	7,175	7,320
LPD Union Dues Administration Fees	1,630	1,600	1,689	1,725
School Impact Fees Admin. Charges	18,119	15,700	14,700	14,995
Fire Union Dues Administration Fees	1,067	1,100	1,128	1,150
Zoning Verification Letters	2,940	4,400	3,600	3,675
Special Assessment/Application Fees/All other	3,570	4,200	1,870	4,200
UWUA Union Dues Administration Fees	1,070	1,100	1,035	1,055
Payoff Request Fee	88,155	81,200	87,975	89,735
IBEW Union Dues Administration Fees	15	16	11	12
Neighborhood Stabilization Service Fees	16,100	37,900		
Transportation Impact Fee Admin Fee	20,913	16,100	10,100	10,305
Chauffeurs Permits	568	600	328	335
Transfer from Impact Fees	166,839	136,800	136,800	143,640
Site and Concept Plan Review Fees			65,766	67,085
Driveway Permit Fee	20,590	29,165	31,305	31,935

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	509,850	402,581	484,763	500,860
PUBLIC SAFETY				
Police Services Reimbursement	2,111,384	1,735,034	1,967,083	1,150,896
Court Witness Fees	109		90	
Other Public Safety Charges	90,232	111,800	96,937	103,230
Permitted Fire Inspections	70,026	87,200	48,475	49,445
One Time Fire Permits Fee	127,310	97,000	144,000	146,880
Construction Plan Review Fee	268,944	207,800	415,835	218,190
	2,668,005	2,238,834	2,672,420	1,668,641
OTHER PHYSICAL ENVIRONMENT				
Lot Clearing Prior To Assessment	139,334	183,726	151,552	165,000
Lot Mowing & Clearing Assessments	5,573			
Lot Mowing & Clearing-Interest	36,516	25,820	26,820	27,111
Demolition Of Bldgs-Prior	49,861	53,703	59,569	59,600
Demolition Of Bldgs-Assessments	5,833			
	237,117	263,249	237,941	251,711
CEMETERY				
Opening Graves-Oakhill	177,522	231,400	180,000	185,000
Opening Graves-Roselawn	1,970	2,900	1,626	2,000
Opening Graves-Laurel Hill	6,924	1,500	5,134	5,125
All Other Revenues-Oakhill	45,473	42,600	40,581	44,730
All Other Revenues -Laurel Hill	652	700	700	735
Cemetery Lots-Oak Hill	403,937	400,900	405,000	420,945
Cemetery Lots-Laurel Hill	1,016	2,000	1,000	1,000
All Other Revenues -Roselawn	101	300	100	235
Opening Graves-Oakhill-Overtime	74,473		88,127	
	712,067	682,300	722,268	659,770
TRANSPORTATION				
Other Transportation Receipts	17,371	11,800	10,256	10,465
	17,371	11,800	10,256	10,465
CULTURE & RECREATION - LIBRARIES				
Library Non-Resident Fees	50			
	50			

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PARKS AND RECREATION				
Recreation:				
Program Activity Fees	427,847	454,234	218,436	218,915
Swimming Pools	118,591	127,500	66,645	77,500
Swimming Classes	20,126	21,050	392	4,450
Tennis Court Fees	8,788	9,516	16,568	16,565
Tournament Fees	18,780	21,215	1,288	1,800
Recreation Fees	110,378			
Concessions-Contractual	372	528	98	195
Parade Entry Fee	5,905	4,450	3,440	5,250
Locker Rental	218	175	96	100
Weight Room Fees	69,971	77,712	47,963	48,712
Personal Trainer Facility Use Fees	11,668	13,200	7,418	7,100
Base Fee Surcharge		6,826	6,161	6,517
LCT Ticket Sales	5,508	5,063	2,359	2,359
Activity Card Fees	22,823	20,000	14,124	20,000
	820,975	761,469	384,988	409,463
Parks:				
All Other Park & Rec Fees	42,293	62,342	33,508	42,516
Overtime Charges - Parks	150,907	88,646	99,411	
Proceeds from Swan Feeders	5,540	4,800	5,245	5,040
Hourly Fee Surcharge		935		982
	198,740	156,723	138,164	48,538
Golf Course:				
Cart Fees	89,624	105,000	94,400	110,250
Green Fees	595,700	752,000	823,388	789,600
Range Fees	24,489	23,000	35,021	24,150
Membership Dues	47,830	50,000	52,370	52,500
Food Sales	31,170	30,000	30,106	31,500
Merchandise Sales	66,269	71,500	64,258	75,075
Greens Replacement Fee	125,615	123,000	181,770	129,150
Golf Lessons	9,343	8,000	5,010	8,400
Golf Course Tournament Fees	84,049	92,000	34,692	96,600
	1,074,089	1,254,500	1,321,015	1,317,225

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PARKS & RECREATION FACILITIES - STADIUMS				
Tigertown Dorm Rental		15,443		16,215
Marchant Stadium Parking	192,133	220,000	135,192	231,000
Marchant Stadium-Training	81,310	100,000	114,084	105,000
	273,443	335,443	249,276	352,215
SPECIAL PARKS & RECREATION FACILITIES - BUILDINGS				
Lake Mirror Center	50,421	70,000	38,601	55,000
Lake Mirror Theater	1,161	2,025		1,000
Lake Mirror Loggia	5,754	6,320	3,462	3,180
Lake Mirror Glass Lounge	884	1,114	904	900
Magnolia Building	99,075	90,000	74,563	75,000
Coleman-Bush Building-East	1,400	1,494	1,280	1,280
Coleman-Bush Building-West	31,098	25,000	17,709	15,425
Peggy Brown Building - Upstairs	50,298	60,000	32,732	45,000
Peggy Brown Building - Downstairs	232		449	500
Facility Rentals	12,472	46,000	43,086	48,250
	252,794	301,953	212,786	245,535
SPECIAL PARKS & RECREATION FACILITIES - OTHER				
Lake Mirror Park Fees	14,807	20,106	17,725	17,735
Hollis Gardens Rentals	10,177	11,000	12,665	11,470
The Mirrors Pavilion	477	608		
Common Ground Park-Pavilions	12,705	15,491	9,765	12,705
Railroad Pavilion	381	516	488	400
Lake Parker Park-Pavilions	9,319	18,073	8,287	18,977
Bowling Greens	203	310	300	325
Shuffleboard Club	788	1,518	645	1,594
Main St. Overlook Park	208	110		116
Skate Park	600	1,239	468	1,301
	49,663	68,971	50,343	64,623
OTHER CHARGES FOR SERVICES				
Building Leases - Other	1		1	
Parking Garage - Sun Trust - Leased	25,560	25,900	25,560	25,560
Non-Utility Right of Way Use Permit			1,750	1,750
	25,561	25,900	27,311	27,310
TOTAL CHARGES FOR SERVICES	6,839,725	6,503,723	6,511,531	5,556,356

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
FINES AND FORFEITS				
Court Cases	185,840	201,400	141,831	211,470
Confiscated Property-Statute 932	2,382			
Confiscated Cash-Statute 932	438,449	444,763		
Police Education	31,642	28,000	25,438	29,400
Library Fines	51,331	50,000	20,755	52,500
Code Enforcement Board	329,815	516,375	350,000	442,194
Bad Check Charges	420	500	1,025	1,045
Red Light Camera Citation Revenue	1,508,307	1,750,900	1,525,000	1,625,000
Tree Fines and Fees	11,150	6,652	8,600	8,300
Penalties on Assessments	9,544	15,064	16,355	14,380
TOTAL FINES AND FORFEITS	2,568,881	3,013,654	2,089,004	2,384,289
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds	92,113			
Scrap Sales	3,424	5,224	2,025	1,835
Insurance Proceeds - Workers Comp Claims	145,179	120,000	60,485	126,000
All Other Misc Revenue	279,279	225,388	154,366	149,267
Refund of Prior Year Expenses	13,369		6,158	
Commissions	530,000	530,000	530,000	530,000
DC Plan Forfeitures	84,193	80,000	80,000	84,000
Non-Utility Revenue - Fiber		20,560	20,560	21,588
Cash Over And Short	220		74	
Credit Card Convenience Fees	47,023	10,923	6,766	8,800
Cancellation Fees	2,175		1,200	
Transfer from Trust Funds	132,828	232,609	232,609	214,589
Increase in Obligations Under Capital Leases	886,189			
	2,215,991	1,224,704	1,094,243	1,136,079
SALES OF FIXED ASSETS				
Surplus Furniture & Equipment Sales	24,096			
Proceeds from Sale of Easements & Right of Ways	13,806	61,000	5,400	15,000
	37,902	61,000	5,400	15,000

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CONTRIBUTIONS & DONATIONS				
Program Activity Costs	500			
Do the Right Thing - Donations	4,000			
Red White & Kaboom Celebration	22,495	20,000	100	21,000
NAC/Summer Werx program	1,000			
Downtown Street Furniture	3,600	3,600	2,400	
Holly Jolly Jinglebell Jog	14,045	14,173	14,173	
Munn Park-Monument Relocation	2,395			
UHC Communications		9,852	9,852	
MLK Festivities	2,110	3,305	3,505	
Signage	18,061			
Miscellaneous Contributions & Donations	45,489	34,477	39,006	
	113,695	85,407	69,036	21,000
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	2,843		1,405	
Investigative Cost Reimbursement	184,776	135,000	165,095	141,750
Sun'N' Fun Reimbursements	90,459	82,564	50,600	86,692
Reimbursements / Loss Recovery	347,621	181,807	212,790	
	625,698	399,371	429,890	228,442
RENTS AND ROYALTIES				
PCC Lease Of Police Vehicles	1,500	1,500	1,500	1,575
Tower Space Rental	27,858	21,700	23,835	21,700
Rental Income	4,847	6,462	6,656	6,656
Buildings-Amtrak Lease	55,480	70,300	57,464	58,221
Magnolia Building - Garden Bistro	16,632	17,717	17,705	17,705
Alltel Tower Rent	56,246	56,617	57,286	59,448
Leases - Sprintcom.Inc - Bryant Stadium	5,966			
	168,528	174,296	164,446	165,305
INVESTMENT INCOME				
Interest On Investments	149			
Interest on Pooled Investments	2,103,656	1,614,809	1,914,925	1,975,000
Interest From County	44,235	20,200	20,439	21,210
Market Value Restatement	984,014			
	3,132,054	1,635,009	1,935,364	1,996,210
TOTAL MISCELLANEOUS REVENUE				
	5,407,680	3,579,787	3,698,379	3,562,036

GENERAL FUND REVENUES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from Public Improvement Fund	4,750,000	4,827,000	4,827,000	5,000,000
Transfer from Uninsured Loss Fund	1,995			
Transfer from Fleet Mgmt Fund		2,856	2,856	2,856
Transfer from Purchasing & Stores		1,632	1,632	1,632
Transfer from WW Operations	3,133,191	4,536,542	4,536,542	4,672,338
Transfer from WW R&R		100,000	100,000	100,000
Transfer from Parking System	25,223	60,715	60,715	63,725
Transfer from RP Funding Center		5,609	5,609	5,609
Transfer from Lakeland Linder International Airport	47,979	50,642	50,642	150,642
Transfer from Solid Waste Management	1,600,000	4,106,833	4,106,833	1,606,833
Transfer from Water Operations	5,656,220	4,540,112	4,540,112	4,675,909
Transfer from Water R&R		100,000	100,000	100,000
Transfer from Stormwater Utilities Fund		918	918	918
Transfer from Facilities Maintenance Fund		6,527	6,527	6,527
Transfer from Information Technology		8,261	8,261	8,261
Transfer from Electric Operations	30,850,393	30,956,910	30,956,910	30,037,038
Transfer from Employee Pension	29,549			
Transfer from CRA	234,332	288,207	288,207	288,207
TOTAL TRANSFERS FROM OTHER FUNDS	46,328,882	49,592,764	49,592,764	46,720,495
SUB-TOTAL	129,016,747	128,395,744	126,888,021	125,475,188
PRIOR YEAR SURPLUS	(4,672,980)	7,338,860	763,698	6,509,524
TOTAL REVENUES	124,343,767	135,734,604	127,651,719	131,984,712

GENERAL FUND City Commission

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	358,653	343,258	332,048	346,585
UTILITIES				
Water Service	209	222	227	226
Electric Service	3,727	3,752	3,274	3,370
Wastewater Service	243	250	250	256
Solid Waste Service	397	397	397	397
Solid Waste Service - Recycling	37	35	37	37
	4,614	4,656	4,185	4,286
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	12,977	15,207	14,246	14,447
Intra-Departmental Charges - Telephone	6,170	6,123	6,123	5,880
Intra-Departmental Charges - Facilities	8,346	10,369	10,369	10,396
Intra-Departmental Charges - Janitorial	5,695	7,835	7,835	8,108
Intra-Departmental Charges - Training Ctr	49	49	49	49
Intra-Departmental Charges - IT Operations - Application Dev	4,612	5,252	5,252	5,571
Intra-Departmental Charges - IT Operations - Network Support	10,794	11,172	10,251	10,183
	49,081	56,440	54,558	55,046
ALL OTHER O&M				
Contractual Services	3,957	3,800	3,800	3,800
Advertising		577	577	577
Printing & Photography	682	587	587	587
Postage & Mailing	889	1,500	1,500	1,500
Subscription & Membership	23,465	22,593	22,593	22,593
Telephone Communications			65	
Travel	27,136	15,050	15,050	25,050
Training		2,126	2,126	2,126
All Other Sundry Charges	4,360	5,932	5,932	5,932
Expense Allowance	13,939	13,800	13,800	13,800
Ridge League Meeting Expenses	15,736	75	75	11,540
Office Supplies	2,638	3,409	3,409	3,409
Equipment - Noncapital		586	586	586
	92,802	70,035	70,100	91,500

GENERAL FUND City Commission

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Youth Task Force		1,000	1,000	1,000
Gang Taskforce	7,768	10,000	10,000	10,000
Sister Cities International	5,000	5,000	5,000	5,000
City Commission Retreat	20,702	7,000	9,556	24,151
Citizen of the Quarter		2,000	2,000	2,000
	33,470	25,000	27,556	42,151
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(5,403)	(4,252)	(4,252)	(4,974)
Cost Allocated - Purchasing	(5,403)	(4,252)	(4,252)	(4,974)
Cost Allocated - RP Funding Center	(16,208)	(12,757)	(12,757)	(14,923)
Cost Allocated - Solid Waste Management	(10,805)	(9,177)	(9,177)	(9,948)
Cost Allocated - Airport	(16,208)	(17,648)	(17,648)	(14,923)
Cost Allocated - Parking	(16,208)	(12,757)	(12,757)	(14,923)
Cost Allocated - Wastewater	(29,714)	(24,207)	(24,207)	(27,358)
Cost Allocated - Electric	(259,324)	(241,999)	(241,999)	(238,760)
Cost Allocated - Water	(29,714)	(24,065)	(24,065)	(27,358)
Cost Allocated - Stormwater Utility	(10,805)	(8,505)	(8,505)	(9,948)
Cost Allocated - Facilities Maintenance Fund	(5,403)	(4,252)	(4,252)	(4,974)
Cost Allocated - Information Technology	(5,403)	(4,252)	(4,252)	(4,974)
	(410,598)	(368,123)	(368,123)	(378,037)
GRAND TOTAL	128,022	131,266	120,324	161,531

**GENERAL FUND
City Manager**

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	834,704	1,101,901	1,086,480	1,108,725
UTILITIES				
Water Service	343	365	372	325
Electric Service	5,366	5,402	4,714	4,855
Wastewater Service	350	361	359	368
Solid Waste Service	572	572	572	572
Solid Waste Service - Recycling	53	50	53	53
	6,684	6,750	6,070	6,173
INTER-CITY SERVICES				
Purchasing & Stores Service	27,520	53,328	53,328	2,881
Intra-Departmental Charges - PC & Network Support	12,052	11,164	13,623	13,617
Intra-Departmental Charges - Telephone	3,322	2,826	2,826	2,714
Intra-Departmental Charges - Radios	560	569	569	571
Intra-Departmental Charges - Facilities	12,530	15,568	15,568	15,609
Intra-Departmental Charges - Janitorial	8,551	11,763	11,763	12,174
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - GIS	3,433	3,982	3,982	2,215
Intra-Departmental Charges - IT Operations - Application Dev	23,959	17,385	17,385	25,640
Intra-Departmental Charges - IT Operations - Network Support	10,137	9,063	10,004	9,943
	102,310	125,895	129,295	85,611
ALL OTHER O&M				
Contractual Services		15,098	15,098	15,098
Advertising	652			
Printing & Photography	416			
Postage & Mailing		100	100	100
Subscription & Membership	4,189	10,000	10,000	10,000
Telephone Communications	2,074	3,000	3,000	3,000
Travel	14,560	6,459	6,459	17,300
Training	1,750	247	247	2,000
All Other Sundry Charges	1,150	1,200	1,200	1,700
Software License & Maintenance	22,050	22,050	22,050	22,050
Relocation Payments & Assistance	3,000			
Office Supplies	1,910	2,000	2,000	2,500
Equipment - Noncapital	1,083			
	52,834	60,154	60,154	73,748

**GENERAL FUND
City Manager**

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Targeted Economic Opportunities		125,000	125,000	250,000
Catalyst Site Evaluations	3,750	1,046,250	1,046,250	
City Manager Recruitment		55,000	55,000	
	3,750	1,226,250	1,226,250	250,000
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(10,269)	(11,396)	(11,396)	(12,717)
Cost Allocated - Purchasing	(20,537)	(22,792)	(22,792)	(25,434)
Cost Allocated - RP Funding Center	(20,537)	(22,792)	(22,792)	(25,434)
Cost Allocated - Solid Waste Management	(20,537)	(24,597)	(22,792)	(25,434)
Cost Allocated - Airport	(20,537)	(31,531)	(31,531)	(25,434)
Cost Allocated - Parking	(20,537)	(22,792)	(22,792)	(25,434)
Cost Allocated - Wastewater	(112,955)	(129,746)	(129,746)	(139,890)
Cost Allocated - Electric	(225,911)	(297,252)	(297,252)	(279,779)
Cost Allocated - Water	(112,955)	(128,986)	(128,986)	(139,890)
Cost Allocated - Stormwater Utility	(10,269)	(11,396)	(11,396)	(12,717)
Cost Allocated - Facilities Maintenance Fund	(20,537)	(22,792)	(22,792)	(25,434)
Cost Allocated - Information Technology	(30,806)	(34,188)	(34,188)	(38,152)
Cost Allocated - Building Inspection Fund				(12,717)
	(626,387)	(760,260)	(758,455)	(788,466)
TRANSFERS TO OTHER FUNDS				
Transfer to Downtown CRA Fund		213,000	213,000	
		213,000	213,000	
GRAND TOTAL	373,895	1,973,690	1,962,794	735,791

GENERAL FUND
Office of Management & Budget

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	543,673	558,852	545,087	536,478
INTER-CITY SERVICES				
Purchasing & Stores Service	437	466	466	412
Intra-Departmental Charges - PC & Network Support	7,943	8,463	8,630	8,689
Lakeland Electric Charges	24,329	26,376	26,376	27,167
Intra-Departmental Charges - Telephone	3,322	3,320	3,320	2,714
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	19,121	20,121	20,121	30,622
Intra-Departmental Charges - IT Operations - Network Support	7,057	5,697	6,523	6,480
	62,506	64,740	65,733	76,381
ALL OTHER O&M				
Contractual Services	1,527	15,899	15,899	8,767
Annual Audit	1,355	733	733	733
Leases		1,875	1,946	
Printing & Photography	3,919	3,692	1,755	8,292
Postage & Mailing	7			
Subscription & Membership	810	1,558	1,558	1,558
Telephone Communications	1,135	2,018	2,018	2,018
Travel	3,733			4,000
Training	5,494	2,000	2,000	2,500
All Other Sundry Charges	99	224	224	224
Office Supplies	2,443	1,650	1,650	1,650
Equipment - Noncapital	497	2,166	2,166	2,166
	21,018	31,815	29,949	31,908
DEBT SERVICE				
Interest Expense - Konica	105		21	
Principal Payment - Konica	3,099		1,855	
	3,204		1,876	
SPECIAL PROJECTS				
Florida Benchmarking Consortium (FBC)		3,039	3,039	
Process Improvement Events	607	421	421	2,721
	607	3,460	3,460	2,721

GENERAL FUND
Office of Management & Budget

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(19,271)	(20,932)	(20,932)	(19,691)
Cost Allocated - Purchasing	(6,424)	(6,644)	(6,644)	(6,564)
Cost Allocated - RP Funding Center	(19,271)	(20,932)	(20,932)	(19,691)
Cost Allocated - Solid Waste Management	(32,118)	(35,846)	(35,846)	(32,819)
Cost Allocated - Airport	(12,847)	(18,383)	(18,383)	(13,127)
Cost Allocated - Parking	(12,847)	(13,288)	(13,288)	(13,127)
Cost Allocated - Wastewater	(32,118)	(34,383)	(34,383)	(32,819)
Cost Allocated - Electric	(128,473)	(157,546)	(157,546)	(131,275)
Cost Allocated - Water	(32,118)	(34,182)	(34,182)	(32,819)
Cost Allocated - Stormwater Utility	(12,847)	(13,288)	(13,288)	(13,127)
Cost Allocated - Facilities Maintenance Fund	(19,271)	(20,932)	(20,932)	(19,691)
Cost Allocated - Information Technology	(32,118)	(33,220)	(33,220)	(32,819)
Cost Allocated - Building Inspection Fund				(6,564)
	(359,723)	(409,576)	(409,576)	(374,133)
GRAND TOTAL	271,285	249,291	236,529	273,355

GENERAL FUND

Information Security

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	349,324	391,387	400,285	407,673
INTER-CITY SERVICES				
Purchasing & Stores Service		433	433	412
Intra-Departmental Charges - PC & Network Support	9,635	9,411	10,055	10,012
Lakeland Electric Charges	5,615	6,087	6,087	6,270
Intra-Departmental Charges - Telephone	949	1,413	1,413	1,357
Intra-Departmental Charges - Training Ctr	99	99	99	99
Intra-Departmental Charges - IT Operations - Application Dev	8,957	12,335	12,335	13,463
Intra-Departmental Charges - IT Operations - Network Support	6,499	5,586	6,042	6,004
	31,754	35,364	36,464	37,617
ALL OTHER O&M				
Contractual Services	76,492	13,750	10,175	13,750
Telephone Communications	1,605	1,500	1,500	1,500
Training	5,095	20,000	2,998	20,000
All Other Sundry Charges		1		
Software License & Maintenance	41,896	158,000	154,765	158,000
Computer Software		30,450	30,450	30,450
Office Supplies	268	800	500	800
Equipment - Noncapital	2,421	2,790	2,790	2,790
	127,777	227,291	203,178	227,290
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - Purchasing	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - RP Funding Center	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - Solid Waste Management	(23,626)	(28,903)	(28,903)	(27,122)
Cost Allocated - Airport	(23,626)	(37,056)	(37,056)	(27,122)
Cost Allocated - Parking	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - Wastewater	(23,626)	(27,724)	(27,724)	(27,122)
Cost Allocated - Electric	(129,359)	(176,079)	(176,079)	(157,595)
Cost Allocated - Water	(23,626)	(27,562)	(27,562)	(27,122)
Cost Allocated - Stormwater Utility	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - Facilities Maintenance Fund	(23,626)	(26,786)	(26,786)	(27,122)
Cost Allocated - Information Technology	(141,756)	(160,714)	(160,714)	(162,731)
Cost Allocated - Building Inspection Fund				(2,712)
	(507,374)	(618,754)	(618,754)	(594,258)
GRAND TOTAL	1,480	35,288	21,173	78,322

GENERAL FUND Communications

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	657,170	648,800	660,717	667,802
UTILITIES				
Water Service	176	188	194	240
Electric Service	3,963	3,990	3,481	3,582
Wastewater Service	259	267	265	272
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	37	39	39
	4,860	4,904	4,401	4,555
INTER-CITY SERVICES				
Rental - Fleet Management	3,936	4,055	3,743	3,498
Gasoline - Fleet Management	52	177	227	177
Maintenance - Fleet Management	3,240	3,564	6,532	3,516
Purchasing & Stores Service	7,426	11,273	11,273	15,000
Intra-Departmental Charges - PC & Network Support	18,037	18,587	17,924	17,871
Intra-Departmental Charges - Telephone	5,221	5,181	5,181	7,000
Intra-Departmental Charges - Radios	560	569	569	571
Intra-Departmental Charges - Facilities	8,346	10,369	10,369	10,396
Intra-Departmental Charges - Janitorial	5,695	7,835	7,835	8,108
Intra-Departmental Charges - Training Ctr	396	396	396	1,000
Intra-Departmental Charges - IT Operations - Application Dev	113,727	123,584	123,584	5,000
Intra-Departmental Charges - IT Operations - Network Support	14,253	13,718	12,800	250
	180,888	199,308	200,433	72,387
ALL OTHER O&M				
Contractual Services	13,907	20,000	20,000	15,000
Leases	(21)	2,340	2,340	391
Repair Of Equipment		1,030	276	1,000
Printing & Photography	2,582	5,000	5,000	5,000
Postage & Mailing	277	300		250
Subscription & Membership	3,191	4,430	1,715	4,000
Telephone Communications	3,197	3,200	2,500	3,200
Travel	2,607	3,300	2,430	3,300
Training	3,468	3,498	100	3,500
All Other Sundry Charges	84	489	188	300
Car Washing		100		
Office Supplies	4,180	7,300	4,000	7,000
Equipment - Noncapital	13,871	11,000	13,687	11,000
Food Purchases	126	700	76	700
	47,469	62,687	52,312	54,641

GENERAL FUND Communications

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
Interest Expense - Canon	441		203	
Principal Payment - Canon	1,879		2,137	
	<u>2,320</u>		<u>2,340</u>	
CAPITAL OUTLAY				
Equipment - Capital	9,474	9,000	8,695	12,000
	<u>9,474</u>	<u>9,000</u>	<u>8,695</u>	<u>12,000</u>
SPECIAL PROJECTS				
Music on the Promenade (Lk Mirror)	1,046			
Employee / City Manager Annual Meeting	7,661	5,458	5,458	7,145
Web Re-Design	1,731	4,057	4,057	4,000
Citizens' Academy	1,219	1,300	1,300	1,300
Red White & Kaboom Celebration	22,865	21,800		21,800
Access Lakeland Newsletter	44,656	12,150	12,150	9,000
Web & Social Media Monitoring	15,550	25,000	25,000	25,000
	<u>94,728</u>	<u>69,765</u>	<u>47,965</u>	<u>68,245</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(19,394)	(18,627)	(18,627)	(16,139)
Cost Allocated - RP Funding Center	(9,697)	(9,313)	(9,313)	(8,070)
Cost Allocated - Solid Waste Management	(67,879)	(70,362)	(70,362)	(56,488)
Cost Allocated - Airport	(19,394)	(25,769)	(25,769)	(16,139)
Cost Allocated - Parking	(9,697)	(9,313)	(9,313)	(8,070)
Cost Allocated - Wastewater	(48,485)	(48,198)	(48,198)	(40,349)
Cost Allocated - Electric	(77,576)	(88,339)	(88,339)	(64,558)
Cost Allocated - Water	(48,485)	(47,916)	(47,916)	(40,349)
Cost Allocated - Stormwater Utility	(9,697)	(9,313)	(9,313)	(8,070)
Cost Allocated - Facilities Maintenance Fund	(9,697)	(9,313)	(9,313)	(8,070)
Cost Allocated - Information Technology	(19,394)	(18,627)	(18,627)	(16,139)
Cost Allocated - Building Inspection Fund				(8,070)
	<u>(339,395)</u>	<u>(355,090)</u>	<u>(355,090)</u>	<u>(290,511)</u>
GRAND TOTAL	657,514	639,374	621,773	589,119

GENERAL FUND

Legal

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	874,697	661,334	689,835	741,910
UTILITIES				
Water Service	366	389	399	396
Electric Service	6,533	6,578	5,739	5,908
Wastewater Service	426	439	437	448
Solid Waste Service	696	696	696	696
Solid Waste Service - Recycling	65	61	65	65
	8,086	8,163	7,336	7,513
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	11,827	11,254	11,254	11,971
Intra-Departmental Charges - Telephone	5,128	4,710	4,710	4,523
Intra-Departmental Charges - Facilities	14,623	18,168	18,168	18,215
Intra-Departmental Charges - Janitorial	9,978	13,728	13,728	14,206
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - GIS				150
Intra-Departmental Charges - IT Operations - Application Dev	16,810	21,496	21,496	14,552
Intra-Departmental Charges - IT Operations - Network Support	10,959	9,994	10,116	10,093
	70,058	80,080	80,202	74,419
ALL OTHER O&M				
Contractual Services	6,716	8,325	8,325	8,325
Legal Fees	411,654	237,631	294,062	237,631
Professional Services	5,490	8,685	8,685	8,685
Repair Of Equipment		205	205	205
Printing & Photography		467	467	467
Postage & Mailing	1,558	1,571	1,571	1,571
Subscription & Membership	33,728	31,308	31,263	31,008
Telephone Communications	1,295	1,076	1,076	1,076
Travel	7,342			7,908
Training	107			124
Office Supplies	2,717	5,092	5,092	5,392
Equipment - Noncapital		977	977	977
	470,606	295,337	351,723	303,369

GENERAL FUND
Legal

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Purchasing	(24,747)	(25,630)	(25,630)	(22,557)
Cost Allocated - RP Funding Center	(12,374)	(12,815)	(12,815)	(11,278)
Cost Allocated - Solid Waste Management	(24,747)	(27,659)	(27,659)	(22,557)
Cost Allocated - Airport	(24,747)	(35,457)	(35,457)	(22,557)
Cost Allocated - Parking	(12,374)	(12,815)	(12,815)	(11,278)
Cost Allocated - Wastewater	(111,364)	(119,376)	(119,376)	(101,505)
Cost Allocated - Electric	(445,454)	(546,989)	(546,989)	(406,020)
Cost Allocated - Water	(111,364)	(118,677)	(118,677)	(101,505)
Cost Allocated - Information Technology	(24,747)	(25,630)	(25,630)	(22,557)
Cost Allocated - Building Inspection Fund				(11,278)
	(791,918)	(925,048)	(925,048)	(733,092)
GRAND TOTAL	631,530	119,866	204,048	394,119

GENERAL FUND

Retirement Services

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	455,918	433,305	254,625	340,839
UTILITIES				
Water Service	57	56	61	61
Electric Service	707	703	643	662
Wastewater Service	63	66	74	76
Solid Waste Service	345	345	345	345
	1,172	1,170	1,123	1,144
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	5,311	5,092	6,178	6,154
Intra-Departmental Charges - Telephone	2,373	2,355	2,355	2,714
Intra-Departmental Charges - Facilities	1,884	2,341	2,341	2,347
Intra-Departmental Charges - Janitorial	1,285	1,769	1,769	1,830
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - Application Dev	13,108	13,560	13,560	9,597
Intra-Departmental Charges - IT Operations - Network Support	5,191	4,655	4,810	4,779
	29,736	30,353	31,594	27,981
ALL OTHER O&M				
Contractual Services	94	1,000	500	500
Professional Services	812	741	741	700
Recruitment Expenses		154	100	100
Rentals		236	100	100
Repair Of Equipment		206	100	100
Printing & Photography	555	53	53	100
Postage & Mailing		1,014	1,014	900
Subscription & Membership		234	234	184
Telephone Communications	861	874	874	874
Travel	1,841	2,672	2,672	2,672
Training	1,015	1,028	500	500
All Other Sundry Charges	152	21	21	120
Office Supplies	1,624	866	866	700
Equipment - Noncapital	1,234			
	8,188	9,099	7,775	7,550

GENERAL FUND
Retirement Services

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(4,917)	(4,303)	(4,303)	(3,179)
Cost Allocated - Purchasing	(2,950)	(2,582)	(2,582)	(1,907)
Cost Allocated - RP Funding Center	(39,335)	(34,425)	(34,425)	(25,432)
Cost Allocated - Solid Waste Management	(12,784)	(12,070)	(12,070)	(8,265)
Cost Allocated - Airport	(5,409)	(6,548)	(6,548)	(3,497)
Cost Allocated - Parking	(983)	(861)	(861)	(636)
Cost Allocated - Wastewater	(17,701)	(16,034)	(16,034)	(11,444)
Cost Allocated - Electric	(112,105)	(116,322)	(116,322)	(72,481)
Cost Allocated - Water	(25,076)	(22,684)	(22,684)	(16,213)
Cost Allocated - Stormwater Utility	(983)	(861)	(861)	(636)
Cost Allocated - Facilities Maintenance Fund	(11,309)	(9,897)	(9,897)	(7,312)
Cost Allocated - Information Technology	(14,751)	(12,909)	(12,909)	(9,537)
Cost Allocated-General Pension Plan	(30,000)	(30,000)	(30,000)	(60,000)
Cost Allocated - Building Inspection Fund				(1,589)
	<u>(278,303)</u>	<u>(269,496)</u>	<u>(269,496)</u>	<u>(222,128)</u>
GRAND TOTAL	216,711	204,431	25,621	155,386

GENERAL FUND

Internal Audit

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	128,443	198,939	205,554	206,499
UTILITIES				
Water Service	99	105	107	107
Electric Service	1,761	1,774	1,547	1,596
Wastewater Service	115	118	118	121
Solid Waste Service	188	188	188	188
Solid Waste Service - Recycling	18	17	18	18
	2,180	2,202	1,978	2,030
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	3,594	3,513	3,648	3,737
Intra-Departmental Charges - Telephone	1,424	1,413	1,413	1,357
Intra-Departmental Charges - Facilities	3,940	4,895	4,895	4,908
Intra-Departmental Charges - Janitorial	2,689	3,699	3,699	3,828
Intra-Departmental Charges - Training Ctr	99	99	99	99
Intra-Departmental Charges - IT Operations - Application Dev	11,819	8,406	8,406	12,780
Intra-Departmental Charges - IT Operations - Network Support	3,024	2,793	2,796	2,777
	27,027	25,251	25,389	29,898
ALL OTHER O&M				
Contractual Services	250			
Subscription & Membership	275	381	381	510
Telephone Communications	179	704	684	704
Travel				52
Training	554	854	800	1,619
Office Supplies	469	657	657	977
Equipment - Noncapital		494	494	
	1,727	3,090	3,016	3,862

GENERAL FUND

Internal Audit

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,403)	(12,511)	(12,511)	(12,119)
Cost Allocated - Purchasing	(11,403)	(12,511)	(12,511)	(12,119)
Cost Allocated - RP Funding Center	(9,123)	(10,008)	(10,008)	(9,695)
Cost Allocated - Solid Waste Management	(4,561)	(5,398)	(5,398)	(4,848)
Cost Allocated - Airport	(6,842)	(10,384)	(10,384)	(7,272)
Cost Allocated - Wastewater	(6,842)	(7,769)	(7,769)	(7,272)
Cost Allocated - Electric	(91,227)	(118,663)	(118,663)	(96,954)
Cost Allocated - Water	(9,123)	(10,298)	(10,298)	(9,695)
Cost Allocated - Facilities Maintenance Fund	(2,281)	(2,502)	(2,502)	(2,424)
Cost Allocated - Information Technology	(4,561)	(5,004)	(5,004)	(4,848)
Cost Allocated - Building Inspection Fund				(2,424)
	(157,367)	(195,048)	(195,048)	(169,670)
GRAND TOTAL	2,009	34,434	40,889	72,619

GENERAL FUND
Human Resources - Office of the Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	327,332	352,558	321,627	367,126
UTILITIES				
Water Service	264	280	287	285
Electric Service	4,710	4,742	4,138	4,261
Wastewater Service	307	317	315	323
Solid Waste Service	502	502	502	502
Solid Waste Service - Recycling	67	44	67	47
	5,850	5,885	5,309	5,418
INTER-CITY SERVICES				
Purchasing & Stores Service	3,495	433	433	412
Intra-Departmental Charges - PC & Network Support	10,413	10,112	11,291	11,129
Intra-Departmental Charges - Telephone	8,068	7,536	7,536	7,237
Intra-Departmental Charges - Facilities	10,546	13,103	13,103	13,138
Intra-Departmental Charges - Janitorial	7,197	9,901	9,901	10,246
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	41,165	42,799	42,799	41,225
Intra-Departmental Charges - IT Operations - Network Support	9,801	9,063	9,150	9,017
	90,982	93,244	94,510	92,701
ALL OTHER O&M				
Contractual Services	4,767	2,966	2,966	4,000
Contract Labor	233	17,357	15,000	16,489
Rentals		274	274	274
Printing & Photography	2,913	1,910	1,910	2,923
Postage & Mailing	221	1,530	1,530	1,827
Subscription & Membership	2,579	4,982	4,982	3,981
Telephone Communications	1,119	7,105	7,105	5,968
Travel	8,667	2,209	2,209	4,515
Training	12,204	3,243	3,243	3,279
All Other Sundry Charges	3,855	679	679	3,279
Office Supplies	5,554	8,872	8,872	5,589
Equipment - Noncapital	5,178	6,693	4,770	4,091
	47,291	57,820	53,540	56,215

GENERAL FUND
Human Resources - Office of the Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Background Checks	13,505	17,820	17,820	
General Employee Pay Analysis		15,000	15,000	10,000
	13,505	32,820	32,820	10,000
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(8,886)	(5,013)	(5,013)	(5,738)
Cost Allocated - Purchasing	(5,654)	(3,200)	(3,200)	(3,652)
Cost Allocated - RP Funding Center	(63,007)	(35,547)	(35,547)	(40,689)
Cost Allocated - Solid Waste Management	(21,810)	(13,276)	(13,276)	(14,085)
Cost Allocated - Airport	(7,270)	(5,675)	(5,675)	(4,695)
Cost Allocated - Parking	(1,616)	(911)	(911)	(1,043)
Cost Allocated - Wastewater	(29,080)	(16,981)	(16,981)	(18,780)
Cost Allocated - Electric	(189,828)	(126,978)	(126,978)	(122,589)
Cost Allocated - Water	(42,004)	(24,384)	(24,384)	(27,126)
Cost Allocated - Stormwater Utility	(1,616)	(911)	(911)	(1,043)
Cost Allocated - Facilities Maintenance Fund	(19,387)	(10,938)	(10,938)	(12,520)
Cost Allocated - Information Technology	(25,849)	(14,583)	(14,583)	(16,693)
Cost Allocated - Building Inspection Fund				(5,217)
	(416,007)	(258,397)	(258,397)	(273,870)
GRAND TOTAL	68,953	283,930	249,409	257,590

GENERAL FUND

Human Resources - Employment Services

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	934,478	1,034,911	951,858	1,101,010
UTILITIES				
Water Service	244	239	263	263
Electric Service	3,024	3,009	2,751	2,834
Wastewater Service	271	279	315	323
Solid Waste Service	1,474	1,474	1,474	1,474
	5,012	5,001	4,803	4,894
INTER-CITY SERVICES				
Gasoline - Fleet Management	40			110
Maintenance - Fleet Management	760	(348)	432	1,968
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	21,314	20,926	24,605	25,358
Intra-Departmental Charges - Telephone	8,068	8,478	8,478	7,690
Intra-Departmental Charges - Facilities	21,908	27,220	27,220	27,291
Intra-Departmental Charges - Janitorial	14,951	20,568	20,568	21,284
Intra-Departmental Charges - Training Ctr	396	396	396	396
Intra-Departmental Charges - IT Operations - Application Dev	32,803	9,743	9,743	10,004
Intra-Departmental Charges - IT Operations - Network Support	15,458	13,965	15,503	15,737
	116,135	101,381	107,378	110,250
ALL OTHER O&M				
Contractual Services	8,034	10,620	8,888	20,000
Professional Services	116	569	569	200
Advertising	8,123	5,292	5,292	8,000
Visa/Mastercard Bank Charges		366	366	300
Contract Labor	3,747			
Rentals		6,750	6,750	6,750
Printing & Photography	208	338	338	338
Postage & Mailing	86	524	524	524
Subscription & Membership	3,238	2,540	2,540	7,843
Telephone Communications	603	2,771	2,771	2,771
Travel	4,712	1,207	1,207	4,707
Training	6,799	2,625	2,625	5,068
All Other Sundry Charges	775	614	614	1,014
Office Supplies	4,792	3,917	3,917	8,000
Equipment - Noncapital	3,359	1,663	1,663	1,500
	44,591	39,796	38,064	67,015

GENERAL FUND
Human Resources - Employment Services

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Internship Program		763	763	31,762
JobAps Online Employment Center	32,119	33,031	33,031	32,120
Background Checks				20,820
LPD/Fire Position Testing Materials	1,539	5,750	5,750	5,750
	<u>33,658</u>	<u>39,544</u>	<u>39,544</u>	<u>90,452</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(10,786)	(11,594)	(11,594)	(12,844)
Cost Allocated - Purchasing	(7,550)	(8,116)	(8,116)	(8,991)
Cost Allocated - RP Funding Center	(79,818)	(85,795)	(85,795)	(95,044)
Cost Allocated - Solid Waste Management	(30,202)	(35,028)	(35,028)	(35,963)
Cost Allocated - Airport	(10,786)	(16,039)	(16,039)	(12,844)
Cost Allocated - Parking	(2,157)	(2,320)	(2,320)	(2,569)
Cost Allocated - Wastewater	(37,752)	(42,000)	(42,000)	(44,953)
Cost Allocated - Electric	(245,927)	(313,411)	(313,411)	(292,838)
Cost Allocated - Water	(55,010)	(60,841)	(60,841)	(65,503)
Cost Allocated - Stormwater Utility	(3,236)	(3,478)	(3,478)	(3,853)
Cost Allocated - Facilities Maintenance Fund	(28,044)	(30,144)	(30,144)	(33,394)
Cost Allocated - Information Technology	(33,437)	(35,941)	(35,941)	(39,816)
Cost Allocated - Building Inspection Fund				(12,844)
	<u>(544,705)</u>	<u>(644,707)</u>	<u>(644,707)</u>	<u>(661,456)</u>
GRAND TOTAL	589,169	575,926	496,940	712,165

GENERAL FUND
Human Resources - Engagement and Development

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	595,129	661,654	614,001	663,422
UTILITIES				
Water Service	425	441	417	417
Electric Service	17,464	18,334	14,945	15,393
Wastewater Service	783	797	752	771
Solid Waste Service	3,274	3,274	3,274	3,274
	21,947	22,846	19,388	19,855
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	45,156	44,129	46,228	46,575
Intra-Departmental Charges - Telephone	2,848	2,826	2,826	2,714
Intra-Departmental Charges - Facilities	13,853	17,211	17,211	17,256
Intra-Departmental Charges - Janitorial	9,454	13,005	13,005	13,458
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	25,614	24,142	24,142	30,881
Intra-Departmental Charges - IT Operations - Network Support	38,196	35,131	35,399	34,937
	135,855	137,174	139,541	146,530
ALL OTHER O&M				
Contractual Services	15,839	13,964	13,964	33,964
Tuition Refund Program	151,964	122,969	122,969	130,000
Rentals		2,538	2,538	2,538
Subscription & Membership	1,146	2,498	2,498	2,498
Telephone Communications		531	531	531
Travel	4,635			4,661
Training	3,342	5,281	5,281	5,281
All Other Sundry Charges	1,874	2,186	2,186	2,186
Office Supplies	26	16,944	16,944	16,944
Equipment - Noncapital	3,073	4,373	4,373	4,373
Service Awards & Plaques	21,817	50,725	50,725	50,725
	203,716	222,009	222,009	253,701
CAPITAL OUTLAY				
Equipment - Capital	8,598			
	8,598			

GENERAL FUND
Human Resources - Engagement and Development

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Employee Programs	20,324	19,641	17,729	24,141
Internship Program	15,492		668	
Succession Management	30,443	27,167	27,167	33,167
CityU Program	10,557	15,995	15,995	10,952
Leadership Development	14,007	16,941	16,941	16,941
	<u>90,823</u>	<u>79,744</u>	<u>78,500</u>	<u>85,201</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(10,863)	(9,135)	(9,135)	(11,927)
Cost Allocated - Purchasing	(6,913)	(5,813)	(5,813)	(7,590)
Cost Allocated - RP Funding Center	(77,027)	(64,778)	(64,778)	(84,571)
Cost Allocated - Solid Waste Management	(26,663)	(24,194)	(24,194)	(29,275)
Cost Allocated - Airport	(8,888)	(10,340)	(10,340)	(9,758)
Cost Allocated - Parking	(1,975)	(1,661)	(1,661)	(2,168)
Cost Allocated - Wastewater	(35,551)	(30,945)	(30,945)	(39,033)
Cost Allocated - Electric	(232,070)	(243,250)	(243,250)	(254,798)
Cost Allocated - Water	(51,352)	(44,436)	(44,436)	(56,381)
Cost Allocated - Stormwater Utility	(1,975)	(1,661)	(1,661)	(2,168)
Cost Allocated - Facilities Maintenance Fund	(23,701)	(20,932)	(20,932)	(26,022)
Cost Allocated - Information Technology	(31,601)	(26,576)	(26,576)	(34,696)
Cost Allocated - Building Inspection Fund				(5,421)
	<u>(508,579)</u>	<u>(483,721)</u>	<u>(483,721)</u>	<u>(563,808)</u>
GRAND TOTAL	547,489	639,706	589,718	604,901

GENERAL FUND

Human Resources - Policy and Labor Relations

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	317,531	362,890	344,143	372,581
UTILITIES				
Water Service	113	120	123	122
Electric Service	2,017	2,031	1,772	1,825
Wastewater Service	132	135	135	138
Solid Waste Service	215	215	215	215
Solid Waste Service - Recycling		20		20
	2,477	2,521	2,245	2,320
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	1,301	1,366	1,391	1,404
Intra-Departmental Charges - Telephone	475	471	471	452
Intra-Departmental Charges - Facilities	4,520	5,616	5,616	5,630
Intra-Departmental Charges - Janitorial	3,084	4,243	4,243	4,391
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - Network Support	1,158	931	1,082	1,076
	11,123	13,208	13,384	13,513
ALL OTHER O&M				
Subscription & Membership	615	1,069	1,069	569
Telephone Communications	1,453	2,061	2,061	1,061
Travel	1,022	372	372	1,500
Training	942	1,927	1,927	3,000
	4,031	5,429	5,429	6,130
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(4,166)	(4,201)	(4,201)	(4,343)
Cost Allocated - Purchasing	(2,651)	(2,674)	(2,674)	(2,764)
Cost Allocated - RP Funding Center	(29,542)	(29,792)	(29,792)	(30,799)
Cost Allocated - Solid Waste Management	(10,226)	(11,127)	(11,127)	(10,661)
Cost Allocated - Airport	(3,409)	(4,756)	(4,756)	(3,554)
Cost Allocated - Parking	(757)	(764)	(764)	(790)
Cost Allocated - Wastewater	(13,635)	(14,232)	(14,232)	(14,215)
Cost Allocated - Electric	(89,005)	(106,420)	(106,420)	(92,793)
Cost Allocated - Water	(19,695)	(21,465)	(21,465)	(20,533)
Cost Allocated - Stormwater Utility	(757)	(764)	(764)	(790)
Cost Allocated - Facilities Maintenance Fund	(9,090)	(9,167)	(9,167)	(9,477)
Cost Allocated - Information Technology	(12,120)	(12,222)	(12,222)	(12,636)
Cost Allocated - Building Inspection Fund				(3,949)
	(195,053)	(217,584)	(217,584)	(207,304)
GRAND TOTAL	140,109	166,464	147,617	187,240

GENERAL FUND

Risk Management

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,306,010	1,387,881	1,391,236	1,490,348
UTILITIES				
Water Service	160	164	174	174
Electric Service	5,410	5,104	4,647	4,786
Wastewater Service	298	299	314	322
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	8,153	7,852	7,420	7,567
INTER-CITY SERVICES				
Rental - Fleet Management	9,325	9,410	9,693	9,985
Gasoline - Fleet Management	5,324	7,131	4,200	7,130
Maintenance - Fleet Management	8,896	8,092	8,515	7,985
Purchasing & Stores Service	17,036	23,846	23,846	11,526
Intra-Departmental Charges - PC & Network Support	25,620	26,159	26,319	27,361
Intra-Departmental Charges - Telephone	14,918	14,602	14,602	13,570
Intra-Departmental Charges - Radios	3,847	3,980	3,980	3,999
Intra-Departmental Charges - Facilities	10,265	12,754	12,754	12,788
Intra-Departmental Charges - Janitorial	7,005	9,638	9,638	9,974
Intra-Departmental Charges - Training Ctr	841	866	866	841
Intra-Departmental Charges - IT Operations - Application Dev	37,680	33,945	33,945	46,523
Intra-Departmental Charges - IT Operations - Network Support	23,308	21,166	21,259	21,201
	164,066	171,589	169,617	172,883
ALL OTHER O&M				
Contractual Services	420			5,895
Professional Services	39,784	36,794	36,794	10,000
Contract Labor	135,986	30,316	30,316	42,500
Leases	1,107			
Rentals		1,185	1,185	1,185
Repair Of Equipment		212	212	212
Printing & Photography	2,541	1,330	1,330	2,851
Postage & Mailing	17	74	74	2,410
Subscription & Membership	876	317	317	1,056
Telephone Communications	3,599	4,399	4,399	4,399
Travel	432			1,513
Training	1,100	1,106	1,106	2,112
All Other Sundry Charges				132
Licenses & Permits		321	321	189
Office Supplies	7,216	8,782	8,782	8,782
Equipment - Noncapital	2,881	7,627	7,627	2,640
All Other Materials & Supplies	613	3,590	3,590	4,540

GENERAL FUND Risk Management

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Uniforms	636			1,850
Recoveries-From Outside City			(600)	
	197,207	96,053	95,453	92,266
SPECIAL PROJECTS				
Safety Program	29,170	35,324	35,324	35,324
Emergency Management	22,664	21,388	21,388	21,388
HealthStat Clinic Services	70,134	113,296	113,296	113,296
Drivers License Checks	4,046	5,204	5,204	5,204
UHC Wellness Program	29,390	150,478	150,478	
Non-Departmental Environmental Clean-Up	2,926	52,373	52,373	30,375
UHC Communications	4,269	9,841	9,841	
	162,600	387,904	387,904	205,587
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(14,283)	(12,081)	(12,081)	(13,526)
Cost Allocated - Purchasing	(7,141)	(5,823)	(5,823)	(6,763)
Cost Allocated - RP Funding Center	(78,555)	(74,593)	(74,593)	(74,392)
Cost Allocated - Solid Waste Management	(108,905)	(111,973)	(111,973)	(103,134)
Cost Allocated - Airport	(12,497)	(15,375)	(15,375)	(11,835)
Cost Allocated - Parking	(3,571)	(3,163)	(3,163)	(3,381)
Cost Allocated - Wastewater	(76,769)	(71,488)	(71,488)	(72,701)
Cost Allocated - Electric	(543,285)	(601,765)	(601,765)	(525,529)
Cost Allocated - Water	(128,544)	(121,429)	(121,429)	(121,732)
Cost Allocated - Stormwater Utility	(3,571)	(2,827)	(2,827)	(3,381)
Cost Allocated - Facilities Maintenance Fund	(28,565)	(23,289)	(23,289)	(27,051)
Cost Allocated - Information Technology	(37,492)	(30,820)	(30,820)	(35,505)
Cost Allocated - Building Inspection Fund				(8,454)
	(1,043,178)	(1,074,626)	(1,074,626)	(1,007,384)
GRAND TOTAL	794,857	976,653	977,004	961,267

GENERAL FUND
Community & Economic Development - Planning

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	2,243,104	2,251,122	1,871,035	2,217,450
INSURANCES				
Uninsured Loss Reimbursement	250			
Self-Insurance Services	2,729	2,517	2,517	2,771
	2,979	2,517	2,517	2,771
UTILITIES				
Water Service	724	771	791	821
Electric Service	13,557	13,651	11,910	12,266
Wastewater Service	885	911	908	930
Solid Waste Service	1,445	1,445	1,445	1,445
Solid Waste Service - Recycling	135	127	135	135
	16,747	16,905	15,189	15,597
INTER-CITY SERVICES				
Rental - Fleet Management	5,431	3,823	6,553	6,180
Gasoline - Fleet Management	935	711	1,094	1,218
Maintenance - Fleet Management	3,559	3,814	6,996	4,187
Purchasing & Stores Service	31,015	22,112	22,112	27,168
Intra-Departmental Charges - PC & Network Support	45,672	43,928	52,704	54,460
Intra-Departmental Charges - Telephone	13,289	13,188	13,188	12,665
Intra-Departmental Charges - Radios				1,142
Intra-Departmental Charges - Facilities	35,724	44,385	44,385	44,502
Intra-Departmental Charges - Janitorial	19,922	27,407	27,407	28,363
Intra-Departmental Charges - Training Ctr	1,386	1,386	1,386	1,386
Intra-Departmental Charges - IT Operations - GIS	48,733	54,884	54,884	67,538
Intra-Departmental Charges - IT Operations - Application Dev	145,184	164,438	164,438	181,274
Intra-Departmental Charges - IT Operations - Network Support	37,144	33,516	37,679	38,704
	387,995	413,592	432,826	468,787

GENERAL FUND
Community & Economic Development - Planning

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	5,765	25,000	20,000	
Advertising	5,766	12,350	10,350	20,000
Visa/Mastercard Bank Charges	1,823	2,900	2,900	1,600
Contract Labor	14,623			
Printing & Photography	5,334	6,754	6,754	8,500
Postage & Mailing	3,036	3,500	3,500	3,500
Subscription & Membership	7,474	9,363	9,363	5,000
Telephone Communications	2,756	3,100	3,100	3,100
Travel	3,745	1,500	1,500	6,000
Training	5,052	3,000	3,000	6,000
Office Supplies	23,912	12,095	12,095	20,000
Equipment - Noncapital	9,320	5,500	5,500	5,500
	<u>88,607</u>	<u>85,062</u>	<u>78,062</u>	<u>79,200</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	1,197	1,000	1,000	1,000
Neighborhood Clean Up Project	3,226	10,000	3,500	4,700
Historic Preservation Board	5,348	9,820	9,820	14,770
Comprehensive Plan Update & Reprint	151,487	255,400	255,400	180,400
Planning-Affordable Housing Incentive Plan		9,991	9,991	9,991
Title Clearing Expense - Foreclosed Property	322	750	750	750
Transportation & Planning Consultant	37	215,400	215,400	175,400
Annexation Referendum		500	500	1,000
Land Development Regulation Update	4,770	51,598	51,598	25,000
NAC/Summer Werx program	10,250	10,000	10,000	10,000
Neighborhood Stabilization & Revitalization		365,922	365,922	
Downtown Master Plan	18,850	51,050	51,050	
Affordable Housing Strategies		250,000	250,000	250,000
Lakeland Residential Historic Districts Design Guidelines Revision		148,950	148,900	
	<u>195,488</u>	<u>1,380,381</u>	<u>1,373,831</u>	<u>673,011</u>
ALLOCATIONS				
Cost Allocated - Electric	(121,098)	(161,561)	(161,561)	(131,077)
	<u>(121,098)</u>	<u>(161,561)</u>	<u>(161,561)</u>	<u>(131,077)</u>
GRAND TOTAL	<u>2,813,821</u>	<u>3,990,588</u>	<u>3,614,469</u>	<u>3,328,309</u>

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	782,928	794,945	747,417	858,330
INSURANCES				
Uninsured Loss Reimbursement	1,750			
	1,750			
UTILITIES				
Water Service	279	289	342	342
Electric Service	2,520	2,501	2,068	2,130
Wastewater Service	291	300	298	305
Solid Waste Service	348	348	348	348
	3,438	3,438	3,056	3,125
INTER-CITY SERVICES				
Rental - Fleet Management	18,607	20,156	20,376	20,155
Gasoline - Fleet Management	16,239	17,818	15,172	19,195
Maintenance - Fleet Management	22,633	32,688	34,868	28,360
Purchasing & Stores Service	35,820	27,065	27,065	25,933
Intra-Departmental Charges - PC & Network Support	24,259	23,642	23,780	23,364
Intra-Departmental Charges - Telephone	3,797	3,794	3,794	3,619
Intra-Departmental Charges - Radios	6,718	6,852	6,852	5,712
Intra-Departmental Charges - Facilities	6,530	8,114	8,114	8,135
Intra-Departmental Charges - Janitorial	10,716	10,984	10,984	10,984
Intra-Departmental Charges - Training Ctr	544	544	544	544
Intra-Departmental Charges - IT Operations - GIS	27,917	32,068	32,068	31,786
Intra-Departmental Charges - IT Operations - Application Dev	87,341	89,931	89,931	82,110
Intra-Departmental Charges - IT Operations - Network Support	17,866	16,620	15,828	15,497
	278,987	290,276	289,376	275,394
ALL OTHER O&M				
Contractual Services	25,244	31,456	27,237	27,000
Printing & Photography	450	800	277	800
Postage & Mailing	9,013	10,000	8,100	9,450
Subscription & Membership	900	800	800	800
Telephone Communications	10,913	8,500	8,500	8,500
Travel	608	500	384	2,000
Training	4,346	1,000	1,000	2,000
Office Supplies	6,364	6,000	6,000	5,500
Equipment - Noncapital	5,131	1,500	400	2,500
Uniforms	2,389	2,600	2,600	2,500
	65,358	63,156	55,298	61,050

GENERAL FUND
Community & Economic Development - Code Enforcement

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Lot Clearings	82,899	93,301	60,535	109,900
Demolition of Condemned Buildings	18,272	49,728	49,646	80,250
Code Enforcement Board Exp	41,836	31,850	28,658	37,650
Orangewood Land Maintenance	3,500	3,500	3,500	3,500
Neighborhood Stabilization & Revitalization	72,560	123,305	72,749	72,861
	219,067	301,684	215,088	304,161
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(16,988)	(18,883)	(18,883)	(18,289)
Cost Allocated - Stormwater Utility	(52,220)	(53,787)	(53,787)	(56,219)
Cost Allocated - Building Inspection Fund				(27,953)
	(69,208)	(72,670)	(72,670)	(102,461)
GRAND TOTAL	1,282,320	1,380,829	1,237,565	1,399,599

GENERAL FUND
Community & Economic Development - Business Tax Office

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	207,205	206,574	170,596	170,209
UTILITIES				
Water Service	78	84	86	85
Electric Service	1,403	1,412	1,232	1,273
Wastewater Service	92	94	94	97
Solid Waste Service	150	150	150	150
Solid Waste Service - Recycling	14	13	14	14
	1,736	1,753	1,576	1,619
INTER-CITY SERVICES				
Rental - Fleet Management	3,008	5,861	2,225	4,584
Gasoline - Fleet Management	186	349	72	143
Maintenance - Fleet Management	1,688	4,864	1,829	1,396
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	6,745	6,709	9,074	9,883
Intra-Departmental Charges - Telephone	1,898	2,355	2,355	2,262
Intra-Departmental Charges - Facilities	3,138	3,898	3,898	3,908
Intra-Departmental Charges - Janitorial	2,141	2,945	2,945	3,048
Intra-Departmental Charges - Training Ctr	148	148	148	148
Intra-Departmental Charges - IT Operations - GIS				150
Intra-Departmental Charges - IT Operations - Network Support	6,049	5,586	7,921	8,331
	25,438	33,148	30,900	34,265
ALL OTHER O&M				
Visa/Mastercard Bank Charges	4,631	3,422	3,422	3,422
Printing & Photography	1,198	1,790	1,290	1,290
Postage & Mailing	8,220	7,011	7,011	7,011
Subscription & Membership	125	135	135	135
Telephone Communications	871	945	945	945
Travel	938	850	850	850
Training	620	569	569	569
Office Supplies	109	569	569	569
Equipment - Noncapital	592	1,299	1,299	1,799
Uniforms	524	787	787	787
	17,829	17,377	16,877	17,377
GRAND TOTAL	252,208	258,852	219,949	223,470

GENERAL FUND
Finance - Central Accounting

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	2,257,050	2,671,046	2,512,224	2,590,700
UTILITIES				
Water Service	600	637	653	649
Electric Service	10,711	10,784	9,409	9,694
Wastewater Service	699	720	717	735
Solid Waste Service	1,142	1,142	1,142	1,142
Solid Waste Service - Recycling	107	101	107	107
	13,258	13,384	12,028	12,327
INTER-CITY SERVICES				
Purchasing & Stores Service	5,679	433	433	2,058
Intra-Departmental Charges - PC & Network Support	45,804	45,973	55,062	55,129
Intra-Departmental Charges - Telephone	16,136	16,486	16,486	15,379
Intra-Departmental Charges - Facilities	23,457	29,144	29,144	29,221
Intra-Departmental Charges - Janitorial	16,007	22,022	22,022	22,789
Intra-Departmental Charges - Training Ctr	1,138	1,138	1,138	1,138
Intra-Departmental Charges - IT Operations - Application Dev	384,639	372,324	372,324	383,183
Intra-Departmental Charges - IT Operations - Network Support	34,939	31,654	39,816	39,480
	527,799	519,174	536,425	548,377
ALL OTHER O&M				
Contractual Services	1,496	5,067	5,067	5,067
Banking Service	8,926	12,474	12,474	13,474
Professional Services		522	522	522
Advertising	250	522	522	522
Annual Audit	44,143	43,300	43,300	41,300
Repair Of Equipment	3,645	3,375	3,375	2,055
Printing & Photography	6,548	5,111	5,111	5,111
Postage & Mailing	25,233	24,711	24,711	24,711
Subscription & Membership	3,379	4,927	4,625	4,625
Telephone Communications	1,187	2,086	2,086	2,086
Travel	194	31	31	2,235
Training	2,147	3,991	3,391	4,344
All Other Sundry Charges	617			1,337
Software License & Maintenance	5,000	5,000	5,000	5,063
Office Supplies	11,594	12,624	12,624	15,126
Equipment - Noncapital	2,709	11,036	5,919	5,919
	117,068	134,777	128,758	133,497

GENERAL FUND
Finance - Central Accounting

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(94,782)	(100,999)	(100,999)	(104,826)
Cost Allocated - Purchasing	(68,125)	(72,593)	(72,593)	(75,344)
Cost Allocated - RP Funding Center	(112,554)	(120,936)	(120,936)	(124,481)
Cost Allocated - Solid Waste Management	(79,972)	(91,957)	(91,957)	(88,447)
Cost Allocated - Airport	(78,491)	(115,707)	(115,707)	(86,809)
Cost Allocated - Parking	(44,429)	(47,343)	(47,343)	(49,137)
Cost Allocated - Wastewater	(94,782)	(104,536)	(104,536)	(104,826)
Cost Allocated - Electric	(746,409)	(943,011)	(943,011)	(825,504)
Cost Allocated - Water	(130,325)	(142,895)	(142,895)	(144,136)
Cost Allocated - Stormwater Utility	(50,353)	(53,655)	(53,655)	(55,689)
Cost Allocated - Facilities Maintenance Fund	(77,010)	(82,061)	(82,061)	(85,171)
Cost Allocated - Information Technology	(118,478)	(126,248)	(126,248)	(131,032)
Cost Allocated - Building Inspection Fund				(26,206)
	(1,695,710)	(2,001,941)	(2,001,941)	(1,901,608)
GRAND TOTAL	1,219,465	1,336,440	1,187,494	1,383,293

GENERAL FUND

Finance - Customer Billing

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	683,097	681,387	666,333	674,806
UTILITIES				
Water Service	222	236	242	227
Electric Service	3,963	3,990	3,481	3,383
Wastewater Service	259	267	265	257
Solid Waste Service	422	422	422	422
Solid Waste Service - Recycling	39	37	39	37
	4,905	4,952	4,449	4,326
INTER-CITY SERVICES				
Purchasing & Stores Service	10,484	433	433	1,235
Intra-Departmental Charges - PC & Network Support	15,961	15,377	16,436	16,537
Intra-Departmental Charges - Telephone	6,644	6,594	6,594	6,333
Intra-Departmental Charges - Facilities	8,880	11,033	11,033	11,062
Intra-Departmental Charges - Janitorial	6,060	8,336	8,336	8,627
Intra-Departmental Charges - Training Ctr	495	495	495	495
Intra-Departmental Charges - IT Operations - GIS	20,595	23,891	23,892	24,363
Intra-Departmental Charges - IT Operations - Application Dev	51,159	52,083	52,084	47,393
Intra-Departmental Charges - IT Operations - Network Support	12,902	12,103	11,484	11,409
	133,180	130,345	130,787	127,454
ALL OTHER O&M				
Repair Of Equipment	1,083	1,600	1,200	1,200
Printing & Photography	1,392	1,289	1,289	1,289
Postage & Mailing	8,401	7,100	7,100	7,100
Subscription & Membership		125		
Travel	2,870	41	41	4,650
Training	1,959	2,300	200	2,700
Office Supplies	2,723	3,768	3,768	3,768
Equipment - Noncapital	239			
	18,667	16,223	13,598	20,707
ALLOCATIONS				
Cost Allocated - Solid Waste Management	(179,101)	(201,371)	(201,371)	(165,613)
Cost Allocated - Parking	(26,865)	(27,989)	(27,989)	(24,842)
Cost Allocated - Wastewater	(179,101)	(193,128)	(193,128)	(165,613)
Cost Allocated - Electric	(134,325)	(165,925)	(165,925)	(124,210)
Cost Allocated - Water	(179,101)	(191,998)	(191,998)	(165,613)
Cost Allocated - Stormwater Utility	(107,460)	(112,057)	(112,057)	(99,368)
Cost Allocated - Building Inspection Fund				(4,140)
	(805,953)	(892,468)	(892,468)	(749,399)
GRAND TOTAL	33,896	(59,561)	(77,301)	77,894

GENERAL FUND
Finance - Treasurer

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	444,601	446,525	452,652	458,805
INSURANCES				
Insurance - Position Bond		685	685	685
		685	685	685
UTILITIES				
Water Service	16	17	18	18
Electric Service	287	288	252	263
Wastewater Service	19	20	19	20
Solid Waste Service	31	31	31	31
Solid Waste Service - Recycling	3	3	3	3
	355	359	323	335
INTER-CITY SERVICES				
Purchasing & Stores Service	874	433	433	412
Intra-Departmental Charges - PC & Network Support	4,157	4,238	4,322	4,352
Intra-Departmental Charges - Telephone	2,848	3,297	3,297	3,166
Intra-Departmental Charges - Facilities	514	638	638	639
Intra-Departmental Charges - Janitorial	206	283	283	293
Intra-Departmental Charges - Training Ctr	198	208	198	198
Intra-Departmental Charges - IT Operations - Application Dev	17,162	17,343	17,343	17,487
Intra-Departmental Charges - IT Operations - Network Support	3,024	2,793	2,796	2,777
	28,983	29,233	29,310	29,324
ALL OTHER O&M				
Contractual Services	100,646	151,509	135,000	135,000
Repair Of Equipment	1,125	650	650	650
Printing & Photography	416	700	400	400
Postage & Mailing	1,322	2,650	2,000	2,000
Subscription & Membership	875	500	500	500
Telephone Communications	362	400	400	400
Training	250	1,025	1,000	1,000
Office Supplies	2,100	3,100	2,750	2,750
Equipment - Noncapital	356			
	107,451	160,534	142,700	142,700

GENERAL FUND
Finance - Treasurer

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,354)	(11,639)	(11,639)	(11,636)
Cost Allocated - Purchasing	(308)	(316)	(316)	(316)
Cost Allocated - RP Funding Center	(678)	(696)	(696)	(696)
Cost Allocated - Solid Waste Management	(36,961)	(40,889)	(40,889)	(37,879)
Cost Allocated - Airport	(1,728)	(2,450)	(2,450)	(1,771)
Cost Allocated - Parking	(1,851)	(1,898)	(1,898)	(1,897)
Cost Allocated - Wastewater	(49,673)	(52,703)	(52,703)	(50,906)
Cost Allocated - Electric	(375,356)	(456,197)	(456,197)	(384,672)
Cost Allocated - Water	(59,361)	(62,612)	(62,612)	(60,834)
Cost Allocated - Stormwater Utility	(32,828)	(33,651)	(33,651)	(33,642)
Cost Allocated - Facilities Maintenance Fund	(432)	(443)	(443)	(443)
Cost Allocated - Information Technology	(1,666)	(1,708)	(1,708)	(1,707)
Cost Allocated - Building Inspection Fund				(5,059)
	(572,197)	(665,202)	(665,202)	(591,458)
GRAND TOTAL	9,194	(27,866)	(39,532)	40,391

GENERAL FUND
Finance - City Clerk

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	425,748	434,127	434,649	443,968
UTILITIES				
Water Service	310	328	298	298
Electric Service	12,178	12,310	9,356	9,637
Wastewater Service	436	449	389	399
Solid Waste Service	4,731	4,804	4,727	4,727
Solid Waste Service - Recycling	116	116	116	116
	17,770	18,007	14,886	15,177
INTER-CITY SERVICES				
Purchasing & Stores Service	1,310	433	433	2,470
Intra-Departmental Charges - PC & Network Support	10,378	10,081	10,679	10,756
Intra-Departmental Charges - Telephone	2,848	2,826	2,826	2,714
Intra-Departmental Charges - Facilities	39,895	49,568	49,568	49,698
Intra-Departmental Charges - Janitorial	42,914	59,039	59,039	61,096
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - Application Dev	13,590	14,831	14,831	10,782
Intra-Departmental Charges - IT Operations - Network Support	8,215	7,448	7,605	7,556
	119,397	144,473	145,228	145,319
ALL OTHER O&M				
Advertising	11,825	14,142	14,142	14,142
Repair Of Equipment	906	997	997	997
Postage & Mailing	423	401	401	401
Subscription & Membership	1,360	1,266	1,266	1,266
Telephone Communications	362	360	360	360
Travel	3,275	1,371	1,371	5,414
Training	271	554	554	554
All Other Sundry Charges	168	160	160	160
Software License & Maintenance	1,912	2,012	2,012	2,012
Office Supplies	1,363	2,052	2,052	2,052
Equipment - Noncapital		483	449	483
	21,865	23,798	23,764	27,841
CAPITAL OUTLAY				
Equipment - Capital	1,635			
	1,635			

GENERAL FUND
Finance - City Clerk

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Easy Vote Software		3,250	3,250	2,500
Boards & Committee Dinner	5,143	656	656	10,656
Election Expense	83,992	140,700	141,058	169,000
Document Shredding	604	1,030	1,030	1,030
	<u>89,739</u>	<u>145,636</u>	<u>145,994</u>	<u>183,186</u>
ALLOCATIONS				
Cost Allocated - Purchasing	(18,815)	(20,222)	(20,222)	(20,255)
Cost Allocated - Solid Waste Management	(1,764)	(2,045)	(2,045)	(1,899)
Cost Allocated - Airport	(588)	(874)	(874)	(633)
Cost Allocated - Wastewater	(15,875)	(17,660)	(17,660)	(17,090)
Cost Allocated - Electric	(54,093)	(68,931)	(68,931)	(58,232)
Cost Allocated - Water	(17,051)	(18,857)	(18,857)	(18,356)
Cost Allocated - Stormwater Utility	(588)	(632)	(632)	(633)
Cost Allocated - Facilities Maintenance Fund	(5,880)	(6,320)	(6,320)	(6,330)
Cost Allocated - Information Technology	(588)	(632)	(632)	(633)
	<u>(115,242)</u>	<u>(136,173)</u>	<u>(136,173)</u>	<u>(124,061)</u>
GRAND TOTAL	<u>560,914</u>	<u>629,868</u>	<u>628,348</u>	<u>691,430</u>

GENERAL FUND

Fire

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,047,498	1,056,405	1,187,355	1,247,458
INSURANCE				
Uninsured Loss Reimbursement	750	250		500
	750	250		500
INTER-CITY SERVICES				
Purchasing & Stores Service	10,484	15,608	15,608	10,291
Intra-Departmental Charges - PC & Network Support	24,303	26,570	27,262	28,288
Intra-Departmental Charges - Telephone	11,390	10,362	10,362	10,856
Intra-Departmental Charges - Radios	65,498	66,517	66,517	70,833
Intra-Departmental Charges - Facilities	19,094	23,723	23,723	23,786
Intra-Departmental Charges - Janitorial	13,030	17,926	17,926	18,551
Intra-Departmental Charges - Training Ctr	8,411	8,411	8,411	8,411
Intra-Departmental Charges - IT Operations - GIS	13,639	13,388	13,388	5,003
Intra-Departmental Charges - IT Operations - Application Dev	144,914	141,110	141,110	161,418
Intra-Departmental Charges - IT Operations - Public Safety	73,228	60,820	60,819	76,652
Intra-Departmental Charges - IT Operations - Network Support	22,261	22,534	21,173	21,737
	406,252	406,969	406,299	435,826
ALL OTHER O&M				
Contractual Services	955	374	594	594
Rentals				574
Printing & Photography	1,826	2,720	2,720	2,720
Postage & Mailing	264	156	156	156
Subscription & Membership	1,313	1,852	1,852	1,210
Telephone Communications	3,613	4,411	4,411	4,411
Travel	631	26	26	2,584
Laundry & Dry Cleaning	2,130	1,611	1,611	4,111
All Other Sundry Charges	538	713	713	713
Licenses & Permits	223			422
Office Supplies	2,013	3,039	3,039	3,039
Equipment - Noncapital	14,546	3,022	3,022	9,022
All Other Materials & Supplies	1,031	1,314	1,314	1,314
Uniforms	962	1,816	1,816	1,816
	30,045	21,054	21,274	32,686
CAPITAL EQUIPMENT				
Equipment - Capital		5,000	5,000	5,000
		5,000	5,000	5,000

Fire

SPECIAL PROJECTS

TRANSFERS TO OTHER FUNDS

SUB-TOTAL

OPERATIONS

PERSONAL SERVICES

UTILITIES

INTER-CITY SERVICES

ALL OTHER O&M

Fire

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Uniforms	51,419	65,099	65,099	65,099
Chemicals	4,877	5,436	5,436	5,436
Fire Fighting Accessories	184,527	123,031	113,862	95,914
	297,964	255,993	246,824	241,270
SPECIAL PROJECTS				
EMS Operations	10,672	12,900	12,159	16,159
Maintenance & Replacement of Fire Hose	6,467	3,000	3,000	6,565
Urban Search and Rescue Team (USAR)	15,875	15,772	21,036	17,772
ARFF Training	42,712	24,117	33,428	44,231
Replace AED & Accessories		1,255	1,255	1,255
Special Event Sponsorship	13,986		5,239	
Mutual Aid - Michael Mission - State	120,358			
Special Events - Reimbursable	20,037	18,981	23,384	
	230,106	76,025	99,501	85,982
SUB-TOTAL	17,099,729	17,289,873	16,880,801	18,055,160
TRAINING				
PERSONAL SERVICES	290,303	293,603	231,801	172,330
UTILITIES				
Water Service	14,498	16,158	14,734	14,734
Electric Service	7,367	8,414	9,015	9,285
Wastewater Service	9,558	11,018	10,983	11,258
Solid Waste Service	2,228	1,091	1,091	1,091
	33,650	36,681	35,823	36,368
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	4,482	4,400	4,578	4,585
Intra-Departmental Charges - Telephone	4,746	4,710	4,710	4,523
Intra-Departmental Charges - Facilities	17,430	21,656	21,656	21,713
Intra-Departmental Charges - IT Operations - Network Support	3,024	2,793	2,796	2,777
	29,682	33,559	33,740	33,598
ALL OTHER O&M				
Contractual Services				129
Printing & Photography	40			
Subscription & Membership	15,926	15,681	15,681	15,681
Telephone Communications	74	296	296	296
Travel		7	7	
Laundry & Dry Cleaning	769	554	554	554
Training	31,376	13,572	13,572	33,772
All Other Sundry Charges		224	224	224
Equipment - Noncapital	195	5,221	230	3,432
All Other Materials & Supplies	986	1,030	1,030	1,030

GENERAL FUND

Fire

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Uniforms		514	514	514
Fire Fighting Accessories		351		
	49,365	37,450	32,108	55,632
SPECIAL PROJECTS				
Paramedics Training	3,222	17,258	17,258	27,258
City University	350	2,700	2,700	3,811
Fire Academy		580	580	580
	3,572	20,538	20,538	31,649
SUB-TOTAL	406,571	421,831	354,010	329,577
FIRE SAFETY MANAGEMENT				
PERSONAL SERVICES	686,276	676,824	677,653	684,648
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,610	11,770	10,378	10,392
Intra-Departmental Charges - Telephone	475	942	942	905
Intra-Departmental Charges - Facilities	19,094	23,723	23,723	23,786
Intra-Departmental Charges - Janitorial	13,030	17,926	17,926	18,551
Intra-Departmental Charges - IT Operations - Network Support	7,561	6,517	7,455	7,406
	51,770	60,878	60,424	61,040
ALL OTHER O&M				
Contractual Services	93	506	506	1,106
Printing & Photography	196	54	54	332
Subscription & Membership	2,661	759	759	1,659
Telephone Communications	6,509	6,166	6,166	6,166
Travel	1,564	1,351	1,351	1,486
Laundry & Dry Cleaning	1,050	3,873	3,873	3,873
Office Supplies	499	730	730	2,230
Equipment - Noncapital	1,444	1,865	1,865	1,865
All Other Materials & Supplies	2,310	2,056	2,056	2,056
Uniforms	543	1,542	1,542	1,542
	16,867	18,902	18,902	22,315
SPECIAL PROJECTS				
Fire Safety Management		530		530
		530		530
SUB-TOTAL	754,913	757,134	756,979	768,533

GENERAL FUND

Fire

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	MAINTENANCE			
PERSONAL SERVICES	302,472	297,225	310,721	314,927
INTER-CITY SERVICES				
Gasoline - Fleet Management		163,337		
Maintenance - Fleet Management				163,195
Intra-Departmental Charges - PC & Network Support	1,163	1,250	1,266	1,288
Intra-Departmental Charges - IT Operations - Network Support	1,008	931	932	926
	2,172	165,518	2,198	165,409
ALL OTHER O&M				
Contractual Services	3,241	2,856	2,856	3,398
Repair Of Equipment	13,530	62,068	44,568	44,568
Laundry & Dry Cleaning	1,527	1,744	1,744	1,744
Repair Of Motor Equipment	125,907	147,781	146,349	146,349
Software License & Maintenance	165	877	877	877
Auto/Heavy Equipment Fuel	156,281	135,676	135,676	147,576
Office Supplies	62			367
Equipment - Noncapital				3,980
All Other Materials & Supplies	1,179	920	920	920
Uniforms	214	771	771	771
Tools & Implements	2,525	3,984	3,984	3,984
License Tags		519	519	519
Recoveries-Other Funds	(1,676)		64	
	302,954	357,196	338,328	355,053
SPECIAL PROJECTS				
ARFF Training			130	
			130	
SUB-TOTAL	607,597	819,939	651,377	835,389
GRAND TOTAL	20,513,351	21,019,800	20,457,473	21,936,297

GENERAL FUND

Police

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	30,728,656	32,010,027	29,342,206	32,066,255
INSURANCE				
Uninsured Loss Reimbursement	14,250	513	750	
	14,250	513	750	
UTILITIES				
Water Service	10,964	11,586	15,978	15,988
Stormwater Service	654	1,055	1,056	1,090
Electric Service	207,636	215,927	190,814	196,502
Wastewater Service	9,334	10,189	9,785	10,027
Solid Waste Service	9,500	9,863	9,500	9,500
	238,087	248,620	227,133	233,107
INTER-CITY SERVICES				
Rental - Fleet Management	1,313,682	1,388,023	1,372,151	1,430,178
Gasoline - Fleet Management	604,699	663,797	546,144	736,590
Maintenance - Fleet Management	1,129,233	1,224,627	992,347	1,169,284
Purchasing & Stores Service	23,152	14,755	14,754	28,403
Intra-Departmental Charges - PC & Network Support	747,153	750,841	765,169	765,619
Intra-Departmental Charges - Telephone	150,924	150,255	150,256	143,386
Intra-Departmental Charges - Radios	364,435	370,105	370,105	371,873
Intra-Departmental Charges - Facilities	268,563	342,457	342,460	347,757
Intra-Departmental Charges - Janitorial	212,570	299,074	299,071	312,933
Intra-Departmental Charges - Training Ctr	17,567	17,567	17,567	17,567
Intra-Departmental Charges - IT Operations - GIS	24,384	25,148	25,148	26,944
Intra-Departmental Charges - IT Operations - Application Dev	437,540	445,948	445,948	452,566
Intra-Departmental Charges - IT Operations - Public Safety	996,124	1,155,568	1,155,568	1,456,384
Intra-Departmental Charges - IT Operations - Network Support	499,910	468,112	469,996	470,109
	6,789,936	7,316,277	6,966,684	7,729,593
ALL OTHER O&M				
Contractual Services	134,983	177,939	156,297	151,156
Legal Fees		160,000	160,000	
Professional Services	10,156	17,465	14,900	15,000
Advertising	303	500	250	500
Visa/Mastercard Bank Charges	302	500	220	500
Contract Labor	33,414	118,000	90,000	
Leases	183,980			
Rentals		255,750	251,426	205,414
Maintenance Of Facilities		400	300	400
Repair Of Equipment	41,313	54,913	37,150	45,894

GENERAL FUND

Police

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Printing & Photography	13,756	19,000	15,000	20,500
Postage & Mailing	9,366	10,545	9,800	10,545
Subscription & Membership	34,639	38,343	35,208	38,423
Telephone Communications	64,821	79,328	73,620	85,408
Laundry & Dry Cleaning	103,627	113,000	100,000	123,000
All Other Sundry Charges	10,200	9,269	9,426	7,800
Relocation Payments & Assistance	2,500			
Refund Of Prior Years Revenue	922			
Confidential Informants	20,000	30,000	30,000	35,000
Gift Certificates	660	1,980	1,980	880
Computer Software	2,790			
Office Supplies	83,577	88,366	77,870	89,160
Equipment - Noncapital	101,734	91,749	87,500	96,454
All Other Materials & Supplies	37,239	42,454	35,900	51,598
Uniforms	111,194	141,500	130,735	151,500
License Tags	867	1,500	850	1,500
Crime Prevention Material	4,284			
Use Tax Allocation	(58)	(40)	(25)	(40)
Food & Supplies for Animals	11,574	10,500	10,500	11,500
Training - Ammunition	15,123	14,000	14,000	15,000
	1,033,266	1,476,961	1,342,907	1,157,092
DEBT SERVICE				
A/C Chiller Replacements	120,135	120,135	120,135	60,068
	120,135	120,135	120,135	60,068
CAPITAL OUTLAY				
Equipment - Capital	12,399	13,079	13,079	
	12,399	13,079	13,079	
SPECIAL PROJECTS				
Florida Southern College - SRO	218,912	373,717	295,972	403,138
Polk County School Board-SRO	1,022,626	1,269,465	1,040,641	1,176,819
Crime Watch	17,903	15,067	12,122	22,685
Special Overtime	86,055	225,524	400,382	80,000
Emergency Preparedness	2,563	2,500	1,493	2,500
Recruitment	27,553	43,582	40,349	40,582
Victim Assistance Program	25,000	25,000	25,000	25,000
Training Center	82,451	89,342	85,474	89,342
Police Educations	31,642	28,000	28,000	28,000
Canine Training - Donations	20,424	53,374	53,374	
Investigative Costs Reimbursement	176,067	214,430	214,430	135,000
Do the Right Thing - Donations	8,948	4,179	4,179	
School Resource Officers - Donations		4,216	4,216	
Polk Community College IPS Coordinator	118,824	117,528	117,262	117,411

GENERAL FUND

Police

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Drug Prevention Resource Center	42,000	21,000	21,000	42,000
Red Light Cameras	938,843	957,355	950,344	957,355
LPD Explorer Program - Donations	7,026	2,454	2,454	
COPS For Christmas - Donations	11,365	14,752	14,752	
Lakeland Police Dept. - Donations		3,900	3,900	
SWAT Medic Program	7,459	6,000	9,264	7,500
AED Units for LPD Patrol Cars	10,042	36,134	15,000	15,000
Special Event Sponsorship	27,221	28,000	16,989	28,000
FOAG Victim Assistance (VOCA)	125,391	171,971	168,016	165,875
FDLE-Byrne Police Athletic League (PAL)	16,804	23,400	23,400	15,084
DOJ-Justice Assistance Grant	81,924	115,000	183,358	159,203
Community Policing Innovation	155,481	169,657	188,063	196,751
New Beginnings - SRO	111,256	112,713	93,231	97,791
Ballistic Vest Replacements	30,059	81,952	25,000	47,000
SRO - Lakeland Christian	78,868	98,340	88,625	92,120
Accommodations for Programs and Services	3,563	10,000	10,000	10,000
SRO ? Magnolia Montessori Academy	58,978	80,026	80,205	80,623
Mutual Aid - Michael Mission - State	28,957			
Conducted Electrical Weapon Replacements	5,584	39,416	39,416	15,000
Mutual Aid - Michael Mission # FL-218859	13,255			
Mutual Aid - Michael Mission # FL-758415	14,647			
FDOH - HEROS Program	37,497			
	3,645,188	4,437,994	4,255,911	4,049,779
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund		150,000	150,000	
Transfer To Fleet Mgmt Reserve	189,597	104,428	104,428	
Transfer To Fleet Mgmt Reserve	118,800	92,400	92,400	
	308,397	346,828	346,828	
SUB-TOTAL	42,890,314	45,970,434	42,615,633	45,295,894

GENERAL FUND

Police

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
LAW ENFORCEMENT TRUST FUND				
ALL OTHER O&M				
All Other Administrative	16,700	123,523		
Equipment - Noncapital		7,033		
	16,700	130,556		
CAPITAL OUTLAY				
Equipment - Capital	3,999	184,133		
	3,999	184,133		
SUB-TOTAL	20,699	314,689		
FEDERALLY FORFEITED PROPERTY				
ALL OTHER O&M				
Contractual Services	5,480	520		
Training	6,245	1,255		
All Other Administrative		869,560		
Equipment - Noncapital	87,969	80,915		
	99,694	952,250		
CAPITAL OUTLAY				
Equipment - Capital	48,544	390,426		
	48,544	390,426		
SPECIAL PROJECTS				
Fed Law Enforcement Trust - Treasury Funds		4,718		
		4,718		
SUB-TOTAL	148,238	1,347,394		
GRAND TOTAL	43,059,251	47,632,517	42,615,633	45,295,894

GENERAL FUND
Public Works - Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	806,987	816,447	852,540	879,773
UTILITIES				
Water Service	231	246	252	208
Electric Service	4,127	4,155	3,625	3,105
Wastewater Service	269	277	276	235
Solid Waste Service	440	440	440	440
Solid Waste Service - Recycling	41	39	41	34
	5,108	5,157	4,634	4,022
INTER-CITY SERVICES				
Purchasing & Stores Service	12,231	15,608	15,608	13,172
Intra-Departmental Charges - PC & Network Support	12,607	10,055	14,287	13,582
Intra-Departmental Charges - Telephone	3,797	3,297	3,297	3,166
Intra-Departmental Charges - Radios	1,120	1,137	1,137	3,427
Intra-Departmental Charges - Facilities	9,236	11,475	11,475	11,505
Intra-Departmental Charges - Janitorial	6,303	8,671	8,671	8,973
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - GIS	17,341	18,547	18,547	17,865
Intra-Departmental Charges - IT Operations - Application Dev	41,378	44,762	44,762	48,697
Intra-Departmental Charges - IT Operations - Network Support	10,111	7,448	10,235	9,707
	114,421	121,297	128,316	130,391
ALL OTHER O&M				
Contractual Services		3,000	3,000	
Contract Labor				500
Repair Of Equipment	704	1,464	1,464	1,700
Printing & Photography	39	159	150	150
Postage & Mailing	85	171	171	450
Subscription & Membership	1,282	1,260	1,260	3,600
Telephone Communications	3,171	2,230	2,230	3,400
Travel	8,607	3,900	3,900	9,000
Training	5,934	3,000	3,000	8,000
All Other Sundry Charges	1,361	2,038	1,500	2,300
Office Supplies	2,774	2,647	2,647	2,800
Equipment - Noncapital	3,481	2,500	2,500	3,500
Uniforms	315			350
	27,752	22,369	21,822	35,750

GENERAL FUND
Public Works - Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CAPITAL OUTLAY				
Equipment - Capital	3,797			
	3,797			
SPECIAL PROJECTS				
Limited English Proficiency		1,000	1,000	1,000
		1,000	1,000	1,000
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(87,946)	(101,859)	(101,859)	(112,223)
Cost Allocated - Purchasing	(4,045)	(6,047)	(6,047)	(6,452)
Cost Allocated - RP Funding Center	(4,045)	(6,047)	(6,047)	(6,452)
Cost Allocated - Solid Waste Management	(129,496)	(161,118)	(161,118)	(164,604)
Cost Allocated - Airport	(4,045)	(8,365)	(8,365)	(6,452)
Cost Allocated - Parking	(18,428)	(22,472)	(22,472)	(24,584)
Cost Allocated - Wastewater	(4,045)	(6,259)	(6,259)	(6,452)
Cost Allocated - Electric	(4,045)	(7,170)	(7,170)	(6,452)
Cost Allocated - Water	(4,045)	(6,222)	(6,222)	(6,452)
Cost Allocated - Stormwater Utility	(51,189)	(59,884)	(59,884)	(65,885)
Cost Allocated - Facilities Maintenance Fund	(51,189)	(59,884)	(59,884)	(65,885)
Cost Allocated - Information Technology	(4,045)	(6,047)	(6,047)	(6,452)
	(366,563)	(451,374)	(451,374)	(478,345)
GRAND TOTAL	591,502	514,896	556,938	572,591

GENERAL FUND

Public Works - Traffic

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,049,864	1,255,908	1,011,169	1,104,013
UTILITIES				
Water Service	1,329	1,364	1,282	1,282
Electric Service	16,001	15,985	14,212	14,638
Wastewater Service	551	505	441	452
Solid Waste Service	1,637	1,637	1,637	1,637
Solid Waste Service - Recycling	102	102	102	102
	19,621	19,593	17,674	18,111
INTER-CITY SERVICES				
Rental - Fleet Management	54,177	56,031	56,125	58,787
Gasoline - Fleet Management	18,153	20,782	16,680	20,778
Maintenance - Fleet Management	30,125	45,534	41,153	45,239
Purchasing & Stores Service	10,047	18,210	18,210	13,584
Intra-Departmental Charges - PC & Network Support	33,134	31,659	34,454	34,581
Intra-Departmental Charges - Telephone	6,993	7,065	7,065	6,785
Intra-Departmental Charges - Radios	7,145	7,391	7,391	7,997
Intra-Departmental Charges - Facilities	25,689	32,016	31,916	32,000
Intra-Departmental Charges - Janitorial	15,552	21,395	21,395	22,141
Intra-Departmental Charges - Training Ctr	891	891	891	891
Intra-Departmental Charges - IT Operations - GIS	13,204	13,037	13,037	12,185
Intra-Departmental Charges - IT Operations - Application Dev	43,534	48,736	48,736	42,168
Intra-Departmental Charges - IT Operations - Network Support	23,914	22,097	22,973	22,903
	282,559	324,844	320,026	320,039
ALL OTHER O&M				
Contractual Services		50,213	213	213
Rentals		1,035	1,035	4,050
Repair Of Equipment	1,767	2,315	2,315	7,189
Printing & Photography	41	101	101	101
Postage & Mailing	90	308	308	308
Subscription & Membership	3,253	2,768	2,768	2,768
Telephone Communications	6,895	6,196	5,569	5,569
Travel	1,868	1,505	1,505	1,505
Training	5,115	5,117	5,117	5,117
All Other Sundry Charges		51	51	51
Refund Of Prior Years Revenue	2,464			
Auto/Heavy Equipment Fuel	196	51	51	51
Office Supplies	2,347	1,183	1,183	2,481
Equipment - Noncapital	1,228	650	650	2,835
All Other Materials & Supplies	123,991	82,110	82,110	82,110
Uniforms	5,341	5,113	5,113	5,113

GENERAL FUND
Public Works - Traffic

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Tools & Implements	1,709	1,520	1,520	1,520
Use Tax Allocation	(252)			
	156,053	160,236	109,609	120,981
SPECIAL PROJECTS				
ITS Maintenance	39,402	74,946	21,500	20,889
Sign Fabrication	22,057	17,764	17,730	
Special Event Sponsorship	26,997	28,000	22,196	
	88,455	120,710	61,426	20,889
GRAND TOTAL	1,596,551	1,881,291	1,519,904	1,584,033

GENERAL FUND

Public Works - Engineering

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,237,622	1,248,503	1,192,768	1,360,900
INSURANCES				
Uninsured Loss Reimbursement	1,000			
	1,000			
UTILITIES				
Water Service	400	425	435	359
Electric Service	7,137	7,186	6,270	5,370
Wastewater Service	466	480	478	407
Solid Waste Service	761	761	761	761
Solid Waste Service - Recycling	71	67	71	59
	8,834	8,919	8,015	6,956
INTER-CITY SERVICES				
Rental - Fleet Management	25,762	25,610	26,379	26,679
Gasoline - Fleet Management	3,575	3,483	3,444	4,780
Maintenance - Fleet Management	15,327	8,296	26,142	12,463
Purchasing & Stores Service	2,184	3,468	3,468	14,407
Intra-Departmental Charges - PC & Network Support	23,096	24,102	23,267	23,123
Intra-Departmental Charges - Telephone	4,662	5,652	5,652	5,428
Intra-Departmental Charges - Radios	3,847	3,980	3,980	3,999
Intra-Departmental Charges - Facilities	15,978	20,852	19,852	19,904
Intra-Departmental Charges - Janitorial	10,904	15,001	15,000	15,523
Intra-Departmental Charges - Training Ctr	841	841	841	841
Intra-Departmental Charges - IT Operations - GIS	41,546	45,058	45,058	33,515
Intra-Departmental Charges - IT Operations - Application Dev	51,333	52,658	52,658	50,481
Intra-Departmental Charges - IT Operations - Network Support	16,519	15,827	15,061	14,962
	215,574	224,828	240,802	226,105
ALL OTHER O&M				
Contract Labor		9,496	9,496	
Recruitment Expenses	2,065			
Repair Of Equipment	1,757	2,000	1,432	2,000
Printing & Photography	200	58	100	200
Postage & Mailing	60	34	100	100
Subscription & Membership	3,411	2,079	1,774	3,000
Telephone Communications	6,962	6,650	6,650	7,500
Travel	4,892	912	912	4,250
Training	4,873	7,798	2,765	9,000
All Other Sundry Charges	364	1,200	1,000	500
Software License & Maintenance	5,930	9,778	9,778	10,000
Office Supplies	2,666	3,439	2,879	4,800
Equipment - Noncapital	3,453	2,100	2,100	4,200
Uniforms	3,151	3,947	3,947	4,000

GENERAL FUND
Public Works - Engineering

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Tools & Implements	2,490	2,700	2,532	2,500
	42,272	52,191	45,465	52,050
CAPITAL OUTLAY				
Equipment - Capital				4,900
				4,900
SPECIAL PROJECTS				
FDOT County Line Rd @ US 92	11,939	18,706	18,706	
Lakes at Laurel Highland Quality Control	17,400	12,600	12,600	
Downtown Master Plan		2,850	2,829	
FDOT-Tenoroc Trail - Segment 1	7,323	79,974	11,188	
Structural Plan Review	517	16,857	9,876	
Other Projects - From Outside City	(26)			
	37,153	130,987	55,199	
ALLOCATIONS				
Cost Allocated - Stormwater Utility	(38,480)	(38,479)	(38,479)	(38,479)
Cost Allocated - Building Inspection Fund				(14,216)
	(38,480)	(38,479)	(38,479)	(52,695)
GRAND TOTAL	1,503,976	1,626,949	1,503,770	1,598,216

GENERAL FUND

Public Works - Construction & Maintenance

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,615,271	2,352,415	1,523,364	2,364,589
INSURANCES				
Uninsured Loss Reimbursement	1,000		250	
	1,000		250	
UTILITIES				
Water Service	18,165	17,942	18,981	18,981
Electric Service	36,751	31,760	28,686	29,547
Wastewater Service	17,446	18,256	17,412	17,847
Solid Waste Service	23,951	22,343	32,199	32,199
Solid Waste Service - Recycling	102	102	102	102
	96,415	90,403	97,380	98,676
INTER-CITY SERVICES				
Rental - Fleet Management	143,818	160,759	93,944	127,388
Gasoline - Fleet Management	112,579	111,439	135,162	72,267
Maintenance - Fleet Management	162,716	180,215	129,219	118,133
Purchasing & Stores Service	51,545	65,035	65,035	86,443
Other City Department Charges		113,160	109,388	
Intra-Departmental Charges - PC & Network Support	30,864	30,172	32,332	32,416
Intra-Departmental Charges - Telephone	9,324	9,891	9,891	9,499
Intra-Departmental Charges - Radios	25,832	27,289	27,289	26,848
Intra-Departmental Charges - Facilities	123,619	153,590	153,590	153,994
Intra-Departmental Charges - Janitorial	21,225	29,209	29,209	30,217
Intra-Departmental Charges - Training Ctr	3,463	3,463	3,463	3,463
Intra-Departmental Charges - IT Operations - GIS	67,497	71,224	71,224	57,623
Intra-Departmental Charges - IT Operations - Application Dev	84,264	98,447	98,447	106,342
Intra-Departmental Charges - IT Operations - Network Support	25,800	23,712	23,886	23,738
	862,546	1,077,605	982,079	848,371
ALL OTHER O&M				
Contractual Services	1,736	10,259	10,259	10,259
Contract Labor	1,774			1,000
Leases	(65,692)			113,160
Rentals	2,794	3,346	3,346	3,346
Repair Of Equipment	1,986	10,000	10,000	10,000
Printing & Photography	23	481	481	481
Postage & Mailing	19	412	412	412
Subscription & Membership	1,620	1,500	1,500	1,500
Telephone Communications	9,217	12,465	12,465	12,465
Travel	16,415	4,035	4,035	6,257
Training	6,996	17,000	17,000	17,000

GENERAL FUND
Public Works - Construction & Maintenance

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
All Other Sundry Charges	33	844	144	144
Software License & Maintenance		2,500	2,500	2,500
Auto/Heavy Equipment Fuel	100	1,700	1,700	1,700
Office Supplies	4,269	6,489	6,489	6,489
Equipment - Noncapital	16,279	10,294	8,940	8,940
All Other Materials & Supplies	16,333	27,646	27,646	29,700
Uniforms	31,113	35,000	35,000	35,000
Construction Material	33,484	25,000	25,000	40,000
Chemicals	4,846	4,635	4,635	4,635
Tools & Implements	12,624	10,300	10,300	10,300
Personal Safety Equipment	10,343	15,000	15,000	15,000
Parts For Equipment	17,566	26,330	26,330	26,330
Use Tax Allocation	(4)			
Recoveries-From Outside City	(3,469)		(5,776)	
	120,406	225,236	217,406	356,618
DEBT SERVICE				
Interest Expense - Leasing2	15,758		13,038	
Principal Payment - Leasing2	97,402		100,122	
	113,160		113,160	
CAPITAL OUTLAY				
Equipment - Capital	1,619	7,917	7,916	7,916
Capital Lease Purchases	458,389			
	460,008	7,917	7,916	7,916
SPECIAL PROJECTS				
Other Projects - City Departments	(34,401)	(107,245)	27,814	
Cleaning & Painting Downtown Streetscape	26,565	31,315	31,315	31,315
Mutual Aid-Michael Mission Blountstown	22,745			
Mutual Aid - Polk County Assistance for Tornado Recovery				
	14,909	(75,930)	59,129	31,315
GRAND TOTAL	3,283,714	3,677,646	3,000,684	3,707,485

GENERAL FUND
Parks and Recreation - Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	482,343	445,428	418,477	424,843
UTILITIES				
Water Service	131	139	142	118
Electric Service	2,335	2,350	2,051	1,757
Wastewater Service	152	157	156	133
Solid Waste Service	249	249	249	249
Solid Waste Service - Recycling	23	22	23	19
	2,890	2,917	2,621	2,276
INTER-CITY SERVICES				
Purchasing & Stores Service	19,220	20,944	19,944	18,935
Intra-Departmental Charges - PC & Network Support	7,087	8,106	7,050	7,832
Intra-Departmental Charges - Telephone	3,729	3,768	3,768	3,619
Intra-Departmental Charges - Facilities	5,230	6,497	6,497	6,514
Intra-Departmental Charges - Janitorial	3,569	4,909	4,909	5,081
Intra-Departmental Charges - Training Ctr	297	297	297	297
Intra-Departmental Charges - IT Operations - Application Dev	32,847	27,927	27,927	27,144
Intra-Departmental Charges - IT Operations - Network Support	9,379	9,937	8,408	8,296
	81,359	82,385	78,800	77,718
ALL OTHER O&M				
Leases	1,078			
Rentals		1,100	1,100	1,100
Repair Of Equipment		1,000		1,000
Printing & Photography	685	1,100	475	1,600
Postage & Mailing	37	300	300	300
Subscription & Membership	3,291	1,620	1,620	3,560
Telephone Communications	3,472	4,500	4,500	4,500
Travel	5,750	467	467	6,600
Training	4,809	1,262	1,262	5,672
Software License & Maintenance				50,000
Office Supplies	1,716	1,100	1,100	1,600
Equipment - Noncapital	2,000	7,290	7,290	2,454
	22,838	19,739	18,114	78,386
CAPITAL OUTLAY				
Equipment - Capital				4,836
				4,836

GENERAL FUND
Parks and Recreation - Director

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Sculpture Competition	25,911	20,573	20,641	26,000
Volunteers in Public Service	416			500
Downtown Wayfinding	5,866	2,632	2,632	7,000
Downtown Street Furniture	9,630	4,952	4,752	8,430
Sculpture Damage Repairs	1,000			
	42,823	28,157	28,025	41,930
GRAND TOTAL	632,253	578,626	546,037	629,989

GENERAL FUND
Parks and Recreation - Parks

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	7,255,666	7,716,560	7,224,809	7,779,213
INSURANCE				
Uninsured Loss Reimbursement	1,500			
Insurance - Fire	2,202	2,422	2,296	1,168
	3,702	2,422	2,296	1,168
UTILITIES				
Water Service	552,230	588,012	547,801	608,673
Stormwater Service	3,313	3,505	3,143	8,430
Electric Service	261,540	279,752	241,840	247,182
Wastewater Service	58,257	57,916	68,161	81,604
Solid Waste Service	132,681	134,074	222,468	222,468
Solid Waste Service - Recycling	23	23	23	23
	1,008,044	1,063,282	1,083,436	1,168,380
INTER-CITY SERVICES				
Rental - Fleet Management	465,508	486,142	496,060	512,525
Gasoline - Fleet Management	164,322	189,297	146,507	189,267
Maintenance - Fleet Management	330,781	316,600	397,949	313,277
Purchasing & Stores Service	22,715	34,252	34,252	29,638
Intra-Departmental Charges - PC & Network Support	34,815	34,457	38,703	39,215
Intra-Departmental Charges - Telephone	13,763	14,131	14,131	13,570
Intra-Departmental Charges - Radios	41,426	42,070	42,070	42,271
Intra-Departmental Charges - Facilities	912,469	1,133,691	1,133,691	1,136,672
Intra-Departmental Charges - Janitorial	8,514	11,712	11,712	12,121
Intra-Departmental Charges - Training Ctr	5,987	5,987	5,987	5,987
Intra-Departmental Charges - IT Operations - GIS	17,341	18,547	18,547	20,080
Intra-Departmental Charges - IT Operations - Application Dev	175,227	187,118	187,118	249,577
Intra-Departmental Charges - IT Operations - Network Support	31,166	29,051	30,711	30,754
	2,224,034	2,503,055	2,557,438	2,594,954

GENERAL FUND
Parks and Recreation - Parks

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	181,478	209,250	209,250	200,479
Rentals		1,134	556	1,134
Maintenance Of Facilities	23,985	28,011	28,011	28,011
Repair Of Equipment	49,758	44,396	44,796	46,005
Printing & Photography	922	682	682	1,682
Postage & Mailing	50	83		83
Subscription & Membership	1,196	1,420	1,420	1,120
Telephone Communications	19,064	17,710	17,710	14,148
Travel	1,571	2,851	2,851	1,601
Training	8,710	4,675	1,685	4,675
All Other Sundry Charges	18,188	13,332	12,790	11,384
Ad Valorem Taxes	706		700	700
Refund Of Prior Years Revenue	5,058			
Bad Debt Expense			115	
Auto/Heavy Equipment Fuel	910	2,507	2,507	2,307
Office Supplies	6,886	7,629	7,629	8,229
Equipment - Noncapital	12,984	7,001	7,001	7,001
All Other Materials & Supplies	40,612	32,571	32,566	26,296
Uniforms	42,447	48,295	35,600	50,295
Cleaning & Janitor Supply	40,008	48,694	48,274	55,671
Construction Material	1,678	4,847	3,847	2,818
Chemicals	86,826	95,161	94,325	97,768
Tools & Implements	13,420	15,158	15,088	13,779
Electrical Hardware & Plumbing Supplies	18,478	18,084	17,072	19,650
Agricultural & Horticultural Supplies	121,804	126,855	126,855	130,115
Recreational Supplies	15,678	19,272	19,272	20,972
Use Tax Allocation	(5)			
Food & Supplies for Animals	15,289	13,205	13,205	11,205
Irrigation Supplies	25,359	26,710	26,710	24,553
	<u>753,058</u>	<u>789,533</u>	<u>770,517</u>	<u>781,681</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	97,777	99,782	99,782	99,782
	<u>97,777</u>	<u>99,782</u>	<u>99,782</u>	<u>99,782</u>
CAPITAL EQUIPMENT				
Contingency		1,367	1,367	15,929
Equipment - Capital	31,470	23,171	20,434	23,171
	<u>31,470</u>	<u>24,538</u>	<u>21,801</u>	<u>39,100</u>

GENERAL FUND
Parks and Recreation - Parks

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Tigers Spring Training	64,787	79,410	79,410	80,000
Special Overtime	177,421	200,000	113,302	200,000
Replace Parks Equipment	40,766	50,000	50,000	50,000
Holiday Decorations	2,585	2,869	2,645	2,645
Tree And Palm Program	17,720	19,382	19,282	18,882
Landscape Renovations	21,545	22,404	22,404	22,404
Irrigation Modernization	19,255	16,797	16,797	16,797
Resigning Of Parks	2,676	3,318	3,318	3,318
Replace Swan Pens		1,420	1,420	1,105
Spring Training Preparation	85,868	75,637	74,818	75,047
Install Master Key System - Tigertown Peterson & Lake Parker Park	24	546		546
Landscape Renovations - FDOT	21,605	17,133	17,133	22,133
Hollis Garden	22,240	22,404	22,404	22,404
Sportsfield Lighting	21,094	74,100	74,100	50,000
Tree Trust Fund	30,713	62,383	62,383	
Munn Park-Monument Relocation	190,462			
Parking Lot C Landscape	1,950			
Signage	18,061			
	<u>738,770</u>	<u>647,803</u>	<u>559,416</u>	<u>565,281</u>
ALLOCATIONS				
Cost Allocated - Fleet Mgmt	(11,734)	(12,074)	(12,074)	(11,617)
Cost Allocated - Purchasing	(35,202)	(36,222)	(36,222)	(34,851)
Cost Allocated - RP Funding Center	(316,819)	(325,995)	(325,995)	(313,662)
Cost Allocated - Parking	(58,670)	(60,370)	(60,370)	(58,086)
Cost Allocated - Electric	(140,808)	(171,783)	(171,783)	(139,405)
Cost Allocated - Water	(23,468)	(24,847)	(24,847)	(23,234)
Cost Allocated - Building Inspection Fund				(58,086)
	<u>(586,701)</u>	<u>(631,291)</u>	<u>(631,291)</u>	<u>(638,941)</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve	18,600			
	<u>18,600</u>			
SUB-TOTAL	<u>11,544,419</u>	<u>12,215,684</u>	<u>11,688,204</u>	<u>12,390,618</u>

GENERAL FUND
Parks and Recreation - Parks

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Detroit Minor League				
PERSONAL SERVICES	47,626		3	43,309
ALL OTHER O&M				
Ad Valorem Taxes	328	350	509	551
	328	350	509	551
SPECIAL PROJECTS				
Extended Spring Training		14,994		
Gulf Coast League		23,400		
Fall Instructional	507	4,342	2,988	
Lakeland Flying Tigers		5,440		
Tryouts & Evaluations / Other		700	878	
	507	48,876	3,866	
SUB-TOTAL	48,461	49,226	4,378	43,860
Detroit Major League				
PERSONAL SERVICES	124,554		3	120,400
SPECIAL PROJECTS				
Spring Training		97,585	61,944	
Fantasy Camp		16,098	6,227	
Tryouts & Evaluations / Other		1,150	1,369	
		114,833	69,540	
SUB-TOTAL	124,554	114,833	69,543	120,400
GRAND TOTAL	11,717,434	12,379,743	11,762,125	12,554,878

GENERAL FUND
Parks and Recreation - Recreation

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	3,435,537	4,070,247	3,332,178	4,032,259
INSURANCES				
Uninsured Loss Reimbursement	1,000			
	1,000			
UTILITIES				
Water Service	38,436	41,023	35,372	38,530
Stormwater Service	468	123	123	
Electric Service	265,018	258,524	239,799	249,044
Wastewater Service	30,858	31,371	28,535	31,457
Solid Waste Service	36,609	36,051	36,008	36,008
Solid Waste Service - Recycling	420	430	329	325
	371,809	367,522	340,166	355,364
INTER-CITY SERVICES				
Rental - Fleet Management	37,854	29,628	29,946	25,462
Gasoline - Fleet Management	8,105	7,111	5,206	11,060
Maintenance - Fleet Management	18,938	17,343	22,905	14,860
Purchasing & Stores Service	14,416	3,609	3,609	4,941
Intra-Departmental Charges - PC & Network Support	79,378	73,952	86,094	82,988
Intra-Departmental Charges - Telephone	24,708	24,963	24,963	24,827
Intra-Departmental Charges - Facilities	470,530	575,825	575,825	572,935
Intra-Departmental Charges - Janitorial	14,444	13,235	13,235	10,264
Intra-Departmental Charges - Training Ctr	2,424	2,424	2,424	2,424
Intra-Departmental Charges - IT Operations - Application Dev	126,829	139,834	139,834	150,308
Intra-Departmental Charges - IT Operations - Network Support	77,629	66,370	74,941	75,048
	875,255	954,294	978,982	975,117
ALL OTHER O&M				
Contractual Services	79,290	119,225	102,913	118,111
Visa/Mastercard Bank Charges	18,722	20,000	11,285	20,000
Leases	813			
Rentals		622	622	
Maintenance Of Facilities	13,274	36,394	12,337	13,635
Repair Of Equipment	69,500	100,425	69,094	81,821
Subscription & Membership	822	2,125	967	2,335
Telephone Communications	5,967	13,190	7,251	13,190
Travel	1,705	2,200	1,635	5,500
Training	12,606	15,140	9,270	20,640
Licenses & Permits	700	760	700	760
Refund Of Prior Years Revenue	507			
Bad Debt Expense	1			

GENERAL FUND

Parks and Recreation - Recreation

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Office Supplies	19,922	16,646	8,854	20,777
Equipment - Noncapital	15,792	23,327	19,637	13,350
All Other Materials & Supplies	685			
Uniforms	16,868	16,141	7,060	20,590
Cleaning & Janitor Supply	64,830	66,811	45,289	79,800
Chemicals	36,175	71,938	32,166	67,000
Tools & Implements	3,418	3,469	2,968	3,362
Electrical Hardware & Plumbing Supplies	1,306	1,650	1,131	1,750
Recreational Supplies	8,522	8,365	6,335	9,115
Recoveries-Intra Department Charges	(10,716)	(10,984)	(10,984)	(10,984)
	<u>360,710</u>	<u>507,444</u>	<u>328,530</u>	<u>480,752</u>
FUEL				
Fuel-Pool Operations	5,220	7,000	7,000	25,000
	<u>5,220</u>	<u>7,000</u>	<u>7,000</u>	<u>25,000</u>
DEBT SERVICE				
Parks & Recreation Energy Conservation	18,333	18,810	18,810	18,709
	<u>18,333</u>	<u>18,810</u>	<u>18,810</u>	<u>18,709</u>
CAPITAL OUTLAY				
Equipment - Capital	3,330	38,001	18,366	23,307
	<u>3,330</u>	<u>38,001</u>	<u>18,366</u>	<u>23,307</u>
SPECIAL PROJECTS				
Resurface Tennis Courts	60,600	31,928	31,928	30,000
Christmas Parade	13,563	13,900	13,190	13,900
Special Events Program	46,285	49,650	35,409	49,650
Program Activity Costs	265,954	339,229	103,657	339,029
Tournament Costs	16,719	20,800	10,657	20,800
Martin Luther King Parade	8,369	9,500	8,980	9,500
Weight Room Equipment Replacement	74	12,075	6,178	6,075
Expanded Cultural Opportunities	4,334	5,000	2,791	5,000
Special Event Sponsorship	7,977	195,256	7,084	114,104
Holly Jolly Jinglebell Jog	9,745	34,289	11,325	9,745
Lake Mirror Theater Renovations	6,175			
NRPA - Healthy Out-of-School Time Program Grant	3,950			
Department of Health Child Care Food Program	7,676	14,588	14,588	14,588
Recreation Users Computer Replacements	29,245	6,891	6,891	
MLK Festivities	357	7,168	2,661	2,110
	<u>481,023</u>	<u>740,274</u>	<u>255,339</u>	<u>614,501</u>
GRAND TOTAL	<u>5,552,218</u>	<u>6,703,592</u>	<u>5,279,371</u>	<u>6,525,009</u>

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	984,505	1,107,650	946,012	1,121,639
INSURANCES				
Uninsured Loss Reimbursement	250			
Insurance - Fire	11,078	10,955	20,864	25,038
Insurance - Position Bond	193	202	212	222
Self-Insurance Services	21,075	28,967	28,967	31,365
Insurance Consultant	468	390	390	390
Insurance - Excess Liability (Auto, General)	1,332	909	905	951
	34,396	41,423	51,338	57,966
UTILITIES				
Water Service	37,460	47,872	13,039	13,740
Stormwater Service	12,070	12,674	12,673	13,307
Electric Service	78,178	78,865	73,755	82,625
Wastewater Service	9,593	10,087	7,627	8,842
Solid Waste Service	16,103	17,598	13,157	13,157
	153,405	167,096	120,251	131,671
INTER-CITY SERVICES				
Rental - Fleet Management	10,627	11,799	13,369	19,575
Gasoline - Fleet Management	23,065	26,673	20,920	26,667
Maintenance - Fleet Management	10,931	15,892	13,294	15,563
Purchasing & Stores Service	5,679	5,203	5,203	13,584
Intra-Departmental Charges - PC & Network Support	8,027	7,497	8,372	8,402
Intra-Departmental Charges - Telephone	6,644	7,065	7,065	5,428
Intra-Departmental Charges - Facilities	74,679	92,786	92,786	93,028
Intra-Departmental Charges - Janitorial	22,407	30,826	30,826	31,900
Intra-Departmental Charges - Training Ctr	742	742	742	742
Intra-Departmental Charges - IT Operations - Application Dev	22,428	22,114	22,114	23,577
Intra-Departmental Charges - IT Operations - Network Support	8,512	7,885	7,894	7,851
	193,742	228,482	222,585	246,317
ALL OTHER O&M				
Contractual Services	31,288	37,665	38,500	44,500
Banking Service	811	1,227	800	800
Advertising	8,286	11,500	6,695	11,500
Annual Audit	4,946	4,948	3,928	5,000
Visa/Mastercard Bank Charges	19,372	21,000	21,194	21,000
Leases	2	179,223		206,601
Rentals			5,000	5,000
Repair Of Equipment	1,955	8,500	7,846	9,500
Printing & Photography	554	2,000	666	3,000

GENERAL FUND
Parks and Recreation - Cleveland Heights Golf
Course

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Postage & Mailing		240	240	240
Subscription & Membership	2,604	4,055	2,605	4,600
Telephone Communications	2,328	4,500	3,000	4,500
Training	720	1,510	1,510	1,500
Maintenance of Lakes	1,765	2,040	2,040	2,000
Bad Check Expense		100	100	
Bad Debt Expense			118	100
Tournament Expenses	1,272	2,500	2,500	2,500
Office Supplies	2,333	3,960	3,041	7,135
Equipment - Noncapital	1,044	4,000	3,769	5,000
All Other Materials & Supplies	31,680	35,436	33,443	36,000
Uniforms	2,603	4,700	4,700	6,500
Cleaning & Janitor Supply	609	800	800	2,000
Chemicals	94,228	87,000	87,000	90,000
Tools & Implements	2,282	1,351	1,351	4,000
Agricultural & Horticultural Supplies	38,986	47,500	47,500	40,000
Merchandise	49,786	55,000	55,000	65,000
Tires & Tubes	92	2,000	2,000	2,000
Parts For Equipment	53,146	35,700	34,500	34,500
Food Purchases	17,557	18,000	18,000	18,000
Fertilizer	87,602	79,500	79,500	85,000
Irrigation Supplies	9,154	8,250	8,250	9,000
	467,005	664,205	475,596	726,476
DEBT SERVICE				
CHGC Maintenance Equipment	17,151	12,863	12,863	
Operations	215,763		206,602	
	232,915	12,863	219,465	
CAPITAL OUTLAY				
Equipment - Capital		2,500	2,500	2,500
Capital Lease Purchases	427,800			
	427,800	2,500	2,500	2,500
SPECIAL PROJECTS				
CHGC Course Maintenance	20,000			
	20,000			
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund	137,263	203,913	198,750	198,750
Transfer To Information Technology	287	287	287	
	137,550	204,200	199,037	198,750
GRAND TOTAL	2,651,316	2,428,419	2,236,784	2,485,319

GENERAL FUND
Parks and Recreation - Main Library

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	MAIN LIBRARY			
PERSONAL SERVICES	1,717,358	1,887,456	1,801,670	1,849,164
UTILITIES				
Water Service	4,858	5,055	5,239	5,239
Electric Service	54,796	53,063	47,988	49,428
Wastewater Service	2,736	2,752	3,063	3,140
Solid Waste Service	4,051	3,968	4,299	4,299
	66,441	64,838	60,589	62,106
INTER-CITY SERVICES				
Rental - Fleet Management	2,529	2,268	2,059	1,888
Gasoline - Fleet Management	103	80	93	135
Maintenance - Fleet Management	804	762	465	773
Purchasing & Stores Service	72,513	75,016	75,016	72,448
Intra-Departmental Charges - PC & Network Support	42,421	42,549	42,134	42,422
Intra-Departmental Charges - Telephone	17,560	17,899	17,899	17,188
Intra-Departmental Charges - Facilities	113,284	140,749	140,749	141,119
Intra-Departmental Charges - Training Ctr	1,583	1,583	1,583	1,583
Intra-Departmental Charges - IT Operations - Application Dev	60,002	62,872	62,872	67,789
Intra-Departmental Charges - IT Operations - Network Support	32,260	29,792	28,424	27,772
	343,058	373,570	371,294	373,117
ALL OTHER O&M				
Contractual Services	24,696	25,538	35,538	27,000
Visa/Mastercard Bank Charges	3,207	3,500	3,500	3,500
Repair Of Equipment	122	250	250	200
Postage & Mailing	1,200	7,935	7,935	5,000
Subscription & Membership	263	285	285	300
Telephone Communications	362	750	750	750
Travel	479	494	494	100
Training	175			
All Other Sundry Charges	1,590	3,100	3,100	3,100
Binding & Processing	1,717	1,000	1,000	2,000
Bad Debt Expense			20	
Office Supplies	9,204	8,500	8,500	11,500
Equipment - Noncapital	5,603	3,000	3,000	5,000
Cleaning & Janitor Supply	7,406	8,000	8,000	8,000
Library Materials	152,402	141,359	142,359	94,585
	208,427	203,711	214,731	161,035
DEBT SERVICE				
Parks & Recreation Energy Conservation	6,111	6,237	6,237	6,237
	6,111	6,237	6,237	6,237

GENERAL FUND
Parks and Recreation - Main Library

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Library Foundation - Reference Section		3,571	3,351	
Library Foundation - Special Collections Section		2,187	2,187	
Library Foundation - Fine Arts Collections Section		5,409	5,409	
Serena Bailey Foundation - Reference Section	16,647	58,462	58,462	
Serena Bailey Foundation - Special Collections Section	11,963	119,307	119,307	
Serena Bailey Foundation - Fine Arts Collections Section	18,985	131,591	131,591	
Louise K Padar Bequest		65,658	65,658	
	47,596	386,185	385,965	
SUB-TOTAL	2,388,991	2,921,997	2,840,486	2,451,659
E- LIBRARY				
PERSONAL SERVICES	160,866	198,215	192,477	196,246
UTILITIES				
Water Service	207	222	220	220
Electric Service	4,981	4,633	3,949	4,067
Wastewater Service	890	931	897	919
Solid Waste Service	273	273	273	273
	6,351	6,059	5,339	5,479
INTER-CITY SERVICES				
Intra-Departmental Charges - Facilities	13,662	16,975	16,975	17,019
	13,662	16,975	16,975	17,019
ALL OTHER O&M				
Contractual Services	3,117	6,800	6,800	6,800
Leases	79,919	79,500	79,500	79,500
All Other Sundry Charges		1,000	500	1,000
Office Supplies	1,199	3,000	750	3,000
Equipment - Noncapital	550	1,500	2,019	1,500
Cleaning & Janitor Supply	526	1,500	500	1,500
	85,311	93,300	90,069	93,300
SUB-TOTAL	266,189	314,549	304,860	312,044

GENERAL FUND
Parks and Recreation - Main Library

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
COUNTY-WIDE LIBRARY COOPERATIVE				
PERSONAL SERVICES	353,689	584,635	423,115	437,615
ALL OTHER O&M				
Contractual Services	68,383	47,467	36,000	36,000
Repair Of Equipment	378	1,000	1,000	1,000
Subscription & Membership	1,408	2,000	2,000	2,000
Travel	9,577	8,333	8,333	9,000
Training	1,156	3,500	3,500	3,500
All Other Sundry Charges	964	4,000	4,000	5,000
Binding & Processing	137	3,500	3,500	3,500
Office Supplies	12,533	16,000	16,000	16,000
Equipment - Noncapital	4,279	8,000	8,000	8,000
Uniforms	2,433	2,500	2,500	2,500
Cleaning & Janitor Supply	6,987	8,000	8,000	8,000
Library Materials	356,090	333,700	337,000	345,500
	464,323	438,000	429,833	440,000
CAPITAL EQUIPMENT				
Equipment - Capital	11,091	10,000	10,000	10,000
	11,091	10,000	10,000	10,000
SUB-TOTAL	829,103	1,032,635	862,948	887,615
GRAND TOTAL	3,484,284	4,269,181	4,008,294	3,651,318

GENERAL FUND
Parks and Recreation - Branch Library

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	331,820	338,769	321,866	344,648
INSURANCES				
Uninsured Loss Reimbursement	250			
	250			
UTILITIES				
Water Service	1,311	1,380	1,557	1,557
Electric Service	26,517	27,301	22,139	22,803
Wastewater Service	1,737	1,796	2,074	2,126
Solid Waste Service	1,604	1,604	1,604	1,604
	31,169	32,081	27,374	28,090
INTER-CITY SERVICES				
Rental - Fleet Management	2,160	2,160	1,937	1,995
Gasoline - Fleet Management	257	226	121	338
Maintenance - Fleet Management	769	832	465	773
Purchasing & Stores Service	437	433	433	412
Intra-Departmental Charges - PC & Network Support	3,260	3,287	3,008	3,402
Intra-Departmental Charges - Telephone	7,119	6,123	6,123	5,880
Intra-Departmental Charges - Facilities	47,599	59,139	59,139	59,295
Intra-Departmental Charges - Training Ctr	247	247	247	247
Intra-Departmental Charges - IT Operations - Application Dev	3,645	3,765	3,765	3,560
Intra-Departmental Charges - IT Operations - Network Support	3,024	2,793	2,563	2,777
	68,518	79,005	77,801	78,679
ALL OTHER O&M				
Contractual Services	19,243	20,548	20,648	20,648
All Other Sundry Charges	121	400	300	300
Office Supplies	3,156	3,600	3,600	3,600
Cleaning & Janitor Supply	3,576	3,700	3,700	3,700
	26,096	28,248	28,248	28,248
GRAND TOTAL	457,852	478,103	455,289	479,665

GENERAL FUND
Parks and Recreation - Cemeteries

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	860,831	865,168	858,863	904,891
INSURANCES				
Uninsured Loss Reimbursement	250			
	250			
UTILITIES				
Water Service	19,118	23,709	23,789	23,789
Electric Service	8,309	24,324	17,746	17,638
Wastewater Service	1,438	1,566	4,732	4,850
Solid Waste Service	10,143	9,861	10,428	10,428
	39,009	59,460	56,695	56,705
INTER-CITY SERVICES				
Rental - Fleet Management	26,700	29,532	31,726	32,432
Gasoline - Fleet Management	15,758	22,002	11,012	22,917
Maintenance - Fleet Management	36,096	30,752	53,055	31,911
Purchasing & Stores Service	437	433	433	1,235
Intra-Departmental Charges - PC & Network Support	5,592	5,466	6,001	5,995
Intra-Departmental Charges - Telephone	3,322	3,297	3,297	3,166
Intra-Departmental Charges - Facilities	17,651	22,030	21,930	21,988
Intra-Departmental Charges - Janitorial	4,343	5,975	5,975	6,184
Intra-Departmental Charges - Training Ctr	594	594	594	594
Intra-Departmental Charges - IT Operations - GIS				451
Intra-Departmental Charges - IT Operations - Application Dev	14,190	10,953	10,953	12,599
Intra-Departmental Charges - IT Operations - Network Support	5,041	4,655	4,660	4,629
	129,723	135,689	149,636	144,101
ALL OTHER O&M				
Contractual Services	21,234	18,955	18,955	18,955
Visa/Mastercard Bank Charges	4,272	3,885	3,885	3,885
Repair Of Equipment	7,400	10,003	7,003	7,003
Printing & Photography	682	442	442	1,442
Postage & Mailing	70	416	416	416
Subscription & Membership	142	156	156	156
Telephone Communications	3,362	3,255	3,255	3,255
Training	100			100
All Other Sundry Charges	54	215	215	215
Refund Of Prior Years Revenue	8,723		8,729	
Office Supplies	2,731	3,209	3,209	3,209
Equipment - Noncapital	3,239	2,378	2,378	3,200
All Other Materials & Supplies	2,128	3,160	3,160	3,160
Uniforms	4,802	4,803	4,803	4,803

GENERAL FUND
Parks and Recreation - Cemeteries

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Construction Material	2,145	2,200	2,200	2,200
Tools & Implements	2,378	765	765	2,000
Agricultural & Horticultural Supplies	8,241	6,000	6,000	10,000
Merchandise	3,690	4,000	2,810	4,000
	<u>75,392</u>	<u>63,842</u>	<u>68,381</u>	<u>67,999</u>
CAPITAL OUTLAY				
Equipment - Capital	9,873	2,979	2,979	3,864
	<u>9,873</u>	<u>2,979</u>	<u>2,979</u>	<u>3,864</u>
GRAND TOTAL	<u>1,115,079</u>	<u>1,127,138</u>	<u>1,136,554</u>	<u>1,177,560</u>

GENERAL FUND Non-Departmental

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	393,962	1,186,091	1,128,785	759,243
INSURANCES				
Insurance - Fire	280,291	320,722	301,282	361,513
Insurance - Position Bond	5,975	6,382	6,690	7,023
Self-Insurance Services	1,953,465	3,115,325	3,115,325	3,300,964
Insurance Consultant	21,450	20,656	19,656	19,656
Insurance - Excess Liability (Auto, General)	108,594	110,120	109,691	115,176
Insurance - Cyber Liability	35,904	37,699	40,656	42,689
	2,405,679	3,610,904	3,593,300	3,847,021
UTILITIES				
Electric Service			247	250
Fire Hydrants	626,937	652,014	652,014	652,014
Street Lights & Christmas	3,952,810	4,094,658	3,987,952	4,107,591
Traffic Signals	98,395	100,325	89,295	91,974
Solid Waste Service	10,018	10,018	10,018	10,018
	4,688,160	4,857,015	4,739,526	4,861,847
INTER-CITY SERVICES				
Rental - Fleet Management	5,847	6,024	6,204	6,390
Gasoline - Fleet Management	1,145	1,720	899	1,707
Maintenance - Fleet Management	3,019	6,000	4,404	5,925
	10,010	13,744	11,507	14,022
ALL OTHER O&M				
Paying Agent Trustee Fees				
Agency Commission	288	1,000	375	500
Telephone Communications	433	436	361	450
Ad Valorem Taxes	8,194	8,685	5,422	9,815
Downtown CRA Tax Increment	713,132	770,183	749,322	796,300
Refund Of Prior Years Revenue	535		25	
Bad Check Expense	2,163	5,000	171	2,500
Midtown CRA Tax Increment	1,661,856	1,794,804	1,911,912	2,174,883
Dixieland CRA Tax Increment	125,592	135,639	129,587	140,296
Hardin CRA	492,151	531,523	511,860	563,313
Transfer To Trust Funds	49,548	59,208	59,208	60,743
	3,053,893	3,306,478	3,368,243	3,748,800

GENERAL FUND
Non-Departmental

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
GRANTS AND AID TO AGENCIES				
Coalition For Homeless	7,000	10,000	10,000	10,000
VISTE				20,000
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
Girls Incorporated	10,000	10,000	10,000	5,000
Sunrise Communities			11,500	13,942
Peace River Center	10,000	12,014	12,014	
Senior Olympics - RP Funding Center	1,200	1,200	1,200	1,200
Drug Prevention Center-Say No Walk	4,210			
Catholic Social Services	10,000	7,500	7,500	7,500
Florida Economic Development Trust Fund	6,963	55,000	79,026	75,000
Sister Citites				5,000
New Life Ministries		10,000	10,000	5,000
Early Childhood Resources				5,000
Wilson House	7,000			
Polk County Vision	26,000	20,000	20,000	
Faith In Action - North		5,000	5,000	
Women's Resource Center	4,932			
Elder Point Ministries	2,275	5,000	5,000	7,500
Lakeland Vision Seniors Project	20,000	20,000	20,000	30,000
The Dream Center	15,000	12,500	12,500	11,058
Big Brothers & Big Sisters	5,000	5,986	5,986	
LUCA Foundation, Inc.				5,000
Lakeland Economic Development Council (LEDC)	25,000	25,000	25,000	25,000
Harvest Church	5,000			
Achievement Academy	4,000	16,000	16,000	
Wings of Eagles International, Inc.	4,000			
KidsPACK, Inc		6,000	6,000	10,000
Unstoppable Summit	1,500			
	203,116	255,236	290,762	270,236

GENERAL FUND Non-Departmental

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CULTURAL ARTS				
Lakeland Imperial Symphony	48,892	24,463	24,463	
Polk Theatre	28,662	31,885	31,885	
Explorations Inc.	24,872	28,000	28,000	
Lakeland Community Band	7,717	949	949	
Florida Dance Theatre	10,890	10,909	10,909	
Platform Florida	11,751	7,314	7,314	
Lakeland Community Theatre	14,687	16,000	16,000	
Polk Museum Of Art	90,526	81,423	81,423	
Contributions To Other Agencies		24,057	24,057	250,000
Givewell Community Foundation	13,199	25,509	25,000	
	<u>251,196</u>	<u>250,509</u>	<u>250,000</u>	<u>250,000</u>
CAPITAL OUTLAY				
Contingency		115,968	115,968	150,000
		<u>115,968</u>	<u>115,968</u>	<u>150,000</u>
SPECIAL PROJECTS				
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	422,102	434,156	447,143	460,557
Community Visioning Project	38,600	38,600	38,600	38,600
Train Station-Maintenance	49,871	58,833	55,599	56,653
Legislative Advisory Services	60,000	60,000	60,000	60,000
Sun Trust Parking Garage - Lease	25,560	25,943	25,943	25,943
Chamber of Commerce	21,871	27,175	27,175	27,246
Retiree's Association Expenses	700	700	700	700
Red Light Cameras		5,000	5,000	5,000
VIP Volunteer Program		2,000	2,000	1,000
Leadership Lakeland - City Day	514	750	750	750
Homeless Initiative	142,022	166,933	166,933	
Accommodations for Programs and Services	2,695	10,450	10,450	
	<u>763,935</u>	<u>830,540</u>	<u>840,293</u>	<u>676,449</u>
TRANSFERS TO OTHER FUNDS				
Transfer To Public Impr Fund	450,000			
Transfer To RP Funding Center	2,825,919	2,858,285	3,158,285	2,300,000
Transfer To Information Technology	584,378	584,378	584,378	545,891
Transfer To IT Equip Replacement Fund	35,158	8,086	8,086	35,158
Transfer to Community Development	325			
	<u>3,895,780</u>	<u>3,450,749</u>	<u>3,750,749</u>	<u>2,881,049</u>
GRAND TOTAL	<u>15,665,732</u>	<u>17,877,234</u>	<u>18,089,133</u>	<u>17,458,667</u>

REVENUE AND EXPENDITURE SUMMARY
COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	308,805	467,125	523,806	305,860
Fringe Benefits	124,027	93,353	210,689	123,427
Total Personnel	432,832	560,478	734,495	429,287
Non-Personnel				
Utilities	3,972	4,878	6,681	1,041
Professional and Contractual	1,096,395	2,433,603	2,086,161	913,995
Insurance and Fixed Charges		290		
Internal Service Charges	16,020	25,980	19,093	15,091
All Other Operations & Maintenance	262,172	2,014,337	1,241,193	115,000
Total Non-Personnel	1,378,558	4,479,089	3,353,128	1,045,127
Total Expenditures	1,811,389	5,039,567	4,087,623	1,474,414
Transfers				
Transfers In	243,076			
Transfers Out	242,751			
Net Transfers	325			
Revenue Sources				
Intergovernmental Revenues	1,427,031	4,722,224	3,768,260	1,371,914
Investments	34,147	6,020	13,285	
All Other Revenue	348,282	123,136	132,444	102,500
Total Revenue	1,809,459	4,851,380	3,913,989	1,474,414
Funding to be Provided	1,605	188,187	173,634	

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	INTERGOVERNMENTAL REVENUE			
FEDERAL GRANTS				
CDBG-Grant Activities	644,862	1,923,858	1,923,857	977,975
HUD - Home	127,844	1,046,515	1,046,516	393,939
CDBG - Neighborhood Stabilization Program Part 1	(68,001)	266,183	266,183	
CDBG - Neighborhood Stabilization Program Part 3	242,751			
CDBG-CV		575,310		
	947,456	3,811,866	3,236,556	1,371,914
STATE GRANTS				
FDOS-SHIP - Administration	479,575	531,704	531,704	
SHIP-CRF		378,654		
	479,575	910,358	531,704	
TOTAL INTERGOVERNMENTAL	1,427,031	4,722,224	3,768,260	1,371,914
	MISCELLANEOUS REVENUES			
OTHER				
All Other Misc Revenue	100		26,538	
Principal Payments - Rehab Loans	226,860	14,490	19,260	102,500
Principal Payments-FHOP	4,754	931	931	
Principal Payments - Housing Loans	110,367	107,715	85,715	
	342,081	123,136	132,444	102,500
REIMBURSEMENTS				
Miscellaneous Reimbursements	6,200			
	6,200			
INVESTMENT INCOME				
Interest on Pooled Investments	10,116		10,037	
Other Interest Revenue	2,950	2,950		
Interest on Money Market Account	13,860	2,772	2,772	
Interest on Loan Programs	512	298	476	
Interest on Affordable Housing Loan Programs	16			
Market Value Restatement	6,692			
	34,147	6,020	13,285	
TOTAL MISCELLANEOUS REVENUE	382,428	129,156	145,729	102,500
	TRANSFERS FROM OTHER FUNDS			
Transfer from Other Funds	242,751			
Transfer from General Fund	325			
TOTAL TRANSFERS FROM OTHER FUNDS	243,076			
SUB-TOTAL	2,052,535	4,851,380	3,913,989	1,474,414
PRIOR YEAR SURPLUS	1,605	188,187	173,634	
TOTAL REVENUES	2,054,140	5,039,567	4,087,623	1,474,414

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PROJECTS				
CDBG Programs:				
CDBG-Administration	112,848	125,000	221,623	150,000
CDBG-Code Enforcement	59,370	57,637	102,275	56,025
CDBG-Housing Division	203,815	200,000	343,372	200,000
CDBG-Coleman Bush Tutoring Program	10,913	11,300	11,300	14,600
CDBG-Rehabilitation of Private Property	446,971	1,319,079	1,028,995	372,585
Summer Recreation Program - Simpson Park/Lincoln Academy	23,550	31,350	31,350	31,350
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	3,200	3,200	3,200	4,200
Swimming Lessons - NW Area	4,000	4,200	4,200	5,000
VISTE - Hot Meals for the Elderly	22,500	20,000	20,000	
Simpson Park - Art Classes	2,739	2,740	2,740	2,740
Coleman Bush Bldg - After School Program	1,775	3,687	3,687	3,687
Lakeland Volunteers in Medicine	22,500	20,000	20,000	20,000
CDBG - Simpson Park - Cultural Dance	1,435	2,180	2,180	2,180
CDBG - Women's Resource Center				5,000
CDBG - Salvation Army - Homeless Intervention Worker	10,000	10,000	10,000	
CDBG - Sunrise Community of Polk County		3,391	3,391	3,108
CDBG-Wilson House		10,000	10,000	10,000
CDBG-Choctaw Avenue Sidewalk Project		77,558	77,558	
Peace River Center for Personal Development, Inc.		7,986	7,986	15,000
CDBG - Achievement Academy				15,000
Robson Street Public Utilities Project				50,000
Rental Rehabilitation Program:				
HUD-Rental Rehabilitation-Grant Activities	15,248	29,293	29,293	
Dixieland Program:				
Dixieland-Affordable Housing Program	17,526	153,674	156,606	
Dixieland-Rehabilitation		5,220	5,220	
DCA Elderly Homeowner Rentals:				
DCA Grant-Elderly Homeowner Rehab Program	102			
SHIP Program:				
FDOS-SHIP - Administration	48,728	19,101	21,243	
FDOS-SHIP- Affordable Housing Program	601,579	609,309	607,167	
Home Program:				
HUD - Home - Administration	35,995	51,182	51,183	39,394
HUD - Home - Affordable Housing Program	144,597	791,415	769,415	454,545
HUD - Home - Keystone Challenge		230,918	230,918	

COMMUNITY & ECONOMIC DEVELOPMENT - AFFORDABLE HOUSING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Neighborhood Stabilization Program:				
CDBG - Neighborhood Stabilization Program Part 1	1,999	266,067	292,605	
CDBG - Neighborhood Stabilization Program - Acquisition		116	116	
CDBG - Neighborhood Stabilization Program Part 3	242,751			
CDBG - CV Programs:				
CDBG-Talbot House		25,000		
Lakeland Volunteers in Medicine		25,000		
Peace River Center for Personal Development, Inc.		25,000		
CDBG-CV		500,310		
GRAND TOTAL	2,054,140	5,039,567	4,087,623	1,474,414

REVENUE AND EXPENDITURE SUMMARY

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,645,898	1,790,694	1,705,993	1,713,658
Fringe Benefits	480,164	623,140	605,039	677,938
Total Personnel	<u>2,126,062</u>	<u>2,413,834</u>	<u>2,311,032</u>	<u>2,391,596</u>
Non-Personnel				
Utilities	48,083	51,036	49,561	50,609
Professional and Contractual	802,377	734,148	801,254	775,574
Insurance and Fixed Charges	81,835	88,359	87,914	93,952
Internal Service Charges	650,863	726,543	694,773	756,731
All Other Operations & Maintenance	5,464,237	5,002,365	5,572,400	5,638,428
Capital Outlay	7,379,960	12,902,994	13,359,245	7,003,916
Maintenance and Special Projects	8,367	2,356	2,356	2,356
Total Non-Personnel	<u>14,435,723</u>	<u>19,507,801</u>	<u>20,567,503</u>	<u>14,321,566</u>
Total Expenditures	<u>16,561,785</u>	<u>21,921,635</u>	<u>22,878,535</u>	<u>16,713,162</u>
Transfers				
Transfers In	1,522,793	1,825,803	1,524,643	132,000
Transfers Out	8,220	10,562	319,497	10,063
Net Transfers	<u>1,514,573</u>	<u>1,815,241</u>	<u>1,205,146</u>	<u>121,937</u>
Revenue Sources				
Intergovernmental Revenues	40,427	82,400	179,865	179,865
Charges for Services	15,658,511	16,775,077	16,577,460	17,173,083
Interest Income	2,834,907	29,501	47,508	40,000
All Other Revenue	639,103	5,063	318,872	805,000
Total Revenue	<u>19,172,948</u>	<u>16,892,041</u>	<u>17,123,705</u>	<u>18,197,948</u>
Funding to be Provided	<u>(4,125,736)</u>	<u>3,214,353</u>	<u>4,549,684</u>	<u>(1,606,723)</u>

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	INTERGOVERNMENTAL REVENUE			
STATE REVENUE SHARING				
Motor Fuel Tax Rebate	40,427	82,400	179,865	179,865
	40,427	82,400	179,865	179,865
TOTAL INTERGOVERNMENTAL	40,427	82,400	179,865	179,865
	CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES				
Depreciation Reserve Billings	6,747,457	7,001,908	7,192,460	7,641,603
Maintenance of Fleet Mgmt Equipment	5,473,778	5,734,965	5,800,000	5,711,303
Repair Of Fleet Mgmt Equipment		202,500		
Fleet Mgmt Fuel Billings	2,869,556	3,274,968	3,000,000	3,289,777
Equipment Fees	567,720	560,736	585,000	530,400
	15,658,511	16,775,077	16,577,460	17,173,083
TOTAL CHARGES FOR SERVICES	15,658,511	16,775,077	16,577,460	17,173,083
	MISCELLANEOUS REVENUES			
OTHER				
Scrap Sales	2,599	5,063	4,000	5,000
	2,599	5,063	4,000	5,000
SALES OF FIXED ASSETS				
Sale Of Rental Equipment	625,993		314,872	800,000
	625,993		314,872	800,000
REIMBURSEMENTS				
Damage Reimbursements	10,511			
	10,511			
INVESTMENT INCOME				
Interest on Pooled Investments	1,823,652	29,501	47,508	40,000
Other Interest Revenue	1,263			
Market Value Restatement	1,009,992			
	2,834,907	29,501	47,508	40,000
TOTAL MISCELLANEOUS REVENUE	3,474,010	34,564	366,380	845,000

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	326,997	223,026	223,026	
Transfer from Transportation Fund		182,146	182,146	
Transfer from Uninsured Loss Fund	176,219			
Transfer from WW R&R	229,121	110,200	110,200	
Transfer from Lakeland Linder International Airport	115,895			
Transfer from Solid Waste Management	336,408	669,031	367,871	
Transfer from Water R&R	274,567	53,500	53,500	
Transfer from Stormwater Utilities Fund	63,586	362,300	362,300	132,000
Transfer from Electric Operations		210,600	210,600	
Transfer from Building Inspection Fund		15,000	15,000	
TOTAL TRANSFERS FROM OTHER FUNDS	1,522,793	1,825,803	1,524,643	132,000
SUB-TOTAL	20,695,741	18,717,844	18,648,348	18,329,948
PRIOR YEAR SURPLUS	(4,125,736)	3,214,353	4,549,684	(1,606,723)
TOTAL REVENUES	16,570,005	21,932,197	23,198,032	16,723,225

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	OPERATIONS			
PERSONAL SERVICES	292,491	272,275	277,038	281,511
INSURANCE				
Uninsured Loss Reimbursement	500			
Insurance - Fire	5,663	7,077	6,642	7,971
Insurance - Position Bond	140	153	160	168
Self-Insurance Services	70,257	75,295	75,295	79,779
Insurance Consultant	1,638	1,482	1,482	1,482
Insurance - Excess Liability (Auto, General)	3,637	4,352	4,335	4,552
	81,835	88,359	87,914	93,952
UTILITIES				
Water Service	1,818	1,901	2,122	2,122
Electric Service	32,530	35,109	32,256	33,224
Wastewater Service	2,777	3,045	3,196	3,276
Solid Waste Service	10,652	10,675	11,681	11,681
Solid Waste Service - Recycling	306	306	306	306
	48,083	51,036	49,561	50,609
INTER-CITY SERVICES				
Rental - Fleet Management	15,054	29,146	29,146	28,506
Gasoline - Fleet Management	25,869	25,851	22,130	38,845
Maintenance - Fleet Management	82,122	116,016	86,018	86,486
Purchasing & Stores Service	49,798	35,119	35,119	63,392
General Fund Services	349,084	368,658	368,658	384,621
Intra-Departmental Charges - PC & Network Support	28,109	27,886	29,835	30,083
Intra-Departmental Charges - Telephone	8,068	8,007	8,007	7,690
Intra-Departmental Charges - Radios	2,239	2,274	2,274	2,285
Intra-Departmental Charges - Facilities	22,530	27,992	27,992	28,066
Intra-Departmental Charges - Janitorial	10,302	14,173	14,173	14,667
Intra-Departmental Charges - Training Ctr	1,484	1,484	1,484	1,484
Intra-Departmental Charges - IT Operations - Application Dev	29,604	45,788	45,788	45,647
Intra-Departmental Charges - IT Operations - Network Support	26,602	24,149	24,149	24,959
	650,863	726,543	694,773	756,731
ALL OTHER O&M				
Banking Service	865	1,306	1,306	1,437
Annual Audit	4,946	4,948	4,948	5,443
Leases	493			
Printing & Photography	1,583	247	500	506
Subscription & Membership	2,080	1,699	2,800	3,000
Telephone Communications	3,143	3,038	3,200	3,038

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Travel	5,094	476	3,000	3,000
Training	8,418	10,619	10,000	10,000
All Other Sundry Charges	589	1,065	600	608
Software License & Maintenance	21,857	20,250	17,000	20,250
Loss On Disposal of Fixed Assets	176,124			
Office Supplies	1,666	1,705	2,800	2,835
Equipment - Noncapital	1,860	2,759	5,000	5,063
All Other Materials & Supplies	2,016	3,512	4,000	4,050
Uniforms	13,296	20,000	19,500	20,000
Personal Safety Equipment	2,751	8,100	8,000	8,100
Increase/Decrease In Inventory	119,046			
	<u>365,827</u>	<u>79,724</u>	<u>82,654</u>	<u>87,330</u>
SUB-TOTAL	<u>1,439,100</u>	<u>1,217,937</u>	<u>1,191,940</u>	<u>1,270,133</u>

MAINTENANCE

PERSONAL SERVICES	<u>1,833,571</u>	<u>2,141,559</u>	<u>2,033,994</u>	<u>2,110,085</u>

ALL OTHER O&M

Contractual Services	576,951	493,026	560,000	568,826
Body Shop Services	179,664	199,430	200,000	164,430
Towing	39,951	35,438	35,000	35,438
Maintenance Of Facilities		29,375	30,000	30,375
Licenses & Permits	11,020	15,188	15,000	15,188
Car Washing	29,383	39,100	35,000	35,969
Auto/Heavy Equipment Fuel	2,764,696	2,513,489	3,000,000	3,099,703
All Other Materials & Supplies	82,127	111,125	91,000	91,125
Tools & Implements	32,304	50,813	65,000	65,813
Tires & Tubes	550,000	566,613	600,000	616,613
Parts For Equipment	1,568,590	1,541,531	1,600,000	1,541,531
Lubricants	<u>66,101</u>	<u>61,661</u>	<u>60,000</u>	<u>61,661</u>
	<u>5,900,788</u>	<u>5,656,789</u>	<u>6,291,000</u>	<u>6,326,672</u>
SUB-TOTAL	<u>7,734,358</u>	<u>7,798,348</u>	<u>8,324,994</u>	<u>8,436,757</u>

CAPITAL EQUIPMENT

Contingency		260,947	700,000	800,000
Equipment - Capital	16,770	27,802	45,000	46,741
Motor Equipment	<u>7,363,190</u>	<u>12,614,245</u>	<u>12,614,245</u>	<u>6,157,175</u>
	<u>7,379,960</u>	<u>12,902,994</u>	<u>13,359,245</u>	<u>7,003,916</u>

FLEET MANAGEMENT

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
OPERATIONS:				
Emergency Manager		2,356	2,356	2,356
FleetFocus & FuelFocus	13,923			
MAINTENANCE:				
MD03076 Santee Cooper Mutual Aid Assistance	(5,556)			
	8,367	2,356	2,356	2,356
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		2,856	2,856	2,856
Transfer To Information Technology	7,553	7,553	7,553	6,540
Transfer To IT Equip Replacement Fund	667	153	153	667
Transfer to Stormwater Utility Fund			308,935	
	8,220	10,562	319,497	10,063
GRAND TOTAL	16,570,005	21,932,197	23,198,032	16,723,225

REVENUE AND EXPENDITURE SUMMARY PURCHASING AND STORES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	837,513	845,920	798,029	840,890
Fringe Benefits	298,861	313,980	272,937	333,290
Total Personnel	1,136,374	1,159,900	1,070,966	1,174,180
Non-Personnel				
Utilities	65,734	66,712	54,097	55,017
Professional and Contractual	75,747	105,242	59,339	59,509
Insurance and Fixed Charges	32,239	35,796	35,134	38,741
Internal Service Charges	1,147,163	1,137,688	1,131,203	1,184,234
All Other Operations & Maintenance	319,477	1,356,941	313,417	463,231
Maintenance and Special Projects		1,346	1,346	1,008
Total Non-Personnel	1,640,360	2,703,725	1,594,536	1,801,740
Total Expenditures	2,776,734	3,863,625	2,665,502	2,975,920
Transfers				
Transfers Out	9,552	10,594	10,594	9,905
Net Transfers	(9,552)	(10,594)	(10,594)	(9,905)
Revenue Sources				
Charges for Services	2,720,413	4,000,402	3,086,101	2,882,906
Interest Income	37,652	2,823	35,172	30,000
All Other Revenue	23,429	9,362	4,320	9,479
Total Revenue	2,781,494	4,012,587	3,125,593	2,922,385
Funding to be Provided	4,792	(138,368)	(449,497)	63,440

PURCHASING AND STORES

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PURCHASING AND STORES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	22,995	9,362	4,320	9,479
All Other Misc Revenue	434			
	23,429	9,362	4,320	9,479
INVESTMENT INCOME				
Interest on Pooled Investments	52,524	2,823	35,172	30,000
Market Value Restatement	(14,872)			
	37,652	2,823	35,172	30,000
TOTAL MISCELLANEOUS REVENUE	61,081	12,185	39,492	39,479
SUB-TOTAL	2,781,494	4,012,587	3,125,593	2,922,385
PRIOR YEAR SURPLUS	4,792	(138,368)	(449,497)	63,440
TOTAL REVENUES	2,786,286	3,874,219	2,676,096	2,985,825

PURCHASING AND STORES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	601,850	659,557	608,924	622,543
INSURANCE				
Uninsured Loss Reimbursement	250			
Insurance - Fire	8,494	10,616	9,964	11,956
Insurance - Position Bond	75	87	91	96
Self-Insurance Services	20,154	20,344	20,344	21,773
Insurance Consultant	1,014	1,092	1,092	1,092
Insurance - Excess Liability (Auto, General)	2,252	3,657	3,643	3,824
	32,239	35,796	35,134	38,741
UTILITIES				
Water Service	2,191	2,281	2,220	2,220
Electric Service	41,449	41,964	30,049	30,950
Wastewater Service	1,004	1,031	754	773
Solid Waste Service	20,704	21,049	20,687	20,687
Solid Waste Service - Recycling	387	387	387	387
	65,734	66,712	54,097	55,017
INTER-CITY SERVICES				
Rental - Fleet Management	32,319	32,597	33,572	33,572
Gasoline - Fleet Management	2,103	1,183	1,671	1,316
Maintenance - Fleet Management	19,141	18,996	11,494	18,801
General Fund Services	251,495	263,559	263,559	267,655
Intra-Departmental Charges - PC & Network Support	27,543	27,207	26,760	33,930
Intra-Departmental Charges - Telephone	13,289	13,188	13,188	13,570
Intra-Departmental Charges - Facilities	40,456	50,265	50,265	50,674
Intra-Departmental Charges - Janitorial	120,445	165,700	165,700	172,151
Intra-Departmental Charges - Training Ctr	792	792	792	792
Intra-Departmental Charges - IT Operations - Application Dev	607,771	534,310	534,310	559,455
Intra-Departmental Charges - IT Operations - Network Support	26,211	24,206	24,206	26,606
	1,141,565	1,132,003	1,125,517	1,178,522
ALL OTHER O&M				
Banking Service	549	828	437	480
Annual Audit	3,586	3,588	1,276	1,403
Contract Labor	71,612	100,826	57,626	57,626
Repair Of Equipment	2,717	9,197	9,197	9,197
Postage & Mailing	2,055	2,325	2,325	2,325
Subscription & Membership	1,097	1,395	1,395	1,395
Telephone Communications	1,009	4,826	4,826	4,826
Travel	2,333	2,817	2,817	2,817
Training	108	479	479	479

PURCHASING AND STORES

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Office Supplies	6,534	9,093	9,093	9,093
Equipment - Noncapital	5,117	3,479	2,886	2,886
All Other Materials & Supplies	405	630	630	630
Uniforms	3,857	3,990	3,990	3,990
Tools & Implements	113		593	593
Merchandise	261,503	1,315,342	275,186	425,000
Increase/Decrease In Inventory	32,629			
	395,223	1,458,815	372,756	522,740
SUB-TOTAL	2,236,612	3,352,883	2,196,428	2,417,563
WAREHOUSE				
PERSONAL SERVICES	534,525	500,343	462,042	551,637
INTER-CITY SERVICES				
Intra-Departmental Charges - Radios	5,598	5,685	5,686	5,712
	5,598	5,685	5,686	5,712
ALL OTHER O&M				
Equipment - Noncapital		3,368		
		3,368		
SUB-TOTAL	540,123	509,396	467,728	557,349
SPECIAL PROJECTS				
Emergency Manager		1,346	1,346	1,008
		1,346	1,346	1,008
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		1,632	1,632	1,632
Transfer To Information Technology	8,786	8,786	8,786	7,507
Transfer To IT Equip Replacement Fund	766	176	176	766
	9,552	10,594	10,594	9,905
GRAND TOTAL	2,786,286	3,874,219	2,676,096	2,985,825



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REVENUE AND EXPENDITURE SUMMARY

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	2,786,640	3,019,712	2,830,682	2,998,441
Fringe Benefits	1,325,638	1,283,820	1,237,445	1,423,455
Total Personnel	<u>4,112,278</u>	<u>4,303,532</u>	<u>4,068,127</u>	<u>4,421,896</u>
Non-Personnel				
Utilities	20,966	20,772	17,387	17,711
Professional and Contractual	268,085	329,943	322,332	322,384
Insurance and Fixed Charges	101,513	163,903	163,616	173,960
Internal Service Charges	888,459	900,438	889,347	887,486
All Other Operations & Maintenance	696,592	649,891	676,054	676,394
Capital Outlay	3,157	40,514	9,525	70,625
Maintenance and Special Projects	489,297	654,510	692,209	692,209
Total Non-Personnel	<u>2,468,070</u>	<u>2,759,971</u>	<u>2,770,470</u>	<u>2,840,769</u>
Total Expenditures	<u>6,580,348</u>	<u>7,063,503</u>	<u>6,838,597</u>	<u>7,262,665</u>
Transfers				
Transfers Out	4,073	10,086	10,086	10,161
Net Transfers	<u>(4,073)</u>	<u>(10,086)</u>	<u>(10,086)</u>	<u>(10,161)</u>
Revenue Sources				
Charges for Services	5,611,080	7,134,811	7,134,811	7,191,631
Interest Income	106,203	55,737	31,694	37,000
All Other Revenue	26,261			
Total Revenue	<u>5,743,543</u>	<u>7,190,548</u>	<u>7,166,505</u>	<u>7,228,631</u>
Funding to be Provided	<u>840,877</u>	<u>(116,959)</u>	<u>(317,822)</u>	<u>44,195</u>

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
CHARGES FOR SERVICES				
Facility Maintenance Services to City Funds				
Allocation - Cleveland Heights Golf Course	74,679	92,786	92,786	93,028
Allocation - General Fund	2,608,978	3,241,510	3,209,601	3,218,032
Allocation - Fleet Mgmt	22,530	27,992	27,992	28,066
Allocation - Wastewater	52,149	64,793	64,793	64,963
Allocation - Parking	17,400	21,619	21,619	21,676
Allocation - Airport	45,764	80,000	80,000	49,343
Allocation - RP Funding Center	22,882	23,838	23,838	24,671
Allocation - Solid Waste	9,555	11,871	11,871	11,902
Allocation - Electric	901,428	1,075,384	1,075,384	1,078,206
Allocation - Water	61,349	76,224	76,224	76,425
Allocation - Facilities Maintenance	22,805	28,334	28,334	28,408
Allocation - Purchasing & Stores	40,456	50,265	50,265	50,397
Allocation - Information Technology	28,085	34,894	34,894	34,986
Allocation - Self Insurance	207,932	217,014	217,014	224,524
Allocation - Stormwater	4,064	5,049	5,049	5,062
Allocation - Downtown CRA	383	476	476	478
Allocation - Mid-Town	3,055	59,110	59,110	59,266
Allocation - Dixieland	49	60	60	60
Allocation - Building Inspection Fund			31,909	31,993
	4,123,543	5,111,219	5,111,219	5,101,486
Janitorial Services to City Funds				
Allocation - Cleveland Heights Golf Course	22,407	30,826	30,826	31,900
Allocation - General Fund	530,050	729,209	705,098	729,672
Allocation - Fleet Mgmt	10,302	14,173	14,173	14,667
Allocation - Wastewater	45,080	62,017	62,017	64,180
Allocation - Airport	67,650	68,665	68,665	68,665
Allocation - Solid Waste	7,644	10,516	10,516	10,883
Allocation - Electric	643,286	884,996	884,996	915,844
Allocation - Water	5,407	7,438	7,438	7,697
Allocation - Facilities Maintenance	3,200	4,402	4,402	4,556
Allocation - Purchasing & Stores	120,445	165,700	165,700	171,477
Allocation - Information Technology	25,552	36,689	36,689	36,380
Allocation - Self Insurance	1,360	1,871	1,871	1,936
Allocation - Stormwater	2,774	3,816	3,816	3,948
Allocation - Downtown CRA	261	360	360	373
Allocation - Mid-Town	2,085	2,869	2,869	2,969
Allocation - Dixieland	34	45	45	47
Allocation - Building Inspection Fund			24,111	24,951
	1,487,537	2,023,592	2,023,592	2,090,145

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TOTAL CHARGES FOR SERVICES	<u>5,611,080</u>	<u>7,134,811</u>	<u>7,134,811</u>	<u>7,191,631</u>
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds - Workers Comp Claims	23,876			
All Other Misc Revenue	856			
Refund of Prior Year Expenses	<u>36</u>			
	<u>24,768</u>			
REIMBURSEMENTS				
Reimbursements / Loss Recovery	<u>1,492</u>			
	<u>1,492</u>			
INVESTMENT INCOME				
Interest on Pooled Investments	41,681	55,737	31,694	37,000
Market Value Restatement	<u>64,521</u>			
	<u>106,203</u>	<u>55,737</u>	<u>31,694</u>	<u>37,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>132,463</u>	<u>55,737</u>	<u>31,694</u>	<u>37,000</u>
SUB-TOTAL	<u>5,743,543</u>	<u>7,190,548</u>	<u>7,166,505</u>	<u>7,228,631</u>
PRIOR YEAR SURPLUS	<u>840,877</u>	<u>(116,959)</u>	<u>(317,822)</u>	<u>44,195</u>
TOTAL REVENUES	<u><u>6,584,421</u></u>	<u><u>7,073,589</u></u>	<u><u>6,848,683</u></u>	<u><u>7,272,826</u></u>

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	FACILITIES MAINTENANCE			
PERSONAL SERVICES	2,238,805	2,310,967	2,094,951	2,324,114
INSURANCE				
Uninsured Loss Reimbursement	1,250			
Insurance - Fire	2,831	3,217	3,019	3,623
Insurance - Position Bond	262	349	366	385
Self-Insurance Services	92,361	155,562	155,562	164,983
Insurance Consultant	624	546	546	546
Insurance - Excess Liability (Auto, General)	3,935	4,229	4,123	4,423
	101,263	163,903	163,616	173,960
UTILITIES				
Water Service	910	1,000	977	977
Electric Service	13,278	12,750	9,804	10,098
Wastewater Service	1,155	1,264	1,215	1,245
Solid Waste Service	5,590	5,656	5,391	5,391
Solid Waste Service - Recycling	34	102		
	20,966	20,772	17,387	17,711
INTER-CITY SERVICES				
Rental - Fleet Management	104,400	101,473	103,205	104,517
Gasoline - Fleet Management	33,215	42,048	32,126	41,825
Maintenance - Fleet Management	84,020	68,276	67,501	67,365
Purchasing & Stores Service	161,189	153,482	153,482	116,492
General Fund Services	335,422	343,037	343,037	361,320
Intra-Departmental Charges - PC & Network Support	29,407	30,052	32,546	32,150
Intra-Departmental Charges - Telephone	9,017	9,891	9,891	9,499
Intra-Departmental Charges - Radios	2,239	2,274	2,274	3,427
Intra-Departmental Charges - Facilities	22,805	28,334	28,334	28,408
Intra-Departmental Charges - Janitorial	3,200	4,402	4,402	4,556
Intra-Departmental Charges - Training Ctr	2,770	2,770	2,770	2,853
Intra-Departmental Charges - IT Operations - GIS	7,321	7,871	7,871	556
Intra-Departmental Charges - IT Operations - Application Dev	54,460	64,142	64,142	73,631
Intra-Departmental Charges - IT Operations - Network Support	26,511	24,149	24,149	24,783
	875,976	882,201	875,730	871,382

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	180,060	161,300	165,300	165,300
Annual Audit	1,730	1,732	1,732	1,784
Rentals	11,368	17,550	20,550	20,550
Maintenance Of Facilities	350,402	267,825	272,825	276,000
Repair Of Equipment		3,925	3,295	2,800
Printing & Photography	2,009	1,712	2,012	2,100
Postage & Mailing	361	370	420	420
Subscription & Membership	1,074	1,123	1,123	1,000
Telephone Communications	20,590	21,000	22,000	22,000
Travel	1,319	600	2,600	2,600
Training	2,957	1,700	5,700	5,700
All Other Sundry Charges	1,628	602	825	1,000
Licenses & Permits	140	807	807	800
Office Supplies	4,516	4,122	4,622	4,622
Equipment - Noncapital	4,405	8,697	9,697	9,597
Uniforms	7,068	7,350	7,850	7,850
Tools & Implements	5,566	6,425	6,525	6,525
Agricultural & Horticultural Supplies	4,401	2,968	2,968	2,400
Parts For Equipment	42,063	69,500	72,500	72,500
	641,658	579,308	603,351	605,548
CAPITAL EQUIPMENT				
Equipment - Capital	3,157	40,314	6,325	67,425
SPECIAL PROJECTS				
Emergency Manager		5,386	5,386	5,386
HVAC Maintenance - Various Bldgs	135,791	150,910	150,910	150,910
Air Quality Investigations - City Buildings	8,107	10,000	14,200	14,200
Property Management		1		
Generator/UPS Maintenance	22,006	23,500	23,500	23,500
Security Systems Controls Maintenance	107,672	72,155	73,155	73,155
Electric Chiller HVAC Maintenance	11,101	2,300	2,300	2,300
Garage Door/Operator Maintenance	43,530	70,000	30,000	30,000
Plumbing Repairs / Replacement	45,078	23,375	33,375	33,375
Elevator Maintenance	108,769	229,883	259,883	259,883
SMA For Security Camera/Card Reader Software		40,000	62,000	62,000
Work Order Software & Technology Upgrade	7,243	27,000	30,000	30,000
Asset Management Training			7,500	7,500
	489,297	654,510	692,209	692,209
SUB-TOTAL	4,371,123	4,651,975	4,453,569	4,752,349

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	JANITORIAL			
PERSONAL SERVICES	1,582,268	1,670,919	1,657,726	1,754,186
ALL OTHER O&M				
Contractual Services	27,037	40,500	45,500	45,500
Contract Labor		40,000	42,000	42,000
Repair Of Equipment	488	1,800	1,800	1,000
Telephone Communications	5,194	2,700	2,700	2,700
Training		1,600	1,600	1,600
Equipment - Noncapital		180	1,300	1,000
Uniforms	6,909	6,900	6,900	6,900
Cleaning & Janitor Supply	180,065	159,050	159,050	159,050
	219,693	252,730	260,850	259,750
CAPITAL EQUIPMENT				
Equipment - Capital		200	3,200	3,200
		200	3,200	3,200
SUB-TOTAL	1,801,962	1,923,849	1,921,776	2,017,136
	FIRE SAFETY			
PERSONAL SERVICES	291,204	321,646	315,450	343,596
INSURANCE				
Uninsured Loss Reimbursement	250			
	250			
INTER-CITY SERVICES				
Rental - Fleet Management	5,690	8,465	6,036	6,217
Gasoline - Fleet Management	4,318	4,976	3,829	5,700
Maintenance - Fleet Management	2,474	4,796	3,752	4,187
	12,482	18,237	13,617	16,104

FACILITIES MAINTENANCE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	59,258	86,411	67,800	67,800
Repair Of Equipment	2,769	1,785	1,785	1,200
Subscription & Membership	650	755	755	500
Telephone Communications	6,691	6,350	6,350	6,350
Training	3,249	7,250	7,250	7,250
Licenses & Permits		1,065	1,065	1,000
Office Supplies		515	515	515
Equipment - Noncapital	820	2,300	2,300	2,500
Uniforms	946	1,570	1,570	1,570
Tools & Implements	784	1,295	1,295	1,295
Parts For Equipment	12,113	23,400	23,400	23,400
Material	16,045	15,100	20,100	20,100
	<u>103,326</u>	<u>147,796</u>	<u>134,185</u>	<u>133,480</u>
SUB-TOTAL	<u>407,263</u>	<u>487,679</u>	<u>463,252</u>	<u>493,180</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		6,527	6,527	6,527
Transfer To Information Technology	3,406	3,406	3,406	2,967
Transfer To IT Equip Replacement Fund	667	153	153	667
	<u>4,073</u>	<u>10,086</u>	<u>10,086</u>	<u>10,161</u>
GRAND TOTAL	<u>6,584,421</u>	<u>7,073,589</u>	<u>6,848,683</u>	<u>7,272,826</u>



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REVENUE AND EXPENDITURE SUMMARY INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	6,588,200	7,179,116	6,589,932	7,010,411
Fringe Benefits	2,280,543	2,426,523	2,398,103	2,660,876
Total Personnel	8,868,743	9,605,639	8,988,035	9,671,287
Non-Personnel				
Utilities	74,845	75,199	68,782	70,346
Professional and Contractual	688,729	587,747	712,504	725,150
Insurance and Fixed Charges	158,819	158,411	133,256	146,126
Internal Service Charges	2,439,814	2,491,529	2,499,975	2,917,546
All Other Operations & Maintenance	4,769,749	5,142,223	5,386,628	5,426,182
Debt Service	1,355,455	1,326,122	1,378,188	1,106,203
Capital Outlay	64,293			
Maintenance and Special Projects	2,188,891	4,783,276	5,005,118	5,855,194
Total Non-Personnel	11,740,596	14,564,507	15,184,451	16,246,747
Total Expenditures	20,609,339	24,170,146	24,172,486	25,918,034
Transfers				
Cost Allocations and Recoveries	(16,086)			(17,520)
Transfers In	1,349,520	1,289,838	1,289,838	1,132,616
Transfers Out	6,398	259,733	259,733	14,659
Net Transfers	1,359,208	1,030,105	1,030,105	1,135,477
Revenue Sources				
Charges for Services	20,747,945	21,010,186	20,956,664	21,735,419
Interest Income	834,641	339,500	441,268	317,000
All Other Revenue	102,739	20,512	28,262	25,200
Total Revenue	21,685,325	21,370,198	21,426,194	22,077,619
Funding to be Provided	(2,435,193)	1,769,843	1,716,187	2,704,938

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
OTHER CHARGES FOR SERVICES				
Radios				
Allocation - General Fund	520,988	530,428	530,428	539,243
Allocation - Fleet Mgmt	2,239	2,274	2,274	2,285
Allocation - Wastewater	43,665	44,344	44,344	41,128
Allocation - Parking	550	569	569	
Allocation - Airport	9,344	9,665	9,665	9,140
Allocation - Solid Waste	37,374	38,659	38,659	38,844
Allocation - Electric	220,565	224,565	224,565	219,353
Allocation - Water	56,541	57,420	57,420	60,551
Allocation - Facilities Maintenance	2,239	2,274	2,274	3,427
Allocation - Purchasing & Stores	5,598	5,685	5,685	5,712
Allocation - Information Technology	7,277	7,391	7,391	7,426
Allocation - Stormwater	2,239	2,274	2,274	2,285
	908,619	925,548	925,548	929,394
Telecommunications				
Allocation - General Fund	441,845	433,807	433,807	400,762
Allocation - Fleet Mgmt	8,068	8,007	8,007	7,690
Allocation - Wastewater	25,152	26,848	26,848	26,235
Allocation - Parking	932	942	942	905
Allocation - Airport	13,053	13,660	13,660	13,570
Allocation - RP Funding Center	49,359	48,986	48,986	47,042
Allocation - Solid Waste	6,526	6,594	6,594	6,333
Allocation - Electric	1,756,859	1,749,942	1,696,420	1,747,909
Allocation - Water	49,833	50,399	50,399	49,755
Allocation - Facilities Maintenance	9,017	9,891	9,891	9,499
Allocation - Purchasing & Stores	13,289	13,188	13,188	13,570
Allocation - Information Technology	60,748	60,290	60,290	57,897
Allocation - Stormwater	3,322	3,297	3,297	3,166
Allocation - Downtown CRA	470	466	466	
Allocation - Mid-Town	3,741	3,713	3,713	3,166
Allocation - Dixieland	60	60	60	905
Allocation - Building Inspection Fund				8,594
	2,442,274	2,430,090	2,376,568	2,396,998

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Application Development				
Allocation - General Fund	2,398,666	2,460,419	2,460,419	2,502,852
Allocation - Fleet Mgmt	29,604	45,788	45,788	45,647
Allocation - Wastewater	481,870	489,312	489,312	530,130
Allocation - Parking	32,475	39,951	39,951	28,735
Allocation - Airport	34,321	35,438	35,438	41,361
Allocation - RP Funding Center	105,057	116,894	116,894	124,749
Allocation - Solid Waste	90,106	87,890	87,890	100,429
Allocation - Electric	4,060,564	4,255,671	4,255,671	3,788,867
Allocation - Water	804,984	816,743	816,743	801,098
Allocation - Facilities Maintenance	54,460	64,142	64,142	73,631
Allocation - Purchasing & Stores	607,771	534,310	534,310	559,455
Allocation - Information Technology	888,351	890,985	890,985	1,290,139
Allocation - Stormwater	24,164	33,365	33,365	34,916
Allocation - Downtown CRA	475	185	185	
Allocation - Mid-Town	3,781	1,473	1,473	4,672
Allocation - Dixieland	60	24	24	
Allocation - Building Inspection Fund				136,541
	9,616,709	9,872,590	9,872,590	10,063,222
Network Support				
Allocation - General Fund	1,126,035	1,036,712	1,036,712	1,040,687
Allocation - CDBG	5,432	4,410	4,410	4,388
Allocation - Fleet Mgmt	26,602	24,156	24,156	24,959
Allocation - Wastewater	88,181	82,829	82,829	86,056
Allocation - Parking	3,024	2,793	2,793	2,777
Allocation - Airport	20,833	19,747	19,747	20,571
Allocation - RP Funding Center	48,768	43,714	43,714	46,825
Allocation - Solid Waste	14,589	12,791	12,791	12,719
Allocation - Electric	670,694	609,852	609,852	626,114
Allocation - Water	118,720	108,716	108,716	111,896
Allocation - Facilities Maintenance	26,511	24,156	24,156	24,783
Allocation - Purchasing & Stores	26,211	24,214	24,214	26,605
Allocation - Information Technology	122,653	121,944	121,944	131,009
Allocation - Telecommunications	17,777			
Allocation - Stormwater	12,097	11,176	11,176	12,960
Allocation - Downtown CRA		1,127	1,127	264
Allocation - Mid-Town	225	11,688	11,688	2,105
Allocation - Dixieland	11,782	143	143	7,489
Allocation - Building Inspection Fund				25,980
	2,340,136	2,140,168	2,140,168	2,208,187

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
IT Support				
Allocation - General Fund	1,513,639	1,487,170	1,487,170	1,548,310
Allocation - CDBG	5,560	4,791	4,791	4,988
Allocation - Fleet Mgmt	28,109	27,646	27,646	30,083
Allocation - Wastewater	120,424	118,945	118,945	129,391
Allocation - Parking	4,000	4,043	4,043	4,190
Allocation - Airport	23,123	22,591	22,591	25,683
Allocation - RP Funding Center	48,446	48,537	48,537	55,727
Allocation - Solid Waste	17,411	15,652	15,652	17,142
Allocation - Electric	856,516	836,005	836,005	900,854
Allocation - Water	166,370	162,773	162,773	173,856
Allocation - Facilities Maintenance	29,407	29,824	29,824	32,150
Allocation - Purchasing & Stores	27,543	26,980	26,980	33,930
Allocation - Information Technology	161,055	179,542	179,542	189,414
Allocation - Telecommunications	19,217			
Allocation - Stormwater	15,330	15,458	15,458	19,001
Allocation - Downtown CRA		1,732	1,732	464
Allocation - Mid-Town		13,794	13,794	3,700
Allocation - Dixieland	12,783	220	220	8,730
Allocation - Building Inspection Fund				40,514
	3,048,934	2,995,703	2,995,703	3,218,127
GIS				
Allocation - General Fund	314,965	341,275	341,275	322,572
Allocation - Wastewater	142,926	154,034	154,034	193,933
Allocation - RP Funding Center				150
Allocation - Solid Waste	13,908	14,565	14,565	17,938
Allocation - Electric	649,113	704,365	704,365	609,403
Allocation - Water	141,210	152,043	152,043	162,706
Allocation - Facilities Maintenance	7,321	7,871	7,871	556
Allocation - Telecommunications	26,869	28,816	28,816	20,007
Allocation - Stormwater	25,609	26,732	26,732	29,641
Allocation - Downtown CRA				374
Allocation - Mid-Town				2,980
Allocation - Dixieland				3,491
Allocation - Building Inspection Fund				22,704
	1,321,921	1,429,701	1,429,701	1,386,455
Public Safety				
Allocation - General Fund	1,069,352	1,216,386	1,216,386	1,533,036
	1,069,352	1,216,386	1,216,386	1,533,036
Fiber				
TOTAL CHARGES FOR SERVICES	20,747,945	21,010,186	20,956,664	21,735,419

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	30,773	3,062	3,062	
All Other Misc Revenue	85			
Refund of Prior Year Expenses	40,470			
Non-Utility Revenue - Fiber	25,200	16,800	25,200	25,200
	96,528	19,862	28,262	25,200
REIMBURSEMENTS				
Warranty Work Reimbursement	587	650		
Reimbursements / Loss Recovery	5,624			
	6,211	650		
INVESTMENT INCOME				
Interest on Pooled Investments	537,990	339,500	441,268	317,000
Market Value Restatement	296,651			
	834,641	339,500	441,268	317,000
TOTAL MISCELLANEOUS REVENUE	937,380	360,012	469,530	342,200
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	619,823	592,751	592,751	581,049
Transfer from Fleet Mgmt Fund	8,220	7,706	7,706	7,207
Transfer from Purchasing & Stores	9,552	8,962	8,962	8,273
Transfer from WW Operations	2,233	514	514	2,233
Transfer from WW R&R	81,796	81,796	81,796	60,938
Transfer from Parking System	834	782	782	817
Transfer from RP Funding Center	4,494	3,031	3,031	1,900
Transfer from Lakeland Linder International Airport	12,078	11,616	11,616	11,644
Transfer from Solid Waste Management	64,518	64,210	64,210	46,498
Transfer from Water Operations	3,033	698	698	3,033
Transfer from Water R&R	98,682	98,682	98,682	72,264
Transfer from Stormwater Utilities Fund	2,804	2,548	2,548	2,584
Transfer from Facilities Maintenance Fund	4,073	3,559	3,559	3,634
Transfer from Information Technology	6,398	1,472	1,472	6,398
Transfer from Electric Operations	430,849	411,480	411,480	324,011
Transfer from CRA	133	31	31	133
TOTAL TRANSFERS FROM OTHER FUNDS	1,349,520	1,289,838	1,289,838	1,132,616
SUB-TOTAL	23,034,845	22,660,036	22,716,032	23,210,235
PRIOR YEAR SURPLUS	(2,435,193)	1,769,843	1,716,187	2,704,938
TOTAL REVENUES	20,599,651	24,429,879	24,432,219	25,915,173

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES				
	559,876	558,304	538,124	543,194
INSURANCE				
Insurance - Fire	11,326	14,476	13,587	16,304
Insurance - Position Bond	384	442	463	487
Insurance - Data Processing	55,023	60,525	36,271	39,899
Self-Insurance Services	77,994	71,343	71,343	76,989
Insurance Consultant	3,822	3,042	3,042	3,042
Insurance - Excess Liability (Auto, General)	10,020	8,583	8,550	9,405
	158,569	158,411	133,256	146,126
INTER-CITY SERVICES				
Purchasing & Stores Service	90,860	81,511	81,511	87,870
General Fund Services	538,812	556,137	556,137	570,927
Intra-Departmental Charges - PC & Network Support	9,193	8,753	8,753	10,827
Lakeland Electric Charges	359,039	389,250	389,250	394,116
Intra-Departmental Charges - Telephone	5,695	5,181	5,391	5,428
Intra-Departmental Charges - Training Ctr	4,057	4,107	4,107	4,158
Intra-Departmental Charges - IT Operations - Application Dev	136,922	38,194	38,194	33,836
Intra-Departmental Charges - IT Operations - Network Support	6,919	5,586	5,586	6,930
	1,151,497	1,088,719	1,088,929	1,114,092
ALL OTHER O&M				
Annual Audit	3,091	3,093	3,093	3,093
Leases	765			
Repair Of Equipment	169	4,500	4,500	4,500
Postage & Mailing	63	75	75	75
Subscription & Membership	200	200	200	200
Telephone Communications	1,714	1,704	1,704	1,812
Travel	713	449	1,500	
Training	275	150	3,000	
All Other Sundry Charges	397	500	500	500
Loss On Disposal of Fixed Assets	52,405			
Office Supplies	2,380	3,000	3,000	3,000
Equipment - Noncapital		200	200	200
All Other Materials & Supplies	6,717			
	68,888	13,871	17,772	13,380

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CAPITAL EQUIPMENT				
Equipment - Capital	19,203			
	19,203			
SUB-TOTAL	1,958,033	1,819,305	1,778,081	1,816,792
RADIO COMMUNICATIONS				
PERSONAL SERVICES	257,195	264,687	262,484	264,337
UTILITIES				
Electric Service	30,833	31,057	27,730	28,562
	30,833	31,057	27,730	28,562
INTER-CITY SERVICES				
Gasoline - Fleet Management	471			
Intra-Departmental Charges - PC & Network Support	2,602	2,686	2,732	2,762
Intra-Departmental Charges - Telephone	7,119	7,065	7,065	6,785
Intra-Departmental Charges - Radios	1,679	1,706	1,706	1,142
Intra-Departmental Charges - Facilities	10,036	12,469	12,469	12,571
Intra-Departmental Charges - Janitorial	2,231	3,070	3,070	3,189
Intra-Departmental Charges - IT Operations - Application Dev	4,747	6,050	6,050	5,203
Intra-Departmental Charges - IT Operations - Network Support	2,016	1,862	1,862	1,851
	30,901	34,908	34,954	33,503
ALL OTHER O&M				
Contractual Services	2,921	4,000	3,000	3,000
Repair Of Equipment	473,579	491,319	492,819	504,236
Postage & Mailing	482	325	325	325
Subscription & Membership	4	250	250	250
Telephone Communications	1,722	1,720	1,720	1,720
Training			2,000	
Office Supplies	260	350	350	350
Equipment - Noncapital		750	750	750
All Other Materials & Supplies	2,181	1,100	1,100	1,100
Uniforms		870	870	870
Tools & Implements	1,126	700	200	200
Parts For Equipment	25,907	27,500	27,500	27,500
Material		900	900	900
Recoveries-Other Funds	(4,716)			
	503,467	529,784	531,784	541,201
CAPITAL EQUIPMENT				
Equipment - Capital	4,716			
	4,716			
SUB-TOTAL	827,111	860,436	856,952	867,603

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TELECOMMUNICATIONS				
PERSONAL SERVICES	1,438,427	1,422,547	1,407,653	1,406,018
UTILITIES				
Water Service	2,742	2,648	2,869	2,869
Stormwater Service	9,348	9,815	9,815	10,306
Electric Service	16,092	15,976	13,360	13,761
Wastewater Service	5,479	5,259	5,584	5,724
Solid Waste Service	273	273	273	273
Solid Waste Service - Recycling	102	102	102	102
	34,037	34,073	32,003	33,035
INTER-CITY SERVICES				
Rental - Fleet Management	38,537	39,227	40,050	41,252
Gasoline - Fleet Management	11,792	14,371	9,793	12,965
Maintenance - Fleet Management	19,560	25,184	40,000	23,201
Intra-Departmental Charges - PC & Network Support	19,217	19,222	20,638	20,702
Intra-Departmental Charges - Telephone	10,916	10,833	10,833	10,403
Intra-Departmental Charges - Radios	5,598	5,685	5,685	6,284
Intra-Departmental Charges - Janitorial	11,004	15,140	15,140	15,729
Intra-Departmental Charges - IT Operations - GIS	26,869	28,816	28,816	20,007
Intra-Departmental Charges - IT Operations - Application Dev	56,519	63,719	63,719	67,887
Intra-Departmental Charges - IT Operations - Network Support	17,777	15,333	15,333	16,457
	217,789	237,530	250,007	234,887
ALL OTHER O&M				
Contractual Services	231,670	248,923	353,523	375,580
Repair Of Equipment	1,940	3,000	3,000	3,000
Postage & Mailing	64	300	100	100
Subscription & Membership	636	575	375	375
Telephone Communications	99,812	106,734	4,934	4,934
Travel	542			
Training	400	5	12,000	
All Other Sundry Charges		250	250	250
Office Supplies	1,858	3,000	3,000	3,000
Equipment - Noncapital	3,035	5,400	4,000	4,000
All Other Materials & Supplies	1,779	1,500	1,500	1,500
Uniforms	2,437	3,010	3,010	3,010
Tools & Implements	500	1,000	1,000	1,000
Parts For Equipment		1,800	800	800
Material	3,984	13,000	13,000	3,000
Recoveries-Other Funds	(8,054)			
	340,603	388,497	400,492	400,549
CAPITAL EQUIPMENT				

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Equipment - Capital	10,300			
	10,300			
SUB-TOTAL	2,041,156	2,082,647	2,090,155	2,074,489
APPLICATION DEVELOPMENT				
PERSONAL SERVICES	3,371,785	3,817,804	3,568,524	3,784,529
UTILITIES				
Water Service	229	243	250	227
Electric Service	4,096	4,124	3,598	3,383
Wastewater Service	267	275	274	257
Solid Waste Service	437	437	437	399
Solid Waste Service - Recycling	41	37	41	37
	5,070	5,116	4,600	4,303
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	77,409	78,041	81,356	80,083
Intra-Departmental Charges - Telephone	16,136	16,015	16,015	15,379
Intra-Departmental Charges - IT Operations - Application Dev	615,007	670,386	670,386	1,069,952
Intra-Departmental Charges - IT Operations - Network Support	58,714	51,205	51,205	54,515
	767,266	815,647	818,962	1,219,929
ALL OTHER O&M				
Printing & Photography	8	10		
Subscription & Membership	6,965	965	4,580	4,580
Telephone Communications	14,049	16,650	16,650	15,474
Travel	2,109	438	1,500	
Training	33,281	6,524	32,000	
All Other Sundry Charges	4,056	5,000	10,000	10,000
Software License & Maintenance	1,614,850	1,829,472	1,889,472	1,886,308
Cloud Subscriptions	270,019	329,526	404,526	408,923
Equipment - Noncapital	2,242			
	1,947,579	2,188,585	2,358,728	2,325,285
SUB-TOTAL	6,091,700	6,827,152	6,750,814	7,334,046

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
DATABASE ADMINISTRATION				
PERSONAL SERVICES	646,426	740,273	639,080	741,795
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	9,775	10,004	8,190	9,006
Intra-Departmental Charges - Telephone	1,898	2,355	2,355	1,809
Intra-Departmental Charges - IT Operations - Application Dev	18,111	12,336	12,336	12,090
Intra-Departmental Charges - IT Operations - Network Support	7,573	6,517	6,517	6,154
	37,357	31,212	29,398	29,059
ALL OTHER O&M				
Telephone Communications	4,972	6,240	6,240	6,240
Travel	2,289		2,000	
Training	5,216	20	10,000	
All Other Sundry Charges	18	300	300	300
Software License & Maintenance	500,943	312,999	312,999	317,478
Cloud Subscriptions			3,000	3,000
Office Supplies	196	360	360	360
	513,633	319,919	334,899	327,378
SUB-TOTAL	1,197,417	1,091,404	1,003,377	1,098,232
NETWORK ADMINISTRATION & SUPPORT				
PERSONAL SERVICES	735,388	810,237	823,749	806,141
UTILITIES				
Water Service	222	236	242	234
Electric Service	3,963	3,990	3,481	3,497
Wastewater Service	259	267	265	265
Solid Waste Service	422	422	422	412
Solid Waste Service - Recycling	39	38	39	38
	4,905	4,953	4,449	4,446
INTER-CITY SERVICES				
Rental - Fleet Management		2,713		
Gasoline - Fleet Management	233	297	636	281
Maintenance - Fleet Management	3,688	1,582	2,767	1,889
Intra-Departmental Charges - PC & Network Support	18,495	19,560	20,282	20,292
Intra-Departmental Charges - Telephone	4,746	4,239	4,239	4,071
Intra-Departmental Charges - Facilities	18,049	22,425	22,425	22,608
Intra-Departmental Charges - Janitorial	12,317	16,945	16,945	17,605
Intra-Departmental Charges - IT Operations - Application Dev	12,722	18,938	18,938	21,644
Intra-Departmental Charges - IT Operations - Network Support	15,538	14,402	14,402	15,081
	85,788	101,101	100,634	103,471

INFORMATION TECHNOLOGY

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INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contract Labor	3,168	46,816	46,816	
Repair Of Equipment	7,333	8,000	8,000	8,000
Subscription & Membership	238			
Telephone Communications	7,802	10,492	10,492	10,492
Travel	152			
Training	2,927	3,000	3,000	
All Other Sundry Charges		100	100	100
Software License & Maintenance	14,300			1,400
Cloud Subscriptions	500,842	669,301	699,301	747,832
Office Supplies	1,100	1,200	1,200	1,200
Equipment - Noncapital	4,256	5,000	5,000	5,000
All Other Materials & Supplies	2,654	1,500	1,500	1,500
Uniforms	1,751	2,569	2,569	3,650
Parts For Equipment	4,144	3,000	3,000	3,000
Recoveries-Other Funds	(3,316)			(17,520)
	547,351	750,978	780,978	764,654
SUB-TOTAL	1,395,843	1,770,146	1,702,061	1,818,990

GIS

PERSONAL SERVICES	654,620	628,844	473,080	636,858

INSURANCE

Uninsured Loss Reimbursement	250			
	250			

INTER-CITY SERVICES

Rental - Fleet Management		2,605		
Gasoline - Fleet Management	224	445	50	278
Maintenance - Fleet Management	3,380	1,582	7,248	1,889
Intra-Departmental Charges - PC & Network Support	14,279	13,418	13,890	13,686
Intra-Departmental Charges - Telephone	2,373	2,355	2,355	2,262
Intra-Departmental Charges - IT Operations - Application Dev	14,996	31,705	31,705	30,788
Intra-Departmental Charges - IT Operations - Network Support	8,851	7,448	7,448	7,856
	44,102	59,558	62,696	56,759

ALL OTHER O&M

Contractual Services	20,267		5,000	5,000
Repair Of Equipment		500	1,500	1,500
Telephone Communications	2,532	2,815	2,815	2,815
Travel	16,604	3,158	7,000	
Training	5,047	150	2,000	
Software License & Maintenance	319,605	377,678	440,678	381,870
Computer Software			1,000	1,000

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Cloud Subscriptions	2,950			
Equipment - Noncapital		500	1,000	1,000
All Other Materials & Supplies	2,748	2,500	3,500	3,500
Uniforms	236	152	1,000	1,000
Parts For Equipment	99	500	1,000	1,000
	370,088	387,953	466,493	398,685
SUB-TOTAL	1,069,059	1,076,355	1,002,269	1,092,302

PUBLIC SAFETY

PERSONAL SERVICES	439,341	433,808	439,007	528,401

INTER-CITY SERVICES

Intra-Departmental Charges - PC & Network Support	8,748	8,933	9,142	9,162
Intra-Departmental Charges - Telephone	1,424	1,884	1,884	1,809
Intra-Departmental Charges - Facilities		1,850		
Intra-Departmental Charges - IT Operations - Application Dev	5,500	13,034	13,034	12,590
Intra-Departmental Charges - IT Operations - Network Support	6,636	5,586	5,586	6,154
	22,308	31,287	29,646	29,715

ALL OTHER O&M

Contractual Services	307			70,000
Subscription & Membership		525	525	525
Telephone Communications	148,340	152,468	152,468	153,380
Travel	1,667	461	1,950	
Training	3,945	1,440	4,000	
All Other Sundry Charges		40	40	40
Software License & Maintenance	290,436	355,106	367,960	508,078
Cloud Subscriptions	79,616	84,493	84,493	85,649
Office Supplies		350	350	350
Equipment - Noncapital	6,178	6,150	6,150	8,000
All Other Materials & Supplies	729			
Uniforms		300	300	400
Parts For Equipment	452	3,000	3,000	3,000
	531,671	604,333	621,236	829,422
SUB-TOTAL	993,320	1,069,428	1,089,889	1,387,538

FIBER

INTER-CITY SERVICES

Intra-Departmental Charges - Telephone				1,809
Intra-Departmental Charges - Janitorial		1,534		
		1,534		1,809
SUB-TOTAL		1,534		1,809

INFORMATION TECHNOLOGY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
Parker Street Complex Renovation		30,456	22,841	30,455
Radio Replacement 2011	1,057,815	1,057,815	1,057,815	1,057,814
DOIT Switch Replacement	220,025	219,917	219,917	
Virtual Server Platform Replacement	77,615	17,934	77,615	17,934
	<u>1,355,455</u>	<u>1,326,122</u>	<u>1,378,188</u>	<u>1,106,203</u>
SPECIAL PROJECTS				
Emergency Manager		6,816	6,816	7,020
Oracle Upgrade		460,000	500,000	
Recruitment Expense		4,522		
Citywide Phone & Pager Charges	647			
ProjectDOX Software Upgrade	10,206	9,794	9,794	
Interactive Shared Account Mgmt -Password Vault		90,000	90,000	
OnBase Software Upgrade		2,243	2,243	
GIS Upgrade	44,928	158,905	158,905	80,000
PC Replacements	400,428	389,744	347,100	334,100
Lease - Telecom/Code Enforcement	58,800	60,000	60,000	61,800
Fiber Network Revenues	8,168	16,800	14,700	12,600
LPD - CAD Reporting System		69,911	69,911	
Minor GIS Upgrade		52,000	52,000	52,000
Public Records Requests Management		20,341	20,341	
FL Polytechnic Licensing	(11,206)			
Networks Replacements	56,873			
Oracle Application Testing Suite (OATS) Implementation	55,000			
Broadband Business Plan	138,761	1,107	61,239	
Network Core Switch Move		250,000	250,000	
Oracle Software Compliance		224,651	298,689	
Implement FastPath Assure GRC Tool		35,000	35,000	
GIS Equipment Upgrade		60,000	60,000	
CS1000e PBX Replacement		1,400,000	1,500,000	
GIS Upgrade		140,000	140,000	
PC Replacements	500,772	878,262	875,200	1,052,000
Networks Replacements	<u>925,514</u>	<u>453,180</u>	<u>453,180</u>	<u>4,255,674</u>
	<u>2,188,891</u>	<u>4,783,276</u>	<u>5,005,118</u>	<u>5,855,194</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		8,261	8,261	8,261
Transfer to Water Renewal and Replacement		250,000	250,000	
Transfer To IT Equip Replacement Fund	6,398	1,472	1,472	6,398
	<u>6,398</u>	<u>259,733</u>	<u>259,733</u>	<u>14,659</u>
GRAND TOTAL	<u>20,599,651</u>	<u>24,429,879</u>	<u>24,432,219</u>	<u>25,915,173</u>

REVENUE AND EXPENDITURE SUMMARY

WASTEWATER UTILITY OPERATING FUND

	FY 19	FY 20	FY 20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	4,275,212	4,789,689	3,217,168	5,013,484
Fringe Benefits	1,848,358	1,974,441	1,637,632	2,166,902
Total Personnel	<u>6,123,570</u>	<u>6,764,130</u>	<u>4,854,800</u>	<u>7,180,386</u>
Non-Personnel				
Utilities	1,954,965	1,994,284	1,854,930	1,909,241
Professional and Contractual	557,128	642,360	557,724	650,548
Insurance and Fixed Charges	497,217	570,030	556,493	617,756
Internal Service Charges	4,437,477	4,894,233	4,794,170	4,959,860
All Other Operations & Maintenance	1,582,082	2,079,814	1,836,387	1,992,136
Debt Service	3,150,280	3,887,752	3,823,381	3,826,289
Capital Outlay		49,600	100,000	100,000
Maintenance Projects	2,422,701	4,789,683	2,105,168	4,340,725
Total Non-Personnel	<u>14,601,850</u>	<u>18,907,756</u>	<u>15,628,253</u>	<u>18,396,555</u>
Total Expenditures	<u>20,725,420</u>	<u>25,671,886</u>	<u>20,483,053</u>	<u>25,576,941</u>
Transfers				
Transfers Out	9,635,424	14,587,056	14,587,056	11,524,571
Net Transfers	<u>(9,635,424)</u>	<u>(14,587,056)</u>	<u>(14,587,056)</u>	<u>(11,524,571)</u>
Revenue Sources				
Charges for Services	34,362,013	30,874,425	35,068,009	30,812,520
Interest Income	1,178,178	260,000	276,999	250,000
All Other Revenue	1,301,906	6,035	16,670	4,500
Total Revenue	<u>36,842,097</u>	<u>31,140,460</u>	<u>35,361,678</u>	<u>31,067,020</u>
Funding to be Provided	<u>(6,481,253)</u>	<u>9,118,482</u>	<u>(291,569)</u>	<u>6,034,492</u>

WASTEWATER UTILITY OPERATING FUND

	FY 19	FY 20	FY 20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES				
Wastewater Service Charges	29,484,612	26,897,125	30,717,262	26,924,020
Pretreatment Surcharge	4,026,261	3,250,000	3,698,375	3,253,250
CDBG Fund - WW Service	81	100	99	100
HOME Fund - WW Service	36		99	
SHIP Fund - WW Service	196		327	
NSP Part 1 Fund - WW Service	48			
Wastewater Re-use water charges	428,023	350,000	187,358	250,000
General Fund -WW Service	175,810	175,000	205,116	180,000
Fleet Mgmt-WW Service	2,777	3,000	3,195	3,050
Purchasing-WW Service	1,004	1,000	753	1,000
RP Funding Center-WW Service	29,155	20,000	27,626	25,000
Airport-WW Service	51,051	45,000	52,642	48,000
Parking System-WW Service	7,211	6,200	7,950	7,000
Electric Utilities-WW Service	47,084	70,000	40,396	40,000
Solid Waste - WW Service	11,806	11,000	9,474	10,000
Cleveland Heights Golf Course - WW Service	9,593	8,000	8,327	8,000
Water Utilities - WW Service	14,298	5,000	7,202	6,000
Facilities & Construction Management - WW Service	1,155	900	1,215	1,000
Information Technology - WW Service	6,005	2,000	6,123	5,000
Stormwater Utility - WW Service	31	30	31	30
Self Insurance Fund - WW Service	67	70	77	70
Downtown CRA - WW Service	19		19	
Connection Fees	56,138	30,000	89,048	50,000
WW Service - Dixieland CRA	2		2	
WW Service Mid-Town CRA	9,549		5,293	1,000
	<u>34,362,013</u>	<u>30,874,425</u>	<u>35,068,009</u>	<u>30,812,520</u>
TOTAL CHARGES FOR SERVICES	<u>34,362,013</u>	<u>30,874,425</u>	<u>35,068,009</u>	<u>30,812,520</u>
	FINES AND FORFEITS			
Bad Check Charges	4,966	4,000	5,499	4,500
Penalties on Assessments	1,390		1,544	
TOTAL FINES AND FORFEITS	<u>6,356</u>	<u>4,000</u>	<u>7,043</u>	<u>4,500</u>

WASTEWATER UTILITY OPERATING FUND

	FY 19	FY 20	FY 20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MISCELLANEOUS REVENUES				
OTHER				
Insurance Proceeds - Workers Comp Claims	18,715		9,374	
All Other Misc Revenue	6	581		
Refund of Prior Year Expenses	7,723		253	
MSBU Assessment - Skyview SRL Debt Service	139,666			
	166,110	581	9,627	
SALES OF FIXED ASSETS				
Surplus Furniture & Equipment Sales	100			
	100			
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Pump Stations	200,000			
Contribution from Developers - Sewer Lines	929,273			
	1,129,273			
REIMBURSEMENTS				
Reimbursements / Loss Recovery	66	1,454		
	66	1,454		
INVESTMENT INCOME				
Interest on Pooled Investments	850,903	260,000	276,999	250,000
Interest on Deposits	(30,987)			
Market Value Restatement	358,262			
	1,178,178	260,000	276,999	250,000
TOTAL MISCELLANEOUS REVENUE	2,473,727	262,035	286,626	250,000
SUB-TOTAL	36,842,097	31,140,460	35,361,678	31,067,020
PRIOR YEAR SURPLUS	(6,481,253)	9,118,482	(291,569)	6,034,492
TOTAL REVENUES	30,360,844	40,258,942	35,070,109	37,101,512

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	128,666	60,231	41,795	43,846
INSURANCE				
Uninsured Loss Reimbursement	1,250			
Insurance - Position Bond	472	606	635	667
Self-Insurance Services	270,810	316,773	316,773	335,461
Insurance - Excess Liability (Auto, General)	26,858	28,512	28,401	29,821
	299,390	345,891	345,809	365,949
INTER-CITY SERVICES				
Purchasing & Stores Service	110,954	109,664	109,664	100,439
General Fund Services	919,068	965,362	932,968	922,328
Utility Billing Service	445,818	462,758	462,758	447,554
Intra-Departmental Charges - PC & Network Support				1,081
Intra-Departmental Charges - Telephone	4,271	4,239	4,239	4,669
Intra-Departmental Charges - Radios	1,120	1,137	1,137	1,135
Allocation Shared Cost - Water Utilities	495,066	594,183	594,183	635,295
Intra-Departmental Charges - Training Ctr	4,403	4,403	4,403	4,403
Intra-Departmental Charges - IT Operations - GIS	142,926	154,034	154,034	193,933
Intra-Departmental Charges - IT Operations - Application Dev	481,870	489,312	489,312	490,429
Intra-Departmental Charges - IT Operations - Network Support	728	684	684	1,588
	2,606,224	2,785,776	2,753,382	2,802,854
ALL OTHER O&M				
Contractual Services		7,285	10,000	10,000
Legal Fees		2,500	10,000	10,000
Banking Service	2,163	3,266	2,800	3,266
Annual Audit	16,075	16,082	15,000	16,082
Telephone Communications	438	500	500	500
Ad Valorem Taxes	56	60	60	60
Licenses & Permits	400	1,000	1,000	1,000
Fines & Penalties	500		500	500
Bad Debt Expense	61,958	77,800	80,000	80,000
All Other Materials & Supplies	9,175		20	20
Material		10		
	90,765	108,503	119,880	121,428

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		7,994	7,994	8,234
LAL Today	2,400	4,800	4,800	
Safety Incentive Prgm	2,067	1,250	2,500	3,750
Nitrogen Credits towards TMDL/BMAP		377,000		75,000
Southwest Lakeland Capacity Study		217,071	217,071	
Rates & Fees Study	11,888	30,700	45,000	30,000
UWUA Contract		305		
Annual Bond Holders Report	11,830	19,900	19,900	20,000
	28,185	659,020	297,265	136,984
SUB-TOTAL	3,153,231	3,959,421	3,558,131	3,471,061

ENGINEERING

ALLOCATIONS

Allocation Shared Cost - Water Utilities	559,901	652,241	628,634	797,051
Intra-Departmental Charges - Radios	2,799	2,843	2,843	
	562,700	655,084	631,477	797,051
SUB-TOTAL	562,700	655,084	631,477	797,051

GLENDALE TREATMENT PLANT

PERSONAL SERVICES	1,369,431	1,378,860	591,133	1,760,282

INSURANCE

Insurance - Fire	192,523	219,069	205,614	246,737
Insurance Consultant	5,304	5,070	5,070	5,070
	197,827	224,139	210,684	251,807

UTILITIES

Water Service	19,350	19,931	20,167	20,167
Stormwater Service	5,666	5,949	5,949	6,246
Electric Service	770,677	780,031	722,524	744,200
Solid Waste Service	22,368	22,956	20,927	20,927
Solid Waste Service - Recycling	510	510	510	510
	818,571	829,377	770,077	792,050

INTER-CITY SERVICES

Rental - Fleet Management	12,161	12,161	12,899	13,288
Gasoline - Fleet Management	2,150	48,737	1,842	2,662
Maintenance - Fleet Management	5,780	7,320	1,990	11,417
Intra-Departmental Charges - PC & Network Support	27,741	27,760	28,841	29,132
Intra-Departmental Charges - Telephone	6,644	6,594	6,594	5,518
Intra-Departmental Charges - Radios	8,397	8,528	8,528	8,511
Intra-Departmental Charges - Facilities	44,547	55,347	55,347	55,798

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Intra-Departmental Charges - Janitorial	39,228	53,967	53,967	56,068
Intra-Departmental Charges - IT Operations - Network Support	20,162	18,620	19,260	19,193
	166,811	239,034	189,268	201,587
ALL OTHER O&M				
Contractual Services	111,243	136,100	74,045	143,000
Sludge Disposal		15,000		30,000
Contract Labor		2,000		2,000
Rentals	10,394	3,641		5,000
Maintenance Of Facilities	3,824	10,000	8,402	10,000
Repair Of Equipment	41,262	108,197	96,508	130,000
Subscription & Membership	406	200	800	800
Telephone Communications	2,252	3,500	557	2,000
Travel				2,100
Training	8,028	465	11,337	22,000
Licenses & Permits	9,187	54,400	38,544	3,000
Fines & Penalties		3,894		
Auto/Heavy Equipment Fuel	71,678	103,058	10,000	35,000
Office Supplies	5,508	7,500	4,000	5,000
Equipment - Noncapital	800	10,000	8,000	10,000
All Other Materials & Supplies	4,652	1,321		2,000
Uniforms	6,789	10,200	8,000	14,750
Chemicals	1,743	5,470	10,000	10,470
Tools & Implements	4,590	3,000	685	2,000
Laboratory Supplies	43,440	37,000	19,000	37,000
Material	24,071	20,844	8,500	20,000
Chemicals - Effluent Disinfection	153,872	170,844	95,692	175,000
Chemicals - Odor - Corrosion Control	18,108	58,000	57,722	91,000
Chemicals - Sludge Thickening	16,565	49,368	41,140	54,125
Chemicals - Sludge Bacterial Control	21,239	26,200	1,736	10,000
Chemicals - Methane Treatment	10,080	9,174		10,000
Chemicals - Upset Stabilization	10,470	2,000		2,000
	580,204	851,376	494,668	828,245

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Fire Alarm System Replacement		4,103		
Maintenance General Support	625,061	690,450	233,151	542,450
Operators Training Program		7,500	7,500	7,500
Glendale Sludge Dewatering	420,633	1,574,373		1,573,711
Warranty for Glendale Blower System	35,024			
ARC Flash Study	69,140	8,256		156,000
Glendale WRF Effluent Pump Study		7,930		7,930
Wetlands Pump Station Liner Repairs		2,500	2,500	2,500
Glendale WRF Wetlands Pump Replacement	114,827			
Glendale Lab Building Addition	32,790	42,544		42,544
Glendale Digester #1 Cleaning	31,945	30,128		30,128
Glendale Risk Management Manual Review		6,900		
	<u>1,329,420</u>	<u>2,374,684</u>	<u>243,151</u>	<u>2,362,763</u>
SUB-TOTAL	<u>4,462,264</u>	<u>5,897,470</u>	<u>2,498,981</u>	<u>6,196,734</u>
NORTHSIDE TREATMENT PLANT				
PERSONAL SERVICES	<u>849,740</u>	<u>820,767</u>	<u>827,298</u>	<u>909,450</u>
UTILITIES				
Water Service	13,549	14,128	14,045	14,045
Stormwater Service	1,726	1,812	1,812	1,903
Electric Service	443,008	457,986	451,787	465,341
Solid Waste Service	<u>1,637</u>	<u>1,637</u>	<u>1,637</u>	<u>1,637</u>
	<u>459,920</u>	<u>475,563</u>	<u>469,281</u>	<u>482,926</u>
INTER-CITY SERVICES				
Rental - Fleet Management	9,684	9,684	9,479	9,522
Gasoline - Fleet Management	2,736	5,356	2,523	3,230
Maintenance - Fleet Management	4,872	12,290	6,268	7,149
Intra-Departmental Charges - PC & Network Support	7,488	6,944	7,088	7,027
Intra-Departmental Charges - Telephone	3,322	3,297	3,297	2,971
Intra-Departmental Charges - Radios	1,679	1,706	1,706	1,702
Intra-Departmental Charges - Facilities	7,602	9,446	9,446	9,523
Intra-Departmental Charges - Janitorial	5,852	8,050	8,050	8,364
Intra-Departmental Charges - IT Operations - Network Support	<u>7,112</u>	<u>6,270</u>	<u>6,276</u>	<u>6,158</u>
	<u>50,347</u>	<u>63,043</u>	<u>54,133</u>	<u>55,646</u>

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	28,864	39,000	19,128	30,000
Sludge Disposal	84,494	40,000	35,000	40,000
Rentals	5,272	5,000	5,000	5,000
Maintenance Of Facilities		5,000	5,000	11,500
Repair Of Equipment	2,525	53,228	53,228	70,000
Subscription & Membership		500	400	500
Telephone Communications	1,602	2,000	750	2,000
Travel				1,400
Training	3,369	3,198	13,802	14,000
Licenses & Permits	7,153	5,000	5,000	5,000
Fines & Penalties		3,000		
Office Supplies	1,477	1,500	1,181	1,500
Equipment - Noncapital	112	10,000	10,000	10,000
All Other Materials & Supplies	6,285	4,160	2,460	3,000
Uniforms	3,436	7,000	6,805	7,000
Cleaning & Janitor Supply		500	250	300
Chemicals		1,212		
Tools & Implements	643	2,000	1,078	2,000
Laboratory Supplies	11,514	21,500	12,995	21,500
Material	4,624	5,827	4,618	6,500
Chemicals - Effluent Disinfection	15,782	54,000	36,694	54,000
Chemicals - Odor - Corrosion Control	2,291	23,000	2,000	10,000
Chemicals - Sludge Thickening	30,908	41,540	29,212	41,000
	210,351	328,165	244,601	336,200
SPECIAL PROJECTS				
Maintenance General Support	273,351	198,850	132,076	293,850
Repair Northside Effluent Pumps		95,234		95,234
ARC Flash Study	50,140	233,860	200,000	233,860
	323,491	527,944	332,076	622,944
SUB-TOTAL	1,893,850	2,215,482	1,927,389	2,407,166

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
WESTSIDE TREATMENT PLANT				
PERSONAL SERVICES	101,521	11,750	23,476	
UTILITIES				
Water Service	21,406	20,908	28,639	28,639
Electric Service	349,294	361,646	301,408	310,450
Solid Waste Service	1,637	1,637	1,637	1,637
	372,337	384,191	331,684	340,726
INTER-CITY SERVICES				
Rental - Fleet Management	6,518	6,519	7,976	8,175
Gasoline - Fleet Management	1,937	7,767	1,791	1,595
Maintenance - Fleet Management	3,748	3,680	15,907	9,038
Intra-Departmental Charges - PC & Network Support	4,325	4,354	5,653	6,287
Intra-Departmental Charges - Telephone	1,424	1,413	1,413	1,273
Intra-Departmental Charges - Radios	1,120	1,137	1,137	
Intra-Departmental Charges - IT Operations - Network Support	3,024	2,793	4,038	4,570
	22,097	27,663	37,915	30,938
ALL OTHER O&M				
Contractual Services	7,867	7,500	5,699	7,500
Maintenance Of Facilities	124	4,000	4,000	4,000
Repair Of Equipment	107	38,000	25,000	23,000
Telephone Communications		300	150	300
Travel				500
Training	115	500	800	1,000
Equipment - Noncapital		10,000	5,000	10,000
All Other Materials & Supplies	501	1,000	1,000	1,000
Uniforms		750		
Chemicals	662			2,000
Tools & Implements	155	1,000	500	1,000
Laboratory Supplies		500	500	500
Material	304	2,000	1,948	2,000
Chemicals - Odor - Corrosion Control	6,900	18,000	15,000	18,000
	16,734	83,550	59,597	70,800
SPECIAL PROJECTS				
Maintenance General Support	81,747	161,967	147,290	176,967
ARC Flash Study	11,433	188,567	150,000	188,567
	93,180	350,534	297,290	365,534
SUB-TOTAL	605,869	857,688	749,962	807,998

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PRETREATMENT PROGRAM				
PERSONAL SERVICES	126,029	182,734	59,687	183,902
INTER-CITY SERVICES				
Rental - Fleet Management	3,900	6,840	7,381	12,320
Gasoline - Fleet Management	2,418	2,278	2,194	5,214
Maintenance - Fleet Management	2,485	7,265	6,255	10,026
Fleet Mgmt Charges Recoveries				(10,000)
Intra-Departmental Charges - PC & Network Support	6,529	6,484	6,666	6,551
Intra-Departmental Charges - Telephone	949	1,413	1,413	1,273
Intra-Departmental Charges - Radios	2,799	2,843	2,843	3,404
Intra-Departmental Charges - IT Operations - Network Support	4,032	3,724	3,724	3,656
	23,113	30,847	30,476	32,444
ALL OTHER O&M				
Contractual Services	13,658	13,600	15,000	15,000
Advertising		200	200	200
Repair Of Equipment	170	1,000	1,000	1,000
Postage & Mailing	107	200	200	200
Subscription & Membership		150	150	150
Telephone Communications	1,800	1,850	1,800	1,500
Travel		170	300	300
Training	2,322	632	2,322	2,000
Office Supplies	343	400	343	300
Equipment - Noncapital		2,500	3,000	3,000
All Other Materials & Supplies		200	200	200
Uniforms	1,077	1,800	1,800	1,800
Tools & Implements	666	1,000	1,000	1,000
Laboratory Supplies	15	500	500	500
Material	1,408	1,400	1,408	1,400
	21,565	25,602	29,223	28,550
SPECIAL PROJECTS				
Reimbursable Sampling Analysis	(5,281)	9,500	340	9,500
Maintenance General Support	5,260	6,400	5,197	7,750
	(21)	15,900	5,537	17,250
SUB-TOTAL	170,685	255,083	124,923	262,146

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
WETLANDS MANAGEMENT				
PERSONAL SERVICES	435,992	558,879	383,734	629,901
UTILITIES				
Electric Service - TECO	8,180	10,000	10,000	10,000
	8,180	10,000	10,000	10,000
INTER-CITY SERVICES				
Rental - Fleet Management	61,009	69,091	66,003	71,166
Gasoline - Fleet Management	4,409	11,085	4,950	7,242
Maintenance - Fleet Management	64,351	34,995	49,596	32,575
Intra-Departmental Charges - PC & Network Support	8,298	9,466	9,984	10,091
Intra-Departmental Charges - Telephone	949	2,826	2,826	2,547
Intra-Departmental Charges - Radios	2,799	2,843	2,843	2,837
Intra-Departmental Charges - IT Operations - Network Support	6,217	6,517	6,368	6,398
	148,031	136,823	142,570	132,856
ALL OTHER O&M				
Contractual Services	33,967	40,500	40,500	40,500
Rentals	120	75	1,000	1,000
Maintenance Of Facilities	456	4,600	5,100	5,100
Repair Of Equipment	5,745	15,554	14,554	10,200
Subscription & Membership	479	400	400	400
Telephone Communications	1,337	1,525	600	600
Travel	1,461		500	500
Training	3,339	1,758	3,000	2,600
All Other Sundry Charges	252	100	100	100
Auto/Heavy Equipment Fuel	6,488	4,170	3,070	3,070
Office Supplies	505	700	700	700
Equipment - Noncapital	2,378	2,500	4,600	3,600
All Other Materials & Supplies	5,557	5,000	5,000	5,000
Uniforms	1,047	2,700	2,700	2,150
Construction Material	22	600	100	
Chemicals	3,518	4,120	4,120	4,120
Tools & Implements	1,211	1,540	1,540	1,540
Laboratory Supplies	4,874	5,000	5,000	5,000
Material	5,392	3,800	3,700	2,900
	78,149	94,642	96,284	89,080

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Wetlands Environmental Outreach Program	2,988	3,500	3,500	3,500
Summer College Intern	4,296	701	6,700	5,300
Wetlands Algae Solids		30,000	30,000	30,000
Mowing Services - Reimbursable	(14,291)	30,750	9,908	(16,500)
Maintenance General Support	21,830	22,100	14,752	8,600
	14,823	87,051	64,860	30,900
SUB-TOTAL	685,175	887,395	697,448	892,737
LABORATORY ANALYSIS				
PERSONAL SERVICES	335,399	384,016	314,224	362,720
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	5,915	6,302	6,816	6,759
Intra-Departmental Charges - Telephone	1,898	1,884	1,884	1,698
Intra-Departmental Charges - IT Operations - Network Support	5,461	5,586	5,591	5,484
	13,273	13,772	14,291	13,941
ALL OTHER O&M				
Contractual Services	3,543	25,743	35,000	10,000
Leases	831			
Rentals	425	107	200	1,750
Repair Of Equipment	10,528	2,450	10,000	10,000
Subscription & Membership	1,400	1,200	1,000	2,000
Training	455	500	2,000	1,000
Office Supplies	153	250	250	250
Equipment - Noncapital	1,212	500	500	500
All Other Materials & Supplies		500	500	500
Uniforms	475	500	500	500
Laboratory Supplies	57,541	78,250	80,000	60,000
Material	7,037	4,700	5,000	2,500
	83,599	114,700	134,950	89,000
SPECIAL PROJECTS				
WW Laboratory Renovation		50,000		
		50,000		
SUB-TOTAL	432,272	562,488	463,465	465,661

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	MAINTENANCE SUPPORT			
PERSONAL SERVICES	276,838	317,495	265,556	378,345
INTER-CITY SERVICES				
Rental - Fleet Management	5,499	23,494	24,284	76,374
Gasoline - Fleet Management	10,954	7,998	1,130	25,477
Maintenance - Fleet Management	35,595	69,203	60,861	45,903
Fleet Mgmt Charges Recoveries				(61,800)
Intra-Departmental Charges - PC & Network Support	15,445	14,886	15,735	15,410
Intra-Departmental Charges - Telephone	949	942	942	849
Intra-Departmental Charges - Radios	5,598	5,685	5,685	
Intra-Departmental Charges - IT Operations - Network Support	10,081	9,310	9,310	9,140
	84,121	131,518	117,947	111,353
ALL OTHER O&M				
Contractual Services	13,201	12,000	13,201	15,000
Contract Labor	3,211	2,500	3,211	2,500
Rentals	1,500	2,500	2,500	2,500
Repair Of Equipment	382	2,000	2,000	2,000
Subscription & Membership	267	385	385	385
Telephone Communications	4,990	5,040	4,990	4,000
Training	581		5,000	5,000
All Other Sundry Charges			250	250
Auto/Heavy Equipment Fuel	379	500	500	500
Office Supplies	602	500	602	500
Equipment - Noncapital	10	7,960	9,000	9,000
All Other Materials & Supplies	163	200	200	200
Uniforms	7,919	11,120	11,120	11,120
Tools & Implements	5,584	8,000	8,000	8,000
Material	9,557	9,000	9,557	9,000
	48,348	61,705	70,516	69,955
SUB-TOTAL	409,306	510,718	454,019	559,653

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
WASTEWATER COLLECTION ADMINISTRATION				
PERSONAL SERVICES	727,579	761,303	676,095	787,309
INTER-CITY SERVICES				
Rental - Fleet Management	10,473	13,119	10,622	10,790
Gasoline - Fleet Management	1,006	1,834	1,842	1,251
Maintenance - Fleet Management	4,039	9,290	7,834	11,408
Intra-Departmental Charges - PC & Network Support	20,703	19,630	20,714	20,988
Intra-Departmental Charges - Telephone	4,271	3,768	3,768	3,396
Intra-Departmental Charges - Radios	2,239	2,274	2,274	2,269
Intra-Departmental Charges - IT Operations - Network Support	16,577	15,333	16,042	15,057
	59,309	65,248	63,096	65,159
ALL OTHER O&M				
Contractual Services	17,470	38,370	34,940	34,500
Advertising	281			
Repair Of Equipment	1,015	2,100	2,100	2,100
Postage & Mailing	1,264	2,250	2,250	2,250
Subscription & Membership	358	325	358	325
Telephone Communications	3,177	3,600	3,600	3,600
Travel	1,228		1,228	300
Training	1,349	1,000	3,000	3,000
All Other Sundry Charges	650	550	650	300
Auto/Heavy Equipment Fuel	48		1,000	1,000
Office Supplies	5,063	3,750	5,063	4,000
Equipment - Noncapital	936	400	936	400
Uniforms	771	1,200	1,200	1,200
Material	2,071	3,581	3,000	3,000
Meal Allowance		60	60	60
	35,680	57,186	59,385	56,035
SPECIAL PROJECTS				
Hepatitis Vaccination Program		3,850		
Maintenance General Support	4,665	9,650	13,662	8,300
	4,665	13,500	13,662	8,300
SUB-TOTAL	827,233	897,237	812,238	916,803

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SEWAGE PUMPING STATIONS				
PERSONAL SERVICES	509,341	561,554	466,554	575,334
UTILITIES				
Water Service	21,552	22,286	24,656	24,883
Electric Service	274,405	272,867	249,232	258,656
	295,957	295,153	273,888	283,539
INTER-CITY SERVICES				
Rental - Fleet Management	37,625	55,486	47,226	62,058
Gasoline - Fleet Management	21,735	34,835	18,712	29,032
Maintenance - Fleet Management	37,466	58,905	61,452	26,470
Fleet Mgmt Charges Recoveries				(3,500)
Intra-Departmental Charges - PC & Network Support	6,522	6,485	6,663	6,551
Intra-Departmental Charges - Radios	4,478	4,548	4,548	9,645
Intra-Departmental Charges - IT Operations - Network Support	4,032	3,724	3,724	3,656
	111,858	163,983	142,325	133,912
ALL OTHER O&M				
Contractual Services	24,710	37,000	37,000	37,000
Contract Labor	5,004	30,000	30,000	30,000
Rentals	2,176	500	2,176	500
Maintenance Of Facilities	46	1,100	1,500	1,500
Repair Of Equipment	244,315	164,010	244,315	90,000
Subscription & Membership		150	150	150
Telephone Communications	2,366	2,400	2,366	2,000
Travel			200	200
Training			2,000	2,000
All Other Sundry Charges	156	200	200	200
Auto/Heavy Equipment Fuel	12,359	19,000	14,000	29,032
Office Supplies	90	400	400	400
Equipment - Noncapital	289	1,000	1,000	1,000
All Other Materials & Supplies	194	2,300	500	500
Uniforms	3,261	7,000	7,000	7,000
Cleaning & Janitor Supply		100	100	100
Construction Material			1,000	1,000
Chemicals	354,000	382,000	382,000	382,000
Tools & Implements	697	1,500	1,500	1,500
Material	33,257	49,200	50,000	50,000
Meal Allowance	124	500	500	500
	683,043	698,360	777,907	636,582

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Master Pump Station Rebuilds		24,015	65,000	65,000
Maintenance General Support	308,435	377,700	391,433	406,700
Lift Station Generator Maintenance	228,890	200,978	250,982	158,000
Pump Station Grinder Repairs	17,292			
L4430 Woodbrook Lift Station Rebuild	3,903			
Woodbrook I Piping Rehab	43			
L2670 Well Level Re-Route	1,613			
L3790 Yates Rd Station Well Level Re-Route	5,159			
L0420 Villias I Repipe		4,985		
	565,334	607,678	707,415	629,700
SUB-TOTAL	2,165,533	2,326,728	2,368,089	2,259,067

SEWER LINE MAINTENANCE

PERSONAL SERVICES	909,113	1,173,691	926,439	1,214,849

INTER-CITY SERVICES

Rental - Fleet Management	204,511	229,058	200,459	222,749
Gasoline - Fleet Management	48,074	59,262	45,173	58,041
Maintenance - Fleet Management	147,389	127,915	140,685	123,934
Fleet Mgmt Charges Recoveries				(8,200)
Intra-Departmental Charges - PC & Network Support	15,473	15,123	15,567	15,274
Intra-Departmental Charges - Telephone	475	471	471	424
Intra-Departmental Charges - Radios	10,077	10,233	10,233	10,212
Intra-Departmental Charges - IT Operations - Network Support	9,073	8,379	8,379	8,226
	<u>435,073</u>	<u>450,441</u>	<u>420,967</u>	<u>430,660</u>

ALL OTHER O&M

Contractual Services	38,997	28,000	38,997	28,000
Contract Labor	62,631	57,000	62,631	57,000
Rentals	4,670	3,000	5,000	5,000
Repair Of Equipment	1,159	5,500	5,500	5,500
Subscription & Membership	83	300	300	300
Telephone Communications	5,343	7,000	5,343	5,000
Travel		300	300	300
Training	8,050	450	8,050	3,000
All Other Sundry Charges	301		300	300
Auto/Heavy Equipment Fuel	2,976	2,000	6,000	6,000
Office Supplies	135	300	500	500
Equipment - Noncapital	42	1,000	1,000	1,000
All Other Materials & Supplies	40	400	200	200
Uniforms	5,724	6,900	6,900	6,900
Construction Material	5,054	6,000	6,000	6,000

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Chemicals		3,000	3,000	5,500
Tools & Implements	5,706	5,000	5,706	5,000
Material	44,178	47,000	47,000	47,000
Meal Allowance	248	500	500	500
	185,337	173,650	203,227	183,000
SPECIAL PROJECTS				
Utility Relocation Engineering & Surveying		10,000	45,000	45,000
Root Treatment Of Sewer System	35,403	32,493	40,000	40,000
Manhole Adjustments	5,850	31,000	37,500	51,000
System Maintenance & Repairs - Reimbursable	9	3,100	1,750	3,100
Maintenance General Support	16,126	17,250	9,662	17,250
City Support	6,187	9,529	10,000	10,000
Scandinavia USA Forcemain Testing	49			
	63,624	103,372	143,912	166,350
SUB-TOTAL	1,593,147	1,901,154	1,694,545	1,994,859
WASTEWATER TREATMENT OPERATIONS SUPPORT				
PERSONAL SERVICES	353,921	552,850	278,809	334,448
INTER-CITY SERVICES				
Rental - Fleet Management	46,881	60,722	60,722	62,155
Gasoline - Fleet Management	36,983	15,658	53,739	38,659
Maintenance - Fleet Management	66,430	49,828	76,980	45,233
Intra-Departmental Charges - PC & Network Support	1,985	2,362	2,451	2,450
Intra-Departmental Charges - Radios	560	569	569	1,134
Intra-Departmental Charges - IT Operations - Network Support	1,680	1,862	1,862	1,828
	154,519	131,001	196,323	151,459
ALL OTHER O&M				
Contractual Services	171	714	372	1,000
Contract Labor	89,577	88,000	75,000	88,000
Repair Of Equipment	2,541	11,250	9,535	11,250
Telephone Communications	688	106		500
Travel				2,100
Training	286	500	1,000	6,000
Office Supplies		30		
Equipment - Noncapital		9,009	9,000	9,009
All Other Materials & Supplies	1,257	12		700
Uniforms	2,833	6,864	6,800	7,000
Tools & Implements	1,559	4,000	1,916	4,000
Material	3,182	4,250		4,250
	102,095	124,735	103,623	133,809
SUB-TOTAL	610,535	808,586	578,755	619,716

WASTEWATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
NON-DEPARTMENTAL				
OTHER OPERATING				
Increase/Decrease In Inventory	(22,107)			
Contingency		49,600	100,000	100,000
Loss On Disposal of Fixed Assets	22,978			
Refund Of Prior Years Revenue	2,469		250	
	3,340	49,600	100,250	100,000
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	3,133,191	4,536,542	4,536,542	4,672,338
Transfer To Wastewater R&R	6,500,000	10,050,000	10,050,000	6,850,000
Transfer To IT Equip Replacement Fund	2,233	514	514	2,233
	9,635,424	14,587,056	14,587,056	11,524,571
DEBT SERVICE				
2002 Wastewater Bonds	(192,821)			
Skyview Wastewater Upgrades	17,000	19,265	19,265	18,261
Skyview Wastewater Upgrades	231,454	120,402	120,402	60,168
FDEP West Lklnl Wasteload Reduction Facility FY04	266,677	251,280	250,509	227,353
FDEP West Lklnl Wasteload Reduction Facility FY04	947,506	969,340	970,111	993,267
FDEP Glendale Class A Sludge Stabilization	125,596	113,396	113,396	99,904
FDEP Glendale Class A Sludge Stabilization	586,045	598,888	598,887	612,378
English Oaks Accommodations (E.O. 1)	32,574	28,983	28,983	25,494
English Oaks Accommodations (E.O. 1)	147,503	151,118	151,118	154,607
FDEP Chlorine Contact Chamber	7,543	6,656	6,656	5,848
FDEP Chlorine Contact Chamber	29,800	30,732	30,732	31,540
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	122,361	116,952	116,952	106,742
SW Area-Booster Pump & Airpark Upgrade(E.O. 2)	421,002	430,974	430,974	441,184
Energy Efficiencies / Digestion System Improvements (SRL)		256,649	256,649	10,966
Energy Efficiencies / Digestion System Improvements (SRL)		305,915	238,577	477,154
Glendale Aeration System Upgrades (Trane project)	408,041	409,692	409,692	411,101
English Oaks Phase III - Design		31,745	31,745	17,600
English Oaks Phase III - Design		45,765	48,733	132,722
	3,150,280	3,887,752	3,823,381	3,826,289
GRAND TOTAL	30,360,844	40,258,942	35,070,109	37,101,512

REVENUE AND EXPENDITURE SUMMARY

WATER UTILITY OPERATING FUND

	FY 19	FY 20	FY 20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	4,865,106	5,814,515	3,923,821	5,789,680
Fringe Benefits	1,734,476	2,098,464	1,936,530	2,325,526
Total Personnel	<u>6,599,583</u>	<u>7,912,979</u>	<u>5,860,351</u>	<u>8,115,206</u>
Non-Personnel				
Utilities	1,221,561	1,270,999	1,146,479	1,186,817
Professional and Contractual	364,821	387,884	314,358	414,969
Insurance and Fixed Charges	368,346	423,188	419,206	451,933
Fuel and Purchased Power	24,874	49,500	48,000	48,000
Internal Service Charges	4,101,513	5,176,619	3,109,226	5,409,152
All Other Operations & Maintenance	1,726,210	2,083,019	1,963,993	1,991,450
Debt Service	5,053,142	4,652,776	4,647,221	4,647,300
Capital Outlay		3,400	120,000	120,000
Maintenance Projects	5,739,875	6,335,539	6,983,586	5,726,525
Total Non-Personnel	<u>18,600,341</u>	<u>20,382,924</u>	<u>18,752,069</u>	<u>19,996,146</u>
Total Expenditures	<u>25,199,924</u>	<u>28,295,903</u>	<u>24,612,420</u>	<u>28,111,352</u>
Transfers				
Cost Allocations and Recoveries	(2,457,910)	(2,803,328)	(2,582,202)	(3,182,990)
Transfers In	986,465	1,000,000	1,000,000	
Transfers Out	11,434,253	12,690,810	12,690,810	13,028,942
Net Transfers	<u>(7,989,877)</u>	<u>(8,887,482)</u>	<u>(9,108,608)</u>	<u>(9,845,952)</u>
Revenue Sources				
Intergovernmental Revenues	103,689	103,689	103,689	103,689
Charges for Services	33,290,855	29,559,760	35,376,560	29,827,767
Interest Income	1,342,826	154,000	190,032	150,000
All Other Revenue	1,393,079	19,355	24,100	
Total Revenue	<u>36,130,450</u>	<u>29,836,804</u>	<u>35,694,381</u>	<u>30,081,456</u>
Funding to be Provided	<u>(2,940,648)</u>	<u>7,346,581</u>	<u>(1,973,353)</u>	<u>7,875,848</u>

WATER UTILITY

	FY 16	FY 17	FY 17	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
INTERGOVERNMENTAL REVENUE				
FEDERAL GRANTS				
Federal Grant	103,689	103,689	103,689	103,689
	103,689	103,689	103,689	103,689
TOTAL INTERGOVERNMENTAL	103,689	103,689	103,689	103,689
CHARGES FOR SERVICES				
PUBLIC SAFETY				
Construction Plan Review Fee	50			
	50			
MISC. CHARGES FOR SERVICES				
All Other Revenue	9,471		12,880	
	9,471		12,880	
OTHER CHARGES FOR SERVICES				
Water Sales	22,288,703	20,071,308	23,632,998	20,272,020
Water Sales-Commercial	5,810,582	4,773,406	6,139,497	4,821,140
Water Sales-Industrial	78,760	75,000	111,566	75,000
Water Sales-Sprinklers	2,106,624	2,058,889	2,358,187	2,079,478
Water Sales-Fire Hydrant-Flat Fee	36,018	25,964	37,348	26,224
Water Sales-Fire Protection	1,213,826	1,047,921	1,263,611	1,053,400
Water Utility Service - General Fund	692,337	640,985	763,541	647,395
Water Utility Service - Fleet Management	1,818	1,868	2,105	1,868
Water Utility Service - Purchasing & Stores	2,191	2,091	2,203	2,091
Water Utility Service - Cleveland Heights	37,460	36,892	13,638	13,500
Water Utility Service - Parking Fund	7,830	7,317	8,009	7,390
Water Utility Service - RP Funding Center	43,625	36,296	46,342	36,659
Water Utility Service - Lakeland Linder International Airport	75,219	59,581	83,886	60,177
Water Utility Service - Solid Waste	6,458	6,598	5,076	5,000
Water Utility Service - Wastewater Fund	75,867	77,377	87,080	78,151
Water Utility Service - Water Operations	8,221	5,000	5,075	5,000
Water Utility Service - Electric Operations	134,332	126,875	142,476	128,144
Water Utility Service - Facilities Maintenance	910	812	970	820
Water Utility Service - Information Technology	3,197	1,370	3,335	2,500
Water Utility Service - Stormwater Utility Fund	26	25	28	25
Water Utility Service - Self Insurance Fund	60	60	64	60
Water Utility Service - CDBG	78	75	113	75
Water Utility Service - HOME	33	75	113	75
Water Utility Service - SHIP	138	75	234	75
Water Utility Service - NSP Part I	45	75		
Water Utility Service- Downtown CRA	370	225	365	250
Customer Late Charges	91,289	80,000	83,938	80,000
Connection Fees	376,757	300,000	390,958	303,000
Connection Fees-Delinquent Accounts	172,731	115,000	155,819	116,150

WATER UTILITY

	FY 16	FY 17	FY 17	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Water Utility Service-Dixieland CRA	119	100	124	100
Water Utility Service-Mid-town CRA	15,711	8,500	24,981	12,000
	33,281,334	29,559,760	35,363,680	29,827,767
TOTAL CHARGES FOR SERVICES	33,290,855	29,559,760	35,376,560	29,827,767
FINES AND FORFEITS				
Bad Check Charges	6,208		7,874	
Penalties on Assessments	1,413		650	
TOTAL FINES AND FORFEITS	7,621		8,524	
MISCELLANEOUS REVENUES				
OTHER				
Scrap Sales	26,510	19,355	15,576	
Insurance Proceeds - Workers Comp Claims	1,875			
All Other Misc Revenue	124			
Refund of Prior Year Expenses	20			
Commissions	10,607			
	39,135	19,355	15,576	
CONTRIBUTIONS & DONATIONS				
Contribution from Developers - Water Lines	1,346,324			
	1,346,324			
INVESTMENT INCOME				
Interest on Pooled Investments	857,023	154,000	190,032	150,000
Market Value Restatement	485,803			
	1,342,826	154,000	190,032	150,000
TOTAL MISCELLANEOUS REVENUE	2,728,285	173,355	205,608	150,000
TRANSFERS FROM OTHER FUNDS				
Transfer from Water Impact Fees	986,465	1,000,000	1,000,000	
TOTAL TRANSFERS FROM OTHER FUNDS	986,465	1,000,000	1,000,000	
SUB-TOTAL	37,116,915	30,836,804	36,694,381	30,081,456
PRIOR YEAR SURPLUS	(2,940,648)	7,346,581	(1,973,353)	7,875,848
TOTAL REVENUES	34,176,267	38,183,385	34,721,028	37,957,304

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	222,172	65,924	50,926	47,169
INSURANCE				
Insurance - Fire	56,624	63,694	59,782	71,738
Insurance - Position Bond	561	655	687	721
Self-Insurance Services	279,373	327,147	327,147	346,585
Insurance Consultant	5,850	5,616	5,616	5,616
Insurance - Excess Liability (Auto, General)	24,688	26,076	25,974	27,273
	367,096	423,188	419,206	451,933
UTILITIES				
Water Service	1,862	1,951	1,892	1,892
	1,862	1,951	1,892	1,892
INTER-CITY SERVICES				
Rental - Fleet Management	2,740	4,830	2,905	5,123
Gasoline - Fleet Management	526	603	620	513
Maintenance - Fleet Management	825	1,332	1,103	1,396
Purchasing & Stores Service	72,076	116,197		120,566
General Fund Services	1,102,417	1,144,280	1,112,355	1,145,726
Allocation Shared Cost - Water Utilities	605,081	724,435	588,055	776,471
Intra-Departmental Charges - Training Ctr	6,432	6,432	6,432	6,432
Intra-Departmental Charges - IT Operations - GIS	141,210	152,043		162,706
Intra-Departmental Charges - IT Operations - Application Dev	804,984	816,743		717,206
	2,736,291	2,966,895	1,711,470	2,936,139
ALL OTHER O&M				
Contractual Services		30,000		30,000
Banking Service	8,115	12,250	6,275	12,250
Annual Audit	17,311	17,319	17,319	17,319
Travel	4		800	1,000
Training			1,200	2,500
All Other Sundry Charges	356	500	351	500
Licenses & Permits	13,050	15,000	12,500	15,000
Office Supplies	180	1,500	1,200	1,500
	39,016	76,569	39,645	80,069
SPECIAL PROJECTS				
Vulnerability Assessment Study		100,000		
MWA0902 Water Billing Services	1,240,726	1,335,995	1,335,955	1,242,677
MWA1131 Water Support - training / safety incentives	2,067	3,250	2,357	3,750
MWA1155 Bond Holders Report	11,830	19,900	9,950	20,000
MWA1157 Hepatitis Vaccination Series		2,500	1,000	2,500
Emergency Manager - Water Support		11,024	250	11,500
MWA1219 Water Conservation Program	14,192	72,104	68,588	26,898
MWA1225-CROW Retainer Work		1,200		
MWA1305 Permitting Support	359,091	47,000	30,476	100,000
MWA1306 Rates & Fees Study	11,888	42,600	42,600	30,000

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MWA1307 Efficiencies & Performance Measures		2,500	2,500	2,500
MWA1751 Water Building Maintenance Support	246,660	250,340	250,340	255,000
MWA1753 Records Management	35,723	41,600	26,355	40,000
Conservation Grants - Matching Funding	31,939	27,346	9,935	25,000
Polk Regional Water Co-Op (PRWC)	234,427	213,000	119,717	100,000
Billing System (UMS) Modification		7,600		
LAL Today - Water	2,400	4,800	4,800	
Capital outlay		3,400	20,000	20,000
	2,190,943	2,186,159	1,924,823	1,879,825
SUB-TOTAL	5,557,380	5,720,686	4,147,962	5,397,027
ADMINISTRATION - SHARED				
PERSONAL SERVICES	979,409	1,203,919	1,043,325	1,180,370
UTILITIES				
INTER-CITY SERVICES				
Rental - Fleet Management	2,160	2,318	2,318	2,459
Gasoline - Fleet Management	437	10,783	467	12,063
Maintenance - Fleet Management	1,138	14,606	1,130	13,612
Intra-Departmental Charges - PC & Network Support	17,820	18,313	20,032	19,739
Intra-Departmental Charges - Telephone	5,221	5,652	5,652	5,518
Intra-Departmental Charges - Radios	560	569	569	567
Intra-Departmental Charges - IT Operations - Network Support	17,030	14,896	16,717	16,438
	44,365	67,137	46,885	70,396
ALL OTHER O&M				
Contractual Services	2,040	6,000	5,620	6,000
Consultant Fees	35,500			
Legal Fees		33,000	35,000	100,000
Professional Services		1,500	1,250	2,500
Advertising	303	1,500	1,229	1,500
Printing & Photography		1,000	775	1,000
Postage & Mailing	708	1,000	1,472	1,000
Subscription & Membership	7,197	15,000	14,268	15,000
Telephone Communications	2,843	5,000	4,030	4,000
Travel	6,974	5,972	11,943	12,000
Training	8,890	360	7,500	8,000
All Other Sundry Charges	65	1,000	500	1,000
Office Supplies	485	4,000	3,612	4,000
Equipment - Noncapital	15,271	4,000	3,526	4,000
All Other Materials & Supplies	665	3,000	1,303	1,000
	80,940	82,332	92,028	161,000
ALLOCATIONS				
Cost Allocated - Wastewater	(495,066)	(592,719)	(594,183)	(635,295)
Cost Allocated - Water	(605,081)	(724,434)	(588,055)	(776,471)
	(1,100,147)	(1,317,153)	(1,182,238)	(1,411,766)
SUB-TOTAL	4,566	36,235		

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	ENGINEERING - SHARED			
PERSONAL SERVICES	1,020,227	1,518,370	1,086,022	1,475,511
INTER-CITY SERVICES				
Rental - Fleet Management		3,100		
Gasoline - Fleet Management		1,500		
Maintenance - Fleet Management		1,500		
Intra-Departmental Charges - PC & Network Support	41,587	40,364	43,497	44,748
Intra-Departmental Charges - Telephone	11,390	11,775	11,775	11,460
Intra-Departmental Charges - Radios	8,957	9,096	9,096	11,914
Intra-Departmental Charges - IT Operations - Network Support	26,865	24,206	26,243	25,741
	88,799	91,541	90,611	93,863
ALL OTHER O&M				
Consultant Fees	2,260	2,920	2,265	
Contract Labor	155,246	105,000	100,000	100,000
Leases	2,239			
Rentals		3,491	9,800	10,000
Repair Of Equipment	4,503	9,000	26,000	30,000
Postage & Mailing	524	500	430	500
Subscription & Membership	14,981	2,000	1,806	2,000
Telephone Communications	4,368	5,500	4,885	5,500
Travel	158			100
Training	4,198	4,401	3,760	5,000
Software License & Maintenance	317	41,509	41,509	15,000
Licenses & Permits	1,593	5,000	2,657	5,000
Office Supplies	8,215	11,000	11,000	11,000
Equipment - Noncapital	22,166	5,240	10,446	11,500
All Other Materials & Supplies	669	2,500	2,500	2,500
Uniforms	2,547	3,000	2,627	3,000
Tools & Implements	480	750	646	750
Recoveries-From Outside City	(84,576)	(5,000)	(98,744)	
	139,887	196,811	121,587	201,850
SPECIAL PROJECTS				
Hydraulic Test Station		5,000	794	
		5,000	794	
ALLOCATIONS				
Cost Allocated - Wastewater	(559,901)	(659,734)	(628,634)	(797,051)
Cost Allocated - Water	(684,324)	(806,341)	(669,586)	(974,173)
	(1,244,225)	(1,466,075)	(1,298,220)	(1,771,224)
SUB-TOTAL	4,688	345,647	794	

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ENGINEERING				
INTER-CITY SERVICES				
Rental - Fleet Management				23,721
Allocation Shared Cost - Water Utilities	684,324	745,893	669,586	974,173
	684,324	745,893	669,586	997,894
SPECIAL PROJECTS				
MWE1712 Other Water Proj & Recov	(359)			
MWE1309 Auto CAD Training		23,500	23,500	
Inhouse Legal Services	22,121	35,000	23,313	
Temporary cubicle Modification	1,500			
	23,262	58,500	46,813	
SUB-TOTAL	707,586	804,393	716,399	997,894
WATER PRODUCTION - GENERAL				
PERSONAL SERVICES	2,346,105	2,455,129	2,267,064	2,493,498
INSURANCE				
Uninsured Loss Reimbursement	250			
	250			
UTILITIES				
Water Service	1,185	2,281	1,486	1,498
Stormwater Service	4,240	4,452	4,452	4,675
Electric Service	909,737	949,818	852,063	884,208
Wastewater Service	1,720	1,776	1,761	1,806
Solid Waste Service	2,851	2,726	2,182	2,183
	919,734	961,053	861,944	894,370
INTER-CITY SERVICES				
Rental - Fleet Management	34,266	34,332	34,941	35,579
Gasoline - Fleet Management	16,039	27,034	14,557	19,340
Maintenance - Fleet Management	36,609	28,112	29,515	27,648
Intra-Departmental Charges - PC & Network Support	28,808	28,130	29,554	29,105
Intra-Departmental Charges - Telephone	9,017	8,949	8,949	8,065
Intra-Departmental Charges - Radios	11,756	11,939	11,939	11,914
Intra-Departmental Charges - Facilities	20,214	25,115	25,115	25,320
Intra-Departmental Charges - IT Operations - Network Support	20,162	18,620	18,620	18,279
	176,872	182,231	173,190	175,250
ALL OTHER O&M				
Contractual Services	99,481	100,600	120,000	120,000
Advertising		200	200	200
Rentals	1,114	4,500	4,500	4,500
Repair Of Equipment	2,602	6,500	4,500	4,500
Postage & Mailing	98	200	200	200
Telephone Communications	1,705	2,100	2,100	2,100
Training	8,414	3,868	3,500	7,500
Licenses & Permits	3,485	3,500	3,500	3,500
Auto/Heavy Equipment Fuel	3,064			
Office Supplies	4,932	6,500	6,500	6,500

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Equipment - Noncapital	7,972	97,000	15,000	15,000
All Other Materials & Supplies	(27,717)	28,000	18,000	18,000
Uniforms	10,624	13,000	13,000	13,000
Chemicals	698,203	551,000	688,000	688,000
Tools & Implements	20,418	22,000	22,000	22,000
Electrical Hardware & Plumbing Supplies	37,004	61,000	52,000	52,000
Personal Safety Equipment	3,466	3,500	3,500	3,500
Parts For Equipment	73,060	50,000	50,000	50,000
Material	219,188	330,000	170,000	170,000
	<u>1,167,112</u>	<u>1,283,468</u>	<u>1,176,500</u>	<u>1,180,500</u>
FUEL				
#2 Oil	21,703	36,000	35,000	35,000
	<u>21,703</u>	<u>36,000</u>	<u>35,000</u>	<u>35,000</u>
SPECIAL PROJECTS				
Mutual Aid-Michael Mission Blountstown	(6)			
Diesel Spill Remedial Action Plan	30,806	135,019	75,000	75,000
Williams WTP Clearwell Construction (SRL)		20,000		
MWP1527 Hach Wimms Support	3,508	4,200	4,200	4,500
MWP1528 ASCO Switchgear Maintenance	75,323	78,000	78,000	78,000
MWP1002 PICS Expendables	28,298	54,500	54,500	54,500
MWP1005 Painting Of Structures		10,000	10,000	10,000
MWP1008 Well Preventative Maintenance	93,737	237,000	237,000	200,000
MWP1011 Emergency Generator Service	10,049	30,000	30,000	30,000
MWP1012 Mandatory Certification Require	2,527	4,000	4,000	4,000
MWP1013 Outside Laboratory Services	5,802	13,500	13,500	13,500
MWP1014 Caco3 Transport	132,101	150,000	120,000	120,000
MWP1015 Cleaning Of Upflow Internals	39,718	45,000	55,000	60,000
Chlorine Safety Training		10,000	10,000	10,000
MWP1020 High Service Preventive Maintenance	45,128	165,000	165,000	165,000
MWP1518 Contract Wtr Plt Op/Maint		8,000		8,000
MTR1708 Technical Training-Wtr Prod		8,000	8,000	8,000
MWP2018 Water Facilities Security	123,665	142,000	142,000	150,000
MWP2022 Delta V Operations Software Maintenance	14,630	16,000	20,000	20,000
MWP2035 Consumer Confidence Report		2,550	2,000	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	60,000
	<u>605,284</u>	<u>1,136,269</u>	<u>1,091,700</u>	<u>1,079,000</u>
SUB-TOTAL	<u>5,237,060</u>	<u>6,054,150</u>	<u>5,605,398</u>	<u>5,857,618</u>

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PERSONAL SERVICES	1,115,874	1,122,249	1,027,351	1,155,407
UTILITIES				
Water Service	117	122	128	128
Stormwater Service	2,208	2,318	2,319	2,435
Electric Service	240,759	248,295	239,380	246,561
Wastewater Service	223	231	237	243
Solid Waste Service	2,183	2,183	2,183	2,183
Solid Waste Service - Recycling	102	102	102	102
	<u>245,591</u>	<u>253,251</u>	<u>244,349</u>	<u>251,652</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,370	11,046	11,698	11,553
Intra-Departmental Charges - Telephone	12,340	12,246	12,246	11,036
Intra-Departmental Charges - Facilities	21,235	26,383	26,382	26,598
Intra-Departmental Charges - IT Operations - Network Support	9,073	8,379	8,387	8,226
	<u>54,018</u>	<u>58,054</u>	<u>58,713</u>	<u>57,413</u>
ALL OTHER O&M				
Contractual Services	11,255	47,195		
Rentals	2,018	750	750	750
Repair Of Equipment	125	2,000	2,000	2,000
Postage & Mailing	38	200	200	200
Telephone Communications	190	500	500	500
Training	3,066	195	2,500	2,500
Licenses & Permits	1,263	2,500	2,500	2,500
Office Supplies	2,665	5,000	5,000	5,000
Equipment - Noncapital	1,598	9,000	9,000	9,000
All Other Materials & Supplies	15,207	14,550	15,000	15,000
Uniforms	5,836	6,500	6,500	6,500
Chemicals	28,792	217,000	217,000	217,000
Tools & Implements	4,664	10,000	20,000	20,000
Electrical Hardware & Plumbing Supplies	2,752	15,000	20,000	20,000
Personal Safety Equipment	1,484	2,400	2,400	2,400
Parts For Equipment	83,575	90,000	90,000	90,000
Material	58,545	75,000	75,000	75,000
	<u>223,075</u>	<u>497,790</u>	<u>468,350</u>	<u>468,350</u>
FUEL				
#2 Oil	2,836	12,000	12,000	12,000
	<u>2,836</u>	<u>12,000</u>	<u>12,000</u>	<u>12,000</u>

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Capital outlay			40,000	40,000
MWP1001 NE Wellfield Monitoring	46,798	136,111	75,000	75,000
MWP1002 PICS Expendables	80,660	75,000	75,000	75,000
MWP1006 Maintenance Of NE Wellfield	31,445	54,500	54,500	57,500
MWP1011 Emergency Generator Service	3,313	17,000	17,000	20,000
MWP1012 Mandatory Certification Require		2,000	2,000	2,000
MWP1014 Caco3 Transport		55,000	55,000	58,000
MWP1015 Cleaning Of Upflow Internals	28,350	42,000	55,000	58,000
MWP1020 High Service Preventive Maintenance	35,000	80,000	80,000	80,000
MWP2018 Water Facilities Security	123,588	142,000	142,000	150,000
MWP2022 Delta V Operations Software Maintenance	14,630	16,000	16,000	16,000
Combee Ground Storage Tank Repairs		59,997		
	363,784	679,608	611,500	631,500
SUB-TOTAL	2,005,178	2,622,952	2,422,263	2,576,322
WATER T&D - GENERAL				
PERSONAL SERVICES	915,796	1,547,388	385,663	1,763,251
INSURANCE				
Uninsured Loss Reimbursement	1,000			
	1,000			
UTILITIES				
Water Service	5,057	5,183	1,590	1,590
Electric Service	19,129	19,099	15,954	16,433
Wastewater Service	12,349	12,461	5,204	5,334
Solid Waste Service	17,737	17,899	15,444	15,444
Solid Waste Service - Recycling	102	102	102	102
	54,374	54,744	38,294	38,903
INTER-CITY SERVICES				
Rental - Fleet Management	21,338	341,904	24,911	357,185
Gasoline - Fleet Management	11,520	141,166	12,917	117,153
Maintenance - Fleet Management	18,056	293,380	50,217	256,711
Fleet Mgmt Charges Recoveries				60,000
Intra-Departmental Charges - PC & Network Support	66,785	66,083	66,935	66,337
Lakeland Electric Charges	80,831	100,000	81,880	100,000
Intra-Departmental Charges - Telephone	12,150	11,775	11,775	10,611
Intra-Departmental Charges - Radios	35,268	35,817	35,817	35,743
Intra-Departmental Charges - Facilities	19,900	24,726	24,726	24,928
Intra-Departmental Charges - Janitorial	5,407	7,438	7,438	7,727
Intra-Departmental Charges - IT Operations - Network Support	45,589	42,579	42,155	41,802
	316,844	1,064,868	358,771	1,078,197

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	24,373	20,000	20,000	20,000
Contract Labor	6,280	10,400	5,200	5,200
Leases	470		500	500
Rentals	2,524	3,700	2,000	2,000
Repair Of Equipment	12,213	11,200	14,000	14,000
Postage & Mailing	119	150	150	150
Subscription & Membership	20	750	750	750
Telephone Communications	27,373	22,700	21,000	21,000
Travel	588	383	1,000	1,000
Training	12,029	4,300	10,000	10,000
Licenses & Permits	2,998	10,700	4,500	4,500
Office Supplies	7,331	5,500	7,000	6,100
Equipment - Noncapital	2,957	2,800	2,000	2,200
All Other Materials & Supplies	10,282	10,250	10,250	10,250
Uniforms	23,340	23,000	23,000	23,000
Tools & Implements	28,846	28,000	28,000	28,000
Personal Safety Equipment	24,475	28,000	26,000	26,000
Parts For Equipment	4,100	6,500	8,000	8,000
Material	748	6,000	1,500	1,500
Use Tax Allocation	(24)			
Meal Allowance	18,687	17,000	16,500	17,000
Recoveries-From Outside City	(21,437)	(15,100)		
	188,294	196,233	201,350	201,150
FUEL				
LP Gas	335	1,500	1,000	1,000
	335	1,500	1,000	1,000
SPECIAL PROJECTS				
MWD0687 Trans/Dist Mt-Services	541,940	434,000	698,025	434,000
MWD0688 Trans/Dist Mt-Mains	548,177	485,003	806,767	582,000
MWD0696 Dist Mt-Hydrants	437,875	405,000	577,527	385,000
Purchasing Card - Default Liability	3,026			
MWD1006 Equipment Maintenance			4,000	5,000
MWD1007 Sunshine One-Call Locates	161,099	182,400	247,327	142,200
MWD1014 Valve Maintenance Prog	248			
	1,692,365	1,506,403	2,333,646	1,548,200
SUB-TOTAL	3,169,008	4,371,136	3,318,724	4,630,701

WATER UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
WATER T&D - METERS				
PERSONAL SERVICES				
ALL OTHER O&M				
All Other Materials & Supplies	2,182	2,100	1,500	1,500
Tools & Implements	4,375	5,000	4,000	4,000
Personal Safety Equipment	8,845	6,500	4,000	4,000
Material	1,763	4,000	2,000	4,000
Use Tax Allocation	(15)			
Construction Advances	(7,524)		(3,000)	
	9,626	17,600	8,500	13,500
SPECIAL PROJECTS				
Rebuild Water Meters - Maintenance	864,236	767,000	1,094,310	708,000
	864,236	767,000	1,094,310	708,000
SUB-TOTAL	873,862	784,600	1,102,810	721,500
WATER T&D - CROSS CONNECTION CONTROL				
ALL OTHER O&M				
Material	780		1,170	
SUB-TOTAL	780		1,170	
NON-DEPARTMENTAL				
OTHER OPERATING				
Bad Debt Expense	128,764	100,000	67,477	100,000
	128,764	100,000	67,477	100,000
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	5,656,220	4,540,112	4,540,112	4,675,909
Transfer to Water Renewal and Replacement	5,775,000	8,150,000	8,150,000	8,350,000
Transfer To IT Equip Replacement Fund	3,033	698	698	3,033
	11,434,253	12,690,810	12,690,810	13,028,942
DEBT SERVICE				
Interest Expense	148,949	141,730	141,730	134,377
Interest Expense	468,053	398,053	398,053	383,953
Interest Expense	1,582,150	1,504,300	1,504,300	1,414,050
Interest Expense		5,288		17,090
Capitalized Interest Expense	(627,569)		24,284	
Interest on Meter Deposits	53,273			
Principal Retirement	298,287	303,854	303,854	309,799
Principal Retirement	1,400,000	470,000	470,000	480,000
Principal Retirement	1,730,000	1,805,000	1,805,000	1,900,000
Principal Retirement		24,551		8,031
	5,053,142	4,652,776	4,647,221	4,647,300
GRAND TOTAL	34,176,267	38,183,385	34,721,028	37,957,304

REVENUE AND EXPENDITURE SUMMARY PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	193,436	212,413	182,627	194,119
Fringe Benefits	48,503	67,727	84,799	89,928
Total Personnel	<u>241,940</u>	<u>280,140</u>	<u>267,426</u>	<u>284,047</u>
Non-Personnel				
Utilities	62,953	64,407	57,511	59,030
Professional and Contractual	33,235	15,580	16,773	38,038
Insurance and Fixed Charges	49,788	53,885	51,197	60,038
Internal Service Charges	329,294	356,209	359,545	340,307
All Other Operations & Maintenance	29,805	27,508	32,809	38,167
Capital Outlay	35,283			
Maintenance and Special Projects	1,500	54,998	54,998	54,892
Total Non-Personnel	<u>541,858</u>	<u>572,587</u>	<u>572,833</u>	<u>590,472</u>
Total Expenditures	<u>783,798</u>	<u>852,727</u>	<u>840,259</u>	<u>874,519</u>
Transfers				
Cost Allocations and Recoveries	(21,806)	(25,393)	(24,972)	(24,990)
Transfers Out	51,057	86,497	86,497	89,542
Net Transfers	<u>(29,251)</u>	<u>(61,104)</u>	<u>(61,525)</u>	<u>(64,552)</u>
Revenue Sources				
Charges for Services	633,389	633,276	563,824	586,143
Interest Income	40,148	15,188	17,225	15,188
All Other Revenue	196,677	178,507	151,543	191,554
Total Revenue	<u>870,214</u>	<u>826,971</u>	<u>732,592</u>	<u>792,885</u>
Funding to be Provided	<u>(57,165)</u>	<u>86,860</u>	<u>169,192</u>	<u>146,186</u>

PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES				
Parking Garage- Main Street-Daily	17,232	17,972	10,000	1,800
Parking Garage- Main Street-Leased	257,901	255,150	250,000	260,000
Parking Garage- Orange Street-Publix	62,911	58,798	58,798	58,800
Parking Garage- Orange Street-Watkins	63,408	60,653	60,653	60,700
Parking Lot-Bay Street (Leased)	280			
Parking Lot-Chamber Comm-Citrus Mutual		10,631		
Parking Lot-Dixieland	420	425	425	425
Parking Lot-Munn Park / Cedar St. Lot	53,178	48,398	40,000	50,000
Parking Lot-Lot C / N. Florida Avenue	53,877	47,993	46,000	48,000
Parking Lot-South Massachusetts Ave.	13,320	12,449	10,000	12,500
Parking Lot-South Tennessee - Leased	34,916	35,944	35,000	36,000
Parking Lot-South Tennessee Avenue	17,775	25,783	12,000	20,000
Parking Lots - Missouri Ave	15,600	15,795	7,000	
Mass. & Main Temp Parking Lot	29,798	31,894	12,000	
Parking Lot D - Kentucky Ave	3,074	11,391	7,000	11,000
Parking Fees - Special Events	9,573		9,573	9,573
Permit Fees	50		50	50
Proxy Card Replacements	75		75	75
Parking Lot - Frontier Lot			5,250	17,220
	<u>633,389</u>	<u>633,276</u>	<u>563,824</u>	<u>586,143</u>
TOTAL CHARGES FOR SERVICES	<u>633,389</u>	<u>633,276</u>	<u>563,824</u>	<u>586,143</u>
	FINES AND FORFEITS			
Bad Check Charges		51	51	51
Parking Fines	176,040	167,063	140,000	180,000
Penalties on Assessments	<u>1,154</u>	<u>1,519</u>	<u>1,519</u>	<u>1,519</u>
TOTAL FINES AND FORFEITS	<u>177,194</u>	<u>168,633</u>	<u>141,570</u>	<u>181,570</u>
	MISCELLANEOUS REVENUES			
OTHER				
All Other Misc Revenue	16,506	8,051	8,100	8,111
Cash Over And Short	50		50	50
Credit Card Convenience Fees	<u>2,928</u>	<u>1,823</u>	<u>1,823</u>	<u>1,823</u>
	<u>19,483</u>	<u>9,874</u>	<u>9,973</u>	<u>9,984</u>

PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
INVESTMENT INCOME				
Interest on Pooled Investments	25,550	15,188	17,225	15,188
Market Value Restatement	14,597			
	<u>40,148</u>	<u>15,188</u>	<u>17,225</u>	<u>15,188</u>
TOTAL MISCELLANEOUS REVENUE	<u>59,631</u>	<u>25,062</u>	<u>27,198</u>	<u>25,172</u>
SUB-TOTAL	<u>870,214</u>	<u>826,971</u>	<u>732,592</u>	<u>792,885</u>
PRIOR YEAR SURPLUS	<u>(57,165)</u>	<u>86,860</u>	<u>169,192</u>	<u>146,186</u>
TOTAL REVENUES	<u><u>813,049</u></u>	<u><u>913,831</u></u>	<u><u>901,784</u></u>	<u><u>939,071</u></u>

PARKING

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PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Repair Of Equipment		34	500	500
Telephone Communications	833	1,220	1,462	1,462
Ad Valorem Taxes		2,013	2,013	2,013
Equipment - Noncapital	96	94	66	66
All Other Materials & Supplies	36	514	500	500
	964	3,875	4,541	4,541
SUB-TOTAL	65,747	78,523	69,769	75,864

IOWA AVENUE GARAGE

PERSONAL SERVICES	16,334	18,089	17,673	17,673

INTER-CITY SERVICES

Intra-Departmental Charges - Facilities	5,472	6,799	6,799	6,817
	5,472	6,799	6,799	6,817

ALL OTHER O&M

Contractual Services	30	132	500	500
Cost Allocated - Electric	(21,806)	(25,393)	(24,972)	(24,990)
	(21,776)	(25,261)	(24,472)	(24,490)
SUB-TOTAL	30	(373)		

PARKING ENFORCEMENT

PERSONAL SERVICES	55,570	93,864	95,597	96,063

ALL OTHER O&M

Visa/Mastercard Bank Charges	2,689	2,500	2,500	2,500
Agency Commission	2,131	3,025	3,025	3,025
Repair Of Equipment		505	1,500	1,500
Printing & Photography	3,908	3,037	3,588	3,588
Telephone Communications	3,096	3,028	3,028	3,028
Software License & Maintenance		3,120	2,880	2,880
Uniforms	163	355	1,200	1,200
	11,987	15,570	17,721	17,721
SUB-TOTAL	67,557	109,434	113,318	113,784

PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PARKING LOTS				
ALL OTHER O&M				
Contractual Services				21,000
Visa/Mastercard Bank Charges	8,572	7,520	6,613	6,613
	8,572	7,520	6,613	27,613
SUB-TOTAL	8,572	7,520	6,613	27,613
OTHER CASH DISBURSEMENTS				
PERSONAL SERVICES	1,335	1,316	1,343	1,410
INSURANCE				
Insurance - Fire	39,637	43,749	41,062	49,275
Insurance - Position Bond	23	27	28	30
Self-Insurance Services	9,460	9,410	9,410	10,009
Insurance Consultant	156	156	156	156
Insurance - Excess Liability (Auto, General)	512	543	541	568
	49,788	53,885	51,197	60,038
UTILITIES				
Water Service	7,830	8,194	8,069	8,069
Stormwater Service	5,906	6,201	6,201	6,511
Electric Service	40,369	41,332	33,653	34,663
Wastewater Service	7,211	7,043	7,951	8,150
Solid Waste Service	1,637	1,637	1,637	1,637
	62,953	64,407	57,511	59,030
INTER-CITY SERVICES				
Purchasing & Stores Service	437	433	433	412
General Fund Services	256,592	267,923	267,923	269,087
	257,029	268,356	268,356	269,499
ALL OTHER O&M				
Banking Service	527	795	527	700
Annual Audit	1,608	1,608	1,608	1,700
Refund Of Prior Years Revenue	74			
Bad Check Expense		250	250	250
Bad Debt Expense	3,065	250	250	250
Loss On Disposal of Fixed Assets	0			
	5,273	2,903	2,635	2,900
SUB-TOTAL	376,378	390,867	381,042	392,877

PARKING

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		421	421	315
ADA Compliance		24,976	24,976	24,976
Pay By Space Machines	1,500			
Parking Lot C Landscape		29,601	29,601	29,601
Pay By Space Machines	35,283			
	36,783	54,998	54,998	54,892
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	25,223	60,715	60,715	63,725
Transfer To Transportation Fund	25,000	25,000	25,000	25,000
Transfer To Information Technology	767	767	767	750
Transfer To IT Equip Replacement Fund	67	15	15	67
	51,057	86,497	86,497	89,542
GRAND TOTAL	813,049	913,831	901,784	939,071



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REVENUE AND EXPENDITURE SUMMARY

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	2,931,023	3,102,269	2,839,319	3,137,017
Fringe Benefits	1,153,393	1,081,650	1,127,568	1,198,360
Total Personnel	<u>4,084,416</u>	<u>4,183,919</u>	<u>3,966,887</u>	<u>4,335,377</u>
Non-Personnel				
Utilities	604,856	629,594	520,693	572,055
Professional and Contractual	1,778,227	1,928,131	1,546,867	1,395,141
Insurance and Fixed Charges	158,619	180,495	174,447	189,117
Internal Service Charges	1,262,056	1,293,397	1,248,304	1,290,361
All Other Operations & Maintenance	570,527	585,839	387,171	385,874
Debt Service	156,427	129,192	129,192	129,193
Maintenance and Special Projects	94,552	88,375	60,125	70,334
Total Non-Personnel	<u>4,625,263</u>	<u>4,835,023</u>	<u>4,066,799</u>	<u>4,032,075</u>
Total Expenditures	<u>8,709,680</u>	<u>9,018,942</u>	<u>8,033,686</u>	<u>8,367,452</u>
Transfers				
Transfers In	3,058,503	3,493,285	4,493,285	3,836,922
Transfers Out	4,494	8,640	8,422	7,509
Net Transfers	<u>3,054,009</u>	<u>3,484,645</u>	<u>4,484,863</u>	<u>3,829,413</u>
Revenue Sources				
Intergovernmental Revenues	49,995	50,000	43,377	50,000
Charges for Services	5,246,081	5,257,001	3,170,675	4,244,235
Interest Income	151,288	67,403	22,136	33,000
All Other Revenue	244,878	230,076	212,810	218,725
Total Revenue	<u>5,692,242</u>	<u>5,604,480</u>	<u>3,448,998</u>	<u>4,545,960</u>
Funding to be Provided	<u>(36,571)</u>	<u>(70,183)</u>	<u>99,824</u>	<u>(7,921)</u>

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	INTERGOVERNMENTAL REVENUE			
LOCAL GRANTS				
PCCVB-Reimbursable Expenses	49,995	50,000	43,377	50,000
	49,995	50,000	43,377	50,000
TOTAL INTERGOVERNMENTAL	49,995	50,000	43,377	50,000
	CHARGES FOR SERVICES			
MISC CHARGES FOR SERVICES				
Concessions	166,033	155,100	82,475	118,295
	166,033	155,100	82,475	118,295
OTHER CHARGES FOR SERVICES				
Conference Hall	213,132	250,600	129,174	196,866
Exhibit Hall	215,924	242,400	72,386	217,704
Arena	240,987	259,500	65,171	212,119
Theater	205,653	224,900	108,250	192,979
Catering	127,277	113,000	93,822	84,750
Beverage Sales	103,253	86,100	60,328	67,525
Program Sales	53,586	42,100	31,866	31,359
Set Up Charges	12,035	8,200	3,100	6,900
Forfeited Deposits	31,111	7,200		7,200
Vending Machines & Sales	2,528			
Facility Surcharge & Service Charge	282,861	265,200	184,505	184,591
Box Office Charges	13,998	10,500	8,687	8,186
Net Income/Loss on Promotion	(6,478)	(3,100)		
Payroll Recovery - Other	1,401,262	1,403,800	694,018	1,015,828
All Other Fixed Revenue	3,467	10,100	9,025	8,000
State Sales Tax Collection Fee	659	400	314	400
Revenue Billing Clearing Acct			(3,835)	
Equipment Rental & Misc Supply	235,496	245,400	115,189	187,436
Telephone Charges-Equipment	30,878	23,600	13,043	21,710
Products For Resale	750	800	24	776
Personal Food Service Recovery	20,440	13,400	10,758	13,376
Contract Labor Revenue	29,685	35,200	24,658	30,290
Piano Tuner	1,190	1,300	125	1,300
Advertising Charges	120,764	104,000	87,778	99,725
TM Ticket Commissions	7,133	5,500	1,312	4,667
Parkings	593,505	611,500	370,456	508,243
Energy and Utility Hookup	63,012	61,800	40,309	38,174
Packaging and Shipping	5,680	3,700	4,074	5,500
Overnight Parking	710	500		500
Pre-Paid Parking	131,494	151,200	61,059	109,835
Leases - Land	1	1	1	1

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Ticket Sales - Theatre	938,054	923,100	882,603	850,000
Ticket Sales - Arena			20,000	20,000
	5,080,048	5,101,901	3,088,200	4,125,940
TOTAL CHARGES FOR SERVICES	5,246,081	5,257,001	3,170,675	4,244,235
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue			20	
Commissions	39,042	33,500	18,746	25,125
Cash Over And Short	(784)	(600)	(177)	100
	38,258	32,900	18,589	25,225
CONTRIBUTIONS & DONATIONS				
Contributions & Donations	20,520	14,176	12,521	10,500
	20,520	14,176	12,521	10,500
RENTS AND ROYALTIES				
Naming Rights & Non-event Sponsorships	186,100	183,000	181,700	183,000
	186,100	183,000	181,700	183,000
INVESTMENT INCOME				
Interest on Pooled Investments	63,112	67,403	22,136	33,000
Market Value Restatement	88,176			
	151,288	67,403	22,136	33,000
TOTAL MISCELLANEOUS REVENUE	396,166	297,479	234,946	251,725
TRANSFERS FROM OTHER FUNDS				
Transfer from General Fund	2,825,919	2,858,285	3,858,285	2,300,000
Transfer from Public Improvement Fund	232,584	635,000	635,000	1,536,922
TOTAL TRANSFERS FROM OTHER FUNDS	3,058,503	3,493,285	4,493,285	3,836,922
SUB-TOTAL	8,750,745	9,097,765	7,942,283	8,382,882
PRIOR YEAR SURPLUS	(36,571)	(70,183)	99,824	(7,921)
TOTAL REVENUES	8,714,174	9,027,582	8,042,108	8,374,961

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	1,158,435	1,165,821	1,200,985	1,173,370
INSURANCE				
Insurance - Fire	87,768	98,436	92,390	101,630
Insurance - Position Bond	234	300	314	330
Insurance Consultant	1,872	1,716	1,716	1,716
	<u>89,874</u>	<u>100,452</u>	<u>94,420</u>	<u>103,676</u>
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	48,446	48,958	54,285	55,727
Intra-Departmental Charges - Telephone	9,668	8,232	8,233	47,042
Intra-Departmental Charges - Facilities	22,882	23,838	23,838	24,671
Intra-Departmental Charges - Training Ctr	2,474	2,474	2,474	
Intra-Departmental Charges - IT Operations - GIS				150
Intra-Departmental Charges - IT Operations - Application Dev	105,057	116,894	116,894	124,749
Intra-Departmental Charges - IT Operations - Network Support	48,768	43,700	43,700	46,825
	<u>237,296</u>	<u>244,096</u>	<u>249,424</u>	<u>299,164</u>
ALL OTHER O&M				
Contractual Services	2,340	2,387	2,340	1,170
Banking Service	1,275	1,924	985	1,924
Advertising	5,007	4,559	3,952	4,559
Annual Audit	4,946	4,948	4,948	4,948
Promotions/Public Relations	125	209	210	209
Contract Labor	111			
Leases	1,435	234		
Rentals		389	624	389
Repair Of Equipment	6,746	1,096	3,653	1,096
Printing & Photography	1,961	2,398	170	1,700
Postage & Mailing	1,479	1,530	1,114	1,530
Subscription & Membership	7,548	8,364	5,806	5,806
Telephone Communications	24,092	25,575	23,407	25,575
Travel	6,045	8,000	2,300	
Training	1,900			
All Other Sundry Charges	265	204	200	204
Software License & Maintenance	2,599	2,550	2,918	500
Licenses & Permits	1,830	2,040	2,040	2,040
Gift Certificates			13,262	
Office Supplies	5,017	6,931	3,270	4,000
Equipment - Noncapital	2,762	300	300	300
	<u>77,483</u>	<u>73,638</u>	<u>71,498</u>	<u>55,950</u>
SUB-TOTAL	1,563,088	1,584,007	1,616,327	1,632,160

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	PROPERTY			
PERSONAL SERVICES	1,374,856	1,302,143	1,417,209	1,514,405
INTER-CITY SERVICES				
Rental - Fleet Management	4,928	5,075	4,939	4,846
Gasoline - Fleet Management	2,720	2,601	5,500	2,601
Maintenance - Fleet Management	2,540	8,899	1,440	8,849
Intra-Departmental Charges - Telephone	10,686	11,115	11,114	
	20,874	27,690	22,993	16,296
ALL OTHER O&M				
Contractual Services	64,467	139,160	63,278	63,278
Contract Labor	12,749	11,639	11,979	9,000
Rentals	21,330	26,538	2,856	2,856
Maintenance Of Facilities	30,412	30,600	22,342	22,342
Repair Of Equipment	60,795	71,400	37,915	37,915
Postage & Mailing	310	109	200	109
Subscription & Membership	226	306	102	306
Telephone Communications	9,174	8,976	9,022	8,976
Travel	3,452	5,100	3,251	
Training	40			
Software License & Maintenance	1,604	918	7,321	918
Auto/Heavy Equipment Fuel	4,722	5,100	3,223	3,223
Office Supplies	5,636	5,053	3,307	2,707
Equipment - Noncapital	24,719	25,500	4,195	22,000
All Other Materials & Supplies	28,797	34,680	20,392	20,392
Uniforms	10,452	9,887		6,000
Cleaning & Janitor Supply	47,856	61,200	36,776	53,000
Paints & Paint Supplies	5,179	6,120	2,312	2,312
Tools & Implements	6,679	5,100	4,839	4,839
Electrical Hardware & Plumbing Supplies	41,389	40,800	28,909	28,909
	379,987	488,186	262,218	289,082
SUB-TOTAL	1,775,717	1,818,019	1,702,420	1,819,783

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CLIENT SERVICES				
PERSONAL SERVICES	1,067,715	1,163,983	936,071	1,114,292
INTER-CITY SERVICES				
Other City Department Charges	46,267	73,000	35,523	50,000
Intra-Departmental Charges - Telephone	7,633	6,998	6,998	
	53,900	79,998	42,521	50,000
ALL OTHER O&M				
Advertising	17,350	16,880	28,752	16,880
Piano Tuner Expenses	790	671	220	671
Visa/Mastercard Bank Charges	23,943	28,100	26,182	22,500
Contract Labor	446,771	481,595	311,554	311,554
Rentals	10,714	5,100	2,291	
Printing & Photography	12,120	15,773	3,671	3,671
Postage & Mailing	242	1,000	344	344
Travel	1,752	4,249	2,751	
Software License & Maintenance	1,189	2,122	864	7,000
Licenses & Permits	1,932	2,143	423	1,720
Other Reimbursable Event Costs	632	3,617	4,828	3,617
Bad Debt Expense	3,280	6,000	4,515	6,000
Office Supplies	552	931	831	792
Equipment - Noncapital	311	3,555		
Food Purchases	23,347	2,781	12,998	2,781
	544,925	574,517	400,223	377,530
SUB-TOTAL	1,666,540	1,818,498	1,378,815	1,541,822

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
PARKING				
PERSONAL SERVICES	148,163	150,181	80,167	119,816
INTER-CITY SERVICES				
Other City Department Charges	371			
Intra-Departmental Charges - Telephone	509	3,705	3,705	
	880	3,705	3,705	
ALL OTHER O&M				
Visa/Mastercard Bank Charges	4,713	4,633	2,830	4,000
Repair Of Equipment		3,060		1,000
Printing & Photography	1,131		1,127	
Software License & Maintenance	629	453	305	453
Office Supplies	406	1,020	579	1,020
All Other Materials & Supplies		118	119	118
	6,879	9,284	4,960	6,591
SUB-TOTAL	155,922	163,170	88,832	126,407
BOX OFFICE				
PERSONAL SERVICES	335,246	401,791	332,455	413,494
INTER-CITY SERVICES				
Other City Department Charges	8,601	17,500	9,253	10,000
Intra-Departmental Charges - Telephone	6,615	7,410	7,410	
	15,216	24,910	16,663	10,000
ALL OTHER O&M				
Contractual Services	4,464	3,060	1,661	3,060
Advertising	233,384	180,525	208,538	101,000
Piano Tuner Expenses	485	1,020	125	1,020
Talent Fees-Promotions	658,495	644,994	610,946	581,000
Visa/Mastercard Bank Charges	64,163	70,327	46,349	46,349
Contract Labor	232,649	331,500	222,019	222,019
Leases	714	116		
Rentals	6,924	9,180	12,391	2,505
Repair Of Equipment	158	12	12	12
Printing & Photography	20,687	15,000	12,796	11,797
Postage & Mailing	1,413	1,530	1,870	1,530
Subscription & Membership	600	612		612
Travel	15,152	15,300	9,569	12,000
Licenses & Permits	9,097	15,300	9,824	10,010
Refunds On Settled Shows	1,669	510	741	
Other Reimbursable Event Costs	8,183	10,267	145	2,000
Office Supplies	4,513	6,120	3,038	4,500

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Food Purchases	28,752	30,000	21,773	21,773
	1,291,504	1,335,373	1,161,796	1,021,187
SUB-TOTAL	1,641,966	1,762,074	1,510,914	1,444,681

COMMUNICATIONS

INTER-CITY SERVICES

Intra-Departmental Charges - Telephone	14,248	11,526	11,526	
	14,248	11,526	11,526	

ALL OTHER O&M

Communications - Other Costs	27,143	25,890	26,864	23,575
	27,143	25,890	26,864	23,575
SUB-TOTAL	41,391	37,416	38,390	23,575

NON-DEPARTMENTAL

INSURANCE

Self-Insurance Services	64,588	75,901	75,901	81,108
Insurance - Excess Liability (Auto, General)	4,157	4,142	4,126	4,333
	68,745	80,043	80,027	85,441

UTILITIES

Water Service	43,625	45,859	42,259	46,690
Stormwater Service	25,637	26,919	24,806	26,828
Electric Service	484,777	511,334	411,100	449,430
Wastewater Service	29,155	25,640	24,244	28,317
Solid Waste Service	20,437	18,618	17,156	19,566
Solid Waste Service - Recycling	1,224	1,224	1,128	1,224
	604,856	629,594	520,693	572,055

INTER-CITY SERVICES

Purchasing & Stores Service	7,426	5,203	5,203	2,470
General Fund Services	912,216	896,269	896,269	912,431
	919,642	901,472	901,472	914,901

ALL OTHER O&M

Rentals	6,638	7,031	6,479	7,100
Fines & Penalties	10	51		
Loss On Disposal of Fixed Assets	14,186			
	20,833	7,082	6,479	7,100
SUB-TOTAL	1,614,076	1,618,191	1,508,671	1,579,497

RP FUNDING CENTER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
RP Funding Center Energy Conservation	126,970	129,192	129,192	129,193
RP Funding Center AC Chillers	29,457			
	<u>156,427</u>	<u>129,192</u>	<u>129,192</u>	<u>129,193</u>
SPECIAL PROJECTS				
PCCVB-Reimbursable Expenses	49,995	50,000	43,377	50,000
Marketing Committee	14,450	11,979	1,931	4,500
Sales Expense	5,690	8,772	957	5,334
Concessionaire Marketing Reserve	22,018	15,176	13,860	10,500
LAL Today	2,400	2,448		
	<u>94,552</u>	<u>88,375</u>	<u>60,125</u>	<u>70,334</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		5,609	5,609	5,609
Transfer To Information Technology	2,594	2,594	2,594	
Transfer To IT Equip Replacement Fund	1,900	437	219	1,900
	<u>4,494</u>	<u>8,640</u>	<u>8,422</u>	<u>7,509</u>
GRAND TOTAL	<u>8,714,174</u>	<u>9,027,582</u>	<u>8,042,108</u>	<u>8,374,961</u>



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REVENUE AND EXPENDITURE SUMMARY
LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,086,427	1,269,969	1,259,161	1,273,608
Fringe Benefits	332,378	471,546	454,311	511,851
Total Personnel	<u>1,418,805</u>	<u>1,741,515</u>	<u>1,713,472</u>	<u>1,785,459</u>
Non-Personnel				
Utilities	436,275	469,686	411,834	421,124
Professional and Contractual	210,126	173,568	176,273	179,734
Insurance and Fixed Charges	263,171	259,558	259,544	293,302
Internal Service Charges	598,183	756,089	629,472	672,215
All Other Operations & Maintenance	483,340	370,668	485,797	835,000
Debt Service	2,742,769	2,780,591	2,780,591	7,739,427
Maintenance and Special Projects	550,869	579,402	498,896	811,071
Total Non-Personnel	<u>5,284,733</u>	<u>5,389,562</u>	<u>5,242,407</u>	<u>10,951,873</u>
Total Expenditures	<u>6,703,538</u>	<u>7,131,077</u>	<u>6,955,879</u>	<u>12,737,332</u>
Transfers				
Transfers In	500,000			
Transfers Out	568,098	1,065,563	836,292	482,723
Net Transfers	<u>(68,098)</u>	<u>(1,065,563)</u>	<u>(836,292)</u>	<u>(482,723)</u>
Revenue Sources				
Charges for Services	6,734,443	7,693,688	7,380,102	9,733,740
Intergovernmental Revenues	58,500	157,000	215,500	
Interest Income	557,944	197,486	214,875	116,000
All Other Revenue	144,305	116,625	270,843	112,000
Total Revenue	<u>7,495,192</u>	<u>8,164,799</u>	<u>8,081,320</u>	<u>9,961,740</u>
Funding to be Provided	<u>(723,556)</u>	<u>31,841</u>	<u>(289,149)</u>	<u>3,258,315</u>

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
FEDERAL GRANTS				
FAA - CARES Act		157,000	157,000	
		157,000	157,000	
LOCAL GRANTS				
Air Service Development	58,500		58,500	
	58,500		58,500	
CHARGES FOR SERVICES				
MISC CHARGES FOR SERVICES				
Concessions	307		73	
	307		73	
OTHER CHARGES FOR SERVICES				
Gasoline Sales	111,138	192,700	142,000	443,500
Airport Landing Fees		148,920	47,468	595,680
Rental Car Privilege Fees	10,334	20,000	7,512	14,000
Security Fees	4,832	2,800	8,824	6,000
Leases - Land	980,881	1,407,665	1,340,020	2,022,298
Building Leases - Other	4,157,110	4,309,423	4,222,025	6,652,262
Building Leases - Other	1,469,843	1,612,180	1,612,180	
	6,734,137	7,693,688	7,380,029	9,733,740
TOTAL CHARGES FOR SERVICES	6,734,443	7,693,688	7,380,102	9,733,740
FINES AND FORFEITS				
Bad Check Charges	190			
TOTAL FINES AND FORFEITS	190			
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	72,641	70,950	221,168	102,000
	72,641	70,950	221,168	102,000
CONTRIBUTIONS & DONATIONS				
Contributions & Donations	52,619	35,675	35,675	
	52,619	35,675	35,675	

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REIMBURSEMENTS				
Sun'N' Fun Reimbursements	9,680	10,000		10,000
Reimbursements / Loss Recovery	9,175		14,000	
	18,855	10,000	14,000	10,000
INVESTMENT INCOME				
Interest on Pooled Investments	26,572	12,536	13,875	15,000
Interest on Pooled Investments	(72)		1,000	1,000
Interest on Pooled Investments	332,848	184,950	200,000	100,000
Market Value Restatement	(5,426)			
Market Value Restatement	432			
Market Value Restatement	203,591			
	557,944	197,486	214,875	116,000
TOTAL MISCELLANEOUS REVENUE	702,059	314,111	485,718	228,000
TRANSFERS FROM OTHER FUNDS				
Transfer from Other Funds	500,000			
TOTAL TRANSFERS FROM OTHER FUNDS	500,000			
SUB-TOTAL	7,995,192	8,164,799	8,081,320	9,961,740
PRIOR YEAR SURPLUS	(723,556)	31,841	(289,149)	3,258,315
TOTAL REVENUES	7,271,636	8,196,640	7,792,171	13,220,055

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	441,374	484,390	500,634	511,521
INSURANCE				
Insurance - Fire	127,405	135,265	135,265	162,317
Insurance - Airport Liability	36,126	38,257	38,257	40,170
Insurance - Position Bond	98	121	121	126
Self-Insurance Services	84,611	81,296	81,296	85,900
Insurance Consultant	4,212	936	936	936
Insurance - Excess Liability (Auto, General)	10,719	3,683	3,669	3,853
	<u>263,171</u>	<u>259,558</u>	<u>259,544</u>	<u>293,302</u>
UTILITIES				
Water Service	75,219	81,206	84,526	84,526
Stormwater Service	28,639	30,212	29,707	31,192
Electric Service	251,158	275,000	216,290	222,779
Wastewater Service	51,051	52,333	52,643	53,959
Solid Waste Service	29,698	30,425	28,158	28,158
Solid Waste Service - Recycling	510	510	510	510
	<u>436,275</u>	<u>469,686</u>	<u>411,834</u>	<u>421,124</u>
INTER-CITY SERVICES				
Rental - Fleet Management	53,202	53,456	53,435	55,038
Gasoline - Fleet Management	26,030	33,000	25,000	51,792
Maintenance - Fleet Management	47,962	48,708	28,114	58,244
Purchasing & Stores Service	66,398	75,005	75,005	78,210
General Fund Services	257,312	363,788	263,361	268,422
Intra-Departmental Charges - PC & Network Support	23,123	22,777	25,202	25,683
Intra-Departmental Charges - Telephone	13,053	13,660	13,660	13,570
Intra-Departmental Charges - Radios	9,344	9,665	9,665	9,140
Intra-Departmental Charges - Facilities	45,764	80,000	80,000	49,343
Intra-Departmental Charges - Training Ctr	841	851	851	841
Intra-Departmental Charges - IT Operations - Application Dev	34,321	35,438	35,438	41,361
Intra-Departmental Charges - IT Operations - Network Support	20,833	19,741	19,741	20,571
	<u>598,183</u>	<u>756,089</u>	<u>629,472</u>	<u>672,215</u>
ALL OTHER O&M				
Contractual Services	30,909	34,434	40,443	41,300
Legal Fees	10,000	43	2,500	
Banking Service	1,014	1,561	800	850
Annual Audit	4,327	4,330	4,330	4,384
Visa/Mastercard Bank Charges	3,532	3,200	3,200	3,200
Rentals	25,529	26,000	26,000	26,000
Maintenance Of Facilities	854	126	126	

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Printing & Photography	3,556	1,500	1,500	1,500
Postage & Mailing	3,212	1,700	2,400	2,000
Subscription & Membership	9,420	7,500	8,000	8,000
Telephone Communications	3,121	3,000	3,500	3,000
Travel	8,917	1,500	1,000	6,500
Training	814	2,000	2,000	4,000
All Other Sundry Charges	50	250	100	100
Ad Valorem Taxes	6,372	11,252	11,251	6,500
Software License & Maintenance	12,800	12,800	12,800	
Bad Debt Expense	38,640		140,000	475,000
Auto/Heavy Equipment Fuel	10,457	12,000	12,000	12,000
Office Supplies	2,863	3,000	3,000	3,000
Equipment - Noncapital	1,687	1,840	1,500	1,500
All Other Materials & Supplies	3,979	3,000	3,000	3,000
Uniforms	150	500	500	
	182,205	131,536	279,950	601,834
SUB-TOTAL	1,921,208	2,101,259	2,081,434	2,499,996

AIRSIDE

PERSONAL SERVICES	821,377	1,100,108	1,052,970	1,112,026
ALL OTHER O&M				
Contractual Services	93,216	65,000	65,000	65,000
Rentals		2,000		2,000
Maintenance Of Facilities	65,022	76,120	76,120	76,200
Repair Of Equipment	9,199	12,000	12,000	12,000
Telephone Communications	7,266	8,000	8,000	9,000
Training	1,714	1,380	1,100	1,300
Office Supplies	97	500	500	500
Equipment - Noncapital	2,308	3,000	1,000	3,000
All Other Materials & Supplies	11,523	15,000	15,000	15,000
Uniforms	623	1,000	500	1,000
Chemicals		2,500		2,500
Tools & Implements	5,226	3,000	1,500	3,000
	196,196	189,500	180,720	190,500
SUB-TOTAL	1,017,573	1,289,608	1,233,690	1,302,526

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
AIRPORT OPERATIONS				
PERSONAL SERVICES	156,053	157,017	159,868	161,912
ALL OTHER O&M				
Contractual Services	67,127	65,000	60,000	65,000
Rentals	3,907	4,700	4,000	4,000
Maintenance Of Facilities	137,254	146,500	130,000	146,500
Telephone Communications	2,768	2,100	2,500	2,000
All Other Materials & Supplies	837	2,500	2,500	2,500
Uniforms	150			
Tools & Implements	2,418	2,400	2,400	2,400
	214,461	223,200	201,400	222,400
SUB-TOTAL	370,515	380,217	361,268	384,312
NON-DEPARTMENTAL				
ALL OTHER O&M				
Bad Check Expense	1			
Loss On Disposal of Fixed Assets	100,604			
	100,604			
SUB-TOTAL	100,604			
DEBT SERVICE				
Tail Enclosure - Airside Center	85,144	85,144	85,144	85,144
2010A CBA Bonds Payable	585,385	585,385	585,385	585,385
Airport Facility Expansion	33,251			
Miscellaneous Airport Capital Project Expenditures	390,976	390,977	390,977	390,976
Capital Improvement Revenue Note, Series 2017A	184,036	183,918	183,918	183,796
Capital Improvement Revenue Note, Series 2017B	1,463,978	1,535,167	1,535,167	6,494,126
	2,742,769	2,780,591	2,780,591	7,739,427

LAKELAND LINDER INTERNATIONAL AIRPORT OPERATING FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		1,431	1,431	1,071
Airport Maintenance-Sun 'N Fun	10,030			
Airport Advertising / Promotions	117,862	65,675	50,000	50,000
Lease - NOAA	163,982	167,665	158,665	265,000
US Customs	125,475	135,000	145,000	170,000
Air Service Development	131,119	159,331	103,000	
LAL Today	2,400	2,800	4,800	
Amazon		47,500	36,000	325,000
	550,869	579,402	498,896	811,071
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	47,979	50,642	50,642	150,642
Transfer To Lakeland Linder International Airport	9,885			
Transfer To Information Technology	11,478	11,478	11,478	11,044
Transfer To IT Equip Replacement Fund	600	138	138	600
Transfer to Airport R&R Fund	285,556	593,355	364,084	320,437
Transfer to Airport R&R Fund	212,600	409,950	409,950	
	568,098	1,065,563	836,292	482,723
GRAND TOTAL	7,271,636	8,196,640	7,792,171	13,220,055



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REVENUE AND EXPENDITURE SUMMARY

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	3,054,058	3,247,536	3,170,746	3,176,784
Fringe Benefits	1,243,926	1,342,879	1,238,155	1,354,148
Total Personnel	4,297,984	4,590,415	4,408,901	4,530,932
Non-Personnel				
Utilities	35,510	36,264	30,981	31,597
Professional and Contractual	436,015	500,027	456,517	457,000
Insurance and Fixed Charges	440,085	443,802	443,569	467,565
Internal Service Charges	5,805,442	6,287,979	5,974,864	6,270,297
All Other Operations & Maintenance	3,244,163	3,621,221	4,036,700	4,036,700
Capital Outlay	83,093	66,250	65,000	65,000
Maintenance and Special Projects	117,002	262,552	178,052	177,446
Total Non-Personnel	10,161,309	11,218,095	11,185,683	11,505,605
Total Expenditures	14,459,293	15,808,510	15,594,584	16,036,537
Transfers				
Transfers Out	2,000,926	4,840,074	4,538,914	1,653,331
Net Transfers	(2,000,926)	(4,840,074)	(4,538,914)	(1,653,331)
Revenue Sources				
Charges for Services	16,711,268	16,713,040	16,714,000	17,111,000
Interest Income	624,618	235,000	287,628	280,000
All Other Revenue	16,804	9,018	5,000	5,000
Total Revenue	17,352,690	16,957,058	17,006,628	17,396,000
Funding to be Provided	(892,471)	3,691,526	3,126,870	293,868

SOLID WASTE

	FY19	FY20	FY21
	Actual	Revised Budget	Proposed Budget
REVENUES			
CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES			
Solid Waste Collection Charges - Residential	173,894	184,000	186,000
Roll-Off Container Franchise Fees	746,858	782,000	790,000
Solid Waste Collection Charges - Commercial	6,179,381	6,150,000	6,212,000
Solid Waste Recycling - Residential	1,109,278	1,083,000	1,094,000
Solid Waste Recycling - Commercial	48,875	51,000	52,000
Roll-Off Container Rental Fees	6,033	8,500	9,000
Roll-Off Container Delivery Fees	5,990	6,500	7,000
Roll-Off Container Return / Replacement Fees	613,819	606,000	621,000
Roll-Off Collection Surcharge	148,481	154,000	374,000
Roll-Off Container Solid Waste Disposal Charges	373,924	370,000	374,000
EZ Can Automation - Residential	6,733,514	6,745,000	6,812,000
EZ Can Automation - Commercial	215,671	217,000	219,000
InterCity Solid Waste Billings	353,989	352,000	356,000
Automated Can Curbside Fines	1,561	4,040	5,000
	16,711,268	16,713,040	17,111,000
TOTAL CHARGES FOR SERVICES	16,711,268	16,713,040	17,111,000
FINES AND FORFEITS			
Bad Check Charges	3,725	4,000	
Penalties on Assessments	11	18	
TOTAL FINES AND FORFEITS	3,735	4,018	
MISCELLANEOUS REVENUES			
OTHER			
Scrap Sales	2,475	5,000	5,000
Insurance Proceeds - Workers Comp Claims	1,682		
All Other Misc Revenue	3		
Refund of Prior Year Expenses	437		
Cash Over And Short	50		
	4,647	5,000	5,000
REIMBURSEMENTS			
Reimbursements / Loss Recovery	8,422		
	8,422		

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
INVESTMENT INCOME				
Interest on Pooled Investments	425,318	235,000	287,628	280,000
Interest on Deposits	(22,397)			
Market Value Restatement	221,696			
	624,618	235,000	287,628	280,000
TOTAL MISCELLANEOUS REVENUE	637,687	240,000	292,628	285,000
SUB-TOTAL	17,352,690	16,957,058	17,006,628	17,396,000
PRIOR YEAR SURPLUS	(892,471)	3,691,526	3,126,870	293,868
TOTAL REVENUES	16,460,219	20,648,584	20,133,498	17,689,868

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES				
PERSONAL SERVICES	528,208	542,083	544,439	555,881
INSURANCE				
Uninsured Loss Reimbursement	1,750			
Insurance - Fire	1,415	1,608	1,509	1,812
Insurance - Position Bond	304	366	384	403
Self-Insurance Services	394,140	400,215	400,215	421,945
Insurance Consultant	2,808	2,574	2,574	2,574
Insurance - Excess Liability (Auto, General)	39,668	39,039	38,887	40,831
	440,085	443,802	443,569	467,565
UTILITIES				
Water Service	6,458	6,798	5,114	5,114
Stormwater Service	1,560	1,638	1,638	1,720
Electric Service	10,843	10,856	9,913	10,210
Wastewater Service	11,806	12,130	9,474	9,711
Solid Waste Service	4,638	4,638	4,638	4,638
Solid Waste Service - Recycling	204	204	204	204
	35,510	36,264	30,981	31,597
INTER-CITY SERVICES				
Rental - Fleet Management	4,320	4,320	4,450	4,584
Gasoline - Fleet Management	1,935	2,497	1,962	2,406
Maintenance - Fleet Management	2,167	2,864	3,003	2,791
Purchasing & Stores Service	20,968	21,678	21,678	2,058
General Fund Services	822,157	913,919	846,051	839,041
Utility Billing Service	213,423	229,954	229,954	214,255
Intra-Departmental Charges - PC & Network Support	17,411	15,783	15,783	17,142
Intra-Departmental Charges - Telephone	6,526	6,594	6,594	6,333
Intra-Departmental Charges - Radios	37,374	38,659	38,659	38,844
Intra-Departmental Charges - Facilities	9,555	11,871	11,871	11,902
Intra-Departmental Charges - Janitorial	7,644	10,516	10,516	10,883
Intra-Departmental Charges - Training Ctr	3,216	3,216	3,216	3,216
Intra-Departmental Charges - IT Operations - GIS	13,908	14,565	14,565	17,938
Intra-Departmental Charges - IT Operations - Application Dev	90,106	87,890	87,890	100,429
Intra-Departmental Charges - IT Operations - Network Support	14,589	12,787	12,787	12,720
	1,265,300	1,377,113	1,308,979	1,284,542

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	10,380	19,000	12,000	12,000
Banking Service	1,379	2,082	1,200	1,250
Professional Services	23,395	15,000	10,000	10,000
Advertising	2,500	58,344	25,000	25,000
Annual Audit	5,563	5,567	5,567	6,000
Contract Labor	11,821	12,000	12,000	12,000
Toll Fees	36,000	36,000	36,000	36,000
Repair Of Equipment	8,201	16,000	16,000	16,000
Printing & Photography	912	750	1,500	1,500
Postage & Mailing	800	3,000	3,000	3,000
Subscription & Membership	668	1,000	1,000	1,000
Telephone Communications	6,731	4,200	4,200	4,200
Travel	3,414	783	3,600	3,600
Training	1,068	1,105	2,400	2,400
All Other Sundry Charges	6,825	6,500	7,500	7,500
Software License & Maintenance	43,300	46,000	46,000	46,000
Bad Debt Expense	28,922	35,000	35,000	35,000
Loss On Disposal of Fixed Assets	2,652			
Office Supplies	4,652	5,000	5,000	5,000
Equipment - Noncapital	1,040	6,000	1,500	1,500
All Other Materials & Supplies	8,858	9,000	10,000	10,000
Uniforms	23,955	30,000	30,000	30,000
Chemicals	20,438	23,000	23,000	23,000
Tools & Implements	3,891	5,500	5,000	5,000
Personal Safety Equipment	2,903	5,300	5,800	5,800
Parts For Equipment	65	3,600	3,600	3,600
	<u>260,333</u>	<u>349,731</u>	<u>305,867</u>	<u>306,350</u>
SUB-TOTAL	<u>2,529,435</u>	<u>2,748,993</u>	<u>2,633,835</u>	<u>2,645,935</u>

	RECYCLING			
PERSONAL SERVICES	<u>581,968</u>	<u>583,360</u>	<u>604,893</u>	<u>593,685</u>

INTER-CITY SERVICES				
Rental - Fleet Management	500,103	444,536	515,106	471,608
Gasoline - Fleet Management	152,219	132,046	141,757	154,194
Maintenance - Fleet Management	<u>231,726</u>	<u>473,648</u>	<u>386,167</u>	<u>448,047</u>
	<u>884,047</u>	<u>1,050,230</u>	<u>1,043,030</u>	<u>1,073,849</u>

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Advertising	30,041	33,034	35,750	35,750
Printing & Photography	716	750		
Postage & Mailing	3,312	2,600	2,600	2,600
Subscription & Membership	375	400	400	400
Travel	741	491	2,500	2,500
Training	157	275	1,500	1,500
Recycling Disposal Charges	301,162	384,000	462,000	462,000
Office Supplies	497	600	600	600
All Other Materials & Supplies	3,727	2,000	5,500	5,500
	340,729	424,150	510,850	510,850
SUB-TOTAL	1,806,744	2,057,740	2,158,773	2,178,384

RESIDENTIAL - MANUAL

PERSONAL SERVICES	1,356,221	1,525,323	1,430,048	1,458,240
INTER-CITY SERVICES				
Rental - Fleet Management	397,591	411,971	354,612	443,785
Gasoline - Fleet Management	231,005	260,214	197,697	228,786
Maintenance - Fleet Management	579,243	607,450	389,913	395,790
	1,207,839	1,279,635	942,222	1,068,361
ALL OTHER O&M				
Contract Labor	290,507	295,000	295,000	295,000
Solid Waste Disposal Charges	344,268	431,000	455,000	455,000
	634,774	726,000	750,000	750,000
SUB-TOTAL	3,198,835	3,530,958	3,122,270	3,276,601

RESIDENTIAL - AUTOMATED

PERSONAL SERVICES	770,274	830,246	830,138	845,898
INTER-CITY SERVICES				
Rental - Fleet Management	447,908	518,683	454,781	534,243
Gasoline - Fleet Management	125,074	152,432	149,557	148,883
Maintenance - Fleet Management	348,130	408,820	371,334	451,332
	921,111	1,079,935	975,672	1,134,458
ALL OTHER O&M				
Solid Waste Disposal Charges	700,000	865,000	895,000	895,000
	700,000	865,000	895,000	895,000
SUB-TOTAL	2,391,385	2,775,181	2,700,810	2,875,356

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
COMMERCIAL				
PERSONAL SERVICES	790,638	819,789	723,538	792,807
INTER-CITY SERVICES				
Rental - Fleet Management	442,375	514,646	524,959	546,058
Gasoline - Fleet Management	173,952	221,677	199,584	188,540
Maintenance - Fleet Management	574,359	477,184	645,829	697,950
	1,190,686	1,213,507	1,370,372	1,432,548
ALL OTHER O&M				
Contractual Services	50,430	50,000	50,000	50,000
Solid Waste Disposal Charges	1,279,773	1,230,913	1,455,000	1,455,000
Equipment - Noncapital	90,000	91,500	91,500	91,500
	1,420,203	1,372,413	1,596,500	1,596,500
CAPITAL EQUIPMENT				
Equipment - Capital		1,250		
		1,250		
SUB-TOTAL	3,401,527	3,406,959	3,690,410	3,821,855
ROLL-OFF				
PERSONAL SERVICES	270,674	289,614	275,845	284,421
INTER-CITY SERVICES				
Rental - Fleet Management	83,873	65,487	93,259	69,192
Gasoline - Fleet Management	97,128	77,480	82,579	105,161
Maintenance - Fleet Management	155,457	144,592	158,751	102,186
	336,458	287,559	334,589	276,539
ALL OTHER O&M				
Contractual Services	10,000	10,000	10,000	10,000
Solid Waste Disposal Charges	314,139	373,954	425,000	425,000
	324,139	383,954	435,000	435,000
CAPITAL EQUIPMENT				
Equipment - Capital	83,093	65,000	65,000	65,000
	83,093	65,000	65,000	65,000
SUB-TOTAL	1,014,364	1,026,127	1,110,434	1,060,960

SOLID WASTE

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		5,554	5,554	4,157
Solid Waste Renovation, Demo & Addition		2,500	5,000	5,000
GPS Units and Access Charges	9,966	15,000	15,000	15,000
Environmental Code Enforcement Officer	17,063	17,498	17,498	18,289
Cart Replacement	69,973	75,000	75,000	75,000
Solid Waste/Lakes - 305 Eastside Property	20,000	53,000	35,000	35,000
GPS Units and Access Charges		94,000	25,000	25,000
	117,002	262,552	178,052	177,446
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	1,600,000	4,106,833	4,106,833	1,606,833
Transfer To Fleet Mgmt Reserve	336,408	669,031	367,871	
Transfer To Information Technology	64,118	64,118	64,118	46,098
Transfer To IT Equip Replacement Fund	400	92	92	400
	2,000,926	4,840,074	4,538,914	1,653,331
GRAND TOTAL	16,460,219	20,648,584	20,133,498	17,689,868

REVENUE AND EXPENDITURE SUMMARY LAKES AND STORMWATER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	482,468	561,918	606,975	581,134
Fringe Benefits	222,792	282,286	257,568	276,067
Total Personnel	<u>705,260</u>	<u>844,204</u>	<u>864,543</u>	<u>857,201</u>
Non-Personnel				
Utilities	583	588	530	510
Insurance and Fixed Charges	34,710	28,058	28,047	29,638
Grants and Aid	7,500	10,000	15,000	10,000
Internal Service Charges	524,924	550,138	547,661	603,936
All Other Operations & Maintenance	73,625	75,780	66,990	74,980
Debt Service	54,208		54,264	
Capital Outlay	2,892,388	100,515	100,515	2,698
Maintenance and Special Projects	4,298,895	10,008,522	9,658,059	5,741,758
Total Non-Personnel	<u>7,886,833</u>	<u>10,773,601</u>	<u>10,471,066</u>	<u>6,463,520</u>
Total Expenditures	<u>8,592,093</u>	<u>11,617,805</u>	<u>11,335,609</u>	<u>7,320,721</u>
Transfers				
Transfers In		308,935	308,935	
Transfers Out	66,390	365,766	365,766	135,502
Net Transfers	<u>(66,390)</u>	<u>(56,831)</u>	<u>(56,831)</u>	<u>(135,502)</u>
Revenue Sources				
Intergovernmental Revenues	248,569	601,989	601,989	
Charges for Services	6,414,296	6,716,000	6,787,098	6,794,922
Debt Proceeds	2,742,687			
Interest Income	405,412	207,000	173,215	180,000
All Other Revenue	2,029		33,722	
Total Revenue	<u>9,812,993</u>	<u>7,524,989</u>	<u>7,596,024</u>	<u>6,974,922</u>
Funding to be Provided	<u>(1,154,510)</u>	<u>4,149,647</u>	<u>3,796,416</u>	<u>481,301</u>

LAKES AND STORMWATER

	FY19	FY20	FY21	
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
INTERGOVERNMENTAL REVENUE				
LOCAL GRANTS				
SWFMD - Lake Hunter BMP	248,569	526,989	526,989	
Aquatic Harvester		75,000	75,000	
	248,569	601,989	601,989	
TOTAL INTERGOVERNMENTAL	248,569	601,989	601,989	
CHARGES FOR SERVICES				
OTHER CHARGES FOR SERVICES				
Stormwater Fees - Commercial/Municipal	2,786,650	2,928,000	2,922,329	2,928,000
Stormwater Fees - Residential	3,507,826	3,662,000	3,740,922	3,740,922
Stormwater Fees - Interfund	119,819	126,000	123,847	126,000
	6,414,296	6,716,000	6,787,098	6,794,922
TOTAL CHARGES FOR SERVICES	6,414,296	6,716,000	6,787,098	6,794,922
FINES AND FORFEITS				
Bad Check Charges	1,242		1,375	
Citations / Fines	500		2,686	
TOTAL FINES AND FORFEITS	1,742		4,061	
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	165		200	
Refund of Prior Year Expenses	123			
	288		200	
REIMBURSEMENTS				
Reimbursements / Loss Recovery			29,461	
			29,461	
INVESTMENT INCOME				
Interest on Pooled Investments	289,486	207,000	173,215	180,000
Interest on Deposits	(10,385)			
Market Value Restatement	126,311			
	405,412	207,000	173,215	180,000
TOTAL MISCELLANEOUS REVENUE	405,699	207,000	202,876	180,000
PROCEEDS FROM THE ISSUANCE OF LONG TERM DEBT				
Increase in Obligations Under Capital Leases	2,742,687			
TOTAL DEBT PROCEEDS	2,742,687			
TRANSFERS FROM OTHER FUNDS				
Transfer from Fleet Mgmt Reserve		308,935	308,935	
TOTAL TRANSFERS FROM OTHER FUNDS		308,935	308,935	
SUB-TOTAL	9,812,993	7,833,924	7,904,959	6,974,922
PRIOR YEAR SURPLUS	(1,154,510)	4,149,647	3,796,416	481,301
TOTAL REVENUES	8,658,483	11,983,571	11,701,375	7,456,223

LAKES AND STORMWATER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ADMINISTRATION				
EXPENSES				
PERSONAL SERVICES	705,260	844,204	864,543	857,201
INSURANCE				
Uninsured Loss Reimbursement	250			
Insurance - Position Bond	33	49	51	54
Self-Insurance Services	28,814	23,887	23,887	25,312
Insurance Consultant	1,248	858	858	858
Insurance - Excess Liability (Auto, General)	4,365	3,264	3,251	3,414
	34,710	28,058	28,047	29,638
UTILITIES				
Water Service	26	28	29	27
Electric Service	471	474	414	402
Wastewater Service	31	32	32	30
Solid Waste Service	50	50	50	47
Solid Waste Service - Recycling	5	4	5	4
	583	588	530	510
INTER-CITY SERVICES				
Rental - Fleet Management	49,456	53,629	48,365	97,388
Gasoline - Fleet Management	14,955	17,412	15,946	17,787
Maintenance - Fleet Management	46,584	36,708	37,807	35,248
Purchasing & Stores Service	2,184	433	433	4,116
General Fund Services	321,800	340,326	340,326	338,072
Intra-Departmental Charges - PC & Network Support	15,330	15,579	17,635	19,001
Intra-Departmental Charges - Telephone	3,322	3,297	3,297	3,166
Intra-Departmental Charges - Radios	2,239	2,274	2,274	2,285
Intra-Departmental Charges - Facilities	4,064	5,049	5,049	5,062
Intra-Departmental Charges - Janitorial	2,774	3,816	3,816	3,948
Intra-Departmental Charges - Training Ctr	346	346	346	346
Intra-Departmental Charges - IT Operations - GIS	25,609	26,732	26,732	29,641
Intra-Departmental Charges - IT Operations - Application Dev	24,164	33,365	33,365	34,916
Intra-Departmental Charges - IT Operations - Network Support	12,097	11,172	12,270	12,960
	524,924	550,138	547,661	603,936

LAKES AND STORMWATER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Repair Of Equipment		300	241	500
Printing & Photography	78	1,038	600	1,038
Postage & Mailing	109	519	227	519
Subscription & Membership	3,712	5,951	5,951	4,151
Telephone Communications	6,185	6,832	6,832	4,332
Travel	8,491	6,227	6,227	6,227
Training	7,014	8,192	8,192	10,692
Licenses & Permits	4,488	3,189	400	5,189
All Other Administrative	45	582	582	1,382
Bad Debt Expense	14,230	12,500	12,500	12,500
Contribution to the Water Atlas	5,000	5,000		5,000
Office Supplies	3,973	2,629	2,629	2,629
Equipment - Noncapital	4,185	5,823	5,823	5,823
All Other Materials & Supplies	9,003	7,765	7,765	5,765
Uniforms	6,231	5,729	5,729	6,129
Tools & Implements		1,500	1,288	1,500
Personal Safety Equipment	882	2,004	2,004	1,604
	<u>73,625</u>	<u>75,780</u>	<u>66,990</u>	<u>74,980</u>
GRANTS AND AID TO AGENCIES				
Contribution To LEAD	<u>7,500</u>	<u>10,000</u>	<u>15,000</u>	<u>10,000</u>
	<u>7,500</u>	<u>10,000</u>	<u>15,000</u>	<u>10,000</u>
CAPITAL EQUIPMENT				
Equipment - Capital		<u>2,698</u>	<u>2,698</u>	<u>2,698</u>
		<u>2,698</u>	<u>2,698</u>	<u>2,698</u>
SUB-TOTAL	<u>1,346,602</u>	<u>1,511,466</u>	<u>1,525,469</u>	<u>1,578,963</u>
NON-DEPARTMENTAL				
DEBT SERVICE				
TV Truck Lease	<u>54,208</u>		<u>54,264</u>	
	<u>54,208</u>		<u>54,264</u>	

LAKES AND STORMWATER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SPECIAL PROJECTS				
Emergency Manager		757	757	567
TV Truck Lease	210	54,264	27,132	54,264
NPDES Permitting - Administration	38,480	38,479	38,479	38,479
Public Education Programs	72,842	107,158	83,000	90,000
Flood Control Automation Feasibility Study	4,643	7,378	7,378	
Retrofit Existing Storm Sewers	670,737	793,085	793,085	750,000
TV & Clean Storm Drain Structures	306,004	844,309	535,374	435,886
General Lake Improvements	76,833	444,100	474,125	350,000
GIS Storm Sewer Inventory	84,962	75,000	75,000	75,000
Install / Maintain Pollution Control Devices	40,475	107,025	132,025	75,000
Lake Hunter - Watershed Management	(4,845)	142,517	110,708	50,000
Lake Bonny Watershed Management Plan & Projects	21,934	446,008	446,008	150,000
Lake Parker TMDL Project - WQ Treatment	155,100	486,681	490,143	250,000
Wayman St. Ditch Repairs		329,476	329,476	
Lake Bonny Stormwater Repair	1,029			
GIS Technician - Engineering	84,971	76,451	76,451	76,451
Drainage Maintenance Operations	837,032	1,000,154	1,000,154	975,000
Streetsweeping Operations	876,730	1,461,568	1,461,568	1,175,764
Highlands Hills Ditch Maint & Repairs		150,210	150,210	
CLMP - 2016 Update	32,678	93,901	93,901	
Lake Hollingsworth Southside Shoreline Stab	13,659	81,058	81,058	
Crystal Lake TMDL	55,403	367,035	367,035	150,000
Environmental Code Enforcement Officer	52,220	53,787	53,787	56,219
Lake Beulah Shoreline Restoration	7,352	32,648	32,648	5,000
Lake Wire Hydrilla Removal	24,374	28,820	28,820	
Lake Morton Shoreline Restoration	17,802	30,000	30,000	10,000
Contrib to FL Friendly Landscaping	5,000	15,000	15,000	10,000
Street Sweeping Study	25,119	57,129	57,129	
Southern Landings Repairs	5,916	10,000	10,000	10,000
Upgrades to Office		50,000	50,000	
Aquatic Plant Management Plans	7,518	2,482	2,482	
Lake Bonnet Water Quality Improvement	49,513	129,074	129,074	25,000
Solid Waste/Lakes - 305 Eastside Property	17,679	66,321	66,321	
SWFMD - Lake Hunter BMP	506,563	1,296,653	1,296,653	100,000
Lake Bonny Drainage Project	25,902	23,069	23,069	
Lake Hollingsworth TMDL Program	48,781	166,135	151,219	300,000
Bathymetric Mapping Project		67,240	67,240	
Water Quality Improvement Project	29,361	367,639	365,639	300,000
Lake Beulah Boat Ramp	6,298			
Stormwater Management Master Plan	100,620	349,380	349,380	50,000
Aquatic Harvester		150,123	150,123	179,128

LAKES AND STORMWATER

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Stihl Line Trimmers		2,450	2,450	
Four Tool Cordless Combo Kit		750	750	
Drainage Maintenance Non-Capital Equipment		3,208	3,208	
TV & Clean Storm Drain Structures	539,582			
Lake Parker TMDL Project - WQ Treatment	20,161			
Drainage Maintenance Operations	560,997			
Streetsweeping Operations	1,663,523			
Emergency Pump Lake Bonny	108,125			
CST/Berger Electronic Digital Theodolite Transite 56-DGT10		1,500	1,500	
Generator		2,050	2,050	
Hustler Super Z 60 in		12,000	12,000	
High Efficiency Nozzle		5,798	5,798	
EnviroLight Air HD Pole Camera		15,729	15,729	
Cue's Mplus Camera		9,980	9,980	
Office Furniture		2,500	2,500	
Drainage Spray Airboat		48,260	48,260	
	<u>7,191,283</u>	<u>10,106,339</u>	<u>9,755,876</u>	<u>5,741,758</u>
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund		918	918	918
Transfer To Fleet Mgmt Reserve	63,586	362,300	362,300	132,000
Transfer To Information Technology	2,471	2,471	2,471	2,251
Transfer To IT Equip Replacement Fund	333	77	77	333
	<u>66,390</u>	<u>365,766</u>	<u>365,766</u>	<u>135,502</u>
GRAND TOTAL	<u>8,658,483</u>	<u>11,983,571</u>	<u>11,701,375</u>	<u>7,456,223</u>

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	36,765,582	41,008,399	37,112,297	37,770,649
Fringe Benefits	9,936,244	13,812,787	12,892,268	13,210,535
Total Personnel	46,701,826	54,821,186	50,004,565	50,981,184
Non-Personnel				
Internal Service Charges	18,120,283	20,104,564	18,936,649	18,355,530
Professional and Contractual	20,069,598	19,807,677	17,178,506	20,358,836
Utilities	1,182,159	1,190,896	966,783	1,135,180
Insurance and Fixed Charges	3,138,921	3,652,825	3,601,092	3,841,565
Grants and Aid	975,806	1,033,250	1,089,577	1,006,279
Fuel and Purchased Power	117,519,598	123,062,746	111,864,405	114,093,207
All Other Operations & Maintenance	21,692,681	21,816,524	21,066,648	21,676,807
Cost Allocations and Recoveries	(20,549,814)	(18,458,778)	(15,939,180)	(16,113,555)
Capital Outlay	41,324,919	56,682,763	39,451,554	39,286,590
Debt Service	41,180,169	36,937,691	37,661,260	35,725,918
Total Non-Personnel	244,654,319	265,830,158	235,877,295	239,366,357
Total Expenditures	291,356,146	320,651,344	285,881,860	290,347,541
Transfers				
Transfers from Other Funds	114,989,567	118,047,972	118,049,941	
Transfers to Other Funds	(118,062,233)	(149,626,962)	(149,626,962)	(30,361,049)
Net Transfers	(3,072,667)	(31,578,990)	(31,577,021)	(30,361,049)
Revenue Sources				
Charges for Services	318,135,093	322,807,445	305,551,343	306,520,123
Fines and Forfeits	115,610	103,561	111,586	123,249
Miscellaneous Revenues	15,040,888	6,000,703	6,711,370	5,529,092
Total Revenue	333,291,590	328,911,709	312,374,299	312,172,464
Funding to be Provided	38,862,778	(23,318,625)	(5,084,583)	(8,536,126)

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TOTAL REVENUE FROM SERVICES	319,274,741	324,030,521	306,744,905	307,799,174
ELECTRIC EXPENSES:				
O&M Expenses				
Fuel and Purchased Power	120,230,956	126,613,834	114,756,346	117,329,076
Production	29,155,446	30,953,382	29,613,264	30,484,195
Transmission/Distribution	28,202,163	31,197,798	29,310,019	30,487,595
Customer Service and Accounting	8,609,512	9,346,404	8,816,785	9,426,966
Administrative and General	23,706,291	31,000,488	26,670,751	28,160,451
Total O&M Expenses	209,904,369	229,111,906	209,167,164	215,888,283
Depreciation	40,406,666	39,766,828	40,538,979	44,134,339
TOTAL OPERATING EXPENSE	250,311,034	268,878,734	249,706,143	260,022,621
TOTAL OPERATING INCOME	68,963,707	55,151,787	57,038,762	47,776,553
NON-OPERATING INCOME/EXPENSE				
Investment Income	13,516,359	4,580,537	5,335,761	4,017,521
Other Income	500,491	300,651	293,633	355,769
Interest Expense	15,895,504	14,092,765	14,256,652	14,919,176
Amortization	166,116	124,234	187,106	192,238
Net Non-Operating Items	(2,044,771)	(9,335,811)	(8,814,364)	(10,738,124)
INCOME BEFORE TRANSFERS	66,918,936	45,815,976	48,224,398	37,038,429
OPERATING TRANSFERS				
City Dividend	30,850,393	30,900,000	30,900,000	29,980,128
Other Operating Transfers Out	87,211,841	118,726,962	118,726,962	380,921
Other Operating Transfers In	114,989,567	118,047,972	118,049,941	
Net Transfers	(3,072,667)	(31,578,990)	(31,577,021)	(30,361,049)
OPERATING NET INCOME	63,846,269	14,236,986	16,647,377	6,677,380

REVENUE AND EXPENDITURE SUMMARY ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
CASH BASIS FINANCIAL INFORMATION				
NET INCOME - FULL ACCRUAL	63,846,269	14,236,986	16,647,377	6,677,380
Adjustments to convert full accrual-based net income to Cash Available for Future Expansion				
Add Back Non-cash Expenses:				
Depreciation, Amortization	40,572,782	39,891,062	40,726,085	44,326,577
Other Post Employment Benefits (Gasb 68)	852,380	2,000,000	321,136	500,000
Deduct Cash Disbursements Excluded				
From Expenses:				
Capitalized Interest Expense	(2,077,356)	(2,664,926)	(3,215,180)	(1,729,492)
Capital Transfers to other funds:				
Rate Funded Capital Projects	(41,118,388)	(56,586,747)	(39,369,000)	(39,215,590)
Bond Principal Payments	(22,300,000)	(20,195,000)	(20,195,000)	(19,095,000)
Balance Available for Reserve for Future Expansion	<u>39,775,687</u>	<u>(23,318,625)</u>	<u>(5,084,583)</u>	<u>(8,536,126)</u>

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SALES OF ELECTRICITY				
Customer Charge	4,905,109	4,921,400	4,939,314	4,903,660
Energy Charge	92,726,539	90,532,190	89,160,713	89,045,971
Surcharge	6,679,872	6,515,146	6,464,823	6,492,020
	<u>104,311,521</u>	<u>101,968,736</u>	<u>100,564,851</u>	<u>100,441,651</u>
Commercial & Industrial Sales				
General Services	16,265,771	13,551,045	13,198,822	13,006,051
General Service Demand	25,563,992	28,852,133	26,448,420	26,670,905
General Service Large Demand	13,207,274	13,729,426	13,436,283	12,619,752
Interruptible	3,250,001	3,295,130	3,108,446	3,121,072
Extra Large Demand	3,654,453	3,756,487	3,758,299	3,420,143
	<u>61,941,490</u>	<u>63,184,221</u>	<u>59,950,270</u>	<u>58,837,923</u>
Lighting				
Private Area Lights	2,961,140	3,009,439	2,818,166	3,157,852
Public Street & Highway Lighting (incl, FDOT)	3,617,832	3,617,834	3,617,832	3,617,834
Roadway Lighting	1,580,346	1,418,688	1,455,894	1,470,548
	<u>8,159,318</u>	<u>8,045,961</u>	<u>7,891,892</u>	<u>8,246,234</u>
Fuel & Conservation Charges				
Fuel Adjustment	118,350,613	116,844,871	109,352,413	106,297,700
Environmental Costs	6,631,273	8,678,518	8,566,545	8,224,204
Conservation	738,633	751,279	748,727	745,331
	<u>125,720,519</u>	<u>126,274,668</u>	<u>118,667,685</u>	<u>115,267,235</u>
Other Charges for Sales				
Sales for Resale	7,160,623	8,268,000	6,080,615	5,573,955
Capacity Charges	7,140			
Accrued Electric Charges	(4,985,526)	2,151,040	(138,951)	5,771,521
	<u>2,182,238</u>	<u>10,419,040</u>	<u>5,941,664</u>	<u>11,345,476</u>
TOTAL SALES OF ELECTRICITY	<u>302,315,086</u>	<u>309,892,626</u>	<u>293,016,362</u>	<u>294,138,519</u>
Other Electric Revenues				
PSC & Gross Receipts Tax	7,507,610	7,472,245	7,176,744	7,158,039
Penalty Charges	1,633,435	1,657,218	1,565,356	1,668,880
	<u>9,141,045</u>	<u>9,129,463</u>	<u>8,742,101</u>	<u>8,826,919</u>
Miscellaneous Service Revenue				
Pole Attachments	1,537,489	1,527,639	1,540,493	1,552,085
Facilities Charges	1,094,009	1,130,585	1,115,148	1,105,433
Connection Fees	727,454	712,082	732,148	777,811
Wheeling Fees	387,752			
Electric Portion of Bad Check Charges	108,020	103,561	111,586	111,587
ByProduct Revenue	614,084	426,000	415,126	108,210
All Other	5,687			5,712
	<u>4,474,494</u>	<u>3,899,867</u>	<u>3,914,501</u>	<u>3,660,838</u>
TOTAL OTHER ELECTRIC REVENUES	<u>13,615,539</u>	<u>13,029,330</u>	<u>12,656,602</u>	<u>12,487,757</u>
TOTAL ELECTRIC OPERATING REVENUES	<u>315,930,625</u>	<u>322,921,956</u>	<u>305,672,964</u>	<u>306,626,276</u>

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Other Retail Services				
Facilities Tower Rental	131,095	166,609	152,023	172,798
Surge Suppression	445,827	441,956	444,918	449,428
Fiber Rental	449,701	500,000	475,000	540,000
	<u>1,026,623</u>	<u>1,108,565</u>	<u>1,071,941</u>	<u>1,162,226</u>
NON-OPERATING REVENUES				
Interest on Grant Funds	3,242			
Interest on Meter Deposits	681,396	454,063	667,131	671,215
Interest on Operating Funds	8,440,171	3,881,680	4,425,039	3,177,747
Interest on Emergency Repair	272,462	244,794	243,591	168,559
Market Value Restatement	5,283,534			
Capitalized Interest Income	(1,164,447)			
	<u>13,516,359</u>	<u>4,580,537</u>	<u>5,335,761</u>	<u>4,017,521</u>
Other				
Billing Commissions	208,572	180,651	196,360	218,395
All Other	309,047	120,000	97,273	148,046
	<u>517,619</u>	<u>300,651</u>	<u>293,633</u>	<u>366,441</u>
TOTAL NON-OPERATING REVENUES	<u>15,060,601</u>	<u>5,989,753</u>	<u>6,701,335</u>	<u>5,546,188</u>
Transfers from Other Funds	<u>114,989,567</u>	<u>118,047,972</u>	<u>118,049,941</u>	
TOTAL REVENUE	<u><u>445,980,793</u></u>	<u><u>446,959,681</u></u>	<u><u>430,424,239</u></u>	<u><u>312,172,464</u></u>
EXPENSES				
PERSONNEL SERVICES	<u>47,554,206</u>	<u>56,821,186</u>	<u>50,325,701</u>	<u>51,481,184</u>
INSURANCE				
Insurance - All Other		900	900	
Insurance - Excess Liability (Auto, General)		123,348	123,348	123,348
Insurance - Fire	2,219,842	2,447,259	2,395,526	2,570,266
Insurance - Position Bond		2,997	2,997	3,298
Insurance Consultant		33,462	33,462	33,462
Self-Insurance Services	917,329	1,044,859	1,044,859	1,111,191
Uninsured Loss Reimbursement	1,750			
	<u>3,138,921</u>	<u>3,652,825</u>	<u>3,601,092</u>	<u>3,841,565</u>
UTILITIES				
Electric Service	443,551	482,069	384,389	471,814
Solid Waste Service	110,196	94,627	92,028	94,296
Solid Waste Service - Recycling	959	959	963	959
Stormwater Service	18,014	18,915	19,078	18,844
Wastewater Re-use Charges	428,023	388,821	291,686	372,000
Wastewater Service	47,084	72,192	40,192	39,668
Water Service	134,332	133,313	138,447	137,599
	<u>1,182,159</u>	<u>1,190,896</u>	<u>966,783</u>	<u>1,135,180</u>

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
INTER-CITY SERVICES				
Gasoline - Fleet Management	241,775	302,580	203,227	284,583
General Fund Services	4,345,678	5,145,033	4,345,033	4,439,534
Intra Departmental Charges	954,298	887,813	1,029,005	617,050
Intra-Departmental Charges - Facilities	901,428	1,075,384	1,075,384	1,075,384
Intra-Departmental Charges - IT Operations - Application Dev	4,060,564	4,255,671	4,255,671	3,507,571
Intra-Departmental Charges - IT Operations - GIS	649,113	704,365	704,361	609,403
Intra-Departmental Charges - IT Operations - Network Support	670,610	610,253	618,635	626,107
Intra-Departmental Charges - IT Projects	1,253,316	1,269,363	1,269,363	1,284,211
Intra-Departmental Charges - Janitorial	643,286	884,996	884,999	894,594
Intra-Departmental Charges - PC & Network Support	856,413	843,315	870,849	900,854
Intra-Departmental Charges - Radios	220,565	224,568	224,572	219,353
Intra-Departmental Charges - Telephone	503,730	496,921	496,716	469,059
Intra-Departmental Charges - Training Ctr	28,003	28,002	28,003	28,002
Legal Fees - City To Electric	(668)	3,000	1,365	3,000
Maintenance - Fleet Management	528,586	697,962	456,608	663,853
Other City Department Charges	33,516	48,375	66,290	40,775
Purchasing & Stores Service	1,528,016	1,689,167	1,689,168	1,689,167
Rental - Fleet Management	702,054	937,796	717,401	1,003,030
	18,120,283	20,104,564	18,936,649	18,355,530
ALL OTHER O&M				
Ad Valorem Taxes	1,419	1,000	900	1,000
Advertising	171,489	158,214	162,368	149,700
All Other Materials & Supplies	384,067	373,436	391,906	374,390
All Other Sundry Charges	(38,313)	39,424	63,116	59,035
Annual Audit	126,439	111,339	186,797	111,339
Auto/Heavy Equipment Fuel	192,993	227,652	158,987	192,000
Bad Debt Expense	427,923	635,000	808,621	735,000
Banking Service	72,590	88,471	56,510	88,471
Car Washing	10,133	9,797	7,700	14,400
Chemicals	1,176,050	1,305,594	896,801	1,100,608
Computer Software	2,641	15,300	11,608	15,300
Consumable Materials	21,449	25,405	26,136	13,725
Contract Labor	1,532,965	1,353,685	1,240,829	1,799,045
Contractual Services	15,015,613	15,503,695	14,459,004	16,818,886
Debt Issue Costs	2,750			2,750
Engineering - Basic	50,482	90,117	36,786	62,000
Equipment - Noncapital	151,928	119,732	85,054	148,045
Florida Public Service Commission	48,230	45,252	43,714	43,349
Gross Receipts Tax Expense	7,712,219	7,426,993	7,133,030	7,114,690
Leases	1,544,577	1,706,556	1,589,421	1,488,980
Legal Fees	3,025	77,063	40,957	81,500
Legal Settlements	153			235
Licenses & Permits	135,990	145,101	92,445	146,585
Lubricants	64,732	107,570	1,020,272	101,000
Material	2,657,041	2,392,041	2,168,549	2,271,260
Materials - Default Purchasing Card			1,284	

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Meal Allowance	44,996	37,813	31,340	31,185
Office Supplies	88,627	115,457	121,128	115,015
Paints & Paint Supplies	503			
Parts For Equipment	1,822,706	1,474,290	1,173,597	1,631,035
Paying Agent Trustee Fees	3,818	15,000	5,572	15,000
Personal Safety Equipment	125,703	117,623	105,784	114,165
Postage & Mailing	563,704	577,559	507,405	571,955
Printing & Photography	9,647	10,590	7,737	13,330
Professional Services	39,200			
Promotions/Public Relations	74,785	103,308	92,082	109,700
Refund Of Prior Years Revenue	15,837			
Relocation Payments & Assistance		3,000	15,000	15,000
Rentals	537,162	423,536	322,391	355,400
Repair Of Equipment	131,685	358,999	139,562	323,640
Safety Footwear	39,594	37,963	40,881	41,225
Software License & Maintenance	1,667,628	2,051,106	1,876,083	2,467,336
Solid Waste Disposal Charges		50		50
Subscription & Membership	1,063,583	944,329	997,114	895,171
Telephone Communications	133,776	133,360	129,852	134,645
Temporary Contract Labor	2,976,442	2,306,785	897,601	1,120,445
Tools & Implements	180,373	163,637	157,689	168,275
Training	443,862	396,457	475,906	671,636
Travel	46,231	18,480	18,880	24,825
Truck Wire	94,313	144,861	187,970	117,520
Uniforms	207,629	228,694	227,117	169,270
Use Tax Allocation	(18,110)	2,867	31,670	(3,473)
	<u>41,762,279</u>	<u>41,624,201</u>	<u>38,245,154</u>	<u>42,035,643</u>
FUEL				
#2 Oil	58,199	109,998	103,454	213,921
Coal	36,822,655	42,565,174	39,132,766	40,534,689
Fuel Hedging Activity	1,652,274	6,306,766	5,750,562	4,815,187
Fuel-Pool Operations	1,055,795	1,500,000	963,757	1,500,000
Limestone	1,769,754	2,673,381	2,007,630	2,061,153
Natural Gas	56,213,186	45,246,163	48,800,833	51,176,400
Natural Gas Demand Charge	14,040,974	16,822,771	15,728,627	16,338,593
OUC Coal Expense	(14,729,063)	(17,026,070)	(15,653,107)	(16,213,876)
OUC Other Fuel Expense	(2,120,323)	(2,151,991)	(2,381,028)	(1,732,761)
Purchased Power	20,158,723	24,974,958	14,326,579	14,223,033
Purchased Transmission	4,626	9,295	9,295	100
Sale of Fuel -- NG	1,885,608	2,032,301	3,075,037	1,176,768
Sale of Fuel - Oils	707,191			
	<u>117,519,598</u>	<u>123,062,746</u>	<u>111,864,405</u>	<u>114,093,207</u>

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
GRANTS AND AID TO AGENCIES				
Contribution to Chamber of Commerce	25,000	25,000	32,143	25,000
Customer Rebates	935,806	743,250	792,434	716,279
Miscellaneous Contributions and Donations	15,000	265,000	265,000	265,000
	<u>975,806</u>	<u>1,033,250</u>	<u>1,089,577</u>	<u>1,006,279</u>
Capitalized Interest Expense	(2,077,356)	(2,664,926)	(3,215,180)	(1,729,492)
Capitalized Interest Recovery	(1,164,447)			
Analytical Services - Rating Agencies	4,500	20,000	7,715	20,000
Interest Expense	<u>17,962,760</u>	<u>16,722,691</u>	<u>17,458,545</u>	<u>16,610,918</u>
RETIREMENT OF DEBT	<u>14,725,457</u>	<u>14,077,765</u>	<u>14,251,080</u>	<u>14,901,426</u>
CAPITAL EQUIPMENT				
Equipment - Capital	<u>206,531</u>	<u>96,016</u>	<u>82,554</u>	<u>71,000</u>
	<u>206,531</u>	<u>96,016</u>	<u>82,554</u>	<u>71,000</u>
DEPRECIATION				
Amortization	166,116	124,234	187,106	192,238
Depreciation-Plant	<u>40,406,666</u>	<u>39,766,828</u>	<u>40,538,979</u>	<u>44,134,339</u>
	<u>40,572,782</u>	<u>39,891,062</u>	<u>40,726,085</u>	<u>44,326,577</u>
ALLOCATIONS				
OUC Admin & General Expense	(1,140,563)	(1,204,675)	(1,299,947)	(1,332,445)
OUC Expense	(11,200,071)	(11,366,243)	(10,563,057)	(10,816,915)
Recoveries - Grant	(1,018,496)		6,049	
Recoveries-For Water Allocations	(304,531)	(328,383)	(328,382)	(335,806)
Recoveries-From Outside City	(1,637,031)	(954,023)	(656,353)	(640,280)
Recoveries-Intra Department Charges	(2,829,884)	(2,019,425)	(543,842)	(519,485)
Recoveries-Materials	(12,389)	(4,564)	(3,802)	(10,500)
Recoveries-Other Funds	<u>(2,406,849)</u>	<u>(2,581,465)</u>	<u>(2,549,845)</u>	<u>(2,458,124)</u>
	<u>(20,549,814)</u>	<u>(18,458,778)</u>	<u>(15,939,180)</u>	<u>(16,113,555)</u>
TOTAL EXPENSES BEFORE TRANSFERS	<u>265,208,207</u>	<u>283,095,733</u>	<u>264,149,901</u>	<u>275,134,035</u>

ELECTRIC UTILITY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
TRANSFERS TO OTHER FUNDS				
Transfer to 2010 Interest Sinking Fund	5,956,050	5,610,050	5,610,050	
Transfer to 2010 Principal Sinking Fund	13,840,000	13,840,000	13,840,000	
Transfer to 2016 Bond Sinking Interest	5,386,669	5,272,669	5,272,669	
Transfer to 2016 Bond Sinking Transfer Principal	4,560,000	4,560,000	4,560,000	
Transfer to 2017 Bond Sinking Principle	1,795,000			
Transfer to 2018 Bond Sinking Interest	1,974,005	1,952,313	1,952,313	
Transfer to Communications Fund	50,193	40,550	40,550	
Transfer To Electric R & R	9,816,695	39,803,658	39,803,658	
Transfer To Electric Sys Gen Purp	38,752,028	39,844,208	39,844,208	
Transfer To Fleet Mgmt Fund		210,600	210,600	
Transfer to Floating Rate Notes Fund	3,967,247	5,751,382	5,751,382	
Transfer To General Fund	30,850,393	30,956,910	30,956,910	30,037,038
Transfer To Information Technology	405,588	405,588	405,588	298,750
Transfer To IT Equip Replacement Fund	25,261	5,892	5,892	25,261
Transfer To Other Funds	683,105	1,373,142	1,373,142	
	<u>118,062,233</u>	<u>149,626,962</u>	<u>149,626,962</u>	<u>30,361,049</u>
TOTAL EXPENSES	<u>383,270,441</u>	<u>432,722,695</u>	<u>413,776,863</u>	<u>305,495,084</u>



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REVENUE AND EXPENDITURE SUMMARY

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	307,067	419,722	410,953	362,740
Fringe Benefits	129,811	178,444	177,329	183,991
Total Personnel	<u>436,878</u>	<u>598,166</u>	<u>588,282</u>	<u>546,731</u>
Non-Personnel				
Utilities	3,370	3,516	3,025	2,953
Professional and Contractual	278,883	804,379	804,379	480,899
Insurance and Fixed Charges	94	10,871	10,860	11,487
Internal Service Charges	39,491	36,669	35,475	46,326
All Other Operations & Maintenance	199,907	303,655	303,655	296,973
Debt Service	400,000	2,900,000	2,926,637	400,000
Capital Outlay		4,711	4,711	4,711
Maintenance and Special Projects	6,168,666	11,558,188	11,556,405	5,404,934
Total Non-Personnel	<u>7,090,411</u>	<u>15,621,989</u>	<u>15,645,147</u>	<u>6,648,283</u>
Total Expenditures	<u>7,527,288</u>	<u>16,220,155</u>	<u>16,233,429</u>	<u>7,195,014</u>
Transfers				
Transfers In		613,000	613,000	
Transfers Out	284,465	388,238	288,238	288,340
Net Transfers	<u>(284,465)</u>	<u>224,762</u>	<u>324,762</u>	<u>(288,340)</u>
Revenue Sources				
Taxes	6,208,187	6,498,406	6,714,707	7,471,159
Charges for Services	40,790	46,000	33,000	
Interest Income	767,848	320,150	345,000	164,200
All Other Revenue	1,863,337	4,624,380	5,451,490	
Total Revenue	<u>8,880,162</u>	<u>11,488,936</u>	<u>12,544,197</u>	<u>7,635,359</u>
Funding to be Provided	<u>(1,068,409)</u>	<u>4,506,457</u>	<u>3,364,470</u>	<u>(152,005)</u>

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
	TAXES			
PROPERTY TAXES				
Current Ad Valorem Taxes	6,208,187	6,498,406	6,714,707	7,471,159
	6,208,187	6,498,406	6,714,707	7,471,159
	CHARGES FOR SERVICES			
OTHER CHARGES FOR SERVICES				
Application Fee	200			
Parking Lot - Oak Street	40,590	46,000	33,000	
	40,790	46,000	33,000	
TOTAL CHARGES FOR SERVICES	40,790	46,000	33,000	
	FINES AND FORFEITS			
Penalties on Assessments	95		49	
TOTAL FINES AND FORFEITS	95		49	
	MISCELLANEOUS REVENUES			
OTHER				
All Other Misc Revenue	1,660,503	1,000,000	1,153,370	
Refund of Prior Year Expenses	52,904		13,335	
Principal Payments - Housing Loans	38,500			
	1,751,907	1,000,000	1,166,705	
SALES OF FIXED ASSETS				
Surplus Land Sales	12,878	3,624,380	4,207,714	
	12,878	3,624,380	4,207,714	
REIMBURSEMENTS				
All Other Reimbursements & Recoveries	16,298		10,424	
Reimbursements / Loss Recovery	31,640		27,495	
	47,939		37,919	
RENTS AND ROYALTIES				
Rental Income	50,519		39,103	
	50,519		39,103	
INVESTMENT INCOME				
Interest on Pooled Investments	494,694	320,150	345,000	164,200
Other Interest Revenue	1,530			
Market Value Restatement	271,624			
	767,848	320,150	345,000	164,200
TOTAL MISCELLANEOUS REVENUE	2,631,091	4,944,530	5,796,441	164,200

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
	TRANSFERS FROM OTHER FUNDS			
Transfer from General Fund		213,000	213,000	
Transfer from WW R&R		200,000	200,000	
Transfer from Water R&R		200,000	200,000	
TOTAL TRANSFERS FROM OTHER FUNDS		613,000	613,000	
SUB-TOTAL	8,880,162	12,101,936	13,157,197	7,635,359
PRIOR YEAR SURPLUS	(1,068,409)	4,506,457	3,364,470	(152,005)
TOTAL REVENUES	7,811,753	16,608,393	16,521,667	7,483,354

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
EXPENSES	DOWNTOWN CRA			
PERSONAL SERVICES	47,949	61,463	62,076	97,390
INSURANCE				
Insurance - Position Bond		4	4	4
Self-Insurance Services		678	678	729
Insurance Consultant		154	154	154
Insurance - Excess Liability (Auto, General)		360	359	377
		1,196	1,195	1,264
UTILITIES				
Water Service	17	18	18	17
Electric Service	296	315	260	253
Wastewater Service	19	19	20	19
Solid Waste Service	32	32	32	30
Solid Waste Service - Recycling	3	3	3	3
	367	387	333	322
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	1,406	1,369	1,273	1,418
Intra-Departmental Charges - Telephone	470	466	466	823
Intra-Departmental Charges - Facilities	383	476	476	478
Intra-Departmental Charges - Janitorial	261	360	360	373
Intra-Departmental Charges - Training Ctr	27	27	27	27
Intra-Departmental Charges - IT Operations - GIS				384
Intra-Departmental Charges - IT Operations - Application Dev	475	188	188	514
Intra-Departmental Charges - IT Operations - Network Support	1,212	1,127	727	1,084
	4,235	4,013	3,517	5,101
ALL OTHER O&M				
Contractual Services	27,923	542,241	542,241	43,414
Contract Labor	3,871	5,000	5,000	5,000
Printing & Photography	1,729	32	32	32
Subscription & Membership	174	1,561	1,561	1,561
Training	181	5,202	5,202	5,202
All Other Sundry Charges	268	114	114	114
Refund Of Prior Years Revenue	18			
Tax Increment Financing Agreements	166,624	191,682	191,682	185,000
Equipment - Noncapital		125	125	125
Food Purchases	27	260	260	260
	200,815	746,217	746,217	240,708
SUB-TOTAL	253,365	813,276	813,338	344,785

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
MID-TOWN CRA				
PERSONAL SERVICES	382,036	528,053	517,278	448,046
INSURANCE				
Insurance - Position Bond		29	30	32
Self-Insurance Services		5,396	5,396	5,802
Insurance Consultant		1,230	1,230	1,230
Insurance - Excess Liability (Auto, General)		2,868	2,857	2,999
		9,523	9,513	10,063
UTILITIES				
Water Service	132	140	144	140
Electric Service	2,395	2,506	2,072	2,014
Wastewater Service	154	159	158	159
Solid Waste Service	251	251	251	251
Solid Waste Service - Recycling	24	25	24	25
	2,956	3,081	2,649	2,589
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	11,198	10,901	10,137	11,295
Intra-Departmental Charges - Telephone	3,741	3,713	3,713	6,553
Intra-Departmental Charges - Facilities	3,055	3,796	3,796	3,806
Intra-Departmental Charges - Janitorial	2,085	2,869	2,869	2,969
Intra-Departmental Charges - Training Ctr	216	216	216	216
Intra-Departmental Charges - IT Operations - GIS				3,058
Intra-Departmental Charges - IT Operations - Application Dev	3,781	1,681	1,681	4,093
Intra-Departmental Charges - IT Operations - Network Support	9,654	8,971	5,793	8,635
	33,730	32,147	28,205	40,625
ALL OTHER O&M				
Contractual Services	214,814	102,164	102,164	348,831
Professional Services		1,538	1,538	
Advertising	904	5,126	5,126	
Contract Labor	30,825	98,576	98,576	
Rentals		2,050	2,050	2,050
Printing & Photography	8,173	1,977	1,977	1,977
Postage & Mailing	22	4,101	4,101	4,101
Subscription & Membership	968	1,770	1,770	1,770
Telephone Communications	2,670	832	832	832
Travel		1,561	1,561	1,561
Training	2,237	19,979	19,979	19,979
All Other Sundry Charges	5,238	1,026	1,026	1,026
Office Supplies	3,326	5,126	5,126	5,126
Equipment - Noncapital	7,505	32,465	32,465	32,465
Food Purchases	218	1,538	1,538	1,538

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
SUB-TOTAL	276,899	279,829	279,829	421,256
	695,621	852,633	837,474	922,579
DIXIELAND CRA				
PERSONAL SERVICES	6,893	8,650	8,928	1,295
INSURANCE				
Insurance - Fire	94			
Self-Insurance Services		86	86	92
Insurance Consultant		20	20	20
Insurance - Excess Liability (Auto, General)		46	46	48
	94	152	152	160
UTILITIES				
Water Service	2	2	2	2
Electric Service	38	38	33	32
Wastewater Service	2	2	3	2
Solid Waste Service	4	4	4	4
Solid Waste Service - Recycling	0	2	1	2
	47	48	43	42
INTER-CITY SERVICES				
Intra-Departmental Charges - PC & Network Support	179	174	162	181
Intra-Departmental Charges - Telephone	60	60	60	57
Intra-Departmental Charges - Facilities	49	60	60	60
Intra-Departmental Charges - Janitorial	34	45	45	47
Intra-Departmental Charges - Training Ctr	3	3	3	3
Intra-Departmental Charges - IT Operations - GIS				49
Intra-Departmental Charges - IT Operations - Application Dev	60	24	24	65
Intra-Departmental Charges - IT Operations - Network Support	1,141	143	3,399	138
	1,526	509	3,753	600
ALL OTHER O&M				
Contractual Services	54	28,871	28,871	
Contract Labor	493	20,863	20,863	83,654
Printing & Photography	127	470	470	470
Postage & Mailing		1,028	1,028	1,028
Subscription & Membership	75	731	731	731
Training	23	15,646	15,646	15,646
All Other Sundry Charges	302	10,863	10,863	10,863
Office Supplies		2,978	2,978	2,978
Equipment - Noncapital		16	16	16
Food Purchases	3	522	522	522
	1,077	81,988	81,988	115,908
SUB-TOTAL	9,636	91,347	94,864	118,005

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
DEBT SERVICE				
Residential Redevelopment	400,000	2,900,000	2,926,637	400,000
	400,000	2,900,000	2,926,637	400,000
CAPITAL EQUIPMENT				
Equipment - Capital		4,711	4,711	4,711
		4,711	4,711	4,711
SPECIAL PROJECTS				
DOWNTOWN CRA:				
Downtown Infrastructure	182,055	100,000	100,000	250,000
Small Project Assistance	61,257	233,643	233,643	50,000
Residential Redevelopment	16,380	108,620	108,620	100,000
Property Management	1,030	67,165	67,103	43,499
Mowing	22,947	27,473	27,473	10,825
Oak Street Parking Lot	16,406	18,000	18,000	20,000
CRA Annual Report	1,807	2,459	2,459	2,532
SFLA Corridor Improvements		324,911	324,911	150,000
North Downtown Master Plan	50,280	34,063	34,063	150,000
Five Points Roundabout	11,594	87,170	87,170	
Arts & Entertainment	5,094	8,000	8,000	8,000
The Joinery Incentive	49,839	18,107	18,107	
Downtown Infill Incentive	30,976	100,000	100,000	50,000
Catalyst Development		500,000	500,000	100,000
Catalyst Site Evaluations		635,635	635,635	
Mirrorton Development		1,127,365	1,127,365	200,000
MID-TOWN CRA:				
Planning-Affordable Housing Incentive Plan		30,000	30,000	15,000
Small Project Assistance	134,813	665,187	665,187	300,000
Property Management	267,340	221,379	221,379	278,298
MLK - Memorial to 10th St	9,446	9,454	9,454	9,738
Providence Rd - W 10th St to Griffin Rd	24,491	685,509	685,509	550,000
W Lake Parker/Lakeshore Trail Improvements	15,217	918,452	918,452	
Landscape - US 98 - Memorial to 10th St	338	17,558	17,558	18,085
Landscape - US 98 - Griffin to 10th St	6,784	17,558	17,558	18,085
Landscape - Parker Street	408	9,454	9,454	9,738
Landscape - Ingraham Ave	819	12,261	11,140	11,348
Landscape - Intown Bypass Phase 1 Outparcels	3,170	9,454	9,454	9,738
Northwest Neighborhood	521,905	218,138	218,138	200,000
E. Main Street Landscaping Maintenance	1,056	14,069	14,069	14,491
Redevelop Massachusetts Ave Properties	545,851	1,249,705	1,249,105	506,151
Memorial Blvd		50,000	50,000	50,000
Northeast Neighborhood	172,413	55,036	55,036	125,000
CRA Annual Report	7,010	12,679	12,679	6,805

LAKELAND COMMUNITY REDEVELOPMENT AGENCY

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
East Main Street Master Plan	5,000	200,000	200,000	200,000
Citrus Connection Services (LAMTD Agreement)	167,442	198,344	198,344	140,000
Sidewalk - Kettles Avenue	80,843			
Five Points Roundabout	9,210	142,988	142,988	
Arts & Entertainment		10,000	10,000	10,000
Mass Ave/Parker St. Intersection Improvement	7,276	26,724	26,724	
Pegasus Incentive		165,000	165,000	
Fusion Transport Incentive	111,542			
Lincoln Square Development	3,511,533	440,375	440,375	
Residential Incentives	880	524,120	524,120	450,000
Affordable Housing Partnerships		400,000	400,000	300,000
717 N. Florida Renovation		500,000	500,000	
Lakeshore Aquatic Preservation		23,000	23,000	
Job Creation Incentives		210,000	210,000	210,000
Gilmore Ave (Parkview to Bella Vista)				250,000
W. 14th Street Pedestrian Enhancements				255,000
DIXIELAND CRA:				
Small Project Assistance	105,290	324,710	324,710	100,000
Landscaping Maintenance by Other City Departments	212	2,133	2,133	2,193
Alley Improvement Project		184,334	184,334	10,000
Publications and Promotions		5,000	5,000	2,500
Alley Maintenance	915	4,600	4,600	2,800
CRA Annual Report	2,797	7,203	7,203	5,000
SFLA Corridor Improvements		471,050	471,050	100,000
Infill Adaptive Reuse Program		115,000	115,000	100,000
Arts & Entertainment	5,000	10,000	10,000	5,000
Dixieland Sign Maintenance		5,103	5,103	5,108
	6,168,666	11,558,188	11,556,405	5,404,934
TRANSFERS TO OTHER FUNDS				
Transfer To General Fund	234,332	288,207	288,207	288,207
Transfer To Public Impr Fund	50,000	100,000		
Transfer To IT Equip Replacement Fund	133	31	31	133
	284,465	388,238	288,238	288,340
GRAND TOTAL	7,811,753	16,608,393	16,521,667	7,483,354

REVENUE AND EXPENDITURE SUMMARY

BUILDING INSPECTION FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
Personnel				
Salaries and Wages	1,146,018	1,372,223	1,309,990	1,560,541
Fringe Benefits	313,346	378,871	375,389	452,244
Total Personnel	<u>1,459,364</u>	<u>1,751,094</u>	<u>1,685,379</u>	<u>2,012,785</u>
Non-Personnel				
Utilities	14,195	14,330	12,879	13,191
Professional and Contractual	80,720	185,700	219,168	202,000
Internal Service Charges	319,839	356,959	500,764	592,314
All Other Operations & Maintenance	43,859	70,731	62,071	61,571
Maintenance and Special Projects	6,435	17,645	17,645	
Total Non-Personnel	<u>465,048</u>	<u>645,365</u>	<u>812,527</u>	<u>869,076</u>
Total Expenditures	<u>1,924,412</u>	<u>2,396,459</u>	<u>2,497,906</u>	<u>2,881,861</u>
Transfers				
Transfers In			2,018,899	
Transfers Out		15,000	15,000	
Net Transfers		<u>(15,000)</u>	<u>2,003,899</u>	
Revenue Sources				
License and Permits	3,020,136	2,914,351	4,291,952	2,622,382
Charges for Services	48,289	31,583	12,206	7,456
Interest Income			40,637	40,000
All Other Revenue	36,573	35,305	82,457	60,000
Total Revenue	<u>3,104,999</u>	<u>2,981,239</u>	<u>4,427,252</u>	<u>2,729,838</u>
Funding to be Provided	<u>(1,180,586)</u>	<u>(569,780)</u>	<u>(3,933,245)</u>	<u>152,023</u>

BUILDING INSPECTION FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
REVENUES				
LICENSE AND PERMITS				
BUILDING INSPECTION FEES				
Building Inspection Fees	1,828,203	2,065,500	2,537,421	1,550,364
Other Building Inspection Fees	421,688	258,188	590,472	360,778
Plumbing Inspection Fees	184,250	144,585	283,714	173,349
Mechanical Inspection Fees	236,619	200,457	380,810	232,675
Electrical Inspection Fees	315,143	216,878	467,268	285,501
Building Permit Surcharge Administration Fees	8,857	7,023	3,462	2,115
Notice of Commencement Fee	22,996	15,491	26,542	16,217
Records Maintenance Fee	2,380	6,229	2,263	1,383
	<u>3,020,136</u>	<u>2,914,351</u>	<u>4,291,952</u>	<u>2,622,382</u>
TOTAL LICENSE AND PERMITS	<u>3,020,136</u>	<u>2,914,351</u>	<u>4,291,952</u>	<u>2,622,382</u>
CHARGES FOR SERVICES				
GENERAL GOVERNMENT				
Zoning & Subdivision Fees	47,979	30,983	12,206	7,456
Driveway Permit Fee	310	600		
	<u>48,289</u>	<u>31,583</u>	<u>12,206</u>	<u>7,456</u>
TOTAL CHARGES FOR SERVICES	<u>48,289</u>	<u>31,583</u>	<u>12,206</u>	<u>7,456</u>
MISCELLANEOUS REVENUES				
OTHER				
All Other Misc Revenue	135			
Cash Over And Short	3		(17)	
Credit Card Convenience Fees	36,435	35,305	82,474	60,000
	<u>36,573</u>	<u>35,305</u>	<u>82,457</u>	<u>60,000</u>
INVESTMENT INCOME				
Interest on Pooled Investments			40,637	40,000
			<u>40,637</u>	<u>40,000</u>
TOTAL MISCELLANEOUS REVENUE	<u>36,573</u>	<u>35,305</u>	<u>123,094</u>	<u>100,000</u>
TRANSFERS FROM OTHER FUNDS				
Transfer from Other Funds			2,018,899	
TOTAL TRANSFERS FROM OTHER FUNDS			<u>2,018,899</u>	
SUB-TOTAL	<u>3,104,999</u>	<u>2,981,239</u>	<u>6,446,151</u>	<u>2,729,838</u>
PRIOR YEAR SURPLUS	<u>(1,180,586)</u>	<u>(569,780)</u>	<u>(3,933,245)</u>	<u>152,023</u>
TOTAL REVENUES	<u>1,924,412</u>	<u>2,411,459</u>	<u>2,512,906</u>	<u>2,881,861</u>

BUILDING INSPECTION FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ADMINISTRATION				
EXPENSES				
PERSONAL SERVICES	1,459,364	1,751,094	1,685,379	2,012,785
UTILITIES				
Water Service	642	682	700	695
Electric Service	11,469	11,547	10,075	10,373
Wastewater Service	748	771	768	787
Solid Waste Service	1,222	1,222	1,222	1,222
Solid Waste Service - Recycling	114	108	114	114
	14,195	14,330	12,879	13,191
INTER-CITY SERVICES				
Rental - Fleet Management	25,318	23,882	27,133	25,355
Gasoline - Fleet Management	14,787	18,798	13,173	15,885
Maintenance - Fleet Management	24,719	29,184	43,703	35,752
Purchasing & Stores Service	437	433	433	6,130
General Fund Services			129,616	216,899
Intra-Departmental Charges - PC & Network Support	41,806	39,353	41,196	40,514
Intra-Departmental Charges - Telephone	9,324	10,362	10,362	8,594
Intra-Departmental Charges - Facilities	25,682	32,009	31,909	32,169
Intra-Departmental Charges - Janitorial	17,525	24,111	24,111	25,049
Intra-Departmental Charges - Training Ctr	742	742	742	742
Intra-Departmental Charges - IT Operations - GIS	19,335	21,807	21,807	22,704
Intra-Departmental Charges - IT Operations - Application Dev	112,085	130,457	130,457	136,541
Intra-Departmental Charges - IT Operations - Network Support	28,079	25,821	26,122	25,980
	319,839	356,959	500,764	592,314

BUILDING INSPECTION FUND

	FY19	FY20	FY20	FY21
	Actual	Revised Budget	Forecast	Proposed Budget
ALL OTHER O&M				
Contractual Services	8,328	109,168	117,168	100,000
Advertising	1,471	6,394	1,500	5,000
Annual Audit				2,000
Visa/Mastercard Bank Charges	33,374	35,000	65,500	60,000
Contract Labor	37,547	35,138	35,000	35,000
Leases	598			
Repair Of Equipment		685	685	685
Printing & Photography	267	606	606	606
Postage & Mailing	2	699	699	699
Subscription & Membership	3,344	4,755	4,095	3,595
Telephone Communications	11,583	12,100	12,100	12,100
Travel	5,450	4,695	4,695	4,695
Training	5,988	7,613	7,613	7,613
Office Supplies	6,085	18,807	18,807	18,807
Equipment - Noncapital	8,339	15,903	7,903	7,903
Uniforms	2,204	4,868	4,868	4,868
	124,579	256,431	281,239	263,571
SUB-TOTAL	1,917,977	2,393,814	2,495,261	2,881,861
SPECIAL PROJECTS				
ProjectDox Software	6,435	17,645	17,645	
	6,435	17,645	17,645	
TRANSFERS TO OTHER FUNDS				
Transfer To Fleet Mgmt Reserve		15,000	15,000	
		15,000	15,000	
GRAND TOTAL	1,924,412	2,411,459	2,512,906	2,881,861



The Capital Improvement Plan (CIP) section provides an explanation of the 10-year CIP, its guidelines and policies and how it is directly related to the City's strategic planning process.

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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.



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Capital Improvement Plan Overview

The adopted 10-year Capital Improvement Plan (CIP) provides the necessary components of a comprehensive plan to foster long-term growth for the City of Lakeland. It is an economical and responsible financial plan to ensure quality public services today and in the future. The CIP contains information on how the City plans to invest available resources into Lakeland's infrastructure and facilities. The CIP is updated annually as needs and priorities change within the City.

What are Capital Improvements?

A capital improvement is a major addition to the City's inventory of assets which has an expenditure that goes beyond the operational budget as well as an extended life expectancy. Capital improvements may consist of a major construction expansion, purchase or major repair/replacement of buildings, infrastructure, or other property. More specifically, a wide variety of projects can be deemed as capital items, such as:

- Roads, sidewalks, bicycle lanes, traffic calming, and street resurfacing projects
- Parks, trails, recreation centers, playground equipment, and beautification projects
- Fire stations, police stations, training facilities, and major equipment purchases
- Stormwater, drainage and lakes, and environmental projects
- Power, water, and wastewater treatment plants

Capital improvement projects are developed from departmental requests, based upon known operational and project needs. They are also based upon the City's Comprehensive Master Plan and master plans developed for certain core services provided by the City.

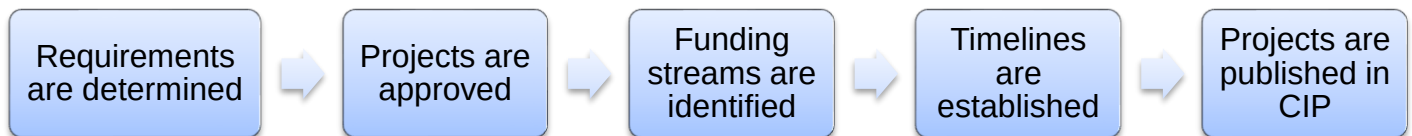


Figure F-1: Capital Improvement Project Process

Capital Improvement Project Funds

Lakeland's Capital Improvement Project Funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

Below are the City of Lakeland's Capital Improvement Project Funds:

- **Transportation**
- **Public Improvement**
- **Downtown Community Redevelopment Area (CRA)**
- **Midtown CRA**
- **Dixieland CRA**
- **Stormwater**
- **Parking**
- **RP Funding Center**
- **Airport**
- **Water**
- **Wastewater (WW)**
- **Lakeland Electric**

Capital Improvement Plan Overview

Comprehensive Planning

The Capital Improvement Plan is used as part of the long-range planning process by providing the regulatory framework to ensure there is sufficient infrastructure, either planned or already in place, to support the current and future population of our community.

The City of Lakeland's Comprehensive Plan, among other functions, examines the population projections and capacity of public facilities to serve future development as well as the financial capacity of the City to make improvements to those facilities. Lakeland's Comprehensive Plan is made up of various elements that address topics of growth management. One element, titled Capital Improvements Element (CIE), is intended to relate the costs and funding necessary to help prepare for the anticipated growth in Lakeland over the next five or more years.

On an annual basis, City staff review and update the CIE in concert with the annual adoption of the City's Budget and CIP. Together they outline the timing, location, and funding of capital projects to achieve or maintain adopted level of service standards for public facilities that are necessary to implement the goals, objectives, and policies of the Comprehensive Plan.

Capital Improvement Plan Guidelines and Policies

Capital improvements are programmed and scheduled based upon the City's projected financial ability to purchase and maintain the capital project or equipment, except in the case of emergency repairs.

The City of Lakeland's Capital Improvement Plan is developed using the following guidelines and policies:

- The City develops a 10-year Capital Improvement Plan.
- Capital project budgets are adopted on a project basis at the inception of the project.
- The City will coordinate the development of the Capital Improvement/Replacement Budget with the development of the annual Operating Budget. Each capital project is reviewed for its future impact on the Operating Budget.

Capital Improvement Project Evaluation and Prioritization

Capital projects are evaluated and prioritized using the following criteria:

- Projects specifically included in an approved capital asset replacement schedule will receive priority consideration.
- Capital Projects that will reduce recurring operating costs will receive priority consideration.
- The worthiness of the capital improvement project in relation to factors such as financial feasibility, safety, welfare, fulfillment of City Goals, and impact on operational costs.
- Fulfillment of the City's legal commitment to provide facilities and services, to preserve or achieve full use of existing facilities and to eliminate existing capacity deficits.
- Increase in effective use of existing facilities, whether or not it prevents or reduces future improvement costs, provides service to developed areas lacking full service, or promotes infill development.
- The project must be consistent with the location needs based on the projected growth patterns, the accommodation of new development, and redevelopment of facility needs.

Capital Improvement Plan Overview

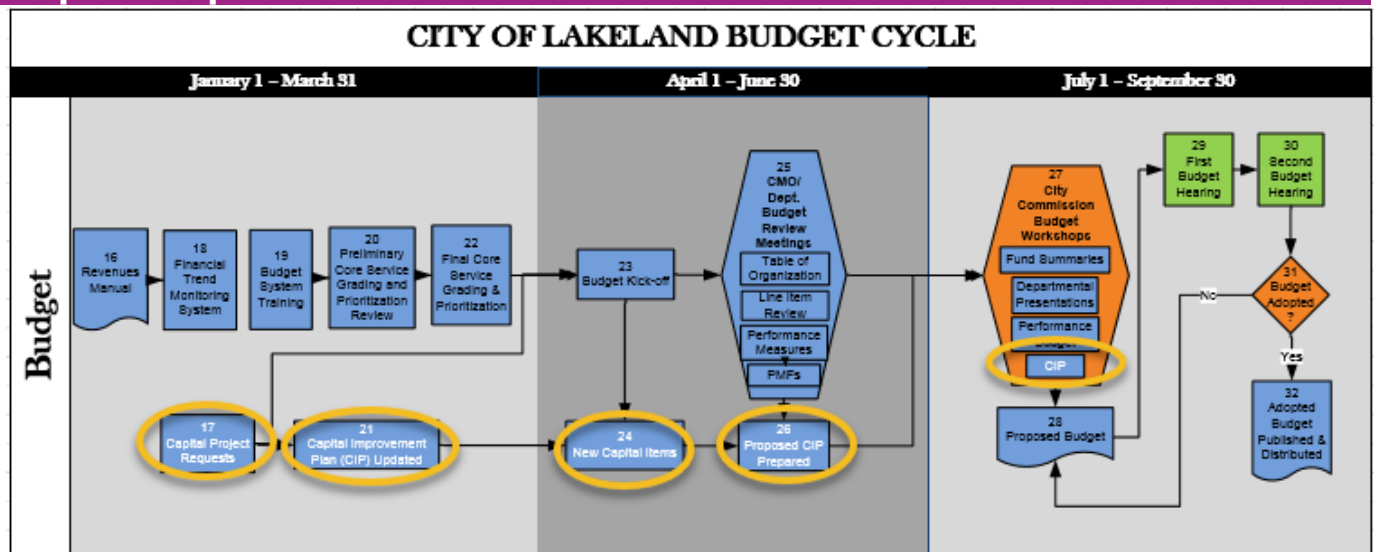


Figure F-2: City of Lakeland Budget Cycle

Annual CIP Process

The Capital Improvement Plan is only one portion of Lakeland's multi-faceted budget process. While each step of the budget process is explained in the Budget Overview and the Performance Budget sections, the image above simply highlights the steps related to the CIP and their relation to the overall process.

The capital project request process begins in February of each year when all departments are asked to identify their projected needs. Departments evaluate all existing equipment, facilities, and other capital items, to determine if useful life has been exceeded, or will be exceeded, in the coming budget year. The assessment compiles information about the requesting party, the justification for the project or equipment, the amount required, date required, implications of not proceeding with the request, and any sources of revenue associated with funding the request.

An informal Capital Improvement Plan review committee is formed to review requests for changes or additions. This committee consists of representatives from the City Manager's Office, the Finance Department, and the requesting department.

During June and July, the CIP is updated with annual adjustments and approved capital items. The new Capital Improvement Plan is then proposed to the Lakeland City Commission during Budget Workshops in August. Public hearings and final adoption of the Budget, including the Capital Improvement Plan, occur in mid-September.

The Capital Improvement Plan is a plan and therefore can be subject to change based on a variety of reasons. Priorities can change, service needs can shift, etc., and because of this, planned projects shown in later years are not necessarily guaranteed funding. Funding is appropriated by the City Commission only for the current fiscal year of the Capital Improvement Plan. However, it is important to present and approve a 10-year plan in order to establish funding priorities and for long-range planning and coordinating purposes.

CIP Impact on the Operating Budget

Capital Budget Impact on the Operating Budget

CIP projects can serve to increase costs or decrease costs on the basis of whether they are capital or labor intensive. Installation of new technology may serve to decrease operating expenditures by reducing reliance upon labor. Alternatively, new facilities and land acquisitions typically increase operating expenditures due to a high reliance upon labor, vacant parcels that will likely require fencing, security, weed control, etc., until the land is ready to be converted into a park, used for right-of-way, etc. Although it may be prudent to purchase land in advance of immediate need, such land banking practices increase operating costs.

Operating costs are carefully considered and included in deciding which projects move forward in the CIP budget. Although it may be possible to pay for the capital costs of projects, it is typically impossible to absorb many large increases in operating costs at once. Therefore, projects are programmed to prevent great shocks to operating budgets.

Many improvements make a positive contribution to the fiscal well-being of the City. Capital projects, such as the redevelopment of underperforming or underutilized areas of the City and infrastructure expansions needed to support new development, help promote the economic development and growth that generates additional operating revenues. These new revenue sources provide the funding needed to maintain, improve, and expand the City's infrastructure.

The City's operating budget is directly affected by the CIP budget. As a rule, any new capital improvement will impact ongoing expenses on routine operations, repairs, and maintenance, either positively or negatively. New facilities, such as libraries and fire stations, or new service vehicles, often require additional staff. Existing facilities and equipment typically require increased expenditures for rehabilitation, renovation, and upgrades. Changes in best practice or regulation may result in changing costs to improve safety and concerns regarding structural integrity. Financing of new capital through pay-as-you-go, grant funds, debt service, or other methods, will also impact the operating budget depending upon the selected method and available financing capacity.

Operating and maintenance costs associated with capital projects are reviewed at the time of approval. Departments may be required to absorb increases in operating costs within their budgets. Alternatively, supplemental requests for operating funds may be approved in the annual operating budget. Supplemental requests for operating funds are reviewed and balanced against all other requests for additional funding needs.

Each department along, with the Finance Department, provides estimates of future costs associated with the operation and maintenance of capital assets. Some of the considerations in the creation of the CIP Budget are provided in the discussion below and on the following pages.

Airport Fund

Maintenance of runways, taxiways, terminal areas, as well leased hangars, facilities, and other leased areas impact the operating budget. These facilities and infrastructure help to broaden the airport revenue base and create new employment opportunities for Lakeland. Development initiatives are coordinated with Federal Aviation Administration (FAA) and Florida Department of Transportation (FDOT) for CIP.

CIP Impact on the Operating Budget

Community Redevelopment Agency (CRA) Funds

Provide small project assistance, corridor enhancements, alley improvement projects, owner-occupied rehabilitation, and residential redevelopment in the CRA Districts of Dixieland, Downtown, and Midtown.

Lakeland Electric Fund

Lakeland Electric provides electric service to a population of over 290,000 with over 111,000 residential and over 13,000 commercial accounts. The maintenance, updating of equipment, and infrastructure enhancements reduce service outages and required repairs, increasing efficiency in operations.

Public Improvement Fund

Facilities Maintenance - Lakeland's Facilities Maintenance provides maintenance, construction, janitorial, safety, and fire suppression system support services for the City's 186 facilities. These services include structural, heating, ventilation and air-conditioning (HVAC), plumbing, electrical, carpentry, painting, roofing, physical security, and fire suppression systems. Facilities Maintenance maintains approximately 2,900,000 square feet of various building space and performs over 10,000 work orders, per year, with a staff of 67 full-time employees.

Cemeteries - The Cemeteries Division operates and maintains six cemeteries at two locations. Three of the older cemetery locations have been sold out for several years; however, approximately 10 burials occur each year. The remaining cemeteries at Oak Hill Burial Park consist of 200 acres of property, 120 acres of which are developed. Oak Hill Burial Park has approximately 400 burials each year and is the largest perpetual care cemetery in Polk County. This year, a 48 Niche Columbarium is being constructed at Oak Hill Burial Park.

Library - Lakeland's three public library locations contribute to our community's Quality of Life. Our libraries are active spaces where all ages can come to learn. Many attend our life-skills and technology classes or participate in our popular children's programs. Use of the library's collection remains steady and purchases of digital content continue to grow. Typically, the library records over 700,000 visits and circulation tops 975,000 items. Monies in the Public Improvement Fund allow for new equipment, updates to library facilities, and special projects to enhance customer services.

Lakeland Fire Department - The Lakeland Fire Department strives to provide high-service standards of safety, suppression, and disaster response. Refurbishing the Fire Training Facility will provide our firefighters with the training they need to continue their high-service standard. Continual replacement of fire equipment and service vehicles also ensures our firefighters are prepared to respond to over 25,000 calls for service annually.

Lakeland Police Department - The Lakeland Police Department Communications Center is often our citizens' first line of public safety. Annually, the Communications Center handles over 300,000 calls for service, with over 90,000 of them being citizen-generated calls resulting in a police unit being dispatched. The FY 2020 CIP project replacing the CAD/Reporting System, enabled our Emergency Communications Specialists and Police Officers to better serve and protect our citizens.

Parks and Recreation - Lakeland's Parks and Recreation maintain more than 71 parks and facilities, tennis courts, two swimming pools, 87 walking/jogging paths, and 9 sports complexes. These amenities serve residents and visitors to the greater Lakeland area.

CIP Impact on the Operating Budget

Parking Fund

Parking Services provide operation and maintenance of the City-owned parking garages and lots (three garages with over 1,500 spaces, 11 parking lots with about 700 spaces, and almost 600 on-street parking spaces) ensuring a clean and safe parking environment. Garages and public parking areas are maintained for cleanliness and structural integrity and kept to high standards.

RP Funding Center Fund

As a key part of Lakeland's Cultural and Community Services, the RP Funding Center is a venue of choice for the greater Lakeland and Polk County area, as well as touring artists and events. By replacing aging equipment, the RP Funding Center can enhance sales, reduce repairs and increase efficiency in its operations.

Transportation Fund

Construction and Maintenance

The infrastructure inventory consists of approximately:

- 804 miles of paved City streets
- 22 miles of alleys
- 267+ miles of sidewalks
- A citywide storm drainage system that includes roughly:
 - 160 miles of underground storm sewer pipe
 - 60+ miles of ditches
 - Approximately 8,000 storm inlets
 - 170 detention/retention ponds
 - 419 outfall structures
 - 10 City-maintained lakes

Construction - Our Construction and Maintenance Division provides services for a wide range of construction projects, including major roadways, parking lots, stormwater drainage systems, sidewalks, curbing, sanitary sewer projects, and City parks. The City of Lakeland is committed to ensuring that every service, program, activity, and facility open to the public or operated or funded by the City is fully accessible to all visitors and members of the community.

Maintenance - The Construction and Maintenance Division is responsible for resurfacing and striping all City streets, grading roadways and alleys, cleaning pedestrian walkways and storm drain inlets, making roadway repairs, restoring utility cuts, and repairing or replacing damaged sidewalks, curb sections, stormwater inlets, and other concrete structures.

Engineering - Oversees roadway and stormwater facilities CIP projects, provides design and project management, obtains necessary permits for the design projects from agencies such as the Southwest Florida Water Management District (SWFWMD), Florida Department of Environmental Protection (FDEP), Florida Department of Transportation (FDOT), and Polk County.

Fleet Management - Our Fleet Management Division is responsible for the maintenance, fuel, purchase, and disposal of over 1,300 vehicles and pieces of equipment each year.

CIP Impact on the Operating Budget

Transportation Fund Continued

Traffic - Traffic Operations maintains and operates 174 traffic signals (107 owned by FDOT and 67 owned by the City), 16 “Bluetooth” sensors, 14 Railroad by-pass “blank-out” signs, and 89 real-time closed-circuit television cameras (CCTV). These devices allow personnel to monitor the traffic signals from the City's Traffic Management Center (TMC). All of these devices are interconnected by a redundant fiber network which provides desktop electronic access from the TMC. The major corridors in the City, such as Florida Avenue (SR 37) and Memorial Boulevard (US 92) have their traffic signals coordinated to maximize traffic flow and enhance operational safety.

Stormwater Fund

The Stormwater CIP Fund allows the City to operate 6 street sweepers that maintain 551 lane miles of curbed streets. Annually, they clean the equivalent of 20,000 street miles and collect 2,500 tons of debris, preventing it from entering the storm-sewer system. The removal of the debris, via street sweeping, has a positive impact on the surface water quality in the City's lakes. Other activities undertaken to improve the surface water quality in the City's lakes includes the operation of 15 pollution control devices (PCD) placed at the end of stormwater outfall pipes, utilized to remove sediment and trash from the stormwater flow prior to its discharge to a surface water body. The PCDs are cleaned by City crews using vacuum trucks on a monthly basis. The City monitors surface water quality and ecosystem health through quarterly sampling and monthly field testing of the City's surface water bodies.

Wastewater Utilities Fund

CIP projects to replace aging Wastewater Pump Station equipment and update controls, which are no longer supported and different from other panels throughout our system, help bring savings in operational costs and improve efficiency.

Water Utilities Fund

CIP project expenditures on water line replacements help reduce the number of leaks and breaks per linear mile. Additionally, replacement of leak detection equipment is vital to Water Distribution's ongoing leak detection program. New equipment will help pinpoint locations of water loss that are not necessarily seen resulting in a reduction in hours to complete repairs and areas of excavation. This effort helps us comply with state regulations that are mandated by the South Florida Water Management District SFWMD.

CIP Impact on the Operating Budget

Relationship between the Operating Budget and the CIP

There are many characteristics that differentiate the City's operating budget from the Capital Improvement Program. The operating budget provides funding for the day-to-day operations of providing services to our residents on an annual basis but does not result in the purchase of physical assets of the City. Resources for the operating budget include ad valorem and other taxes, licenses and permits, intergovernmental revenues, charges for services, fines and forfeitures, interest, and other miscellaneous revenues.

The Capital Improvement Plan includes one-time costs for capital projects that can last many years. These projects result in the purchase or construction of major assets for the City. Although resources for the capital budget can be the same as the operating budget, depending on the size and scope of the project, it may be prudent to finance the project versus the pay-as-you-go method.

Aside from the noted differences above, the operating budget and Capital Improvement Program are closely linked. The most obvious connection is the fact that the operating budget assumes the costs of maintaining and operating new facilities or equipment that are built or procured under the Capital Improvement Program through recurring and non-recurring projects.

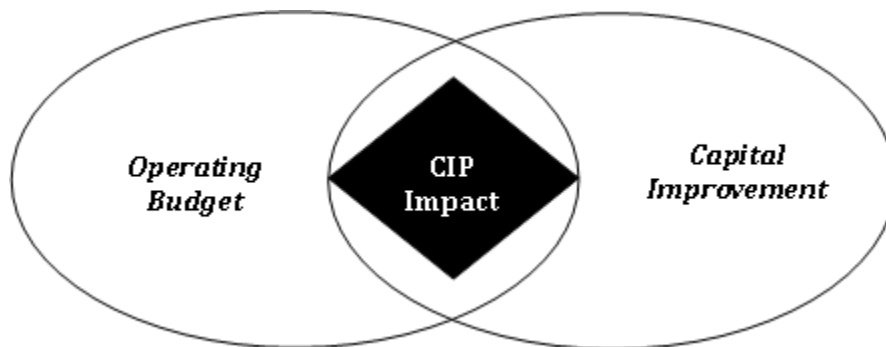


Figure F-3: CIP Impact

CIP Impact on the Operating Budget

CIP Non-Recurring Projects Impact on Operating Budget

Below is an estimated impact of operating costs for all Non-Recurring Significant Capital Projects budgeted for FY 2021 by Fund. If it is possible to identify at this time in the project's life cycle, the individual projects include an estimated future operating budget impact.

Fund	Capital Expenditures	Personnel Costs	Other Operating Costs	Total
Transportation	\$8,337,958	\$ -	\$ -	\$8,337,958
Public Improvement*	25,398,686	-	(2,000)	25,396,686
Downtown CRA	1,909,516	-	-	1,909,516
Midtown CRA	5,119,883	-	-	5,119,883
Dixieland CRA	453,955	-	-	453,955
Stormwater	7,456,223	-	-	7,456,223
Parking	36,000	-	-	36,000
RP Funding Center	1,595,458	-	-	1,595,458
Airport	13,094,980	-	-	13,094,980
Wastewater	25,082,938	-	-	25,082,938
Water	11,809,414	-	-	11,809,414
Lakeland Electric	39,215,590	-	-	39,215,590
Total	\$139,510,601	\$ -	\$(2,000)	\$139,508,601

Figure F-4: CIP Non-Recurring Projects Impact on Operating Budget

An overview of the City's **Debt Management** policies is included in the Long-Range Planning Section (Pages C-31 through C-36). The Section includes explanations and definitions of the:

- Purpose of Long-Term Debt
- Types of Debt/Revenue Debt Programs
- Debt Trends
- Recent Debt Management Activities
- Debt Service Requirements
- Ratings and Coverage

A more detailed explanation of the City's **Debt** and **Debt Management** activities can be found in the **City's Comprehensive Annual Financial Report** and its **Annual Report to Bondholders**, both of which are available on the City's website at www.lakelandgov.net.

Capital Expenditure Summary

Below are the approved capital project totals by fund for the upcoming fiscal year and the project totals for the 10-year plan.

FY2021 Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$8,337,958	6%
Public Improvement	25,398,686	18%
Downtown CRA	1,909,516	1.40%
Midtown CRA	5,119,883	4%
Dixieland CRA	453,955	0.32%
Stormwater	7,456,223	5.3%
Parking	36,000	0.03%
RP Funding Center	1,595,458	1.1%
Airport	13,094,980	9.4%
Wastewater	25,082,938	18%
Water	11,809,414	8.45%
Lakeland Electric	39,215,590	28%
FY2021 Total	\$139,510,601	100%

Figure F-5: Capital Improvement Fund Totals

10-Year Capital Improvement Fund Totals

Fund	Total	Percentage
Transportation	\$67,695,465	6.19%
Public Improvement	198,163,795	18.1%
Downtown CRA	13,355,598	1.2%
Midtown CRA	37,327,414	3.4%
Dixieland CRA	2,877,559	0.26%
Stormwater	76,803,183	7%
Parking	956,200	0.1%
RP Funding Center	15,897,621	1.5%
Airport	92,352,998	8.44%
Wastewater	96,518,752	8.82%
Water	57,752,820	5.28%
Lakeland Electric	434,725,930	39.72%
10-Year Total	\$1,094,427,335	100%

Figure F-6: 10-Year Capital Improvement Fund Totals

The following pages provide graphical representations identifying where the CIP dollars came from, are being spent, and historical/future projections.

Capital Funding - Sources

Where City of Lakeland CIP Dollars Come From

FY 2021 CAPITAL FUNDING SOURCES ALL FUNDS FY2021 TOTAL \$139,510,601

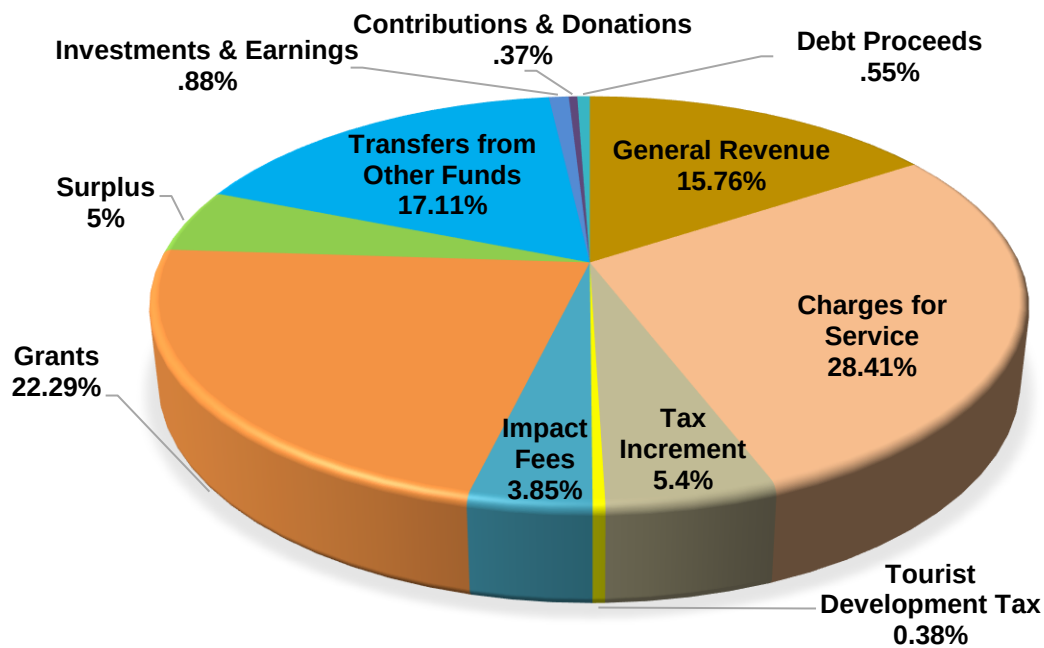
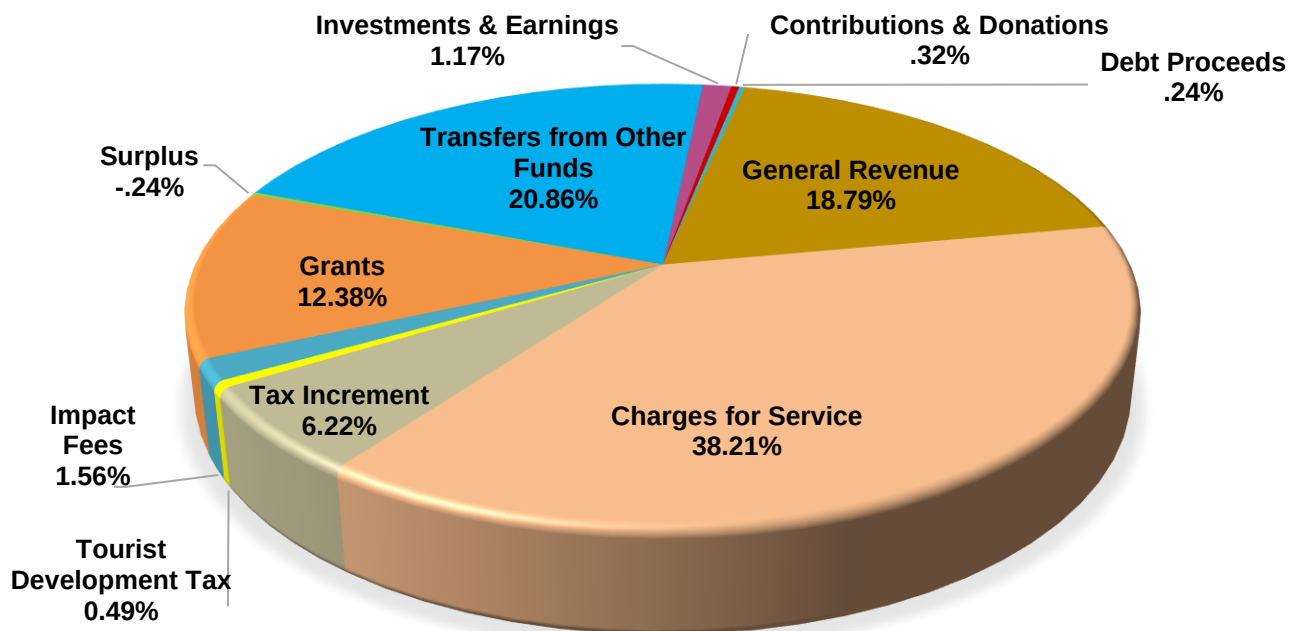


Figure F-7: Capital Funding Sources Pie Chart

10-YEAR CAPITAL FUNDING SOURCES ALL FUNDS FY 2021 - FY 2030 TOTAL \$1,094,427,335



Negative Surplus Balance contributes to dollars held in unappropriated surplus.

Figure F-8: 10-Year Capital Funding Sources Pie Chart

Capital Funding - Uses

Where City of Lakeland CIP Dollars Go

CAPITAL FUNDING USES ALL FUNDS FY 2021 TOTAL \$139,510,601

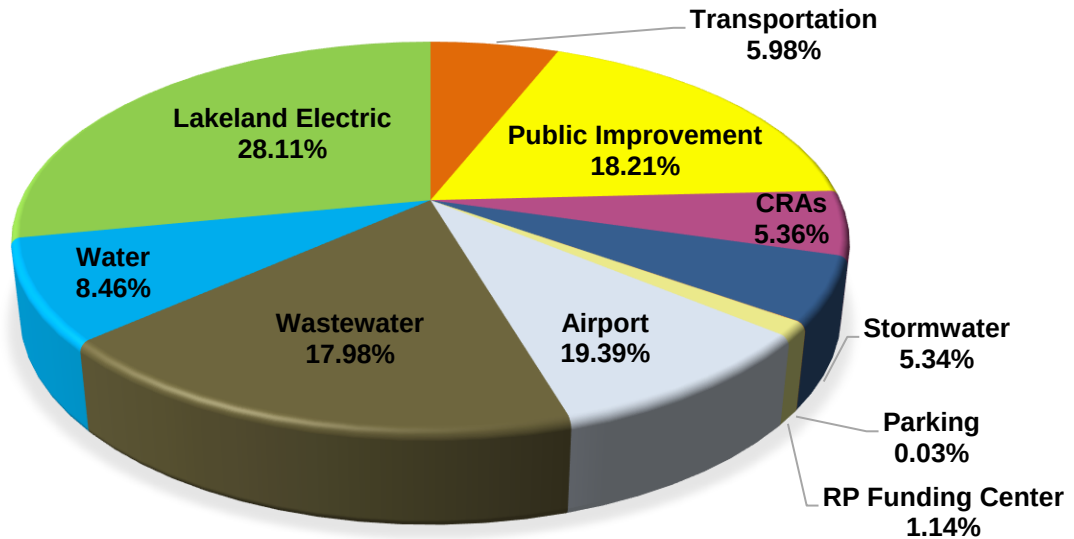


Figure F-9: Capital Funding Uses All Funds Pie Chart

10-YEAR CAPITAL FUNDING USES ALL FUNDS FY 2021 - FY 2030 TOTAL \$1,094,427,335

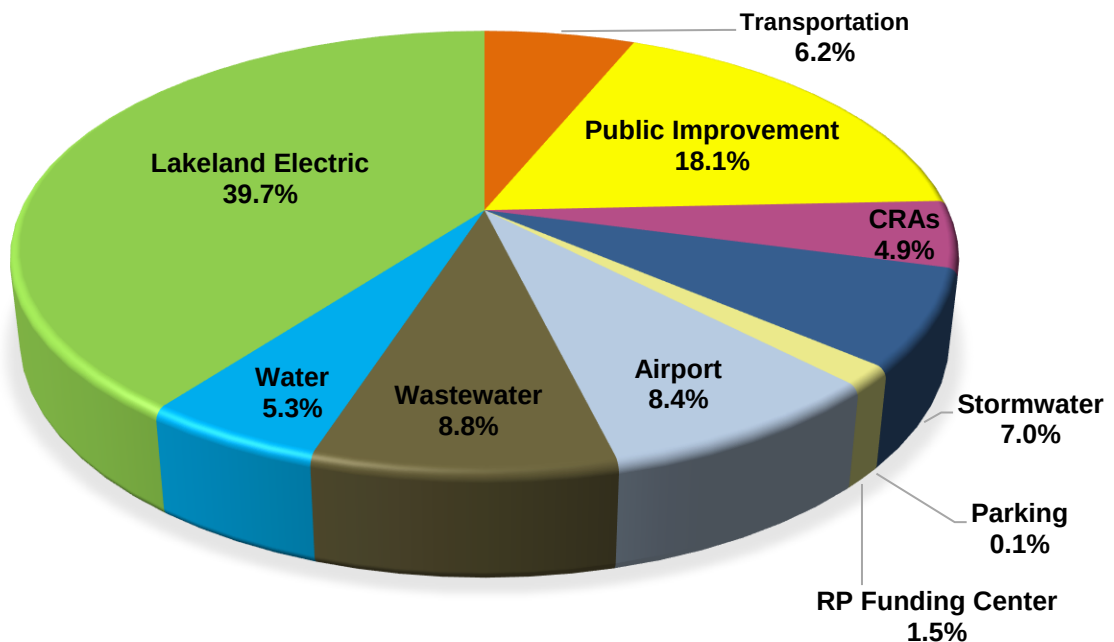


Figure F-10: 10-Year Capital Funding Uses Pie Chart
Fiscal Year 2021 Annual Budget

Capital Improvement Projects by Fund Color Legend

The chart below identifies each CIP fund and the color used in the following charts and maps to differentiate each fund.

City of Lakeland - CIP Funds
TRANSPORTATION
PUBLIC IMPROVEMENT
DOWNTOWN CRA
MIDTOWN CRA
DIXIELAND CRA
STORMWATER
PARKING
RP FUNDING CENTER
LAKELAND LINDER INTERNATIONAL AIRPORT
WASTEWATER
WATER
LAKELAND ELECTRIC

Figure F-11: City of Lakeland - CIP Funds Color Legend

Historical and Projected CIP Expenditures

The graph below reflects the historical and projected expenditure trends for the Capital Improvement Program. Fiscal Years 2014 through 2020 reflect actual expenditures. Fiscal Year 2021 is the amount budgeted for capital outlay from the General Fund. Fiscal Years 2022 through 2030 are projected amounts as per the Ten-Year Capital Improvement Plan.

Figure F-12: CIP Funds Color Legend

CIP Funds Legend
TRANSPORTATION
PUBLIC IMPROVEMENT
CRAs
STORMWATER
PARKING
RP FUNDING CENTER
AIRPORT
WASTEWATER
WATER
LAKELAND ELECTRIC

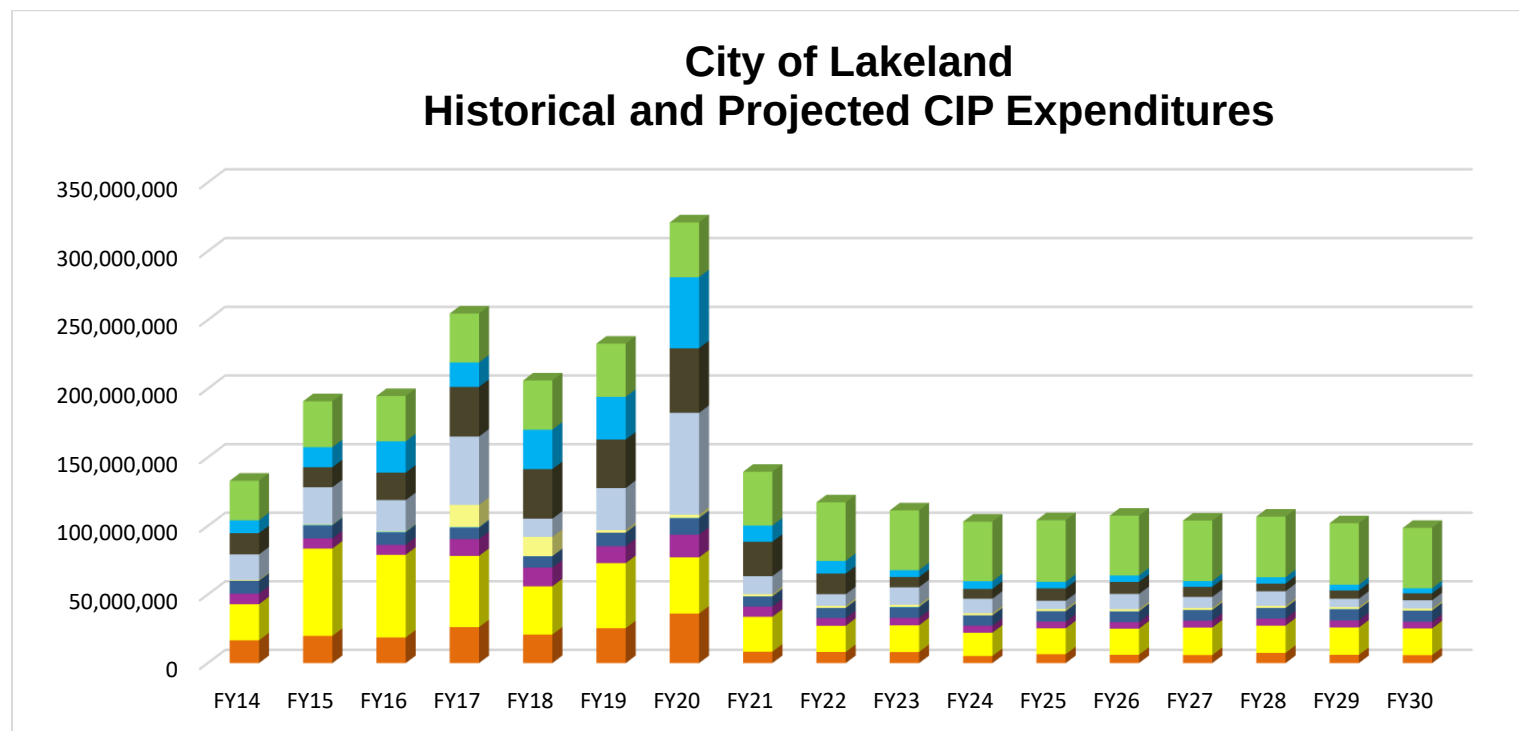


Figure F-13: Historical and Projected CIP Expenditures Graph

Historical and Projected CIP Expenditures

The chart below gives numerical reference to the trending bar chart on previous page. An example, for reference, is Fiscal Years 2015 (\$63,659,924) and 2016 (\$60,252,926) reflect an increase in the Public Improvement Fund Expenditures in comparison to FY 2014. Expenditures reflect design and construction to Joker Marchant Stadium. Financing the project allowed the City to accelerate the project rather than utilize the standard pay-as-you-go method, which would have spread the cost of the project over several years, causing multiple disruptions in service to our Detroit Tigers and our baseball patrons. Additional information can be found using prior year budget documents in the individual fund worksheets located in the CIP Worksheets tab.

City of Lakeland Historical & Projected CIP Expenditures	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27	FY28	FY29	FY30
TRANSPORTATION	16,617,960	19,852,202	18,706,273	26,266,871	20,879,620	25,440,181	36,118,789	8,337,958	8,145,558	8,119,481	5,223,771	6,520,713	6,103,675	5,915,450	7,486,919	6,025,950	5,815,990
PUBLIC IMPROVEMENT	26,342,189	63,659,924	60,252,926	51,869,389	35,116,396	47,482,104	41,000,229	25,398,686	19,079,906	19,488,146	16,955,403	18,889,585	19,033,482	20,011,068	19,862,445	19,931,912	19,513,162
CRAs	7,718,480	7,411,049	7,292,793	12,293,153	13,661,634	12,338,978	16,508,393	7,483,354	5,613,066	5,415,564	5,103,387	4,896,721	4,834,790	5,019,157	5,157,078	5,171,935	4,865,519
STORMWATER	9,364,075	9,480,874	8,925,953	8,243,335	8,287,470	9,828,479	11,983,571	7,456,223	7,367,294	7,570,442	7,510,535	7,578,516	7,649,652	7,768,817	7,717,840	8,060,009	8,123,855
PARKING	24,000	514,000	699,230	532,866	39,527	62,757	369,285	36,000	52,500	439,000	1,000	17,000	159,700	1,000	18,000	231,000	1,000
RP FUNDING CENTER	619,695	456,958	466,590	16,226,602	14,083,550	1,813,742	2,254,363	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081	1,612,554
AIRPORT	18,586,886	26,850,507	22,557,464	49,758,571	13,269,837	30,699,237	74,259,306	13,094,980	8,416,000	12,685,365	10,551,087	6,001,481	11,073,449	8,004,149	10,629,149	6,004,870	5,892,468
WASTEWATER	15,547,785	14,592,664	19,985,987	36,143,364	36,143,364	35,386,654	46,978,332	25,082,938	15,017,938	7,462,938	7,177,938	9,042,000	8,797,000	7,292,000	5,582,000	5,992,000	5,072,000
WATER	9,330,459	14,592,664	22,859,208	17,794,935	28,769,852	31,028,854	51,699,140	11,809,414	9,258,414	4,986,414	5,651,414	4,751,414	4,679,150	4,179,150	4,579,150	4,179,150	3,679,150
LAKELAND ELECTRIC	28,861,475	33,506,740	32,976,696	35,605,447	35,785,334	38,752,028	39,844,208	39,215,590	42,718,499	43,621,807	43,354,701	44,888,868	43,629,619	44,147,615	44,247,527	44,851,180	44,050,524
Total	133,013,004	190,917,582	194,723,120	254,734,533	206,036,584	232,833,014	321,015,616	139,510,601	117,264,184	111,383,706	103,123,314	104,179,894	107,553,619	103,931,003	106,843,705	102,011,087	98,626,222

Figure F-14: List of Historical and Projected CIP Expenditures

Capital Improvement Projects by Fund

The following pages includes aerial maps of all CIP projects in total and by fund. These maps help to identify where CIP dollars are being spent throughout the City. In addition, each fund includes a master list of appropriated capital projects.

A project is considered to be a Significant Non-Recurring Project if it has a considerable impact on the operating budget and it rarely occurs. In the Master List for each fund, each project is identified as either recurring or non-recurring.

Each fund having significant non-recurring projects includes, where available, special pages highlighting project details including impact on operating budget.

Map of Significant CIP Projects by Fund

This map shows the CIP projects for all funds with a specific location. Locations marked with a star ★ have more than one project associated with it. A location map and a list of projects for each individual fund is provided beginning on page F-20.

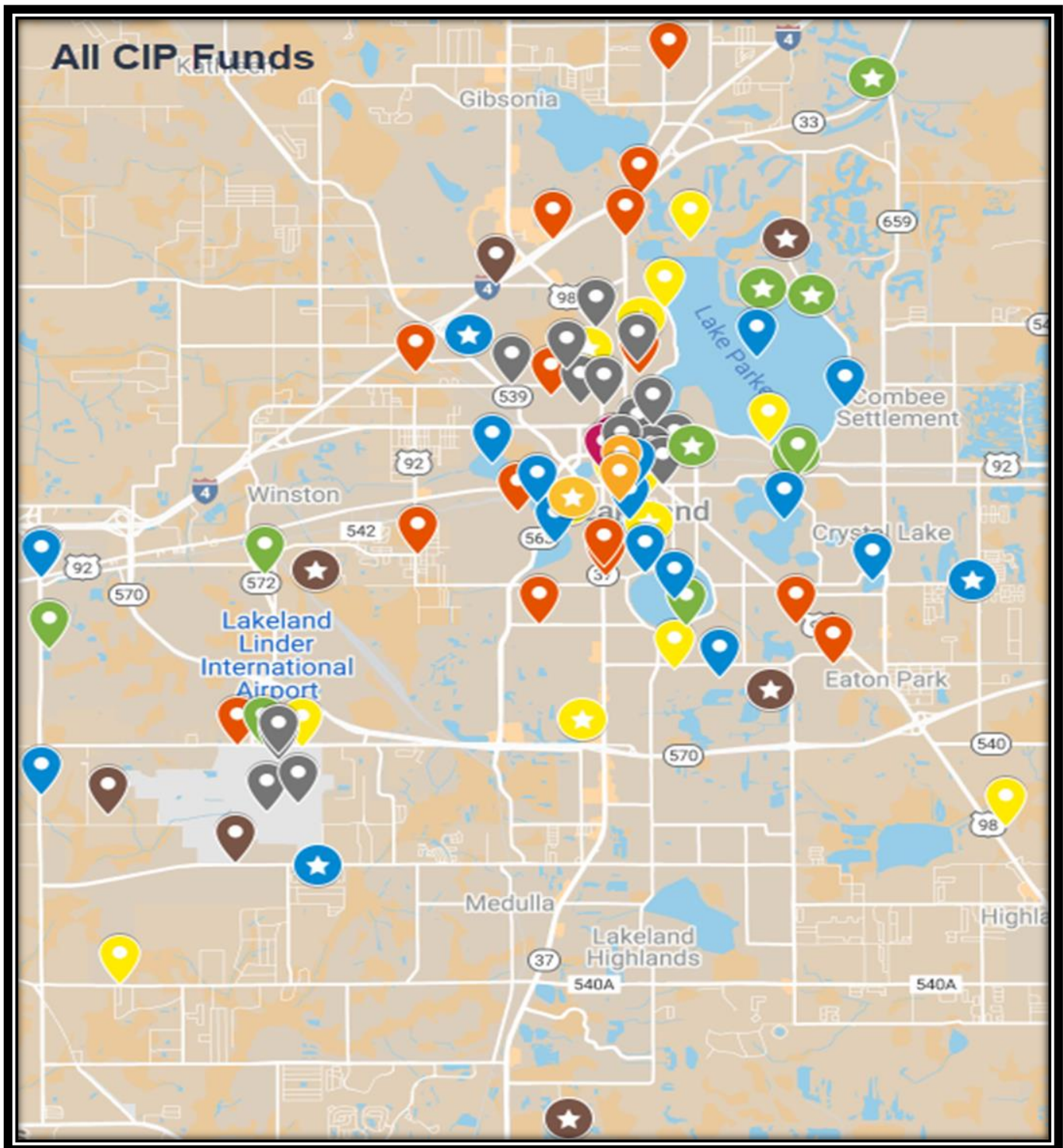


Figure F-15: CIP Project Map – All Funds

Map of Transportation Fund CIP Projects

This map shows Transportation Fund projects with a specific location. All Transportation Fund projects are listed on the Master Sheets following this page.

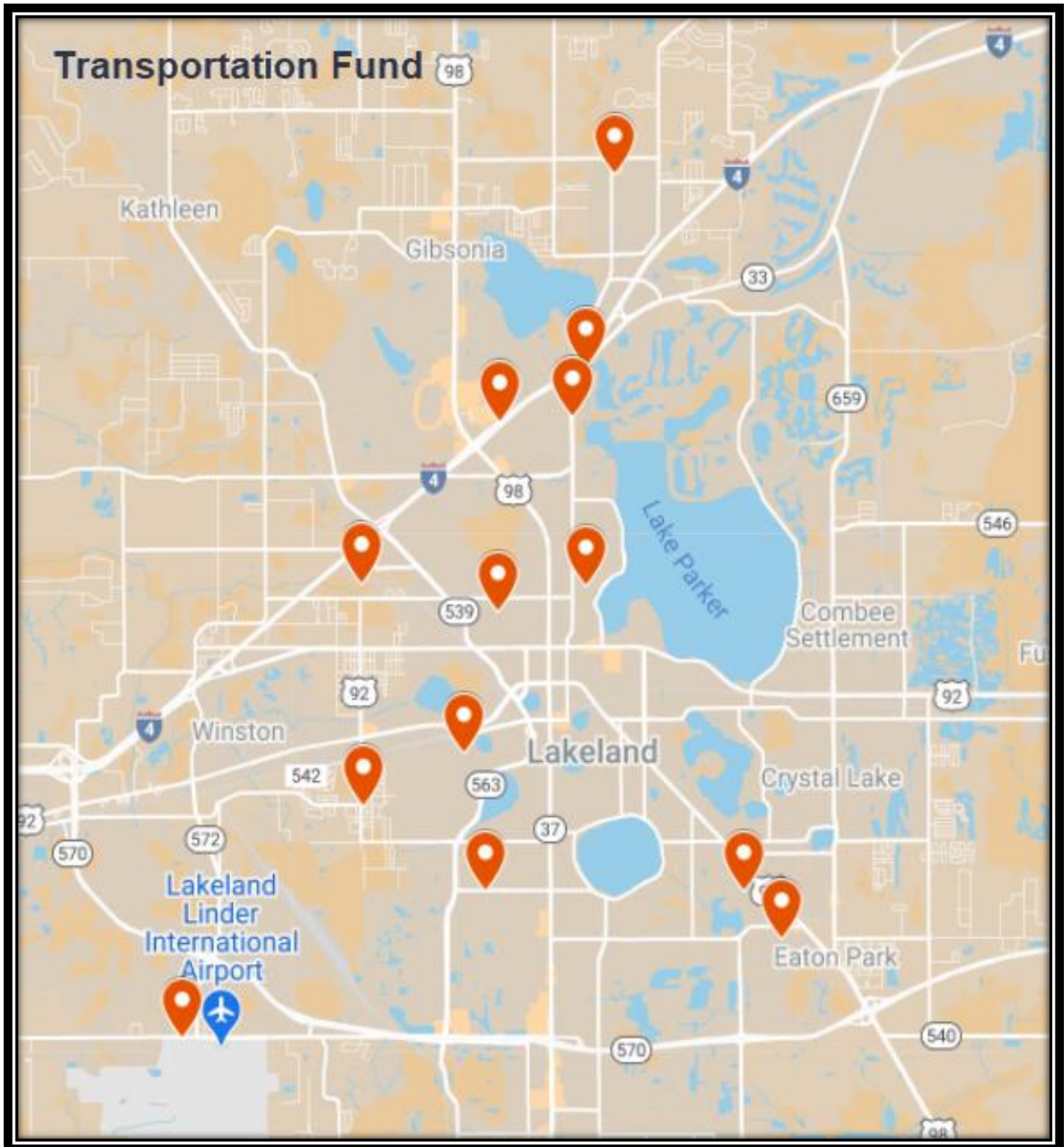


Figure F-16: CIP Map – Transportation Fund

Transportation Master List of CIP Projects

Master List of Appropriated Capital Projects Transportation Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Sidewalk Projects:		
Sidewalk Repair & Replacement	Recurring	\$803,419
Olive St (Cornelia Ave to Central Ave)	Recurring	75,750
S. Edgewood Drive (Taft St to US 98S)	Recurring	98,700
Beacon Road Sidewalk	Recurring	342,000
Gilmore Avenue (Parkview to E. Crawford)	Recurring	227,550
7th Street Sidewalk	Recurring	5,500
Sandpipers Drive Sidewalk	Recurring	16,500
Sylvester Road Sidewalk - Phase 2	Recurring	103,600
Street Resurfacing and Sealing Projects:		
Resurfacing & Sealing	Recurring	2,680,069
Street Resurfacing & Sealing Project - Pavement Markings	Recurring	155,000
Street Improvement Projects:		
Alley Improvement Project	Recurring	80,000
Transportation Impact Fee District 1 Projects:		
N. Lakeland East. Connector - Crevasse St. Ext.	Recurring	1,000,000
Corridor Study from SR 33 to Walt Loop Rd	Recurring	50,000
North Wabash Ave Extension	Recurring	800,000
Transportation Impact Fee District 2 Projects:		
Drane Field Rd Corridor Impr Phase I	Recurring	188,290
South Wabash Ave Extension	Recurring	69,680
Traffic Projects:		
ITS Maintenance	Recurring	25,000
Traffic Operations Projects	Recurring	10,000
Traffic Calming Projects	Recurring	20,000
Traffic Signal Rehabilitation	Recurring	50,000
Barricades/Traffic Cones	Recurring	2,500
COBALT Traffic Signal Controller Upgrade	Recurring	75,000
Rectangular Rapid Flashing Beacons	Recurring	30,000
Traffic Project - Traffic Studies & Analysis	Recurring	45,000
Traffic Project - Advanced Traffic Mgmt. System O&M	Recurring	431,013
SR 33 @ Lake Crago Drive Signalization	Non-Recurring	60,000

Figure F-17: Master List of Appropriated Capital Projects Transportation - Part 1

Transportation Master List of CIP Projects

Master List of Appropriated Capital Projects Transportation Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Miscellaneous Improvement Projects:		
Capital Contingency	Recurring	\$75,000
CSX Railroad Crossing Maintenance	Recurring	23,000
Right-of-Way Mowing	Recurring	48,383
Misc. Improvement Projects	Recurring	524,500
GIS Staff	Recurring	70,304
Contributions to Other Funds:		
Main St Garage Vault Cleaning	Recurring	1,000
NuPark	Recurring	35,000
Accommodations for Programs and Services		
ADA Compliance	Recurring	100,000
Miscellaneous Projects:		
Replacement of Survey Data Collectors	Non-Recurring	16,200

Figure F-18: Master List of Appropriated Capital Projects Transportation - Part 2

CIP Non-Recurring Significant Projects

Project Title: SR 33 at Lake Crago Drive Signalization

Priority: High
 Department: Public Works/Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life
 Funding Source: Gas Tax

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$25,000
Construction		35,000
Equipment		
Total	\$	\$60,000

Figure F-19: Funding – SR 33 at Lake Crago Drive Signalization



Project Description (Justification and Explanation):

Construction of a new traffic signal at the intersection of SR 33 at Lake Crago Drive. This is a public/private partnership between LRMC, Parks and Recreation, and Public Works.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating		4,500	4,500	4,500	4,500	18,000
Equipment						
Other						
Total	\$	\$4,500	\$4,500	\$4,500	\$4,500	\$18,000

Figure F-20: Budget Impact – SR 33 at Lake Crago Drive Signalization

Description of Future Operating Budget Impacts:

The City will be responsible for maintaining and operating the new signal. The new signal will be included in the FDOT Traffic Signal Maintenance Agreement.

CIP Non-Recurring Significant Projects

Project Title: Replacement of Survey Data Collectors

Priority: High
 Department: Public Works/Director's Office
 Project Manager: Assistant Director
 City Goal: Quality of Life
 Funding Source: Gas Tax

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		16,200
Equipment		
Total	\$	\$16,200



Figure F-21: Funding – Replacement of Survey Data Collectors

Project Description (Justification and Explanation):

Public Works Engineering will replace two data collectors that are outdated and can no longer be updated. The data collectors are used by our survey teams. The data collectors allow them to input data from the field and upload it into the database to be used in our GIS mapping system.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other		990	990	990	990	3,960
Total	\$	\$990	\$990	\$990	\$990	\$3,960

Figure F-22: Budget Impact – Replacement of Survey Data Collectors

Description of Future Operating Budget Impacts:

Engineering will need to increase the Software/Licenses budget line item by \$990 beginning in FY 2022 to cover an annual fee.

Map of Public Improvement Fund CIP Projects

This map shows Public Improvement Fund projects with a specific location. Locations marked with a star ★ have more than one project associated with it. All Public Improvement Fund projects are listed on the Master Sheets following this page.

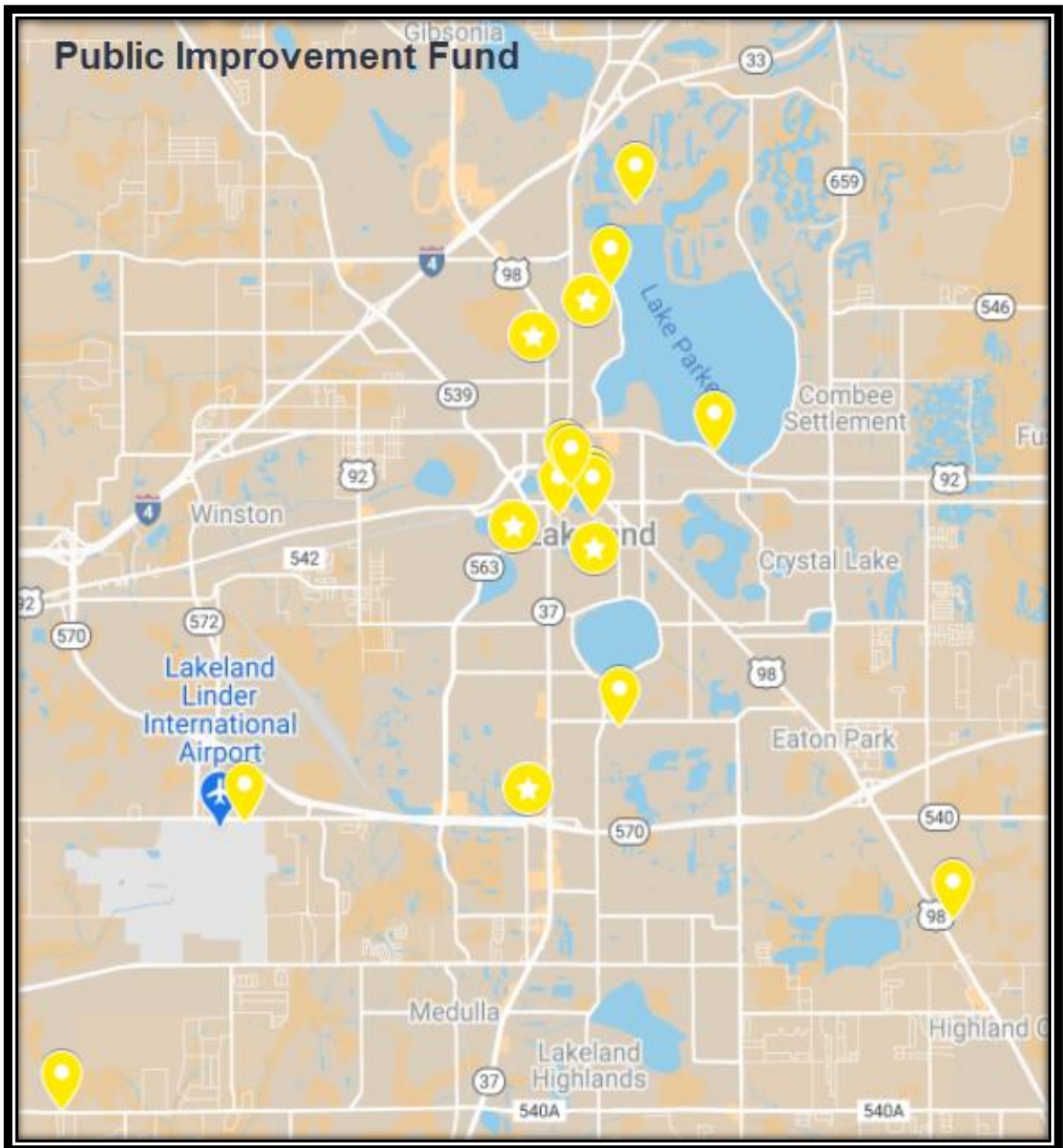


Figure F-23: CIP Map – Public Improvement Fund

Public Improvement Master List of CIP Projects

Master List of Appropriated Capital Projects Public Improvement Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Beautification Project (Grant & City):		
Neighborhood Beautification	Recurring	\$50,000
Lake Mirror Park:		
Lake Mirror Tower - Purchase Subsidy	Recurring	5,000,000
Barnett Family Park:		
Sunflower Preschool Playground Park	Recurring	200,000
Marchant Stadium:		
Joker Marchant Stadium Renovations	Recurring	2,696,390
Batter's Eye Replacement (Fields 1, 3, & Kaline)	Recurring	28,000
Marchant Stadium Renovation Berm and Shade:		
Joker Marchant Stadium Renovations	Recurring	370,120
Sertoma Park		
Sertoma Park Renovation	Non-Recurring	50,000
Sportsfield Projects		
City Sportsfield Lighting	Recurring	30,000
Miscellaneous Parks Projects:		
Christmas Decorations	Recurring	12,500
Consultant Services	Recurring	30,000
Pavement Management System - Re-pave Park Paths	Recurring	26,266
Park Signage	Recurring	40,000
Parks Maintenance Projects	Recurring	68,000
Lucity Application	Recurring	41,000
Repair and Maintenance of Park Boardwalks & Walkways	Recurring	25,000
Recreation:		
Kelly Recreation Complex:		
Replace Weight Rm Equipment	Non-Recurring	100,000
Annual Pool Contingency	Recurring	8,000
Simpson Park Rec Center:		
Replace Weight Rm Equipment	Non-Recurring	100,000
Lobby Floor Replacement	Non-Recurring	50,000
Simpson Pool Operations:		
Annual Pool Contingency	Recurring	8,000
Miscellaneous Recreation Projects:		
Renovate Building & Playgrounds	Recurring	230,000
Parks & Recreation Impact Fee - District 1:		
Lake Crago Park Complex Debt Service on Internal Loan	Recurring	525,000

Figure F-24: Master List of Appropriated Capital Projects Public Improvement - Part 1

Public Improvement Master List of CIP Projects

Master List of Appropriated Capital Projects Public Improvement Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Parks & Recreation Impact Fee - District 2:		
Sportsfield Lighting Projects	Non-Recurring	\$1,000,000
English Creek Park Land Purchase	Non-Recurring	1,000,000
Library:		
Co-op Funded Projects:		
Future Expansion Reserve	Recurring	12,500
Computer Equipment Upgrade	Recurring	20,000
Ceiling & Lighting Replacement (Main)	Recurring	30,000
Closed Circuit Camera System Upgrade	Recurring	10,000
Restroom Renovation	Recurring	30,000
Library Furniture (Co-op Funded)	Recurring	50,000
Meeting Room Renovation (Northside Branch)	Recurring	2,500
Interior Finishes/Improvements	Recurring	25,000
LHCC Exhibits and Displays	Recurring	20,000
Oak Hill Cemetery:		
Routine Maintenance	Recurring	31,700
48 Niche Columbarium	Non-Recurring	30,000
Fire Department:		
Fire Vehicle Purchases	Recurring	1,000,000
Thermal Imaging Camera	Recurring	6,000
Refurbish Training Facility	Recurring	351,721
Holomatro Tool	Recurring	2,000
Exercise Equipment	Recurring	25,000
Capital Contingency	Non-Recurring	1,000,000
Fire Station #7:		
FDOT ARFF Station/Fire Station #7	Recurring	60,000
ARFF/Fire Station #7 - Debt Service	Recurring	135,173
ARFF/Fire Station #7 - Debt Service Impact Fees	Recurring	100,000
Police Department:		
LPD - CAD Reporting System	Recurring	60,000
Non-Departmental:		
Neighborhood Projects:		
Neighborhood Preservation	Recurring	100,000
Neighborhood Matching Grants Program	Recurring	65,000

Figure F-25: Master List of Appropriated Capital Projects Public Improvement - Part 2

Public Improvement Master List of CIP Projects

Master List of Appropriated Capital Projects Public Improvement Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
All Other General Fund Buildings:		
Paint & Seal	Recurring	\$411,498
City Buildings - Roof Replacements	Recurring	409,448
Air Conditioner Replacements	Recurring	276,086
Carpet Replacements	Recurring	86,000
Ice Machine Replacements	Recurring	8,150
Fire Panel Replacements	Recurring	60,000
Miscellaneous Non-Departmental Projects:		
Capital Contingency	Recurring	500,000
SurfLakeland - Contributions to the Community	Recurring	20,000
Accommodations for Programs and Services:		
Accommodations for Programs and Services	Recurring	106,000
Heritage Plaza Parking:		
Annual Maintenance	Recurring	80,000
Contributions to Other Funds:		
General Fund		
Dividend Assistance	Recurring	4,200,000
Cleveland Heights Administration	Recurring	800,000
Detroit Tigers - Naming Rights	Recurring	50,000
Detroit Tigers / City Joint Stadium Reserve Contribution	Recurring	96,547
RP Funding Center:		
Capital Contingency	Recurring	400,000
Operating Transfer - D/S Service	Recurring	2,191,337
Heritage Plaza Parking Garage - Debt Service	Recurring	600,000
Cleveland Heights Golf Course		
Golf Course Irrigation Replacement - Debt Service	Recurring	198,750
Cleveland Heights Golf Course - Misc. Capital	Recurring	50,000

Figure F-26: Master List of Appropriated Capital Projects Public Improvement - Part 3

CIP Non-Recurring Significant Projects

Project Title: Sertoma Park Renovation

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		
Other		50,000
Total	\$	\$50,000



Figure F-27: Funding – Sertoma Park Renovation

Project Description (Justification and Explanation):

Sertoma Park renovation, replacement and upgrade of park equipment.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-28: Budget Impact – Sertoma Park Renovation

Description of Future Operating Budget Impacts:

There will not be any operational budget impacts; the park will be maintained with existing staff.

CIP Non-Recurring Significant Projects

Project Title: Kelly Recreation Complex Replace Weight Room Equipment

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		100,000
Other		
Total	\$	\$100,000

Figure F-29: Funding – Kelly Rec. Complex Replace Weight Room Equipment

Project Description (Justification and Explanation):

Replacing weight room equipment.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-30: Budget Impact – Kelly Rec. Complex – Replace Weight Room Equipment

Description of Future Operating Budget Impacts:

Will assist in reducing maintenance costs initially. Future years will bring maintenance and replacement costs

CIP Non-Recurring Significant Projects

Project Title: Simpson Park Rec Center – Replace Weight Room Equipment

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		100,000
Other		
Total	\$	\$100,000

Figure F-31: Funding – Simpson Park Rec Center – Replace Weight Room Equip.

Project Description (Justification and Explanation):

Replacing and upgrading weight room/cardio/youth recreation room equipment

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-32: Budget Impact – Simpson Park Rec Center – Replace Weight Room Equip.

Description of Future Operating Budget Impacts:

Will assist in reducing maintenance costs initially. Future years will bring maintenance and replacement costs.

CIP Non-Recurring Significant Projects

Project Title: Simpson Park Rec Center – Lobby Floor Replacement

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		50,000
Equipment		
Other		
Total	\$	\$50,000

Figure F-33: Funding – Simpson Park Rec Center – Lobby Floor Replacement

Project Description (Justification and Explanation):

Lobby Floor Replacement, the floor has not been replaced since the gym was built in 1999.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating	\$(2,000)	\$(2,000)	\$(2,000)	\$(2,000)	\$(2,000)	\$(10,000)
Equipment						
Other						
Total	\$(2,000)	\$(2,000)	\$(2,000)	\$(2,000)	\$(2,000)	\$(10,000)

Figure F-34: Budget Impact – Simpson Park Rec Center – Lobby Floor Replacement

Description of Future Operating Budget Impacts:

Costs savings of \$2,000 on annual waxing.

CIP Non-Recurring Significant Projects

Project Title: Sports Field Lighting Projects - Cypress Youth Sports Complex Phase 2

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		1,000,000
Equipment		
Other		
Total	\$	\$1,000,000

Figure F-35: Funding – Sports Field Lighting Projects

Project Description (Justification and Explanation):

Phase 2 of Cypress Youth will be constructed which may include: 2 multi-purpose fields, playground, walking path, and parking.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						\$
Equipment						\$
Other						\$
Total	\$	\$	\$	\$	\$	\$

Figure F-36: Budget Impact – Sports Field Lighting Projects

Description of Future Operating Budget Impacts:

Phase 2 of the completed construction will be maintained with existing staff, equipment, and supplies.

CIP Non-Recurring Significant Projects

Project Title: English Creek Park Land Purchase

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		1,000,000
Total	\$	\$1,000,000

Figure F-37: Funding – English Creek Park Land Purchase



Project Description (Justification and Explanation):

To purchase land for a southwest park. The parkland purchase will serve as a placeholder until development funds may be budgeted with Impact Fee collections.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						\$
Equipment						\$
Other						\$
Total	\$	\$	\$	\$	\$	\$

Figure F-38: Budget Impact – English Creek Park Land Purchase

Description of Future Operating Budget Impacts: There will not be any operational budget impacts until the land is developed with recreational amenities, which will probably not occur for 10 years.

CIP Non-Recurring Significant Projects

Project Title: Oak Hill Cemetery – 48 Niche Columbarium

Priority: High
 Department: Parks and Recreation/Recreation
 Project Manager: Parks and Recreation Director
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		30,000
Equipment		
Other		
Total	\$	\$30,000



Figure F-39: Funding – Oak Hill Cemetery – 48 Niche Columbarium

Project Description (Justification and Explanation):

Oak Hill Cemetery, construction of a 48 Niche Columbarium.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-40: Budget Impact – Oak Hill Cemetery – 48 Niche Columbarium

Description of Future Operating Budget Impacts:

Future increased revenue due to the addition to Cremation Niches.

CIP Non-Recurring Significant Projects

Project Title: Fire Department Capital Contingency

Priority: High
 Department: Fire
 Project Manager: Fire Chief
 City Goal: Quality of Life
 Funding Source: Public Improvement Fund

CIP Funding	Prior Year	FY 2020
Design/Study	\$	\$
Construction		
Equipment		
Other		1,000,000
Total	\$	\$1,000,000

Figure F-41: Funding – Fire Department Capital Contingency



Project Description (Justification and Explanation):

Fire Department Capital Contingency.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-42: Budget Impact – Fire Department Capital Contingency

Description of Future Operating Budget Impacts:

Fire Department Capital Contingency.

Map of Downtown CRA Fund CIP Projects

This map shows Downtown CRA Fund projects with a specific location. All Downtown CRA Fund projects are listed on the Master Sheets following this page.

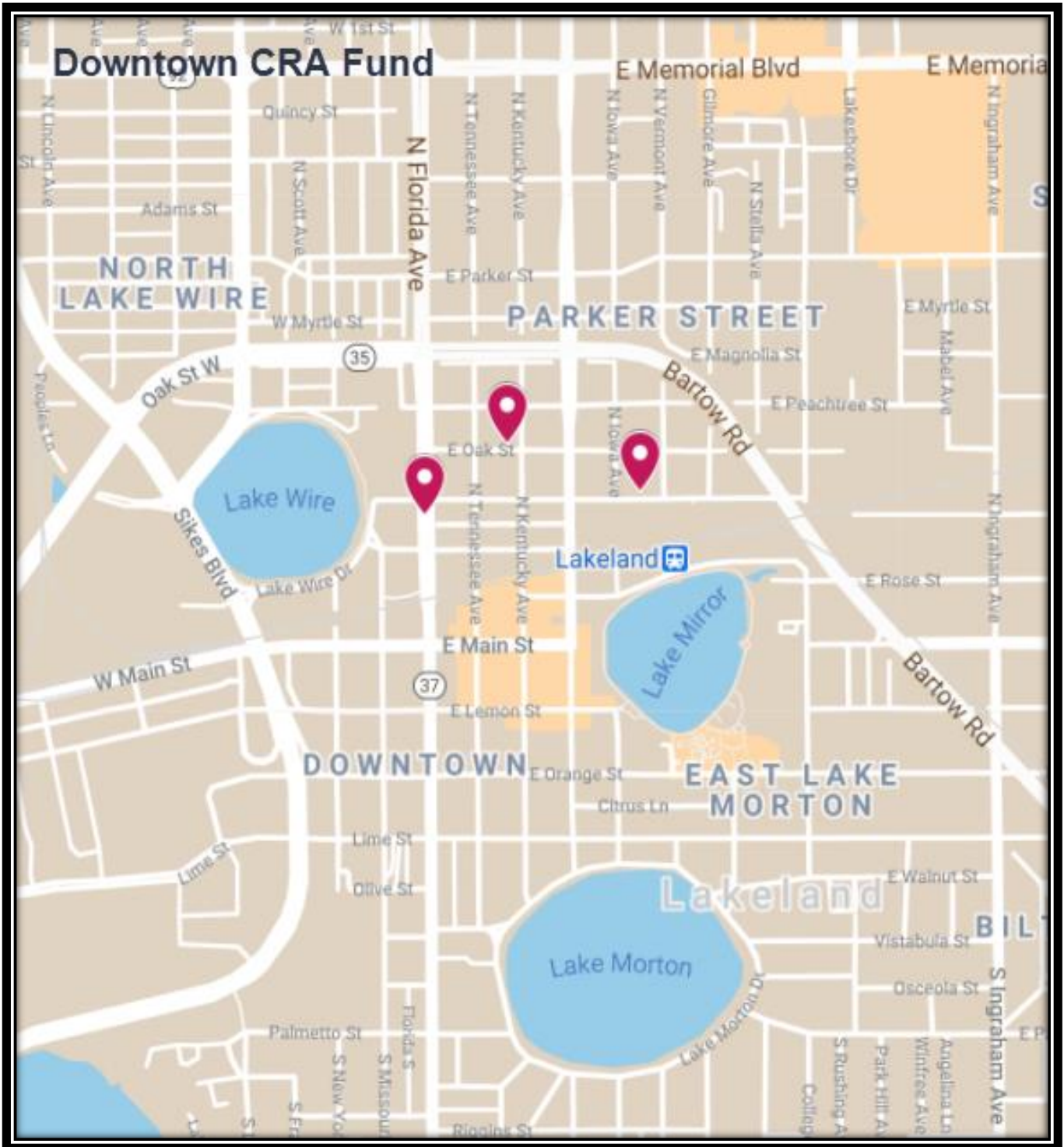


Figure F-43: CIP Map – Downtown CRA Fund

Downtown CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Downtown Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Operating Expense:		
Community Redevelopment Agency	Recurring	\$344,785
Virtual Server Platform Replacement	Recurring	15
Neighborhood Projects:		
Small Project Assistance	Recurring	50,000
North Downtown Master Plan	Recurring	150,000
Downtown Infrastructure	Recurring	250,000
Catalyst Development	Recurring	100,000
Downtown Infill Incentive	Recurring	50,000
Debt Service:		
Debt Service-Residential Redevelopment	Recurring	400,000
Miscellaneous Projects:		
Residential Redevelopment	Recurring	100,000
Property Management	Recurring	43,499
Mowing	Recurring	10,825
Arts & Entertainment	Recurring	8,000
Oak Street Parking Lot	Recurring	20,000
CRA Annual Report	Recurring	2,532
Community Policing Innovation	Recurring	29,860
Mirrorton Development	Recurring	200,000
Corridor Enhancements		
SFLA Corridor Improvements	Recurring	150,000

Figure F-44: Master List of Appropriated Capital Projects Downtown CRA

There were no significant non-recurring Downtown CRA Fund projects identified in FY 2021 for highlighting.

Map of Dixieland CRA Fund CIP Projects

This map shows Dixieland CRA Fund projects with a specific location. All Dixieland CRA Fund projects are listed on the Master Sheets following this page.

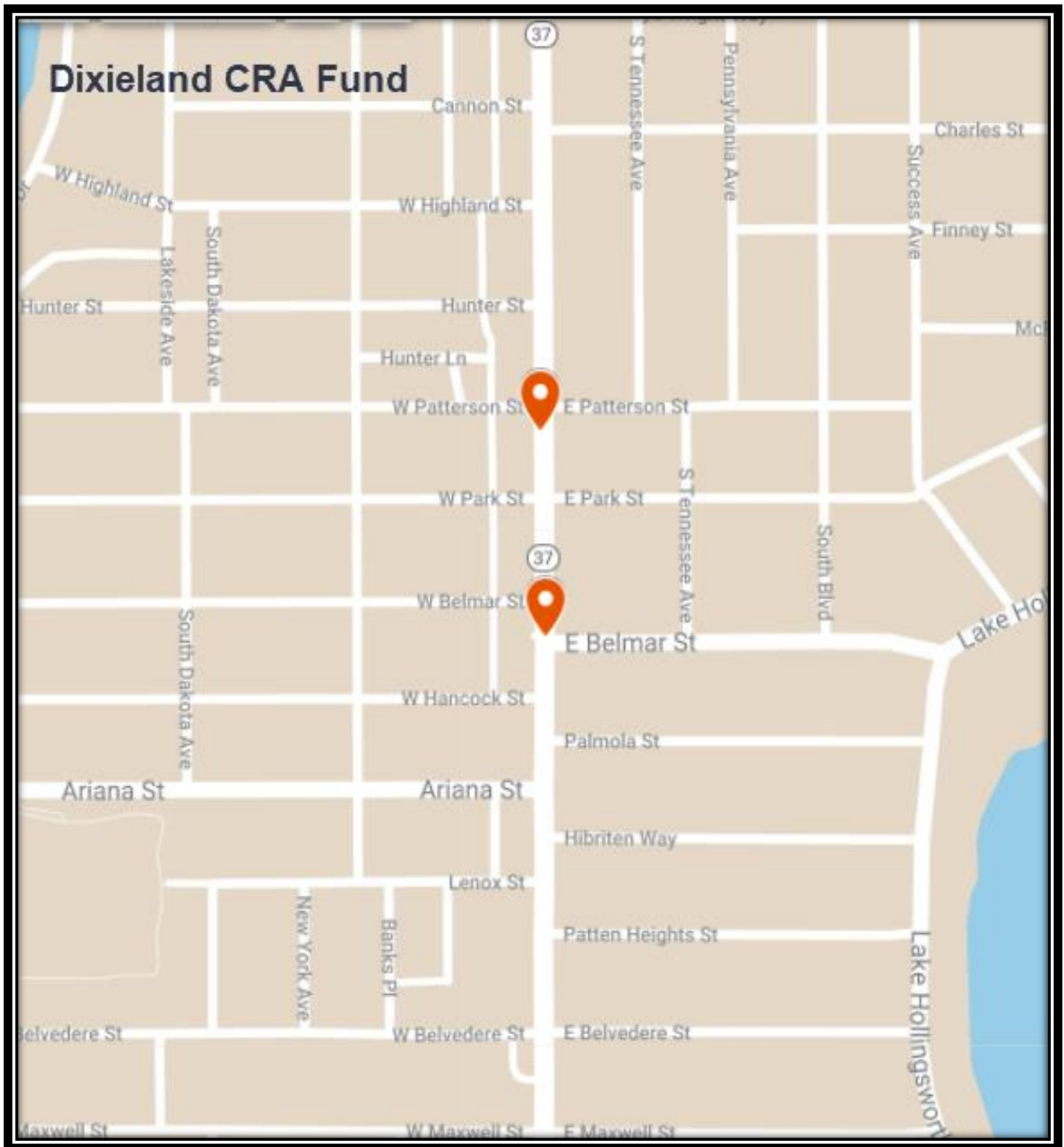


Figure F-45: CIP Map – Dixieland CRA Fund

Dixieland CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Dixieland Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2020 Cost
Operating Expense		
Community Redevelopment Agency	Recurring	\$91,347
Miscellaneous Projects		
Small Project Assistance	Recurring	150,000
Landscaping Maintenance by Other City Departments	Recurring	2,133
Publications and Promotions	Recurring	2,500
Alley Maintenance	Recurring	2,600
Arts & Entertainment	Recurring	10,000
Infill Adaptive Reuse Program	Recurring	100,000
CRA Annual Report	Recurring	5,000
Virtual Server Platform Replacement	Recurring	31
Community Policing Innovation	Recurring	3,347
Dixieland Sign Maintenance	Recurring	5,103
Corridor Enhancements		
Alley Improvement Project	Recurring	10,000

Figure F-46: Master List of Appropriated Capital Projects Dixieland CRA

There were no significant non-recurring Dixieland CRA Fund projects identified in FY 2021 for highlighting.

Map of Midtown CRA Fund CIP Projects

This map shows Midtown CRA Fund projects with a specific location. All Midtown CRA Fund projects are listed on the Master Sheets following this page.



Figure F-47: CIP Map – Midtown CRA Fund

Midtown CRA Master List of CIP Projects

Master List of Appropriated Capital Projects Midtown Community Redevelopment Area Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Community Redevelopment Agency	Recurring	\$927,290
Virtual Server Platform Replacement	Non-Recurring	116
Neighborhood Projects:		
Residential Incentives	Recurring	450,000
Northwest Neighborhood	Recurring	200,000
Northeast Neighborhood	Recurring	125,000
Miscellaneous:		
Planning-Affordable Housing Incentive Plan	Recurring	15,000
Small Project Assistance	Recurring	300,000
Property Management	Recurring	278,298
Arts & Entertainment	Recurring	10,000
CRA Annual Report	Recurring	6,805
Community Policing Innovation	Recurring	255,000
Job Creation Incentives	Recurring	210,000
Affordable Housing Partnerships	Recurring	300,000
Corridor Enhancements:		
MLK - Memorial to 10th St	Recurring	9,738
Providence Rd - W 10th St to Griffin Rd	Recurring	550,000
Landscape - US 98 - Memorial to 10th St	Recurring	18,085
Landscape - US 98 - Griffin to 10th St	Recurring	18,085
Landscape - Parker Street	Recurring	9,738
Landscape - Ingraham Ave	Recurring	11,348
Landscape - Intown Bypass Phase 1 Outparcels	Recurring	9,738
E. Main Street Landscaping Maintenance	Recurring	14,491
Redevelop Massachusetts Ave Properties	Recurring	506,151
Memorial Blvd	Recurring	50,000
Citrus Connection Services (LAMTD Agreement)	Recurring	140,000
Gilmore Ave - Parkview to Bella Vista	Non-Recurring	250,000
W. 14th St Pedestrian Enhancements	Non-Recurring	255,000
Redevelopment Plan MUAC:		
East Main Street Master Plan	Recurring	200,000

Figure F-48: Master List of Appropriated Capital Projects Midtown CRA

CIP Non-Recurring Significant Projects

Project Title: Gilmore Avenue
(Phase 1 Bella Vista Street to Crawford Street)
(Phase 2 Crawford Street to Parkview Place)

Priority: High
 Department: Public Works
 Project Manager: Assistant Director
 City Goal: Quality of Life
 Funding Source: Transportation Fund

CIP Funding	Prior Year	FY 2021
Design/Study	\$25,000	\$
Construction		250,000
Equipment		
Total	\$25,000	\$250,000

Figure F-49: Funding – Gilmore Avenue



Project Description (Justification and Explanation):

Based on community need, drainage issues, and funding approval, the construction of sidewalk and drainage improvements will be completed in FY 2021. The construction will occur in two phases with the first spanning from Bella Vista Street to Crawford Street. The final segment will span Crawford Street to Parkview Place.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Total	\$	\$	\$	\$	\$	\$

Figure F-50: Budget Impact – Gilmore Avenue

Description of Future Operating Budget Impacts:

There are no immediate impacts to the operating budget.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: W 14th Street Pedestrian Enhancements

Priority: High
 Department: Community and Economic Development
 Project Manager: CRA Manager
 City Goal: Quality of Life
 Funding Source: Midtown CRA

CIP Funding	Prior Year	FY 2021
Design/Study	\$23,500	\$
Construction		250,000
Equipment		
Total	\$23,500	\$250,000



Figure F-51: Funding – W 14th Street Pedestrian Enhancements

Project Description (Justification and Explanation):

Based on FY 2020 community concern and the results of a pedestrian and traffic analysis, funding is allocated for the construction of sidewalk and pedestrian enhancements along the south side of West 14th Street spanning from Kathleen Road to Providence Road in FY 2021.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-52: Budget Impact – W 14th Street Pedestrian Enhancements

Description of Future Operating Budget Impacts:

There are no immediate impacts to the operating budget.

Map of Stormwater Fund CIP Projects

This map shows Stormwater Fund projects with a specific location. All Stormwater Fund projects are listed on the Master Sheets following this page.

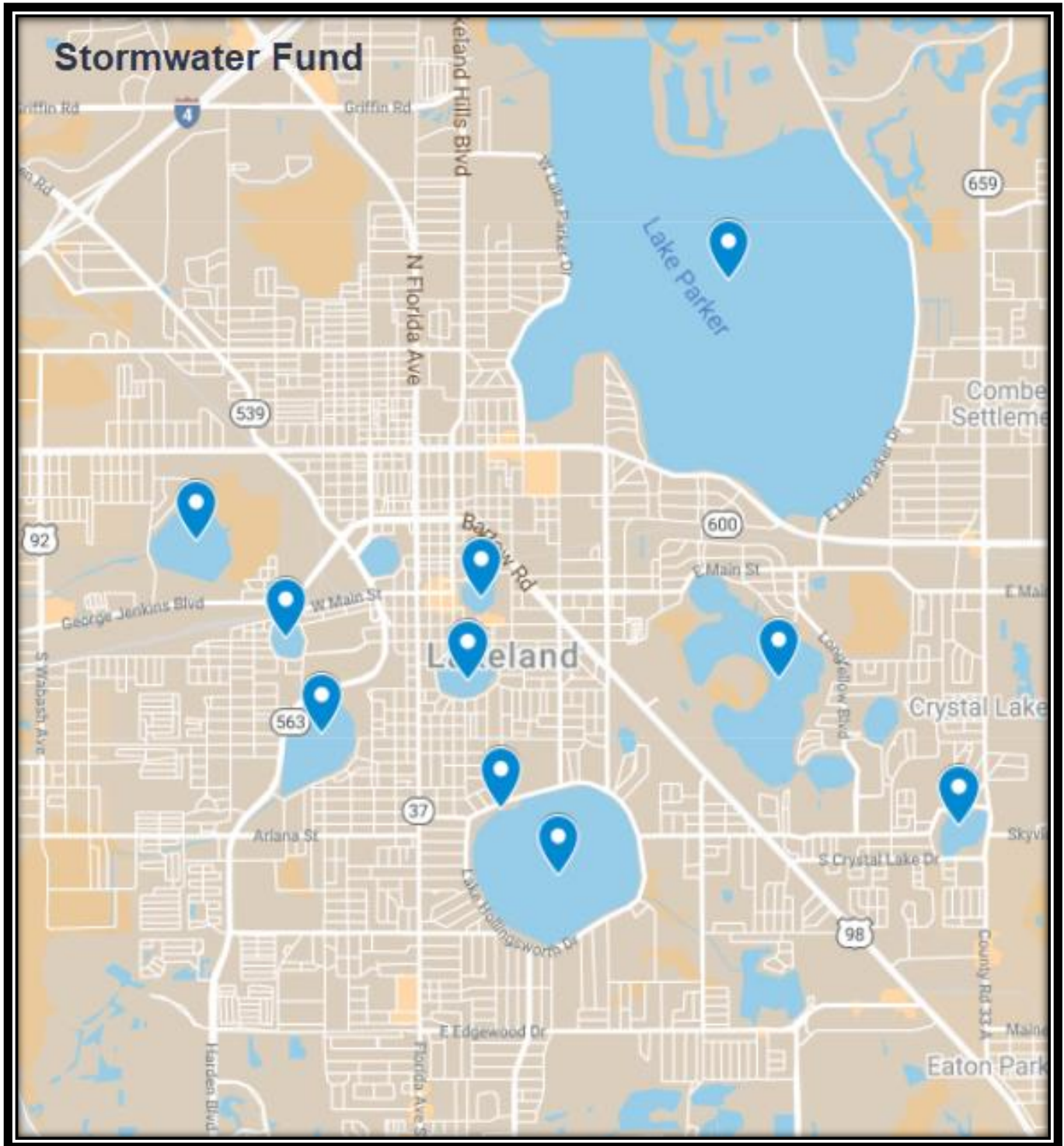


Figure F-53: CIP Map – Lakes and Stormwater Fund

Stormwater Master List of CIP Projects

Master List of Appropriated Capital Projects Stormwater Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Operating Expense:		
Lakes and Environmental O&M	Recurring	\$1,579,530
Contributions to other funds:		
Retiree Bonus	Recurring	918
Radio Replacement 2011	Recurring	2,251
Virtual Serve Platform Replacement	Recurring	333
Lake Bonny:		
Lake Bonny Watershed Management Plan & Projects	Recurring	150,000
Lake Hollingsworth:		
Lake Hollingsworth TMDL Program	Recurring	300,000
Hunter/Beulah/Wire Watershed:		
SWFMD - Lake Hunter BMP	Recurring	100,000
Lake Hunter - Watershed Management	Recurring	50,000
Lake Parker:		
Lake Parker TMDL Project - WQ Treatment	Recurring	250,000
Crystal Lake:		
Crystal Lake TMDL Program	Recurring	150,000
Miscellaneous:		
Install/Maintain Pollution Control Devices	Recurring	75,000
Southern Landings Repairs	Recurring	10,000
Stormwater Management Master Plan	Recurring	50,000
Drainage Maintenance Operations	Recurring	975,000
Environmental Code Enforcement Officer	Recurring	56,219
Lake Morton:		
Water Quality Improvement Project	Recurring	150,000
Lake Mirror:		
Water Quality Improvement Project	Recurring	150,000
Drainage Projects:		
Retrofit Existing Storm Sewers	Recurring	750,000
TV & Clean Storm Drain Structures	Recurring	435,886
GIS Storm Sewer Inventory	Recurring	75,000
GIS Technician - Engineering	Recurring	76,451
Streetsweeping Operations	Recurring	1,175,764
TV Truck Lease	Recurring	54,264

Figure F-54: Master List of Appropriated Capital Projects Stormwater – Part 1

CIP Non-Recurring Significant Projects

Master List of Appropriated Capital Projects Stormwater Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Lakes and Environmental Projects:		
NPDES Permitting - Administration	Recurring	\$38,479
Public Education Programs	Recurring	90,000
General Lake Improvements	Recurring	350,000
Lake Beulah Shoreline Restoration	Recurring	5,000
Lake Morton Shoreline Restoration	Recurring	10,000
Contribution to FL Friendly Landscaping	Recurring	10,000
Lake Bonnet Water Quality Improvement	Recurring	25,000
Aquatic Harvester	Recurring	311,128

Figure F-55: Master List of Appropriated Capital Projects Stormwater – Part 2

There were no significant non-recurring Stormwater Fund projects identified in FY 2021 for highlighting.

Map of Parking Fund CIP Projects

This map shows Parking Fund projects with a specific location. All Parking Fund projects are listed on the Master Sheets following this page.

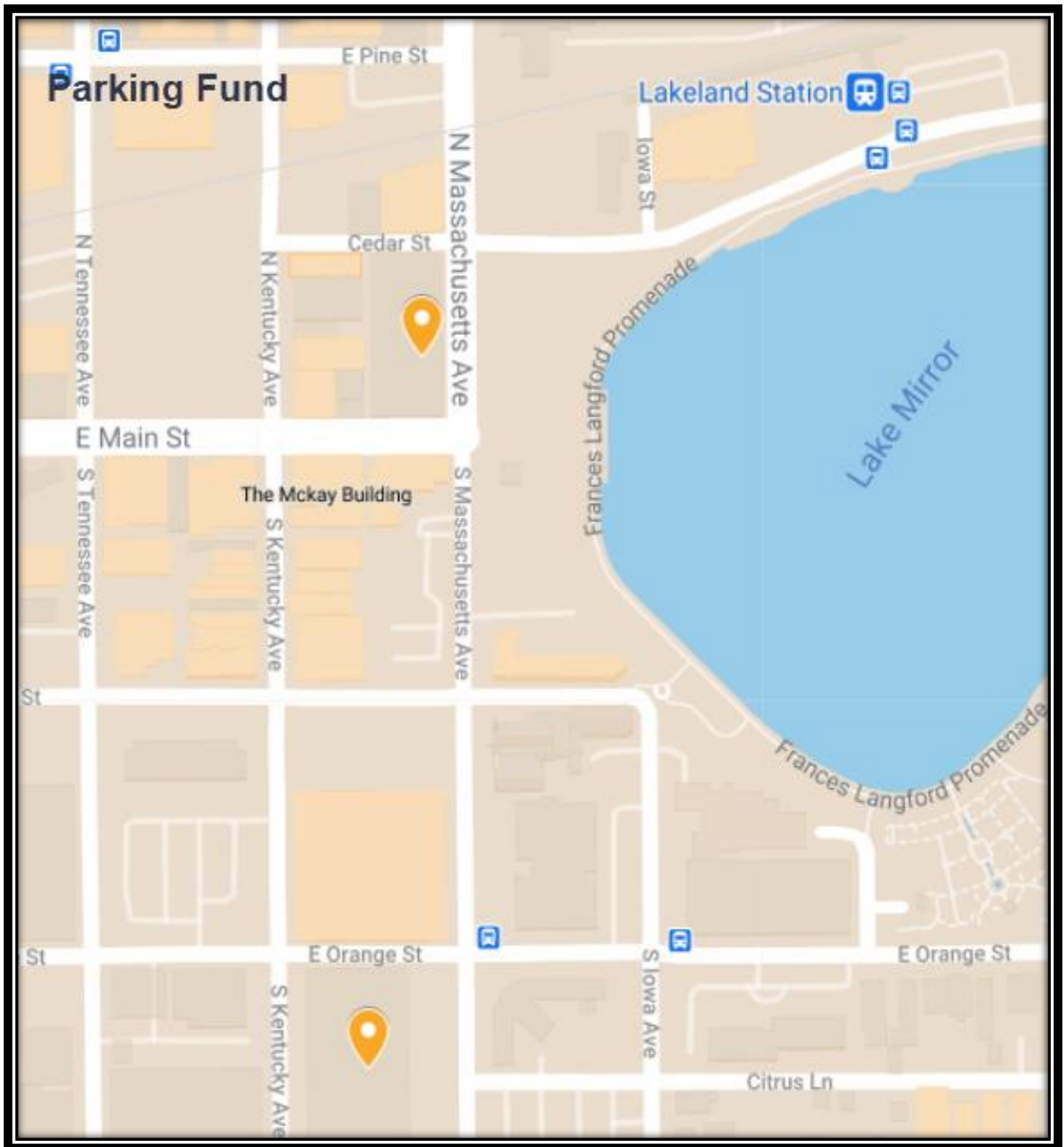


Figure F-56: CIP Map – Parking Fund

Parking Master List of CIP Projects

Master List of Appropriated Capital Projects Parking Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Main Street Garage:		
NuPark	Recurring	\$35,000
Orange Street Garage:		
Vault Cleaning	Recurring	1,000

Figure F-57: Master List of Appropriated Capital Projects Parking

There were no significant non-recurring Parking System Fund projects identified in FY 2021 for highlighting.

Map of RP Funding Center Fund CIP Projects

This map shows the location of the RP Funding Center. There are multiple projects planned at this site and are listed on the Master Sheet following this page.

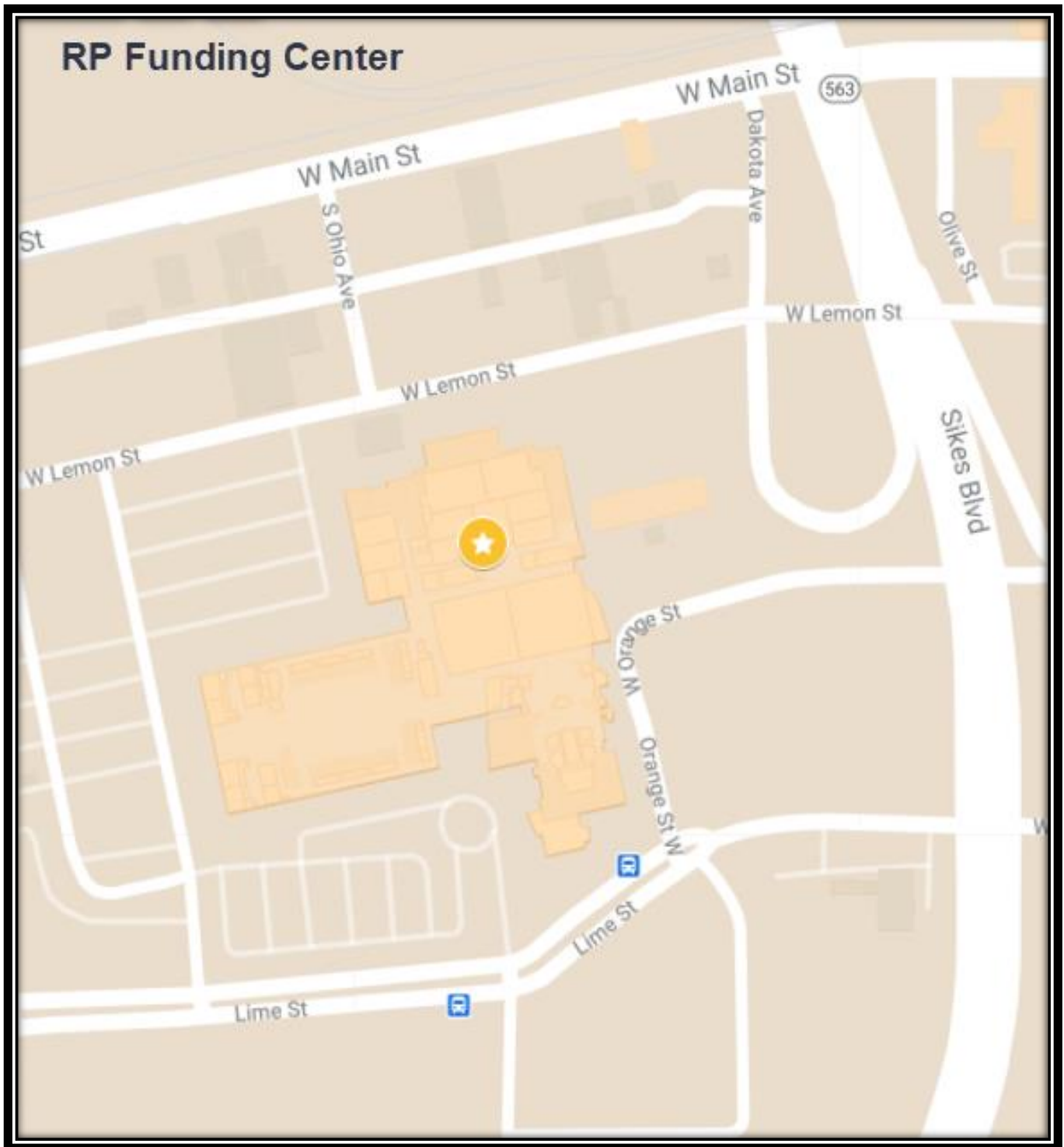


Figure F-58: CIP Map – RP Funding Center Fund

RP Funding Center Master List of CIP Projects

Master List of Appropriated Capital Projects RP Funding Center		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Debt Service		
TLC Golf Carts and Radio	Recurring	\$32,806
Lakeland Center Roof Replacement	Recurring	126,982
Capital Improvement Revenue Note, Series 2017A	Recurring	1,195,458
Capital & Maintenance Projects		
Lakeland Center Capital Contingency	Recurring	30,712
Scissor Lift	Non-Recurring	28,000
General Replacements	Recurring	20,000
Building & Parking Security Upgrades	Recurring	5,000
LED Up Lights	Non-Recurring	5,500
Scrubber	Non-Recurring	40,000
Theater - Intercom	Non-Recurring	31,000
Stage Equipment	Recurring	35,000
1/2 Ton Motor for Convention Rigging	Non-Recurring	15,000
Portable Electrical System	Recurring	20,000
Architectural Services	Recurring	10,000

Figure F-59: Master List of Appropriated Capital Projects RP Funding

CIP Non-Recurring Significant Projects

Project Title: Scissor Lift

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life
 Funding Source: RP Funding Center

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		28,000
Other		
Total	\$	\$ 28,000



Figure F-60: Funding – Scissor Lift

Project Description (Justification and Explanation):

Present equipment age, wear, and tear require units to be replaced.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-61: Budget Impact – Scissor Lift

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: LED Up Lights

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life
 Funding Source: RP Funding Center

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		5,500
Other		
Total	\$	\$5,500



Figure F-62: Funding – LED Up Lights

Project Description (Justification and Explanation):

Present equipment not adequate in terms of quantity needed for events. LED is state of the art equipment in comparison to the old system which requires manual color changes. LED is programmable which enhances offerings to clientele.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-63: Budget Impact – LED Up Lights

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: Scrubber

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life
 Funding Source: RP Funding Center

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		40,000
Other		
Total	\$	\$40,000

Figure F-64: Funding – Scrubber



Project Description (Justification and Explanation):

Funding needed equipment replacements. Presently facility has walk behind units. Ride on units will increase effectiveness and efficiency of the cleaning process.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-65: Budget Impact – Scrubber

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: Theater Intercom

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life
 Funding Source: RP Funding Center

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		31,000
Other		
Total	\$	\$31,000



Figure F-66: Funding – Theater Intercom

Project Description (Justification and Explanation):

Funding needed equipment replacements. Upgrades and enhancement of backstage communication is critical in theater production events.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-67: Budget Impact – Theater Intercom

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

CIP Non-Recurring Significant Projects

Project Title: ½ Ton Motor for Convention Rigging

Priority: High
 Department: RP Funding Center
 Project Manager: RP Funding Operations Manager
 City Goal: Quality of Life
 Funding Source: RP Funding Center



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		15,000
Other		
Total	\$	\$15,000

Figure F-68: Funding – ½ Ton Motor for Convention Rigging

Project Description (Justification and Explanation):

Funding needed equipment replacements. Increase in quantity to meet the demand associated with increased activity in this area.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-69: Budget Impact – ½ Ton Motor for Convention Rigging

Description of Future Operating Budget Impacts:

No impacts to the operating budget anticipated.

Map of Airport Fund CIP Projects

This map shows Airport Fund projects by location. All Airport Fund projects are listed on the Master Sheet following this page.

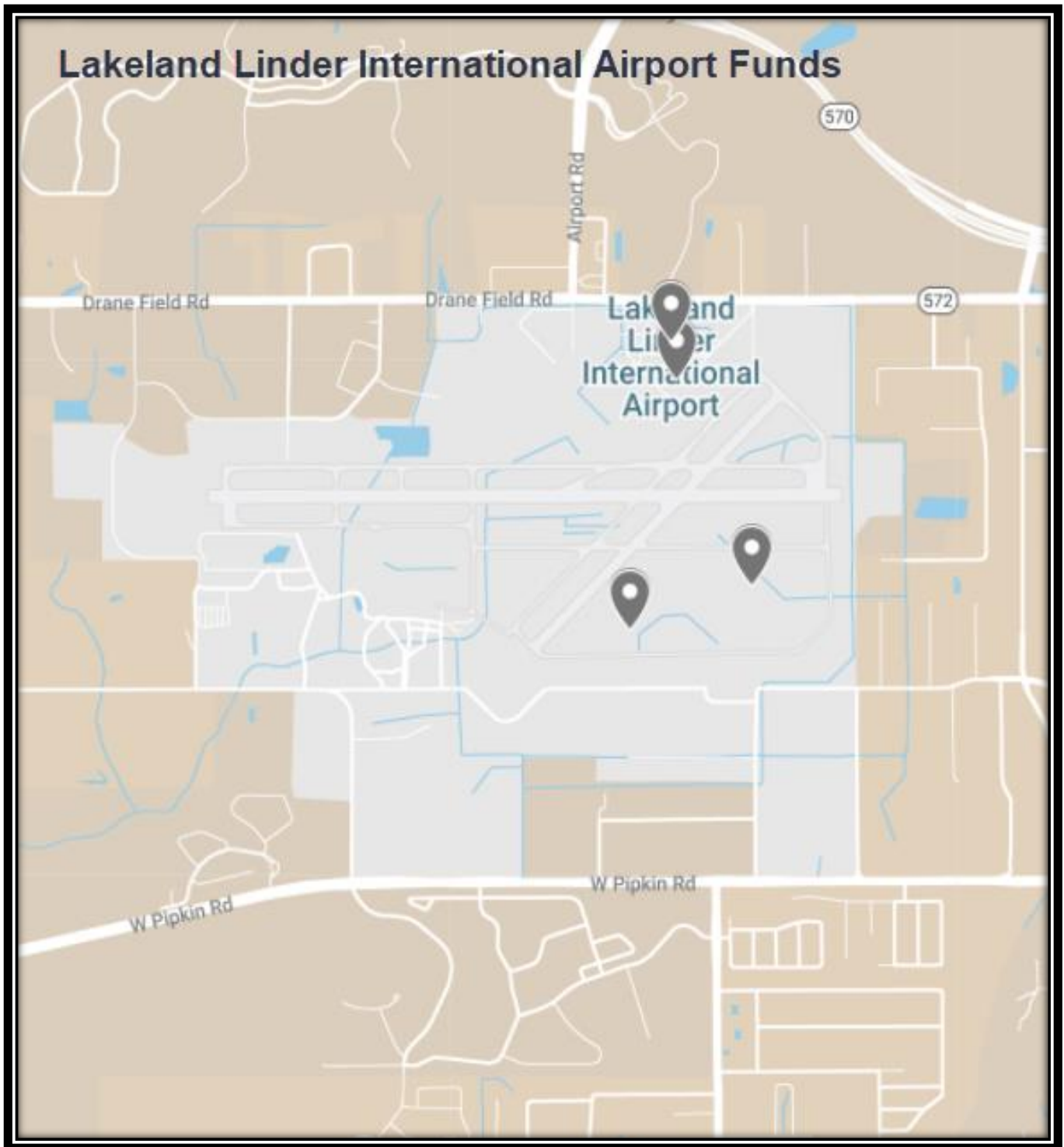


Figure F-70: CIP Map – Airport Fund

Airport Master List of CIP Projects

Master List of Appropriated Capital Projects Lakeland Linder International Airport Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
TWY E; Construct TWY S	Recurring	\$12,182
FAA/FDOT Terminal Apron	Recurring	4,519,243
FAA/FDOT Master Plan	Recurring	300,000
FAA/FDOT Rehab TWY H	Recurring	8,263,555

Figure F-71: Master List of Appropriated Capital Projects Airport

There were no significant non-recurring Lakeland Linder International Airport Fund projects identified in FY2021 for highlighting.

Map of Wastewater Utility Fund CIP Projects

This map shows Wastewater Utility Fund projects with a specific location. Locations marked with a star ★ have more than one project associated with it. All Wastewater Utility Fund projects are listed on the Master Sheets following this page.

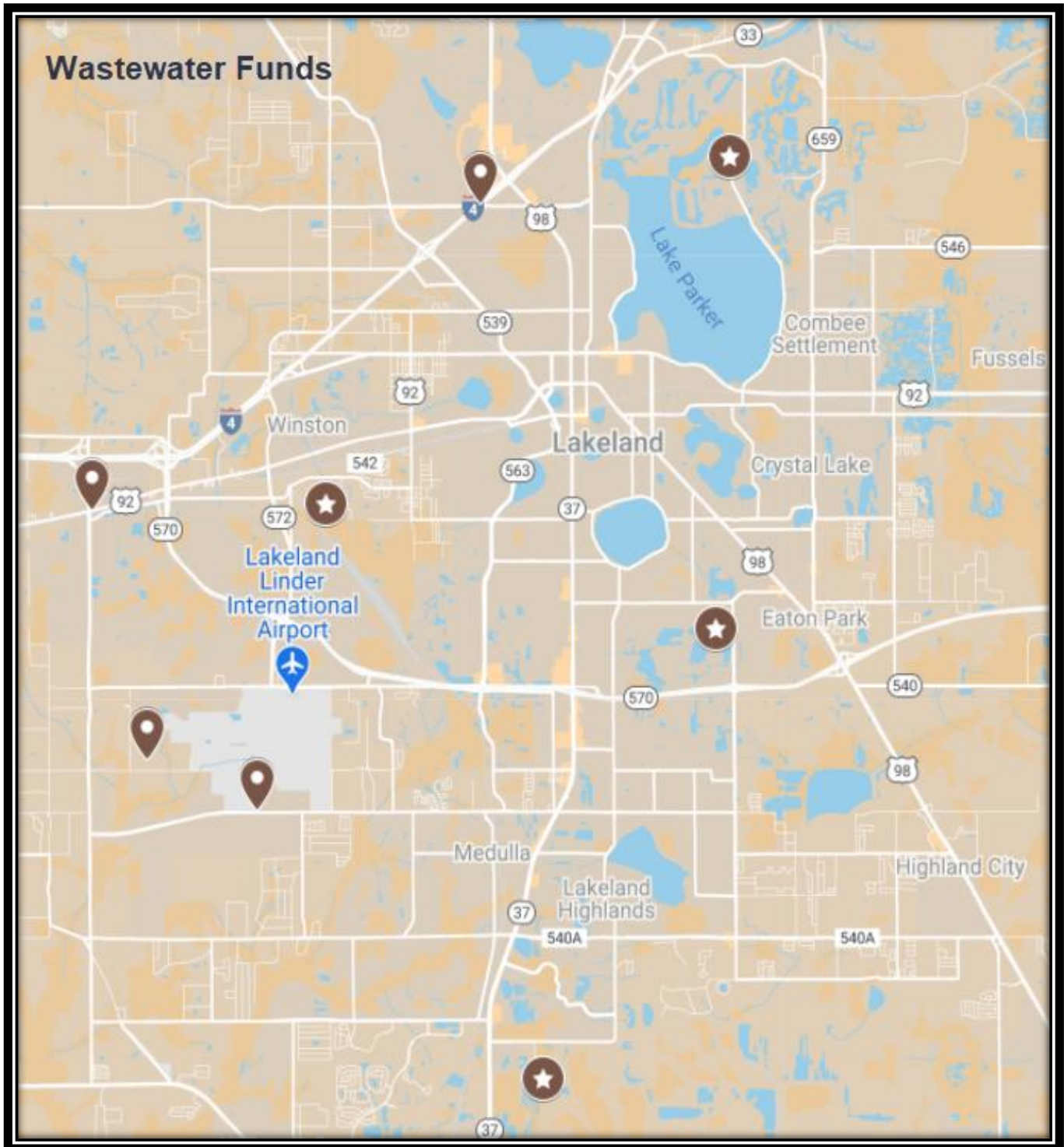


Figure F-72: CIP Map – Wastewater Utility Fund

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Wastewater Renewal and Replacement Fund		
Non-Departmental		
Radio Replacement 2011	Recurring	\$60,938
Capital Contingency	Recurring	150,000
Wastewater Collection Administration		
Wireless Work Order System Interface	Recurring	25,000
Wastewater System Administration		
Tampa Bay Nitrogen Management Consortium	Recurring	6,000
Facilities Upgrades / Repairs and Replacements	Recurring	50,000
Targeted Economic Opportunities - Wastewater	Recurring	100,000
Undesignated Growth - Wastewater	Recurring	150,000
Glendale Sewage Treatment Plant		
Replacement of Sludge Pumping Equipment	Recurring	75,000
Capital Equipment	Recurring	50,000
Undesignated Pumps, Motors and Controls	Recurring	100,000
Replacement of ARV's (Reuse/Return/Wetlands)	Recurring	75,000
Glendale Control Panel Upgrades	Recurring	75,000
Northside Sewage Treatment Plant		
Replacement of Magnetic Flowmeters.	Recurring	100,000
Replacement of Sludge Pumping Equipment	Recurring	100,000
Capital Equipment	Recurring	15,000
Undesignated Pumps, Motors and Controls	Recurring	75,000
Replacement of Influent Screen/Headworks	Non-Recurring	250,000
Sewage Pumping Stations		
Wet Well Rehab	Recurring	100,000
Undesignated Pump / Panel Replacements	Recurring	150,000
Undesignated Generator Replacement	Recurring	65,000
Capital Equipment	Recurring	25,000
Replace NS Pump Station Pump & Controls	Recurring	500,000
Northwest PS Rehab	Recurring	200,000
Undesignated Generator Installation	Recurring	150,000
Cyanamid L6840 Rehab.	Recurring	150,000
None-Destructive FM Testing	Recurring	75,000

Figure F-73: Master List of Appropriated Capital Projects Wastewater Utility - Part 1

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Sewer Line Maintenance		
Rehabilitate Sewer Lines	Recurring	\$1,100,000
Inflow Reduction	Recurring	30,000
Sewer Maintenance - Manhole Rehabilitation	Recurring	75,000
Capital Contingency	Recurring	80,000
Collection System Monitoring	Recurring	50,000
Other Construction Projects	Recurring	50,000
Other Replacement Projects	Recurring	50,000
Capital Equipment	Recurring	45,000
Griffin Rd 24" Sanitary Sewer Lining	Recurring	500,000
English Oaks Booster Station Odor Control Pilot	Recurring	80,000
Pretreatment Program		
Capital Equipment	Recurring	25,000
Pretreatment CORE Program	Recurring	50,000
Wastewater Engineering		
Cataloging of Permits, Easements and Service Agreements	Recurring	6,000
County Projects	Recurring	20,000
D.O.T. Projects	Recurring	20,000
US 92 at County Line Road (Intersection & Widening)	Recurring	250,000
Wastewater Support - Other City Departments	Recurring	50,000
Undesignated Utility Relocations	Recurring	200,000
FDOT Proposed Wastewater Projects	Recurring	400,000
Maintenance Support		
Capital Equipment	Recurring	25,000
Wetlands Management		
Capital Contingency	Recurring	40,000
Capital Equipment	Recurring	10,000
Wetland Data Automation	Recurring	125,000
Land Management	Recurring	30,000
Effluent Structure Rehabilitation	Non-Recurring	750,000
Dredging and Sediment Management	Non-Recurring	800,000
Water Quality Improvements (50% Grant)	Recurring	100,000
Laboratory Analysis		
WW Laboratory Renovation	Non-Recurring	250,000
Capital Equipment	Recurring	25,000

Figure F-74: Master List of Appropriated Capital Projects Wastewater Utility - Part 2

Wastewater Master List of CIP Projects

Master List of Appropriated Capital Projects Wastewater Funds Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Sewer Line Maintenance		
West Lakeland Roughing Plant		
Undesignated Pumps, Motors and Controls	Recurring	\$50,000
Westside Control Panel Upgrades	Recurring	50,000
Wastewater Treatment Operations Support		
Capital Equipment	Recurring	25,000
Wastewater Impact Fee Fund		
Sewage Pumping Stations		
Southwest Pump Station Redirection	Non-Recurring	400,000
Wastewater Engineering:		
Subdivision and Commercial Development	Recurring	350,000
Undesignated Capacity Expansion	Recurring	150,000
Southwest Wastewater Expansion	Recurring	350,000
Southwest Pump Station Redirection	Non-Recurring	100,000
Wastewater FDEP Fund		
Glendale Sewage Treatment Plant		
Wetlands/Reuse Pump Station Replacement	Recurring	10,500,000
Northside Sewage Treatment Plant		
Northside Biosolids (SRL)	Recurring	5,000,000

Figure F-75: Master List of Appropriated Capital Projects Wastewater Utility - Part 3

CIP Non-Recurring Significant Projects

Project Title: Replacement of Influent Screen/Headworks

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Wastewater Treatment
 City Goal: Quality of Life
 Funding Source: Wastewater Revenues



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		250,000
Equipment		
Total	\$	\$250,000

Figure F-76: Funding – Replacement of Influent Screen/Headworks

Project Description (Justification and Explanation):

Replace the aging influent screens at the Northside Water Reclamation Facility. The current influent screens are past their useful lifespan and have regular maintenance issues due to age. The complete funds for this project have been moved to the Repair of Headworks Splitter Box project that is taking place at the same location. The projects were combined to reduce work mobilization costs and operational interruption. The Repair of Headworks Splitter Box project is almost ready to go out for bid.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Total	\$	\$	\$	\$	\$	\$

Figure F-77: Budget Impact – Replacement of Influent Screen/Headworks

Description of Future Operating Budget Impacts:

New influent screens should reduce maintenance costs on the equipment itself. The new screens are also designed to have a better solids capture rate, which reduces wear and tear on downstream equipment.

CIP Non-Recurring Significant Projects

Project Title: Effluent Structure Rehabilitation

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Wastewater Wetlands
 City Goal: Quality of Life
 Funding Source: Wastewater Renewal and Replacement Fund

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		750,000
Equipment		
Other		
Total	\$	\$750,000



Figure F-78: Funding – Effluent Structure Rehabilitation

Project Description (Justification and Explanation):

Replacement and repair of the 34-year old wetland effluent structure including flume, walkways, and operations building.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-79: Budget Impact – Effluent Structure Rehabilitation

Description of Future Operating Budget Impacts:

No anticipated future operating budget impacts.

CIP Non-Recurring Significant Projects

Project Title: Dredging and Sediment Management

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Wetlands
 City Goal: Quality of Life
 Funding Source: Wastewater Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		800,000
Equipment		
Other		
Total	\$	\$800,000



Figure F-80: Funding – Dredging and Sediment Management

Project Description (Justification and Explanation):

Dredging of the accumulated sediments to reduce resuspension and scouring, improve water quality, and return full function of control for structures 6 and 8.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-81: Budget Impact – Dredging and Sediment Management

Description of Future Operating Budget Impacts:

No anticipated future operating budget impacts.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: WW Laboratory Renovation

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Wastewater Lab
 City Goal: Quality of Life
 Funding Source: Wastewater Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		250,000
Equipment		
Other		
Total	\$	\$250,000

Figure F-82: Funding – WW Laboratory Renovation



Project Description (Justification and Explanation):

Install acid resistant lab counters, upper shelf, water, gas, electrical, re-staining of wood cabinets, door hardware, replace wood cabinets with glass sliding doors, dishwashers, and existing cabinet modifications.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-83: Budget Impact – WW Laboratory Renovation

Description of Future Operating Budget Impacts:

No anticipated future operating budget impacts.

CIP Non-Recurring Significant Projects

Project Title: Southwest Pump Station Redirection – Sewage Pumping

Priority: High
 Department: Water Utilities/Wastewater
 Project Manager: Wastewater Collections
 City Goal: Quality of Life
 Funding Source: Wastewater Impact Fees



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$100,000
Construction		400,000
Equipment		
Total	\$	\$500,000

Figure F-84: Southwest Pump Station Redirection – Sewage Pumping

Project Description (Justification and Explanation):

Southwest Pump Station is the City's largest pump station pumping 3 to 5 MGD to the Glendale Plant. During heavy rain events, this pump station receives more water than what the downstream system can handle. This project will allow station flows to be redirected into the newly constructed English Oaks force main allowing Southwest to pump more wastewater to avoid possible sewer overflows during these events. Redirection will also allow for some system maintenance activities on the downstream portion of the gravity system that cannot be completed with the current amount of flow on these lines.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-85: Southwest Pump Station Redirection – Sewage Pumping

Description of Future Operating Budget Impacts:

No anticipated future operating budget impacts.

Map of Water Utility Fund CIP Projects

This map shows Water Utility Fund projects with a specific location. Locations marked with a star ★ have more than one project associated with it. All Water Utility Fund projects are listed on the Master Sheets following this page.

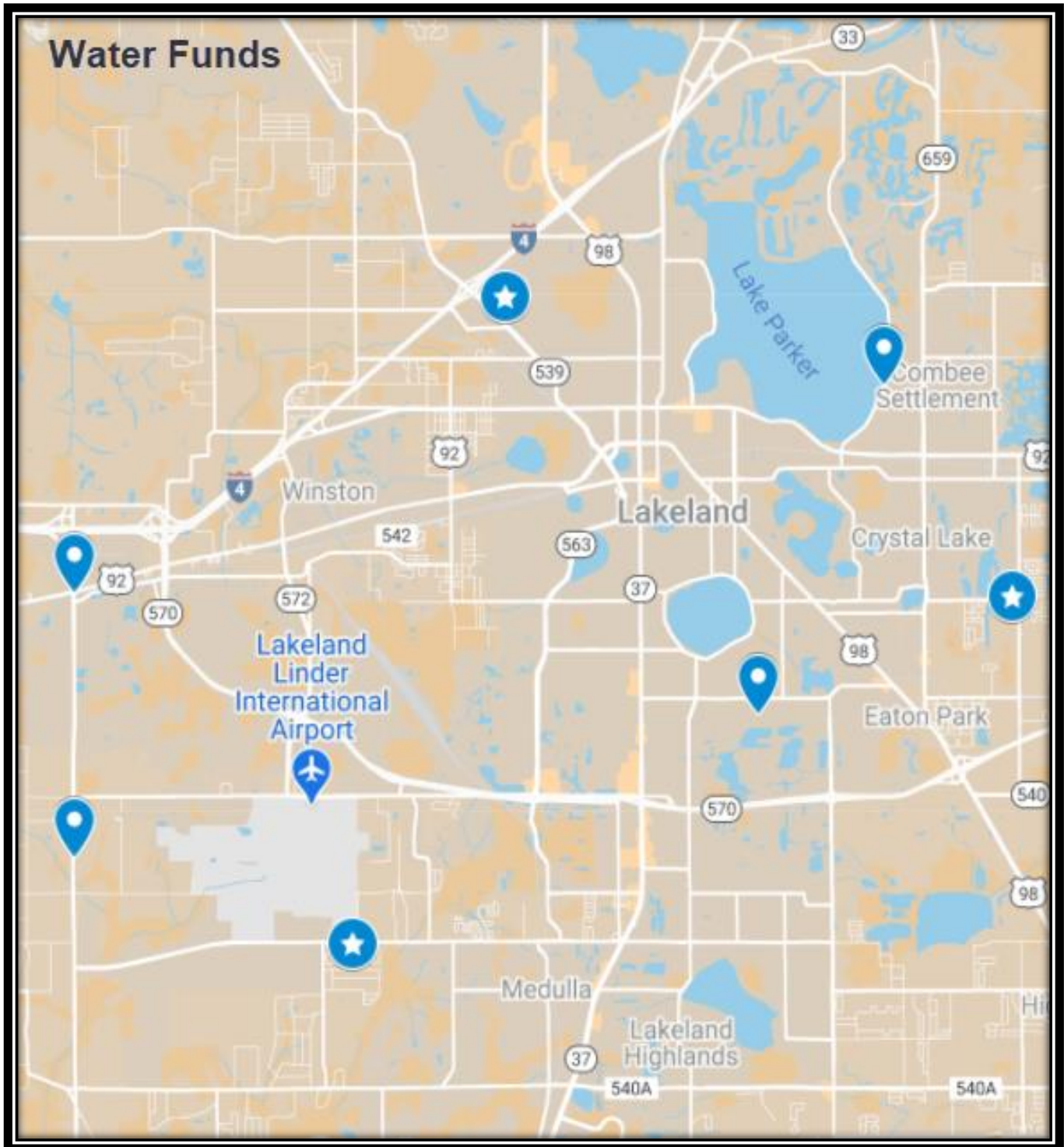


Figure F-86: CIP Map – Water Utility Fund

Water Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Water Funds		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Water Production-General:		
CWP4001 Production - Tools & Equip	Recurring	\$40,000
CWP4002 PICS Capital Equipment	Recurring	4,000
CWP5030 Equipment Replacement	Recurring	100,000
CWP5505 NW Plant Auxiliary System Upgrades	Recurring	100,000
CWP5519 NE Monitoring Well Equipment Replacement	Recurring	10,000
Williams Filter Rehabilitation	Recurring	400,000
Williams Ground Storage Tank Cleaning and Repairs	Non-Recurring	250,000
Transmission and Distribution - General:		
Capital Contingency	Recurring	200,000
CWE4001 Subdivision & Commercial Dev. Capital Projects	Recurring	100,000
CWD4002 New Service Connections	Recurring	50,000
CWE4004 Minor Ext & Sys Improvements	Recurring	300,000
CWD4009 Hydrant Install-New Annex	Recurring	30,000
CWD4011 City Project Support	Recurring	250,000
CWD4018 Dist. Facilities Replacement	Recurring	80,000
CWD4021 New Water Meters	Recurring	50,000
CWE4022 Tools & Equip	Recurring	30,000
CRR4023 Central Controlled Irrigation	Recurring	6,000
CWD5039 Undesignated Long-Term Project Support	Recurring	250,000
CWD5067 Meter Relocation/Improvement	Recurring	7,500
CWD15100 Traffic Control Support Capital	Recurring	10,000
CWE5146 Purchase of Radios	Recurring	5,200
CWD5230 SmartGrid Installation	Recurring	3,000,000
Leak Detection Correlator/Hydrophone	Non-Recurring	10,000
E Lk Parker AC Replace (Lk View to Idlewild)	Non-Recurring	115,000
Ground Penetrating Radar Locator	Non-Recurring	18,000
Tom Watson Rd 6" W.M. & Fire Protection Improvement	Non-Recurring	85,000
Oxford Av/Warrington Av 6" Fire Protection Improvement	Non-Recurring	175,000
Water T&D-Meters:		
Water Meter Replacement - Capital	Recurring	100,000
Water T&D-Cross Connection Control:		
CWD4010 Backflow Prevention	Recurring	75,000

Figure F-87: Master List of Appropriated Capital Projects Water Utility - Part 1

Water Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Water Funds Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Water Engineering:		
Capital Contingency	Recurring	\$250,000
CWE4001 Subdivision & Commercial Dev. Capital Projects	Recurring	350,000
CWE4004 Minor Ext & Sys Improvements	Recurring	25,000
CWD4011 City Project Support	Recurring	35,000
CWD4012 Polk County Project Support	Recurring	35,000
CWD4013 State/FDOT Project Support	Recurring	45,000
CWD4014 City Parks & Rec Support	Recurring	40,000
CDA5096 CROW Water Projects Easements	Recurring	45,000
US 92 at County Line Rd (Widening & Intersection)	Recurring	300,000
Tom Watson Rd 6" W.M. & Fire Protection Improvement	Non-Recurring	30,000
Oxford Av/Warrington Av 6" Fire Protection Improvement	Non-Recurring	30,000
LWE9592 W. Pipkin Widening (Medulla to Harden)	Recurring	750,000
FDOT Proposed Water Projects	Recurring	500,000
Water Administration:		
2010A CBA Bonds Payable	Recurring	1,450
Radio Replacement 2011	Recurring	72,264
Targeted Economic Opportunities - Water	Recurring	100,000
Undesignated Growth - Water	Non-Recurring	300,000
Hydrant Water Field Station	Non-Recurring	1,000,000
Water Impact Fees Fund		
Water Engineering:		
LWE9592 W. Pipkin Widening (Medulla to Harden)	Recurring	750,000
Water Administration:		
Capital Contingency	Recurring	100,000
Polk Regional Water Cooperative	Recurring	500,000
Southwest Water Expansion	Recurring	350,000
SW Water Expansion - Drane Field & Medulla Rds	Recurring	350,000

Figure F-88: Master List of Appropriated Capital Projects Water Utility - Part 2

CIP Non-Recurring Significant Projects

Project Title: Williams Ground Storage Tank Cleaning and Repairs

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Production
 City Goal: Quality of Life
 Funding Source: Water Revenues



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		250,000
Equipment		
Total	\$	\$250,000

Figure F-89: Funding – Williams Ground Storage Tank Cleaning and Repairs

Project Description (Justification and Explanation):

The Williams Water Treatment Plant has two 5 million-gallon ground storage tanks which store potable water prior to pump distribution to the City's Water Distribution System. These two tanks were last rehabilitated (cleaned, recoated, and repaired) in 2009. The rehabilitation of both ground storage tanks is needed to maintain their proper function and reliability.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-90: Budget Impact – Williams Ground Storage Tank Cleaning and Repairs

Description of Future Operating Budget Impacts:

This project should not impact any future operating budgets.

CIP Non-Recurring Significant Projects

Leak Detection Correlator/Hydrophone

Priority: Medium
 Department: Water Utilities/Water
 Project Manager: Water Distribution
 City Goal: Quality of Life
 Funding Source: Water Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		
Other		10,000
Total	\$	\$10,000



Figure F-91: Funding – Leak Detection Correlator/Hydrophone

Project Description (Justification and Explanation):

Equipment is used for accurately locating the location of water loss due to leaks.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$ 600	\$	\$ 600
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$ 600	\$	\$ 600

Figure F-92: Budget Impact – Leak Detection Correlator/Hydrophone

Description of Future Operating Budget Impacts:

Future operating expenses are fairly minimal. Every few years minor repairs are necessary. Projected expense is approximately \$600 every four to five years.

CIP Non-Recurring Significant Projects

Project Title: East Lake Parker AC Replace (Lake View to Idlewild)

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Distribution
 City Goal: Quality of Life
 Funding Source: Water Revenues



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		115,000
Equipment		
Other		
Total	\$	\$115,000

Figure F-93: Funding – East Lake Parker AC Replace (Lake View to Idlewild)

Project Description (Justification and Explanation):

Replacing existing 6" AC water line that has frequently failed.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$250	\$	\$250	\$500
Operating						
Equipment						
Other						
Total	\$	\$	\$250	\$	\$250	\$500

Figure F-94: Budget Impact – East Lake Parker AC Replace (Lake View to Idlewild)

Description of Future Operating Budget Impacts:

Every two to three years the new fire hydrants at this location will have to be inspected. Total projected expense will be approximately \$500 within a 5-year period.

CIP Non-Recurring Significant Projects

Project Title: Ground Penetrating Radar Locator

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Distribution
 City Goal: Quality of Life
 Funding Source: Water Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		18,000
Other		
Total	\$	\$18,000



Figure F-95: Funding – Ground Penetrating Radar Locator

Project Description (Justification and Explanation):

Equipment uses radar to locate buried utilities. This device will be used to locate water mains and service lines.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$300	\$	\$300
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$300	\$	\$300

Figure F-96: Budget Impact – Ground Penetrating Radar Locator

Description of Future Operating Budget Impacts:

Future operating expenses are fairly minimal. Every few years minor repairs are necessary. Projected expense is approximately \$300 every four to five years.

CIP Non-Recurring Significant Projects

Project Title: Tom Watson Road 6" Water Main and Fire Protection Improvement

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Distribution
 City Goal: Quality of Life
 Funding Source: Water Revenues



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$30,000
Construction		85,000
Equipment		
Total	\$	\$115,000

Figure F-97: Funding – Tom Watson Road 6" Water Main and Fire Protection Imp.

Project Description (Justification and Explanation):

Existing water system does not provide fire protection to this residential location.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$250	\$	\$250	\$500
Operating						
Equipment						
Total	\$	\$	\$250	\$	\$250	\$500

Figure F-98: Budget Impact – Tom Watson Road 6" Water Main and Fire Protection Imp.

Description of Future Operating Budget Impacts:

Every two to three years the new fire hydrants at this location will have to be inspected. Total projected expense will be approximately \$500 within a 5-year period.

CIP Non-Recurring Significant Projects

Project Title: Oxford Ave and Warrington Ave 6" Fire Protection Improvement

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Distribution
 City Goal: Quality of Life
 Funding Source: Water Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$30,000
Construction		\$175,000
Equipment		
Other		
Total	\$	\$205,000



Figure F-99: Funding – Oxford Ave and Warrington Ave 6" Fire Protection Imp.

Project Description (Justification and Explanation):

Existing water system does not provide fire protection to this residential location.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$250	\$	\$250	\$500
Operating						
Equipment						
Other						
Total	\$	\$	\$250	\$	\$250	\$500

Figure F-100: Budget Impact – Oxford Ave and Warrington Ave 6" Fire Protection Imp.

Description of Future Operating Budget Impacts:

Every two to three years the new fire hydrants at this location will have to be inspected. Total projected expense will be approximately \$500 within a 5-year period.

CIP Non-Recurring Significant Projects

Project Title: Undesignated Growth – Water

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Administration
 City Goal: Quality of Life
 Funding Source: Water Revenues

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		300,000
Equipment		
Other		
Total	\$	\$300,000



Figure F-101: Funding – Undesignated Growth – Water

Project Description (Justification and Explanation):

Project for engineering and/or water distribution construction services for any unforeseen water infrastructure needs that may occur. This could also support any DOT project that may be accelerated.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-102: Budget Impact – Undesignated Growth – Water

Description of Future Operating Budget Impacts:

No anticipated future operating budget impacts.

CIP Non-Recurring Significant Projects

Project Title: Hydrant Water Field Station

Priority: High
 Department: Water Utilities/Water
 Project Manager: Water Administration
 City Goal: Quality of Life
 Funding Source: Water Revenues



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		1,000,000
Equipment		
Other		
Total	\$	\$1,000,000

Figure F-103: Funding – Hydrant Water Field Station

Project Description (Justification and Explanation):

As the Water Utility moves away from issuing Hydrant Use Permits for certain business, one option may be to create water fill stations for those businesses to obtain water. These would be metered stations and controlled. Other alternatives to Hydrant Use Permits are being evaluated.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-104: Budget Impact – Hydrant Water Field Station

Description of Future Operating Budget Impacts:

No future impact on the annual operating budget.

Fiscal Year 2021 Annual Budget

Map of Electric Utility Fund CIP Projects

This map shows Lakeland Electric Fund projects with a specific location. Locations marked with a star ★ have more than one project associated with it. All Lakeland Electric Fund projects are listed on the Master Sheets following this page.

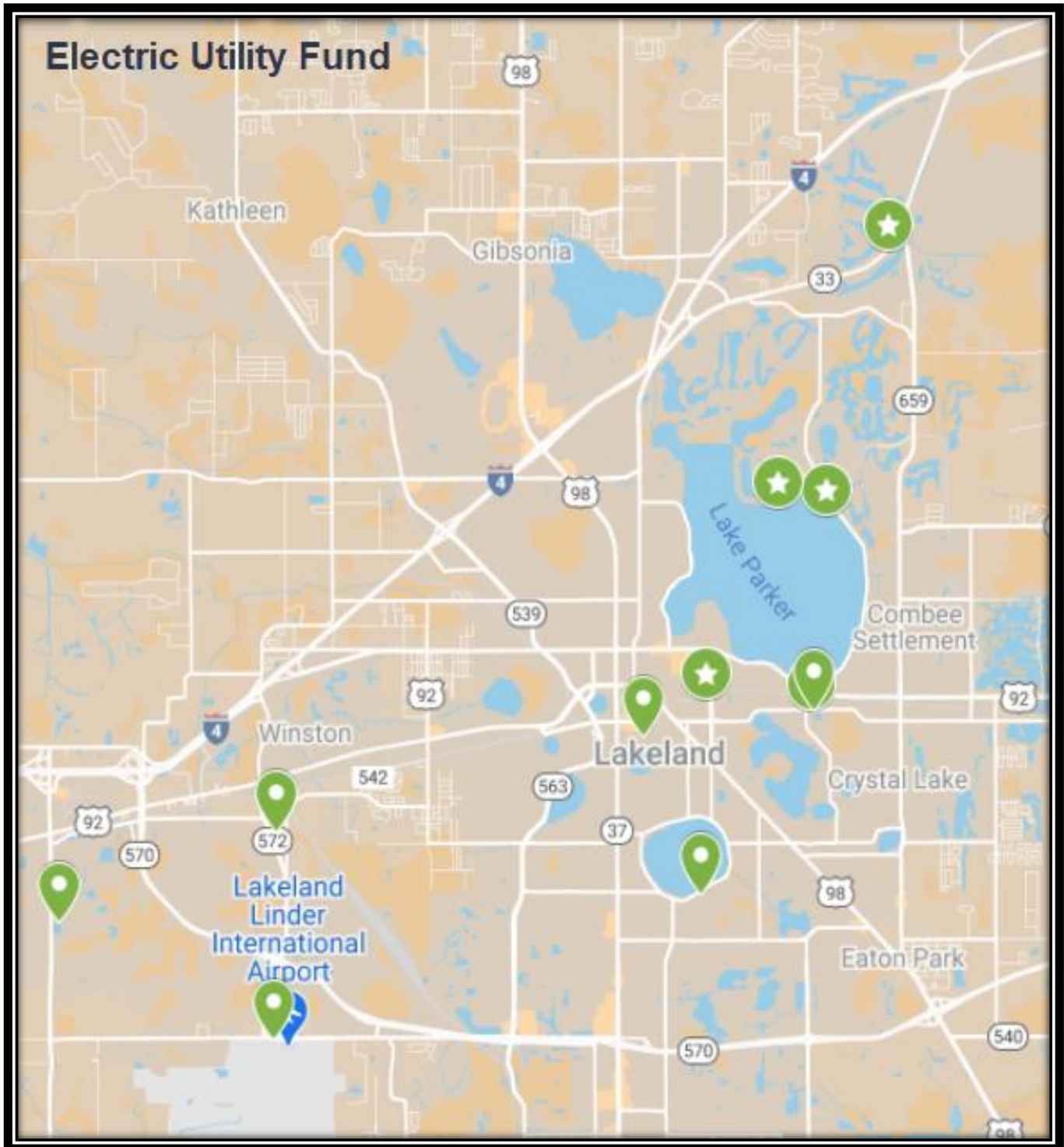


Figure F-105: CIP Map – Electric Utility Fund

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund		
Project Title	Recurring or Non-Recurring	FY2021 Cost
McIntosh Plant:		
CMP5672 MCOM Fuel Tank w/ Secondary Containment	Non-Recurring	\$7,051
FY21 CMP5673 MCOM Sump Pumps	Recurring	17,627
McIntosh Plant Gas Turbines:		
CMP6616 MGT1 Industrial Coatings	Recurring	25,000
FY21 CMP7279 MGT2 Pump Overhauls/Replacement	Recurring	20,000
FY21 CMP7009 MGT2 HVAC Replacements	Non-Recurring	20,000
FY21 CMP7010 MGT2 Motor Overhauls	Recurring	30,000
FY21 CMP7011MGT2 Valve Replacements	Recurring	30,000
FY21 CMP7008 MGT2 Breaker Overhauls	Recurring	30,000
McIntosh Unit 3:		
LMP5549 JT U3 Turbine Refurbishment	Recurring	45,000
CMP5313 JT U3 CEMS Analyzer Replacement	Recurring	30,000
CMP5415 JT U3 Revitalization of Mobile Heavy Equip.	Recurring	150,000
CMP7264 JT U3 Precipitator Refurbish	Non-Recurring	240,000
CPE9862 JT U3 SCR Catalyst Replacement	Non-Recurring	360,000
CMP9041 JT U3 Pulverizer Mill Rebuild	Recurring	150,000
CMP5494 JT U3 Scrubber Structure Recoating	Recurring	90,000
CMP6613 JT U3 Breaker Overhauls	Recurring	30,000
CMP5610 JT U3 Absorber Twr Refurb Tank & Structure/Coat	Recurring	120,000
CMP5616 JT U3 HVAC Upgrades	Recurring	18,000
FY21 CMP5621 JT U3 CCR Rule Implementation	Recurring	90,000
CMP5162 JT U3 Demin Monitor & Controls	Non-Recurring	18,000
CPE7228 JT U3 PWTS PLC Controls Upgrade	Non-Recurring	18,000
CMP5244 JT U3 Cooling Tower Acid Tank & Equip. Repl.	Non-Recurring	6,000
LMP9866 JT U3 Boiler Expansion Joints Replacements	Recurring	60,000
CMP5646 JT U3 Motor Rewind/Refurbish	Recurring	30,000
CMP5648 JT U3 Reheater Steam Coil	Recurring	90,000
CMP5650 JT U3 32 & 34 PA Fans Rotor Overhaul	Recurring	48,000
CMP5654 JT U3 Hoist Replacement	Recurring	12,000
CMP5656 JT U3 Sump Pumps	Recurring	36,000
CMP5657 JT U3 Pipe Rack Recoating	Recurring	18,000
McIntosh Unit 5:		
LMP9035 U5 Combustion Turbine Inspection Outage	Recurring	2,100,000
LMP9250 U5 LTMA Assets	Recurring	7,414,231
LMP9262 U5 STG Outage	Recurring	900,000
CPE4142 U5 Inlet Filters Replacement	Recurring	230,000

Figure F-106: Master List of Appropriated Capital Projects Electric Utility - Part 1

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
McIntosh Unit 5 Continued:		
CPE7275 U5 Lube Oil Cooler Modification (Outage)	Non-Recurring	\$100,000
CMP5478 U5 Cooling Tower Acid Tank Replacement	Recurring	10,000
CMP5487 U5 Hot Reheat Control Valve Upgrade	Non-Recurring	122,000
CMP5478 U5 Cooling Tower Acid Tank Replacement	Recurring	10,000
CMP5487 U5 Hot Reheat Control Valve Upgrade	Non-Recurring	200,000
CMP5485 U5 Circulating Water Pump Rebuilds	Non-Recurring	125,000
CMP5500 U5 HRSG Recoating	Recurring	48,000
FY21 CPE5501 U5 BFP Overhauls	Recurring	300,000
FY21 CPE5619 U5 Combustion Hardware Upgrade	Recurring	500,000
CPE5620 U5 Electric Bus Protective Relay Upgrade	Non-Recurring	215,000
CMP5623 U5 LP Economizer Tube Replacement	Non-Recurring	3,200,000
CMP5666 U5 Valve Replacements	Recurring	260,000
CPE5687 U5 Automatic Voltage Regulator Upgrade	Non-Recurring	352,000
Larsen Plant:		
CPE4146 U8 Overdutied U8 Electrical Equipment	Recurring	300,000
CLP4147U8 Steam Turbine Major Outage	Recurring	1,000,000
CMP4083 Larsen Facilities Recoating	Recurring	100,000
CLP4159 U8 Major Motor Overhauls	Recurring	10,000
FY21 CLP4161 U8 Pulse Air System	Non-Recurring	40,000
CLP4183 U8 Lube Oil Conditioning System	Non-Recurring	75,000
CLP4186 U8 Booster Atomizing Air Compressor	Non-Recurring	20,000
CLP4169 U8 Breaker Overhauls	Recurring	20,000
CLP4140 U8 Controls Next phase (2055 TTRF)	Non-Recurring	25,000
Winston Plant:		
LPE9272 WIN NOx Catalyst Replacement	Recurring	200,000
CMP4082 Winston Facilities Recoating	Recurring	5,000
FY21 CPP4162 Winston Fuel Tank Recoating	Non-Recurring	20,000
FY21 CPP4184 WIN Breaker Replacements	Recurring	12,000
Other Production Projects:		
LPE9859 PCM NERC Compliance	Recurring	227,134
CMP4105 PCM Engineering Capital Tool Replacement	Recurring	10,626
CMP4107 PECG Capital Tool Replacement (MBFA)	Recurring	15,000
CPP6501 PCM Maintenance Tools (MBFA)	Recurring	63,757
CPP6506 PCM Lab Test Equipment (MBFA)	Recurring	106,262
CPP6509 PCM Plant A/C and Air Handler Contingency	Recurring	63,757

Figure F-107: Master List of Appropriated Capital Projects Electric Utility - Part 2

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Other Production Projects Continued:		
CPP6529 PCM Industrial Coatings Plan	Recurring	\$85,010
CPP7219 COL R&R Capital Resources	Recurring	661,737
CPP6543 PCM Plant Transportation (MBFA)	Recurring	17,852
CPE4249 Capital Equipment Replacement (MBFA)	Recurring	10,000
Transmission Lines:		
CDE4010 Transmission Pole Replacement	Recurring	125,000
CDE4045 Transmission Wood Poles Inspection/Retreat	Recurring	5,000
FY21 Drane Field to Medulla (W Pipkin Rd) CR Widening	Non-Recurring	1,000,000
CDE8169 Interstate to West 230kv Relocation for FDOT	Non-Recurring	1,100,000
FY21 CDE8118 Bridgewater 69kV Line Tie-in	Non-Recurring	67,000
Distribution Lines:		
CDE4001 Major Road Improv/Relocates	Recurring	200,000
CDS4011 Capital Equipment Purchases	Recurring	20,000
CDE4003 Transformer Replace OH Dist	Recurring	100,000
CDE4004 Transformer Replace UG Dist	Recurring	200,000
CDE4006 Dist System Eq Replace	Recurring	5,000
CDE4007 Line Switch Installation	Recurring	50,000
CDE4008 Padmount Switch Install	Recurring	30,000
CDE4011 Distribution Pole Replacement	Recurring	1,600,000
CDE4020 Roadway Lighting Installations	Recurring	300,000
CDE4030 City Facilities Lighting Installations	Recurring	15,000
CDE4040 Private Area Lighting Installation	Recurring	250,000
CDE4045 Distribution Wood Poles Inspection/Retreatment	Recurring	100,000
CDE4232 Capacitor Station Installation	Recurring	20,000
CDE4500 Subdivision & Comm Development	Recurring	890,000
CDE4502 New OH Residential Svc	Recurring	40,000
CDE4503 New UG Residential Svc	Recurring	100,000
CDE4504 Upgrade OH Residential Svc	Recurring	10,000
CDE4505 Upgrade UG Residential Svc	Recurring	5,000
CDE4506 OH Line Extensions	Recurring	8,000
CDE4507 UG Line Extensions	Recurring	12,000
CDE4508 OH New Comm Svc GS	Recurring	20,000
CDE4509 UG New Comm Svc GS	Recurring	75,000
CDE4510 OH Upgrade Comm Svc	Recurring	10,000
CDE4511 UG Upgrade Comm Svc	Recurring	40,000

Figure F-108: Master List of Appropriated Capital Projects Electric Utility - Part 3

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Distribution Lines Continued:		
CDE4512 OH New Comm Svc GSD	Recurring	\$50,000
CDE4513 UG New Comm Svc GSD	Recurring	250,000
CDE4515 UG New Comm Svc GSLD	Recurring	250,000
CDE6251 Reliability-Recloser Installation	Recurring	100,000
CDE6260 Fault Indicator Installation	Recurring	500
CDE6268 General Reliability Improvements	Recurring	109,500
CDE6340 Minor Line Extensions	Recurring	5,000
CDE5125 URD Cable Replacement	Recurring	25,000
CDE8133 Downtown Overhead to Underground Conv.	Recurring	1,000
CDE5148 East X354 Line Extension	Non-Recurring	92,000
FY21 Bridgewater New Circuit - 1	Non-Recurring	133,000
FY21 Bridgewater New Circuit - 3	Non-Recurring	235,000
FY21 Bridgewater New Circuit - 2	Non-Recurring	258,000
FY21 Jonila Avenue	Non-Recurring	150,000
Transmission Substations:		
CDS6085 Various Transmission Breaker Replacements	Recurring	100,000
Distribution Substations:		
CDP4006 Purchase New Electric Meters	Recurring	551,900
CDS4122 Substations Animal Protection	Recurring	5,000
CDS4222 Battery Bank Replacement	Recurring	30,000
CDS4226 Substation Integration	Recurring	150,000
CDS6346 Various Distribution Breaker Replacement	Recurring	20,000
CDS5126 12KV Switch Replacement	Recurring	5,000
CDS6036 Sub. Trans Power Transformer Equip.	Recurring	100,000
DCS6036 Sub. Dist. Power Transformer Equip.	Recurring	75,000
Other Delivery Projects:		
CDG6138 R&R Capital Project Resources	Recurring	6,495,710
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	Recurring	65,000
CDO4128 Pole Yard Improvements	Recurring	20,000
CDP5124 Radio Communication to Reclosers	Recurring	20,000
CDE5032 Fast Transfer Switch Gear Replacement	Recurring	10,000
CDP5034 SI Installed Inventory/Replacement	Recurring	50,000
CDP5134 RTU Power Supply Upgrade/Redundancy	Recurring	15,000
CDE4043 Designer Upgrade & Implementation	Non-Recurring	450,000
CSG4857 SmartGrid Tower Project	Recurring	99,000
FY21 Publix RTAC Replacement	Non-Recurring	45,000

Figure F-109: Master List of Appropriated Capital Projects Electric Utility - Part 4

Electric Utility Master List of CIP Projects

Master List of Appropriated Capital Projects Electric Utility Fund Continued		
Project Title	Recurring or Non-Recurring	FY2021 Cost
Miscellaneous Projects:		
CCS5013 Capital Project Resources	Recurring	\$132,964
CDS4123 Substations Fence Replacement & Upgrades	Recurring	50,000
CDS4124 Substations Grid Rock Addition	Recurring	50,000
CDA5096 CROW Water Projects Easements	Recurring	(55,000)
Building Improvements:		
CMP5014 LE-Security Enhancement	Recurring	262,656
CFM4309 LE Roof Improvements	Recurring	500,000
CFM4651 Security Systems for E&W Building	Recurring	26,266
CTS5720 Furniture Requirements - Capital (MBFA)	Recurring	10,000
CFM4306 Admin Building Capital Improvement	Recurring	156,000
CFM5712 Major Equipment Purch (MBFA)	Recurring	5,000
CTS4307 T&D Building Capital Improvements	Recurring	50,000
CFM5707 HVAC System Upgrades (Substations)	Recurring	5,000
CFM5727 T&D Weight Room Remodel (Relay Shop)	Non-Recurring	100,000
CFM5726 TTC Warehouse for Meter Shop	Non-Recurring	200,000
CFM5725 Parker Street Remodel (Meter Services)	Non-Recurring	100,000

Figure F-110: Master List of Appropriated Capital Projects Electric Utility - Part 5

CIP Non-Recurring Significant Projects

Project Title: Bridgewater New Circuit - 2

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Growth Management
 Funding Source: LE Rates

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		128,000
Equipment		130,000
Other		
Total	\$	\$258,000



Figure F-111: Funding – Bridgewater New Circuit - 2

Project Description (Justification and Explanation):

Build a new 0.68-mile line from Bridgewater Substation west on SR 33 to the existing H374 circuit. Build a 0.34-mile line extension on Old Combee Road to the existing V374 circuit. Upgrade conductor to 795 AAC on Old Combee Road from Pole 507277 to Pole 501066, distance: 0.36 miles. These new lines are needed to allow the new Bridgewater Substation to feed 12kv power into the system.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-112: Budget Impact – Bridgewater New Circuit – 2

Description of Future Operating Budget Impacts:

There is no operating budget impact anticipated for FY 2021 or future years.

CIP Non-Recurring Significant Projects

Project Title: Bridgewater New Circuit - 3

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Growth Management
 Funding Source: LE Rates

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		140,000
Equipment		95,000
Other		
Total	\$	\$235,000



Figure F-113: Bridgewater New Circuit - 3

Project Description (Justification and Explanation):

Build new overhead and underground lines from Bridgewater Substation west on SR 33 to switch 899, distance: 0.68 miles. These new lines are needed to allow the new Bridgewater Substation to feed 12kv power into the system.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-114: Budget Impact – Bridgewater New Circuit – 3

Description of Future Operating Budget Impacts:

There is no projected impact to the operating budget in FY 2021 or future years.

CIP Non-Recurring Significant Projects

Project Title: Designer Upgrade and Implementation

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Growth Management - Anticipate Future
 System Requirements Through Proactive Planning
 Funding Source: LE Rates



CIP Funding	Prior Year		FY 2021
Design/Study	\$74,245		\$
Construction			450,000
Total	\$74,245		\$450,000

Figure F-115: Funding – Designer Upgrade and Implementation

Project Description (Justification and Explanation):

The current Graphical Work Order Electric Distribution Design software package by Schneider Electric is a critical tool that engineers, and technicians use daily to design and maintain Lakeland Electric's Transmission, Distribution, and Lighting system. Schneider Electric's software is fully integrated with, and fully dependent on, the current version of ESRI's GIS technology (GN) which will be unsupported in the near future. A new Graphical Work Order Electric Distribution Design software package is needed that will integrate with the new ESRI UN technology.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating		150,000	150,000	150,000	150,000	600,000
Equipment						
Other						
Total	\$	\$150,000	\$150,000	\$150,000	\$150,000	\$600,000

Figure F-116: Budget Impact – Designer Upgrade and Implementation

Description of Future Operating Budget Impacts:

There is a potential for an ongoing software maintenance expense once the new system is implemented. The estimate for that is above.
 Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Drane Field to Medulla (W. Pipkin Rd.) – County Road Widening

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Growth Management
 Funding Source: LE Rates



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		890,000
Equipment		110,000
Other		
Total	\$	\$1,000,000

Figure F-117: Funding – Drane Field to Medulla (W. Pipkin Rd.) – CR Widening

Project Description (Justification and Explanation):

The County is widening West Pipkin Road from Dossey Road to Medulla and our lines are in conflict. We will be rebuilding the Drane Field to Medulla 69 kV transmission line and distribution lines on West Pipkin Road from Medulla Road to Dossey Road.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-118: Budget Impact – Drane Field to Medulla (W. Pipkin Rd.) – CR Widening

Description of Future Operating Budget Impacts:

No operating budget impacts are anticipated in FY 2021 or future years.

CIP Non-Recurring Significant Projects

Project Title: Interstate to West 230kv Line Relocation

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Growth Management
 Funding Source: LE Rates

CIP Funding	Prior Year	FY 2021
Design/Study	\$ 107,116	\$
Construction		892,884
Equipment		100,000
Other		
Total	\$107,116	\$992,884



Figure F-119: Funding – Interstate to West 230kv Line Relocation

Project Description (Justification and Explanation):

The Interstate to West 230 kV line is in the way of CSX and FDOT construction. We are in the FDOT right-of-way and the line must be moved per their direction. The line will need to be temporarily relocated during CSX construction. The project cost will be paid by the FDOT.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-120: Budget Impact – Interstate to West 230kv Line Relocation

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: Jonila Avenue UG Conversion

Priority: High
 Department: Lakeland Electric
 Project Manager: Energy Delivery Engineering Manager
 City Goal: Fiscal Responsibility - Manage Assets and Resources to Optimize Return
 Funding Source: LE Rates

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		150,000
Equipment		25,000
Other		
Total	\$	\$175,000



Figure F-121: Funding – Jonila Avenue UG Conversion

Project Description (Justification and Explanation):

Jonila Avenue is currently served overhead from the back lot line and is very difficult to maintain and repair when an outage occurs. The difficulty in accessing the line in its current configuration leaves customers without power for unacceptable lengths of time. This project will remove the old overhead line and rebuild it underground along the front of the houses.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-122: Budget Impact – Jonila Avenue UG Conversion

Description of Future Operating Budget Impacts:

Customer downtime will be reduced with the outcome of this project; there are no expected operating budget impacts in FY21 or future years.

CIP Non-Recurring Significant Projects

Project Title: TTC Warehouse for Meter Shop

Priority: High
 Department: Lakeland Electric
 Project Manager: Substation Manager
 City Goal: Fiscal Responsibility - Manage Assets and Resources to Optimize Return
 Funding Source: LE Rates



CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$50,000
Construction		150,000
Equipment		
Other		
Total	\$	\$200,000

Figure F-123: Funding – TTC Warehouse for Meter Shop

Project Description (Justification and Explanation):

Build a warehouse at the Lakeland Electric Technology Training Center for the Meter Shop. The Meter Shop has moved to the LE Technology Training Center and needs a warehouse built for their equipment.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-124: Budget Impact – TTC Warehouse for Meter Shop

Description of Future Operating Budget Impacts:

There is no anticipated impact to the operating budget in FY 2021 or future years.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: U3 Precipitator Refurbish

Priority: High
 Department: Lakeland Electric
 Project Manager: Plant Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		400,000
Other		(160,000)
Total		\$240,000



Figure F-125: Funding – U3 Precipitator Refurbish

Project Description (Justification and Explanation):

The precipitator removes particles from the air post-combustion in McIntosh Power Plant's Unit 3 in order to meet environmental regulations. The precipitator is in need of some upgrades due to damaged areas from corrosion and must be maintained to avoid environmental excursions.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-126: Budget Impact – U3 Precipitator Refurbish

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

Fiscal Year 2021 Annual Budget

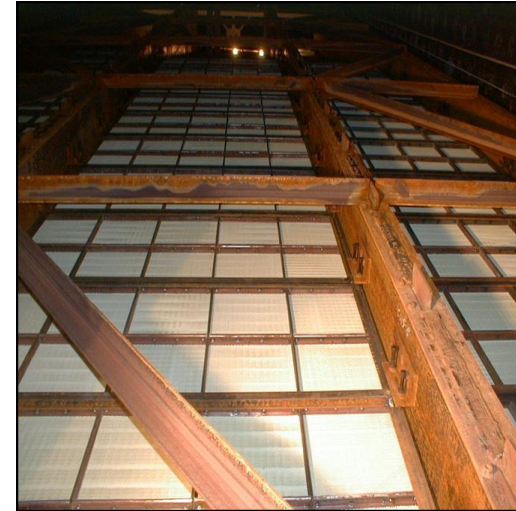
CIP Non-Recurring Significant Projects

Project Title: U3 SCR Catalyst Replacement

Priority: High
 Department: Lakeland Electric
 Project Manager: Plant Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment		600,000
Other		(240,000)
Total	\$	\$360,000

Figure F-127: Funding – U3 SCR Catalyst Replacement



Project Description (Justification and Explanation):

The SRC Catalyst is necessary to control NOx emissions at McIntosh Power Plant's Unit 3. The catalyst becomes spent over time and must be replaced with a new layer every few years. This will be the last year of replacement catalyst for Unit 3.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-128: Budget Impact – U3 SCR Catalyst Replacement

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

CIP Non-Recurring Significant Projects

Project Title: U5 Automatic Voltage Regulator Upgrade

Priority: High
 Department: Lakeland Electric
 Project Manager: Engineering Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment	200,000	352,000
Other		
Total	\$200,000	\$352,000



Figure F-129: Funding – U5 Automatic Voltage Regulator Upgrade

Project Description (Justification and Explanation):

The existing voltage regulators for both the 501G combustion turbine and steam turbine are obsolete. In order to avoid component failures they must be replaced. An upgrade is available and will increase plant reliability.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-130: Budget Impact – U5 Automatic Voltage Regulator Upgrade

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

CIP Non-Recurring Significant Projects

Project Title: U5 Electric Bus Protective Relay Upgrade

Priority: High
 Department: Lakeland Electric
 Project Manager: Engineering Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment	170,000	215,000
Other		
Total	\$170,000	\$215,000



Figure F-131: Funding – U5 Electric Bus Protective Relay Upgrade

Project Description (Justification and Explanation):

The existing relays are obsolete and pose a threat to plant reliability. Performance is critical to protecting major equipment from catastrophic damage during an electrical system failure. This project will replace obsolete electric protection relays with modern digital relays.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-132: Budget Impact – U5 Electric Bus Protective Relay Upgrade

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: U5 Hot Reheat Control Valve Upgrade

Priority: High
 Department: Lakeland Electric
 Project Manager: Engineering Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment	46,959	200,000
Other		
Total	\$46,959	\$200,000



Figure F-133: Funding – U5 Hot Reheat Control Valve Upgrade

Project Description (Justification and Explanation):

The Hot Reheat Control Valve must be refurbished routinely in order to maintain unit reliability. It has been five years since the valve has been refurbished and inspections show the valve is in need of some work. Unit 5 must remain reliable for generating electricity for our customers.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-134: Budget Impact – U5 Hot Reheat Control Valve Upgrade

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

Fiscal Year 2021 Annual Budget

CIP Non-Recurring Significant Projects

Project Title: U5 LP Economizer Tube Replacements

Priority: High
 Department: Lakeland Electric
 Project Manager: Plant Manager
 City Goal: Quality of Life
 Funding Source: Rate Funded

CIP Funding	Prior Year	FY 2021
Design/Study	\$	\$
Construction		
Equipment	2,000,000	3,200,000
Other		
Total	\$2,000,000	\$3,200,000



Figure 3: Harps LPECSB & C are staged on 6'x9" cribbing



Figure 4: Harps LPECSB & C are staged on 6'x8" cribbing. LPECSA arrived shortly after. LPECSA, B & C will be stacked on top. TEIC intends to stack the harps 5 to 6 high

Figure F-135: Funding – U5 LP Economizer Tube Replacements

Project Description (Justification and Explanation):

The U5 HRSG has experienced several leaks due to flow accelerated corrosion and has caused back pressure issues. Many of the tubes have been plugged and/or cut out. Industry wide, HRSGs usually have complete bundle replacements as they approach 15 to 20 years. U5's HRSG is 17 years old and has performed well; however, the expected end-of-life failures have begun and are ongoing.

Impact on Annual Operating Budget

Operating Budget Impact (costs/savings)	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Five Year Total
Personnel	\$	\$	\$	\$	\$	\$
Operating						
Equipment						
Other						
Total	\$	\$	\$	\$	\$	\$

Figure F-136: Budget Impact – U5 LP Economizer Tube Replacements

Description of Future Operating Budget Impacts:

No impact on the operating budget is expected in FY 2021 or future years.

Fiscal Year 2021 Annual Budget



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**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Taxes											
8th Cent Motor Fuel Tax	855,000	772,200	695,000	660,000	660,000	673,000	687,000	701,000	715,000	729,000	744,000
Local Option Gas Tax - 6 Cents	2,658,000	2,533,000	2,406,000	2,286,000	2,286,000	2,331,000	2,378,000	2,426,000	2,474,000	2,524,000	2,574,000
9th Cent Gas Tax	437,000	394,000	355,000	337,041	337,041	344,000	351,000	358,000	365,000	372,000	380,000
Local Option Gas Tax - 5 Cents	1,684,000	1,605,000	1,524,000	1,479,000	1,479,000	1,508,000	1,538,000	1,569,000	1,600,000	1,632,000	1,665,000
Misc. Revenues											
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	114,435	60,000	60,120	60,240	60,360	60,481	60,602	60,723	60,845	60,966	61,088
Federal Grants											
FDOT-Main Street Pathways	855,111										
FDOT-Three Parks Trail E	470,776										
State Grants											
FDOT-Hwy Lighting & Traffic Signal Maint. Agreements	529,920	609,006	632,429	656,709	676,411	696,703	723,177	750,658	779,183	808,792	839,526
FDOT-Main Street Pathways	23,021										
FDOT-Three Parks Trail E	21,556										
FDOT-Tenoroc Trail - Segment 1	499,741										
FDOT-Sidewalk-N Crystal Lake (Willow Point to Longfellow)	304,000										
FDOT - Upgrades to US 92 at Wabash Ave	818,466										
FDOT County Line Rd @ US 92	1,253,512										
FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue)	50,000										
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
SR 572 (Dranefield Rd) at Waring Rd Roundabout				2,000,000							
Contributions & Donations											
Sidewalk Contingency - Developer Contributions	5,978										
Transfer from Internal Loan Fund											
Drane Field Rd Corridor Impr Phase I	1,500,000										
South Wabash Ave Extension	2,500,000										
SR 572 (Dranefield Rd) at Waring Rd Roundabout			2,000,000								
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											
Florida/Harden East-West Connector	1,830,326										
Wabash Ave Extension Project Development & Environment Study	71,828										
N. Lakeland East. Connector - Crevasse St. Ext.	6,152,713	1,000,000									
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Corridor Study from SR 33 to Walt Loop Rd	450,000	50,000									
N Florida Ave (Robson St to Carpenter's Way)	170,000										
Drane Field Rd Corridor Impr Phase I	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	87,527	
Hwy 33 Road Improvements - I4 to City Limits	1,515,494										
North Wabash Ave Extension	4,590,482	800,000									
South Wabash Ave Extension	118,898	69,680	69,680	69,680	69,680	69,680	69,680	69,680	52,332		
Sidewalks for Collector Streets				400,000		400,000					
Unappropriated Surplus	5,261,242	67,782	26,039	(206,479)	(722,011)	60,559	(81,074)	(396,901)	1,063,269	(377,335)	(636,624)
Total Revenue	36,118,789	8,337,958	8,145,558	8,119,481	5,223,771	6,520,713	6,103,675	5,915,450	7,486,919	6,025,950	5,815,990
Expenses											
Parking Lots											
Frontier Parking Lot	7,100										
Rose Street Parking Lot	6,000										
Sidewalk Projects											
FDOT-LAP Josephine Sidewalk (Central Avenue to Pinewood Avenue)	50,000										
FDOT-Main Street Pathways	878,132										
FDOT-Three Parks Trail E	492,227										
FDOT-Sidewalk-N Crystal Lake (Willow Point to Longfellow)	304,000										
FDOT - Three Parks Trail W	10,000										
FDOT - N. Crystal Lake Dr From Willow Point Dr to Longfellow Blvd	3,435										
CDBG-Choctaw Avenue Sidewalk Project	20,000										
Sidewalk Repair & Replacement	776,250	803,419	831,539	800,000	800,000	921,941	954,209	987,607	1,022,173	1,052,840	1,084,425
Sidewalk Contingency - Developer Contributions	91,797										
Sidewalk - East Garden St (Lkld Hills Blvd to W Lk Parker Dr)	13,110										
Sidewalk - Lakeland Highlands Rd (Lowes to Polk Parkway)	202,403										

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Sidewalk - Lincoln Ave Sidewalk (SW Middle School to Beacon Rd)	178,741										
Sidewalk - Luce Rd. (Hallam Dr. to Lk. Miriam Dr.)	231,209										
Accessible Sidewalks Repair & Replacement	122,445										
Sidewalk - Chestnut Rd (US 92 to Chestnut Woods Dr)	50,000										
Sidewalk - Plateau Ave (Hickory to Olive)	128,499										
Glendale Trail	58,000										
Olive St (Cornelia Ave to Central Ave)	26,250	75,750									
S. Edgewood Drive (Taft St to US 98S)	34,300	98,700									
Beacon Road Sidewalk	22,000	342,000									
Chestnut Rd Sidewalk (US 92 to Chestnut Woods Dr)	100,000										
Gilmore Avenue (Parkview to E. Crawford)	56,200	227,550									
Chase Street Trail					50,000						
7th Street Sidewalk		5,500	84,500								
Sandpipers Drive Sidewalk		16,500	256,500								
Sylvester Road Sidewalk - Phase 2		103,600	296,400								
Lakehurst Street			84,700	242,300							
Street Resurf & Sealing											
Pavement Management Information System	120,000			120,000			120,000			120,000	
Resurfacing & Sealing	2,588,795	2,680,069	2,727,181	2,607,000	2,490,221	2,475,428	3,263,191	2,853,587	2,946,694	3,206,530	3,308,725
Street Resurfacing & Sealing Project - Pavement Markings	155,000	155,000	155,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
North Ten Acres Resurfacing	290,000										
Accessible Curb Ramps	270,333										
Providence Road Milling and Resurfacing	150,000										
East Edgewood Drive (Troy to New Jersey Rd)					320,000						
N. Socrum Loop Rd (I-4 to Daughtery)						665,000					
University Blvd (SR 33 to Polk Parkway)									1,330,000		
Cleveland Heights Blvd (Westover to Lk. Miriam)						547,000					
Sleepy Hill Rd (N 98 to Kathleen)								524,000			
East Edgewood Dr (New Jersey to 98S)									525,000		
Street Improvements											
FDOT LAP - New York Avenue Cycle Track	80,169										
FDOT - Upgrades to US 92 at Wabash Ave	1,226,133										
FDOT County Line Rd @ US 92	1,256,345										
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
N. Lakeland East. Connector - Crevasse St. Ext.	75,000										
New York Avenue Cycle Track	839										
Main Street Pathways	30,554										
Medulla Road Extension	170,000										
North Ten Acres Resurfacing	10,000										
South Wabash Ave Mitigation	700,000										
Old Combee Rd Bus Pull-Out Lane	25,000										
Lake Beulah Dr Cul-De-Sac	73,729										
Buckingham Ave Pedestrian Crossing	39,008										
Drane Field Rd Corridor Impr Phase I	1,500,000										
Hwy 33 Road Improvements - I4 to City Limits	1,009,401										
CSX Railroad Crossing Maintenance	47,881										
South Wabash Ave Extension	2,481,939										
Five Points Roundabout	13,250										
SR 572 (Drane Field Rd) at Waring Rd Roundabout			2,000,000	2,050,000							
Trans Impact Fee-Dist 1											
N. Lakeland East. Connector - Crevasse St. Ext.	6,152,712	1,000,000									
Hwy 33 Road Improvements - Parkview to Granada	1,000,000										
Corridor Study from SR 33 to Walt Loop Rd	450,000	50,000									
N Florida Ave (Robson St to Carpenter's Way)	170,000										
Hwy 33 Road Improvements - I4 to City Limits	1,515,494										
North Wabash Ave Extension	4,590,482	800,000									
Sidewalks for Collector Streets				400,000		400,000					
Trans Impact Fee-Dist 2											
Florida/Harden East-West Connector	1,830,326										
Wabash Ave Extension Project Development & Environment Study	71,828										
Drane Field Rd Corridor Impr Phase I	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	188,290	87,527	
South Wabash Ave Extension	118,898	69,680	69,680	69,680	69,680	69,680	69,680	69,680	52,332		

**TRANSPORTATION FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Traffic Projects											
Pedestrian Safety Awareness Campaign	750		5,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
ITS Maintenance	56,365	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Traffic Operations Projects	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Traffic Calming Projects	60,689	20,000	20,000	20,000	20,000	20,000	40,000	40,000	40,000	40,000	40,000
Traffic Signal 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	31,000			34,000	35,000	36,000	37,000	38,000	39,000	40,000	41,000
Socrum Loop @ Daughtery Rd Traffic Signal Re-build	106,896										
Barricades/Traffic Cones	779	2,500	2,500								
Solar Power Battery Maintenance	1,117										
Cabinets	16,424										
TMC Service Maintenance Agreement (SMA)			65,000								
COBALT Traffic Signal Controller Upgrade	75,000	75,000									
Rectangular Rapid Flashing Beacons	28,987	30,000									
Intersection Video Detectors	62,578		75,000								
Traffic Project - Traffic Studies & Analysis	39,312	45,000	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	426,188	431,013	441,788	452,833	464,153	475,757	487,651	499,842	512,338	525,147	538,275
Pavement Marking Inventory & Assessment	937										
SR 33 @ Lake Crago Drive Signalization		60,000									
Network Core Routing Switches	89,219										
Traffic Signal Conflict Monitors	72,675										
Traffic Sign Cutting Table	19,000										
Traffic Signal Data Collection Devices	57,606										
Intersection Conversion - Main/Sloan/Lemon/Lk Beulah	175,000										
Misc. Improvements											
Lake Hunter Dr. Drainage Improvements	10,000										
FDOT-Tenoroc Trail - Segment 1	514,741										
Concrete Crushing	75,000		75,000		75,000		75,000		75,000		75,000
Main Street Elevator Repair	142,730										
Capital Contingency	65,400	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
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	47,434	48,383	49,350	50,337	51,344	52,371	53,418	54,487	55,576	56,690	57,500
Capital Equipment	55,000										
APWA Accreditation	29,321				10,000				20,000		
Misc. Improvement Projects	544,500	524,500	189,513								
GIS Staff	67,600	70,304	73,117	76,041	79,083	82,246	85,536	88,957	92,516	96,216	100,065
Contributions 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	19,927		15,000			16,000			17,000		
Orange St Garage - Exterior Coating	172,500			200,000							
Main St. Parking Garage - Ext. Coating	138,000			200,000			158,700			230,000	
NuPark	36,500	35,000	36,500	38,000							
Purchase of Chipper Truck	115,000										
Accommodations for Programs and Services											
ADA Compliance	146,949	100,000	100,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Streetscape											
632 Main Street Streetscape	17,500										
Main Street Streetscape - Catapult	74,000										
Misc. Projects											
Public Works Construction & Maintenance - Vehicle Purchase	67,146										
Structural Plan Review	26,515										
Replacement of Survey Data Collectors		16,200									
Corridor Enhancement											
W Lake Parker/Lakeshore Trail Improvements	5,000										
Total Expenses	36,118,789	8,337,958	8,145,558	8,119,481	5,223,771	6,520,713	6,103,675	5,915,450	7,486,919	6,025,950	5,815,990
Unappropriated Surplus											
Beginning Balance	6,706,657	1,445,415	1,377,633	1,351,594	1,558,073	2,280,084	2,219,525	2,300,599	2,697,500	1,634,231	2,011,566
Sources / (Uses)	(5,261,242)	(67,782)	(26,039)	206,479	722,011	(60,559)	81,074	396,901	(1,063,269)	377,335	636,624
Ending Balance	1,445,415	1,377,633	1,351,594	1,558,073	2,280,084	2,219,525	2,300,599	2,697,500	1,634,231	2,011,566	2,648,190

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
General Revenue											
LRMC - Annual Lease	14,378,615	14,378,615	14,378,615	14,378,615	14,378,615	14,774,027	15,180,313	15,597,772	16,026,711	16,467,446	16,920,301
Interest on Pooled Investments	323,519	323,519	323,519	323,519	323,519	332,416	341,557	350,950	360,601	370,518	380,707
Parking Garage - Heritage Plaza	49,175	50,000	80,000	80,000	80,000	80,000	80,000				
Transfer from General Fund											
Golf Course Irrigation	198,750	198,750	198,750	198,750	198,750	198,750	198,750	198,750	198,663		
ARFF/Fire Station #7	135,173	135,173	135,417								
Cultural Room	150,000										
Transfer from Impact Fees											
Parks and Recreation:											
Sportsfield Lighting	28,780	1,000,000									
Lake Crago Parks	3,300										
Lake Crago Park-	3,502,796	525,000				750,000			750,000		
Bark at the Lake	50,000										
Cypress Youth Complex	79,206										
English Creek Park Land Purchase		1,000,000									
English Creek Park Multi-Purpose Fields and Design								750,000			
Concession/Restroom Renovation			300,000								
Police:											
Station Renovation (Impact Fees)	285,179										
LPD Firing Range	505,391										
Comm Center Expansion	65,000										
Station Expansion				600,000							
Fire:											
ARFF/Fire Station #7	100,000	100,000	100,000								
Refurbish Training Facility	200,000	225,000	225,000	225,000	225,000	225,000	825,000	425,000			
Marchant Stadium Expansion Revenues											
State of Florida - Office of Tourism	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Polk County Tourist Development Council	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561	1,044,561
County-Wide Library Revenues											
County-Wide Library Cooperative	481,493	200,000	200,000	200,000	180,000	200,000	200,000	200,000	200,000	200,000	200,000
Fire Department Revenues											
Fire Protection, Outside City Limits	568,991	583,939	604,559								
State Grants											
Se7en Wetlands Park	500,000										
Surplus Land Sales											
Lake Mirror Tower	71,445	2,250,000									
Summit Consulting Land and Parking	2,473,425										
Contributions & Donations											
Joker Marchant Stadium Renovations	516,667	516,667	516,667	516,667	266,667	266,667	266,667	266,667	266,667	266,667	266,667
Reimbursements / Loss Recovery	69,020										
Unappropriated Surplus	14,219,743	1,867,462	(27,182)	921,034	(741,709)	18,164	(103,366)	177,368	15,242	582,720	(299,074)
Total Revenue	41,000,229	25,398,686	19,079,906	19,488,146	16,955,403	18,889,585	19,033,482	20,011,068	19,862,445	19,931,912	19,513,162
Expenses											
Parks:											
Beautification Projects (Grant & City)											
Neighborhood Beautification	32,512	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Common Ground Park											
Playground Equipment Replacement				200,000							
Cypress Youth Complex											
Sportsfield Lighting					500,000						
Phase II - Multi-Purpose Fields								500,000			
English Creek Park											
Soccer Complex											2,000,000
Dobbins Park											
Playground Equipment Replacement						250,000					

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Horney Park											
Playground Equipment Replacement			75,000								
Jackson Park											
Playground Equipment Replacement			80,000								
Lk Bonny Comm Park											
Playground Equipment Replacement					250,000						
Lake Mirror Park											
Lake Mirror Tower - (D/S)	71,445	5,000,000									
Barnett Family Park											
Sunflower Preschool Playground Park		200,000							200,000		
Playground Equipment Replacement					250,000						
Splash Pad Replacement								750,000			
Lake Parker Park											
Playground Equipment Replacement						250,000					
Maintenance Building				75,000							
Marchant Stadium											
Joker Marchant Stadium Renovations	2,696,390	2,696,390	2,696,390	2,696,390	3,196,390	4,671,830	2,574,561	2,574,562	2,574,561	2,574,561	2,574,561
Marchant Stadium - Field Replacement	448,944							125,000			
Fetzer Hall Renovation	4,000,000										
Batter's Eye Replacement (Fields 1, 3, & Kaline)	28,000	28,000	28,000								
Marchant Stadium Renovation Berm and Shade											
Joker Marchant Stadium Renovations	370,120	370,120	370,120	359,920							
Miami Park											
Playground Equipment Replacement									100,000		
Freedom Park											
Playground Equipment Replacement									120,000		
Parker Street Park											
Playground Equipment Replacement									100,000		
Peterson Park											
Playground Equipment Replacement			150,000								
Fan Seating - ADA Upgrades			85,000								
Sertoma Park											
Sertoma Park Renovation		50,000									
Washington Park											
Playground Equipment Replacement								180,000			
Wedgewood Park											
Douglas M. Cook Park	604										
West/SW Complexes											
Playground Equipment Replacement	75,000		225,000								
Southwest Complex - Clubhouse Remodel			225,000								
Westside Complex Concession Stand Rehab			225,000								
Woodlake Park											
Playground Equipment Replacement				125,000							
Tennis Court Lighting				275,000							
Lights for Pickle Ball Courts			125,000								
Irrigation Projects											
Centralized Irrigation System	25,158		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
Lake Hollingsworth											
Lake Hollingsworth Restrooms Contributions	6,913										
7th Street Park											
Playground Equipment Replacement						100,000					
Interlachen Park											
Playground Equipment Replacement					125,000						
Hanley Park											
Playground Equipment Replacement						100,000					
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	50,519	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	25,625	26,266	26,922	27,595	28,285	28,992	29,717	30,460	31,222	32,002	32,802

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Park Signage	5,950	40,000									
Volunteer Monument Maintenance	20,000										
Parks Maintenance Projects	68,800	68,000	69,000	70,000	71,000	72,000	73,000	74,000	75,000	76,000	77,000
Se7en Wetlands Park	580,004										
Bark at the Lake	6,742										
Lucity Application	20,000	41,000									
Repair and Maintenance of Park Boardwalks and Walkways	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Security Cameras	44,500										
Total Parks	8,644,726	8,667,276	4,577,932	3,976,405	4,568,175	5,620,322	2,824,778	4,431,522	3,348,283	2,830,063	4,831,863

Recreation:											
Kelly Recreation Complex											
Replace Weight Rm Equipment		100,000									
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	56,438										
Rock Climbing Walls and Equipment								75,000			
Gandy Pool Operations											
Gandy Pool Resurfacing				300,000							
Lake Mirror Complex											
A/C Chiller Replacements	754,423										
Furniture Replacement				100,000							
Lake Mirror Auditorium Renovations					500,000						
Replace Stage Curtains	11,000										
Lake Crago Park											
Lake Crago Park - Construction	2,443,541										
Debt Service	1,313,823										
Simpson Park Rec Center											
Shade Awnings - Seating			50,000								
Replace Weight Rm Equipment		100,000									
Lobby Floor Replacement		50,000									
Playground Equipment Replacement									125,000		
Simpson Pool Operations											
Annual Pool Contingency	7,030	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000	8,000
Pool Repairs	6,690										
Tennis Courts											
Resurface Tennis Courts					200,000						
Misc. Recreation Projects											
Renovate Building & Playgrounds	269,670	230,000	232,000	234,000	236,000	238,000	240,000	242,000	244,000	246,000	248,000
Total Recreation	4,870,615	496,000	298,000	650,000	952,000	254,000	256,000	333,000	385,000	262,000	264,000

P&R Impact Fee Projects											
P&R Impact Fee-Dist 1											
Sportsfield Lighting	28,780										
Lake Crago Park Complex	2,676,096					750,000			750,000		
Lake Crago Park Complex - Debt Service on Internal Loan	830,000	525,000									
Bark at the Lake Dog Park	50,000										
P&R Impact Fee-Dist 2											
Sportsfield Lighting		1,000,000									
Cypress Youth Complex - Debt Service on Internal Loan	79,206										
Peterson Park - Concession/Restroom Renovation			300,000								
English Creek Park Land Purchase		1,000,000									
English Creek Park Multi-Purpose Fields and Design								750,000			
Total P&R Impact Fee Projects	3,664,082	2,525,000	300,000	-	-	750,000	-	750,000	750,000	-	-

Library											
Co-op Funded Projects											
Future Expansion Reserve	209,757	12,500	35,000	40,000	120,000	50,000	50,000	105,000	75,000	160,000	90,000
Library - Carpet Replacement	122,258						100,000	75,000			
Computer Equipment Upgrade	51,840	20,000	20,000	20,000			30,000		30,000		10,000
Ceiling & Lighting Replacement (Main)	51,937	30,000							30,000		
Lobby Restroom Renovation (Main)	51,894			20,000							

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Closed Circuit Camera System Upgrade	20,535	10,000			10,000						10,000
Restroom Renovation		30,000								20,000	
Library Furniture (Co-op Funded)	92,783	50,000			15,000						50,000
Sound System Upgrade - Meeting Room	1,363		15,000		5,000				15,000		
Meeting Room Renovation (Northside Branch)	10,000				10,000						
Design New Entry	1,650	2,500	10,000								
RFID Project / Self Check	333										20,000
Learning Commons/Coffee Shop Project	1,599										
Enclose Patio						130,000					
Fixture Replacement (Northside Branch)			100,000	100,000							
Interior Finishes/Improvements	104,376	25,000			20,000				30,000		
LHCC Exhibits and Displays	20,000	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	762,500										
Cultural Room	200,000										
Total Library	1,702,825	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000

Oak Hill Cemetery											
Cemetery Expansion	87,318										
Resurface Roadways	1,932		20,570	2,125		22,627					
Routine Maintenance	33,607	31,700		35,000	36,800	38,600	40,500	42,500	44,600	46,800	49,100
Maintenance Storage Shed			75,000								
Roadway Construction	225,000										
48 Niche Columbarium		30,000									
Total Oakhill Cemetery	347,857	61,700	128,870	37,125	36,800	61,227	40,500	42,500	44,600	46,800	49,100

Fire Department											
Fire Vehicle Purchases	1,558,297	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Hurst Hydraulic Tool / Saws	31,655		36,000	37,000	38,000	39,000	80,000		43,000	44,000	45,000
Thermal Imaging Camera	4,622	6,000	6,000	12,000	6,000	6,000	7,000	7,000	7,000	7,000	7,000
Commercial Washer and Dryer Replacement				24,000					28,000		
Refurbish Training Facility	3,126,513										
Refurbish Training Facility-Debt Service	326,721	351,721	351,721	351,721	351,721	351,721	351,721	327,926			
Training Center Safety Improvements	10,000									60,000	
Holomatro Tool		2,000			9,000	15,000	9,000	19,000	10,000		
Exercise Equipment	24,965	25,000									
Capital Contingency		1,000,000									
HVAC Controls Replacement	309,607										
Station #4 Plumbing Repairs	14,656										
Fire Station #7											
FDOT ARFF Station/Fire Station #7	60,000	60,000	45,515								
ARFF/Fire Station #7 - Debt Service	135,173	135,173	135,417								
ARFF/Fire Station #7 - Debt Service Impact Fees	100,000	100,000	100,000								
Total Fire	5,702,209	2,679,894	1,674,653	1,424,721	1,404,721	1,411,721	1,547,721	1,453,926	1,188,000	1,211,000	1,152,000

Police Department											
Station Renovation (Impact Fees)	285,179										
Station Expansion (Impact Fees)				600,000							
Comm Center Expansion (Impact Fees)	71,247										
Firing Range Expansion (Impact Fees)	505,391										
Training Center Expansion (Impact Fees)							600,000	200,000			
UPS Replacement						26,500					
CAD Reporting System	1,273,837	60,000	1,515,123								
Ballistic Helmet Replacement			79,530					91,460			
SWAT Handgun Replacement						35,100					
Total Police	2,135,654	60,000	1,594,653	600,000	-	61,600	600,000	291,460	-	-	-

Non-Departmental											
Neighborhood Projects											
Neighborhood Preservation	80,212	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Neighborhood Matching Grants Program	58,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000

**PUBLIC IMPROVEMNET FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Neighborhood Signage	23,000										
Lakeshore Aquatic Preservation	22,300										
City Hall											
HVAC Controls Replacement	13,994										
Security Enhancements	88,210										
All Other Gen Fund Bldgs.											
Paint & Seal	620,521	411,498	416,498	421,498	426,498	431,498	436,498	441,498	446,498	451,498	456,498
City Buildings - Roof Replacements	710,416	409,448	427,448	445,448	463,448	481,448	499,448	517,448	535,448	553,448	571,448
Air Conditioner Replacements	401,862	276,086	281,086	286,086	291,086	296,086	301,086	306,086	311,086	316,086	321,086
Carpet Replacements	110,404	86,000	89,000	92,000	95,000	98,000	101,000	104,000	107,000	110,000	113,000
Town Center Rehabilitation ? Phase II	215,000										
Ice Machine Replacements	4,615	8,150	8,300	8,450	8,600	8,750	8,900	9,050	9,200	9,350	9,500
Fire Panel Replacements	116,272	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
LED Lighting Upgrade	507,258										
Misc. Non-Dept Projects											
Capital Contingency	743,079	500,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Elevator Rehabilitation - Train Station	55,687										
SurfLakeland - Contributions to the Community	20,197	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Generator Purchase/Rehab	73,650										
Trakit Electronic Plans Review Software Replacement			500,000								
Summit Consulting - Land and Parking	2,473,425										
Accommodations for Programs and Services											
ADA Compliance	26,474										
Accommodations for Programs and Services	103,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000	130,000	133,000
Closed Captioning Software	75,232										
Heritage Plaza Parking											
Annual Maintenance		80,000	80,000	80,000	80,000	80,000	80,000				
Heritage Plaza Parking Garage	17,500										
Pay Stations	20,000										
Total Non Departmental	6,580,308	2,122,182	2,406,332	1,940,482	1,974,632	2,008,782	2,042,932	1,997,082	2,031,232	2,065,382	2,099,532
Contributions to Other Funds											
General Fund											
Dividend Assistance	4,027,000	4,200,000	4,550,000	7,300,000	4,350,000	4,400,000	4,450,000	4,550,000	4,650,000	4,750,000	4,850,000
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 - Naming Rights	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Detroit Tigers / City Joint Stadium Reserve Contribution	96,547	96,547	96,547	106,747	216,667	216,667	216,667	216,667	216,667	216,667	216,667
RP Funding Center											
Capital Contingency	290,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	450,000	450,000	450,000
Operating Transfer - D/S Service	1,289,656	2,191,337	1,154,169	653,916	653,658	1,306,516	2,524,245	1,246,161			
Future Expansion Reserve				500,000	500,000	500,000	750,000	3,000,000	5,500,000	7,000,000	4,500,000
Heritage Plaza Parking Garage - Debt Service	600,000	600,000	600,000	600,000	600,000	600,000	2,081,889				
Cleveland Heights Golf Course											
Golf Course Irrigation Replacement - Debt Service	198,750	198,750	198,750	198,750	198,750	198,750	198,750	198,750	198,663		
Cleveland Heights Golf Course - Misc. Capital		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Contributions	7,351,953	8,586,634	7,899,466	10,659,413	7,819,075	8,521,933	11,521,551	10,511,578	11,915,330	13,316,667	10,916,667
Total Expenses	41,000,229	25,398,686	19,079,906	19,488,146	16,955,403	18,889,585	19,033,482	20,011,068	19,862,445	19,931,912	19,513,162
Unappropriated Surplus											
Beginning Balance	20,126,894	5,907,151	4,039,689	4,066,871	3,145,837	3,887,546	3,869,382	3,972,748	3,795,380	3,780,138	3,197,418
Sources / (Uses)	(14,219,743)	(1,867,462)	27,182	(921,034)	741,709	(18,164)	103,366	(177,368)	(15,242)	(582,720)	299,074
Ending Balance	5,907,151	4,039,689	4,066,871	3,145,837	3,887,546	3,869,382	3,972,748	3,795,380	3,780,138	3,197,418	3,496,492

**DIXIELAND CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Taxes											
Current Ad Valorem Taxes	302,351	336,872	303,000	273,000	281,000	289,000	298,000	307,000	315,000	325,000	335,000
Misc. Revenue											
Interest on Pooled Investments	25,000	12,500	13,300	13,700	14,100	14,500	14,900	15,400	15,850	16,350	16,800
Unappropriated Surplus	896,507	104,583	16,446	48,315	(32,813)	(38,939)	(71,263)	(78,684)	(85,052)	(93,468)	(101,838)
Total Revenue	1,223,858	453,955	332,746	335,015	262,287	264,561	241,637	243,716	245,798	247,882	249,962
Expenses											
Operating Expense											
Dixieland Community Redevelopment Agency O&M	91,347	118,005	60,000	62,000	64,000	66,000	68,000	70,000	72,000	74,000	76,000
Virtual Server Platform Replacement	31	2									
Misc. Projects											
Small Project Assistance	324,710	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Landscaping Maintenance by Other City Departments	2,133	2,193	2,132	2,196	2,262	2,330	2,399	2,471	2,546	2,622	2,702
Publications and Promotions	5,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Alley Maintenance	4,600	2,800	3,000	3,200	3,400	3,600	3,600	3,600	3,600	3,600	3,600
Arts & Entertainment	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Infill Adaptive Reuse Program	115,000	100,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
CRA Annual Report	7,203	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Community Policing Innovation	3,347	3,347									
Dixieland Sign Maintenance	5,103	5,108	5,114	5,119	5,125	5,131	5,138	5,145	5,152	5,160	5,160
Corridor Enhancement											
Alley Improvement Project	184,334	10,000									
Redevelopment Plan Update					25,000	25,000					
SFLA Corridor Improvements	471,050	100,000	100,000	100,000							
Total Expenses	1,223,858	453,955	332,746	335,015	262,287	264,561	241,637	243,716	245,798	247,882	249,962
Unappropriated Surplus											
Beginning Balance	1,490,715	594,208	489,625	473,179	424,864	457,677	496,616	567,879	646,563	731,615	825,083
Sources / (Uses)	(896,507)	(104,583)	(16,446)	(48,315)	32,813	38,939	71,263	78,684	85,052	93,468	101,838
Ending Balance	594,208	489,625	473,179	424,864	457,677	496,616	567,879	646,563	731,615	825,083	926,921

**MID-TOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Taxes											
Current Ad Valorem Taxes	4,433,101	5,222,243	4,691,000	4,222,000	4,349,000	4,479,000	4,613,000	4,751,000	4,894,000	5,041,000	5,192,000
Misc. Revenue											
Interest on Pooled Investments	225,750	116,000	120,000	123,000	127,000	131,000	135,000	139,000	143,000	147,000	151,000
Other General Government Charges											
Property Management			147,580								
All Other Misc. Revenue											
Lincoln Square Development	1,000,000										
Unappropriated Surplus	2,489,937	(218,360)	(1,136,611)	(733,001)	(1,058,380)	(876,917)	(1,265,356)	(1,286,945)	(1,308,432)	(1,553,937)	(2,168,470)
Total Revenue	8,148,788	5,119,883	3,821,969	3,611,999	3,417,620	3,733,083	3,482,644	3,603,055	3,728,568	3,634,063	3,174,530
Expenses											
Operating Expense											
Mid-Town Community Redevelopment Agency O&M	857,344	927,290	980,000	990,000	1,000,500	1,110,750	1,130,000	1,145,000	1,165,000	1,190,000	1,225,000
Virtual Server Platform Replacement		116									
Neighborhood Projects											
Lincoln Square Development	440,375										
Residential Incentives	524,120	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000
Northwest Neighborhood	218,138	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Northeast Neighborhood	55,036	125,000	125,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Misc. Projects											
Planning-Affordable Housing Incentive Plan	30,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Small Project Assistance	665,187	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Property Management	221,379	278,298	231,000	233,000	235,000	237,000	214,000	216,000	218,000	195,000	197,000
Arts & Entertainment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Pegasus Incentive	165,000										
CRA Annual Report	12,679	6,805	7,009	7,219	7,436	7,659	7,889	8,126	8,370	8,500	8,500
Community Policing Innovation	255,000	255,000									
Job Creation Incentives	210,000	210,000	210,000	210,000							
Affordable Housing Partnerships	400,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Corridor Enhancement											
MLK - Memorial to 10th St	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706
Providence Rd - W 10th St to Griffin Rd	685,509	550,000									
W Lake Parker/Lakeshore Trail Improvements	918,452										
Mass Ave/Parker St. Intersection Improvement	26,724										
Landscape - US 98 - Memorial to 10th St	17,558	18,085	18,628	19,187	19,763	20,356	20,967	21,596	22,244	22,911	23,599
Landscape - US 98 - Griffin to 10th St	17,558	18,085	18,628	19,187	19,763	20,356	20,967	21,596	22,244	22,911	23,599
Landscape - Parker Street	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706
Landscape - Ingraham Ave	12,261	11,348	11,688	12,039	12,400	12,772	13,155	13,550	13,957	14,376	14,807
Landscape - Intown Bypass Phase 1 Outparcels	9,454	9,738	10,030	10,331	10,641	10,960	11,289	11,628	11,977	12,336	12,706
E. Main Street Landscaping Maintenance	14,069	14,491	14,926	15,374	15,835	16,310	16,799	17,303	17,822	18,357	18,907
Lakeshore Aquatic Preservation	23,000										
Redevelop Massachusetts Ave Properties	1,249,705	506,151	250,000	250,000	250,000						
Memorial Blvd	50,000	50,000	200,000	200,000	200,000	200,000	200,000	200,000	300,000	300,000	300,000
Citrus Connection Services (LAMTD Agreement)	198,344	140,000	150,000								
Five Points Roundabout	142,988										
Parkview Place Pedestrian Improvements						250,000					
Gilmore Ave - Parkview to Bella Vista		250,000									
W. 14th St Pedestrian Enhancements		255,000									
717 N. Florida Renovation	500,000										
Redevelopment Plan - MUAC											
East Main Street Master Plan	200,000	200,000	350,000	300,000	300,000	500,000	500,000	600,000	600,000	500,000	
Total Expenses	8,148,788	5,119,883	3,821,969	3,611,999	3,417,620	3,733,083	3,482,644	3,603,055	3,728,568	3,634,063	3,174,530
Unappropriated Surplus											
Beginning Balance	5,292,148	2,802,211	3,020,571	4,157,182	4,890,183	5,948,563	6,825,480	8,090,836	9,377,781	10,686,213	12,240,150
Sources / (Uses)	(2,489,937)	218,360	1,136,611	733,001	1,058,380	876,917	1,265,356	1,286,945	1,308,432	1,553,937	2,168,470
Ending Balance	2,802,211	3,020,571	4,157,182	4,890,183	5,948,563	6,825,480	8,090,836	9,377,781	10,686,213	12,240,150	14,408,620

**DOWNTOWN CRA FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Taxes											
Ad Valorem Taxes	1,762,954	1,912,044	1,720,000	1,548,000	1,594,000	1,642,000	1,691,000	1,742,000	1,794,000	1,848,000	1,903,000
Misc. Revenue											
Interest on Pooled Investments	69,400	35,700	35,700	35,700	35,700	35,700	35,700	35,700	35,700	35,700	35,700
Surplus Land Sales											
Mirrorton Development	3,624,380										
Parking Lot - Oak Street											
Oak Street Parking Lot	46,000										
Catalyst Site Evaluations											
Transfer from General Fund	213,000										
Transfer from WW R&R	200,000										
Transfer from Water R&R	200,000										
Unappropriated Surplus	1,020,013	(38,228)	(297,349)	(115,150)	(206,220)	(778,623)	(616,191)	(605,314)	(646,988)	(593,710)	(497,673)
Total Revenue	7,135,747	1,909,516	1,458,351	1,468,550	1,423,480	899,077	1,110,509	1,172,386	1,182,712	1,289,990	1,441,027
Expenses											
Operating Expense											
Downtown Community Redevelopment Agency O&M	813,276	344,785	319,100	325,800	332,800	299,200	307,000	315,200	323,800	329,195	327,818
Catalyst Site Evaluations	635,635										
Virtual Server Platform Replacement		15									
Neighborhood Projects											
Small Project Assistance	233,643	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
North Downtown Master Plan	34,063	150,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Downtown Infrastructure	100,000	250,000	150,000	150,000	150,000	150,000	250,000	250,000	250,000	350,000	500,000
Catalyst Development	500,000	100,000	100,000	100,000	100,000	100,000	200,000	250,000	250,000	250,000	250,000
Downtown Infill Incentive	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Debt Service											
Residential Redevelopment	2,900,000	400,000	400,000	400,000	344,388						
Misc. Projects											
Residential Redevelopment	108,620	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Property Management	67,165	43,499	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,000
Mowing	27,473	10,825	10,934	11,043	11,154	11,265	11,378	11,491	11,606	11,838	12,913
Arts & Entertainment	8,000	8,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
The Joinery Incentive	18,107										
Oak Street Parking Lot	18,000	20,000	22,000	24,000	26,000	28,000	30,000	32,000	32,000	32,000	32,000
CRA Annual Report	2,459	2,532	2,608	2,687	2,767	2,850	2,936	3,024	3,115	3,200	3,296
Community Policing Innovation	29,860	29,860									
Mirrorton Development	1,127,365	200,000									
Corridor Enhancement											
SFLA Corridor Improvements	324,911	150,000	150,000	150,000	150,000						
Five Points Roundabout	87,170										
Total Expenses	7,135,747	1,909,516	1,458,351	1,468,550	1,423,480	899,077	1,110,509	1,172,386	1,182,712	1,289,990	1,441,027
Unappropriated Surplus											
Beginning Balance	2,451,663	1,431,650	1,469,878	1,767,227	1,882,377	2,088,597	2,867,220	3,483,411	4,088,725	4,735,713	5,329,423
Sources / (Uses)	(1,020,013)	38,228	297,349	115,150	206,220	778,623	616,191	605,314	646,988	593,710	497,673
Ending Balance	1,431,650	1,469,878	1,767,227	1,882,377	2,088,597	2,867,220	3,483,411	4,088,725	4,735,713	5,329,423	5,827,096

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Charges for Services											
Stormwater Fees - Commercial/Municipal	2,928,000	2,928,000	3,074,400	3,105,000	3,136,000	3,167,000	3,199,000	3,231,000	3,263,000	3,296,000	3,329,000
Stormwater Fees - Residential	3,662,000	3,740,922	3,927,968	3,967,000	4,007,000	4,047,000	4,087,000	4,128,000	4,169,000	4,211,000	4,253,000
Stormwater Fees - Interfund	126,000	126,000	132,300	134,000	135,000	136,000	137,000	138,000	139,000	140,000	141,000
Misc. Revenues											
Interest on Pooled Investments	207,000	180,000	184,000	188,000	192,000	196,000	200,000	204,000	208,000	212,000	216,000
Transfer from Fleet Mgmt Reserve	308,935										
Local Grants											
SWFMD - Lake Hunter BMP	526,989										
Aquatic Harvester	75,000			75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Unappropriated Surplus	4,149,647	481,301	48,626	101,442	(34,465)	(42,484)	(48,348)	(7,183)	(136,160)	126,009	109,855
Total Revenue	11,983,571	7,456,223	7,367,294	7,570,442	7,510,535	7,578,516	7,649,652	7,768,817	7,717,840	8,060,009	8,123,855
Expenses											
Operating Expense											
Lakes and Environmental O&M	1,541,523	1,579,530	1,602,500	1,626,300	1,650,500	1,699,600	1,750,100	1,802,200	1,855,800	1,911,000	1,967,900
Contribution to Other Funds											
Retiree Bonus	918	918									
Radio Replacement 2011	2,251	2,251	2,251	2,251	2,251	2,251					
DOIT Switch Replacement	220										
Virtual Server Platform Replacement	77	333									
Lake Bonny											
Lake Bonny Watershed Management Plan & Projects	446,008	150,000	100,000	150,000	100,000	50,000					
Lake Gibson											
Water Quality Improvement Project			25,000	50,000	50,000	50,000					
Lake Hollingsworth											
Lake Hollingsworth TMDL Program	166,135	300,000	300,000	300,000	300,000	200,000	200,000	150,000	100,000	50,000	50,000
Hunter/Beulah/Wire Watershed											
SWFMD - Lake Hunter BMP	1,296,653	100,000									
Lake Hunter - Watershed Management	142,517	50,000	150,000	100,000	100,000	100,000	100,000	50,000	50,000	50,000	50,000
Lake Parker											
Lake Parker TMDL Project - WQ Treatment	486,681	250,000	500,000	500,000	500,000	500,000	350,000	350,000	300,000	250,000	200,000
Crystal Lake											
Crystal Lake TMDL	367,035	150,000	100,000	200,000							
Miscellaneous											
Flood Control Automation Feasibility Study	7,378										
Install / Maintain Pollution Control Devices	107,025	75,000	75,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	100,000
Southern Landings Repairs	10,000	10,000	10,000	30,000		10,000		50,000			50,000
Stormwater Management Master Plan	349,380	50,000	50,000								50,000
Drainage Maintenance Operations	1,000,154	975,000	1,000,000	1,025,000	1,024,413	1,075,633	1,129,415	1,185,896	1,245,180	1,307,439	1,345,000
Environmental Code Enforcement Officer	53,787	56,219	58,741	61,091	63,534	66,076	68,719	71,467	74,326	77,299	80,390
Highlands Hills Ditch Maint & Repairs	150,210										
CLMP - 2016 Update	93,901									250,000	
Upgrades to Office	50,000										
Lake Morton											
Water Quality Improvement Project	275,705	150,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Lake Mirror											
Water Quality Improvement Project	91,934	150,000	50,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Lake Beulah											
Water Quality Improvement Project			30,000	25,000	20,000	20,000	50,000	50,000			50,000
Drainage Projects											
Retrofit Existing Storm Sewers	793,085	750,000	775,000	775,000	800,000	850,000	900,000	950,000	1,000,000	1,050,000	1,100,000
TV & Clean Storm Drain Structures	844,309	435,886	448,552	462,000	475,000	489,250	503,927	519,044	534,615	550,653	567,172
GIS Storm Sewer Inventory	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Wayman St. Ditch Repairs	329,476										
GIS Technician - Engineering	76,451	76,451	79,509	82,689	85,997	89,437	93,014	96,735	100,604	104,628	108,813
Street Sweeping Study	57,129										
Lake Bonny Drainage Project	23,069										
Street sweeping Operations	1,461,568	1,175,764	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
TV Truck Lease	54,264	54,264									

**STORMWATER FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
CST/Berger Electronic Digital Theodolite Transite 56-DGT10	1,500										
Stihl Line Trimmers	2,450										
Four Tool Cordless Combo Kit	750										
Generator	2,050										
Hustler Super Z 60 in	12,000										
High Efficiency Nozzle	5,798										
EnviroLight Air HD Pole Camera	15,729										
Cue's Mplus Camera	9,980										
Office Furniture	2,500										
Drainage Maintenance Non-Capital Equipment	3,208										
Lakes and Environmental											
NPDES Permitting - Administration	38,479	38,479	38,500	39,000	40,000	40,500	41,000	41,500	42,000	42,500	43,000
Public Education Programs	107,158	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
General Lake Improvements	444,100	350,000	300,000	300,000	350,000	350,000	450,000	450,000	450,000	450,000	450,000
Lake Hollingsworth Southside Shoreline Stab	81,058										
Lake Beulah Shoreline Restoration	32,648	5,000						25,000	25,000		
Lake Wire Hydrilla Removal	28,820										
Lake Morton Shoreline Restoration	30,000	10,000							10,000	10,000	
Contribution to FL Friendly Landscaping	15,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Aquatic Plant Management Plans	2,482					5,000		5,000			
Lake Bonnet Water Quality Improvement	129,074	25,000	25,000	100,000	150,000	150,000	150,000				
Bathymetric Mapping Project	67,240										
Solid Waste/Lakes - 305 Eastside Property	66,321										
Replace Jon Boat								75,000			
Aquatic Harvester	483,123	311,128	175,376	181,309	188,622	195,647	202,953	210,551	217,453	216,671	234,230
Drainage Spray Airboat	48,260										
Total Expenses	11,983,571	7,456,223	7,367,294	7,570,442	7,510,535	7,578,516	7,649,652	7,768,817	7,717,840	8,060,009	8,123,855
Unappropriated Surplus											
Beginning Balance	6,032,603	1,882,956	1,401,655	1,353,029	1,251,587	1,286,052	1,328,536	1,376,884	1,384,067	1,520,227	1,394,218
Sources / (Uses)	(4,149,647)	(481,301)	(48,626)	(101,442)	34,465	42,484	48,348	7,183	136,160	(126,009)	(109,855)
Ending Balance	1,882,956	1,401,655	1,353,029	1,251,587	1,286,052	1,328,536	1,376,884	1,384,067	1,520,227	1,394,218	1,284,363

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Federal Grants											
FAA/FDOT Terminal Apron	2,241,584										
FAA/FDOT Customs Apron	63,840										
FAA/FDOT Southeast Apron	2,710										
FAA/FDOT Master Plan	81,665										
FAA/FDOT Rehab TWY H	131,772										
FAA/FDOT Rehab TWY E1	1,710,000										
FAA/FDOT Rehab NE Quadrant	3,509,550										
FAA/FDOT Rehab of Taxiway A & Connectors	72,047										
FAA/FDOT EA Runway 9L-27R	360,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	18,800,000										
TWY E; Construct TWY S		7,429,770									
FAA/FDOT ARFF Equipment						1,620,000					
FAA/FDOT Rehab TWY P			7,161,390								
FAA Projects							4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
Shift of TWY D					9,007,110						
TWY A Shoulders				9,958,860							
TWY Connectors						3,200,310					
State Grants											
FDOT-Site Prep and Utility Installation for Intermodal Center	5,321,554										
FDOT-Construction of T-Hangars	1,479										
FAA/FDOT Terminal Apron	126,732										
FAA/FDOT Customs Apron	4,328										
FAA/FDOT Southeast Apron	28,297										
FAA/FDOT Master Plan	46,296										
FDOT RPZ Clearing	11,810										
FDOT-Tractor and Flail Mower	27,284										
FAA/FDOT Rehab TWY E1	95,000										
FAA/FDOT Rehab NE Quadrant	182,321										
FDOT Fuel Site Generator	220,000										
FDOT-Airport Fuel Farm	391,381										
FAA/FDOT Rehab of Taxiway A & Connectors	25,320										
FDOT ILS and RVR	1,621,479										
FAA/FDOT EA Runway 9L-27R	20,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	1,012,762										
ILS Upgrade to Cat III	761,053	4,160,667									
TWY E; Construct TWY S		412,765									
FAA/FDOT ARFF Equipment						90,000					
FDOT Construct New T Hangars							1,100,000	1,100,000			
FAA/FDOT Rehab TWY P			397,855								
FDOT Land Purchase				750,000			2,250,000				
Shift of TWY D					500,395						
TWY A Shoulders				553,270							
TWY Connectors						177,795					
FDOT Projects							800,000	800,000	4,000,000	400,000	400,000
Reimbursements / Loss Recovery											
FDOT-Site Prep and Utility Installation for Intermodal Center	1,125,000										
Transfer from Other Funds											
Miscellaneous Maintenance Projects	184,950										
Office Renovation	225,000										
Transfer from Internal Loan Fund											
FAA/FDOT Rehab TWY E1	95,000										
FDOT Fuel Site Generator	55,000										
FAA/FDOT Rehab & Strengthening of Runway 9-27	575,000										
TWY E; Construct TWY S		412,765									
FDOT Land Purchase							750,000				
Shift of TWY D					500,395						
TWY A Shoulders				553,270							

**LAKELAND LINDER INTERNATIONAL AIRPORT RENEWAL REPLACEMENT FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Transfer from Lakeland Airport Operations											
Transfer from Lakeland Airport	186,392										
FAA/FDOT Terminal Apron	28,530										
FAA/FDOT Master Plan	10,000										
FAA/FDOT Rehab TWY H	37,224										
FDOT-Airport Fuel Farm		12,182	12,182	12,182	12,182	12,182	50,050				
FDOT NOAA	358,532										
FDOT ILS and RVR	15,140										
Miscellaneous Maintenance Projects	21,050	300,000	350,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
TWY E; Construct TWY S		8,255	96,718	96,718	96,718	96,718	96,718				
FAA/FDOT ARFF Equipment						90,000					
FDOT Construct New T Hangars							275,000	275,000			
FAA/FDOT Rehab TWY P			397,855								
FDOT Land Purchase				250,000			15,000	92,468	92,468	92,468	92,468
FAA Projects							500,000	500,000	500,000	500,000	500,000
Shift of TWY D					10,008	112,402	112,402	112,402	112,402	112,402	
TWY A Shoulders				11,065	124,279	124,279	124,279	124,279	124,279		
TWY Connectors						177,795					
FDOT Projects							200,000	200,000	1,000,000	100,000	100,000
Airport Fuel Farm	12,183										
Proceeds Issuance of Long Term Debt											
Proceeds Issuance of Long Term Debt	32,000,000										
FDOT-Site Prep and Utility Installation for Intermodal Center	1,764,336										
ILS Upgrade to Cat III		358,576									
Unappropriated Surplus	771,401										
Total Revenue	74,259,306	13,094,980	8,416,000	12,685,365	10,551,087	6,001,481	11,073,449	8,004,149	10,629,149	6,004,870	5,892,468
Expenses											
2019 Airport Bond Issue Debt Service Costs	111,000										
FDOT-Site Prep and Utility Installation for Intermodal Center	10,182,360										
FAA/FDOT Terminal Apron	2,673,729										
FAA/FDOT Master Plan	132,054										
FAA/FDOT Rehab TWY H	97,560										
NOAA Improvements	12,838,338										
FAA/FDOT Rehab TWY E1	1,900,000										
FAA/FDOT Rehab NE Quadrant	3,691,871										
FDOT Fuel Site Generator	275,000										
FDOT-Airport Fuel Farm	501,409	12,182	12,182	12,182	12,182	12,182	50,050				
FDOT ILS and RVR	1,738,156										
FAA/FDOT Rehab & Strengthening of Runway 9-27	29,475,019										
NOAA Lease Improvements	1,275,263										
ILS Upgrade to Cat III	8,689,491	4,519,243									
Miscellaneous Maintenance Projects	453,056	300,000	350,000	500,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Office Renovation	225,000										
TWY E; Construct TWY S		8,263,555	96,718	96,718	96,718	96,718	96,718				
FAA/FDOT ARFF Equipment						1,800,000					
FDOT Construct New T Hangars							1,375,000	1,375,000			
FAA/FDOT Rehab TWY P			7,957,100								
FDOT Land Purchase				1,000,000			3,015,000	92,468	92,468	92,468	92,468
FAA Projects							5,000,000	5,000,000	5,000,000	5,000,000	5,000,000
Shift of TWY D					10,017,908	112,402	112,402	112,402	112,402	112,402	
TWY A Shoulders				11,076,465	124,279	124,279	124,279	124,279	124,279		
TWY Connectors						3,555,900					
FDOT Projects							1,000,000	1,000,000	5,000,000	500,000	500,000
Total Expenses	74,259,306	13,094,980	8,416,000	12,685,365	10,551,087	6,001,481	11,073,449	8,004,149	10,629,149	6,004,870	5,892,468
Unappropriated Surplus											
Beginning Balance	1,787,825	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424
Sources / (Uses)	(771,401)										
Ending Balance	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424	1,016,424

**RP FUNDING CENTER CAPITAL FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Local Grants											
Lakeland Center Expansion	750,000										
Tourist Development - Capital Improvement Revenue Note, Series 2017A	541,241	541,043	540,840	540,633	540,420	540,203	539,980	539,752	539,518	539,279	539,034
Transfer from Public Improvement Fund											
Capital Improvement Revenue Note, Series 2017A	654,656	654,415	654,169	653,916	653,658	1,306,516	2,524,245	1,246,161			
Lakeland Center Capital Contingency	290,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	450,000	450,000	450,000
Unappropriated Surplus	18,466					(653,123)	(1,871,123)	(593,316)	574,079	573,802	623,520
Total Revenue	2,254,363	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081	1,612,554
Expenses											
Debt Service											
TLC Golf Carts and Radio	32,806	32,806									
Lakeland Center Roof Replacement	140,304	126,982									
Capital Improvement Revenue Note, Series 2017A	1,195,897	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
Capital & Maintenance Projects											
Lakeland Center Expansion	750,000										
Dishwasher Repair	23,100										
Lakeland Center Capital Contingency	1,337	30,712	1,274		10,000						450,000
Scissor Lift		28,000									
Replace and Repair Line Set			50,000	50,000							
General Replacements	30,000	20,000	30,000	30,000	25,000	25,000	25,000	25,000	25,000	25,000	
Capital Equipment	40,919										
Carpet Care Equipment			15,000								
Building & Parking Security Upgrades		5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	
Replacement/Repairs/Upgrades - Mechanical Systems				180,000	200,000	200,000	200,000	200,000	200,000	200,000	
Replacement/Repairs/Upgrades - Lighting Systems					45,000	50,000	50,000	50,000	50,000	50,000	
Replacement/Repairs/Upgrades - Water & Plumbing Systems						50,000	50,000	50,000	50,000	50,000	
LED Up Lights		5,500									
Scrubber		40,000									
Concourse Furnishings			15,000								
Theater - Intercom		31,000									
AV Equipment Upgrades			25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	
Portable Chairs			95,000	100,000							
Stage Equipment		35,000	30,000								
Electronic Signage - Parking			50,000								
1/2 Ton Motor for Convention Rigging		15,000									
Digital Audio Consoles - Youkey Theatre			60,000								
Portable Electrical System		20,000	20,000								
Remodel Restrooms					80,000	35,000	35,000	35,000	35,000	35,000	
Architectural Services		10,000	3,726	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Roof Repair	40,000										
Total Expenses	2,254,363	1,595,458	1,595,009	1,594,549	1,594,078	1,593,596	1,593,102	1,592,597	1,563,597	1,563,081	1,612,554
Unappropriated Surplus											
Beginning Balance	524,966	506,500	506,500	506,500	506,500	506,500	1,159,623	3,030,746	3,624,062	3,049,983	2,476,181
Sources / (Uses)	(18,466)					653,123	1,871,123	593,316	(574,079)	(573,802)	(623,520)
Ending Balance	506,500	506,500	506,500	506,500	506,500	1,159,623	3,030,746	3,624,062	3,049,983	2,476,181	1,852,661

**PARKING SYSTEM FUND
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
Transfer from Transportation Fund											
Structural Inspection	23,360		15,000			16,000			17,000		
Main St. Parking Garage - Ext. Coating	134,567			200,000			158,700			230,000	
NuPark	36,500	35,000	36,500	38,000							
Orange St Garage - Exterior Coating	172,500			200,000							
Orange Street 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
Unappropriated Surplus	1,358										
Total Revenue	369,285	36,000	52,500	439,000	1,000	17,000	159,700	1,000	18,000	231,000	1,000
Expenses											
Parking System - Main Street Garage											
Structural Inspection	23,360		15,000			16,000			17,000		
Vault Cleaning	1,358										
Exterior Coating	134,567			200,000			158,700			230,000	
NuPark	36,500	35,000	36,500	38,000							
Parking System - Orange Street Garage											
Exterior Coating	172,500			200,000							
Vault Cleaning	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenses	369,285	36,000	52,500	439,000	1,000	17,000	159,700	1,000	18,000	231,000	1,000
Unappropriated Surplus											
Beginning Balance	43,862	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504
Sources / (Uses)	(1,358)										
Ending Balance	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504	42,504

**WASTEWATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
General Revenue											
Impact Fees	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000	409,000
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 - Impact Fee Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest on Pooled Investments - R&R Fund	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	10,050,000	6,850,000	6,900,000	6,900,000	7,100,000	7,100,000	7,300,000	7,300,000	7,300,000	7,500,000	7,500,000
Federal Grants											
Water Quality Improvements (50% Grant)			1,250,000								
State Grants											
Energy Efficiencies / Digestion System Improvements (SRL)	705,744										
English Oaks Phase III - Design	470,519										
English Oaks Phase III - Construction	11,754,999										
Wetlands/Reuse Pump Station Replacement	2,000,000	10,500,000									
Northside Biosolids (SRL)		5,000,000	5,000,000								
Reimbursements / Loss Recovery											
Oakpark / Summerfield Wastewater System Remediation	200,000										
Transfer from WW Operations											
Air Bay Improvements							1,000,000	1,000,000			
Unappropriated Surplus	21,083,070	2,018,938	1,153,938	(151,062)	(636,062)	1,228,000	(217,000)	(1,722,000)	(2,432,000)	(2,222,000)	(3,142,000)
Total Revenue	46,978,332	25,082,938	15,017,938	7,462,938	7,177,938	9,042,000	8,797,000	7,292,000	5,582,000	5,992,000	5,072,000

Expenses											
Wastewater Renewal and Replacement Fund:											
Non-Departmental											
Radio Replacement 2011	60,938	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
DOIT Switch Replacement	20,858										
Engineering											
PW Survey Services - Water Utilities Projects											
Wastewater Collection Administration											
Security Enhancements	143,393			50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Wireless Work Order System Interface	150,087	25,000	50,000			50,000			50,000		
Wastewater Collection Vehicles GPS	5,037										
Glendale Parking Addition	5,991										
Pretreatment Building Rehab & Replace	778,845										
GPS Equipment Upgrade	5,000										
Wastewater System Administration											
Local Limits Headworks Study	80,000					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	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Mirrorton Development	200,000										
Conductivity Study	210,150										
Undesignated Improvement Projects - Wastewater	470,388										
Lake Crago Park - WW Support	70,000										
Targeted Economic Opportunities - Wastewater	100,000	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	150,000									
Wastewater Asset Retirement Obligation Study - GASB 83	49,050										
Glendale Sewage Treatment Plant											
Glendale Controls			100,000					100,000			
Repair and replace Odor control blowers	82,325										
Replacement of Sludge Pumping Equipment		75,000	75,000	75,000	75,000	75,000	75,000				
Replacement of Magnetic Flow Meters	65,000										
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	58,084		100,000					100,000			
Climber Screen Replacement				500,000							
Glendale Sludge Dewatering Process Improvements	106,454										
Undesignated Pumps, Motors and Controls	187,112	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	25,000			50,000	50,000	50,000	50,000				
New Odor Control & Intermediate Station	125,000										

**WASTEWATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Replacement of ARV's (Reuse/Return/Wetlands)	141,012	75,000	75,000	75,000	75,000	75,000					
Repair/Replace Splitter Box 2	1,589,102										
Primary #1 Replace Clarifier Equipment at Glendale	5,115										
Glendale Generator & Switch Gear Replacement	170,750										
Glendale Control Panel Upgrades	135,000	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	18,633										
Replacement of Digester Hot Water Valves	30,092										
Installation of Return Flowmeter from NS to Glendale	18,963										
Egg Digester PLC Replacement	89,000										
Digester Gas Flow Meters	20,000										
Glendale Lab Addition and Renovation	665,000										
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	
Cogen Rebuild			10,000		10,000				110,000		50,000
Northside Sewage Treatment Plant											
Northside Controls	501,465		25,000		25,000		25,000		25,000		25,000
Replacement of Magnetic Flowmeters	100,000	100,000									
Replacement of Sludge Pumping Equipment	100,000	100,000									
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	60,000	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								
Bypass Flow Meter Replacement	30,000										
Repair of Headworks Splitter Box	1,967,796										
Northside ATAD Study	13,585										
Northside Replacement of Effluent Pumps	140,000										
Chlorine Building Roof Replacement	20,000										
Solids Handling Building Roof Replacement	75,000										
Replacement of Influent Screen/Headworks		250,000									
FP Control Panel & Polymer Skid Replacement			250,000								
Air Bay Improvements							1,000,000	1,000,000			
Rehab & Repair Digester Blowers			250,000	300,000							
Sewage Pumping Stations											
Telemetry System Upgrades	196,757		50,000	50,000	50,000		800,000	50,000	50,000	50,000	50,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	6,853										
Wet Well Rehab	5,317	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Undesignated Pump / Panel Replacements	9,900	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Undesignated Generator Replacement		65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000	65,000
Capital Equipment	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Replace NS Pump Station Pump & Controls	3,257,845	500,000									
Upgrade SW Pump Station	80,356										
Pump Station ARC Flash Study	105,130										
Northwest PS Rehab	387,100	200,000									
Woodbrook I Bypass Pump Installation	2,952										
VFD Conversions	9,470										
Re-piping of Bonny Apartments L3860	19,050										
Ariana Street FM Relocation Lotus to Wabash	49,429										
Pumps & Panels for L3860 Lk Bonny Apts	21,647										
Martins Landing Pumps & Panel Rehab	150,000										
Undesignated Generator Installation	199,383	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
Yankee Place Generator Replacement	36,998										
L3880 Skyview Master ATS Replacement	3,500										
L0450 Stonewater Pump & Panel Rehab	88,000										
L0110 Bentley Shores Pump & Panel Rehab	90,000										
L6010 Northside Pump Repair	71,000										

**WASTEWATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
L4420 Woodbrook I Wet Well Rehab	20,000										
L3860 Lake Bonny Apts Wet Well Rehab	23,000										
L3445 Carillon Lakes Wet Well Rehab	5,500										
Cyanamid L6840 Rehab.	50,000	150,000									
L0410 Southwest Pump Repair	26,000										
Airpark PLC Upgrade	35,000										
None-Destructive FM Testing		75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Upgrade Tenth St L3310 Pump Station			200,000								
Replace L0110 Bentley Shores FM							350,000				
Edgewood Extension Rehab			350,000								
County Line L3440 Panel Replacement			200,000								
Sylvester Shores L1720 Station and FM Rehab				450,000							
Sewer Line Maintenance											
Rehabilitate Sewer Lines	210,000	1,100,000	1,100,000	1,100,000	1,100,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Sewer Maintenance - Contractor Installed Liners	761,549										
Sewer Maintenance - Contractor Cleaning & Televising	30,000										
Sewer Maintenance - City Installed Short Liners	5,000										
Sewer Maintenance - City Performed Point Repairs	70,000										
Wastewater New Line Connections	15,690										
Inflow Reduction	57,443	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Skyview Utility Sys (City / PC - Reimb TetraTech)	96,452										
Flushing of Southwest Basin Force Mains	25,000			50,000		50,000		50,000		50,000	
Sewer Maintenance - Manhole Rehabilitation	88,505	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Capital Contingency		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
Other Construction Projects	29,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Other Replacement Projects	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Business 92 Airport Rd to Intown Bypass	25,000										
Transfer to Fleet - Wastewater Vehicle Purchases	110,200										
Capital Equipment	40,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Oakpark / Summerfield Wastewater System Remediation	175,000										
Western Trunk Manhole Rehab	273,027										
Northside 30inch Force Main ARV Rehab	344,716		225,000								
State Road 33 Relocation	2,000,000										
Grit / Sand Drying Bed Replacement	15,963										
Griffin Rd 24" Sanitary Sewer Lining	1,013,471	500,000									
Lakeland Park Drive Sewer Relocation	47,085										
Citrus Woods Emergency SFM Repair	450,488										
S. Florida Ave Gravity Line Repair	340,000										
Private System Monitoring	18,332										
Smartcover Installation	25,000		25,000				25,000		25,000		25,000
RP Funding Center Sewer Line Relocation	6,464										
COL Sewer Line Easement Purchases	39,000			50,000		50,000		50,000		50,000	
English Oaks Booster Station Odor Control Pilot	73,073	80,000	175,000								
Wedgewood Estates Blvd Line Repair	6,826										
South Florida Ave Manhole Replacement	56,176										
FDEP In-Kind Penalty May 2019	17										
CMOM - (Capacity, Mgmt, Operations & Maint) Update	26,496					100,000					100,000
Basin 8 I&I Study	43,000										
Chestnut Woods 8" Gravity Sewer	20,000										
Basin 4 I&I Study	57,770										
Howard Ave Manhole Repair	324,917										
Sanitary Sewer Evaluation Study	100,000						100,000				
Cleveland Heights Manhole Repair	45,579										
Downtown Manhole Replacement	36,000										
Herschill Manhole Replacement	122,018										
Gary Road Line Repair	81,452										
State Rd 33 Forcemain Break	83,827										
Basin 5 I&I Study	8,500										
Basin 6 I&I Study	1,000										
Basin 7 I&I Study	48,548										

**WASTEWATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Skipper Street 36 Sewer Line Relocation				250,000	750,000						
Western Trunk San Gully Rd Line Relocation					250,000	1,800,000					
Pretreatment Program											
Capital Equipment	2,000	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							
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	23,000	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)	50,000	250,000	250,000	400,000	400,000	400,000	500,000	500,000	500,000	1,000,000	
Wastewater Support - Other City Departments	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Undesignated Utility Relocations	50,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Utility Relocation - West Pipkin, Medulla to Harden.	47,343										
Oakpark / Summerfield Wastewater System Remediation	39,016										
South Wabash Ave Extension	90,432										
Energy Efficiencies / Digestion System Improvements (SRL)	6,790										
Replace NS Pump Station Pump & Controls	3,000										
Wastewater Asset Management Plan	3,610										
English Oaks Phase III - Design	77,909										
Griffin Rd 24" Sanitary Sewer Lining	236,073										
Citrus Woods Emergency SFM Repair	4,965										
Repair/Replace Splitter Box 2	57,349										
English Oaks Phase III - Construction	1,808										
W Lake Parker Path (1st St to Bella Vista)	9,094										
Ariana Street FM Relocation Lotus to Wabash	21,058										
FDOT Proposed Wastewater Projects	550,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Northside ATAD Study	51,830										
Chestnut Woods 8" Gravity Sewer	10,000										
Cyanamid L6840 Rehab.	5,000										
North Wabash Extension	7,500										
Maintenance Support											
Capital Equipment	3,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Wetlands Management											
Security Enhancements	46,634			30,000							
Capital Contingency	50,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Effluent Usability Study	100,000										
Undesignated Generator Replacement							30,000				
Wetlands Gopher Tortoise Relocation	7,626		25,000			25,000			25,000		
Transfer to Fleet - Wastewater Vehicle Purchases				50,000			150,000				
Capital Equipment	28,752	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	61,639										
Wetlands Fiber Installation	46,575										
Wetlands Park	203,427			75,000		75,000		75,000		75,000	
North Boundary Fence adjacent to Eaglebrook					150,000						
Upgrades to Office				30,000							
Wetland Data Automation	245,351	125,000									
Replacement of Control Gates	179,495					400,000					
Effluent Ditch Rehabilitation	149,340			300,000							
Reverse Eutrophication/Wetlands Ecosystem	290,722										
Connect to Public Water Supply	25,000										
Land Management	52,969	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Wetland Entrance Road	28,356										
Effluent Structure Rehabilitation		750,000									
Dredging and Sediment Management		800,000									
Water Quality Improvements (50% Grant)		100,000	2,500,000								
Wetland Treatment System Assessment Update											250,000
Wetland Renewable Energy			75,000								
Wetland Cells Restoration					300,000	200,000					
Wetland Water Budget & Operating Procedures							150,000				

**WASTEWATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
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	75,000	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	100,000										
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 Wastewater Renewal and Replacement Fund	24,995,659	8,232,938	9,137,938	6,962,938	6,677,938	8,512,000	8,297,000	6,792,000	5,052,000	5,492,000	4,572,000
Wastewater Impact Fee Fund:											
Non-Departmental											
Wastewater Impact Fee Study	30,000		30,000			30,000			30,000		
Wastewater System Administration											
Wastewater Capacity Study	100,000										
Sewage Pumping Stations											
Southwest Pump Station Redirection		400,000									
Sewer Line Maintenance											
SW LkInd Capacity Enhancement (English Oaks)	35,281										
Force Main Parkway to Glendale	20,000										
Glendale In-plant Force Main	52,886										
Lunar Circle Force Main Upsizing	350,000										
Citrus Wood L3865 Forcemain Upsizing	1,001,581										
Skyview Drive L3845 Forcemain Upsizing	15,000										
Citrus Wood L3865 Pumps & Panel	145,000										
Skyview Drive L3845 Pumps & Riser Pipe Upgrades	75,000										
Eight Iron Drive L3880 Pump Upgrades	75,000										
Southwest Lakeland Sewer Upgrade	3,500,000										
Wastewater Engineering											
Subdivision and Commercial Development	425,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
Undesignated Capacity Expansion	112,365	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										
Glendale In-plant Force Main	11,663										
Skyview Drive L3845 Forcemain Upsizing	35,000										
Southwest Lakeland Sewer Upgrade	500,000										
West Lakeland Waste Load Facility Expansion Study	105,000										
Southwest Wastewater Expansion	315,634	350,000	350,000								
Ruthven Warehouse Park - WW Forcemain Upsizing	55,115										
Lake Mirror Office Bldg Gravity Main Upsizing	7,520										
Southwest Pump Station Redirection		100,000									
Drane Field Rd Warehouse FM Upsizing Reimbursement	34,366										
Total Wastewater Impact Fee Fund	7,051,411	1,350,000	880,000	500,000	500,000	530,000	500,000	500,000	530,000	500,000	500,000
Wastewater FDEP Fund:											
Glendale Sewage Treatment Plant											
Energy Efficiencies / Digestion System Improvements (SRL)	705,744										
Wetlands/Reuse Pump Station Replacement	2,000,000	10,500,000									
Northside Sewage Treatment Plant											
Northside Biosolids (SRL)		5,000,000	5,000,000								
Sewer Line Maintenance											
English Oaks Phase III - Design	470,519										
English Oaks Phase III - Construction	11,754,999										
Total Wastewater FDEP Fund	14,931,262	15,500,000	5,000,000								
Total Wastewater Expenses	46,978,332	25,082,938	15,017,938	7,462,938	7,177,938	9,042,000	8,797,000	7,292,000	5,582,000	5,992,000	5,072,000
Unappropriated Surplus											
Beginning Balance	28,444,651	7,361,581	5,342,643	4,188,705	4,339,767	4,975,829	3,747,829	3,964,829	5,686,829	8,118,829	10,340,829
Sources / (Uses)	(21,083,070)	(2,018,938)	(1,153,938)	151,062	636,062	(1,228,000)	217,000	1,722,000	2,432,000	2,222,000	3,142,000
Ending Balance	7,361,581	5,342,643	4,188,705	4,339,767	4,975,829	3,747,829	3,964,829	5,686,829	8,118,829	10,340,829	13,482,829

**WATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Revenue											
General Revenue											
Connection Fees	490,000	510,000	510,000	530,000	530,000	530,000	530,000	550,000	550,000	550,000	550,000
Fire Protection Capacity Fees - Impact Fee Fund	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Interest on Pooled Investments - R&R Fund	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Interest on Pooled Investments - Impact Fee Fund	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	8,150,000	8,350,000	7,212,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,200,000	5,200,000	5,200,000
State Grants											
Williams WTP Clearwell Design & Construction (SRL)	368,585										
Williams WTP Clearwell Construction (SRL)	19,016,878										
Transfer from Information Technology											
Water Utilities Facility	250,000										
Unappropriated Surplus	23,213,677	2,739,414	1,326,414	(753,586)	(88,586)	(988,586)	(1,060,850)	(1,580,850)	(1,380,850)	(1,780,850)	(2,280,850)
Total Revenue	51,699,140	11,809,414	9,258,414	4,986,414	5,651,414	4,751,414	4,679,150	4,179,150	4,579,150	4,179,150	3,679,150
Expenses											
Renewal and Replacement Fund											
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	90,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
CWP5030 Equipment Replacement	215,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5505 NW Plant Auxiliary System Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWP5519 NE Monitoring Well Equipment Replacement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Williams Filter Rehabilitation		400,000	400,000								
Williams Liquid Chlorine Conversion				500,000	500,000	500,000	500,000	500,000	500,000	500,000	
Softening Basins Recoating	16,881										
Combee WTP Filter Rehabilitation	9,640								400,000		
Williams Ground Storage Tank Cleaning and Repairs		250,000									
Combee WTP Ground Storage Tank #2	298,048										
Williams WTP Storage Building	901,370										
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
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	255,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWD4002 New Service Connections	(26,000)	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	296,400	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	6,600	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
CWD4011 City Project Support	159,900	250,000	250,000	290,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
CWD4018 Dist Facilities Replacement	109,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000
CWD4021 New Water Meters		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
CWD5039 Undesignated Long Term Project Support	5,000	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
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
CWE5146 Purchase of Radios	7,700	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	25,000										
CWD5230 SmartGrid Installation	8,842,338	3,000,000	2,512,000								
SR 563 (Harden Blvd) - N/S Route - 36 inch Relocate			750,000								
Lakeland/Auburndale Water Interconnection at Pace Road	1,035,214										
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	166,149										
Swindell Rd. 8" tie (East of County Line Rd.)	79,652										
E. Fern Rd. Replace 6 inch AC Water Main (btwn Interlachen & Dixie Pl)	2,740										
North Wabash Extension	348,700										
Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves	201,285										
New Water Meter Test Bench	192,700										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	227,330										
Skyview System Fire Improvement	299,847										
Indian Trails Subdivision AC Replace & Fire Improv	265,000										
Glendale St. 6" AC WM Replace (Willow to New Jersey)	146,016										
New Admin Bldg Water Main Replacement	86,000										

**WATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	127,300										
Skyview 6" Fire Protection Improv (Watersedge Dr)	138,400										
W. Lk Parker AC W.L. Replace (Valencia to Bonaire)	280,000										
24" J&B/12" Water Main @ Bella Vista CSX Crossing	135,000										
Leak Detection Correlator/Hydrophone		10,000									
Lakeland Hills Blvd (Parkview to Granada)					900,000						
Hardin Combee Rd Sidewalk Improvement	39,099										
Chabett Ave. W.L. Replace-6 inch-Fire Improv	90,000										
Repair Damaged Shed Area	38,348										
Office Furniture for Water Distribution	147,760										
Lake Luther/Oakway 6" Water Main	25										
E Lk Parker AC Replace (Lk View to Idlewild)		115,000									
N. Crystal Lake Dr 6" Water Main Replacement	28,470										
Alexander Drive 6" AC Water Line Replacement	44,800										
Ground Penetrating Radar Locator		18,000									
Tom Watson Rd 6" W.M. & Fire Protection Improvement		85,000									
Oxford Av/Warrington Av 6" Fire Protection Improvement		175,000									
Luce Rd AC Water Main Replacement	220,000										
Water T&D-Meters											
Water Meter Replacement - Capital	60,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Water T&D-Cross Connection Control											
CWD4010 Backflow Prevention	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Water Engineering											
Capital Contingency	35,925	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Diesel Spill Remedial Action Plan	2,500										
Softening Basins Recoating	5,000										
Combee WTP Filter Rehabilitation	1,345										
Combee WTP Ground Storage Tank #2	8,936										
Williams WTP Clearwell Design & Construction (SRL)	29,533										
CWE4001 Subdv. & Comm. Dev. Cap. Proj.	440,000	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	5,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CWD4011 City Project Support	70,000	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	2,500	40,000	40,000	40,000	45,000	45,000	45,000	45,000	45,000	45,000	45,000
Josephine Street 8-inch AC Main Replacement	1,075										
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
Skyview Utility System (City costs / Design & Eng)	3,306										
Transfer to Fleet - Water Vehicle Purchases	28,500										
Lakeland/Auburndale Water Interconnection at Pace Road	107,157										
Maplewood Av 6" AC Replacement (Between E. Edgewood Drive and Glendale	12,500										
Redwood Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	15,000										
Willow Av. 6" AC Replacement (Between E. Edgewood Dr. and Glendale St	4,838										
Swindell Rd. 8" tie (East of County Line Rd.)	19,706										
Utility relocation SR33 at I-4 Interchange	17,654										
Utility relocation SR33 / Old Combee to University Blvd.	24,383										
Polk County-Bartow-US 98 Interconnect	60,419										
N Florida Ave 10th to Crawford	10,000										
I-4/County Line Rd Drainage	10,000										
US 92 Galloway to Wabash S/W	30,000										
Robson Street Drainage	40,000										
North Wabash Extension	50,000										
US 92 at County Line Rd (Widening & Intersection)	300,000	300,000	500,000	500,000	500,000	500,000	500,000				
US 92 at Wabash	20,000										
Skyview 6" FL Protection Improv/Waterview Blvd W/Add Valves	37,400										
Scott Lake Manor 6" Fire Improvement (Martha St, Donald St & Jay St)	15,438										
Engineering Scanning	23,467										
Glendale St. 6" AC WM Replace (Willow to New Jersey)	5,653										
Skyview 6" Fire Protection Improv (Six Iron-Fairway Dr)	47,700										
Skyview 6" Fire Protection Improv (Watersedge Dr)	36,600										
Lakeland Hills Blvd (Parkview to Granada)				200,000							

**WATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Memorial Blvd (Wabash to Ingraham)	10,000										
Hardin Combee Rd Sidewalk Improvement	5,115										
Chabett Ave. W.L. Replace-6 inch-Fire Improv	10,000										
South Wabash Extension	50,000										
I-4/CSX Bridge Replacement	30,000										
Lake Luther/Oakway 6" Water Main	4,210										
E Lk Parker AC Replace (Lk View to Idlewild)	10,000										
N. Crystal Lake Dr 6" Water Main Replacement	15,000										
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	2,500										
LWE9592 W. Pipkin Widening (Medulla to Harden)	122,693	750,000									
FDOT Proposed Water Projects	170,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
SW Water Expansion - Drane Field & Medulla Rds	10,000										
SW Water Expansion - County Line Rd	1,550,000										
Water Administration											
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
DOIT Switch Replacement	26,418										
Radio Replacement 2011	72,264	72,264	72,264	72,264	72,264	72,264					
Sixth Floor Furnishings	400,000										
Water Utilities Facility	7,020,356										
Undesignated Improvement Projects	104,151										
Polk Regional Water Cooperative	1,287,110										
Polk County-Bartow-US 98 Interconnect			500,000								
Mirroron - Water Support	200,000										
Water Asset Retirement Obligation Study GASB 83	49,050										
Targeted Economic Opportunities - Water	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Southwest Water Expansion	4,030										
Water Asset Management Plan	200,000										
Undesignated Growth - Water		300,000									
SW Water Expansion - Drane Field & Medulla Rds	245,970										
Hydrant Water Field Station		1,000,000									
Lake Crago Park - Water Support	80,000										
Total Renewal and Replacement Fund	29,837,386	9,759,414	7,958,414	4,536,414	5,201,414	4,301,414	4,229,150	3,729,150	4,129,150	3,729,150	3,229,150
Water Impact Fee Fund:											
Contributions to Other Funds											
Transfer to 2012 Water Sinking Fund	500,000										
Transfer to 2010 Water Sinking Fund	500,000										
Water Production-General											
Combee WTP Ground Storage Tank #2	7,676										
Water T&D-General											
Lakeland/Auburndale Water Interconnection at Pace Road	450,000										
Water Engineering											
LWE9592 W. Pipkin Widening (Medulla to Harden)	50,000	750,000									
Ruthven Warehouse Park - N Combee Rd	6,948										
SW Water Expansion - County Line Rd	100,000										
Creeks Crossing East WM upsizing 6" to 12"	63,915										
Drane Field Rd Warehouse WM Upsizing Reimbursement	31,667										
Water Administration											
Capital Contingency	5,585	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CWA5193 Impact Fee Study	10,500										
Polk Regional Water Cooperative	500,000	500,000	500,000								
Southwest Water Expansion	6,120	350,000		350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000
SW Water Expansion - Drane Field & Medulla Rds		350,000	700,000								
SW Water Expansion - County Line Rd	243,880										
Total Water Impact Fee Fund	2,476,291	2,050,000	1,300,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000	450,000

**WATER UTILITY
CAPITAL IMPROVEMENT PLAN**

	Adjusted 2020 Budget	2021 Proposed	2022 Projected	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected	2029 Projected	2030 Projected
Water FDEP Fund:											
Water Production-General											
Williams WTP Clearwell Design & Construction (SRL)	368,585										
Williams WTP Clearwell Construction (SRL)	19,016,878										
Total Water FDEP Fund	19,385,463										
Total Water Expenses	51,699,140	11,809,414	9,258,414	4,986,414	5,651,414	4,751,414	4,679,150	4,179,150	4,579,150	4,179,150	3,679,150
Unappropriated Surplus											
Beginning Balance	29,430,291	6,216,614	3,477,200	2,150,786	2,904,372	2,992,958	3,981,544	5,042,394	6,623,244	8,004,094	9,784,944
Sources / (Uses)	(23,213,677)	(2,739,414)	(1,326,414)	753,586	88,586	988,586	1,060,850	1,580,850	1,380,850	1,780,850	2,280,850
Ending Balance	6,216,614	3,477,200	2,150,786	2,904,372	2,992,958	3,981,544	5,042,394	6,623,244	8,004,094	9,784,944	12,065,794

Lakeland Electric
10 Year Capital Improvement Plan

	FY20 Original Budget	FY21 Proposed 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
REVENUES:											
Transfer from Operating Fund	32,541,909	32,002,054	35,699,348	31,800,083	32,008,086	31,904,409	31,164,586	32,017,129	32,892,534	33,790,276	34,711,807
Payroll & Motor Pool Transfers	7,302,299	7,213,536	7,019,151	7,299,917	7,591,914	7,895,591	8,211,414	8,539,871	8,881,466	9,236,724	9,606,193
Capital Reserves				4,521,807	3,754,701	5,088,868	4,253,619	3,590,615	2,473,527	1,824,180	-267,476
TOTAL REVENUES	39,844,208	39,215,590	42,718,499	43,621,807	43,354,701	44,888,868	43,629,619	44,147,615	44,247,527	44,851,180	44,050,524

EXPENDITURES:

McIntosh Plant	60,000	24,678	17,627	17,627	17,627						
McIntosh Plant Unit 3	6,512,917	1,659,000	604,800	388,800	84,000						
McIntosh Plant Unit 5	11,000,525	16,086,231	13,432,616	12,248,254	18,120,659	21,469,525	7,518,035	8,355,642	2,428,117	2,792,466	2,716,193
McIntosh Gas Tiurbine 2		130,000	1,570,000	2,060,000	460,000	60,000	2,575,000	81,750	7,500,000	97,500	105,000
McIntosh GT		25,000	50,000	1,530,000	30,000						
Larsen Plant	1,300,000	1,590,000	2,443,000	2,363,000	665,000	250,000					
Winston Plant	18,000	237,000	112,000	92,000	307,000	87,000	122,500	302,000	106,500	111,000	27,500
Other Production Projects	1,578,549	1,261,135	3,188,075	3,375,887	2,764,348	1,070,463	13,226,731	15,042,780	14,241,865	21,848,615	22,496,033
Transmission Lines	235,000	2,297,000	1,781,950	133,929	2,250,882	5,387,977	1,665,047	905,147	144,280	821,444	148,641
Distribution Lines	6,193,000	5,759,000	6,295,302	6,547,737	6,747,795	5,702,966	5,824,112	6,793,256	5,669,402	5,398,576	6,068,785
Transmission Substations	305,000	100,000	101,500	103,023	264,568	106,136	107,728	109,344	110,984	2,166,649	114,339
Distribution Substations	2,852,850	936,900	3,790,000	3,950,358	2,062,064	974,023	2,761,238	2,348,719	1,861,469	1,024,495	1,037,804
Other Delivery Products	6,987,704	7,269,710	7,594,151	9,054,917	8,316,914	8,150,591	8,786,414	8,794,871	10,206,466	9,491,724	10,156,193
Build	1,576,875	1,414,922	1,167,205	1,232,730	728,503	1,054,528	560,813	862,364	1,334,187	601,288	608,675
Tech	963,550	247,050	461,273	411,773	393,273	458,273	361,773	399,273	518,273	368,523	408,273
Misc. Projects	260,238	177,964	109,000	111,772	142,068	117,386	120,228	152,469	125,984	128,900	163,088
TOTAL EXPENDITURES	39,844,208	39,215,590	42,718,499	43,621,807	43,354,701	44,888,868	43,629,619	44,147,615	44,247,527	44,851,180	44,050,524

**Lakeland Electric
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	FY20 Original Budget	FY21 Proposed 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
McIntosh Plant											
CMP4276 MCOM CEMS Server Upgrade - McIntosh					17,627						
CMP5637 JT U3 Air Compressor Replacement	60,000										
CMP5672 MCOM Fuel Tank w/ Secondary Containment		7,051									
FY21 CMP5673 MCOM Sump Pumps		17,627	17,627	17,627							
Total	60,000	24,678	17,627	17,627	17,627						
McIntosh Plant Gas Turbines											
CMP6616 MGT1 Industrial Coatings		25,000	50,000		30,000						
FY22 CLP7016 MGT1 Major Inspection & Exhaust Repl.				1,530,000							
FY21 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
FY22 CMP7771 MGT2 Battery Bank			30,000								
FY21 CMP7009 MGT2 HVAC Replacements		20,000									
FY24 CMP7012 MGT2 Air Filters					100,000				110,000		
FY21 CMP7010 MGT2 Motor Overhauls		30,000	10,000	20,000	20,000	20,000	25,000	27,250	30,000	32,500	35,000
FY21 CMP7011MGT2 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			1,500,000	1,500,000					7,000,000		
FY23 CMP7015 MGT2 Insulation Replacement				500,000							
FY24 CMP7013 MGT2 Evap Cooler Media					300,000				300,000		
FY26 CMP7014 MGT2 Generator Rewind							2,500,000				
FY21 CMP7008 MGT2 Breaker Overhauls		30,000									
Total		155,000	1,620,000	3,590,000	490,000	60,000	2,575,000	81,750	7,500,000	97,500	105,000
McIntosh Unit 2											
Total											
McIntosh Unit 3											
LMP5549 JT U3 Turbine Refurbishment	1,502,400	45,000									
LMP9211 JT U3 Mobile Equipment Replacement (MBFA)	167,400										
CMP4066 JT U3 Insulation Improvement (Outage)	60,000										
CMP4071 JT U3 Coal Trestle Refurbishment	72,000										

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	FY20 Original Budget	FY21 Proposed 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
CMP4084 JT U3 Facilities Recoating	60,000										
CMP5313 JT U3 CEMS Analyzer Repl	30,000	30,000									
CMP5354 JT U3 Stack & Scrubber Elevators	180,000										
CMP5415 JT U3 Revitalization of Mobile Heavy Equipment	90,000	150,000	90,000								
CMP7264 JT U3 Precipitator Refurbish		240,000									
LMP9858 JT U3 Sed Pond Repaving	180,000										
CPE9862 JT U3 SCR Catalyst Replacement		360,000									
CPE9864 JT U3 Voltage Regulator & Rectifier Replacement	270,000										
CPE9276 JT U3 4160V/480V Electric Equip Ratings	1,054,117										
CMP9041 JT U3 Pulverizer Mill Rebuild	300,000	150,000	150,000	150,000							
CMP5488 JT U3 Ash Hopper Housing (Dog House)	60,000										
CMP5490 JT U3 Ash Hopper Level Indicators	15,000										
CMP5494 JT U3 Scrubber Structure Recoating	120,000	90,000									
CMP5503 JT U3 Scrubber Duct Work Replacement	600,000										
CMP6613 JT U3 Breaker Overhauls	30,000	30,000	30,000								
CPE4174 JT U3 Cooling Tower MCC Switchgear Replacement	300,000										
CMP5611 JT U3 Scrubber Module Headers	120,000										
CMP5610 JT U3 Absorber Tower Refurbish Tank & Structure or Coat	300,000	120,000									
CMP5602 JT U3 PWTS Recoating	120,000										
LMP9303 JT U3 Pipe Hanger Replacement	75,000										
FY22 CMP5615 JT U3 Condensate Tank Recoat (Interior)			28,800	28,800							

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	FY20 Original Budget	FY21 Proposed 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
CMP5616 JT U3 HVAC Upgrades	18,000	18,000	18,000	18,000	18,000						
CMP5617 JT U3 PWTS Upgrades	102,000										
CMP5618 JT U3 Polisher PLC Replacement	90,000										
FY21 CMP5621 JT U3 CCR Rule Implementation		90,000	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	60,000	30,000								
CMP5646 JT U3 Motor Rewind/Refurbish	60,000	30,000	30,000	30,000	30,000						
CPE7250 JT U3 STG Area Fire Protection Foam Supply	15,000										
CMP5648 JT U3 Reheater Steam Coil		90,000	90,000	90,000							
FY23 CMP5649 JT U3 Ammonia Heater				24,000							
CMP5650 JT U3 32 & 34 PA Fans Rotor Overhaul	48,000	48,000									
CMP5651 JT U3 Control Room Roof	90,000										
CMP5653 JT U3 Gantry Crane Overhaul	30,000										
CMP5654 JT U3 Hoist Replacement	12,000	12,000	12,000	12,000							
CMP5655 JT U3 Isophase Dehumidifier	18,000										
CMP5656 JT U3 Sump Pumps	36,000	36,000	36,000	36,000	36,000						
CMP5657 JT U3 Pipe Rack Recoating	18,000	18,000									
CMP5675 JT U3 OS Upgrade	210,000										
Total	6,512,917	1,659,000	604,800	388,800	84,000						

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	FY20 Original Budget	FY21 Proposed 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
McIntosh Unit 5											
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			
LMP9250 U5 LTMA Assets	7,955,525	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
LMP9262 U5 STG Outage		900,000	50,000	50,000	1,973,498	2,500,000		430,000	30,000		
LPE9781 U5 SCR Catalyst	800,000										
CPE4142 U5 Inlet Filters Replacement		230,000			250,000			250,000			250,000
CPE7275 U5 Lube Oil Cooler Modification (Outage)		100,000									
CMP4085 U5 Facilities Recoating	15,000	10,000	200,000	250,000		300,000		300,000			
FY22 CMP5342U5 Combustion Turbine Insulation			1,000,000								
CMP5372 U5 Cooling Tower Structure Reinforcement					100,000	100,000	102,500	105,000	107,250	110,000	112,000
FY21 CMP5511 U5 T3000 Appliation Processors		122,000									
CMP5539 U5 CEMS Upgrade						75,000					
FY23 CMP5545 U5 Expansion Joint	150,000			150,000			180,000			200,000	
CMP5478 U5 Cooling Tower Acid Tank Replacement		10,000					40,000				
CMP5487 U5 Hot Reheat Control Valve Upgrade		200,000									
CMP5485 U5 Circulating Water Pump Rebuilds		125,000									
CMP5500 U5 HRSG Recoating		48,000	300,000								
FY21 CPE5501 U5 BFP Overhauls		300,000	300,000								
CMP5608 U5 Sample Panel Restoration	10,000										
FY21 CPE5619 U5 Combustion Hardware Upgrade		500,000	1,750,000	1,750,000	1,500,000						
CPE5620 U5 Electric Bus Protective Relay Upgrade		215,000									
FY22 CMP5622 U5 Cooling Tower Motor Soft Starts Polisher Resin Replace			300,000								
CMP5623 U5 LP Economizer Tube Replacement	2,000,000	3,200,000									
FY22 CMP5624 U5 Condensate Pump/Motor Upgrades			150,000	150,000							
FY25 CMP5625 U5 Controls Upgrade						500,000					
FY29 CMP5626 U5 Cooling tower Bleach Tank										35,000	
FY22 CMP5627U5 HP Roof/Floor Liners/Casing Pen seals Replacement			1,000,000	1,000,000							
FY22 CMP5652 U5 Gas Control Valve Overhaul			100,000								
FY23 CPE5658 U5 BFP & Condesate Pump VFD Retrofit				800,000							

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	FY20 Original Budget	FY21 Proposed 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
FY23 CMP5659 U5 Boiler Feed Pump Motor Overhauls				100,000			680,000				
FY23 CMP5660 U5 Inlet Recoating				50,000		50,000					
FY27 CMP5661 U5 Turbine Exhaust Diffuser								3,000,000			
FY24 CMP5662 U5 HRSG HP Superheater					2,500,000	2,500,000					
FY23 CMP5663 U5 Start Up Motor				100,000						125,000	
FY24 CMP5664 U5 Circ Water Pumps					200,000						
FY22 CMP5665 U5 Auxillary Circ Water Pump			75,000								
CMP5666 U5 Valve Replacements	40,000	260,000	80,000	40,000	40,000	45,000	47,250	50,000	52,500	55,000	57,250
FY22 CMP5667 U5 Fire System Louvers			150,000								
CMP5668 U5 Pulse Air System	30,000										
CPE5687 U5 Automatic Voltage Regulator Upgrade		352,000									
FY22 CMP5647 U5 Waste Water Sump Pumps			267,000								
FY24 CMP5695 U5 Replace Battery Banks					150,000						
FY25 CMP5696 U5 CT Generator Rewind/Stator Rewedge						3,500,000					
FY25 CMP5697 U5 Condensate Tank Recoat (Interior)						20,000					
FY24 CMP5694 U5 IP Tube Bundle Replacements					1,200,000	1,400,000	1,400,000				
Total	11,000,525	16,086,231	13,432,616	12,248,254	18,120,659	21,469,525	7,518,035	8,355,642	2,428,117	2,792,466	2,716,193
Larsen Plant											
FY24 CLP4134 U8 Condensate Tank Recoat (Interior)					20,000						
FY23 CLP4141 U8 Potable Water Replacement				50,000							
CLP4145 U8 Torque Converter Overhaul	50,000										
CPE4146 U8 Overdutied U8 Electrical Equipment		300,000	200,000								
CLP4147U8 Steam Turbine Major Outage		1,000,000	1,000,000								
FY22 CLP4149 U8 CT Hydraulic Pump Replacement			28,000	28,000							
FY23 CLP4150 U8 Nox Water Pumps				50,000	50,000						
FY22 CLP4151 U8 ST Air Ejector/Hogger Jet			100,000								
CMP4083 Larsen Facilities Recoating		100,000	200,000	200,000	200,000	200,000					
CMP5318 U8 CEMS Analyzer Repl						50,000					

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CLP4277 CEMS Server Upgrade - Larsen					25,000						
CLP4159 U8 Major Motor Overhauls	30,000	10,000	10,000	10,000	10,000						
FY22 CLP4160 U8 Boiler Feed Pumps			250,000								
FY21 CLP4161 U8 Pulse Air System		40,000									
CLP4163 U8 Circ Water Pumps			50,000	300,000	50,000						
FY22 CLP4165 U8 Fuel Oil Flow Divider			100,000								
CLP4178 U8 Gas Turbine MKIV Upgrade to a MKVIe or Equivalent	1,200,000										
FY23 CLP4166 U8 Voltage Regulators				120,000	120,000						
FY23 CLP4167 U8 Wing Cowl Plenum				1,500,000							
FY22 CLP4168 U8 Bypass Damper			50,000								
FY22 LPE4179 U8 Closed cylce cooling water exchanger			100,000								
FY23 CLP4180 U8 Air Dryer				15,000							
FY24 CLP4181 U8 Air Filters					70,000						
FY23 CLP4182 U8 Mee Fogging System				30,000	30,000						
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	20,000	20,000	20,000							
LLP9019 U8 Traveling Screens			200,000								
FY22 CLP4197 U8 ST Inter/After Condenser Retubing			75,000								
FY22 CLP4198 U8 Battery Bank Replacement			60,000								
CLP4140 U8 Controls Next phase (2055 TTRF)		25,000									
FY23 CLP4199 U8 Air Compressor				40,000							
Total	1,300,000	1,590,000	2,443,000	2,363,000	665,000	250,000					
Winston Plant											
LPE9272 WIN NOx Catalyst Replacement		200,000			200,000			200,000			
CMP4082 Winston Facilities Recoating	5,000	5,000	5,000	5,000							
FY21 CPP4162 Winston Fuel Tank Recoating		20,000									

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FY21 CPP4184 WIN Breaker Replacements		12,000	12,000	12,000	12,000	12,000	17,500	20,000	22,500	25,000	27,500
CMP6604 Winston OS Upgrade	13,000										
FY22 CMP6605 Winston Generator Rewind			75,000	75,000	75,000	75,000	80,000	82,000	84,000	86,000	
FY22 CMP6606 Winston Air Conditioners			20,000		20,000		25,000				
Total	18,000	237,000	112,000	92,000	307,000	87,000	122,500	302,000	106,500	111,000	27,500
Other Production Projects											
LPE9859 PCM NERC Compliance	303,053	227,134	232,813	238,633	244,599	250,714	256,982	263,406	269,991	276,741	283,659
CMP4105 PCM Engineering Capital Tool Replacement (MBFA)	10,596	10,626	10,626	10,626	10,626	10,626	10,626	12,751	12,751	12,751	12,751
CMP4107 PECG Capital Tool Replacement (MBFA)	15,000	15,000	15,000	15,000							
CPP6501 PCM Maintenance Tools (MBFA)	63,577	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757
CPP6506 PCM Lab Test Equipment (MBFA)	139,870	106,262	106,262	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757
CPP6509 PCM Plant A/C and Air Handler Contingency	63,577	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757	63,757
CPP6526 PCM JLG Man-Lift Purchase	18,649										
CPP6529 PCM Industrial Coatings Plan	21,192	85,010	68,008	42,505							
CPP7219 COL R&R Capital Resources	739,357	661,737	600,000	600,000	600,000	600,000	10,250,000	10,557,500	13,750,000	21,350,000	21,990,500
CPP6543 PCM Plant Transportation (MBFA)		17,852	17,852	17,852	17,852	17,852	17,852	17,852	17,852	17,852	17,852
CPE4249 Capital Equipment Replacement (MBFA)	15,000	10,000	10,000	10,000							
FY23 LPE9865 COL 16" Gas Line Relocation - SR33 Widening				500,000	500,000		2,500,000	4,000,000			
FY22 CPP6615 COL Centralized Control Room			2,000,000	1,200,000	1,200,000						
CMP5670 COL Upgrade Delta V Software/Processors	70,000										
CMP6546 PCOM Refurbish Crane	16,954										
CMP6548 PCOM Common Fencing/Security	101,724										
FY23 CPP6550 COL Site Improvements (post U3, move main gate)				550,000							
Total	1,578,549	1,261,135	3,188,075	3,375,887	2,764,348	1,070,463	13,226,731	15,042,780	14,241,865	21,848,615	22,496,033
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								

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FY22 CDE8134 Highland City-Eaton Park 69kV Ln - THP					1,600,000						
FY19 LDE8135 Grove-Highland City 69kV Ln - THP	150,000										
FY22 CDE8136 Southwest-West 69kV Ln - THP						1,400,000					
FY19 LDE8137 Grove-Medulla 69kV Ln - THP	50,000										
FY22 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	
FY22 CDS8148 County Line Rd S Reconfig						350,000					
CDE4010 Transmission Pole Repl (007)	25,000	125,000	126,875	128,778	130,710	132,670	134,661	136,680	138,731	140,812	142,924
CDE4045 Transmission Wood Poles Inspection/Retreatment	10,000	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
FY21 Dranefield to Medulla (W Pipkin Rd) - County Road Widening		1,000,000									
CDE8169 Interstate to West 230kv Relocation for FDOT		1,100,000									
FY21 CDE8118 Bridgewater 69kV Line Tie-in		67,000									
Total	235,000	2,297,000	1,781,950	133,929	2,250,882	5,387,977	1,665,047	905,147	144,280	821,444	148,641
Distribution Lines											
FY24 CDE8137 Larsen N314 Ln Upgrd					450,000						
CDE8138 Hemphill H384 Ln Upgrd							105,000				
FY22 CDE8139 Medulla M364 Line Upgrade - Part 2					250,000						
CDE8141 Combee Rd C344 Ln Upgrd			50,000								
FY23 CDE8143 Sutton S354 Ln Upgrd				175,000							
CDE8145 Southwest J374 Ln Upgrd - Part 1			50,000								
CDE8146 Southwest J374 Ln Upgrd - Part 2						75,000					
CDE8151 Medulla M384 and Christina CA334 Ln Upgrd			70,000								
FY22 CDE8153 West W374 Ln Upgrd			80,000								
FY24 CDE8154 Southwest J384 Ln Upgrd					75,000						
FY26 CDE8157 Winston T384 Ln Upgrd							285,000				
FY26 CDE8158 Winston T364 Ln Upgrd							50,000				
FY22 LDS8120 Christina Terminal for County Ln S											200,000

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FY23 CDE8127 Grove E374 New Circuit				150,000							
FY27 CDE8128 Orangedale V354 New Circuit								260,000			
FY24 CDE8130 Orangedale V384 New Circuit					60,000						
FY22 County Line Rd S Circuits CL334, CL344, CL354											400,000
FY26 CDE8132 Hamilton Circuits HA334, HA344, HA354				400,000							
CDE4001 Major Road Improv/Reloc (007)	200,000	200,000	86,977	89,151	90,000	90,000	90,000	90,000	90,000	90,000	90,000
CDS4011 Capital Equipment Purchases (007) (	30,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4003 Transformer Repl-OH Dist	40,000	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)	50,000	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	30,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4008 Padmount Switch Install (007)	50,000	30,000	30,450	30,907	31,370	31,841	32,319	32,803	33,295	33,795	34,302
CDE4011 Distribution Pole Repl	3,200,000	1,600,000	1,624,000	1,648,360	1,673,085	1,698,182	1,723,654	1,749,509	1,775,752	1,802,388	1,829,424
CDE4020 Roadway Lighting Installations	100,000	300,000	304,500	309,068	313,704	318,409	323,185	328,033	332,953	337,948	343,017
CDE4030 City Facilities Lighting Installations	5,000	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	200,000	250,000	253,750	257,556	261,420	265,341	269,321	273,361	277,461	281,623	285,847
CDE4045 Distribution Wood Poles Inspection/Retreatment	300,000	100,000	101,500	103,023	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDE4115 New Socrum Circuit Q334				200,000							
CDE4232 Capacitor Station Installation	25,000	20,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
CDE4500 Subdiv & Comm Development (007)	300,000	890,000	903,350	916,900	930,654	944,614	958,783	973,165	987,762	1,002,578	1,017,617
CDE4502 New OH Residential Svc	30,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736
CDE4503 New UG Residential Svc	75,000	100,000	101,500	103,023	104,568	106,136	107,728	109,344	110,984	112,649	114,339
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	5,000	5,075	5,151	5,228	5,307	5,386	5,467	5,549	5,632	5,717
CDE4506 OH Line Extensions (007)	3,000	8,000	8,120	8,242	8,365	8,491	8,618	8,748	8,879	9,012	9,147
CDE4507 UG Line Extensions (007)	10,000	12,000	12,180	12,363	12,548	12,736	12,927	13,121	13,318	13,518	13,721
CDE4508 OH New Comm Svc GS	10,000	20,000	20,300	20,605	20,914	21,227	21,546	21,869	22,197	22,530	22,868
CDE4509 UG New Comm Svc GS	70,000	75,000	76,125	77,267	78,426	79,602	80,796	82,008	83,238	84,487	85,754
CDE4510 OH Upgr Comm Svc	15,000	10,000	10,150	10,302	10,457	10,614	10,773	10,934	11,098	11,265	11,434

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY20 Original Budget	FY21 Proposed 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
CDE4511 UG Upgr Comm Svc	30,000	40,000	40,600	41,209	41,827	42,455	43,091	43,738	44,394	45,060	45,736
CDE4512 OH New Comm Svc GSD	50,000	50,000	50,750	51,511	52,284	53,068	53,864	54,672	55,492	56,325	57,169
CDE4513 UG New Comm Svc GSD	227,000	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	300,000	250,000	253,750	257,556	261,420	265,341	269,321	273,361	277,461	281,623	285,847
CDE6251 Reliability-Recloser Installation	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
CDE6260 Fault Indicator Installation	3,000	500	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
CDE6268 General Reliability Improvements	200,000	109,500	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
CDE6340 Minor Line Extensions	10,000	5,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CDE5125 URD Cable Replacement	100,000	25,000	25,375	25,756	26,142	26,534	26,932	27,336	27,746	28,162	28,585
FY22 CDE4143 DraneField D374 Ln Upgrd			135,000								
CDE8133 Downtown Overhead to Underground Conversion	200,000	1,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
FY23 CDE5139 Orangedale V374 Line Upgrade				350,000							
FY28 CDE5140 DraneField D364 Line Upgrade									250,000		
FY25 CDE5141 Galloway G384 Line Upgrade						250,000					
FY27 CDE5142 Palmetto A334 Line Upgrade								150,000			
FY22 CDE4153 Grove E354 Line Upgrade			100,000								
FY20 CDE4154 DraneField D384 Line Extension	150,000										
FY23 CDE4155 Winston T374 Line Upgrade				275,000							
FY27 CDE4156 Southwest J354 Line Upgrade								900,000			
CDE4165 Polk County - Clubhouse LED Lighting Improvements			300,000								
FY22 CDE8223 Orangedale V334 Line Upgrade Part 2			185,000								
FY22 CDE4169 Northwest K344 Line Upgrade			300,000								
FY26 CDE8156 Medulla M344 Ln Upgrd							25,000				
FY20 CDE8123 Eaton Park R364 Ln Upgrd	60,000										
FY25 Orangedale V344 Line upgrade						250,000					
FY22 East X344 Line Upgrade			5,000								
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			

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY20 Original Budget	FY21 Proposed 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
FY27 Combee Road C354 line and switch upgrades								50,000			
FY28 Southwest J364/Medulla M354 Line Upgrade									90,000		
CDE8163 Recloser Installation - FEMA Mitigation					850,000						
CDE5148 East X354 Line Extension		92,000									
FY21 Bridgewater New Circuit - 1		133,000									
FY21 Bridgewater New Circuit - 3		235,000									
FY21 Bridgewater New Circuit - 2		258,000									
FY22 Winston T374 UG Line Upgrade			88,000								
FY21 Jonila Avenue		150,000									
Total	6,193,000	5,759,000	6,295,302	6,547,737	6,747,795	5,702,966	5,824,112	6,793,256	5,669,402	5,398,576	6,068,785
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	
P168159					20,000						
P168161					140,000						
CDS6085 Various Transmission Breaker Replacements	180,000	100,000	101,500	103,023	104,568	106,136	107,728	109,344	110,984	112,649	114,339
CDS4232 Various Transmission Capacitors	125,000										
Total	305,000	100,000	101,500	103,023	264,568	106,136	107,728	109,344	110,984	2,166,649	114,339
Distribution Substations											
LDS8025 Hamilton Substation			2,000,000								
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			850,000								
FY26 CDS8118 Indian Lakes Capacitor Bank Addition							25,000				
FY26 CDS8121 Interstate 12kV Feeders for TX #2								500,000			

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY20 Original Budget	FY21 Proposed 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
CDS8124 Interstate Sub Upgrade (Add 2nd Transformer)							1,750,000				
FY23 LDS8126 Socrum Sub Xfmr 1 Upgrade				1,000,000							
CDP4006 Purchs New Electric Meters	509,000	551,900	554,850	565,056	576,608	588,409	600,466	612,785	625,371	638,231	651,370
CDS4122 Substations Animal Protection	15,000	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	250,000	150,000	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
FY20 CDS5135 Highland City Bus Tie Switch Installation	700,000										
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
CDS4157 Lake Mirror Voltage Regulator Z334 Upgrade	60,000										
FY26 CDS4158 New Hamilton - Dranefield 69kV Line's Substation Equipme				250,000							
FY19 CDS4843 Mobile Transformer Replacement	263,850										
FY20 LDS8117 Highland City Xfmr 2 Upgrd	800,000										
FY20 CDS8161 Tenoroc-NW 69kV Line Substation Equip. Upgrade	25,000										
FY24 Orangedale New Circuit V384 substation equipment					100,000						
FY27 Orangedale Transformer #1 Upgrade								850,000			
FY28 Sutton Transformer #2 Upgrade									850,000		
Total	2,852,850	936,900	3,790,000	3,950,358	2,062,064	974,023	2,761,238	2,348,719	1,861,469	1,024,495	1,037,804
Other Delivery Projects											
LDE8281 Hamilton - Winston 69kv line				1,500,000	150,000						
CDG4003 Engineering Project Support			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CDG6138 R&R Capital Project Resources	6,507,704	6,495,710	7,019,151	7,299,917	7,591,914	7,895,591	8,211,414	8,539,871	8,881,466	9,236,724	9,606,193
CDG4005 Tool & Safety Equip-Capital (MBFA) (007)	55,000	65,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
CDO4128 Pole Yard Improvements	20,000	20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CEE6224 Distribution System Audit									750,000		
CDP5124 Radio Communication to Reclosers	20,000	20,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY20 Original Budget	FY21 Proposed 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
CDE4235 Distribution Automation	20,000		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CDE5032 Fast Transfer Switch Gear Replacement	50,000	10,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
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									
CSG4857 SmartGrid Tower Project	250,000	99,000									
FY21 Publix RTAC Replacement		45,000									
Total	6,987,704	7,269,710	7,594,151	9,054,917	8,316,914	8,150,591	8,786,414	8,794,871	10,206,466	9,491,724	10,156,193
Miscellaneous Projects											
CCS5013 Capital Project Resources	55,238	132,964	52,500	53,750	82,500	56,250	57,500	88,125	60,000	61,250	93,750
CDS4123 Substations Fence Replacement & Upgrds	100,000	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
CDO3018 Rate Case Study	100,000										
CDA5096 CROW Water Projects Easements	(45,000)	(55,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)	(45,000)
Total	260,238	177,964	109,000	111,772	142,068	117,386	120,228	152,469	125,984	128,900	163,088
Building Improvements											
CTR5704 ADA Building Modifications	150,000		150,000	150,000	150,000	150,000					
CTR5727 Carpet Replacement Lakeland Electric	150,000										
CMP5014 LE-Security Enhancement	256,250	262,656	269,222	275,953	282,852	289,923	297,171	304,600	312,215	320,020	328,021
CFM4309 LE Roof Improvements		500,000	500,000	150,000							
CFM4651 Security Systems for E&W Building (007)	25,625	26,266	26,923	27,596	28,286	28,993	29,718	30,461	31,223	32,004	32,804
CTS5720 Furniture Requirements - Capital (MBFA)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
CFM4306 Admin Building Capital Improvement	400,000	156,000	156,060	159,181	162,365	165,612	168,924	172,303	175,749	179,264	182,850
CFM5712 Major Equipment Purch (MBFA)	15,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
CTS4307 T&D Building Capital Improvements		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
CFM5707 HVAC System Upgrades (Substations) - Replace Project 315707		5,000		5,000		5,000		5,000		5,000	

**Lakeland Electric
10 Year Capital Improvement Plan**

	FY20 Original Budget	FY21 Proposed 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
CFM5713 Admin Building Space Study & Modifications	500,000										
FY23 CFM5715 Seal Admin Building Windows				400,000							
FY24 CFM5717 LE Admin Building & Garage - Seal Concrete					40,000	350,000					
CFM5718 LE Admin Building Chillers	70,000								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	1,576,875	1,414,922	1,167,205	1,232,730	728,503	1,054,528	560,813	862,364	1,334,187	601,288	608,675
Technology Improvements											
CCS4125 Web/eCommerce Upgrades	90,000			96,750			103,500			110,250	
CDC6284 SCADA/EMS Upgrade	500,000		382,723	182,723	182,723	382,723	182,723	182,723	382,723	182,723	182,723
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	40,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550	25,550
CCS4004 ITRON Replacement		20,500									
CCS4114 UMS Upgrade		123,000			132,000			141,000			150,000
CCS4121 Web IVR	200,000										
CCS4134 UMS Cloud Computing				53,750					60,000		
CCS4135 Call Recording Upgrade	60,000										
CCS4136 Electric Vehicle Charging Stations	20,000										
CFM5728 UPS Battery Replacement		25,000									
CFM5723 Electric Fleet Infrastructure - LE Admin Garage	3,000	3,000	3,000	3,000	3,000						
Total	963,550	247,050	461,273	411,773	393,273	458,273	361,773	399,273	518,273	368,523	408,273
TOTAL CAPITAL IMPROVEMENT PLAN	39,844,208	39,215,590	42,718,499	43,621,807	43,354,701	44,888,868	43,629,619	44,147,615	44,247,527	44,851,180	44,050,524



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The Supplementary Section contains Property Tax information, commonly used Abbreviations and Acronyms, a Glossary of Terms and Tables of Organization by department

City of Lakeland, Florida

Annual Budget

Fiscal Year 2021

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, or by fax at (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.



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Principal Taxpayers

TEN PRINCIPAL TAXPAYERS (UNAUDITED) SEPTEMBER 30, 2019

Taxpayer Name	Type of Business	2018 Assessed Value of Real and Personal Property	Percentage of Total Assessed Value of Real and Personal Property
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	\$ 361,091,783	6.06%
RTG Furniture Corp.	Retail/Distribution-Furniture	99,383,229	1.67%
Amazon	Retail/Distribution	93,081,374	1.56%
Watson Clinic	Medical Facility	60,617,068	1.02%
Lakeland Property Partners LLC	Real Estate	57,234,693	0.96%
Pepperidge Farm Inc. - Lakeland	Retail/Distribution-Bakery	56,562,742	0.95%
Casto Oakbridge Venture LTD	Real Estate	46,122,053	0.77%
Lakeland Multifamily Partners LLC	Real Estate-Apt. Complex	41,272,171	0.73%
Lakeland Square Mall LLC	Retail/Gen. Merchandise	40,945,892	0.69%
Victoria Landing Property Holdings LLC	Real Estate-Apt. Complex	40,577,154	0.68%
		\$ 899,173,410	15.09%

Source: Polk County Property Appraiser

Figure G-1: Principal Tax Payers

Principal Employers

TEN PRINCIPAL EMPLOYERS (UNAUDITED) SEPTEMBER 30, 2019

Employer	Type of Business	Employees	% of Total
Publix Supermarkets, Inc.	Retail/Distribution-Grocery	8,100	30.32%
Lakeland Regional Health	Hospital	5,500	20.59%
Government Employees Insurance Co. (GEICO)	Insurance	3,700	13.85%
City of Lakeland	Government	2,743	10.27%
Watson Clinic	Medical Clinic	1,857	6.95%
Southeastern University	Education	1,072	4.01%
Saddle Creek Logistics	Trucking & Logistics	1,042	3.90%
GC Services	Telemarketing	1,000	3.74%
Amazon	Retail/Distribution	900	3.37%
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
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
2010	\$3.6538	\$0.500	\$1.874	\$6.028	\$6.867	\$0.387	\$7.586	\$0.183	\$21.051

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
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
2010	7,496,927,845	797,882,468	4,011,704	33,810,496	2,784,803,140	5,547,829,373

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
7.964	\$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
6.028	19,593,509	19,475,083	99.40	55,682	19,530,765

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	
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
2010	\$24,651,942	\$14,979,375	\$4,914,311	\$266,727	\$4,287,133	\$1,789,260	\$190,380	\$69,789	\$32,115	\$51,181,032

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)

	2015	2016	2017	2018	2019
REVENUES					
Taxes	\$ 44,020,486	\$ 51,422,145	\$ 53,916,480	\$ 57,878,725	\$ 62,119,138
Licenses and permits	3,962,233	4,289,098	3,886,903	4,843,389	5,040,190
Intergovernmental	14,101,765	15,147,483	18,190,572	16,949,916	19,770,829
Charges for services	12,613,562	12,264,132	13,924,987	17,743,319	18,518,614
Fines and forfeits	1,718,661	2,525,373	2,458,706	2,454,914	2,557,811
Miscellaneous	16,444,991	52,854,535	29,752,209	23,363,404	28,961,303
Total revenues	92,861,698	138,502,766	122,129,857	123,233,667	136,967,885
EXPENDITURES					
General government	12,580,992	28,769,624	14,148,310	16,046,396	15,494,226
Public safety	56,737,346	58,731,548	61,224,273	64,305,992	66,269,747
Physical environment	6,546,813	6,803,399	8,372,184	11,753,636	7,856,165
Transportation	11,047,810	12,320,329	11,483,530	13,483,261	13,957,845
Economic environment	2,766,183	4,113,926	4,842,624	10,681,175	10,537,611
Human services	164,557	162,184	201,972	292,272	373,920
Culture/recreation	18,736,157	19,490,098	23,667,143	23,677,487	24,280,528
Capital outlay	12,119,034	36,598,813	34,608,536	9,997,104	18,854,989
Debt service					
Principal	8,838,625	7,988,031	12,173,785	7,464,339	6,174,731
Interest	2,052,163	1,349,127	2,495,109	2,207,623	2,212,428
Total expenditures	131,589,680	176,327,079	173,217,466	159,859,285	166,012,190
Excess (deficiency) of revenues over (under) expenditures	(38,727,982)	(37,824,313)	(51,087,609)	(36,625,618)	(29,044,305)
OTHER FINANCING SOURCES (USES)					
Proceeds from issuance of long-term debt	46,824,935	7,470	3,302,556	1,901,613	16,181,890
Transfers from other funds	44,604,939	45,284,417	49,407,313	47,161,790	51,221,411
Transfers to other funds	(13,511,571)	(12,210,614)	(13,393,423)	(12,526,295)	(15,226,611)
Total other financing sources and (uses)	77,918,303	33,081,273	39,316,446	36,537,108	52,176,690
Net change in fund balances	\$39,190,321	(4,743,040)	(11,771,163)	\$ (88,510)	23,132,385
Debt Service as a percentage of noncapital expenditures	9%	7%	11%	7%	6%

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
FMPP	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 2019		FY 2020		FY 2021		FY20-21	
							Net Change	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Commission	1	7	1	7	1	7	0	0
City Manager	14	0	15	0	15	0	0	0
Communications	8	0	7	0	7	0	0	0
Legal	6	0	6	0	6	0	0	0
Retirement	3	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	18	0	16	0	16	0	0	0
Finance	43	1	44	1	44	1	0	0
Community & Econ. Dev.	64	9	64	8	64	8	0	0
Fire	177	1	178	1	178	1	0	0
Police	368	14	368	14	372	11	4	-3
Public Works	116	0	117	0	117	0	0	0
Parks & Recreation	242	178	242	176	242	176	0	0
	1087	211	1089	208	1093	205	4	-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	81	0	80	0	80	0	0	0
	189	0	188	0	188	0	0	0
RP Funding Center	51	305	51	305	51	305	0	0
Lakeland Linder International Airport	17	4	20	2	20	2	0	0
Parking System	5	0	5	0	5	0	0	0
Stormwater	9	0	12	0	12	0	0	0
Solid Waste	66	0	66	0	66	0	0	0
Water	130	2	133	2	133	2	0	0
Wastewater	95	2	97	2	98	2	1	0
Lakeland Electric	538	27	531	27	519	27	-12	0
	911	340	915	338	904	338	-11	0
Grand Total	2192	551	2197	546	2190	543	-7	-3

Figure G-8: Position Changes by Fund and Department

Airport – Table of Organization

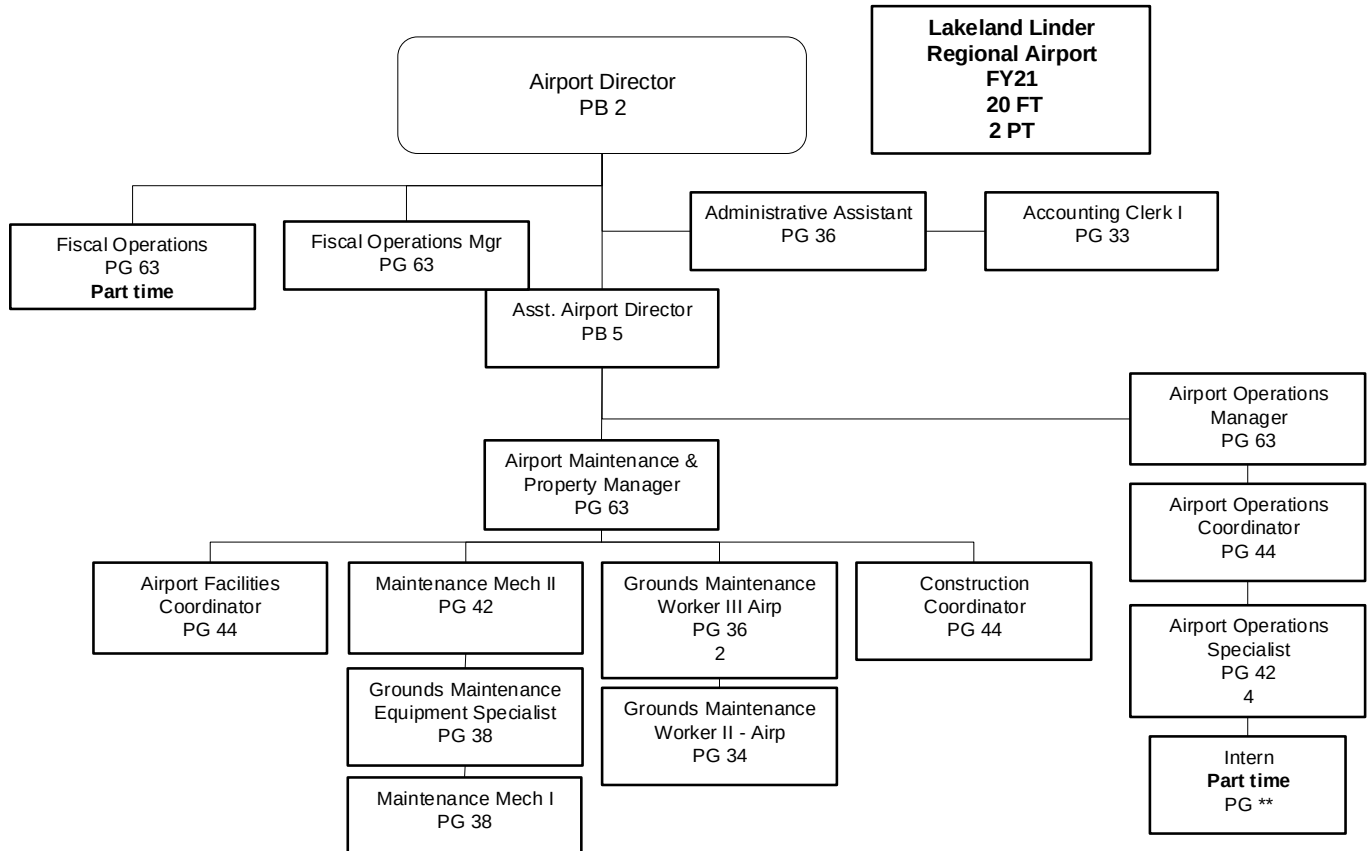


Figure G-9: Airport Table of Organization

Airport – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Airport Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Airport Director	1	1	PB5	\$68,799.35 - \$127,763.57
Airport Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Fiscal Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Airport Maintenance & Property Manager	0	1	63	\$69,268.76 - \$107,458.59
Airfield Maintenance Supervisor	1	0	58	\$61,314.64 - \$95,119.14
Airport Property Manager	1	0	51	\$51,689.42 - \$80,187.26
Airport Construction Coordinator	0	1	44	\$43,575.16 - \$67,599.39
Airport Facilities Coordinator	1	1	44	\$43,575.16 - \$67,599.39
Airport Operations Coordinator	0	1	44	\$43,575.16 - \$67,599.39
Airport Security Specialist	1	0	44	\$43,575.16 - \$67,599.39
Airport Operations Specialist	4	4	42	\$41,500.17 - \$64,380.37
Maintenance Mechanic II	1	1	42	\$41,500.17 - \$64,380.37
Grounds Maintenance Equip Specialist	1	1	38	\$37,641.88 - \$58,394.91
Maintenance Mechanic I	1	1	38	\$37,641.88 - \$58,394.91
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Grounds Maintenance Worker III Airport	2	2	36	\$35,849.40 - \$55,614.18
Grounds Maintenance Worker II	1	1	34	\$34,142.28 - \$52,965.90
Accounting Clerk I - Airport	1	1	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	20	20		
Fiscal Operations Manager	0	1	63	\$69,268.76 - \$107,458.59
College Intern	2	1	*	\$18,106.39 - \$162,686.01
PART TIME EMPLOYEES	2	2		
TOTAL FT	20	20		
TOTAL PT	2	2		

Figure G-10: Airport Positions

City Attorney – Table of Organization

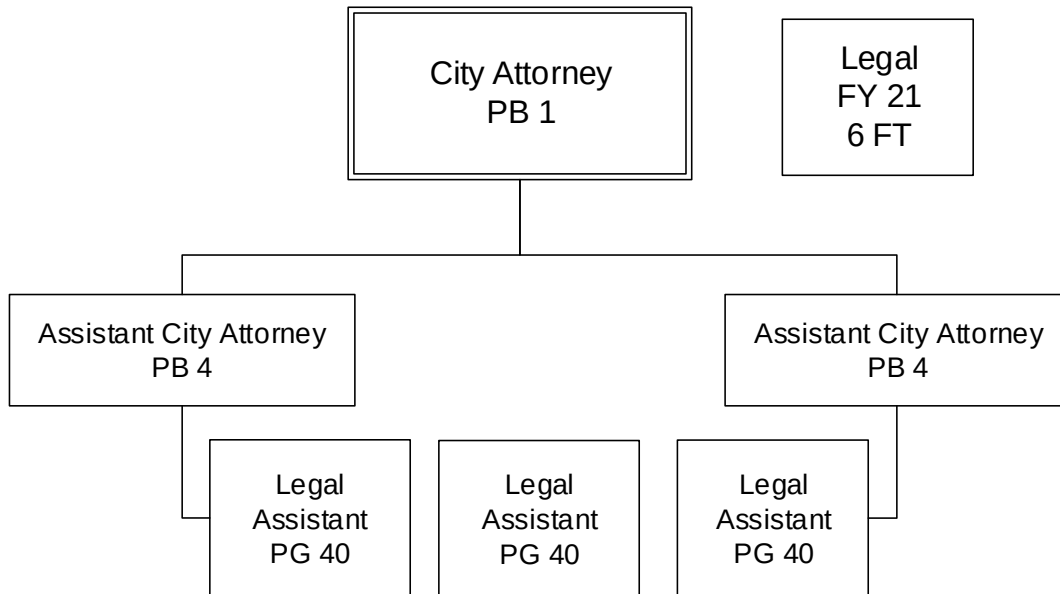


Figure G-11: City Attorney Table of Organization

City Attorney– Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
City Attorney	1	1	PB1	\$126,877.95 - \$235,623.80
Assistant City Attorney	2	2	PB4	\$76,303.89- \$141,723.88
Legal Assistant	3	3	40	\$39,523.97 -\$61,314.64
TOTAL FULL TIME EMPLOYEES	6	6		
TOTAL FT	6	6		

Figure G-12: City Attorney Positions

City Commission and City Manager – Table of Organization

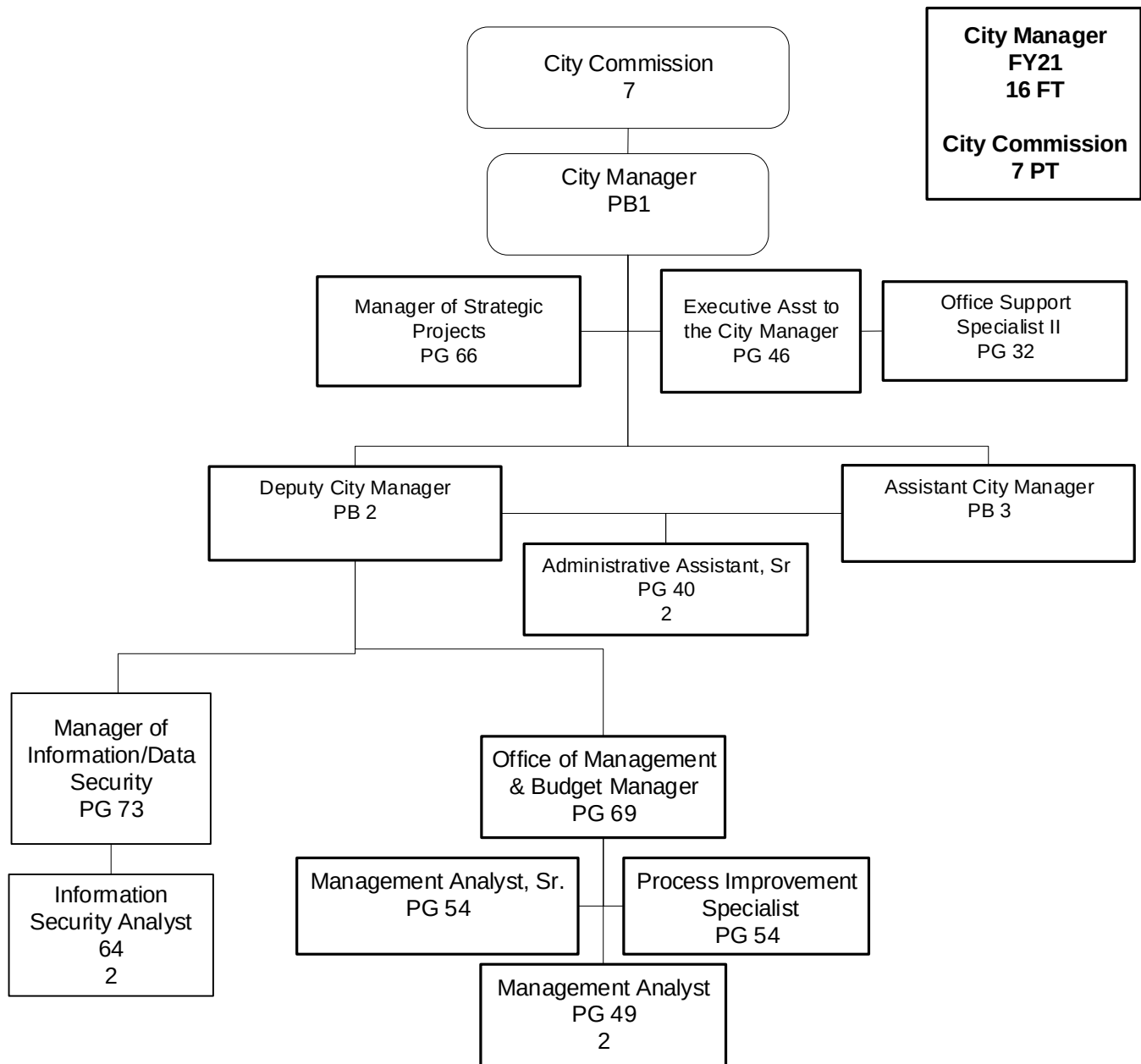


Figure G-13: City Manager Table of Organization

City Commission and City Manager – Positions

City Commission		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Administrative Assistant, Sr	1	1	40	\$39,523.97 - \$61,314.64
	TOTAL FULL TIME EMPLOYEES	1	1		
	Mayor	1	1	*P	\$18,106.39 - \$162,686.01
	City Commissioner	6	6	*P	\$18,106.39 - \$162,686.01
	TOTAL PART TIME EMPLOYEES	7	7		
City Manager's Office		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	City Manager	1	1	PB1	\$126,877.95 - \$235,623.80
	Deputy City Manager	1	1	PB2	\$93,713.48 - \$174,072.63
	Assistant City Manager	1	1	PB3	\$86,651.77 - \$160,928.04
	Manager of Strategic Projects	1	1	66	\$74,528.33 - \$115,617.91
	Executive Assistant to the City Manager	1	1	46	\$45,753.94 - \$70,979.36
	Administrative Assistant, Sr.	1	1	40	\$39,523.97 - \$61,314.64
	Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
	TOTAL FULL TIME EMPLOYEES	6	7		
Office of Management & Budget		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Office of Management & Budget Manager	1	1	69	\$80,187.26 - \$124,396.75
	Management Analyst, Sr.	1	1	54	\$55,614.18 - \$86,275.86
	Process Improvement Specialist	1	1	54	\$55,614.18 - \$86,275.86
	Management Analyst	2	2	49	\$49,228.02 - \$76,368.81
	TOTAL FULL TIME EMPLOYEES	5	5		
Information Security Office		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Manager of Info/Data Security	1	1	73	\$88,406.45 - \$137,147.42
	Information Security Analyst	2	2	64	\$70,979.36 - \$110,112.29
		3	3		
	TOTAL FT	16	16		
	TOTAL PT	7	7		

Figure G-14: City Manager Positions

Communications – Table of Organization

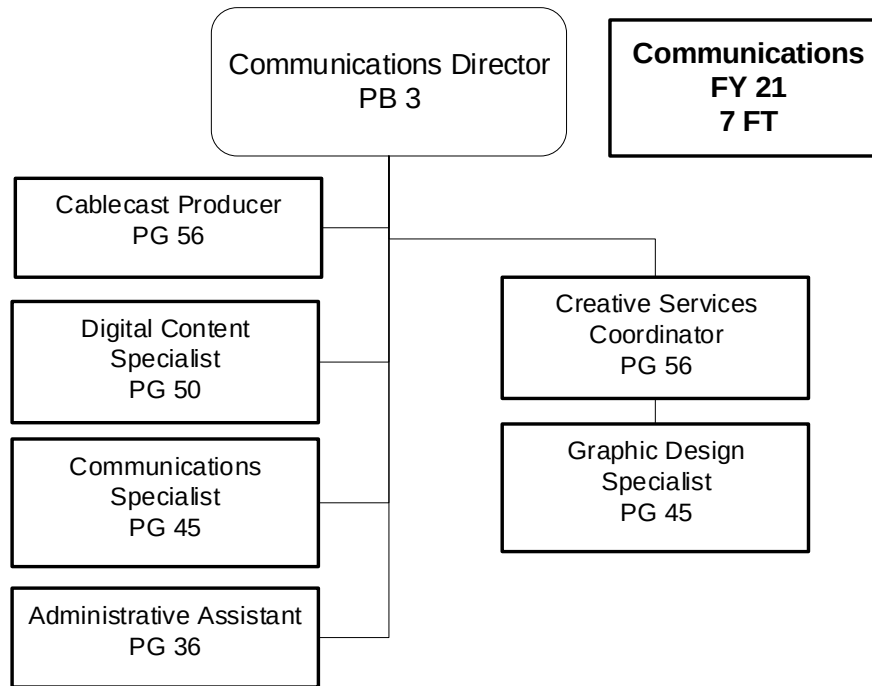


Figure G-15: Communications Table of Organization

Communications – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Communications Director	1	1	PB3	\$86,651.77 - \$160,928.04
Cablecast Producer	1	1	56	\$58,394.91 - \$90,589.66
Creative Services Coordinator	1	1	56	\$58,394.91 - \$90,589.66
Digital Content Specialist	1	1	50	\$50,443.71 - \$78,254.75
Communications Specialist	1	1	45	\$44,651.27 - \$69,268.76
Graphic Design Specialist	1	1	45	\$44,651.27 - \$69,268.76
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
TOTAL FULL TIME EMPLOYEES	7	7		
TOTAL FT	7	7		

Figure G-16: Communications Positions

Community and Economic Development – Table of Organization

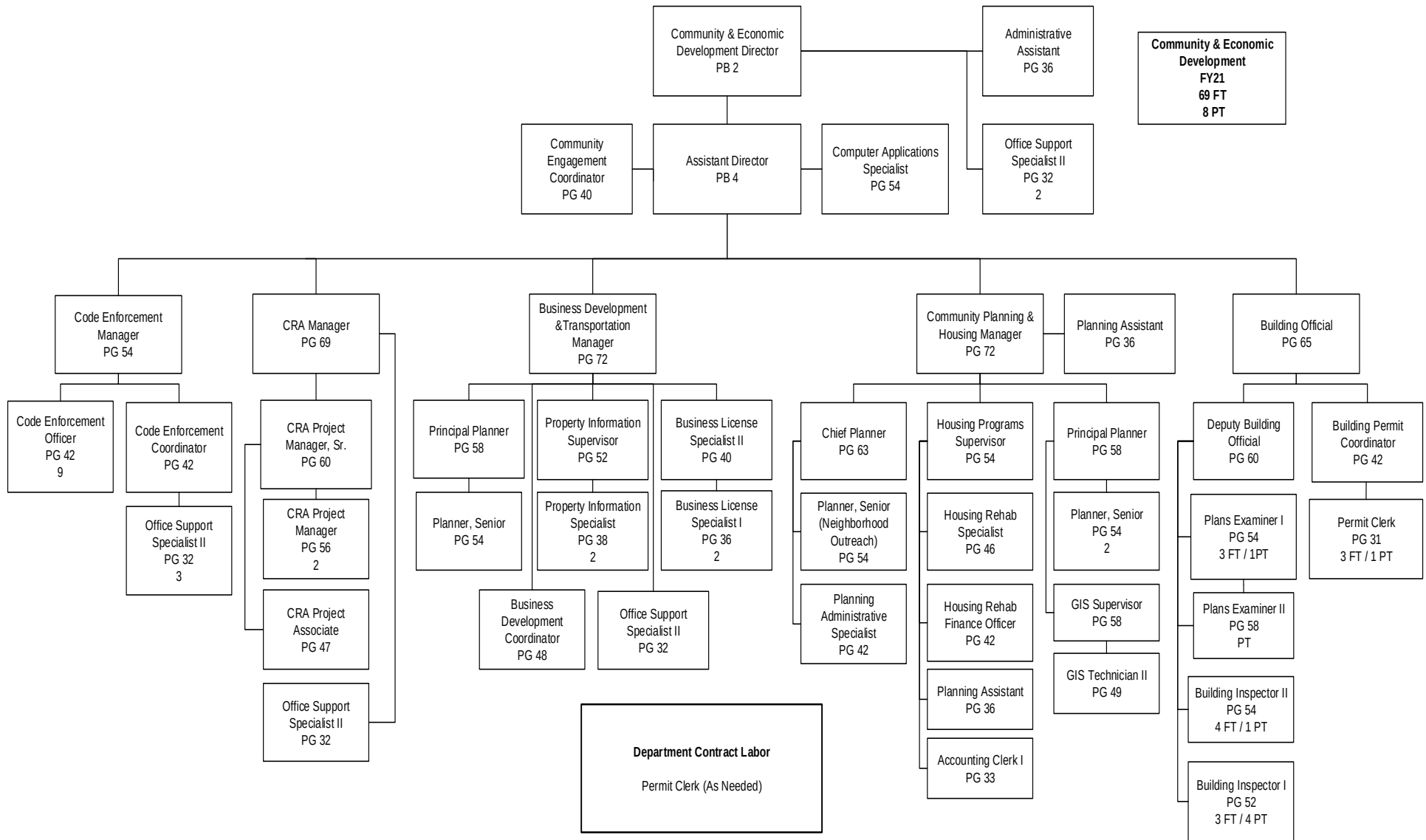


Figure G-17: Community and Economic Development Table of Organization

Community and Economic Development – Positions

Planning		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Director of Community & Economic Development	1	1	PB2	\$93,713.48 - \$174,072.63
	Assistant Director of Community & Economic Dev.	1	1	PB4	\$76,303.89- \$141,723.88
	Community Planning & Housing Manager	1	1	72	\$86,275.86 -\$133,842.18
	Business Development Manager	1	0	66	\$74,528.33 -\$115,617.91
	Business Development & Transportation Manager	1	1	72	\$72,732.20 -\$112,831.53
	Chief Planner	1	1	63	\$69,268.76 -\$107,458.59
	GIS Supervisor	1	1	58	\$61,314.64 -\$95,119.14
	Principal Planner	2	2	58	\$61,314.64 -\$95,119.14
	Computer Application Specialist	1	1	54	\$55,614.18 -\$86,275.86
	Planner, Sr.	4	4	54	\$55,614.18 -\$86,275.86
	Property Information Supervisor	1	1	52	\$52,965.90 -\$82,167.49
	GIS Technician II	1	1	49	\$49,228.02 -\$76,368.81
	Business Development Coordinator	1	1	48	\$48,041.62 -\$74,528.33
	Planning Administrative Specialist	1	1	42	\$41,500.17 -\$64,380.37
	Community Engagement Coordinator	1	1	40	\$39,523.97 -\$61,314.64
	Property Information Specialist	2	2	38	\$37,641.88 -\$58,394.91
	Planning Assistant	1	1	36	\$35,849.40 -\$55,614.18
	Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
	Office Support Specialist II	2	3	32	\$32,516.47 -\$50,443.71
	TOTAL FULL TIME EMPLOYEES	25	25		

Code Enforcement		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Code Enforcement Manager	1	1	54	\$55,614.18 -\$86,275.86
	Code Enforcement Coordinator	1	1	42	\$41,500.17 -\$64,380.37
	Code Enforcement Officer	9	9	42	\$41,500.17 -\$64,380.37
	Office Support Specialist II	3	3	32	\$32,516.47 -\$50,443.71
	TOTAL FULL TIME EMPLOYEES	14	14		

Figure G-18: Community and Economic Development Positions – Part 1

Community and Economic Development – Positions

Affordable Housing	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Housing Programs Supervisor	1	1	54	\$55,614.18 -\$86,275.86
Housing Rehabilitation Specialist	1	1	46	\$45,753.94 -\$70,979.36
Housing Rehabilitation Finance Officer	1	1	42	\$41,500.17 -\$64,380.37
Planning Assistant	1	1	36	\$35,849.40 -\$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 -\$51,689.42
TOTAL FULL TIME EMPLOYEES	5	5		

Building Inspection	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Building Official	1	1	65	\$72,732.20 -\$112,831.53
Deputy Building Official	1	1	60	\$64,380.37 -\$99,875.09
Plans Examiner I	3	3	56	\$58,394.91 -\$90,589.66
Building Inspector II	4	4	54	\$55,614.18 -\$86,275.86
Building Inspector I	3	3	52	\$52,965.90 -\$82,167.49
Building Permit Coordinator	1	1	42	\$41,500.17 -\$64,380.37
Business License Specialist II	1	1	40	\$39,523.97 -\$61,314.64
Business License Specialist I	2	2	36	\$35,849.40 -\$55,614.18
Permit Clerk	3	3	31	\$31,732.81 -\$49,228.02
TOTAL FULL TIME EMPLOYEES	19	19		

<i>Plans Examiner II</i>	1	1	58	\$61,314.64 -\$95,119.14
<i>Plans Examiner I</i>	1	1	56	\$58,394.91 -\$90,589.66
<i>Building Inspector II</i>	1	1	54	\$55,614.18 -\$86,275.86
<i>Building Inspector I</i>	4	4	52	\$52,965.90 -\$82,167.49
<i>Permit Clerk</i>	1	1	31	\$31,732.81 -\$49,228.02
TOTAL PART TIME TEMP EMPLOYEES	8	8		

Community Redevelopment Agency	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
CRA Manager	1	1	69	\$80,187.26 -\$124,396.75
CRA Project Manager, Sr.	1	1	60	\$64,380.37 -\$99,875.09
CRA Project Manager	2	2	56	\$58,394.91 -\$90,589.66
CRA Project Associate	1	1	47	\$46,883.83 -\$72,732.20
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	6	6		

TOTAL FT	69	69
TOTAL PT	8	8

Figure G-19: Community and Economic Development Positions – Part 2

Fiscal Year 2021 Annual Budget

Electric – General Manager – Table of Organization

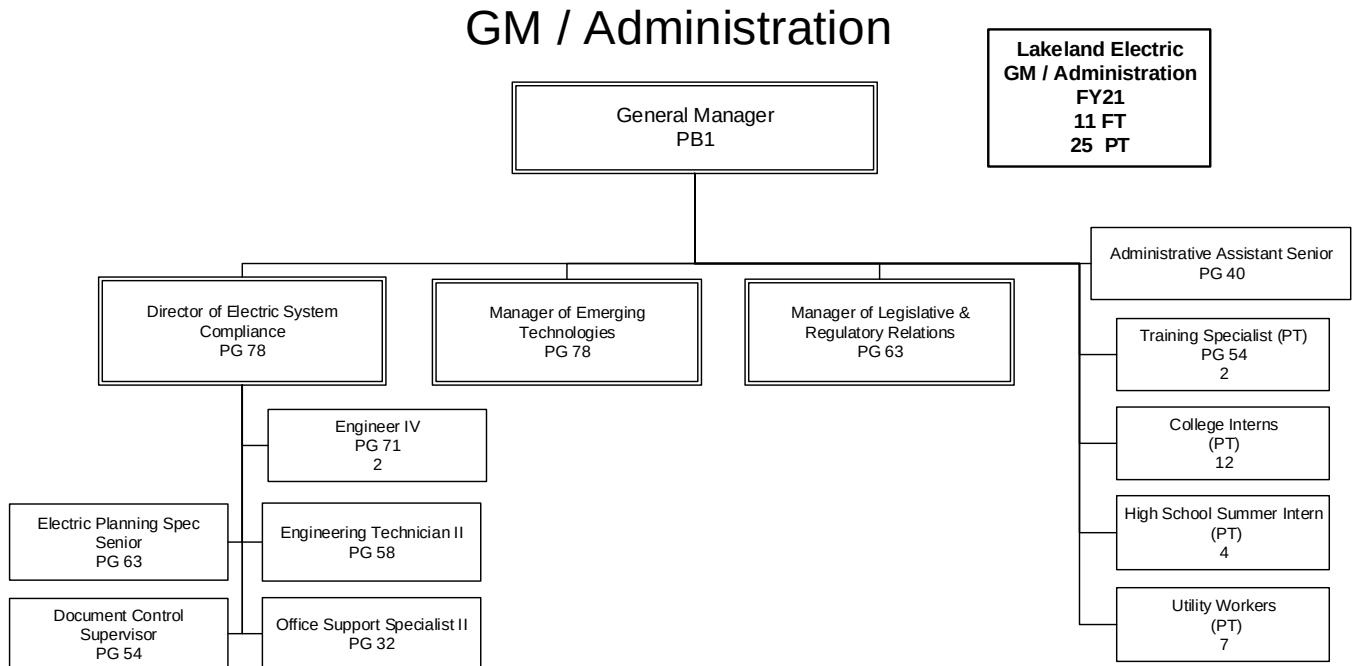


Figure G-20: Electric General Manager Administration Table of Organization

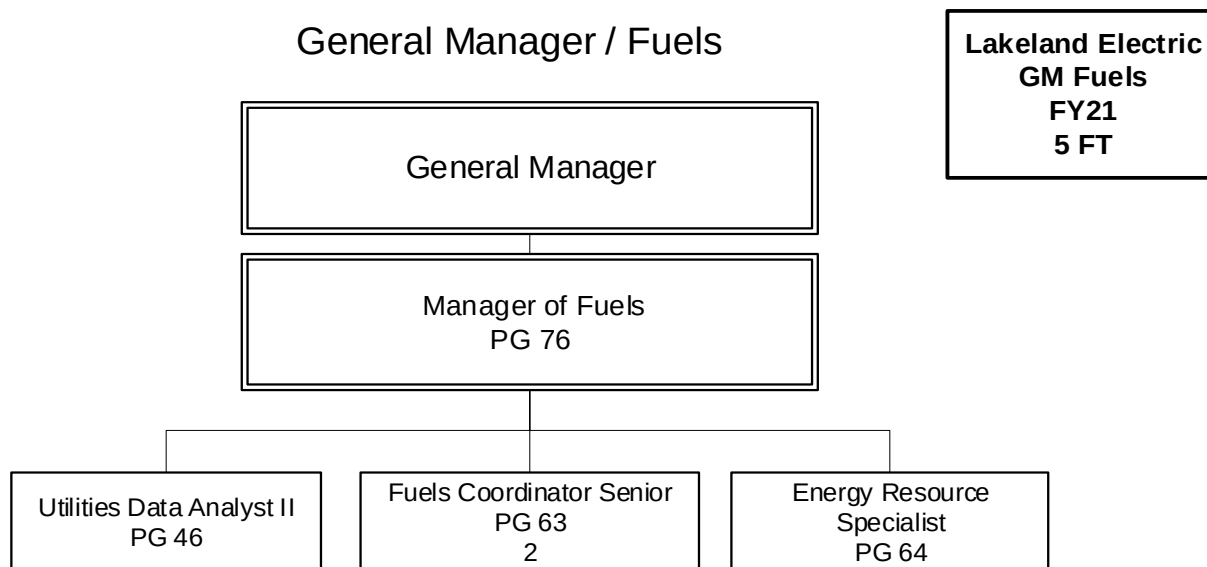


Figure G-21: Electric General Manager Fuels Table of Organization

Electric – General Manager – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
General Manager	1	1	PB1	\$126,877.95 - \$235,623.80
Manager of Legislative & Regulatory Relations	1	1	63	\$69,268.76 - \$107,458.59
Administrative Assistant, Sr.	1	1	40	\$39,523.97 - \$61,314.64
Manager of Electric System Compliance	1	1	78	\$99,875.09 - \$154,939.05
Manager of Emerging Technologies	1	1	78	\$99,875.09 - \$154,939.05
Engineer IV	2	2	71	\$84,196.63 - \$130,616.60
Electric Planning Specialist Sr	1	1	63	\$69,268.76 - \$107,458.59
Engineering Tech II	1	1	58	\$61,314.64 - \$95,119.14
Document Control Supervisor	1	1	54	\$55,614.18 - \$86,275.86
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES	11	11		

General Manager/Production Fuels	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager Fuels	1	1	76	\$95,119.14 - \$147,561.00
Energy Resource Specialist	1	1	64	\$70,979.36 - \$110,112.29
Fuels Coordinator, Sr.	2	2	63	\$69,268.76 - \$107,458.59
Utility Data Analyst II	1	1	46	\$45,753.94 - \$70,979.36
TOTAL FULL TIME EMPLOYEES	5	5		

	FY20	FY21	PG	Salary Range
	Current	Proposed		
LE Training Specialist	2	2	54	\$55,614.18 - \$86,275.86
Students (GM)				
College Interns	12	12	*	\$18,106.39 - \$162,686.01
High School Summer Interns	4	4	4	\$17,596.80 - \$25,477.50
Utility Worker	7	7	*	\$18,106.39 - \$162,686.01
GM PT Sub-total	25	25		
TOTAL FT	16	16		
TOTAL PT	25	25		

Figure G-22: Electric General Manager Positions

Electric – Customer Service – Table of Organization

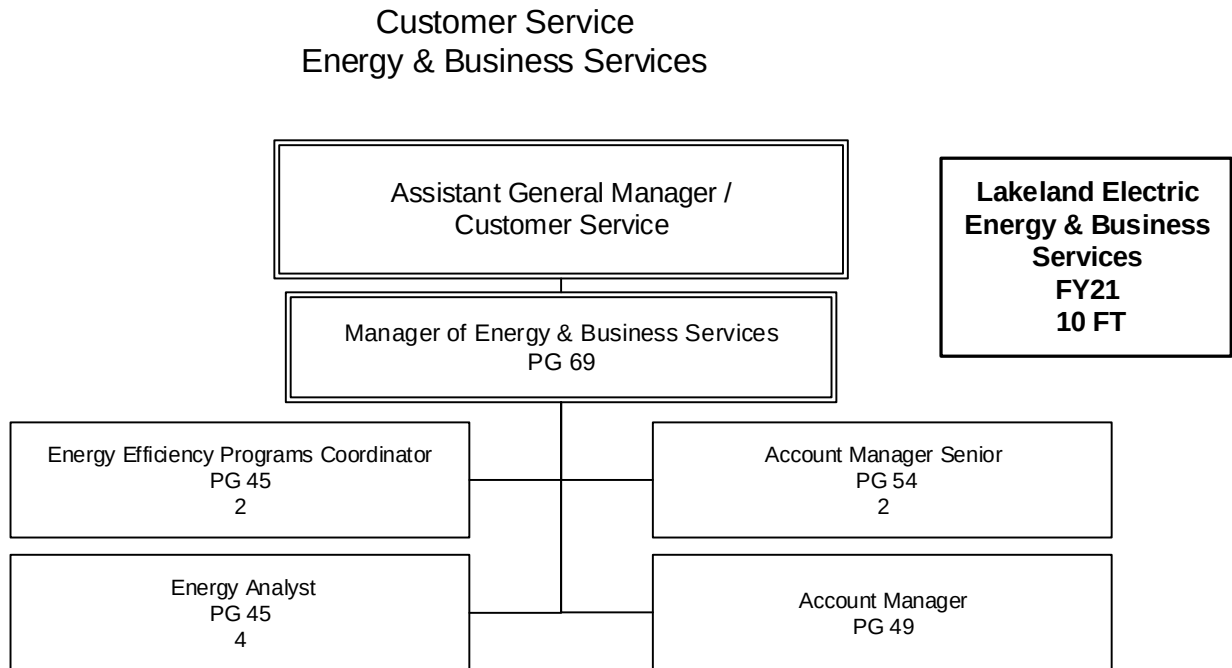


Figure G-23: Electric Customer Service Energy & Business Serv. Table of Organization

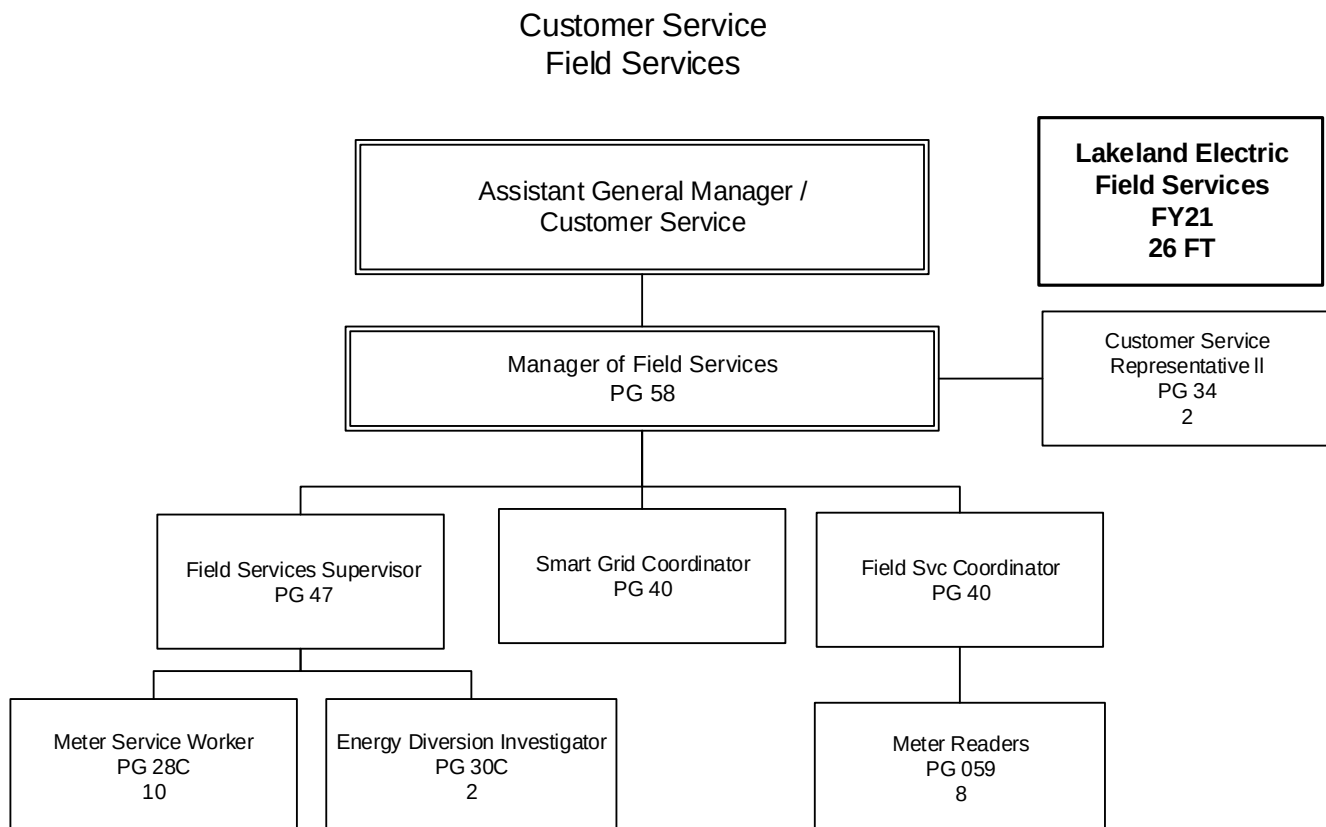


Figure G-24: Customer Service Field Services Table of Organization

Electric – Customer Service – Table of Organization

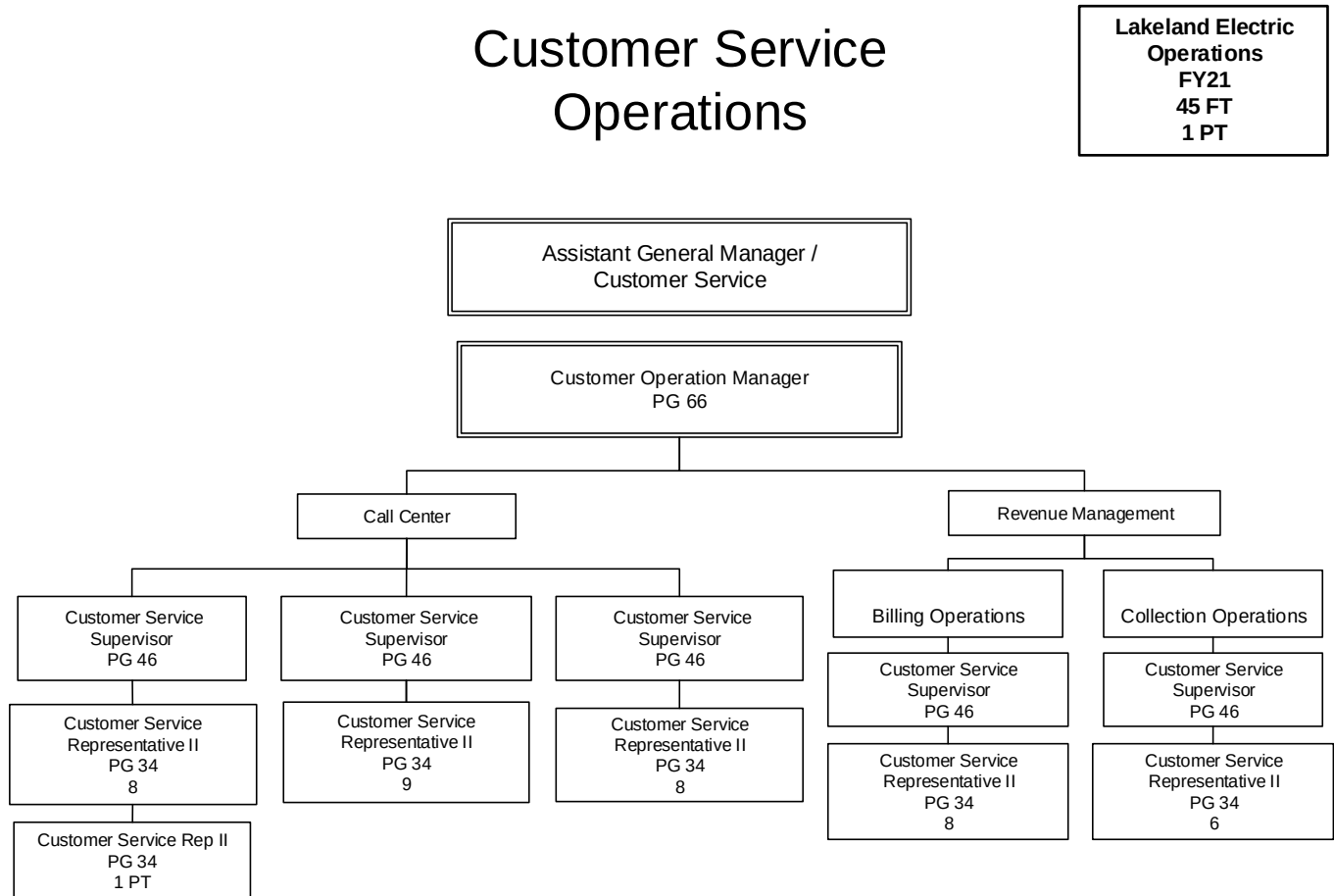


Figure G-25: Electric Customer Service Operations Table of Organization

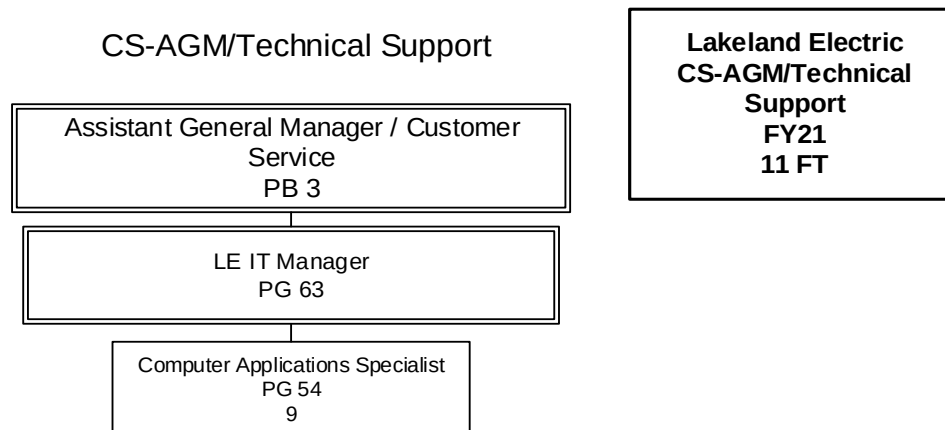


Figure G-26: Electric Customer Service AGM/Technical Support Table of Organization

Electric – Customer Service – Table of Organization

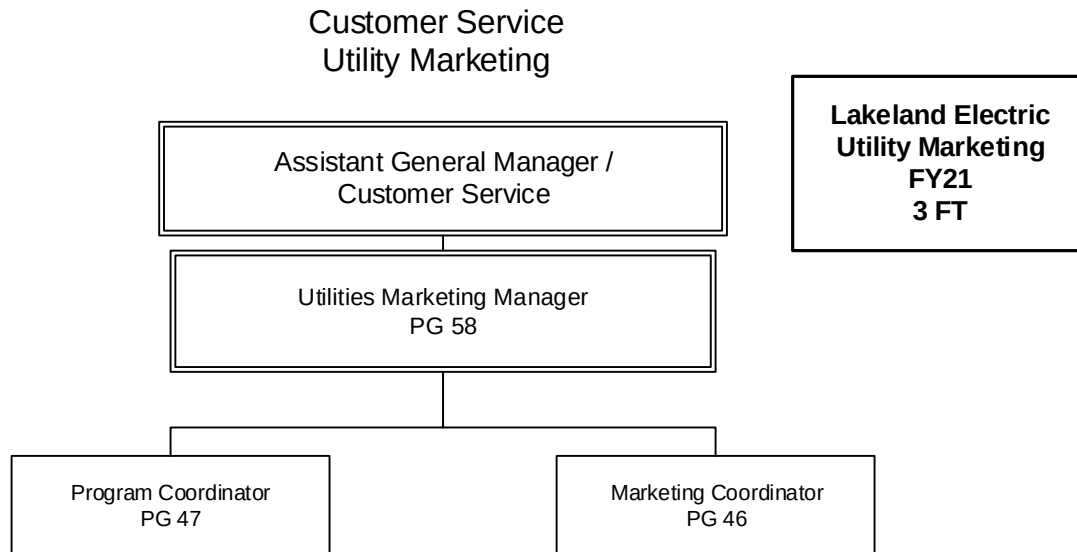


Figure G-27: Electric Customer Service Utility Marketing Table of Organization

Electric – Customer Service – Positions

AGM Customer Service		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
Assistant GM - Customer Service		1	1	PB3	\$86,651.77 - \$160,928.04
		1	1		
Customer Services/Technical Support		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
LE/IT Manager		1	1	63	\$69,268.76 - \$107,458.59
Computer Applications Specialist		9	9	54	\$55,614.18 - \$86,275.86
		10	10		
CS/Technical Support FULL TIME EMPLOYEES					
Customer Service/Utility Marketing		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
Utilities Marketing Manager		1	1	58	\$61,314.64 - \$95,119.14
Program Coordinator		1	1	47	\$46,883.83 - \$72,732.20
Marketing Coordinator		1	1	46	\$45,753.94 - \$70,979.36
		3	3		
CS/Utility Marketing FULL TIME EMPLOYEES					
Customer Service/Energy & Business Services		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
Manager of Energy & Business Services		1	1	69	\$80,187.26 - \$124,396.75
Account Manager, Sr.		2	2	54	\$55,614.18 - \$86,275.86
Account Manager		1	1	49	\$49,228.02 - \$76,368.81
Energy Analyst		4	4	45	\$44,651.27 - \$69,268.76
Energy Efficiency Programs Coordinator		2	2	45	\$44,651.27 - \$69,268.76
		10	10		
CS/Energy & Business Services FULL TIME EMPLOYEES					
Customer Service/Call Center		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
Call Center Manager		1	0	58	\$61,314.64 - \$95,119.14
Customer Service Supervisor		3	0	46	\$45,753.94 - \$70,979.36
Customer Service Representative II		25	0	34	\$34,142.28 - \$52,965.90
		29	0		
CS/Call Center FULL TIME EMPLOYEES					

Figure G-28: Electric Customer Service Positions – Part 1

Electric – Customer Service – Positions

Customer Service/Field Services		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Manager of Field Services	1	1	58	\$61,314.64 -\$95,119.14
	Field Service Supervisor	1	1	47	\$46,883.83 -\$72,732.20
	Field Services Coordinator	1	1	40	\$39,523.97 -\$61,314.64
	Smart grid Coordinator	1	1	40	\$39,523.97 -\$61,314.64
	Customer Service Representative II	2	2	34	\$34,142.28 -\$52,965.90
	Energy Diversion Investigator	2	2	PB030c	\$49,798.62 -\$59,733.17
	Meter Service Worker	10	10	PB028c	\$47,434.48 -\$56,888.73
	Meter Reader	8	8	PB059	\$45,782.29 -\$50,360.52
	CS/Field Services FULL TIME EMPLOYEES	26	26		
Customer Service/Operations		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Customer Operations Manager	0	1	66	\$74,528.33 -\$115,617.91
	Customer Service Supervisor	0	5	46	\$45,753.94 -\$70,979.36
	Customer Service Representative II	0	39	34	\$34,142.28 -\$52,965.90
	CS/Operations FULL TIME EMPLOYEES	0	45		
Customer Service/Revenue Management		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Revenue Manager	1	0	60	\$64,380.37 -\$99,875.09
	Customer Service Supervisor	2	0	46	\$45,753.94 -\$70,979.36
	Customer Service Representative II	14	0	34	\$34,142.28 -\$52,965.90
	CS/Billing and Collections FULL TIME EMPLOYEES	17	0		
PT-Operations					
	Customer Service Representative II	1	1	34	\$34,142.28 -\$52,965.90
	Customer Service PART TIME EMPLOYEES	1	1		
	TOTAL FT	96	95		
	TOTAL PT	1	1		

Figure G-29: Electric Customer Service Positions – Part 2

Electric – Delivery – Table of Organization

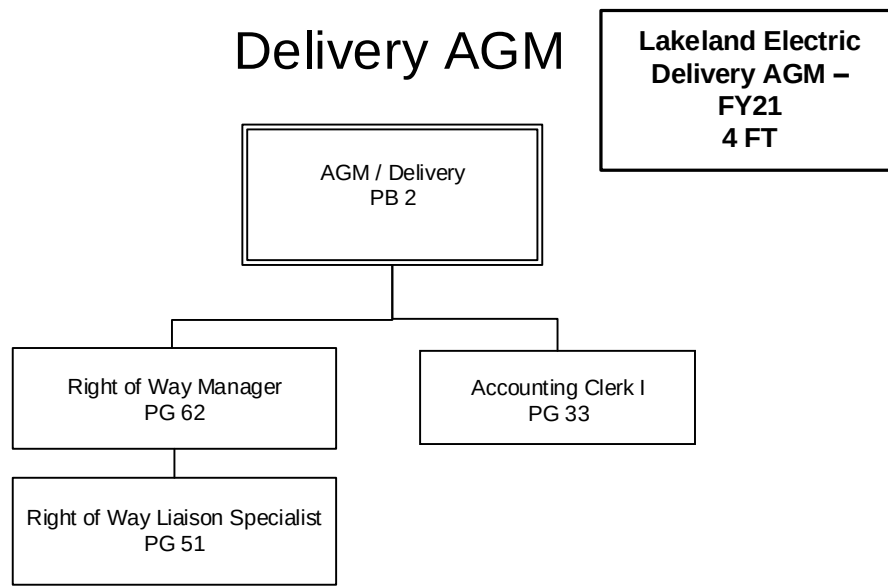


Figure G-30: Electric Delivery AGM Table of Organization

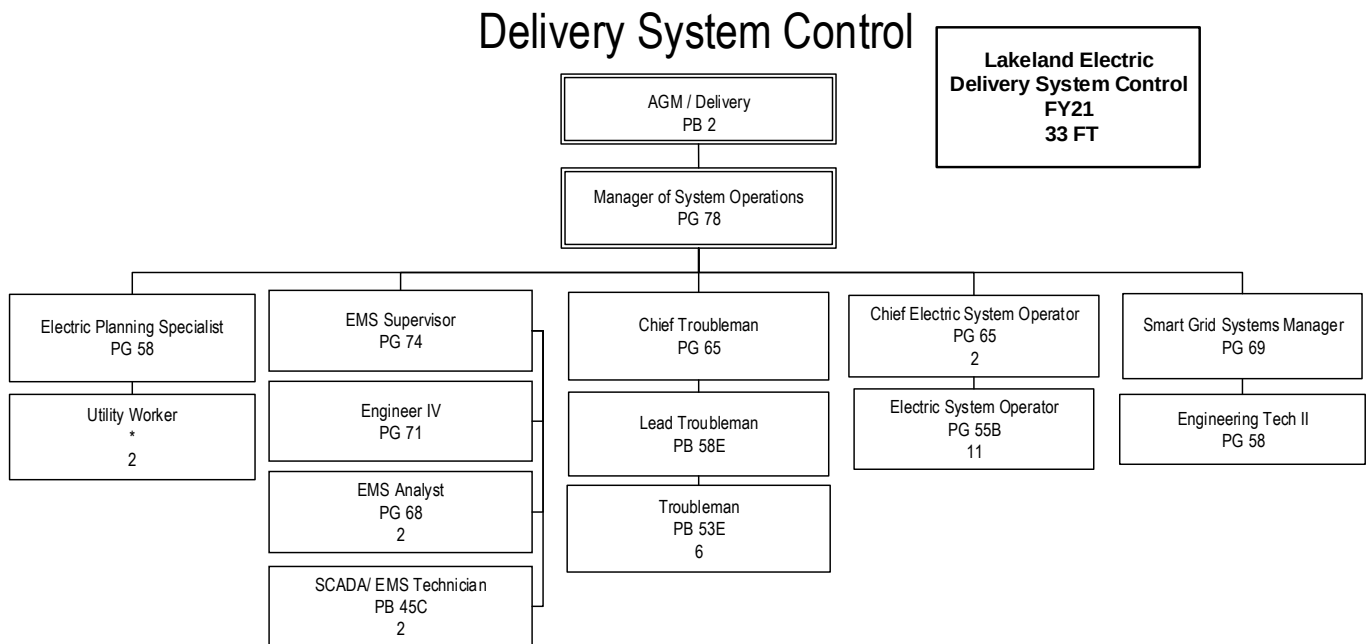


Figure G-31: Electric Delivery System Control Table of Organization

Electric – Delivery – Table of Organization

Delivery Substation Operations

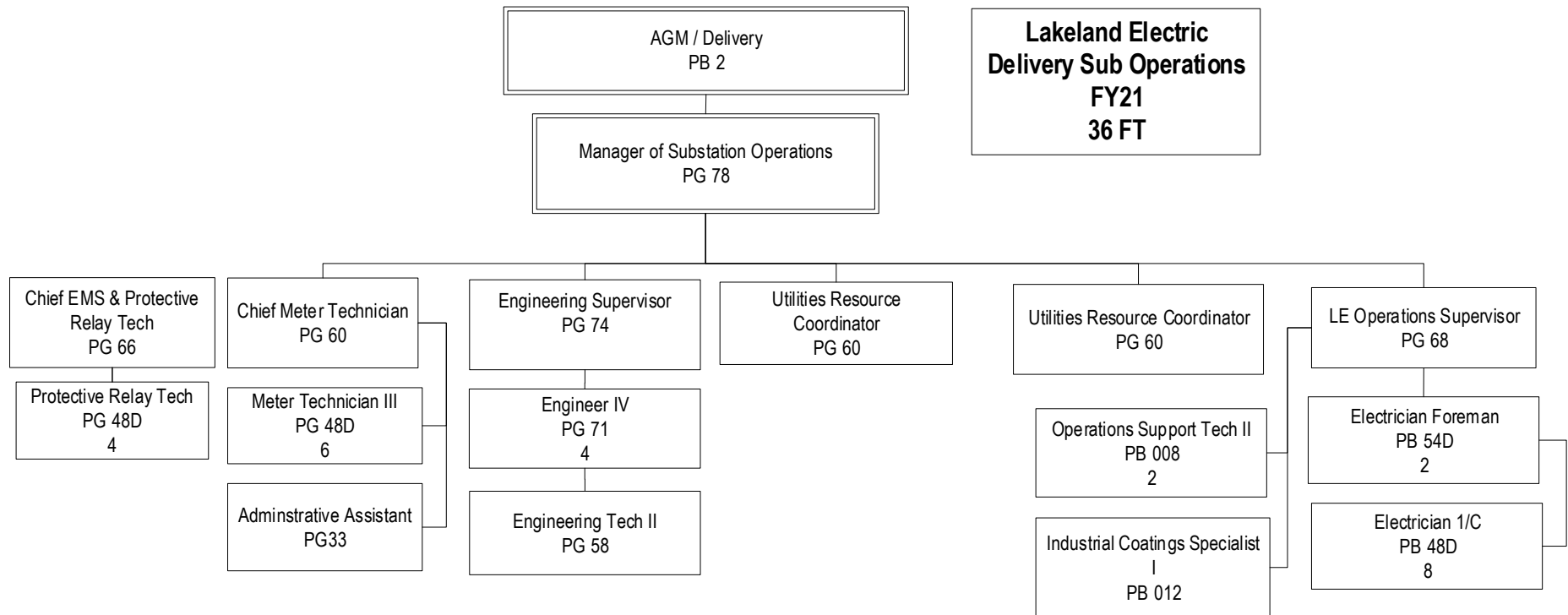


Figure G-32: Electric Delivery Substation Operations Table of Organization

Electric – Delivery – Table of Organization

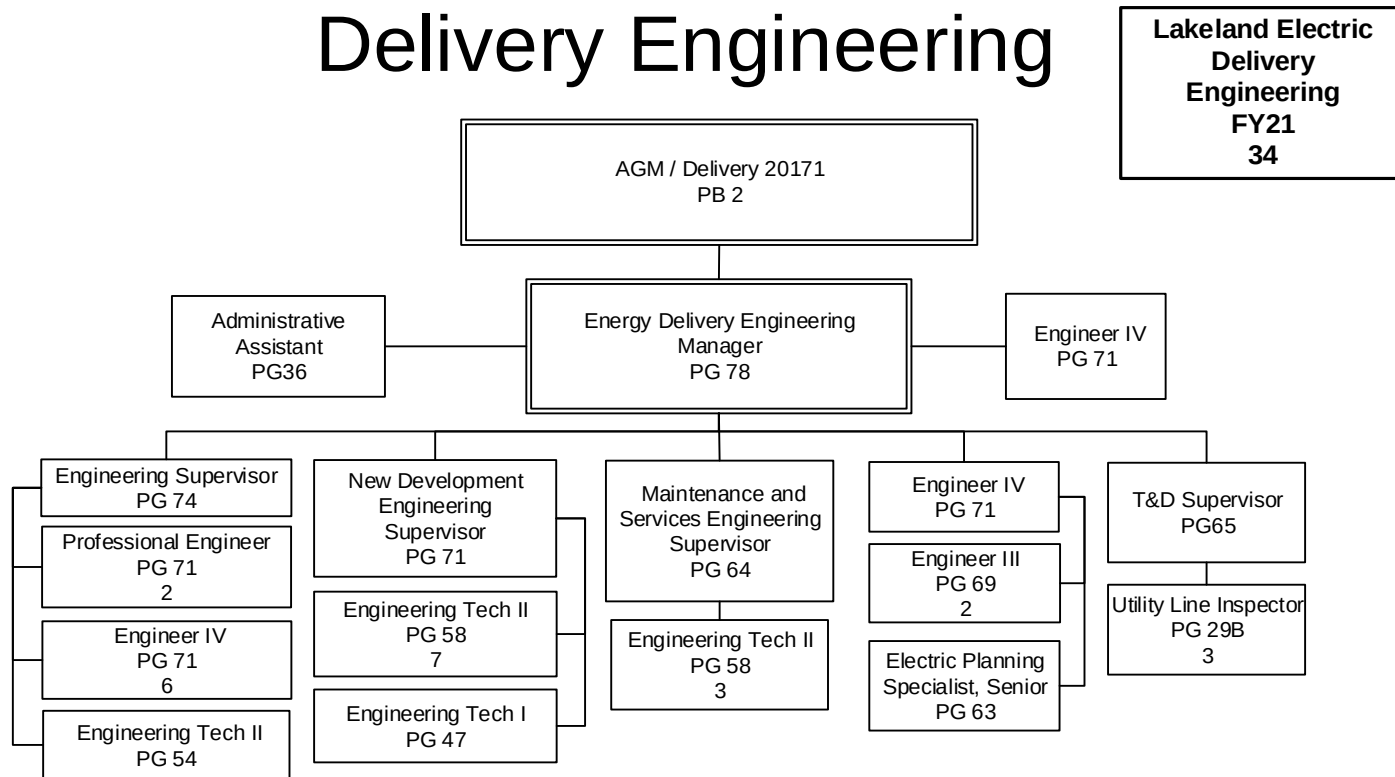


Figure G-33: Electric Delivery Engineering Table of Organization

Delivery T&D Operations

Lakeland Electric
Delivery Operations
FY21
85

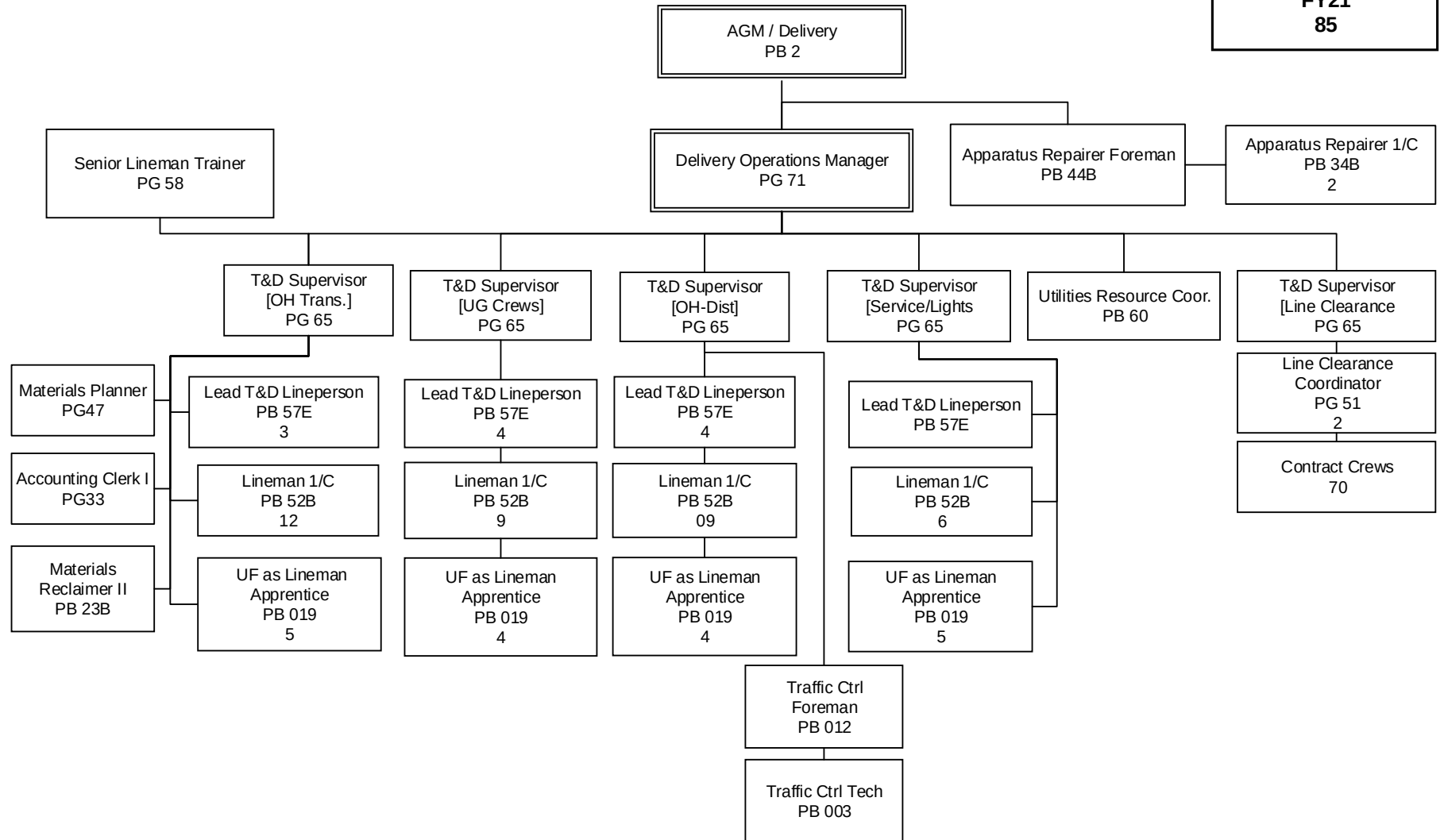


Figure G-34: Electric T&D Operations Table of Organization

Electric – Delivery – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Assistant GM-Delivery	1	1	PB2	\$93,713.48 - \$174,072.63
Right of Way Manager	1	1	62	\$67,599.39 - \$104,868.85
Right of Way Liaison Specialist	1	1	51	\$51,689.42 - \$80,187.26
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
Delivery/ AGM / Right-of-Way	4	4		

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Energy Delivery Operations Manager	1	1	71	\$84,196.63 - \$130,616.60
T&D Supervisor	5	5	65	\$72,732.20 - \$112,831.53
Utility Resource Coordinator	1	1	60	\$64,380.37 - \$99,875.09
Lineman Trainer, Sr.	1	1	58	\$61,314.64 - \$95,119.14
Line Clearance Coordinator	2	2	51	\$51,689.42 - \$80,187.26
Accounting Clerk 1	1	1	33	\$33,319.46 - \$51,689.42
Materials Planner	1	1	47	\$46,883.83 - \$72,732.20
Lead T&D Lineperson	12	12	PB057e	\$83,202.11 - \$92,677.35
Lineman I/C	55	55	PB052b	\$78,226.67 - \$84,004.16
Apparatus Repairer Foreman	1	1	PB044b	\$67,930.76 - \$88,270.80
Apparatus Repairer I/C	2	2	PB034b	\$54,529.24 - \$70,854.45
Materials Reclaimer II	1	1	PB023b	\$41,687.32 - \$54,160.88
Traffic Control Foreman	1	1	PB012	\$32,291.36 - \$50,360.52
Traffic Control Technician	1	1	PB003	\$25,926.34 - \$40,428.30
Delivery/ Operations	85	85		

Figure G-35: Electric Delivery Positions – Part 1

Electric – Delivery – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager of System Operations	1	1	78	\$99,875.09 - \$154,939.05
Energy Management System (EMS) Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Engineer IV - Lakeland Electric	1	1	71	\$84,196.63 - \$130,616.60
SmartGrid System Manager	1	1	69	\$80,187.26 - \$124,396.75
EMS Analyst	2	2	68	\$78,254.75 - \$121,398.80
Chief Electric System Operator	2	2	65	\$72,732.20 - \$112,831.53
Chief Troubleman	1	1	65	\$72,732.20 - \$112,831.53
Electric Planning Specialist	1	1	58	\$61,314.64 - \$95,119.14
Engineering Tech II - LE	1	1	58	\$61,314.64 - \$95,119.14
Lead Troubleman	1	1	PB058e	\$85,291.15 - \$95,008.86
Electric System Operator	11	11	PB055b	\$80,604.80 - \$104,754.54
Troubleman	6	6	PB053e	\$79,253.34 - \$88,270.80
SCADA/EMS Technician	2	2	PB045c	\$70,045.44 - \$84,027.47
Utility Worker	2	2	*	\$18,106.39 - \$162,686.01
Delivery/ EMS / System Control / Reliability	33	33		

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Energy Delivery Engineering Manager	1	1	78	\$99,875.09 - \$154,939.05
Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
New Development Engineering Supervisor	1	1	71	\$84,196.63 - \$130,616.60
Professional Engineer	2	2	71	\$84,196.63 - \$130,616.60
Engineer IV	8	8	71	\$84,196.63 - \$130,616.60
Engineer III - Lakeland Electric	2	2	69	\$80,187.26 - \$124,396.75
T&D Supervisor	1	1	65	\$72,732.20 - \$112,831.53
Maint & Services Engineering Supervisor	1	1	64	\$70,979.36 - \$110,112.29
Electric Planning Specialist, Sr.	1	1	63	\$69,268.76 - \$107,458.59
Engineering Tech II - LE	11	11	58	\$61,314.64 - \$95,119.14
Engineering Technician I	1	1	47	\$46,883.83 - \$72,732.20
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Utility Line Inspector	3	3	PB029b	\$48,290.14 - \$62,717.51
Delivery/ Engineering	34	34		

Figure G-36: Electric Delivery Positions – Part 2

Electric – Delivery – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Manager of Substation Operations	1	1	78	\$99,875.09 - \$154,939.05
Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Engineer IV	4	4	71	\$84,196.63 - \$130,616.60
LE Operations Supervisor	1	1	68	\$78,254.75 - \$121,398.80
Chief EMS & Protective Relay Technician	1	1	66	\$74,528.33 - \$115,617.91
Chief Meter Technician	1	1	60	\$64,380.37 - \$99,875.09
Utilities Resource Coordinator	2	2	60	\$64,380.37 - \$99,875.09
Engineering Tech II - LE	1	1	58	\$61,314.64 - \$95,119.14
Electrician Foreman	2	2	PB054d	\$80,230.60 - \$92,677.35
Electrician 1/C	8	8	PB048d	\$72,739.49 - \$84,027.47
Meter Technician III	6	6	PB048d	\$72,739.49 - \$84,027.47
Protective Relay Technician	4	4	PB048d	\$72,739.49 - \$84,027.47
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Industrial Coatings Specialist	1	1	PB012	\$32,291.36 - \$50,360.52
Operations Support Technician II	2	2	PB008	\$29,307.03 - \$45,674.20
Delivery/ Substation Operations	36	36		
ED TOTAL FT	192	192		

Figure G-37: Electric Delivery Positions – Part 3

Electric – Fiscal Operations – Table of Organization

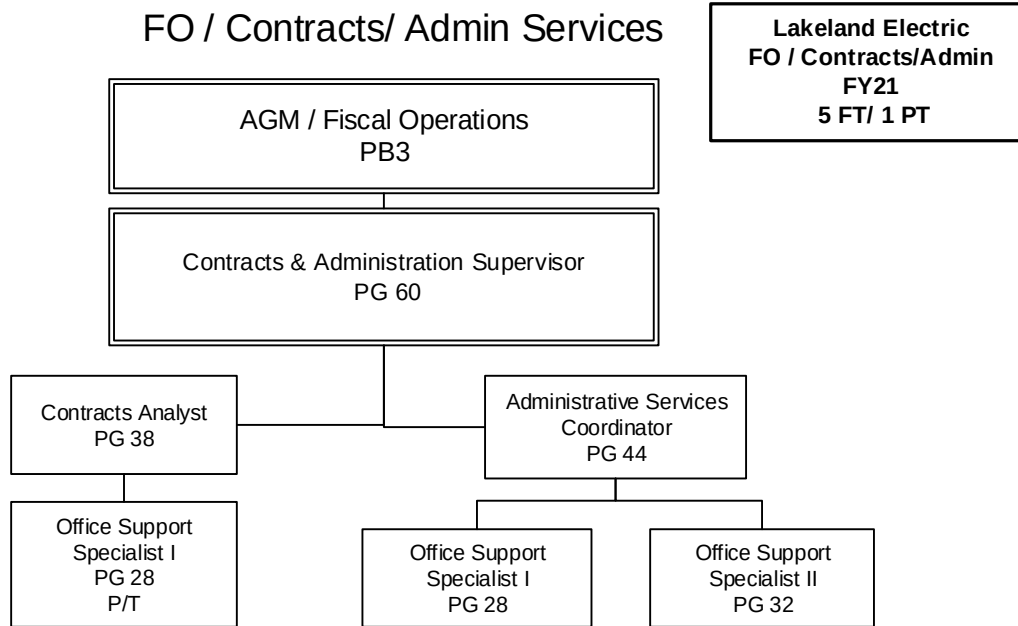


Figure G-38: Electric Fiscal Operations, Contracts, Admin Serv. Table of Organization

Fiscal Operations Delivery

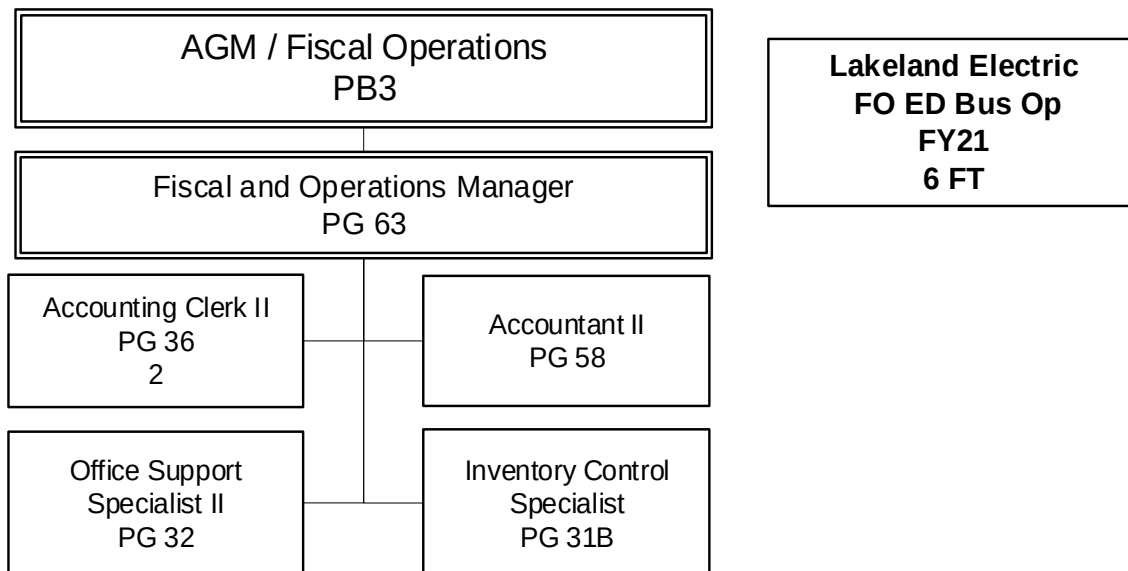


Figure G-39: Electric Fiscal Operations Delivery Table of Organization

Electric – Fiscal Operations – Table of Organization

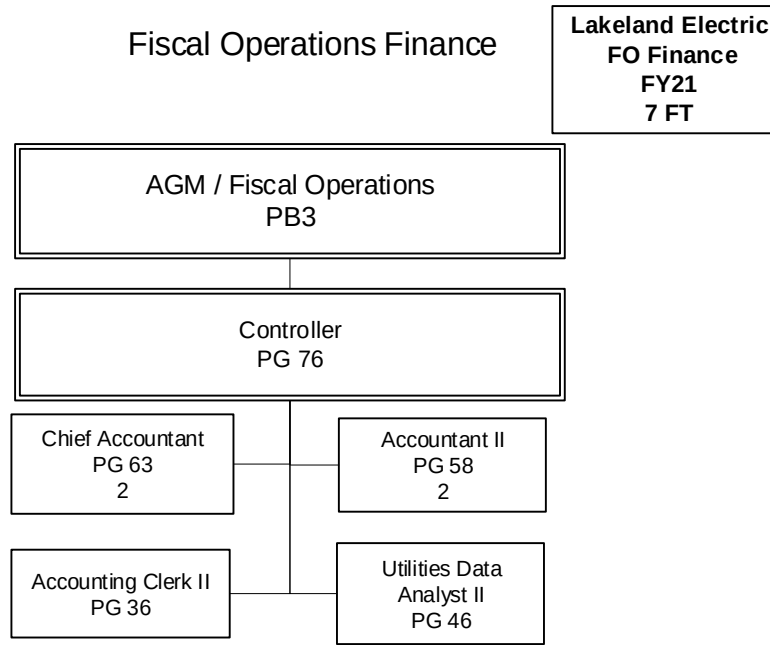


Figure G-40: Electric Fiscal Operations Finance Table of Organization

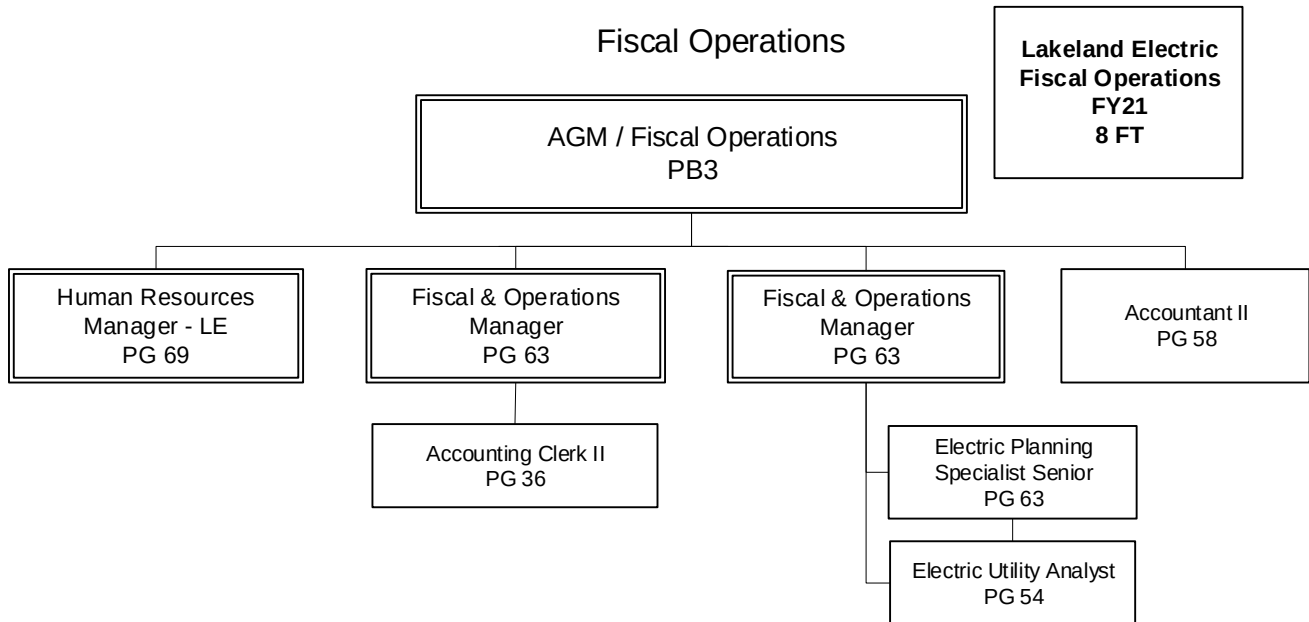


Figure G-41: Electric Fiscal Operations AGM Table of Organization

Electric – Fiscal Operations – Table of Organization

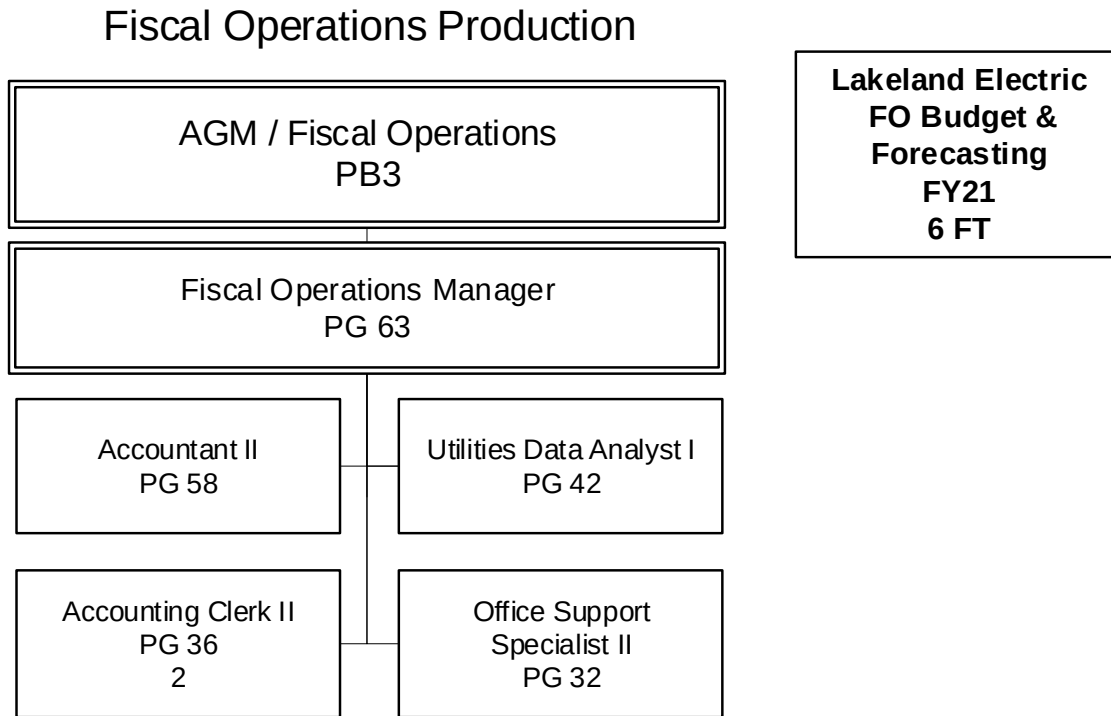
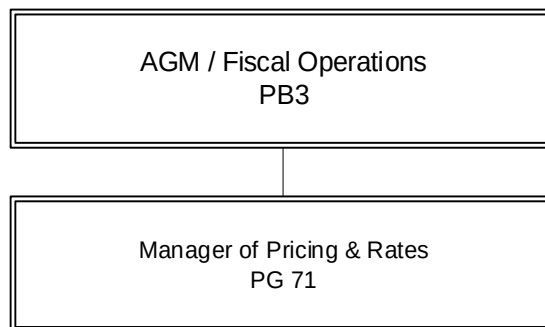


Figure G-42: Electric Fiscal Operations Production Table of Organization

Fiscal Operations Pricing & Reporting



**Lakeland Electric
FO Pricing & Rates
FY21
1 FT**

Figure G-43: Electric Fiscal Operations Pricing & Reporting Table of Organization

Electric – Fiscal Operations – Positions

Fiscal Operations	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
AGM / Fiscal Operations	1	1	PB3	\$86,651.77 - \$160,928.04
HR Manager - Lakeland Electric	1	1	69	\$80,187.26 - \$124,396.75
Fiscal Operations Manager	1	2	63	\$69,268.76 - \$107,458.59
Electric Planning Specialist, Sr	2	1	63	\$69,268.76 - \$107,458.59
Accountant II	1	1	58	\$61,314.64 - \$95,119.14
Electric Utility Analyst	1	1	54	\$55,614.18 - \$86,275.86
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
FULL TIME EMPLOYEES	8	8		

Fiscal Operations / Delivery	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Fiscal Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
Accountant II	1	1	58	\$61,314.64 - \$95,119.14
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
Inventory Control Specialist	1	1	PB031b	\$50,704.67 - \$65,853.38
FULL TIME EMPLOYEES	6	6		

FO/Contracts/Admin Services	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Contracts & Administration Supervisor	1	1	60	\$64,380.37 - \$99,875.09
Administrative Services Coordinator	0	1	46	\$45,753.94 - \$70,979.36
Contracts Analyst	1	1	38	\$37,641.88 - \$58,394.91
Office Support Specialist II	2	1	32	\$32,516.47 - \$50,443.71
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
FULL TIME EMPLOYEES	5	5		

P/T FO/Contracts/Adm Services	FY20	FY21		
Personnel	Current	Proposed		
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
PART TIME EMPLOYEES	1	1		

Figure G-44: Electric Fiscal Operations Positions – Part 1

Electric – Fiscal Operations – Positions

FO/Finance		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Controller	1	1	77	\$97,468.11 - \$151,205.03
	Chief Accountant	2	2	63	\$69,268.76 - \$107,458.59
	Accountant II	2	2	58	\$61,314.64 - \$95,119.14
	Utility Data Analyst II	1	1	46	\$45,753.94 - \$70,979.36
	Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
	FULL TIME EMPLOYEES	7	7		
Fiscal Operations / Pricing & Reporting		FY20	FY21		
	Personnel	Current	Proposed		
	Manager of Pricing and Rates	1	1	71	\$84,196.63 - \$130,616.60
	FULL TIME EMPLOYEES	1	1		
Fiscal Operations / Budget and Forecasting		FY20	FY21		
	Personnel	Current	Proposed		
	Fiscal Operations Manager	1	1	63	\$69,268.76 - \$107,458.59
	Accountant II	1	1	58	\$61,314.64 - \$95,119.14
	Utility Data Analyst I	1	1	42	\$41,500.17 - \$64,380.37
	Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
	Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
	FULL TIME EMPLOYEES	6	6		
	Total FT	33	33		
	Total PT	1	1		

Figure G-45: Electric Fiscal Operations Positions – Part 2

Electric – Production – Table of Organization

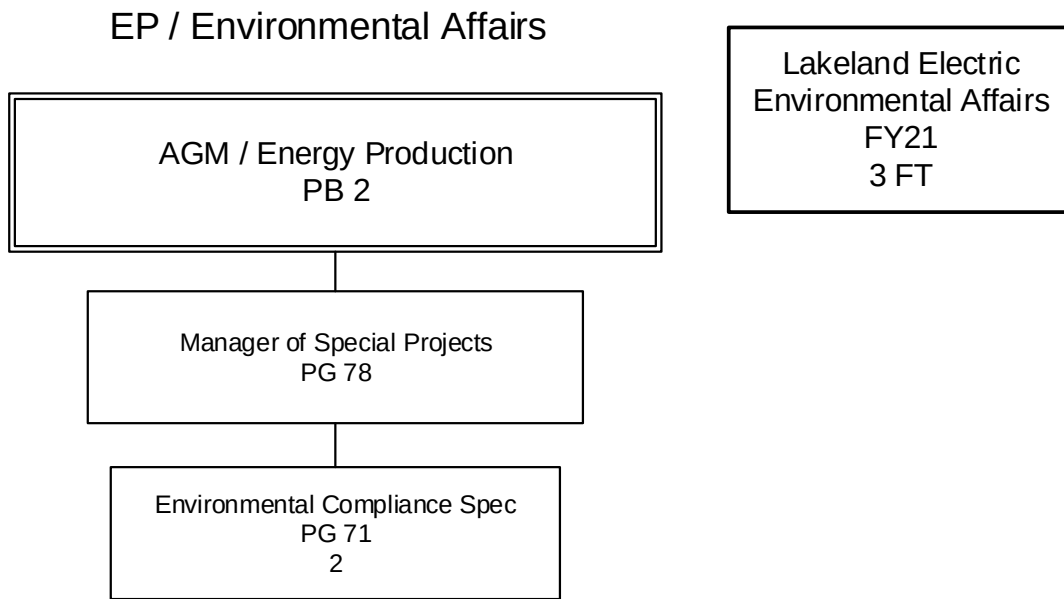


Figure G-46: Electric Production Environmental Affairs Table of Organization

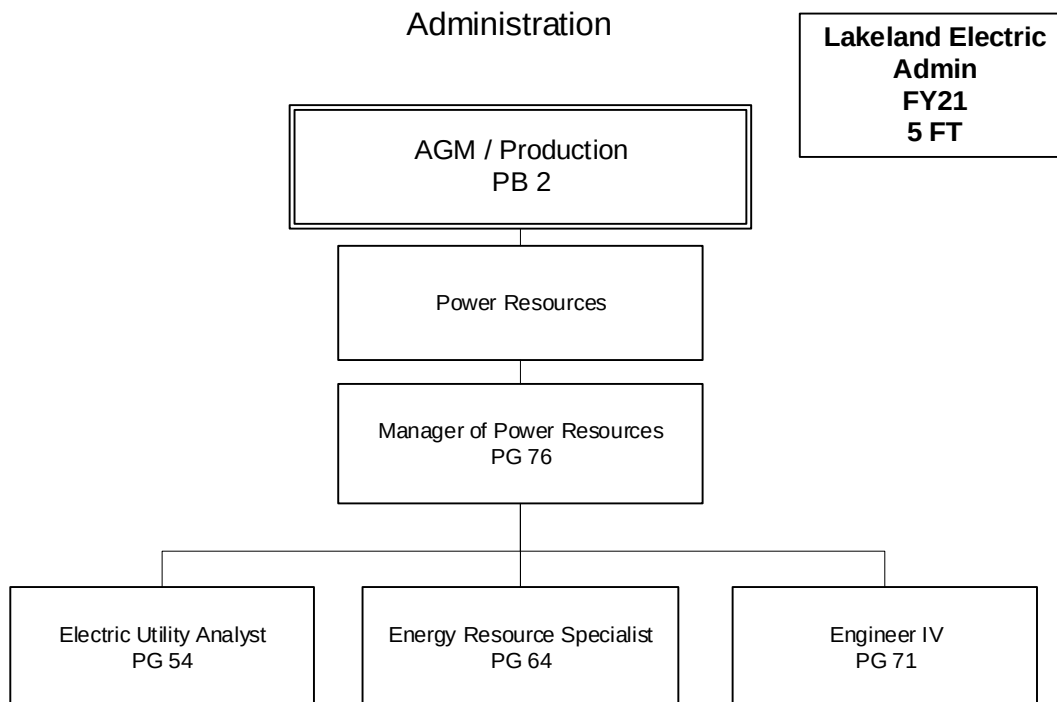


Figure G-47: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

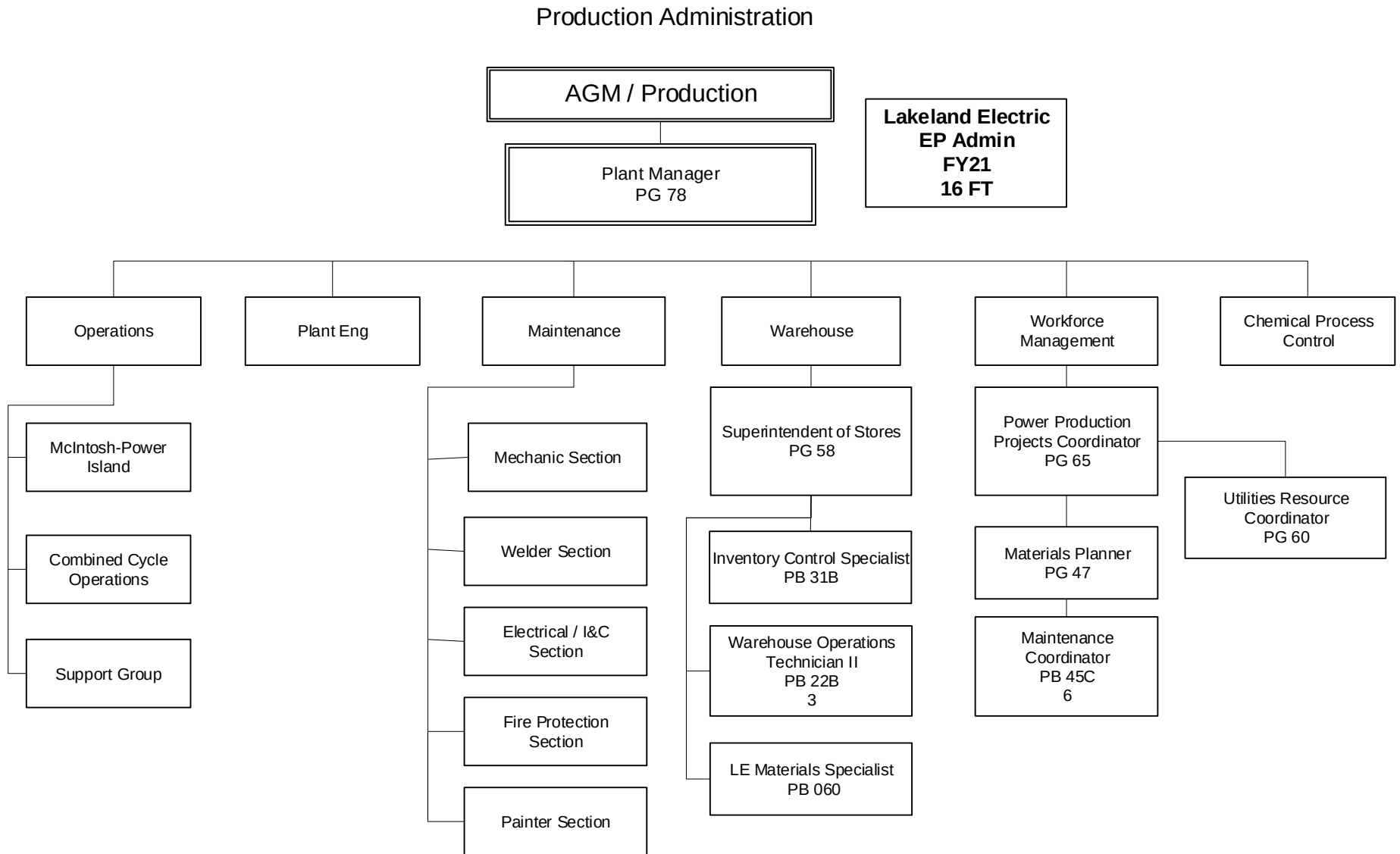


Figure G-48: Electric Production Administration Table of Organization

Electric – Production – Table of Organization

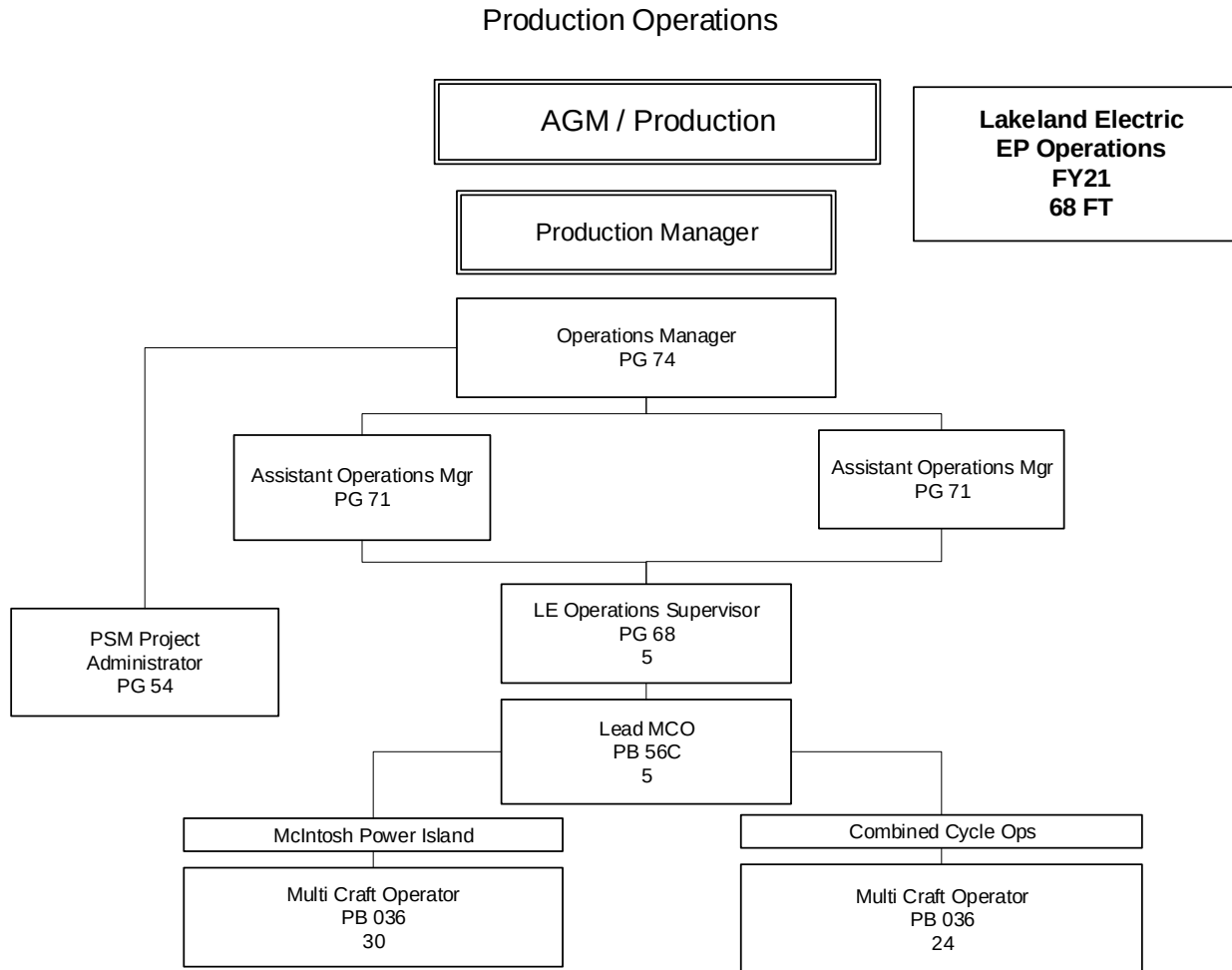


Figure G-49: Electric Production Operations Table of Organization

Electric – Production – Table of Organization

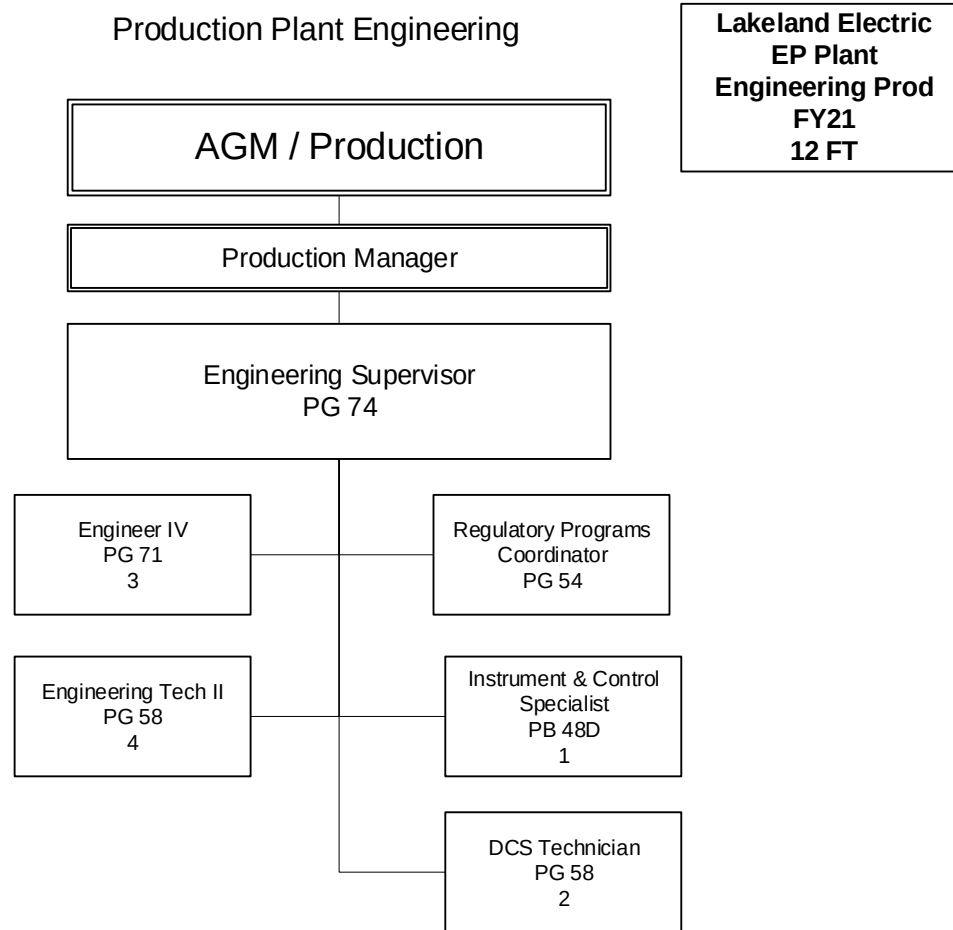


Figure G-50: Electric Production Plant Engineering Table of Organization

Electric – Production – Table of Organization

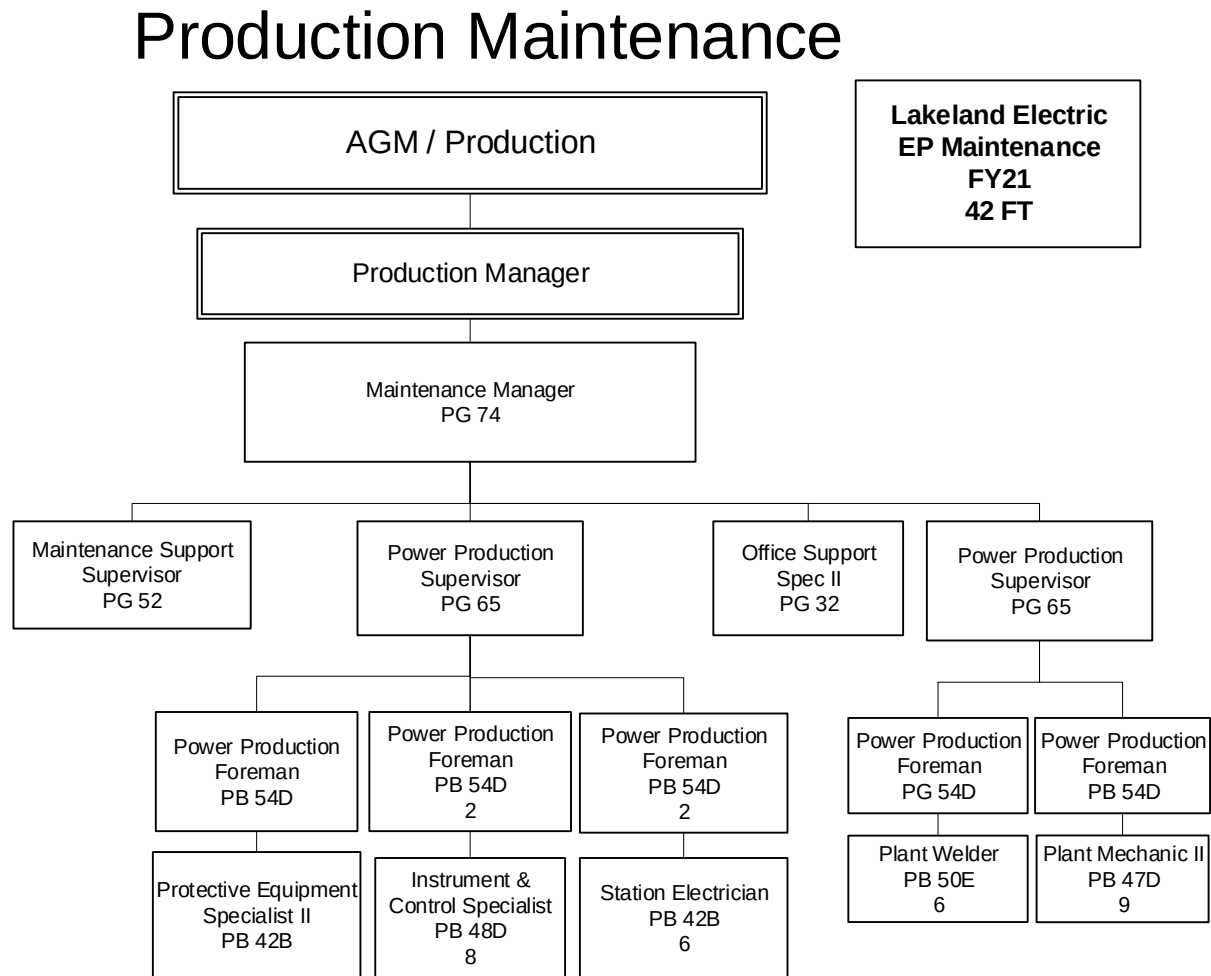


Figure G-51: Electric Production Maintenance Table of Organization

Production Chemical Process Control

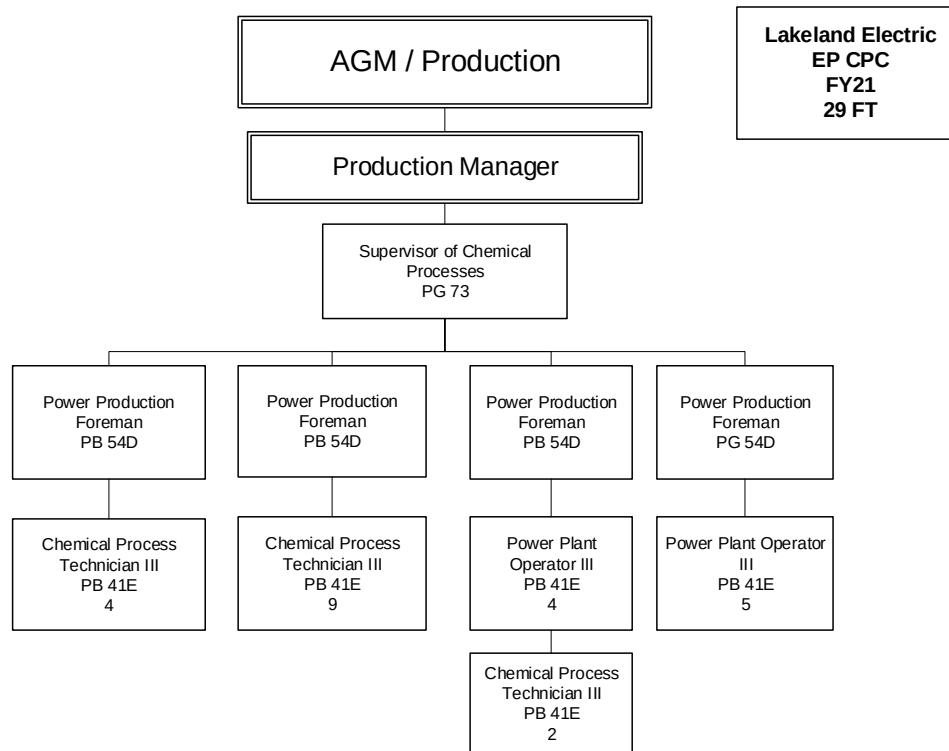


Figure G-52: Electric Production Chemical Process Control Table of Organization

Electric – Production – Table of Organization

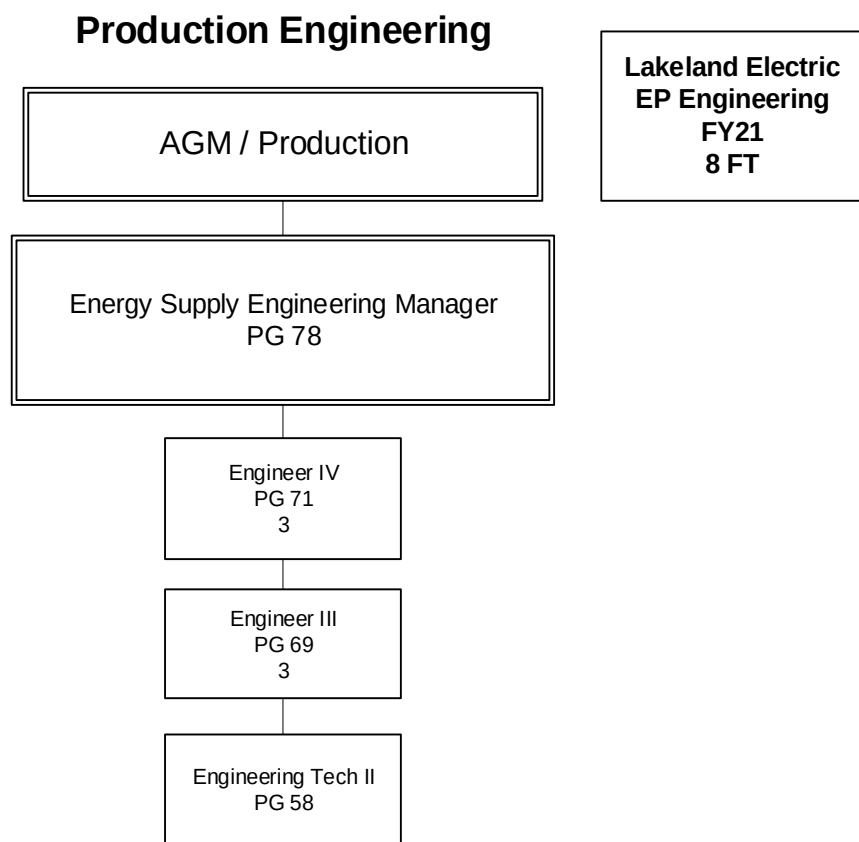


Figure G-53: Electric Production Engineering Table of Organization

Electric – Production – Positions

Personnel	FY20	FY21		
Production Environmental Affairs	Current	Proposed	PG	Salary Range
Manager of Special Projects	1	1	78	\$99,875.09 - \$154,939.05
Environmental Compliance Specialist	2	2	71	\$84,196.63 - \$130,616.60
FULL TIME EMPLOYEES	3	3		

Personnel	FY20	FY21		
Production AGM	Current	Proposed	PG	Salary Range
Assistant General Manager Production	1	1	PB2	\$93,713.48 - \$174,072.63
Manager Power Resources	1	1	76	\$95,119.14 - \$147,561.00
Engineer IV	1	1	71	\$84,196.63 - \$130,616.60
Energy Resource Specialist	1	1	64	\$70,979.36 - \$110,112.29
Electric Utility Analyst	1	1	54	\$55,614.18 - \$86,275.86
FULL TIME EMPLOYEES	5	5		

Personnel	FY20	FY21		
Production Administration	Current	Proposed	PG	Salary Range
Plant Manager	1	1	78	\$99,875.09 - \$154,939.05
Power Production Projects Coordinator	1	1	65	\$72,732.20 - \$112,831.53
Utilities Resource Coordinator	1	1	60	\$64,380.37 - \$99,875.09
Superintendent Stores	1	1	58	\$61,314.64 - \$95,119.14
Materials Planner	1	1	47	\$46,883.83 - \$72,732.20
Maintenance Coordinator	7	6	PB045c	\$70,045.44 - \$84,027.47
Inventory Control Specialist	1	1	PB031b	\$50,704.67 - \$65,853.38
LE Materials Specialist	1	1	PB060	\$56,247.57 - \$67,497.08
Warehouse Operations Technician II	3	3	PB022b	\$40,687.11 - \$52,878.55
FULL TIME EMPLOYEES	17	16		

Figure G-54: Electric Production Positions – Part 1

Electric – Production – Positions

Personnel	FY20	FY21		
Production Operations	Current	Proposed	PG	Salary Range
LE Operations Manager	1	1	74	\$90,589.66 - \$140,534.29
Assistant Operations Manager	2	2	71	\$84,196.63 - \$130,616.60
LE Operations Supervisor	5	5	68	\$78,254.75 - \$121,398.80
PSM Project Administrator	1	1	54	\$55,614.18 - \$86,275.86
Lead Multi-Craft Operator	5	5	PB056c	\$81,138.72 - \$97,340.36
Multi-Craft Operator	55	54	PB036	\$56,608.96 - \$88,270.80
FULL TIME EMPLOYEES	69	68		

	FY20	FY21		
Production Engineering	Current	Proposed	PG	Salary Range
Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Engineer IV	3	3	71	\$84,196.63 - \$130,616.60
Distributed Control System Technician	2	2	58	\$61,314.64 - \$95,119.14
Engineering Tech II	4	4	58	\$61,314.64 - \$95,119.14
Regulatory Programs Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Instrument & Control Specialist	3	1	PB048d	\$72,739.49 - \$84,027.47
FULL TIME EMPLOYEES	14	12		

Personnel	FY20	FY21		
Production Maintenance	Current	Proposed	PG	Salary Range
Maintenance Manager	1	1	74	\$90,589.66 - \$140,534.29
Power Production Supervisor/Maintenance	2	2	65	\$72,732.20 - \$112,831.53
Power Production Foreman	7	7	PB054d	\$80,230.60 - \$92,677.35
Maintenance Support Supervisor	1	1	52	\$52,965.90 - \$82,167.49
Plant Welder II	6	6	PB050e	\$73,638.28 - \$82,022.37
Instrument & Control Specialist	8	8	PB048d	\$72,739.49 - \$84,027.47
Plant Mechanic II	9	9	PB047d	\$71,008.33 - \$82,022.37
Protective Equipment Specialist II	1	1	PB042b	\$64,657.33 - \$84,027.47
Station Electrician	7	6	PB042b	\$64,657.33 - \$84,027.47
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
FULL TIME EMPLOYEES	43	42		

Figure G-55: Electric Production Positions – Part 2

Electric – Production – Positions

Personnel	FY20	FY21		
Production Chemical Process Control	Current	Proposed	PG	Salary Range
Supervisor Chemical Process Control	1	1	73	\$88,406.45 - \$137,147.42
Power Production Foreman	3	3	PB054d	\$80,230.60 - \$92,677.35
Power Production Foreman (CSI)	1	1	PB054d	\$80,230.60 - \$92,677.35
Chemical Process Technician III	16	15	PB041e	\$63,617.46 - \$70,854.45
Power Plant Operator III (CSI)	4	4	PB041e	\$63,617.46 - \$70,854.45
Power Plant Operator III	5	5	PB041e	\$63,617.46 - \$70,854.45
FULL TIME EMPLOYEES	30	29		

Personnel	FY20	FY21		
Production Engineering	Current	Proposed	PG	Salary Range
Energy Supply Engineering Manager	1	1	78	\$99,875.09 - \$154,939.05
Engineer IV	3	3	71	\$84,196.63 - \$130,616.60
Engineer III	3	3	69	\$80,187.26 - \$124,396.75
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
	8	8		
TOTAL FULL TIME EMPLOYEES	189	183		

Figure G-56: Electric Production Positions – Part 3

Finance – Table of Organization

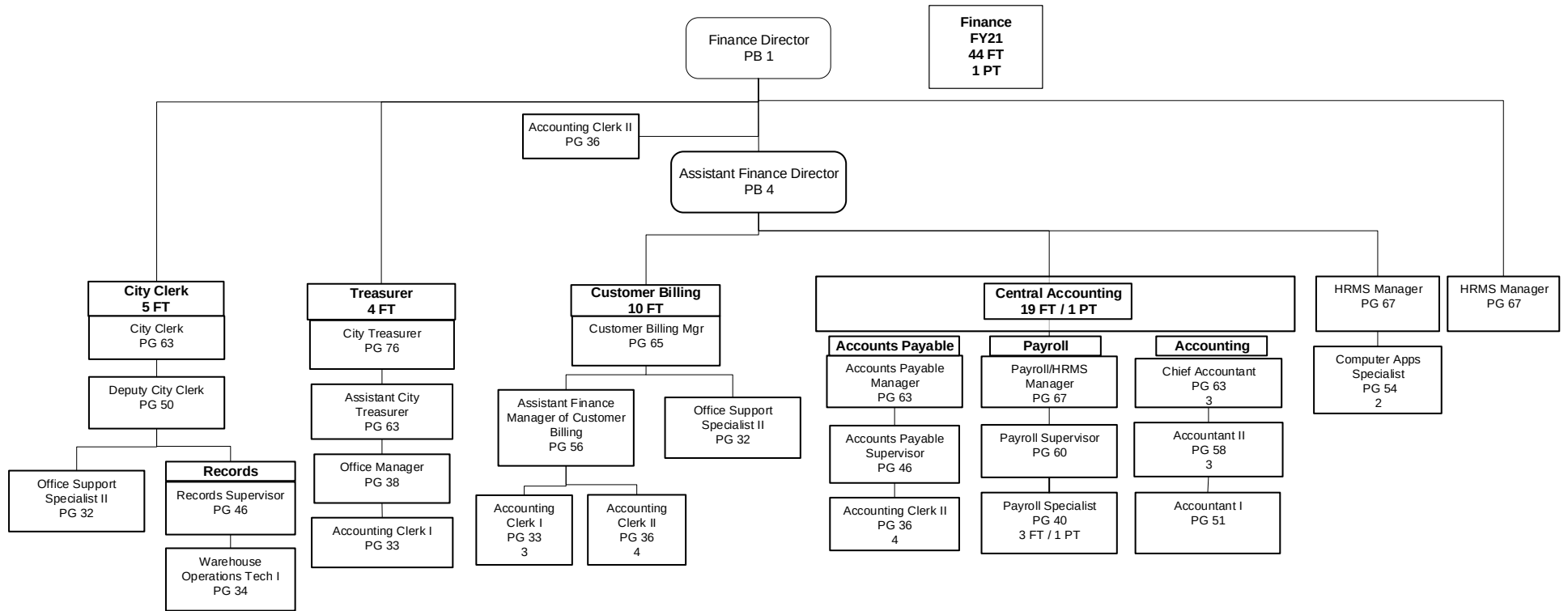


Figure G-57: Finance Table of Organization

Finance – Positions

Central Accounting		FY20	FY21	PG	Salary Range
	Personnel	Current	Proposed		
Finance Director		1	1	PB1	\$126,877.95 - \$235,623.80
Assistant Finance Director - General		1	1	PB4	\$76,303.89- \$141,723.88
HRMS Manager		1	2	67	\$76,368.81 - \$118,473.10
Payroll/HRMS Manager		1	1	67	\$76,368.81 - \$118,473.10
Accounts Payable Manager		1	1	63	\$69,268.76 - \$107,458.59
Chief Accountant		3	3	63	\$69,268.76 - \$107,458.59
Payroll Supervisor		1	1	60	\$64,380.37 - \$99,875.09
Accountant II		3	3	58	\$61,314.64 - \$95,119.14
Computer Applications Specialist		2	2	54	\$55,614.18 - \$86,275.86
Accountant I		1	1	51	\$51,689.42 - \$80,187.26
Accounts Payable Supervisor		1	1	46	\$45,753.94 - \$70,979.36
Payroll Specialist		3	3	40	\$39,523.97 - \$61,314.64
Accounting Clerk II		5	5	36	\$35,849.40 - \$55,614.18
TOTAL FULL TIME EMPLOYEES		24	25		
Payroll Specialist - regular part time		1	1	40	\$39,523.97 - \$61,314.64
TOTAL PART TIME EMPLOYEES		1	1		
City Clerk		FY20	FY21	PG	Salary Range
	Personnel	Current	Proposed		
City Clerk		1	1	63	\$69,268.76 - \$107,458.59
Deputy City Clerk		1	1	50	\$50,443.71 - \$78,254.75
Records Supervisor		1	1	46	\$45,753.94 - \$70,979.36
Warehouse Operations Technician		1	1	34	\$34,142.28 - \$52,965.90
Office Support Specialist II		1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES		5	5		

Figure G-58: Finance Positions – Part 1

Finance – Positions

Treasurer		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	City Treasurer	1	1	76	\$95,119.14 -\$147,561.00
	Assistant City Treasurer	1	1	63	\$69,268.76 -\$107,458.59
	Office Manager	1	1	38	\$37,641.88 -\$58,394.91
	Accounting Clerk I	1	1	33	\$33,319.46 -\$51,689.42
	TOTAL FULL TIME EMPLOYEES	4	4		

Customer Billing		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Finance Customer Billing Manager	1	1	65	\$72,732.20 -\$112,831.53
	Assistant Finance Manager of Customer Billing	1	1	56	\$58,394.91 -\$90,589.66
	Computer Application Specialist	1	0	54	\$55,614.18 -\$86,275.86
	Accounting Clerk II	4	4	36	\$35,849.40 -\$55,614.18
	Accounting Clerk 1	3	3	33	\$33,319.46 -\$51,689.42
	Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
	TOTAL FULL TIME EMPLOYEES	10	10		

	TOTAL FT	44	44		
	TOTAL PT	1	1		

Figure G-59: Finance Positions – Part 2

Fire – Table of Organization

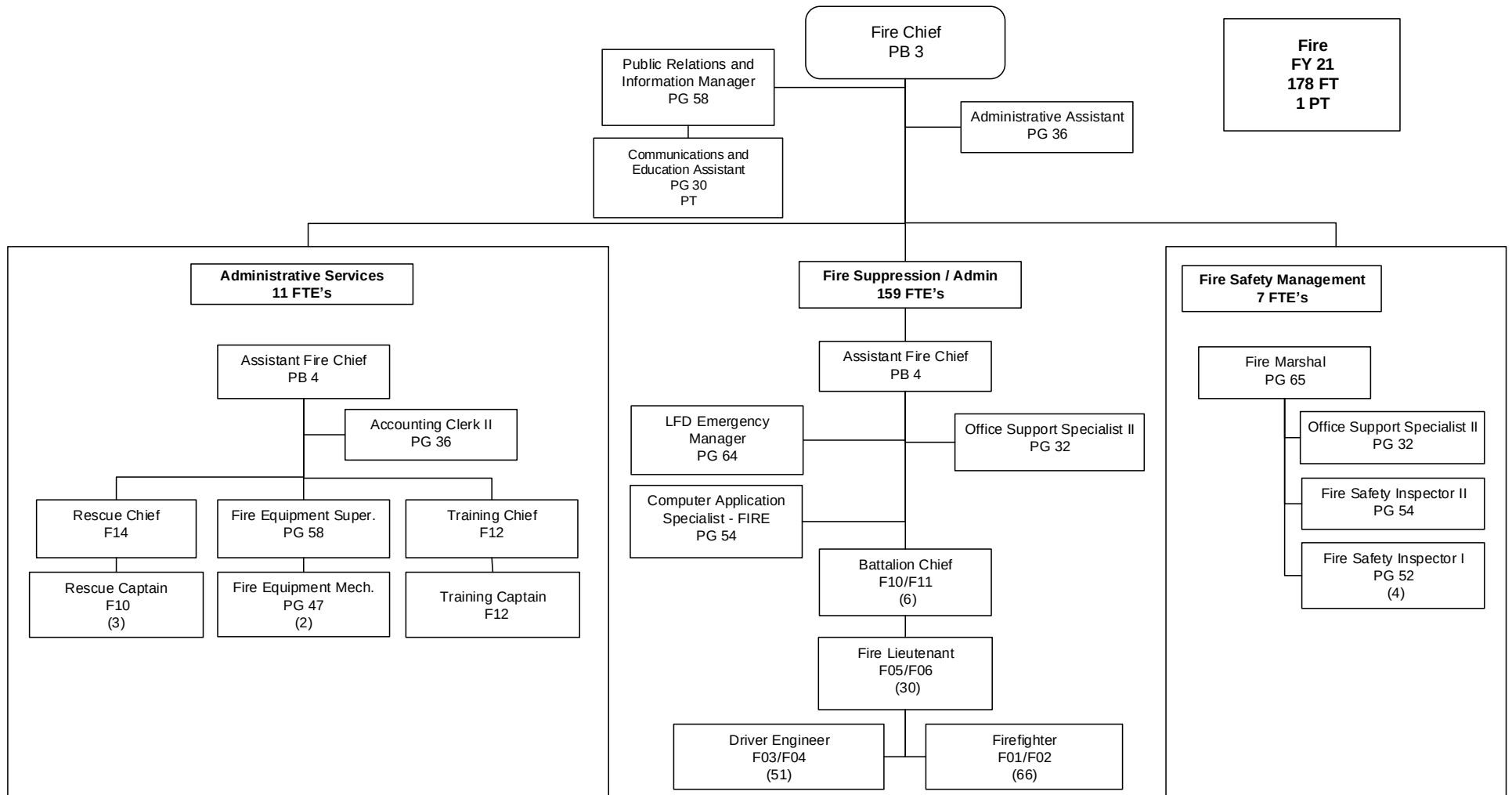


Figure G-60: Fire Table of Organization

Fire – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Fire Chief	1	1	PB3	\$86,651.77 - \$160,928.04
Assistant Fire Chief	2	2	PB4	\$76,303.89- \$141,723.88
Fire Marshall	1	1	65	\$72,732.20 - \$112,831.53
Emergency Manager	1	1	64	\$70,979.36 - \$110,112.29
Fire Equipment Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Public Relations & Information Manager	1	1	58	\$61,314.64 - \$95,119.14
Computer Application Specialist	1	1	54	\$55,614.18 - \$86,275.86
Fire Safety Inspector II	1	1	54	\$55,614.18 - \$86,275.86
Fire Safety Inspector I	4	4	52	\$52,965.90 - \$82,167.49
Fire Equipment Mechanic	2	2	47	\$46,883.83 - \$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Office Support Specialist II	2	2	32	\$32,516.47 - \$50,443.71
Rescue Chief - Paramedic	1	1	F14	\$85,345.24 - \$132,398.29
Training Chief - EMT	1	1	F12	\$77,410.42 - \$120,088.79
Battalion Chief - Paramedic	1	1	F11	\$60,960.88 - \$89,954.19
Battalion Chief - EMT	5	5	F10	\$55,293.15 - \$81,590.89
Rescue Captain - Paramedic	3	3	F10	\$55,293.15 - \$81,590.89
Training Captain - Paramedic	1	1	F12	\$77,410.42 - \$120,088.79
Fire Lieutenant Paramedic	17	18	F06	\$49,409.65 - \$73,348.93
Fire Lieutenant EMT	13	12	F05	\$42,343.41 - \$62,859.01
Driver Engineer Paramedic	27	27	F04	\$42,605.79 - \$63,248.54
Driver Engineer EMT	24	24	F03	\$36,512.60 - \$54,203.14
Firefighter Paramedic	20	21	F02	\$36,738.85 - \$54,539.02
Firefighter EMT	46	45	F01	\$31,484.70 - \$46,739.20
TOTAL FULL TIME EMPLOYEES	178	178		
Communication & Education Assistant	1	1	30	\$30,968.06 - \$48,041.62
TOTAL PART TIME EMPLOYEES	1	1		
TOTAL FT	178	178		
TOTAL PT	1	1		

Figure G-61: Fire Positions

Human Resources – Table of Organization

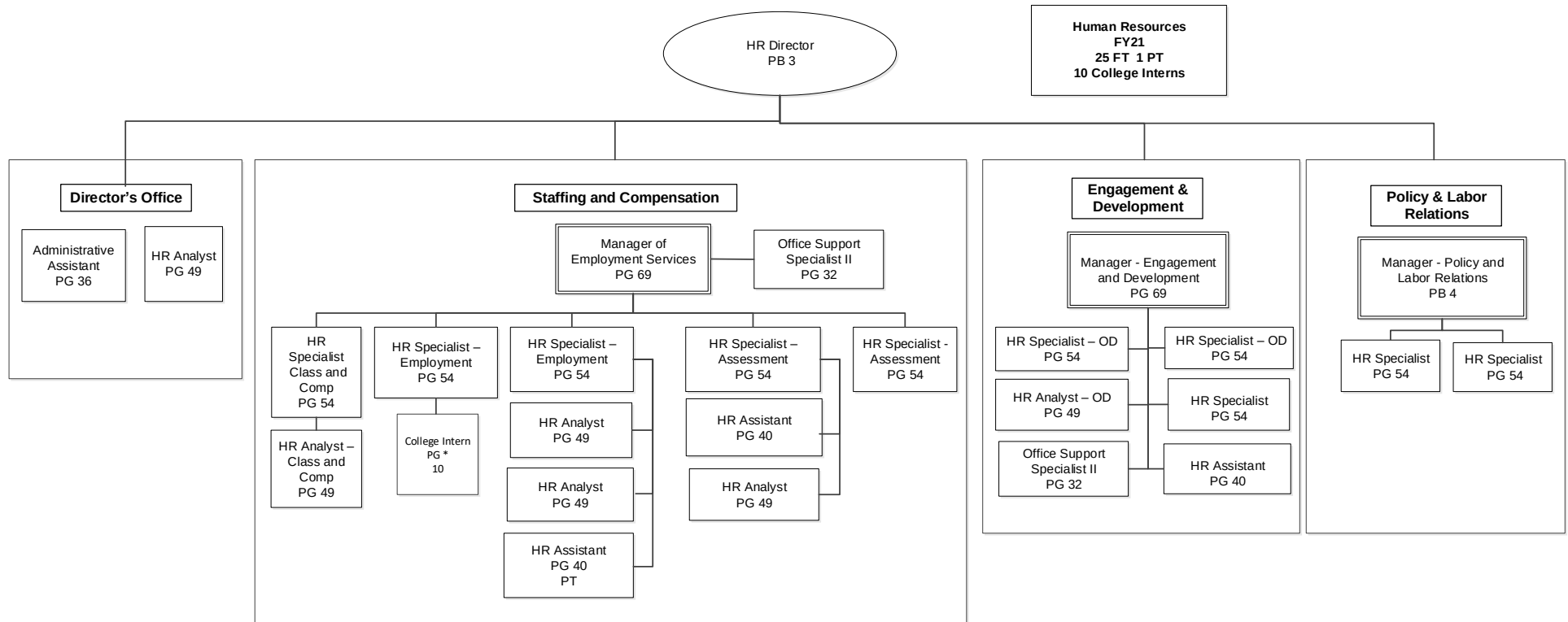


Figure G-62: Human Resources Table of Organization

Human Resources – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
HR Director	1	1	PB3	\$86,651.77 - \$160,928.04
Manager Policy and Labor Relations	1	1	PB4	\$76,303.89- \$141,723.88
HR Manager - Employment Services	1	1	69	\$80,187.26 -\$124,396.75
HR Manager - Engagement & Dev	1	1	69	\$80,187.26 -\$124,396.75
HR Specialist	10	10	54	\$55,614.18 -\$86,275.86
HR Analyst	5	6	49	\$49,228.02 -\$76,368.81
HR Assistant	3	2	40	\$39,523.97 -\$61,314.64
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	2	2	32	\$32,516.47 -\$50,443.71
TOTAL FULL TIME EMPLOYEES	25	25		
HR Assistant	1	1	40	\$39,523.97 -\$61,314.64
TOTAL PART TIME EMPLOYEES	1	1		
TOTAL FT	25	25		
TOTAL PT	1	1		
College Intern	10	10	*	\$18,106.39 -\$162,686.01

Figure G-63: Human Resources Positions

Information Technology – Table of Organization

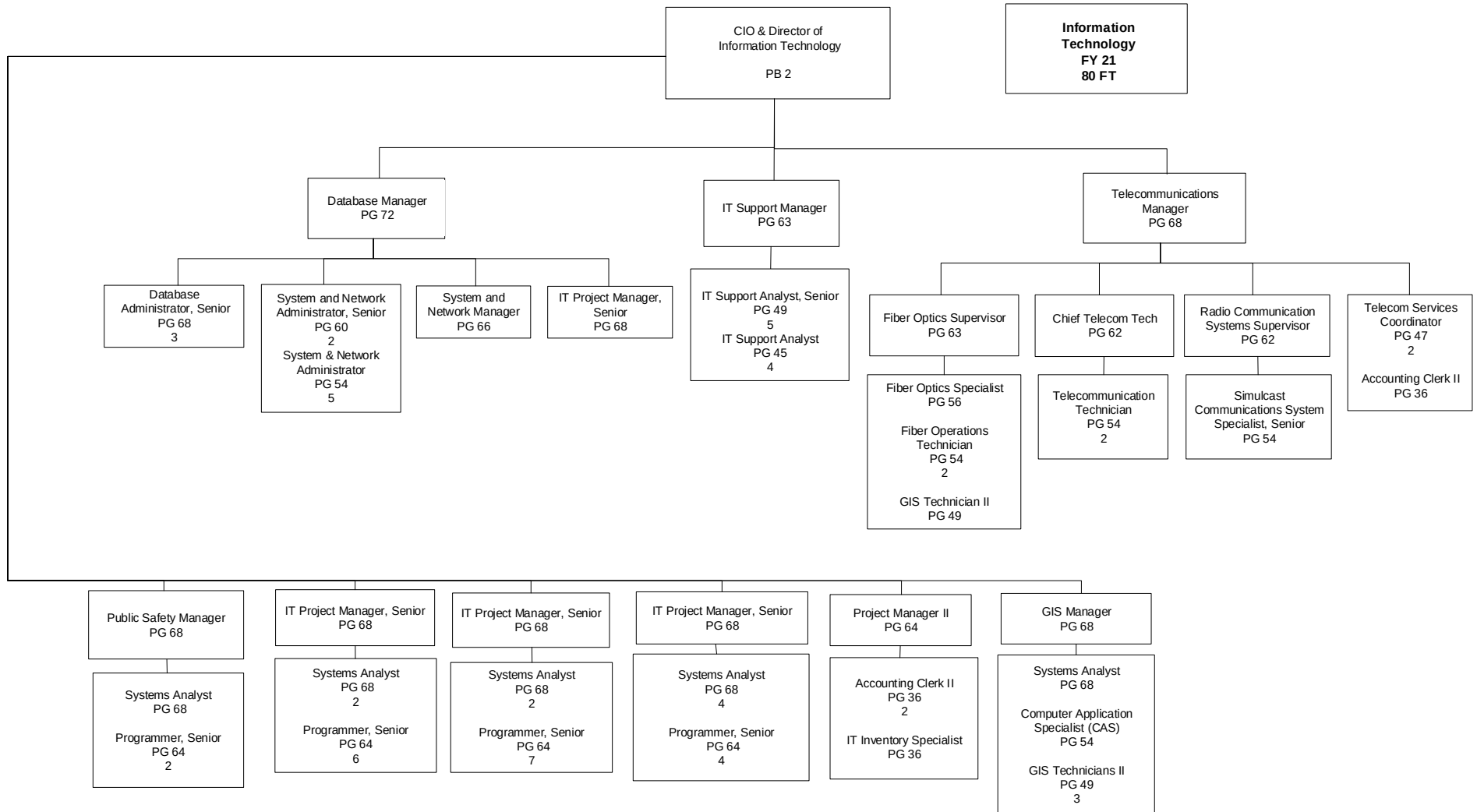


Figure G-64: Information Technology Table of Organization

Information Technology – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
CIO & Director of Information Technology	1	1	PB2	\$93,713.48 - \$174,072.63
IT Inventory Specialist	1	1	36	\$35,849.40 - \$55,614.18
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
ADMINISTRATION FULL TIME EMPLOYEES	4	4		
Radio Communications System Supervisor	1	1	62	\$67,599.39 - \$104,868.85
Simulcast System Spec, Sr.	1	1	54	\$55,614.18 - \$86,275.86
COMMUNICATIONS FULL TIME EMPLOYEES	2	2		
Telecommunications Manager	1	1	68	\$78,254.75 - \$121,398.80
Fiber Optics Supervisor	1	1	63	\$69,268.76 - \$107,458.59
Chief Telecommunications Technician	1	1	62	\$67,599.39 - \$104,868.85
Fiber Optics Specialist	1	1	56	\$58,394.91 - \$90,589.66
Telecommunications Technician	2	2	54	\$55,614.18 - \$86,275.86
Fiber Operations Technician	2	2	54	\$55,614.18 - \$86,275.86
GIS Technician II	1	1	49	\$49,228.02 - \$76,368.81
Telecommunications Service Coordinator	2	2	47	\$46,883.83 - \$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
TELECOMMUNICATIONS FULL TIME EMPLOYEES	12	12		

Figure G-65: Information Technology Positions – Part 1

Information Technology – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Database Manager	1	1	72	\$86,275.86 - \$133,842.18
IT Project Manager Sr.	4	4	68	\$78,254.75 - \$121,398.80
Systems Analyst	8	8	68	\$78,254.75 - \$121,398.80
Database Administrator Sr.	3	3	68	\$78,254.75 - \$121,398.80
Project Manager II	1	1	64	\$70,979.36 - \$110,112.29
Programmer Sr.	18	17	64	\$70,979.36 - \$110,112.29
APPLICATION DEV & SUPPORT FULL TIME EMPLOYEES	35	34		
System & Network Manager	1	1	66	\$74,528.33 - \$115,617.91
System & Network Administrator, Sr.	2	2	60	\$64,380.37 - \$99,875.09
Systems & Network Administrators	5	5	54	\$55,614.18 - \$86,275.86
NETWORK ADMIN & SUPPORT FULL TIME EMPLOYEES	8	8		
IT Support Manager	1	1	63	\$69,268.76 - \$107,458.59
IT Support Analyst Sr.	5	5	49	\$49,228.02 - \$76,368.81
IT Support Analyst	4	4	45	\$44,651.27 - \$69,268.76
PC SUPPORT FULL TIME EMPLOYEES	10	10		
GIS Manager	1	1	68	\$78,254.75 - \$121,398.80
System Analyst	1	1	68	\$78,254.75 - \$121,398.80
Computer Application Specialist	1	1	54	\$55,614.18 - \$86,275.86
GIS Technician II	3	3	49	\$49,228.02 - \$76,368.81
GIS FULL TIME EMPLOYEES	6	6		
Public Safety IT Manager	1	1	68	\$78,254.75 - \$121,398.80
System Analyst	1	1	68	\$78,254.75 - \$121,398.80
Programmer Sr.	1	2	64	\$70,979.36 - \$110,112.29
PUBLIC SAFETY FULL TIME EMPLOYEES	3	4		
TOTAL FT	80	80		

Figure G-66: Information Technology Positions – Part 2

Internal Audit – Table of Organization

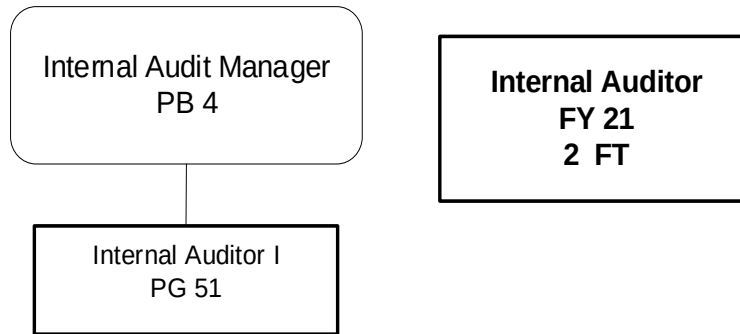


Figure G-67: Internal Audit Table of Organization

Internal Audit – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Internal Audit Manager	1	1	PB4	\$76,303.89- \$141,723.88
Internal Auditor I	1	1	51	\$51,689.42 -\$80,187.26
TOTAL FULL TIME EMPLOYEES	2	2		
TOTAL FT	2	2		

Figure G-68: Internal Audit Positions

Parks & Recreation – Director – Table of Organization

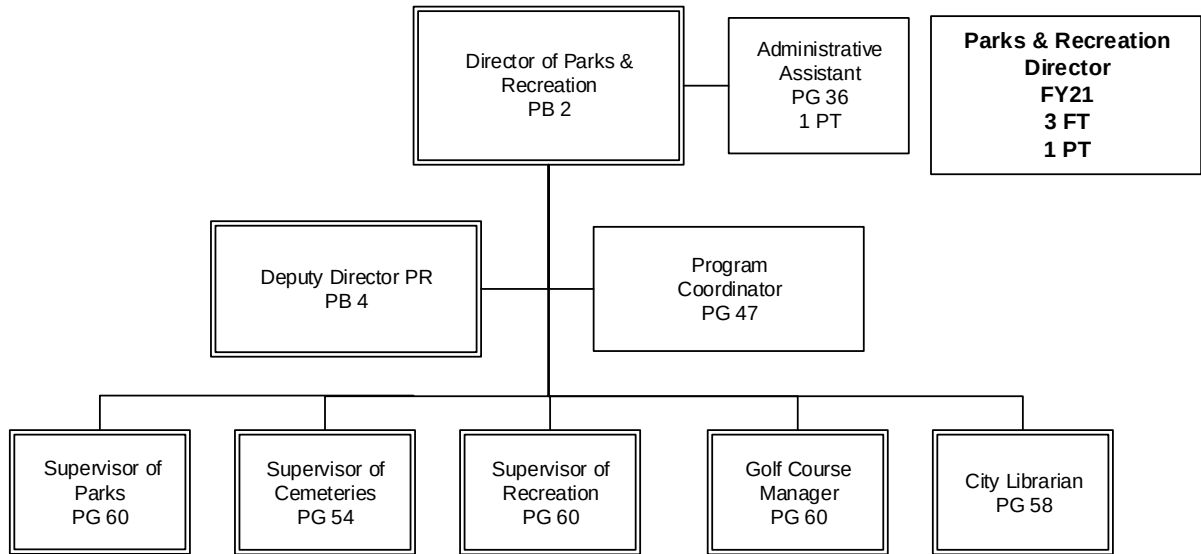


Figure G-69: Parks & Recreation Director Table of Organization

Parks & Recreation – Director – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Parks & Rec. Director	1	1	PB2	\$93,713.48 - \$174,072.63
Deputy Director P & R	1	1	PB4	\$76,303.89- \$141,723.88
Program Coordinator	1	1	47	\$46,883.83 -\$72,732.20
TOTAL FULL TIME EMPLOYEES	3	3		
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
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

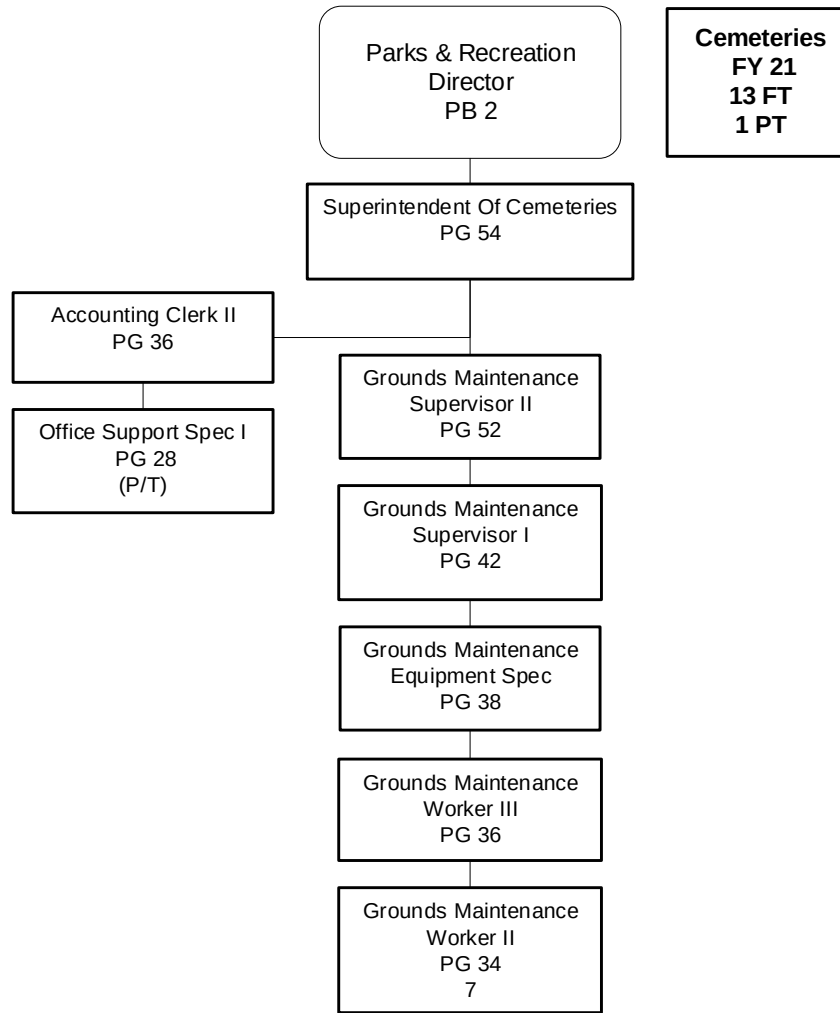


Figure G-71: Parks & Recreation Cemeteries Table of Organization

Parks & Recreation – Cemeteries – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Superintendent of Cemeteries	1	1	54	\$55,614.18 -\$86,275.86
Grounds Maintenance Supervisor II	1	1	52	\$52,965.90 -\$82,167.49
Grounds Maintenance Supervisor I	1	1	42	\$41,500.17 -\$64,380.37
Grounds Maintenance Equipment Spec	1	1	38	\$37,641.88 -\$58,394.91
Grounds Maintenance Worker III	1	1	36	\$35,849.40 -\$55,614.18
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Grounds Maintenance Worker II	7	7	34	\$34,142.28 -\$52,965.90
TOTAL FULL TIME EMPLOYEES	13	13		
Office Support Specialist I	1	1	28	\$29,493.39 -\$45,753.94
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

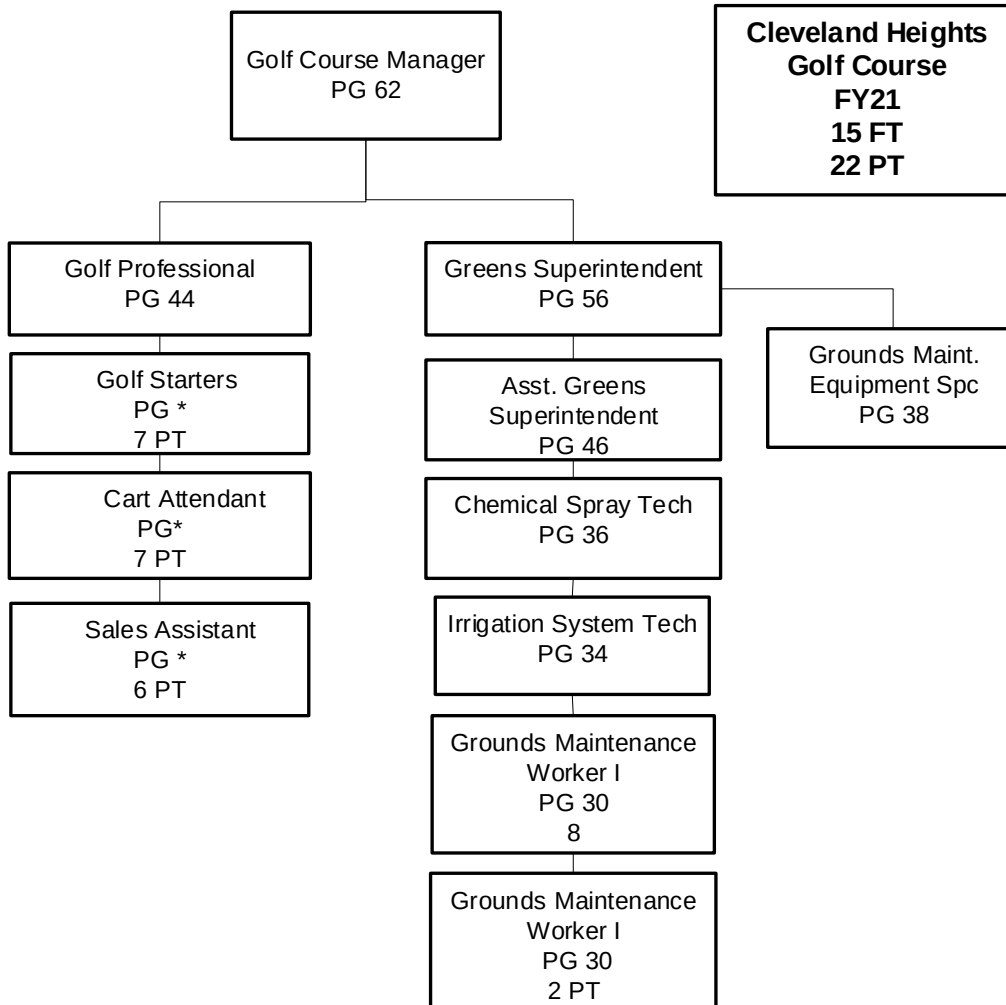


Figure G-73: Parks & Recreation Cleveland Heights Golf Course Table of Organization

Parks & Recreation – Cleveland Heights – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Golf Course Manager	1	1	62	\$67,599.39 -\$104,868.85
ADMINISTRATION FULL TIME EMPLOYEES	1	1		
Golf Professional	1	1	44	\$43,575.16 -\$67,599.39
COURSE OPERATIONS FULL TIME EMPLOYEES	1	1		
Greens Superintendent	1	1	56	\$58,394.91 -\$90,589.66
Asst. Greens Superintendent	1	1	46	\$45,753.94 -\$70,979.36
Grounds Maintenance Equip Spec	1	1	38	\$37,641.88 -\$58,394.91
Chemical Spray Tech	1	1	36	\$35,849.40 -\$55,614.18
Irrigation System Technician	1	1	34	\$34,142.28 -\$52,965.90
Grounds Maintenance Worker I - CHGC	8	8	30	\$30,968.06 -\$48,041.62
COURSE MAINTENANCE FULL TIME EMPLOYEES	13	13		
Sales Assistant	6	6	*P	\$18,106.39 -\$162,686.01
Golf Starters	7	7	*P	\$18,106.39 -\$162,686.01
Cart Attendant	7	7	*P	\$18,106.39 -\$162,686.01
Grounds Maintenance Worker 1-CHGC	2	2	30	\$30,968.06 -\$48,041.62
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

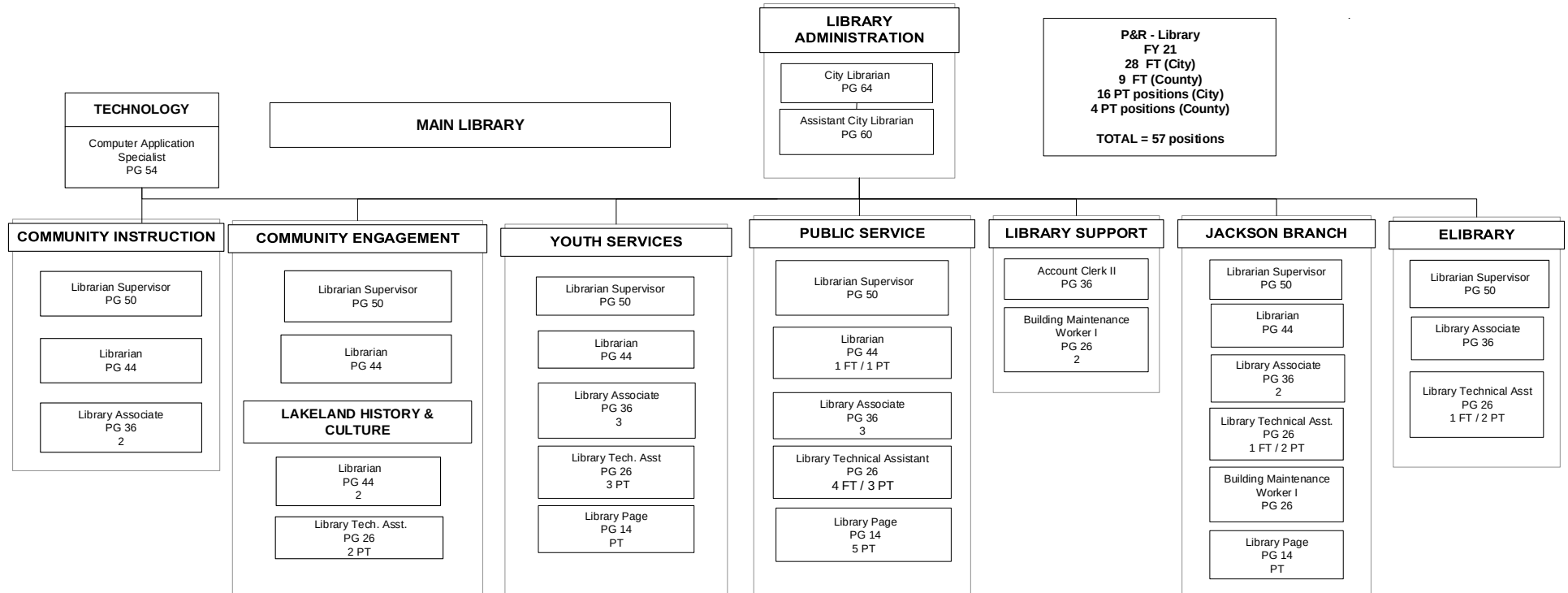


Figure G-75: Parks & Recreation Library Table of Organization

Parks & Recreation – Library – Positions

Main Library	Personnel	FY20	FY21	PG	Salary Range
		Current	Proposed		
	City Librarian	1	1	64	\$70,979.36 - \$110,112.29
	Assistant City Librarian	1	1	60	\$64,380.37 - \$99,875.09
	Computer Application Specialist	1	1	54	\$55,614.18 - \$86,275.86
	Librarian Supervisor	2	2	50	\$50,443.71 - \$78,254.75
	Librarian	4	4	44	\$43,575.16 - \$67,599.39
	Library Associate	7	7	36	\$35,849.40 - \$55,614.18
	Accounting Clerk II	0	1	36	\$35,849.40 - \$55,614.18
	Office Support Specialist II	1	0	32	\$32,516.47 - \$50,443.71
	Library Technical Assistant	4	4	26	\$28,088.94 - \$43,575.16
	Building Maintenance Worker I	2	2	26	\$28,088.94 - \$43,575.16
	TOTAL FULL TIME EMPLOYEES	23	23		
	Librarian	3	3	44	\$43,575.16 - \$67,599.39
	Library Associate	1	1	36	\$35,849.40 - \$55,614.18
	Library Technical Assistant	2	2	26	\$28,088.94 - \$43,575.16
	TOTAL FULL TIME COUNTY FUNDED POSITIONS	6	6		
	Librarian Supervisor	1	1	50	\$50,443.71 - \$78,254.75
	Library Associate	1	1	36	\$35,849.40 - \$55,614.18
	Library Technical Assistant	1	1	26	\$28,088.94 - \$43,575.16
	TOTAL eLibrary FULL TIME COUNTY POSITIONS	3	3		
	Library Technical Assistant	2	2	26	\$28,088.94 - \$43,575.16
	TOTAL eLIBRARY PART TIME COUNTY POSITIONS	2	2		
	Librarian	1	1	44	\$43,575.16 - \$67,599.39
	Library Technical Assistant	7	7	26	\$28,088.94 - \$43,575.16
	Library Page	5	5	14	\$20,960.40 - \$32,516.47
	TOTAL PART TIME EMPLOYEES	13	13		

Figure G-76: Parks & Recreation Library Positions – Part 1

Parks & Recreation – Library – Positions

Branch Library		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Librarian Supervisor	3	3	50	\$50,443.71 - \$78,254.75
	Library Associate	1	1	36	\$35,849.40 - \$55,614.18
	Building Maintenance Worker I	1	1	26	\$28,088.94 - \$43,575.16
	TOTAL FULL TIME EMPLOYEES	5	5		
	Library Technical Assistant	1	1	26	\$28,088.94 - \$43,575.16
	Library Page	1	1	14	\$20,960.40 - \$32,516.47
	TOTAL PART TIME COUNTY FUNDED POSITIONS	2	2		
	Library Technical Assistant	2	2	26	\$28,088.94 - \$43,575.16
	Library Page	1	1	14	\$20,960.40 - \$32,516.47
	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

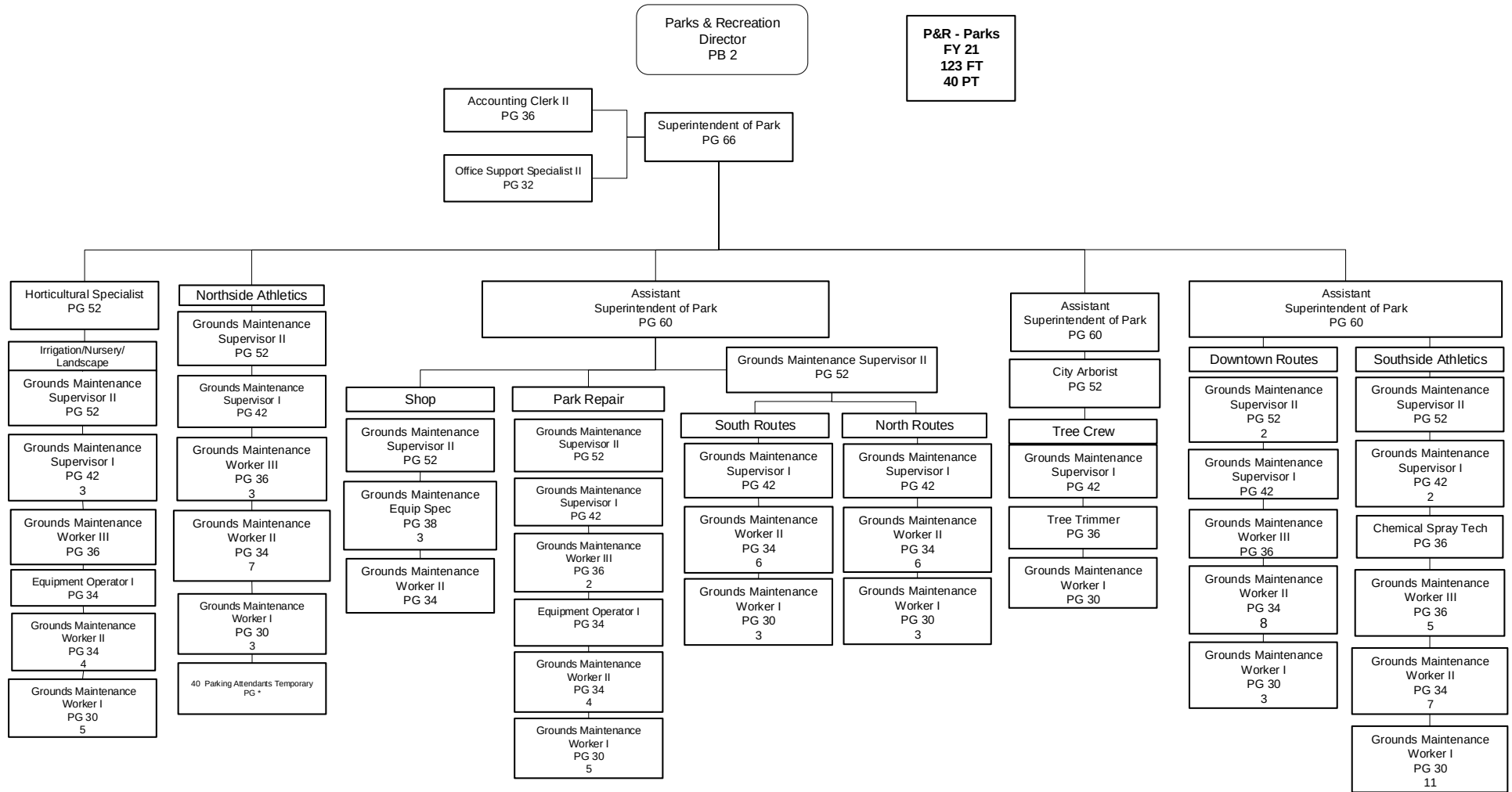


Figure G-78: Parks & Recreation Parks Table of Organization

Parks & Recreation – Parks – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Superintendent of Parks	1	1	66	\$74,528.33 -\$115,617.91
Assistant Superintendent of Parks	3	3	60	\$64,380.37 -\$99,875.09
City Arborist	1	1	52	\$52,965.90 -\$82,167.49
Grounds Maintenance Supervisor II	8	8	52	\$52,965.90 -\$82,167.49
Horticultural Specialist	1	1	52	\$52,965.90 -\$82,167.49
Grounds Maintenance Supervisor I	11	11	42	\$41,500.17 -\$64,380.37
Grounds Maintenance Equip Specialist	3	3	38	\$37,641.88 -\$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Chemical Spray Tech	1	1	36	\$35,849.40 -\$55,614.18
Grounds Ma Maintenance int Worker III	11	11	36	\$35,849.40 -\$55,614.18
Tree Trimmer	1	1	36	\$35,849.40 -\$55,614.18
Equipment Operator I	2	2	34	\$34,142.28 -\$52,965.90
Grounds Maintenance Worker II	37	37	34	\$34,142.28 -\$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Grounds Maintenance Worker I	34	34	30	\$30,968.06 -\$48,041.62
TOTAL FULL TIME EMPLOYEES	116	116		
Grounds Maintenance Worker III	1	1	36	\$35,849.40 -\$55,614.18
Grounds Maintenance Worker II	6	6	34	\$34,142.28 -\$52,965.90
TOTAL GRANT FUNDED POSITIONS	7	7		
Parking Attendant (Parks & Rec.)	40	40	*	\$18,106.39 -\$162,686.01
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

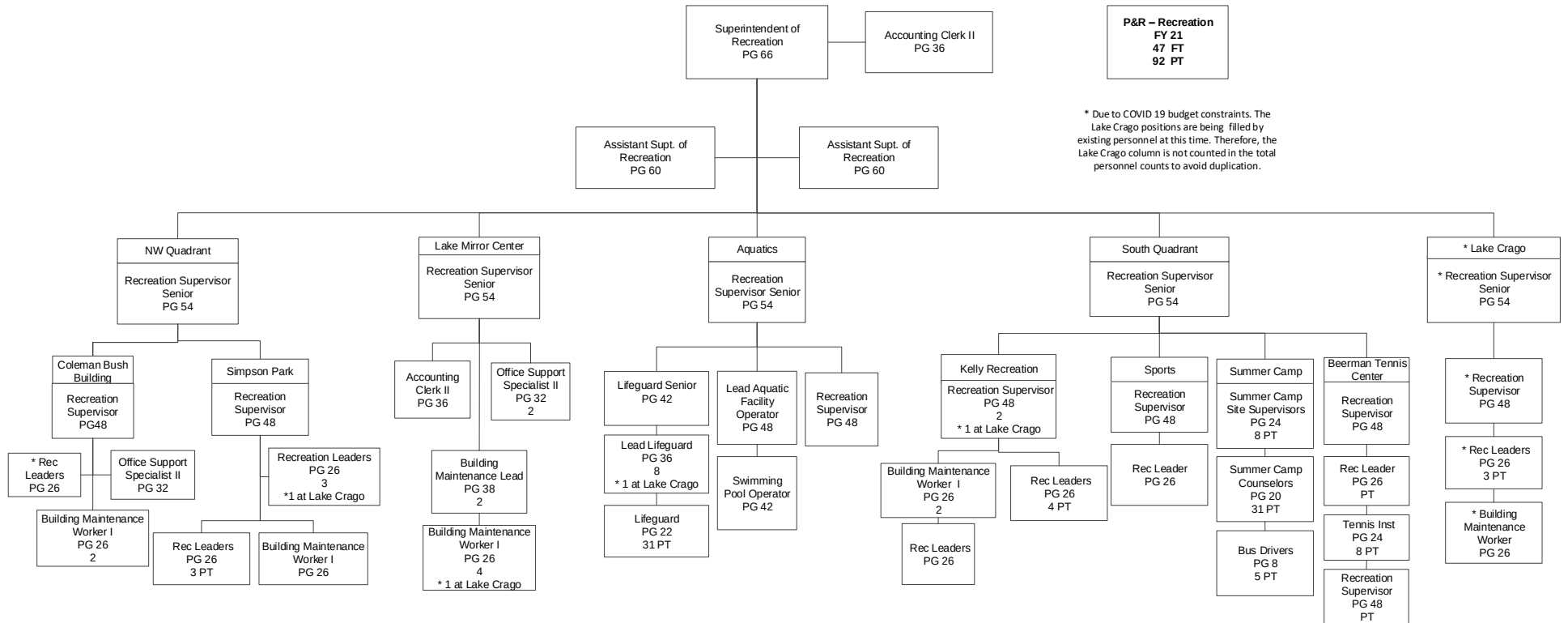


Figure G-80: Parks & Recreation Table of Organization

Parks & Recreation – Recreation – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Superintendent of Recreation	1	1	66	\$74,528.33 -\$115,617.91
Asst Superintendent of Recreation	2	2	60	\$64,380.37 -\$99,875.09
Recreations Supervisor, Sr	4	4	54	\$55,614.18 -\$86,275.86
PAL Executive Director	1	0	54	\$55,614.18 -\$86,275.86
Lead Aquatic Facility Operator	1	1	48	\$48,041.62 -\$74,528.33
Recreations Supervisor	7	7	48	\$48,041.62 -\$74,528.33
PAL Program Coordinator	2	0	46	\$45,753.94 -\$70,979.36
Lifeguard, Sr	1	1	42	\$41,500.17 -\$64,380.37
Swimming Pool Operator	1	1	42	\$41,500.17 -\$64,380.37
Building Maint Lead	2	2	38	\$37,641.88 -\$58,394.91
Accounting Clerk II	2	2	36	\$35,849.40 -\$55,614.18
Lead Lifeguard	8	8	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	3	3	32	\$32,516.47 -\$50,443.71
Recreation Leader	6	6	26	\$28,088.94 -\$43,575.16
Building Maint Worker I	9	9	26	\$28,088.94 -\$43,575.16
TOTAL FULL TIME EMPLOYEES	50	47		
Recreations Supervisor	1	1	48	\$48,041.62 -\$74,528.33
Recreation Leader	8	8	26	\$28,088.94 -\$43,575.16
Summer Camp Site Supervisor	8	8	24	\$26,751.38 -\$41,500.17
Tennis Instructor	8	8	24	\$26,751.38 -\$41,500.17
Lifeguard	31	31	22	\$25,477.50 -\$39,523.97
Summer Camp Counselor	31	31	20	\$24,264.28 -\$37,641.88
Bus Driver	5	5	8	\$18,106.39 -\$28,088.94
TOTAL PART TIME EMPLOYEES	92	92		
TOTAL FT	50	47		
TOTAL PT	92	92		

Figure G-81: Parks & Recreation Positions

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

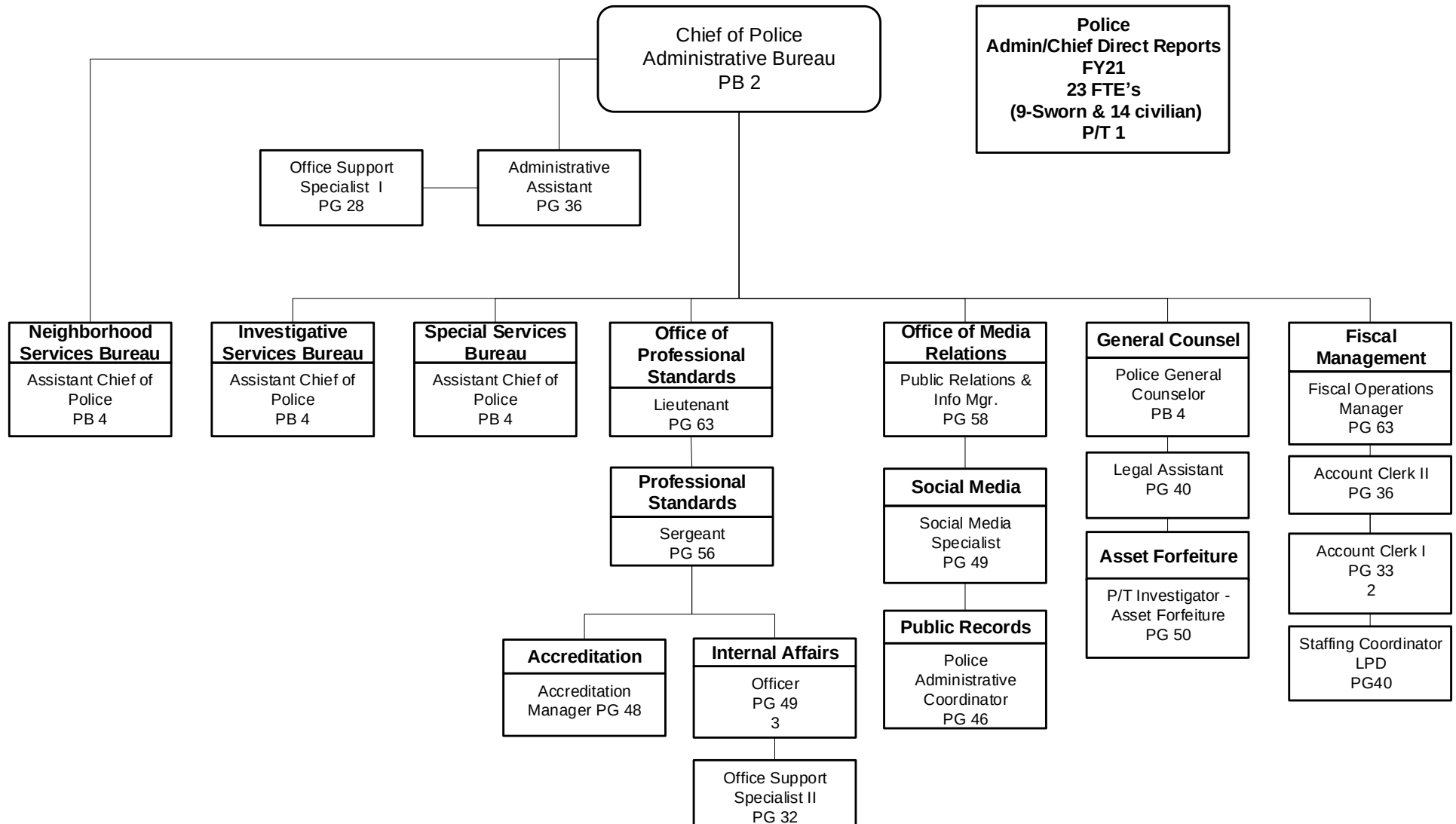


Figure G-82: Police Administration Table of Organization

Police – Investigative Services – Table of Organization

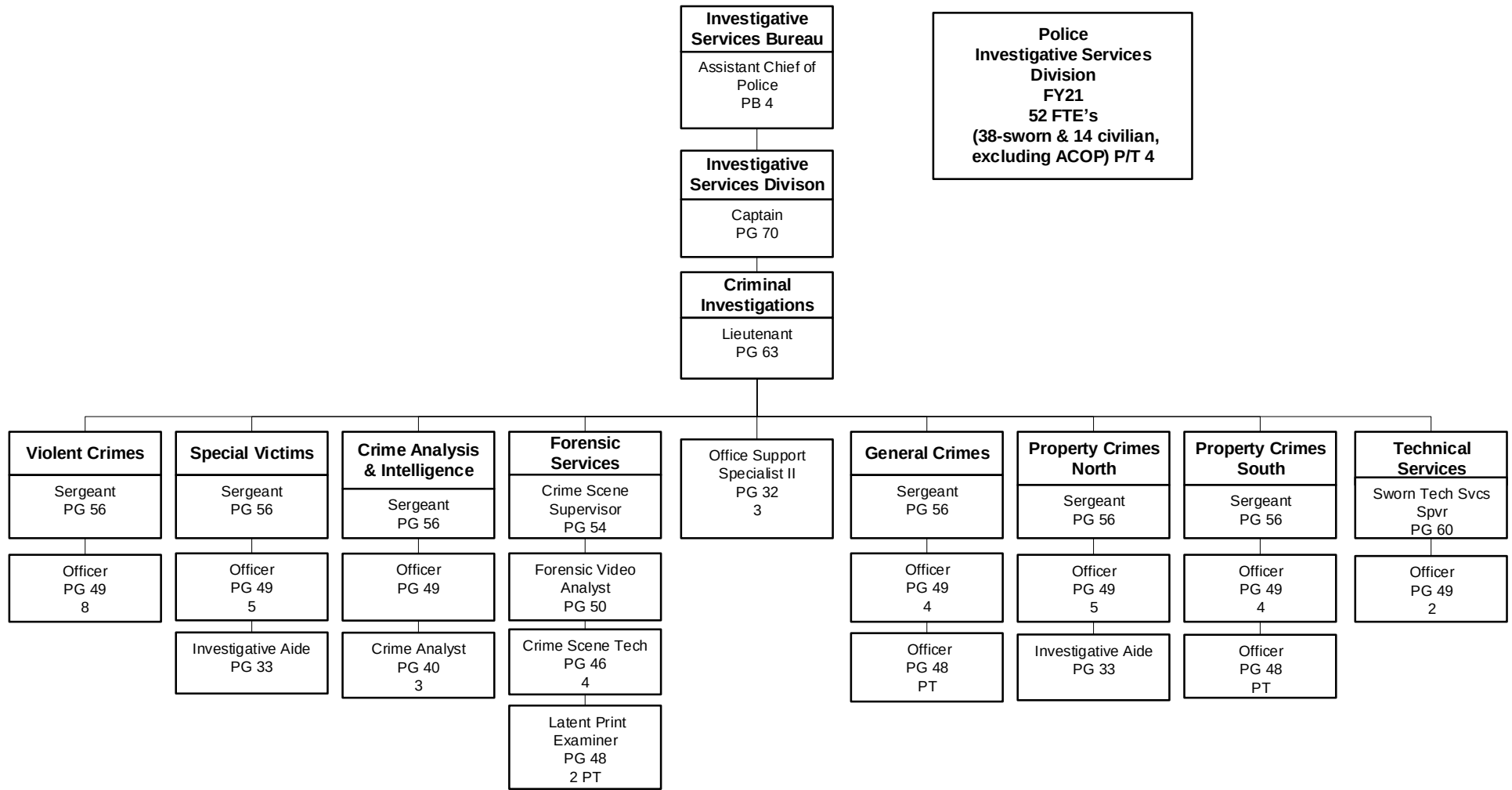


Figure G-83: Police Investigative Services Division Table of Organization

Police – Community Services – Table of Organization

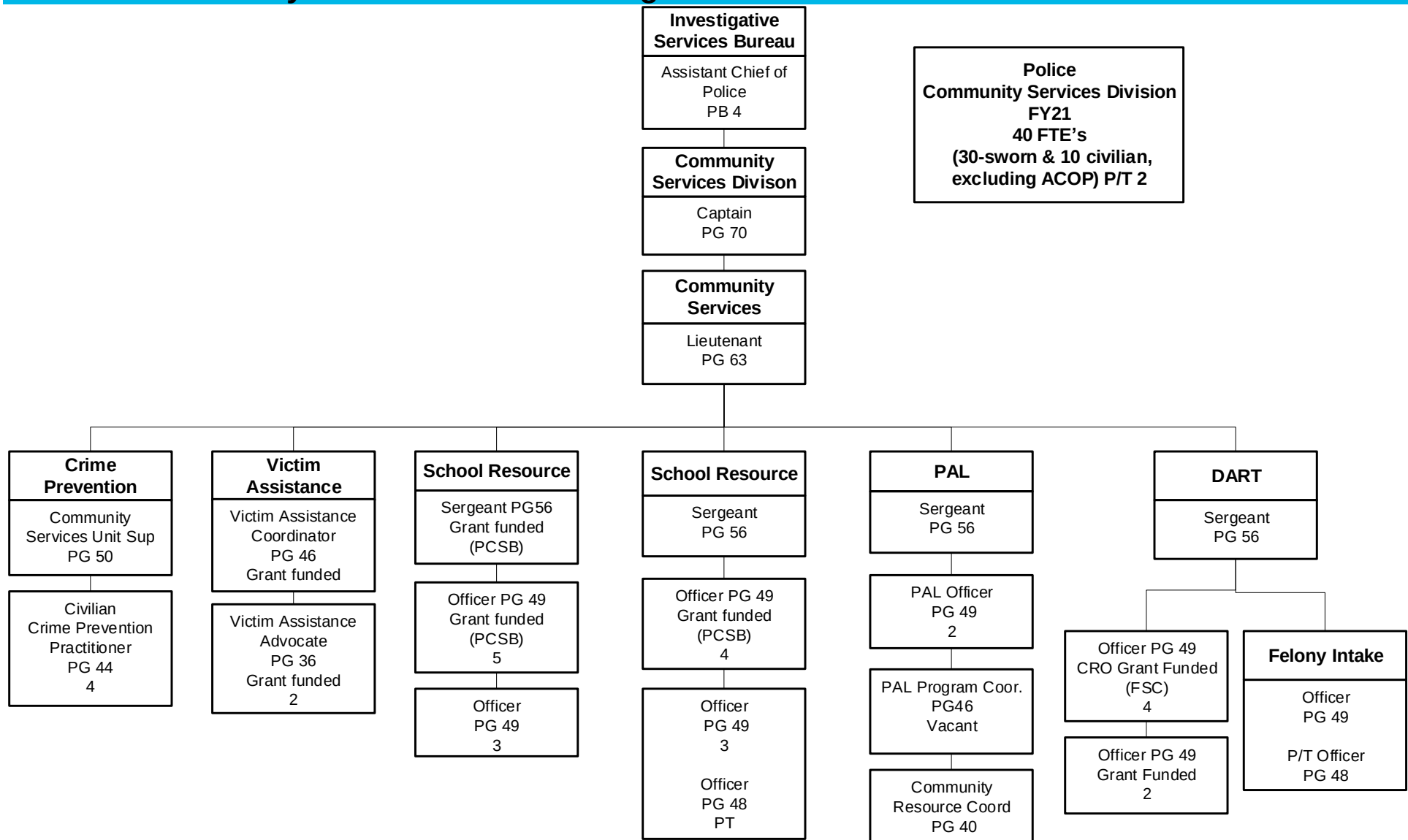


Figure G-84: Police Community Services Division Table of Organization

Police – Uniform Patrol Division – Table of Organization

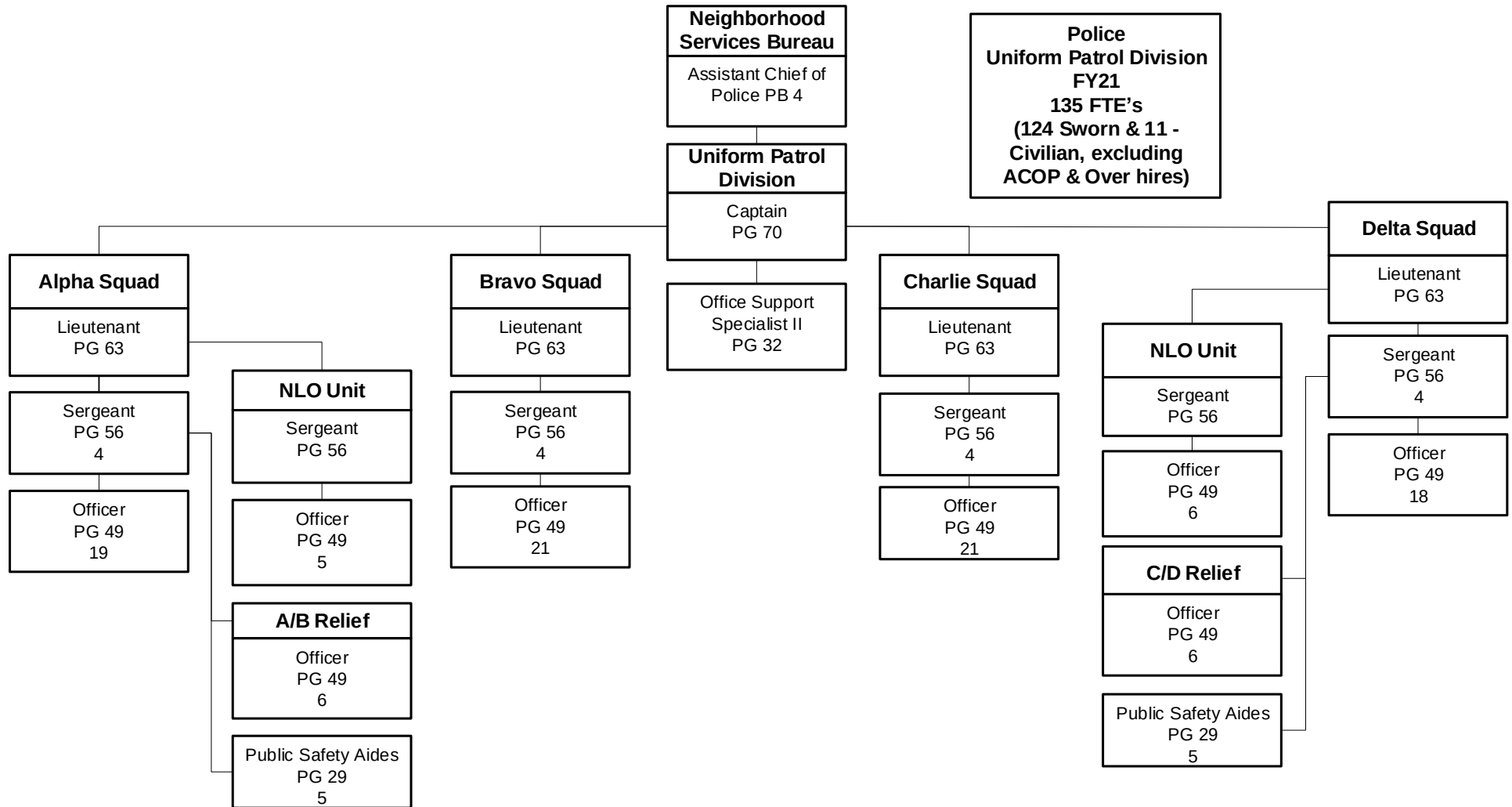


Figure G-85: Police Uniform Patrol Division Table of Organization

Police – Special Operations Division – Table of Organization

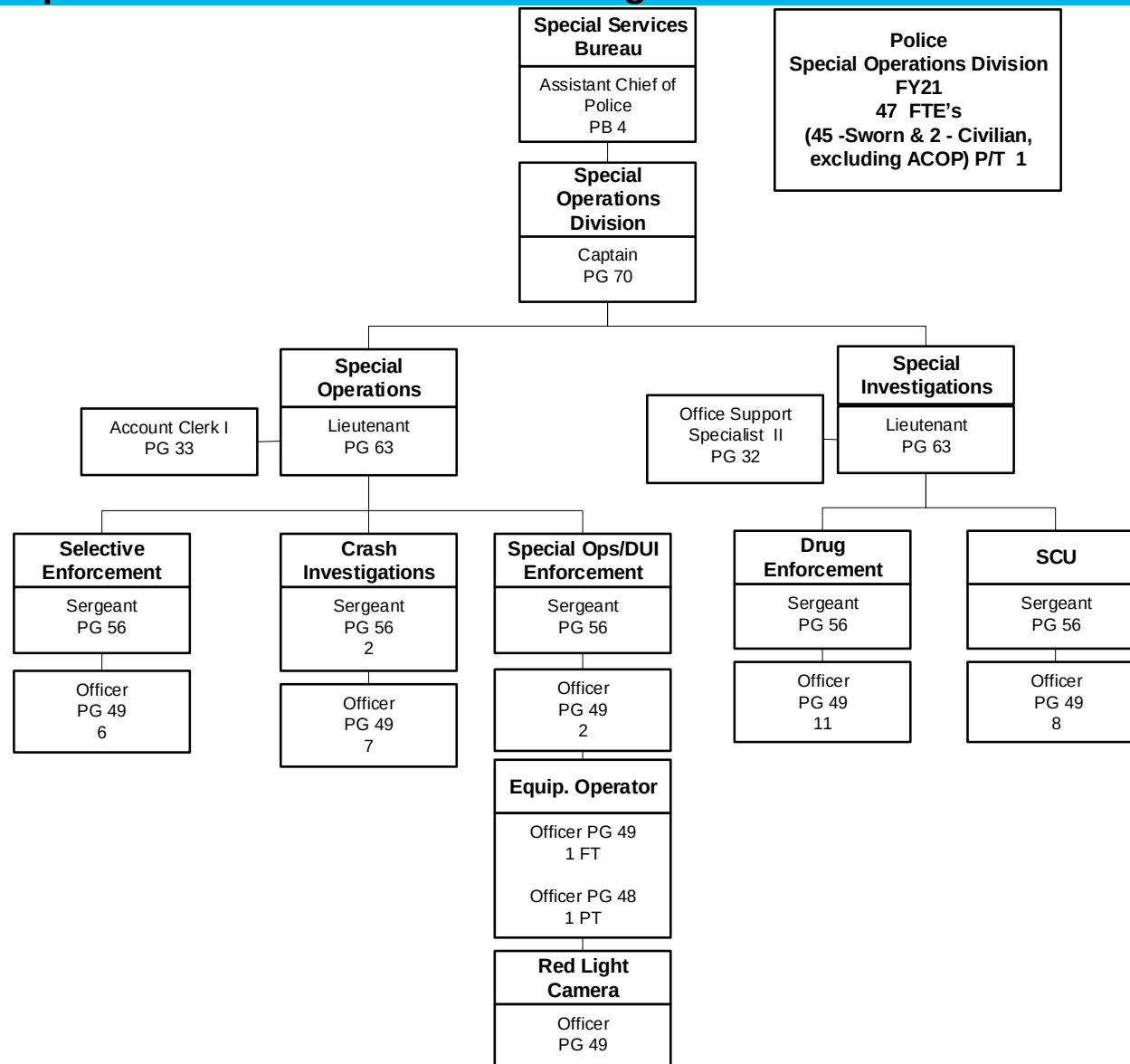


Figure G-86: Police Special Operations Division Table of Organization

Police – Support Services Division – Table of Organization

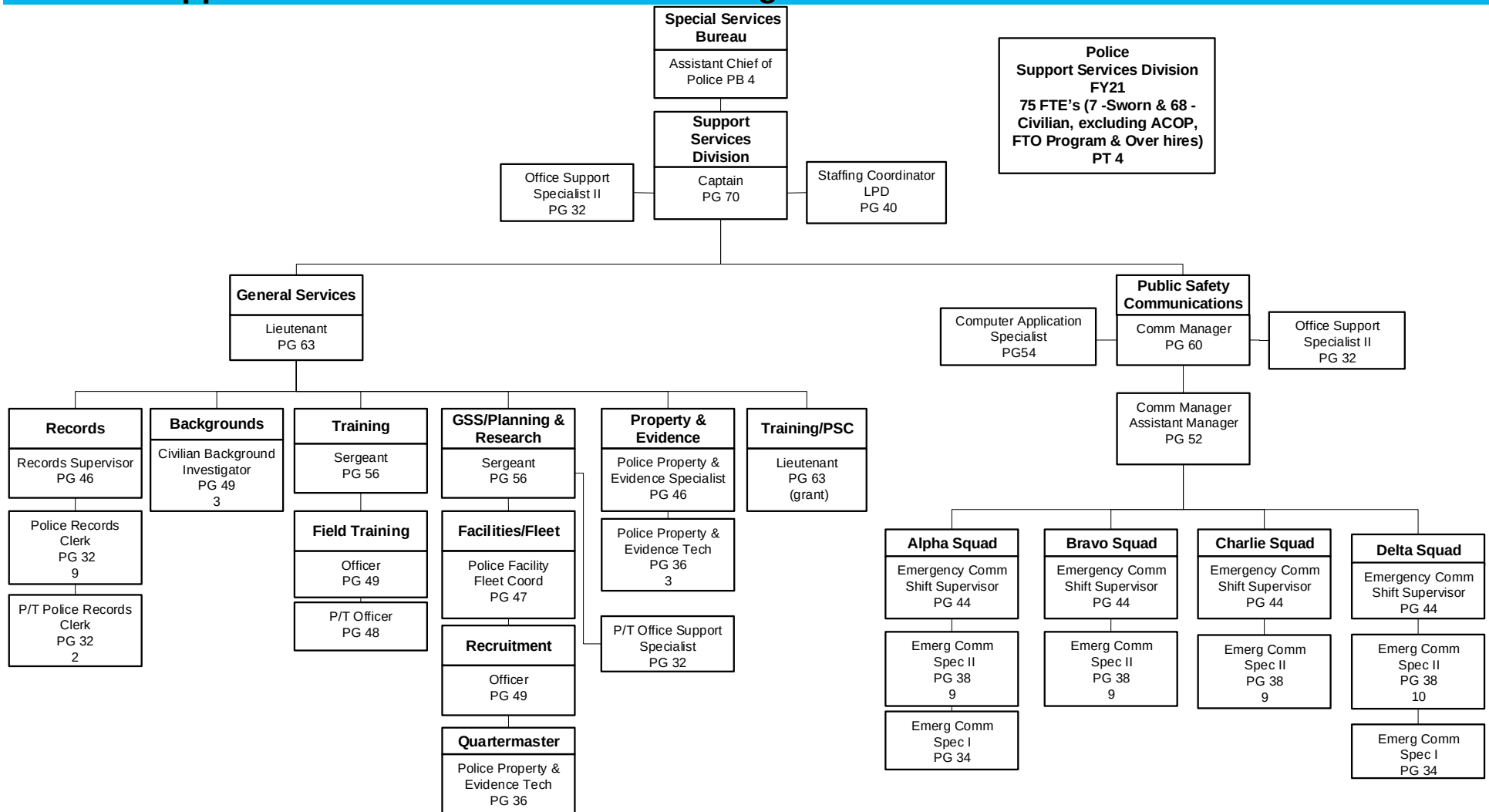


Figure G-87: Police Support Services Division Table of Organization

Police – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Police Chief	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Police Chief	3	3	PB4	\$76,303.89- \$141,723.88
Police General Counselor	1	1	PB4	\$76,303.89- \$141,723.88
Police Lieutenant	10	11	P63	\$60,565.03 -\$97,315.85
Police Sergeant	34	35	P56	\$51,715.51 -\$83,096.47
Police Officer	182	183	P49	\$42,863.52 -\$68,873.08
Police Captain	5	5	70	\$82,167.49 -\$127,468.75
Fiscal Operations Manager	1	1	63	\$69,268.76 -\$107,458.59
Communications Center Manager	1	1	60	\$64,380.37 -\$99,875.09
Sworn Tech Services Supervisor	1	1	60	\$64,380.37 -\$99,875.09
Public Relations & Information Manager	1	1	58	\$61,314.64 -\$95,119.14
Computer Application Specialist	0	1	54	\$55,614.18 -\$86,275.86
Crime Scene Supervisor	1	1	54	\$55,614.18 -\$86,275.86
PAL Executive Director	0	0	54	\$55,614.18 -\$86,275.86
Police Planning & Research Supervisor	1	0	54	\$55,614.18 -\$86,275.86
Comm. Center Assistant Manager	0	1	52	\$55,965.90 -\$82,167.49
Community Services Unit - Supervisor	1	1	50	\$50,443.71 -\$78,254.75
Forensic Video Analyst	1	1	50	\$50,443.71 -\$78,254.75
Civilian Background Investigator	2	3	49	\$49,228.02 -\$76,368.81
Red Light Camera Monitoring Officer	1	1	49	\$49,228.02 -\$76,368.81
Social Media Specialist	1	1	49	\$49,228.02 -\$76,368.81
Accreditation Manager	1	1	48	\$48,041.62 -\$74,528.33
Police Facility Fleet Coordinator	1	1	47	\$46,883.83 -\$72,732.20
Crime Scene Technician	4	4	46	\$45,753.94 -\$70,979.36
PAL Coordinator	0	1	46	\$45,753.94 -\$70,979.36
Police Administrative Coordinator	1	1	46	\$45,753.94 -\$70,979.36
Records Supervisor	1	1	46	\$45,753.94 -\$70,979.36
Property & Evidence Specialist	1	1	46	\$45,753.94 -\$70,979.36
Civilian Crime Prevention Practitioner	4	4	44	\$43,575.16 -\$67,599.39
Emergency Communications Shift Supervisor	4	4	44	\$43,575.16 -\$67,599.39
Community Resources Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Crime Analyst	3	3	40	\$39,523.97 -\$61,314.64
ECS Training Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Legal Assistant	1	1	40	\$39,523.97 -\$61,314.64
Staffing Coordinator LPD	2	2	40	\$39,523.97 -\$61,314.64

Figure G-88: Police Positions – Part 1

Police – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Emergency Communications Specialist II	39	39	38	\$37,641.88 -\$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
Police Property & Evidence Tech	4	4	36	\$35,849.40 -\$55,614.18
Emergency Communications Specialist I	2	2	34	\$34,142.28 -\$52,965.90
Accounting Clerk I	3	3	33	\$33,319.46 -\$51,689.42
Investigative Aide	2	2	33	\$33,319.46 -\$51,689.42
Police Records Clerk	9	9	32	\$32,516.47 -\$50,443.71
Office Support Specialist II	8	8	32	\$32,516.47 -\$50,443.71
Public Safety Aide I	10	10	29	\$30,221.73 -\$46,883.83
Office Support Specialist I	1	1	28	\$29,493.39 -\$45,753.94
TOTAL FULL TIME EMPLOYEES	353	356		

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Police Sergeant - IPS Coordinator	1	1	56	\$58,394.91 -\$90,589.66
Police Sergeant - SRO	1	1	56	\$58,394.91 -\$90,589.66
Police Officer - SRO	10	10	49	\$49,228.02 -\$76,368.81
Victim Assistance Coordinator -VOCA	1	1	46	\$45,753.94 -\$70,979.36
Victim Assistance Advocate - VOCA	2	2	36	\$35,849.40 -\$55,614.18
TOTAL GRANT FUNDED POSITIONS	15	16		

Investigator Asset Forfeiture	1	1	50	\$50,443.71 -\$78,254.75
Latent Print Examiner	2	2	48	\$48,041.62 -\$74,528.33
Police Officer	5	5	48	\$48,041.62 -\$74,528.33
Legal Assistant	1	0	40	\$39,523.97 -\$61,314.64
Emergency Communications Specialist II	2	0	38	\$37,641.88 -\$58,394.91
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Police Records Clerk	2	2	32	\$32,516.47 -\$50,443.71
TOTAL PART TIME EMPLOYEES	14	11		

TOTAL FT	368	372
TOTAL PT	14	11

Figure G-89: Police Positions – Part 2

Public Works – Director – Table of Organization

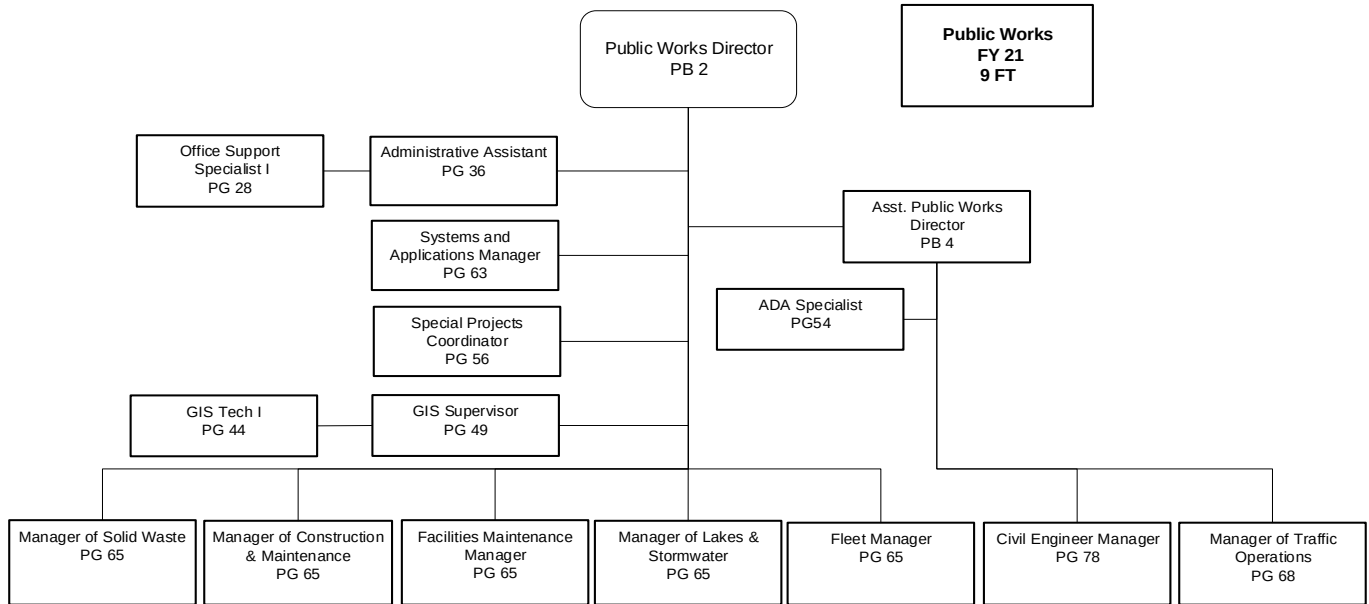


Figure G-90: Public Works Director Table of Organization

Public Works – Director – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Public Works Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Director of Public Works	1	1	PB4	\$76,303.89- \$141,723.88
Systems & Applications Manager	1	1	63	\$69,268.76 -\$107,458.59
GIS Supervisor	1	1	58	\$61,314.64 -\$95,119.14
Special Projects Coordinator	1	1	56	\$58,394.91 -\$90,589.66
ADA Specialist	1	1	54	\$55,614.18 -\$86,275.86
GIS Tech I	1	1	44	\$43,575.16 -\$67,599.39
Office Support Specialist I	1	1	28	\$29,493.39 -\$45,753.94
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
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

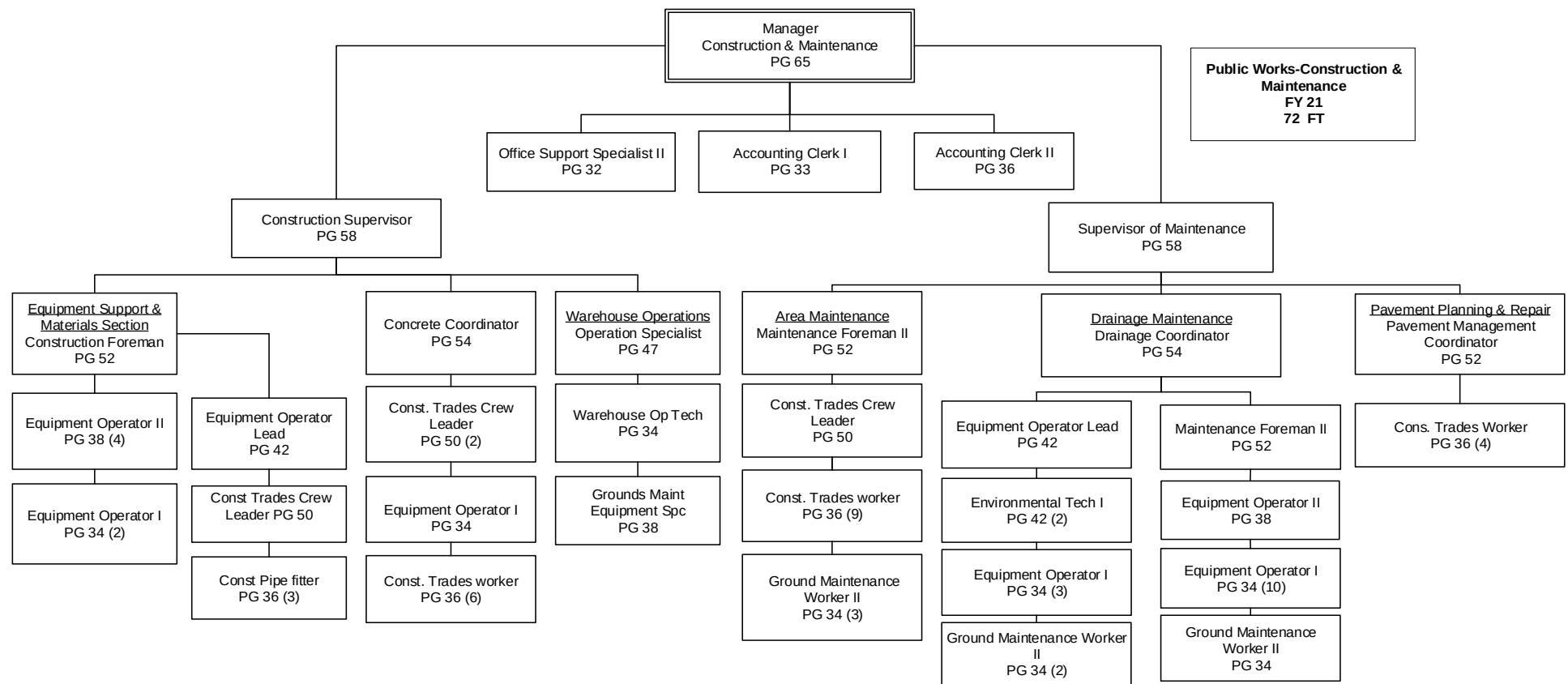


Figure G-92: Public Works Construction & Maintenance Table of Organization

Public Works – Construction and Maintenance – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager of Construction & Maintenance	1	1	65	\$72,732.20 - \$112,831.53
Construction Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Supervisor of Maintenance-Public Works	1	1	58	\$61,314.64 - \$95,119.14
Concrete Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Drainage Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Construction Foreman	1	1	52	\$52,965.90 - \$82,167.49
Maintenance Foreman	2	2	52	\$52,965.90 - \$82,167.49
Pavement Management Coordinator	1	1	52	\$52,965.90 - \$82,167.49
Construction Trades Crew Leader	4	4	50	\$50,443.71 - \$78,254.75
Operations Specialist	1	1	47	\$46,883.83 - \$72,732.20
Environmental Technician I	2	2	42	\$41,500.17 - \$64,380.37
Equipment Operator, Lead	2	2	42	\$41,500.17 - \$64,380.37
Equipment Operator II	5	5	38	\$37,641.88 - \$58,394.91
Grounds Maintenance Equipment Specialist	1	1	38	\$37,641.88 - \$58,394.91
Accounting Clerk II	1	1	36	\$35,849.40 - \$55,614.18
Construction Pipefitter	3	3	36	\$35,849.40 - \$55,614.18
Construction Trades Worker	19	19	36	\$35,849.40 - \$55,614.18
Equipment Operator I	16	16	34	\$34,142.28 - \$52,965.90
Grounds Maintenance Worker II	6	6	34	\$34,142.28 - \$52,965.90
Warehouse Operations Technician	1	1	34	\$34,142.28 - \$52,965.90
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
TOTAL FULL TIME EMPLOYEES	72	72		
TOTAL FT	72	72		

Figure G-93: Public Works Construction & Maintenance Positions

Public Works – Engineering – Table of Organization

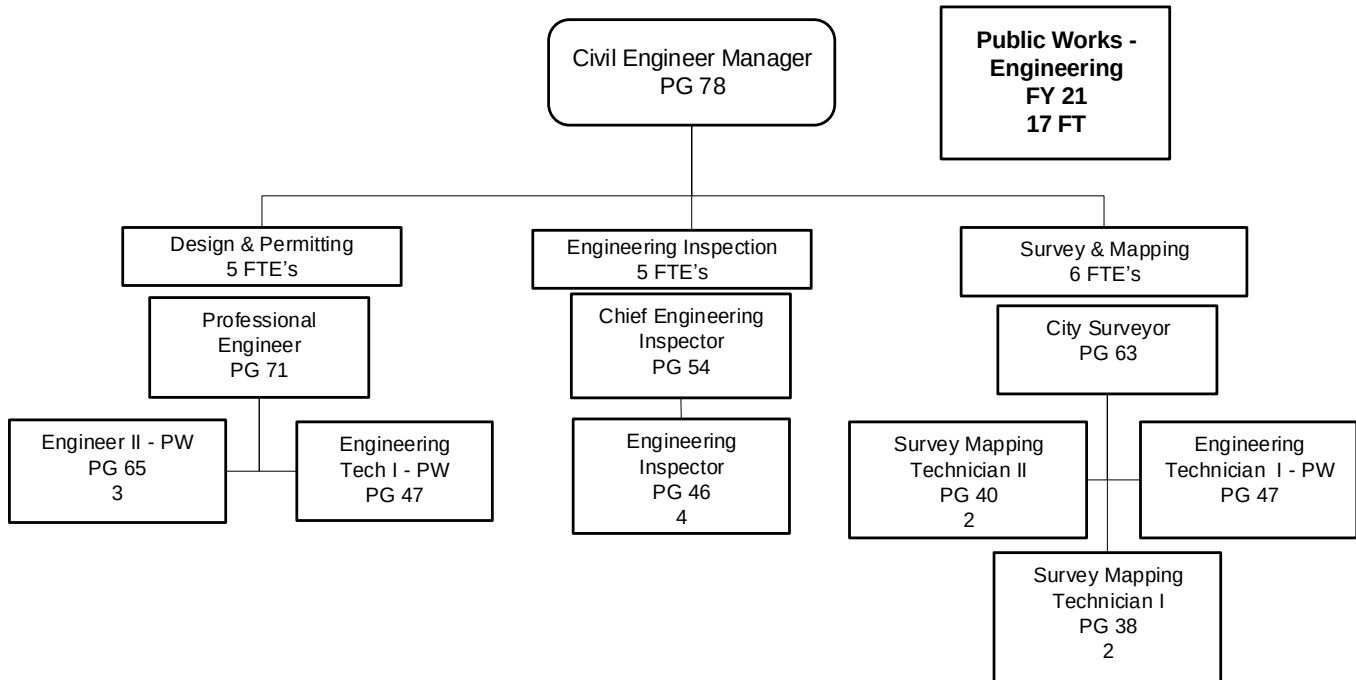


Figure G-94: Public Works Engineering Table of Organization

Public Works – Engineering – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Civil Engineer Manager	1	1	78	\$99,875.09 - \$154,939.05
Professional Engineer - Public Works	1	1	71	\$84,196.63 - \$130,616.60
Engineer II - Public Works	3	3	65	\$72,732.20 - \$112,831.53
City Surveyor	1	1	63	\$69,268.76 - \$107,458.59
Chief Engineering Inspector	1	1	54	\$55,614.18 - \$86,275.86
Engineering Technician I - PW	2	2	47	\$46,883.83 - \$72,732.20
Engineering Inspector	4	4	46	\$45,753.94 - \$70,979.36
Survey Mapping Technician II	2	2	40	\$39,523.97 - \$61,314.64
Survey Mapping Technician I	2	2	38	\$37,641.88 - \$58,394.91
TOTAL FULL TIME EMPLOYEES	17	17		
TOTAL FT	17	17		

Figure G-95: Public Works Engineering Positions

Public Works – Facilities Maintenance – Table of Organization

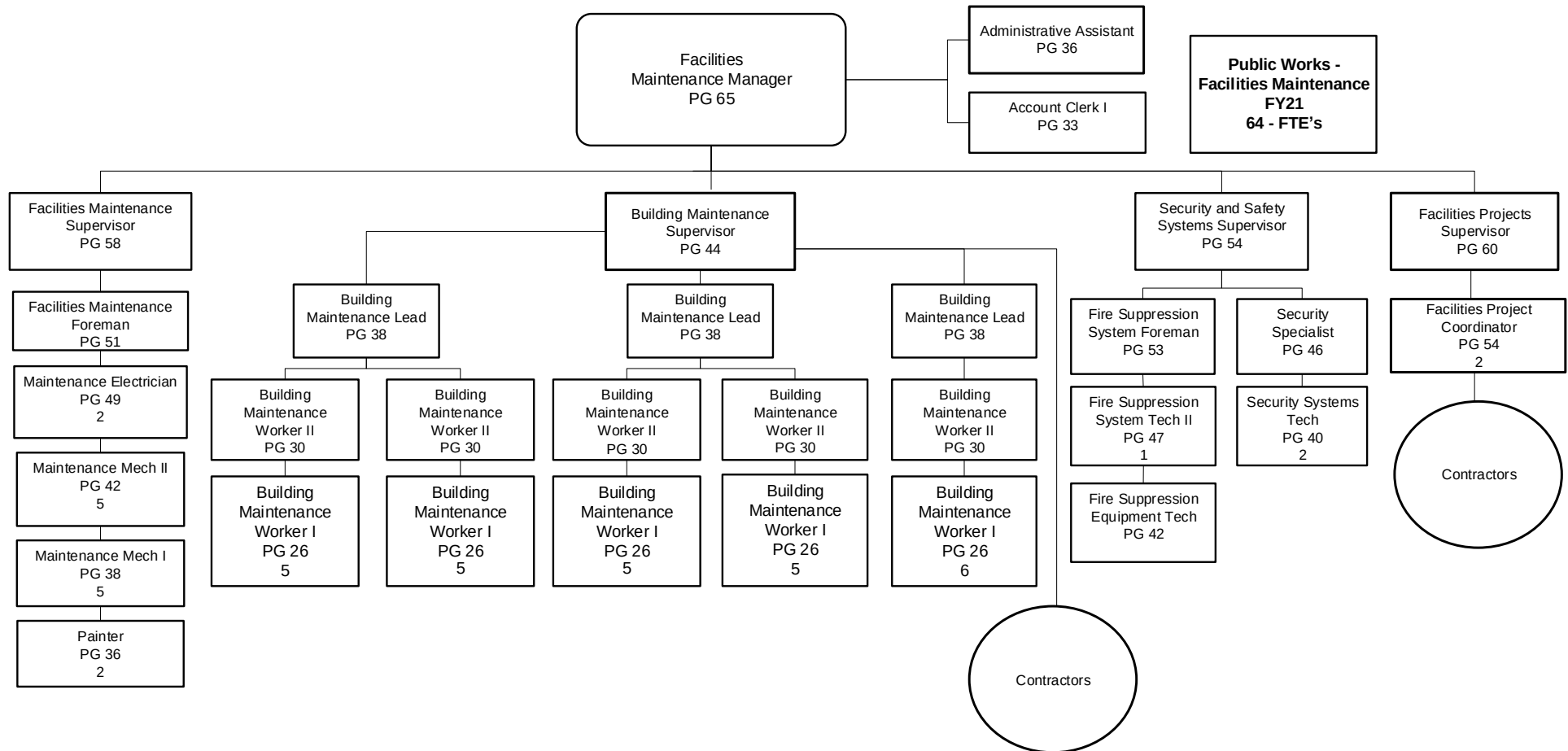


Figure G-96: Public Works Facilities Maintenance Table of Organization

Public Works – Facilities Maintenance – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Facilities Maintenance Manager	1	1	65	\$72,732.20 - \$112,831.53
Facilities Project Supervisor	1	1	60	\$64,380.37 - \$99,875.09
Facilities Maintenance Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Facilities Project Coordinator	2	2	54	\$55,614.18 - \$86,275.86
Security and Safety Systems Supervisor	1	1	54	\$55,614.18 - \$86,275.86
Facilities Maintenance Foreman	1	1	52	\$52,965.90 - \$82,167.49
Maintenance Electrician	2	2	49	\$49,228.02 - \$76,368.81
Security Specialist	1	1	46	\$45,753.94 - \$70,979.36
Maintenance Mechanic II	6	5	42	\$41,500.17 - \$64,380.37
Security Systems Tech	2	2	40	\$39,523.97 - \$61,314.64
Maintenance Mechanic I	4	5	38	\$37,641.88 - \$58,394.91
Administrative Assistant	1	1	36	\$35,849.40 - \$55,614.18
Painter	2	2	36	\$35,849.40 - \$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
TOTAL MAINTENANCE FULL TIME EMPLOYEES	26	26		
Building Maintenance Supervisor	1	1	44	\$43,575.16 - \$67,599.39
Building Maintenance Lead	3	3	38	\$37,641.88 - \$58,394.91
Building Maintenance Worker II	5	5	30	\$30,968.06 - \$48,041.62
Building Maintenance Worker I	26	26	26	\$28,088.94 - \$43,575.16
TOTAL JANITORIAL FULL TIME EMPLOYEES	35	35		
Fire Suppression System Foreman	1	1	53	\$54,273.89 - \$84,196.63
Fire Suppression System Technician	2	1	47	\$46,883.83 - \$72,732.20
Fire Suppression Equipment Technician	0	1	42	\$41,500.17 - \$64,380.37
TOTAL FIRE SAFETY TEAM FULL TIME EMPLOYEES	3	3		
TOTAL FT				64

Figure G-97: Public Works Facilities Maintenance Positions

Public Works – Fleet – Table of Organization

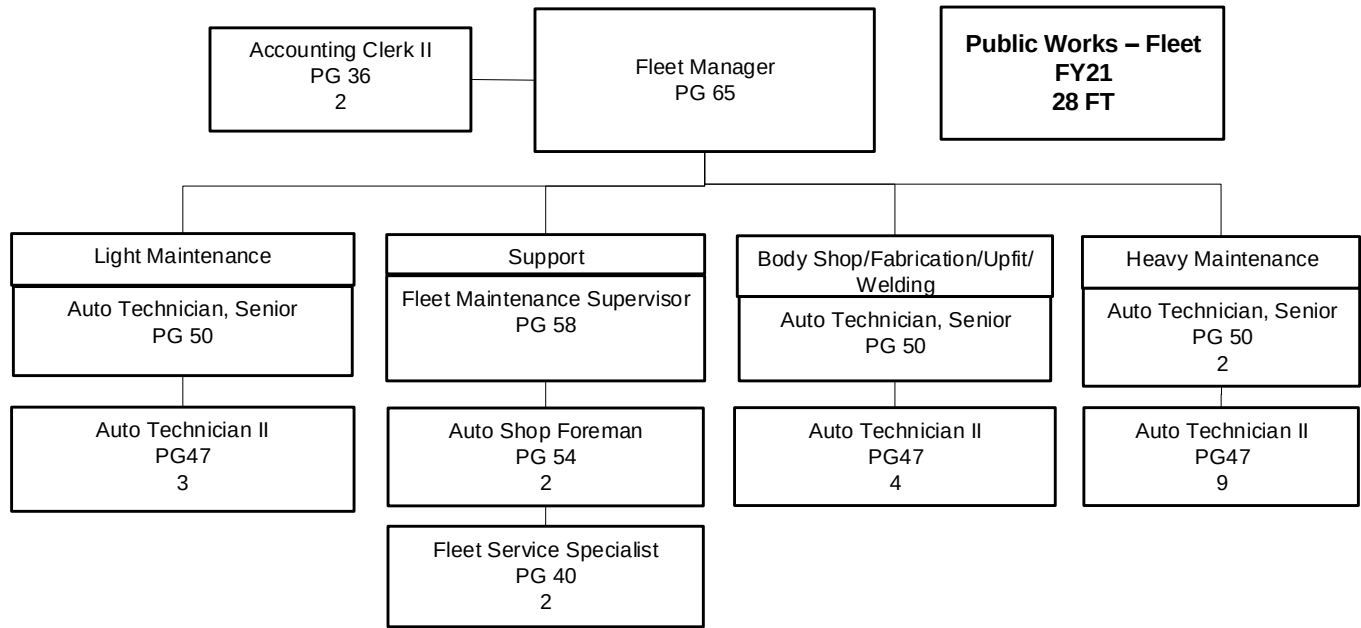


Figure G-98: Public Works Fleet Table of Organization

Public Works – Fleet – Positions

Public Works - Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Fleet Manager	1	1	65	\$72,732.20 - \$112,831.53
Fleet Maintenance Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Automotive Shop Foreman	2	2	54	\$55,614.18 - \$86,275.86
Automotive Technician, Sr	4	4	50	\$50,443.71 - \$78,254.75
Automotive Technician II	15	16	47	\$46,883.83 - \$72,732.20
Fleet Service Specialist	2	2	40	\$39,523.97 - \$61,314.64
Accounting Clerk II	2	2	36	\$35,849.40 - \$55,614.18
Automotive Mechanic Helper	1	0	20	\$24,264.28 - \$37,641.88
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

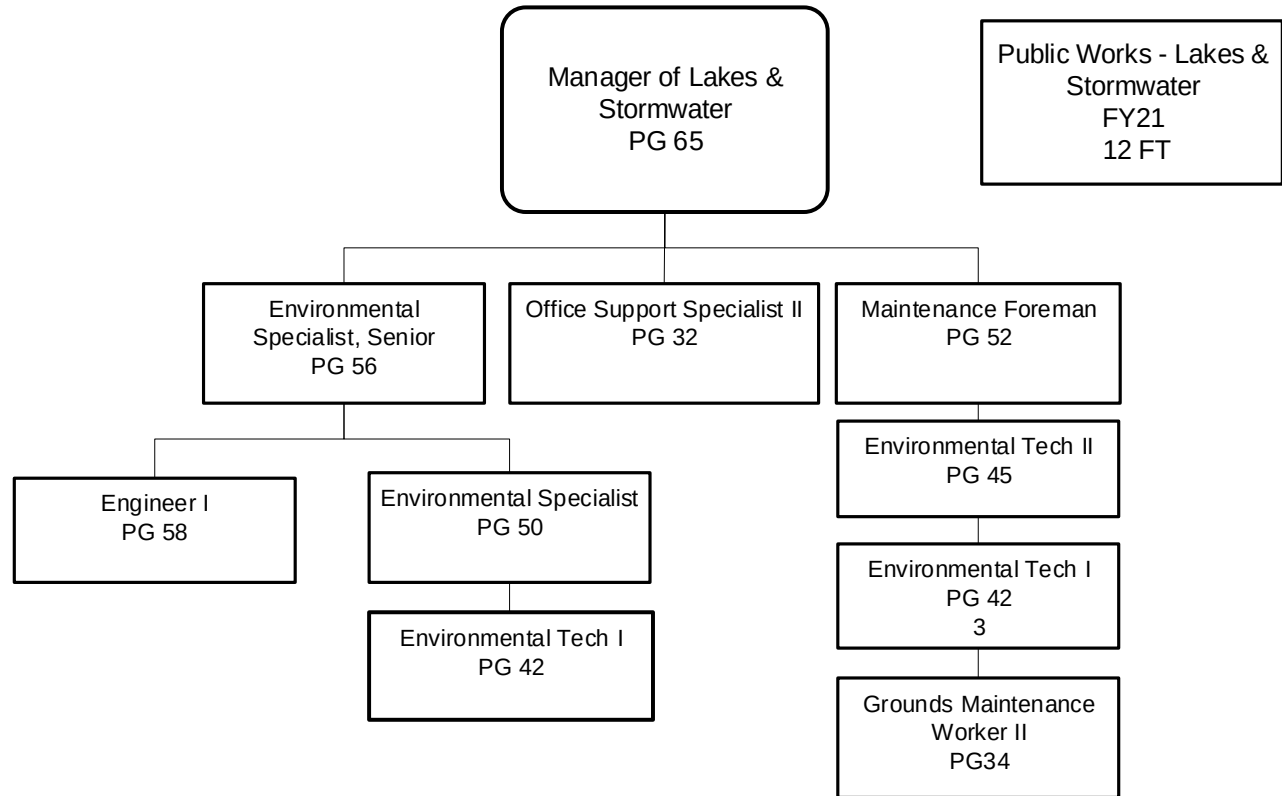


Figure G-100: Public Works Lakes & Stormwater Table of Organization

Public Works – Lakes and Stormwater – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Manager of Lakes & Stormwater	1	1	65	\$72,732.20 - \$112,831.53
Engineer I	1	1	58	\$61,314.64 - \$95,119.14
Environmental Specialist, Sr	1	1	56	\$58,394.91 - \$90,589.66
Maintenance Foreman	1	1	52	\$52,965.90 - \$82,167.49
Environmental Specialist	1	1	50	\$50,443.71 - \$78,254.75
Environmental Tech II	2	2	45	\$44,651.27 - \$69,268.76
Environmental Tech I	3	3	42	\$41,500.17 - \$64,380.37
Grounds Maintenance Worker II	1	1	34	\$34,142.28 - \$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
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

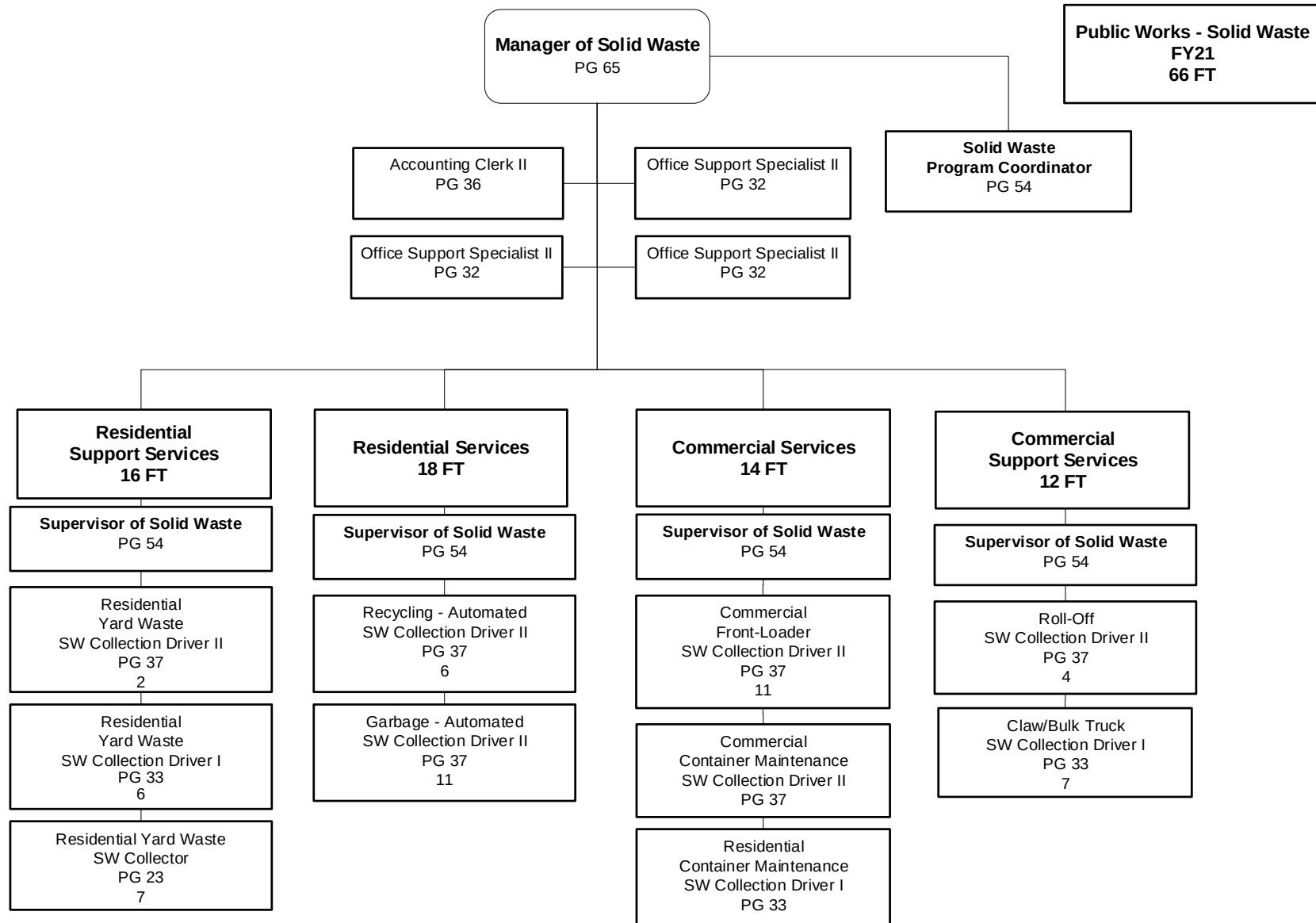


Figure G-102: Public Works Solid Waste Table of Organization

Public Works – Solid Waste - Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Manager of Solid Waste	1	1	65	\$72,732.20 -\$112,831.53
Solid Waste Program Coordinator	1	1	54	\$55,614.18 -\$86,275.86
Supervisor of Solid Waste	4	4	54	\$55,614.18 -\$86,275.86
Solid Waste Collection Driver II	35	35	37	\$36,734.70 -\$56,987.59
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Solid Waste Collection Driver I	14	14	33	\$33,319.46 -\$51,689.42
Office Support Specialist II	3	3	32	\$32,516.47 -\$50,443.71
Solid Waste Collector	7	7	23	\$26,106.67 -\$40,500.01
TOTAL FULL TIME EMPLOYEES	66	66		
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)

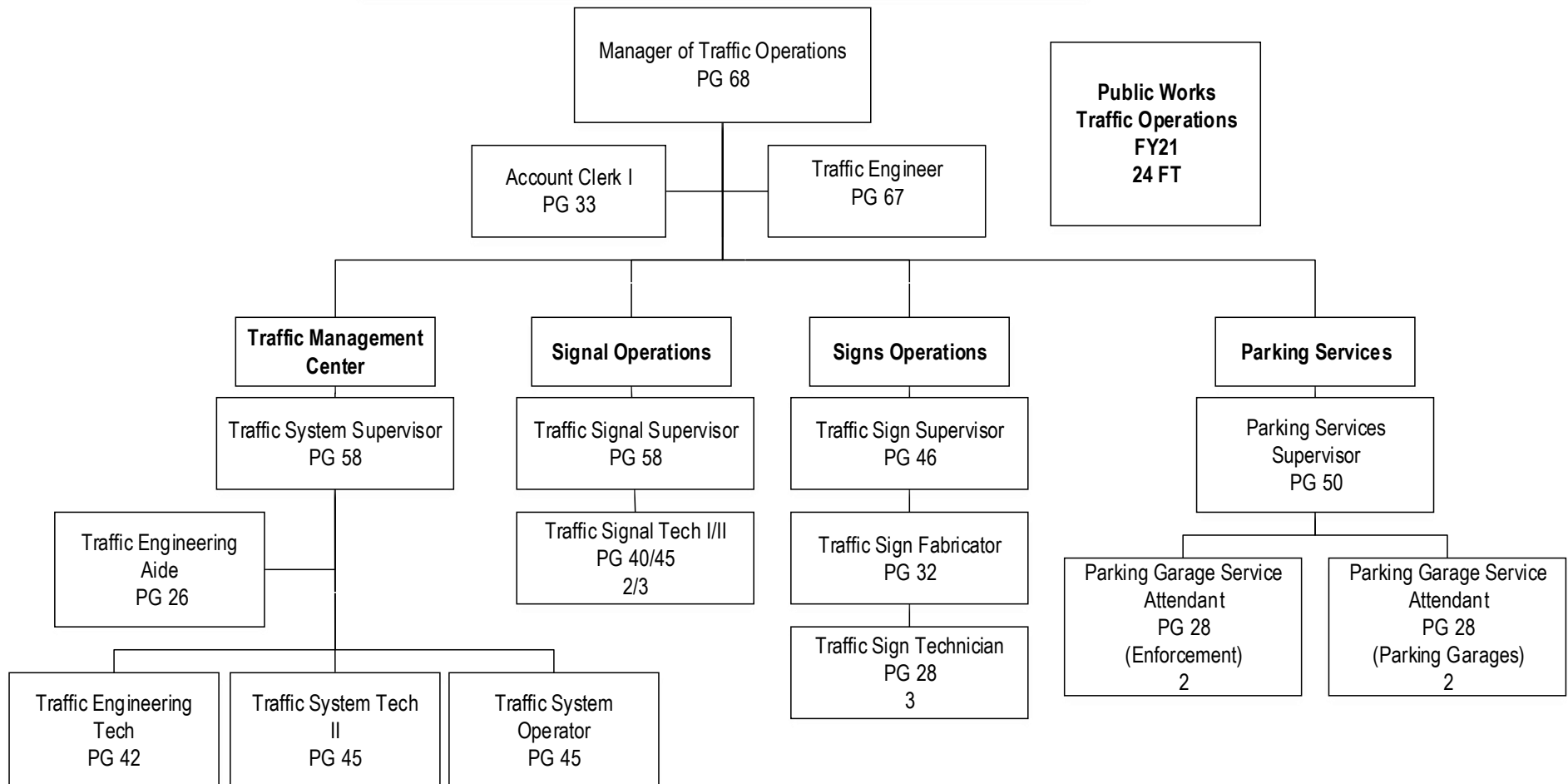


Figure G-104: Public Works Traffic Operations Table of Organization

Public Works – Traffic and Parking – Positions

<i>Traffic</i>		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Manager of Traffic Operations	1	1	68	\$78,254.75 -\$121,398.80
	Traffic Engineer	1	1	67	\$76,368.81 -\$118,473.10
	Traffic Signal Supervisor	1	1	58	\$61,314.64 -\$95,119.14
	Traffic System Supervisor	1	1	58	\$61,314.64 -\$95,119.14
	Traffic Sign Supervisor	1	1	46	\$45,753.94 -\$70,979.36
	Traffic Signal Technician II	5	5	45	\$44,651.27 -\$69,268.76
	Traffic System Operator	1	1	45	\$44,651.27 -\$69,268.76
	Traffic System Technician II	1	1	45	\$44,651.27 -\$69,268.76
	Traffic Engineering Technician	1	1	42	\$41,500.17 -\$64,380.37
	Accounting Clerk I	1	1	33	\$33,319.46 -\$51,689.42
	Traffic Sign Fabricator	1	1	32	\$32,516.47 -\$50,443.71
	Traffic Sign Technician	3	3	28	\$29,493.39 -\$45,753.94
	Traffic Engineering Aide	1	1	26	\$28,088.94 -\$43,575.16
	FULL TIME EMPLOYEES	19	19		

<i>Parking</i>		FY20	FY21		
	Personnel	Current	Proposed	PG	Salary Range
	Parking Services Supervisor	1	1	50	\$50,443.71 -\$78,254.75
	Parking Garage Svc Attendant	4	4	28	\$29,493.39 -\$45,753.94
	FULL TIME EMPLOYEES	5	5		

TOTAL FT 24 24

Figure G-105: Public Works Traffic Operations Positions

Purchasing and Risk Management – Table of Organization

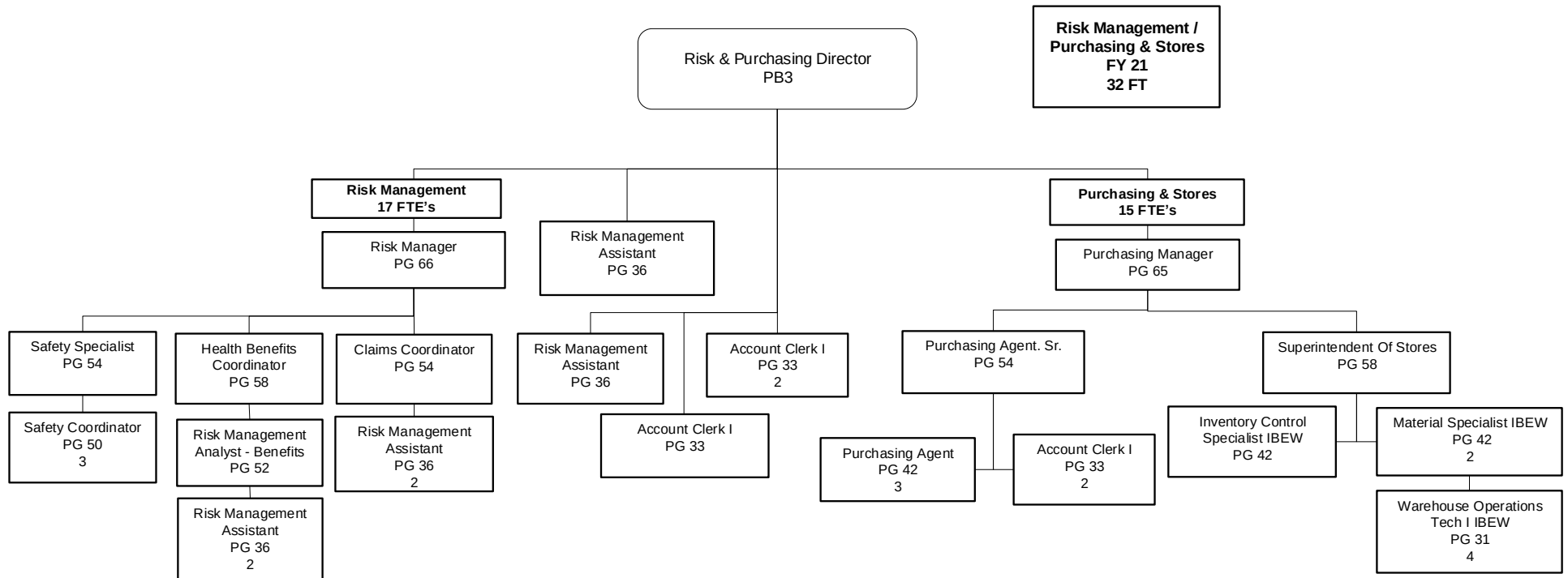


Figure G-106: Purchasing and Risk Management Table of Organization

Purchasing and Risk Management – Positions

Risk Management	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Risk & Purchasing Director	1	1	PB3	\$86,651.77 - \$160,928.04
Risk Manager	1	1	66	\$74,528.33 - \$115,617.91
Health Benefits Coordinator	1	1	58	\$61,314.64 - \$95,119.14
Claims Coordinator	1	1	54	\$55,614.18 - \$86,275.86
Safety Specialist	1	1	54	\$55,614.18 - \$86,275.86
RM Analyst - Benefits	1	1	52	\$52,965.90 - \$82,167.49
Safety Coordinator	3	3	50	\$50,443.71 - \$78,254.75
Risk Management Assistant	6	6	36	\$35,849.40 - \$55,614.18
Accounting Clerk I	1	1	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	16	16		

Purchasing and Stores	FY20	FY21		
Personnel	Current	Proposed	PG	Salary Range
Purchasing Manager	1	1	65	\$72,732.20 - \$112,831.53
Superintendent of Stores	1	1	58	\$61,314.64 - \$95,119.14
Purchasing Agent, Sr	1	1	54	\$55,614.18 - \$86,275.86
Inventory Control Specialist IBEW	1	1	42	\$41,500.17 - \$64,380.37
Material Specialist IBEW	2	2	42	\$41,500.17 - \$64,380.37
Purchasing Agent	3	3	42	\$41,500.17 - \$64,380.37
Warehouse Operations Tech I - IBEW	4	4	PU34	\$34,142.28 - \$52,965.90
Accounting Clerk I	3	3	33	\$33,319.46 - \$51,689.42
TOTAL FULL TIME EMPLOYEES	16	16		

TOTAL FT 32 32

Figure G-107: Purchasing and Risk Management Positions

RP Funding Center – Table of Organization

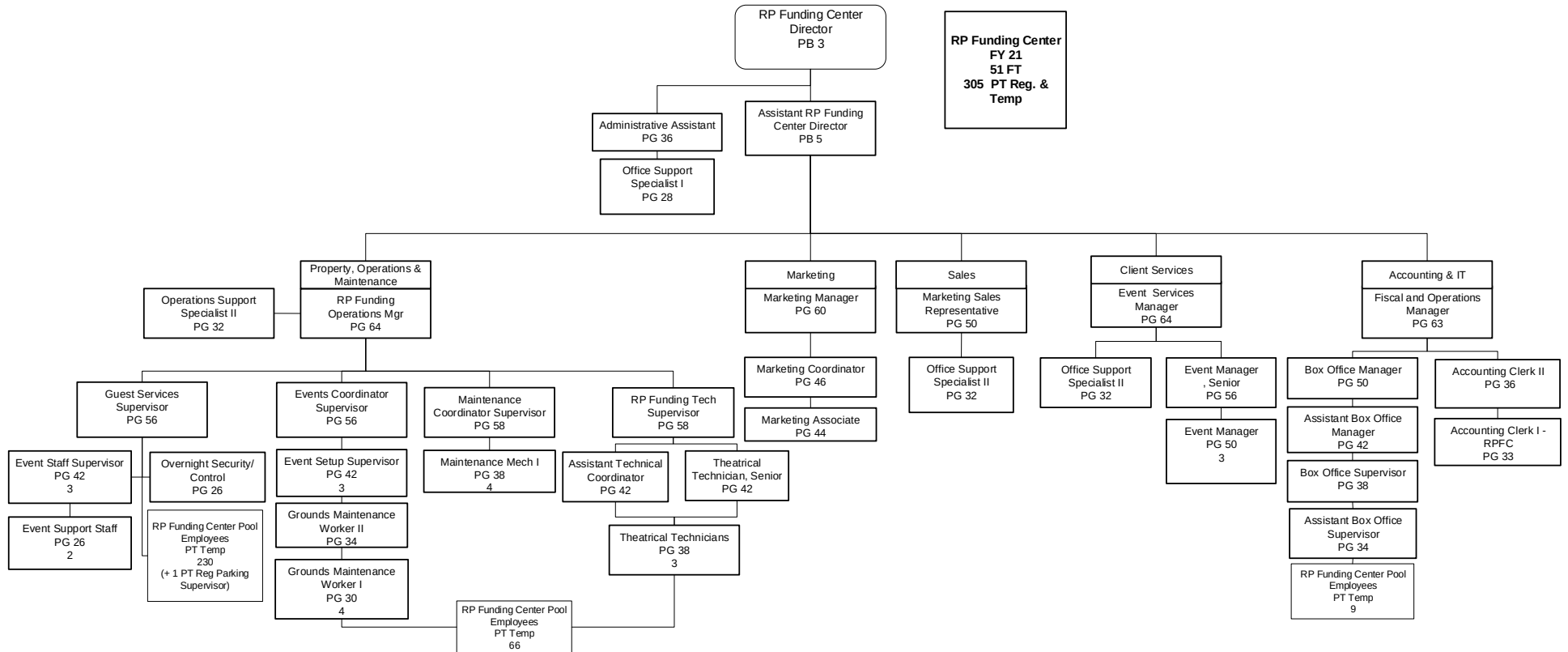


Figure G-108: RP Funding Center Table of Organization

RP Funding Center - Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
RP Funding Center Director	1	1	PB3	\$86,651.77 - \$160,928.04
Assistant RP Funding Center Director	1	1	PB5	\$68,799.35 - \$127,763.57
Client Services Manager	1	0	64	\$70,979.36 - \$110,112.29
Event Services Manager	0	1	64	\$70,979.36 - \$110,112.29
Fiscal Operations Manager RPFC	1	1	63	\$69,268.76 - \$107,458.59
Marketing Manager	1	1	60	\$64,380.37 - \$99,875.09
Client Services Coordinator, Sr.	1	0	56	\$58,394.91 - \$90,589.66
Event Manager, Sr	0	1	56	\$58,394.91 - \$90,589.66
Guest Services Supervisor	1	1	56	\$58,394.91 - \$90,589.66
Client Services Coordinator	3	0	50	\$50,443.71 - \$78,254.75
Event Manager	0	3	50	\$50,443.71 - \$78,254.75
Marketing Sales Representative	1	1	50	\$50,443.71 - \$78,254.75
Marketing Coordinator	1	1	46	\$45,753.94 - \$70,979.36
Marketing Associate	1	1	44	\$43,575.16 - \$67,599.39
Accounting Clerk II - RPFC	1	1	36	\$35,849.40 - \$55,614.18
Administrative Assistant -RPFC	1	1	36	\$35,849.40 - \$55,614.18
Accounting Clerk I -RPFC	1	1	33	\$33,319.46 - \$51,689.42
Office Support Specialist II - RPFC	2	2	32	\$32,516.47 - \$50,443.71
Office Support Specialist I	1	1	28	\$29,493.39 - \$45,753.94
ADMINISTRATION FULL TIME EMPLOYEES	19	19		

Figure G-109: RP Funding Center Positions – Part 1

RP Funding Center - Positions

Personnel	FY20 Current	FY21 Proposed		
RP Funding Center Operations Manager	1	1	64	\$70,979.36 -\$110,112.29
Maintenance Coordinator Supervisor	1	1	58	\$61,314.64 -\$95,119.14
RP Funding Tech Supervisor	1	1	58	\$61,314.64 -\$95,119.14
Events Coordinator Supervisor	1	1	56	\$58,394.91 -\$90,589.66
Assistant Technical Coordinator	1	1	42	\$41,500.17 -\$64,380.37
Event Setup Supervisor	3	3	42	\$41,500.17 -\$64,380.37
Event Staff Supervisor	3	3	42	\$41,500.17 -\$64,380.37
Theatre Technician, Sr	1	1	42	\$41,500.17 -\$64,380.37
Maintenance Mech I	4	4	38	\$37,641.88 -\$58,394.91
Theatrical Technician	3	3	38	\$37,641.88 -\$58,394.91
Grounds Maintenance Worker II - RPFC	1	1	34	\$34,142.28 -\$52,965.90
Office Support Specialist II - RPFC	1	1	32	\$32,516.47 -\$50,443.71
Grounds Maintenance Worker I - RPFC	4	4	30	\$30,968.06 -\$48,041.62
Event Support Staff	2	2	26	\$28,088.94 -\$43,575.16
Overnight Security/Control	1	1	26	\$28,088.94 -\$43,575.16
OPERATIONS FULL TIME EMPLOYEES	28	28		
Box Office Manager	1	1	50	\$50,443.71 -\$78,254.75
Assistant Box Office Manager	1	1	42	\$41,500.17 -\$64,380.37
Box Office Supervisor	1	1	38	\$37,641.88 -\$58,394.91
Assistant Box Office Supervisor	1	1	34	\$34,142.28 -\$52,965.90
BOX-OFFICE FULL-TIME EMPLOYEES	4	4		
RP Funding Center Pool Employee	305	305	*P	\$18,106.39 -\$162,686.01
PART TIME EMPLOYEES	305	305		
TOTAL FT	51	51		
TOTAL PT	305	305		

Figure G-110: RP Funding Center Positions – Part 2

Retirement Services – Table of Organization

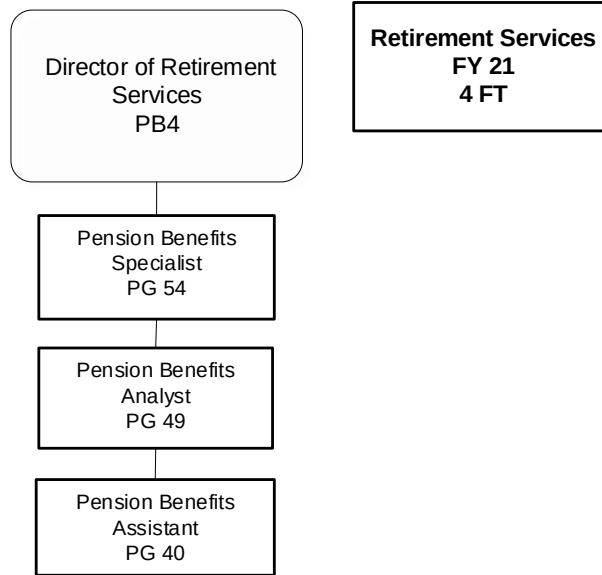


Figure G-111: Retirement Services Table of Organization

Retirement Services – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Director of Retirement Services	1	1	PB4	\$76,303.89- \$141,723.88
Pension Benefits Specialist	1	1	54	\$55,614.18 -\$86,275.86
Pension Benefits Analyst	1	1	49	\$49,228.02 -\$76,368.81
Pension Benefits Assistant	1	1	40	\$39,523.97 -\$61,314.64
TOTAL FULL TIME EMPLOYEES	4	4		
TOTAL FT	4	4		

Figure G-112: Retirement Services Positions

Wastewater – Collection – Table of Organization

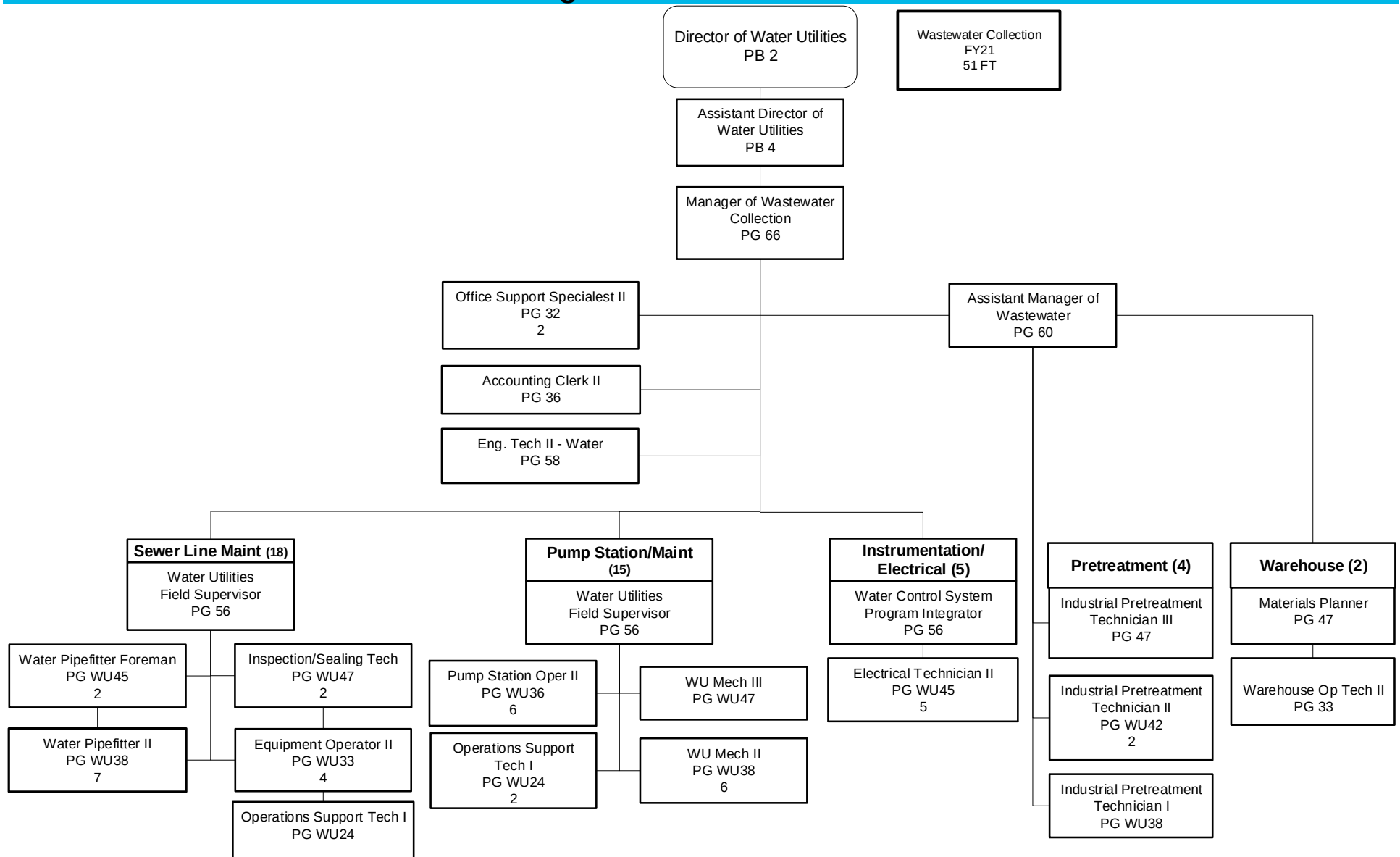


Figure G-113: Wastewater Collection Table of Organization

Wastewater – Collection – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager of Wastewater Collection	1	1	66	\$74,528.33 -\$115,617.91
Assistant Manager of WW Utilities	1	1	60	\$64,380.37 -\$99,875.09
Engineering Technician II - Water	1	1	58	\$61,314.64 -\$95,119.14
Water Control System Program Integrator	1	1	56	\$58,394.91 -\$90,589.66
Materials Planner	1	1	47	\$46,883.83 -\$72,732.20
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Warehouse Operations Technician II	1	1	WU33	\$40,500.23 -\$51,699.50
Office Support Specialist II	2	2	32	\$32,516.47 -\$50,443.71
COLLECTION ADMIN FULL TIME EMPLOYEES	9	9		
Water Utilities Field Supervisor	1	1	56	\$58,394.91 -\$90,589.66
Inspection & Sealing Technician	2	2	WU47	\$57,002.01 -\$72,726.70
Water Utilities Pipefitter Foreman	2	2	WU45	\$54,282.19 -\$69,275.49
Water Utilities Pipefitter II	7	7	WU36	\$43,562.88 -\$55,607.82
Equipment Operator II Streets	4	4	WU33	\$40,500.23 -\$51,699.50
Operations Support Technician I	2	2	WU24	\$32,500.74 -\$41,483.02
SEWER MAINTENANCE FULL TIME EMPLOYEES	18	18		
Water Utilities Field Supervisor	1	1	56	\$58,394.91 -\$90,589.66
WU Mechanic III	1	1	WU47	\$57,002.01 -\$72,726.70
Electrical Technician	5	5	WU45	\$54,282.19 -\$69,275.49
Water Utilities Mechanic II	6	6	WU38	\$45,734.17 -\$58,373.35
Pumping Station Operator II	6	6	WU36	\$43,562.88 -\$55,607.82
Operations Support Technician I	1	1	WU24	\$32,500.74 -\$41,483.02
PUMPING STATIONS FULL TIME EMPLOYEES	20	20		
Industrial Pretreatment Tech III	1	1	47	\$46,883.83 -\$72,732.20
Industrial Pretreatment Tech II	2	2	WU42	\$50,442.43 -\$64,361.53
Industrial Pretreatment Technician I	1	1	WU38	\$45,734.17 -\$58,373.35
PRETREATMENT FULL TIME EMPLOYEES	4	4		
COLLECTION TOTAL	51	51		

Figure G-114: Wastewater Collection Positions

Wastewater – Treatment – Table of Organization

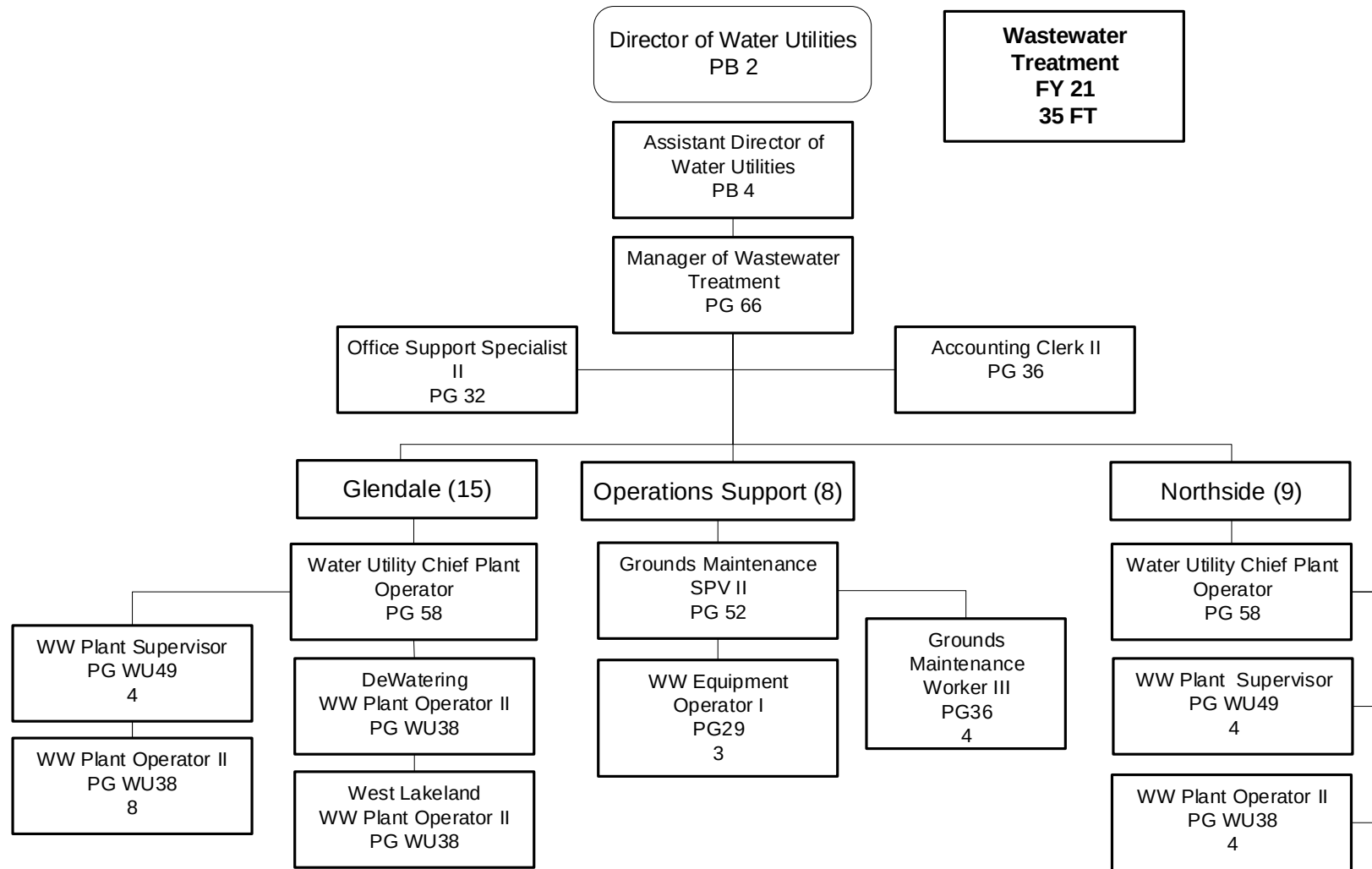


Figure G-115: Wastewater Treatment Table of Organization

Wastewater – Treatment – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Manager of Wastewater Treatment	1	1	66	\$74,528.33 -\$115,617.91
Water Utility Chief Plant Operator	1	1	58	\$61,314.64 -\$95,119.14
Grounds Maintenance Supervisor II	1	1	52	\$52,965.90 -\$82,167.49
Wastewater Plant Supervisor	4	4	WU49	\$59,836.11 -\$76,383.60
Wastewater Plant Operator II	7	7	WU38	\$45,734.17 -\$58,373.35
GLENDAL PLANT FULL TIME EMPLOYEES	14	14		
Water Utility Chief Plant Operator	1	1	58	\$61,314.64 -\$95,119.14
Wastewater Plant Supervisor	4	4	WU49	\$59,836.11 -\$76,383.60
Wastewater Plant Operator II	7	7	WU38	\$45,734.17 -\$58,373.35
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Equipment Operator I	3	3	34	\$34,142.28 -\$52,965.90
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
NORTHSIDE PLANT FULL TIME EMPLOYEES	17	17		
Water Utility Chief Plant Operator	1	0	58	\$61,314.64 -\$95,119.14
Grounds Maintenance Worker III	0	4	36	\$35,849.40 -\$55,614.18
Operations Support Tech II	3	0	WU29	\$36,729.03 -\$46,876.95
WEST LAKELAND WASTELOAD FACILITY FT EMP	4	4		
TREATMENT TOTAL	35	35		

Figure G-116: Wastewater Treatment Positions

Wastewater – Wetlands – Table of Organization

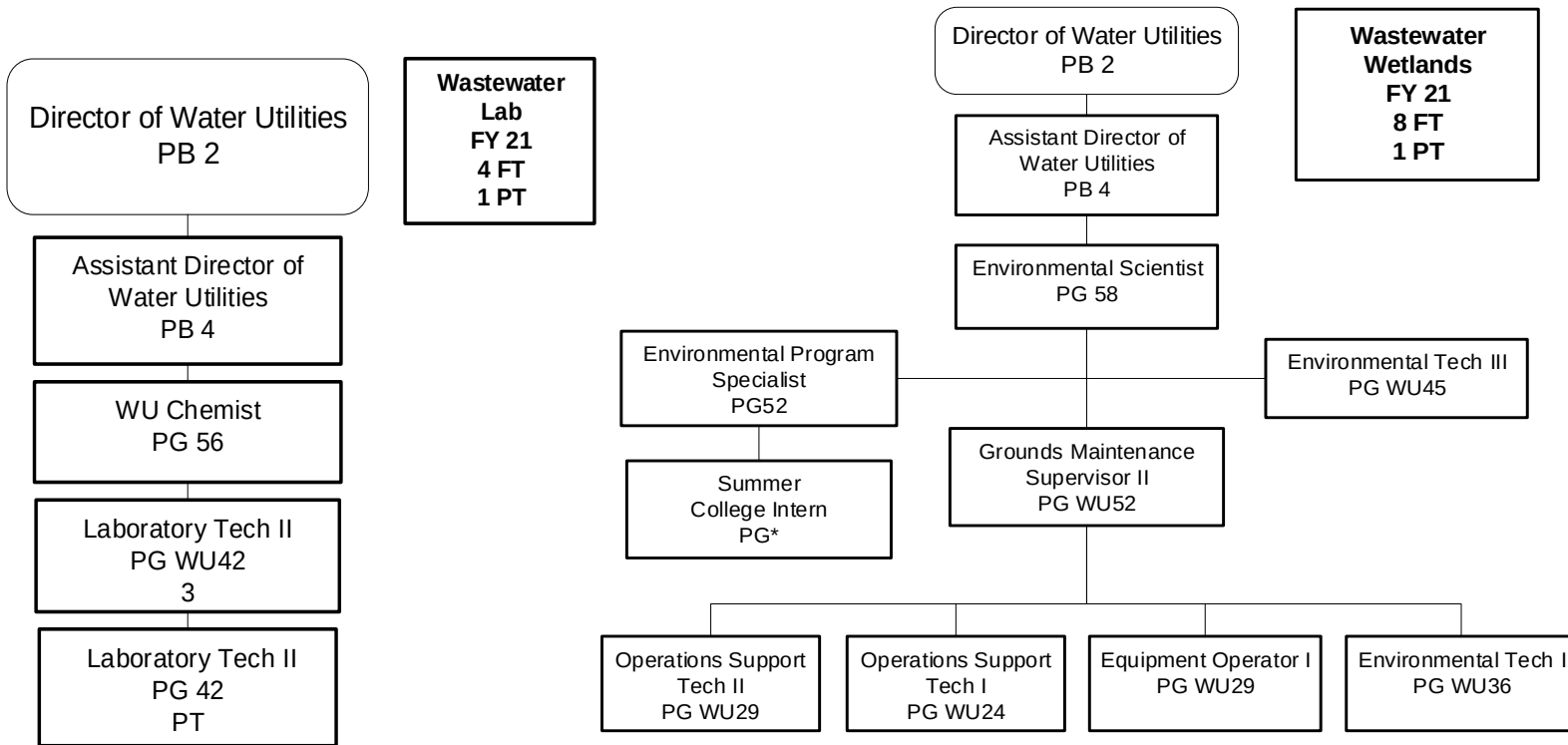


Figure G-117: Wastewater Lab & Wetlands Table of Organization

Wastewater – Wetlands – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Water Utility Chemist	1	1	56	\$58,394.91 - \$90,589.66
Laboratory Technician II	3	3	WU42	\$50,442.43 - \$64,361.53
LABORATORY FULL TIME EMPLOYEES	4	4		
Environmental Scientist	1	1	58	\$61,314.64 - \$95,119.14
Environmental Program Specialist	1	1	52	\$52,965.90 - \$82,167.49
Grounds Maintenance Supervisor II	1	1	52	\$52,965.90 - \$82,167.49
Environmental Technician III	1	1	WU45	\$54,282.19 - \$69,275.49
Environmental Technician I	1	1	WU36	\$43,562.88 - \$55,607.82
Equipment Operator I	1	1	WU29	\$36,729.03 - \$46,876.95
Operations Support Technician II	0	1	WU29	\$36,729.03 - \$46,876.95
Operations Support Technician I	1	1	WU24	\$32,500.74 - \$41,483.02
WETLANDS MANAGEMENT FULL TIME EMP	7	8		
WETLANDS MANAGEMENT TOTAL	11	12		
Laboratory Technician II	1	1	42	\$41,500.17 - \$64,380.37
College Intern	1	1	*	\$18,106.39 - \$162,686.01
PART TIME EMPLOYEES	2	2		
Wastewater TOTAL FT	97	98		
Wastewater TOTAL PT	2	2		

Figure G-118: Wastewater Lab & Wetlands Positions

Water – Administration – Table of Organization

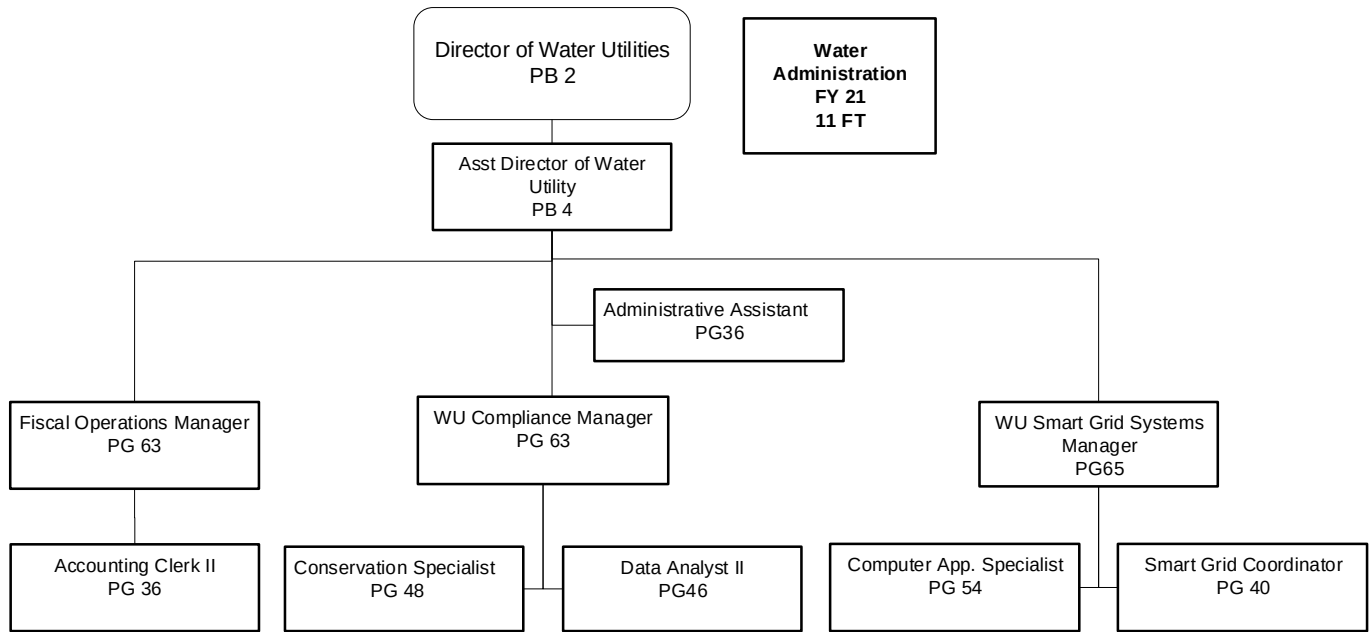


Figure G-119: Water Administration Table of Organization

Water – Administration – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Water Utilities Director	1	1	PB2	\$93,713.48 - \$174,072.63
Assistant Director of Water Utilities	1	1	PB4	\$76,303.89- \$141,723.88
WU Smart Grid Systems Manager	1	1	65	\$72,732.20 -\$112,831.53
Chief Accountant	1	0	63	\$69,268.76 -\$107,458.59
Fiscal Operations Manager	0	1	63	\$69,268.76 -\$107,458.59
WU Compliance Manager	1	1	63	\$69,268.76 -\$107,458.59
Computer Applications Specialist	1	1	54	\$55,614.18 -\$86,275.86
WU Conservation Specialist	1	1	48	\$48,041.62 -\$74,528.33
Utilities Data Analyst II	1	1	46	\$45,753.94 -\$70,979.36
Smart Grid Coordinator	1	1	40	\$39,523.97 -\$61,314.64
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Administrative Assistant	1	1	36	\$35,849.40 -\$55,614.18
ADMINISTRATION FULL TIME EMPLOYEES	11	11		

Figure G-120: Water Administration Positions

Water – Distribution – Table of Organization

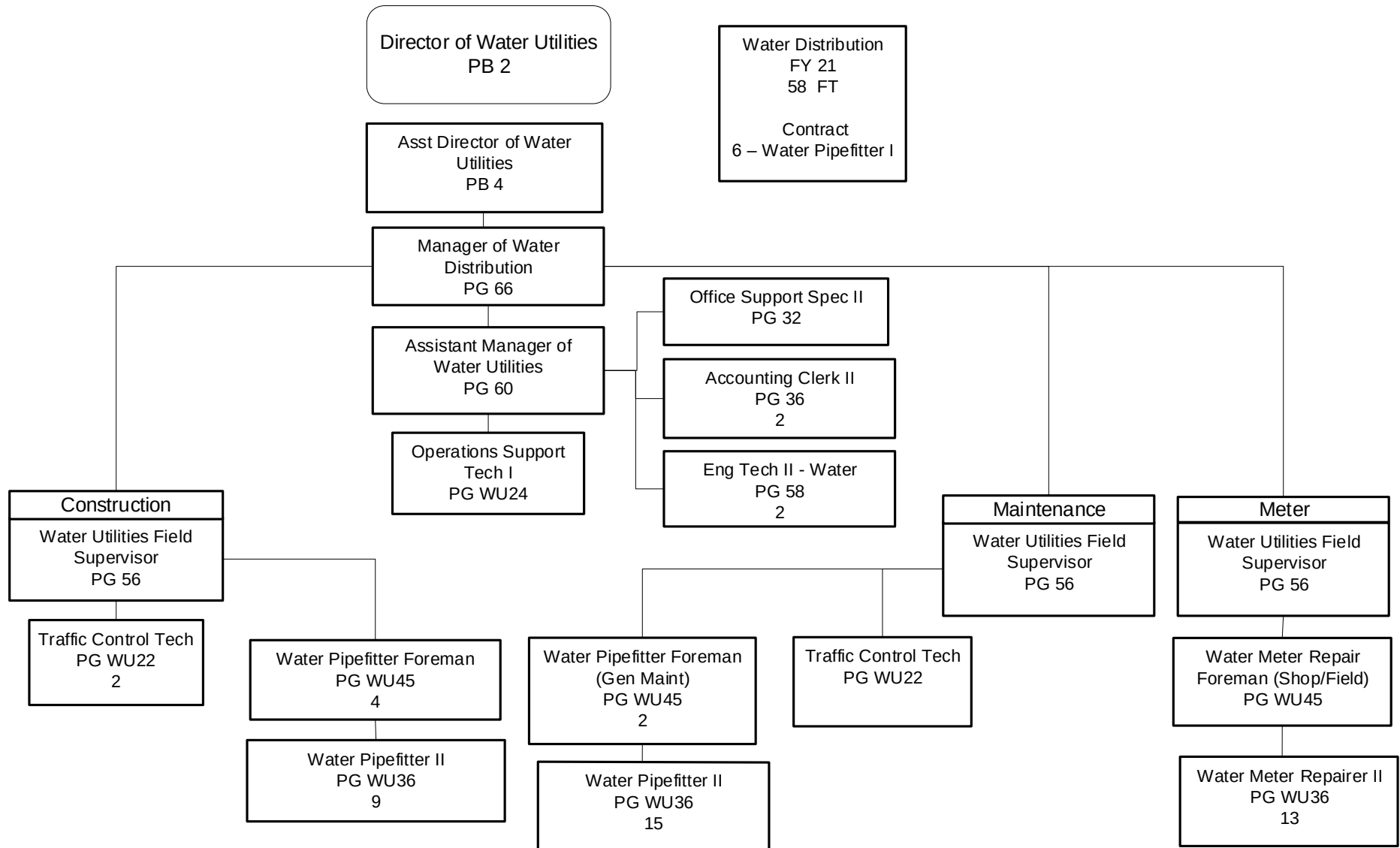


Figure G-121: Water Distribution Table of Organization

Water – Distribution – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager of Water Distribution	1	1	66	\$74,528.33 -\$115,617.91
Assistant Manager Water Utilities	1	1	60	\$64,380.37 -\$99,875.09
Engineering Technician II - Water	2	2	58	\$61,314.64 -\$95,119.14
WU Field Supervisor	3	3	56	\$58,394.91 -\$90,589.66
Water Meter Repairer Foreman	1	1	WU45	\$54,282.19 -\$69,275.49
Water Utilities Pipefitter Foreman	6	6	WU45	\$54,282.19 -\$69,275.49
Water Meter Repairer II	13	13	WU36	\$43,562.88 -\$55,607.82
Water Utilities Pipefitter II	24	24	WU36	\$43,562.88 -\$55,607.82
Accounting Clerk II	2	2	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Office Support Tech I	1	1	WU24	\$32,500.74 -\$41,483.02
Traffic Control Technician	3	3	WU22	\$30,969.42 -\$39,512.93
DISTRIBUTION FULL TIME EMPLOYEES	58	58		

Figure G-122: Water Distribution Positions

Water – Engineering – Table of Organization

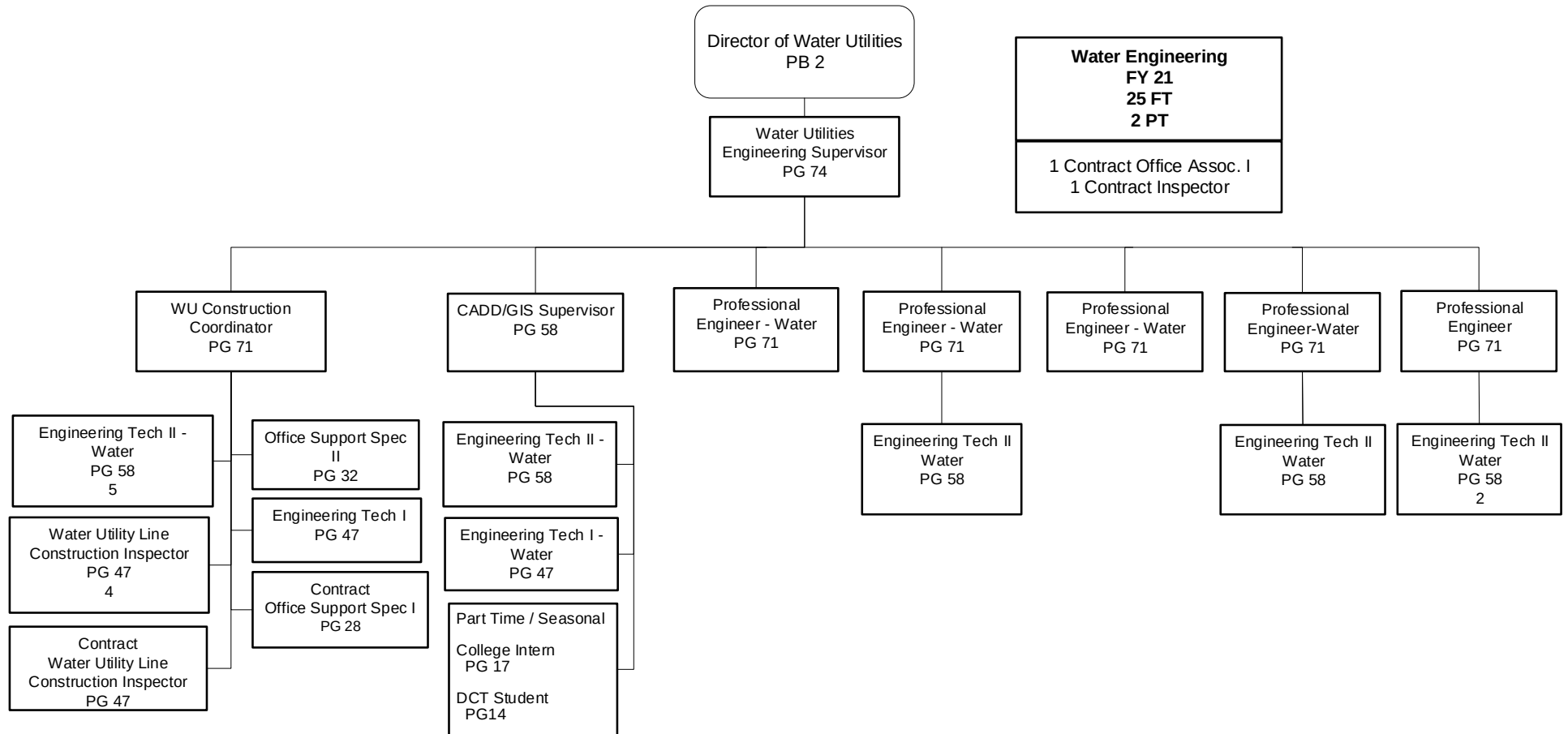


Figure G-123: Water Engineering Table of Organization

Water – Engineering – Positions

Personnel	FY20 Current	FY21 Proposed	PG	Salary Range
Water Utilities Engineering Supervisor	1	1	74	\$90,589.66 - \$140,534.29
Water Utility Construction Coordinator	1	1	71	\$84,196.63 - \$130,616.60
Professional Engineer - Water	5	5	71	\$84,196.63 - \$130,616.60
CADD/GIS Supervisor	1	1	58	\$61,314.64 - \$95,119.14
Engineering Technician II - Water	10	10	58	\$61,314.64 - \$95,119.14
Water Utilities Line Construction Inspector	4	4	47	\$46,883.83 - \$72,732.20
Engineering Technician I - Water	2	2	47	\$46,883.83 - \$72,732.20
Office Support Specialist II	1	1	32	\$32,516.47 - \$50,443.71
ENGINEERING FULL TIME EMPLOYEES	25	25		
College Intern	1	1	*	\$18,106.39 - \$162,686.01
High School Intern	1	1	4	\$17,596.80 - \$25,477.50
PART TIME EMPLOYEES	2	2		

Figure G-124: Water Engineering Positions

Water – Production – Table of Organization

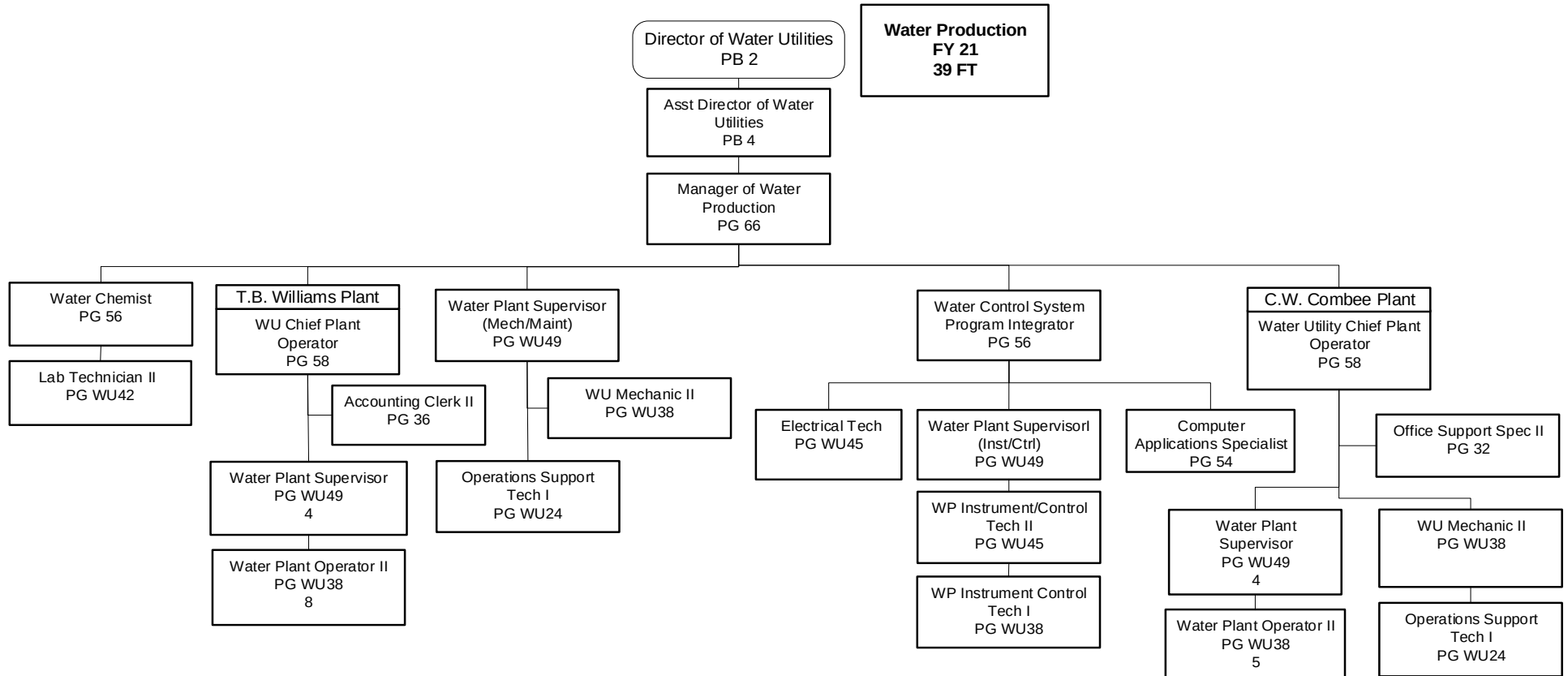


Figure G-125: Water Production Table of Organization

Water – Production – Positions

Personnel	FY20	FY21	PG	Salary Range
	Current	Proposed		
Manager of Water Production	1	1	66	\$74,528.33 -\$115,617.91
WU Chief Plant Operator	2	2	58	\$61,314.64 -\$95,119.14
Water Chemist	1	1	56	\$58,394.91 -\$90,589.66
Water Control Systems Program Integrator	1	1	56	\$58,394.91 -\$90,589.66
Computer Application Specialist	1	1	54	\$55,614.18 -\$86,275.86
Water Plant Supervisor	10	10	WU49	\$59,836.11 -\$76,383.60
Electrical Technician	1	1	WU45	\$54,282.19 -\$69,275.49
Water Plant Instrument/Control Technician II	1	1	WU45	\$54,282.19 -\$69,275.49
Lab Technician II	1	1	WU42	\$50,442.43 -\$64,361.53
Water Plant Operator II	13	13	WU38	\$45,734.17 -\$58,373.35
Water Utilities Mechanic II	2	2	WU38	\$45,734.17 -\$58,373.35
Water Plant Instrument/Control Technician I	1	1	WU38	\$45,734.17 -\$58,373.35
Accounting Clerk II	1	1	36	\$35,849.40 -\$55,614.18
Office Support Specialist II	1	1	32	\$32,516.47 -\$50,443.71
Operations Support Technician I	2	2	WU24	\$32,500.74 -\$41,483.02
PRODUCTION FULL TIME EMPLOYEES	39	39		
Water TOTAL FT	133	133		
Water TOTAL PT	2	2		

Figure G-126: Water Production Positions

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